



## Agenda Report

26-206

Agenda Date: 3/30/2026

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### REPORT TO GOVERNANCE AND ETHICS COMMITTEE

#### **SUBJECT**

Approval of the January 16, 2026 Special Governance and Ethics Committee Special Meeting Minutes

#### **ENVIRONMENTAL REVIEW**

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

#### **FISCAL IMPACT**

There is no fiscal impact to the City other than administrative staff time.

#### **PUBLIC CONTACT**

Public contact was made by posting the Committee agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) or at the public information desk at any City of Santa Clara public library.

#### **RECOMMENDATION**

Approval of the January 16, 2026 Special Governance and Ethics Committee Special Meeting Minutes

Reviewed by: Maria Le, Assistant to the City Manager, City Manager's Office

Approved by: Jovan D. Grogan, City Manager

#### **ATTACHMENTS**

1. January 16, 2026 Special Governance and Ethics Committee Meeting Minutes Draft



# City of Santa Clara

## Meeting Agenda

### Governance and Ethics Committee

#### Special Meeting

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Monday, March 30, 2026

10:00 AM

City Hall – Council Chambers  
1500 Warburton Avenue  
Santa Clara, CA 95050

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The City of Santa Clara is conducting Governance and Ethics Committee meetings in-person and continues to have methods for the public to participate remotely or in-person.

- Via Zoom: <https://santaclaraca.zoom.us/j/98559951444>
- Webinar ID: 985 5995 1444
- By phone: +1 669 444 9171

To submit written public comment before meeting:

Send email to [mayorandcouncil@santaclaraca.gov](mailto:mayorandcouncil@santaclaraca.gov) by 10 a.m. one day before the date of the meeting. Emails will be forwarded to Committee members and will be uploaded as supplemental meeting material.

Note: Emails received as public comment will not be read aloud during the meeting.

#### CALL TO ORDER AND ROLL CALL

#### CONSENT CALENDAR

#### PUBLIC PRESENTATIONS

*[This item is reserved for persons to address the body on any matter not on the agenda that is within the subject matter jurisdiction of the body. The law does not permit action on, or extended discussion of, any item not on the agenda except under special circumstances. The governing body, or staff, may briefly respond to statements made or questions posed, and appropriate body may request staff to report back at a subsequent meeting.]*

#### GENERAL BUSINESS

1. 26-206 [Approval of the January 16, 2026 Special Governance and Ethics Committee Special Meeting Minutes](#)

**Recommendation:** Approval of the January 16, 2026 Special Governance and Ethics Committee Special Meeting Minutes

2.     **26-205**     [Review and Provide Direction on the 2026 City Council Priority Setting Session Framework](#)

**Recommendation:** Review and Provide Direction for the 2026 City Council Priority Session Framework

3.     **26-203**     [Action on Council Policy Establishing an Annual Performance Review Process for Council Appointees](#)

**Recommendation:** Approve a new Council policy for the Performance Evaluation Process for Council Appointees, and present the proposed new Council policy to the full City Council for consideration and approval.

4.     **26-202**     [Review and Action on the 2026 Governance and Ethics Committee Workplan](#)

**Recommendation:** Approve the 2026 Governance and Ethics Committee Workplan with any additional amendments.

## **STAFF REPORT**

### **COMMITTEE MEMBER REPORTS / FUTURE REFERRALS FOR CONSIDERATION**

*Process to Submit Future Referrals: Committee members may email staff, in advance of agenda posting, to include in the section for future referrals for consideration.*

- Broadcast Issues for City Council meetings (Park)
- Council Policy 009 ("City Representation at meetings, ceremonies & events") in relation to Lunar New Year event (Park)
- Council Policy 030 ("Adding an Item on the Agenda") (Park)
- Mayor and Council Email Management (Park)

## **ADJOURNMENT**

## MEETING DISCLOSURES

The time limit within which to commence any lawsuit or legal challenge to any quasi-adjudicative decision made by the City is governed by Section 1094.6 of the Code of Civil Procedure, unless a shorter limitation period is specified by any other provision. Under Section 1094.6, any lawsuit or legal challenge to any quasi-adjudicative decision made by the City must be filed no later than the 90th day following the date on which such decision becomes final. Any lawsuit or legal challenge, which is not filed within that 90-day period, will be barred. If a person wishes to challenge the nature of the above section in court, they may be limited to raising only those issues they or someone else raised at the meeting described in this notice, or in written correspondence delivered to the City of Santa Clara, at or prior to the meeting. In addition, judicial challenge may be limited or barred where the interested party has not sought and exhausted all available administrative remedies.

If a member of the public submits a speaker card for any agenda items, their name will appear in the Minutes. If no speaker card is submitted, the Minutes will reflect "Public Speaker."

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the City of Santa Clara will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities, and will ensure that all existing facilities will be made accessible to the maximum extent feasible. The City of Santa Clara will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities including those with speech, hearing, or vision impairments so they can participate equally in the City's programs, services, and activities. The City of Santa Clara will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities.

Agendas and other written materials distributed during a public meeting that are public record will be made available by the City in an appropriate alternative format. Contact the City Clerk's Office at 1 408-615-2220 with your request for an alternative format copy of the agenda or other written materials.

Individuals who require an auxiliary aid or service for effective communication, or any other disability-related modification of policies or procedures, or other accommodation, in order to participate in a program, service, or activity of the City of Santa Clara, should contact the City's ADA Coordinator at 408-615-3000 as soon as possible but no later than 48 hours before the scheduled event.



# City of Santa Clara

## Meeting Minutes

### Governance and Ethics Committee

01/16/2026

10:00 AM

City Hall - East Wing  
Sparacino Conference Room  
1500 Warburton Avenue  
Santa Clara, CA 95050

#### Special Meeting

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- Via Zoom: <https://santaclaraca.zoom.us/j/98559951444>
- Webinar ID: 985 5995 1444
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Note: Emails received as public comment will not be read aloud during the meeting.

#### CALL TO ORDER AND ROLL CALL

Chair Suds Jain called the meeting to order at 10:10 a.m.

Present 3 - Member Raj Chahal, Chair Suds Jain, and Member Kevin Park

#### CONSENT CALENDAR

None.

**PUBLIC PRESENTATIONS**

**Member of the public, Dr. Tom Shanks** commented on the agenda meeting packet, specifically the lack of clarity on the proposed documents and what actions are being taken or not taken in relation to Item #2, Presentation by Outside Consultant for the Review of and Recommendations Regarding Potential Adoption of Ethics Commission and the Approval of Proposed Changes to City's Ethics Policies Previously Presented to Committee.

**GENERAL BUSINESS**

1. [26-36](#) Approval of the October 30, 2025 Governance and Ethics Committee Special Meeting Minutes

**Recommendation:** Approve the minutes of the October 30, 2025 Governance and Ethics Committee Special Meeting

**Member Raj Chahal** motioned to approve the minutes for the **October 30, 2025 Governance and Ethics Committee Special Meeting**. The motion was seconded by **Member Kevin Park** and approved by the Committee.

**Aye:** 3 - Member Chahal, Chair Jain, and Member Park

2. [26-37](#) Presentation by Outside Consultant for the Review of and Recommendations Regarding Potential Adoption of Ethics Commission and the Approval of Proposed Changes to City's Ethics Policies Previously Presented to Committee

**Recommendation:**

1. Receive Consultant's Report and Provide Input or Direction Regarding Consultant's Recommendations on a Potential Ethics Commission or Alternatives
2. Review and Possible Action to Recommend to the Council Approval of Proposed Changes to City's Ethics Policies Previously Presented to Committee

**Consultant, Morin I. Jacob, from Liebert Cassidy Whitmore (LCW)**

presented recommendations regarding the potential adoption of an Ethics Commission and proposed changes to the City's Ethics Policies.

**Members Jain and Park** inquired as to what comparable sized city with an Ethics Commission was studied in regards to enforcement and oversight. **LCW** stated that they did not conduct a direct comparison and will report back to the Committee on this item.

**Member Chahal** inquired as to the difference of a separate Campaign Finance Commission and what exactly would this Commission address. **LCW** stated the Commission can be set up to cover items not addressed by the FPPC and Grand Jury.

**Chair Jain** commented on the various cities as to whether or not any of these commissions investigate employees and if commission members are appointed by the Mayor and Council, how are they truly independent. **LCW** responded that upon formation, it can be decided to include employees and how commission members are appointed to address these concerns.

**Member Park** questioned where the Ethics Pledge is coming from and its enforcement. In addition, he stated we need set up details and rules first before setting up an Ethics Commission.

**Chair Jain** stated Ethics is more subjective and a gray area that does not have a law to hold them to it. He suggested to pass by measure (public vote) to form the Ethics Commission.

**Member Chahal** inquired if there are ways to prevent weaponization of the Commission. **LCW** stated that it would be best to use state and federal laws and utilize your own City Attorney to address this. The City Council may retain an investigator as well to look into a member of the Council.

**Member of the public Wanda Buck** stated there is an ethics problem in Santa Clara and moving towards exploring more options as a new program or a separate Ethics Commission.

**Member of the public Dr. Tom Shanks** stated he was speaking on this agenda item and suggested to open up this discussion to the broader public for a public process.

**Member Park** made a motion for the following:

**1) Direct LCW to consult with current or former Ethics Commissioners from other jurisdictions and any other relevant experts to provide recommendations and options, on other ways beyond forming an Ethics Commission to achieve transparency, accountability and ethics in the city. 2) City Manager Grogan added the inclusion of roles of key staff for clarity. 3) To return In-person to report back to the Committee.**

**Aye:** 3 - Member Chahal, Chair Jain, and Member Park

## **STAFF REPORT**

2026 Meeting Schedule: March 2, 2026, June 1, 2026, September 14, 2026, December 7, 2026.

**Assistant City Manager Arcely Azevedo** stated upcoming Committee meetings are currently to be at 10:00 a.m.

**Member Kevin Park** stated he would like to minimize meeting cancellations moving forward in addition to scheduling additional meetings to address the back log of issues before the Committee. He further stated that he would like to speak to Chair Jain about the list of items he would like the Committee to address, Chair Jain cited the Brown Act as to why Member Park should provide the list of issues to staff rather than speak to him directly about such items.

**City Manager Jovan D. Grogan** requested that priority setting be agendaized at a future meeting.

## **COMMITTEE MEMBER REPORTS / FUTURE REFERRALS FOR CONSIDERATION**

## **ADJOURNMENT**

The meeting was adjourned at 12:39 p.m.



## Agenda Report

26-205

Agenda Date: 3/30/2026

### REPORT TO GOVERNANCE AND ETHICS COMMITTEE

#### **SUBJECT**

Review and Provide Direction on the 2026 City Council Priority Setting Session Framework

#### **BACKGROUND**

Each year, the City Council convenes for its annual Priority Setting Session to establish citywide priorities and initiatives for the upcoming fiscal year. These priorities form the policy framework that guides the alignments on City resources. The annual priority setting session has typically been held in the February or March timeframe, however, due to 2026 major event planning and workload, the City is looking to schedule the 2026 Council Priority Setting session in the May 2026 timeframe.

In Fall 2023, the City issued a Request for Qualifications (RFQ) for Professional Services for Strategic Planning and Meeting Facilitation. Through a competitive process, the City selected Raftelis to provide facilitation services. The Raftelis team facilitated the 2024 Priority Setting Session, during which the City Council established priority areas of focus and identified key initiatives.

The Raftelis team facilitated the 2025 Priority Setting Session on April 3, 2025, at the Central Park Library. City Manager Jovan Grogan opened the session with a status update on 2024 priorities, noting which items had been completed, were underway, or required additional resources.

In advance of the session, staff distributed the 2024 City Council Priority Summary Report (Attachment 1), and following the session, Raftelis provided a session summary (Attachment 2) outlining outcomes and identified priorities.

#### **Priority Areas of Focus**

The City Council priorities are organized into four **Priority Areas of Focus**:

- 1) Excellent City Government**
  - a. Valued City Services
  - b. Reliable Funding
  - c. Well-Managed Stadium
  - d. Trusted and Engaged City Government
  
- 2) Reliable Infrastructure**
  - a. Resilient and Well-Maintained Infrastructure
  - b. Accessible Transportation Options
  
- 3) Outstanding Quality of Life**
  - a. Affordable Housing and Supportive Services

- b. Safe Community
- c. Quality Parks Programming and Cultural Amenities

**4) Thriving Community**

- a. Vibrant Local Community

Once priorities were identified at the sessions, staff reviewed the priorities and conducted a budget analysis, categorizing each initiative as:

- **Complete:** Initiative is finished based on staff analysis and review.
- **Baseline/Ongoing:** Work is underway and operationalized within staff’s current workplan. These items are tracked as Council Referrals rather than re-listed as new priorities.
- **Underway:** Initiative is in planning or active implementation.
- **New:** Initiative has not started and may be subject to resources or budget reallocation.

**DISCUSSION**

Staff presents this item to the Governance and Ethics Committee for review and direction on the 2026 Priority Setting Session framework. The session is anticipated to take place in May 2026. Given the significant staff time dedicated to major event planning this year, as well as the continuity of the existing process, staff recommends following the same framework as the prior year and retaining Raftelis as the facilitator.

In addition, we are recommending, if we are able to secure a consultant, to provide conflict resolution training to the City Council. As part of the June 2024 Santa Clara Civil Grand Jury Report titled, Irreconcilable Differences, the Grand Jury made a recommendation to hire a conflict resolution professional and provide training to the City Council. The City has reached out to consultants, however, the City has been unable to secure a consultant. If staff is unable to secure a consultant, an RFP will be conducted, and the training will be scheduled at a later time.

As part of the priority setting process, staff surveyed neighboring agencies on their approaches to establishing Council priorities. Results are summarized in the table below.:

City	Schedule	Details
Fremont	Annual	An annual retreat held with Council to establish priorities. City Manager provides mid-year and year-end report on priorities.
Milpitas	Annual	Currently transitioning from a quarterly to an annual process with a 6-month check in on priorities. Council priorities are selected and ranked with City staff.
Mountain View	Biennial	The two-year Council Work Plan establishes the top projects to advance the Council's strategic vision and strategic priorities. Every 6 months, Council receives City Manager reports on the implementation of the Strategic Roadmap along with the mid-year budget.

Oakland	Biennial	Individual Councilmember Priorities: City Councilmembers submit up to seven expenditure priorities in ranked and/or weighted order for changes to the baseline budget as presented in the Five-Year Forecast.
Palo Alto	Annual	City Council reviews its priorities for the year at its annual Council Retreat.
San Jose	Annual	The City Council Focus Areas guide San José's priorities. A survey is conducted to residents. Council submits priorities annual and is part of the Mayor's March budget message.
San Mateo	Annual	Every year the San Mateo City Council holds its annual goal setting meeting (a.k.a. "Blue Sky" meeting) to establish its priorities and strategic initiatives.
Sunnyvale	Biennial	The City Council adopted five strategic goals for July 2025 through June 2027. A strategic goal <a href="https://www.sunnyvale.ca.gov/your-government/governance/council-strategic-goals/workplan-dashboard">workplan dashboard</a> < <a href="https://www.sunnyvale.ca.gov/your-government/governance/council-strategic-goals/workplan-dashboard">https://www.sunnyvale.ca.gov/your-government/governance/council-strategic-goals/workplan-dashboard</a> > is available.

### 2026 Priority Setting Session

The 2026 session will be facilitated by Raftelis, consistent with the prior year. The proposed agenda framework includes.

- Status update on 2025/2026 City Council priorities
- Budget Update
- 2026/2027 Priority Setting; Council identifies top priorities
- Public Comment opportunities
- Conflict Resolution Training (if consultant secured)

Staff is also exploring development of an online dashboard to track progress on City Council priorities, including project details, budget information, and anticipated completion dates, to be made publicly available on the City's website.

### **ENVIRONMENTAL REVIEW**

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

### **FISCAL IMPACT**

There is no fiscal impact with this report other than administrative staff time.

**COORDINATION**

This report was coordinated by the City Manager's Office.

**PUBLIC CONTACT**

Public contact was made by posting the Committee agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) or at the public information desk at any City of Santa Clara public library.

**RECOMMENDATION**

Review and Provide Direction for the 2026 City Council Priority Session Framework

Reviewed by: Maria Le, Assistant to the City Manager, City Manager's Office

Approved by: Jovan Grogan, City Manager

**ATTACHMENTS**

1. 2024 City Council Priorities Summary Report
2. 2025 Consultant Raftelis Summary of City Council Priority Session



# CITY COUNCIL PRIORITY SETTING SUMMARY REPORT

2024 Priorities



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



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## Executive Summary

On an annual basis, the City Council meets for its Council Priority Setting session. The goal of the annual session is to formulate the City Council's priorities and initiatives and establish Priority Areas of Focus and key initiatives for the City organization. The process identifies important and critical priorities which establishes the policy framework for budget decisions and how City resources are aligned to support these objectives.

The City Council Priority Setting Session Summary Report provides an overall summary of the session including the City Council priorities and the updates on each priority item. The session resulted in the establishment of four Priority Areas of Focus as well as identified 34 Top Priorities and nine High Priorities, which are further detailed in the report.

The 2024 City Council Priority Setting sessions were held on March 25, 2024 and April 3, 2024 at the Santa Clara Convention Center. The City selected Raftelis (Consultant) which included Executive Vice President Julia Novak and Vice President Nancy Hetrick who led the City Council through a two-day priority setting session and conducted pre-interviews with the members of the City Council. In addition, the City selected EMC Research Inc. to perform research to aid in understanding resident satisfaction with the City's efforts around the current Council Priority Areas, and to gauge resident priorities to inform the setting of new Priority Areas.

The facilitator opened the session and led the City Council and Senior Leadership team in a 2-day priority retreat.

EMC Research, Inc. presented results on a mixed-mode community survey which included findings from a sample of adult residents in the City of Santa Clara. The key findings of the survey indicated:

- Residents are generally satisfied with life in the City of Santa Clara and the City largely receives good ratings for its provision of services.
- Issues around homelessness and the availability/development of affordable housing are top concerns and priorities for Santa Clara residents.
- While public safety is also a top concern, many residents do feel the city is safe. Still, investments in police and first responders are welcome.
- Other top issues of importance to residents include:
  - Economic development (downtown businesses and boosting the economy),
  - Road and sidewalk maintenance, and
  - Utility (water, sewer, and road) emergency response.

In addition, the City Council was provided a City Council Priorities and Referral matrix that included City Council referrals and potential initiatives in the following categories: 8 potential initiatives referred to the Priority Setting Process by prior City Council action, 46 initiatives referred for further action, and 24 items which were completed or required no



further action. Other than the completed items, all the items in the matrix were included as options for the prioritization exercise for City Councilmembers to consider as a priority. Here is the [link to the full report](#) for the 2024 Priority Setting sessions available online.

The facilitators led the City Council through a robust discussion and conducted several exercises, including a “True in Ten Years” exercise where City Councilmembers were asked to share 3 to 5 items that are not true about Santa Clara today, that they hope to be true in ten years. The City Council was then led through an exercise to identify 7 to 10 priority items each. On the second day of the session, the facilitators shared the priorities the Council provided on day one of the session and led the City Council through a dot exercise to identify which priorities were identified.

These exercises resulted in four new Priority Areas of Focus and a total of 34 top priority items with unanimous support and 9 high priority items with majority support (received at least 4 council votes). Following the session, the facilitators issued the consultant’s report (Attachment 2) with a summary of the priority areas of focus and a list of priorities.

The City has reviewed the consultant’s report to develop this comprehensive summary, which includes a status and updates on the various projects and initiatives identified as a City Council Priority.

### **Priority Areas of Focus**

Below is a summary of the Priority Areas of Focus and under each focus area, a summary/update on the identified Top and High priority items. As noted above, there are a total of 34 Top Priority and 9 High Priority Items.

The City Council’s strategic priorities were organized into four overarching *Priority Areas of Focus* with subcategories listed below as strategic outcomes.

<p><b>1) Excellent City Government</b></p> <ul style="list-style-type: none"> <li>a. Valued City Services</li> <li>b. Reliable Funding</li> <li>c. Well-Managed Stadium</li> <li>d. Trusted and Engaged City Government</li> </ul>	<p><b>2) Reliable Infrastructure</b></p> <ul style="list-style-type: none"> <li>a. Resilient and Well-Maintained Infrastructure</li> <li>b. Accessible Transportation Options</li> </ul>
<p><b>3) Outstanding Quality of Life</b></p> <ul style="list-style-type: none"> <li>a. Affordable Housing and Supportive Services</li> <li>b. Safe Community</li> <li>c. Quality Parks Programming and Cultural Amenities</li> </ul>	<p><b>4) Thriving Community</b></p> <ul style="list-style-type: none"> <li>a. Vibrant Local Community</li> </ul>



## City Council Priority Initiatives

The final priorities and initiatives were organized within one of the priority areas and fall into top priorities or high priorities. A total of 43 Council Priorities were identified. Of the 43 items, a total of 34 items were categorized as “Top Priorities” and a total of (9) nine items were considered “High Priorities”. The Consultant categorized the 43 City Council priorities with the following methodology:

- **Top Priorities:** Unanimous support to move forward **(34 total)**
- **High Priorities:** Majority support to move forward with 4 or more votes **(9 total)**

The planning for many of the priorities are ongoing or already underway. There are some items that may have to be shifted based on budgetary and staff resource allocation.

The overall total priority initiatives (Top and High Priorities) are categorized into the following categories:

- **Complete:** (3) Priority initiatives which are considered completed based on staff analysis and review.
- **Baseline/Ongoing:** (12) Priority initiatives which may be considered baseline foundational items. **These items will be removed from tracking list as they are considered ongoing items.**
- **Underway:** (18) Priority initiatives which have already started in the planning phases or underway.
- **New:** (8) Priority initiatives which have not started and may need to be shifted based on budgetary and staff resource allocation.



## Top Priorities

During the 2024 City Council Priority setting session, the following 34 items received unanimous support to move forward by City Council and were identified as Top Priorities. The Top Priorities below include summaries of the status of each priority and are listed in the following order:

- Completed (3)
- Baseline/Ongoing (11)
- Underway (13)
- New (7)

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### COMPLETED

*Top Priority initiatives which are considered completed based on staff analysis and review. These items will be removed from tracking list as they are complete.*

#### **1. Pursue a Bond Measure for Infrastructure Investment (Completed)**

On July 16, 2024 the City Council approved the placement of a \$400 million bond on the November 2024 ballot. Santa Clara voters passed Measure I, a general obligation bond that will fund greatly needed infrastructure projects in our city. The \$400M in bond proceeds will enhance the City's efforts to address over \$600M in unfunded infrastructure needs. Part of the approved ordinance includes a transparency and accountability plan. Staff is working to prioritize the lists of proposed infrastructure projects within the Expenditure for each project phase of the bond and the recruitment for the Oversight Committee will be in early/mid 2025.

**Budget Allocated:** Funds were allocated for the City's consultant, outreach including printed materials, and election costs.

**Unfunded:** N/A

**Priority Area of Focus: Reliable Infrastructure and Mobility**

**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

#### **2. Hire an Economic Development Director (Completed)**

The City Manager's Office has created an Economic Development & Sustainability Division and Reena Brilliot has joined the City Manager's Office as the Director of Economic Development & Sustainability. The Director will be charged with developing economic development programs and strategy, improving services for businesses, and facilitating permit streamlining across the City to enhance customer service for our residents and businesses and overseeing citywide sustainability efforts.



**Budget Allocated:** The position was shifted and funded as part of a restructuring of the City Manager's Office.

**Unfunded:** N/A

**Priority Area of Focus: Thriving Community**  
**Strategic Outcome: Vibrant Local Community**

### **3. Restore Funding for Police Park Patrols (Completed)**

Funding was included in the budget for FY 2024/25 to restore funding for Police Park Patrols for \$230,000. The return of the Park Patrol Program is intended to mitigate issues; it is important to note Reserve Police Officers numbers have declined in recent years, however efforts are made to schedule patrols. On July 1, 2024, the Police Park Patrol Program was reinstated. The goal is to staff patrols with Reserve Police Officers, to maximize the funding available. The focus has started with patrols working at City parks experiencing the most issues (e.g., encampments, vandalism, graffiti, criminal activity) and rotate throughout City facilities and parks. The Police Park Patrols have met with both Library and Parks & Recreation department staff to develop direct lines of communication among staff. The Park Patrols are maintaining detailed reports and logs of any activity occurring in the facilities and parks.

**Budget Allocated:** \$230,000

**Unfunded:** N/A

**Priority Area of Focus: Outstanding Quality of Life**  
**Strategic Outcome: Safe Community**

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## **BASELINE / ONGOING**

*Top Priority initiatives which may be considered baseline foundational items. **These items will be removed from tracking list as they are ongoing items.***

### **4. Pursue an Admission Tax on Ticketed Entertainment Events (Baseline/Ongoing)**

The objective of an admissions tax would be to generate additional City general fund revenue from Stadium events. In a different manner, this objective was achieved with the approval of the May 2024 Litigation Settlement with the 49ers. As part of this settlement, the Non-NFL Event ticket surcharge was increased from \$4 to \$8. Additional surcharge revenues resulting from this increase are available to fund Stadium Authority obligations to pay NFL Event public safety costs above the threshold; this in turn increases Performance Rent payable to the City. While an admission tax payable



directly to the City would increase City **gross revenues**, provisions in the existing Stadium Agreement (specifically, Section 9.3) could result in an offset of revenues the City might otherwise receive under the terms of the Stadium Lease, resulting in **no new net revenues** to the City's general fund from the admissions tax as it applied to the Stadium.

This matter remains under review by the City Attorney's office, with a Memorandum on the subject expected to be provided within the next 60 days.

In regard to the Santa Clara Convention Center, it is important to note that an admission tax would potentially impact marketability and may result in the need to reduce venue rental fees on publicly available ticketed events (e.g. Silicon Valley Auto Show, Sneaker Con), in order to stay competitive. An admission tax could also negatively impact other ticket-based entertainment venues in the City such as California's Great America, which has announced their future pending closing. The estimated cost for a consultant to explore the admission tax study could range from \$50,000-\$100,000. Because of these complexities, if an additional tax is desired, staff recommends that resources be allocated toward an additional sales tax, real estate transfer tax, and storm water fees before pursuing an admission tax. Any such tax measures would need to be placed before Santa Clara voters for approval on a regular election. The next possible election date is November 2026.

**Budget Allocated:** N/A

**Unfunded:** \$50,000-\$100,000 for study

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Reliable Funding

## **5. Write better City Contracts without ambiguity to protect City Rights (Baseline / Ongoing)**

The City continues to emphasize this as a core element of the function of the City Attorney's Office, including peer review and periodic training. As the volume and complexity of City transactions continue to grow, additional staffing may be necessary to increase capacity.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Valued City Services



## 6. Improve Overall Employee Morale and Job Satisfaction (Baseline / Ongoing)

In 2024, the City Manager's Office launched an Employee Engagement process to encourage employees from across City departments and at all levels to exchange ideas and develop recommendations on topics that are important to the organization. With the collaborative effort, three employee-led engagement groups were formed including the: Re-envisioning Committee for the City Hall Cafeteria and Library Cafe, Employee Engagement group focused on events, and the Artificial Intelligence (AI) Engagement group tasked to develop an internal AI Policy. The AI Policy aims to encourage responsible use of AI in the workplace. Key elements include guiding principles such as transparency, equity, accountability, privacy, security, accuracy and responsible use. Part of the policy implementation will include staff training on AI.

As part of its efforts, the employee engagement groups conducted staff surveys, researched current best practices and policies to develop recommendations and findings which were presented to the City's Senior Leadership Team. The employee groups continue to work to engage employees Citywide on the ongoing efforts.

The City began a gift card program to recognize staff for their exceptional work. City employees have participated in employee focused events such as the City's Health and Wellness Fair, Silicon Valley Power's Public Power Week, the annual Halloween Costume contest, and various employee networking events. In addition, the City has been more intentional about offering trainings and organizational development opportunities as well as offers services through a Wellness Coordinator, Ryan Wright.

The City hosted an Employee Appreciation event at Central Park Library in December 2024 to recognize the years of service of many City employees. The City will be conducting an Employee Survey in early 2025. The City Manager's Office has started to provide weekly communication from the City Manager's Office on news and updates to all City employees. In addition, \$150,000 of funding has been set aside for purposes for the employee engagement groups and employee appreciation activities.

**Budget Allocated:** \$150,000 annually.

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Valued City Services

## 7. Support Expansion of Silicon Valley Power system with creative solutions so we can capture future businesses and encourage expansion of our current businesses (Baseline / Ongoing)

As part of a late 2019 Silicon Valley Power (SVP) staff strategic planning session, staff determined there was a need for Silicon Valley Power to increase electric capacity to



accommodate approved and future development. In early 2020, staff commenced work on this item with a pause due to the Covid 19 pandemic.

The Silicon Valley Power peak load in 2020 was approximately 600 MW and the peak load has now increased to approximately 724 MW. The current System Operating Limit (SOL) is approximately 750 MW. With the proposed SVP and CAISO projects the SVP system is expected to accommodate up to 1300 MW. Below is a high-level summary of some (does not include all) City Council actions to date:

- October 13, 2020 - Master service agreements with several engineering consultant firms
- April 6, 2021 - Comprehensive review of upcoming load growth and capital projects to the City Council
- September 28, 2021 - City Council accepted SVP's Three-Year System Growth Plan Strategy
- April 5, 2022 - Updated connection and load development fees for SVP
- November 15, 2022 - City Council accepted SVP's System Expansion Plan for the California Independent System Operator's (CAISO) Transmission Planning Process
- February 7, 2023 - Authorized the City Manager to complete negotiations, and execute agreements for the Energy Battery Storage System (BESS) project
- May 9, 2023 - City's intent to issue tax-exempt electric system bonds
- July 18, 2023 - Updated City Council regarding these key near-term projects
- October 10, 2023 - Authorized the purchase of up to 12 high voltage transformers
- March 19, 2024 - Informational Report regarding route analysis for 115kV Transmission Line from NRS to KRS
- April 23, 2024 - Updated connection fees and load development fees
- August 29, 2023 – Adopted the CEQA for the BESS project and authorized the City Manager to negotiate, approve, and execute an Interconnection Agreement
- May 7, 2024 - Authorized the negotiation and purchase of high voltage circuit breakers
- May 28, 2024 - Authorized the negotiation and purchase of high voltage disconnect switches, station service voltage transformers, voltage transformers and capacitive voltage transformers, and combination revenue metering transformers
- May 28, 2024 - Authorized amendments to existing agreements as required to complete unanticipated internal inspection and Re-rate Engineering Study for transformer upgrades at KRS and SRS
- July 9, 2024 – Authorized the City Manager to negotiate and execute up to 100 MW of in City Power Purchase Agreements
- September 10, 2024 - Approved the issuance of electric revenue bonds which provide funding for the large System Expansion Plan projects
- November 12, 2024 – Approved MND and MMRP and Route Approval for the 115kV Transmission Line from NRS to KRS



- November 12, 2024 - Authorized the purchase of control enclosures with protection and control panels and neutral grounding resistors
- November 19, 2024 - Authorized the purchase of capacitor banks with reactive switching devices, protection and control panels, insulators, and surge arrestors
- December 3, 2024, Delegation of Authority to the City Manager to Negotiate and Execute Amendments to Agreements for Design Professional Services for System Capacity Expansion Planning

For the additional transmission capacity to the City, staff worked through a multi-year process with the CAISO for a new transmission line. The approved transmission line was originally 500 MW and staff further worked with the CAISO to increase the capacity to 1000 MW. Below is a summary of the steps taken:

- June 2020 – Started work on updated load
- November 2023 – Started discussion with the California Energy Commission (CEC)
- December 2020 – Started meeting with PG&E regarding additional projects
- January 2021 – CEC adopted SVP new load forecast
- March 2021 – SVP comment on Draft Study Plan
- March 2021 – SVP staff presents to the CAISO board
- March 2021 – Final Study Plan posted
- August 2021 – CAISO posts preliminary reliability study results
- September 2021 – PG&E posts mitigation plans
- September 2021 – Meetings and comments on mitigation plans
- January 2022 – Draft Transmission Plan posted
- March 2022 - CAISO approved Transmission Plan
- March 2023 – CAISO selects LS Power to build and operate new 500 MW transmission line
- November 2024 – CAISO board approves increasing line from 500 MW to 1000 MW

In addition, the City's Director of Economic Development & Sustainability will coordinate with SVP on information learned through business engagement efforts regarding interest by individual businesses for increased power or new businesses considering re-locating to Santa Clara as part of the development of an overall City Economic Development Strategy.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Valued City Services



## 8. Manage Pension Liability and Salaries (Baseline / Ongoing)

The City is taking a multi-pronged approach to managing pension liability and salaries. First, to manage the ongoing salary costs, the City has reviewed the current hiring practices and labor negotiations. To that end, the City Manager is closely reviewing hires with the Human Resources Department to ensure new employee salaries are aligned with Step 1 salary levels when feasible based on level of experience for management employees.

In addition, City salaries are determined through labor negotiations and approved MOUs. The City is planning to schedule future closed sessions where the City Council would provide guidance to manage the growth of salaries. Given that there are 7 open units in 2025, staff will be scheduling Closed Sessions with the City Council.

In addition, the City works with a contracted actuary to develop 20-year projections for pension costs and the City includes these assumptions as part of the 10-Year General Fund Forecast. CalPERS provides the City with a five-year actual projection of retirement costs. The City has modest funding included in a separate Pension Trust, with a target policy goal of funding 1% of the City's unfunded pension liability annually, if funding is available.

The Miscellaneous CalPERS Plan has a current funded ratio of 64.6%, with a \$338.8 million unfunded liability. The Safety CalPERS Plan has a current funded ratio of 64.3% with a \$367.7 million unfunded liability. Pension contribution rates are expected to peak in FY 2030/31 for the Miscellaneous CalPERS Plan and FY 2028/29 for the Safety CalPERS Plan. Full funding of the liability is projected in FY 2044/45 for both plans. If the Council desires to accelerate payments to cover this liability sooner, additional budget capacity would be required to contribute additional funds to the Pension Trust Fund beyond the current practice. The City's contracted actuary is also in the process of providing options on the additional payment to, and the use of the Pension Trust Fund, in order to smooth the annual contributions necessary to CalPERS until the unfunded liability is paid off.

**Budget Allocated:** As revenues are available at end of the year, staff may recommend additional funding to be moved to the Pension trust.

**Unfunded:** Funding is identified through excess funds at the close out of each fiscal year

**Priority Area of Focus: Excellent City Government**  
**Strategic Outcome: Reliable Funding**



## 9. Understand the realities of Grants and/or Low-cost Loans for Infrastructure (Baseline/Ongoing)

The City understands the realities of grants and continually seeks grant opportunities available. It is important to note, at times the City is not awarded grant funding as the City of Santa Clara competes with underserved communities which potentially present a greater need. Nevertheless, the City has developed a grant inventory and continues to maintain the status and progress of grants. The attached summary (Attachment 3) provides grant information from January 2021 through May 2024. Staff is in the process of updating the summary document, which will be available for the 2025 City Council Priority Setting session. The City is also developing a Grant Policy in an effort to formalize efforts to maximize grants received by City departments and standardize application, award, management and close out activities for all grants. While grants are available in select areas, the City's capital infrastructure needs are beyond what could be fully funded through grants or low-interest loans. Any financing strategy would require a source of funding to pay ongoing debt service requirements. With the passage of Measure I, these funds provide for a significant contribution to upgrading the City's infrastructure.

**Budget Allocated:** Finance staff will continue to monitor grant funds and work with departments to maintain a list of grants applied for and received.

**Priority Area of Focus: Excellent City Government**  
**Strategic Outcome: Reliable Funding**

## 10. Create and Fund a Grant Writer position focused on Federal Grant Opportunities (Baseline / Ongoing)

Staff explored the option of adding a dedicated grant writer to the City but determined that this function is being fulfilled by subject matter experts within the City, the City's legislative consultant, Townsend Public Affairs, and through other expert consultants depending on the topic area of the grant that is being pursued.

As noted above, the staff have developed a grant inventory which shows grants City departments have applied for since January 2021. Since 2021, the City received \$90M in total grant awards. A total of \$123M in grant funding was applied for but not awarded to the City, however, City departments made concerted efforts to apply for grant funding. For FY 2023/24, a total of \$19M in potential grant funding is currently pending notification of being awarded.

**Budget Allocated:** Existing Contract with Townsend Public Affairs  
**Unfunded:** N/A

**Priority Area of Focus: Excellent City Government**



## **Strategic Outcome: Valued City Services**

### **11. Improve Communication to Residents about City issues and Long-term Plans (Baseline / Ongoing)**

The City Communications team continues to prioritize efficient and effective communication of City news, services, events and information to residents and businesses. The City's monthly digital publication, *City Hall News*, publicizes monthly news, City initiatives, events, and programs, and reaches +50,000 eNews subscribers each month. The publication's aim is to provide succinct, easy-to-read, high-level news and information summarizing the month's goings-on. Additional promotion of the City's many eNews topics available for subscribers is currently planned for this fall and will be on-going. The City's bi-annual publication, *Inside Santa Clara*, has returned to print and is mailed twice a year to residents and businesses. Starting with the Spring/Summer 2024 issue, this publication is being retooled to focus on bigger and more in-depth stories of relevance to the Santa Clara community. The new editorial approach aims to bridge the information gap between Santa Clara residents and businesses and the government that serves them. In addition, utility bill inserts are used throughout the year to inform the public about a variety of topics including city services, initiatives, rebates, and other opportunities.

The City continues to expand social media viewership through creative content that connects residents and businesses with relevant information across all departments. The Communications Team will continue to leverage City events, the City website, Government-access television, community surveys, the digital billboard, potential uses of AI technology, and engagement with local media to amplify news, initiatives, services and programs.

**Budget Allocated:** Current Staff

**Unfunded:** N/A

**Priority Area of Focus: Excellent City Government**

**Strategic Outcome: Trusted Engaged City Government**

### **12. Create City Infrastructure Maintenance Plan (Baseline / Ongoing)**

There are several types of maintenance activities that are performed by various departments in the City. These typically include scheduled maintenance, maintenance performed as a result of a failure, or maintenance performed through planned capital projects. Departments have existing maintenance plans which identify needs for many assets and projects that were largely developed through either condition assessments, master plans, or studies.



The Department of Public Works has existing maintenance plans based on available budgets. These plans cover areas including pavement maintenance, street sweeping, storm drainage, sidewalks, trees, traffic signals/devices, traffic signs/markings, landscaping/irrigation, fleet and buildings. In addition, Silicon Valley Power has maintenance contracts in place which are already funded.

The Parks & Recreation Department has various practices for annual preventative maintenance of parks, pools and recreation facilities based on available operating budget. In our city's parks, we perform annual aeration, verticutting and overseeding of all natural turf athletic fields, including soccer, baseball and softball. Staff performs annual tree assessment and pruning. There are four arborists on staff that conduct regular monitoring and evaluation of our park trees, who help the organization prioritize the annual pruning based on the highest need trees and vulnerable locations (walkways, power lines, playgrounds and picnic/gathering areas). Parks monitors irrigation systems on an on-going basis and perform an annual test of each park's system, including: lines, controllers, valves and heads. Additionally, parks using reclaimed irrigation systems (approximately half of all park sites) are inspected annually by certified recycled water site supervisors in accordance with South Bay Water guidelines. Playgrounds are inspected and repaired on a weekly/monthly basis – adding major construction or replacement needs to a capital projects list on file with the Deputy Direct of Parks and Recreation. Pools and all associated operation equipment (boilers, pumps, circulators, and filtration systems) are inspected as part of the annual aquatics PM program.

The Water & Sewer Utilities Department maintains critical infrastructure on three main Utilities (Water, Sewer, & Recycled Water) informed by planning and strategic focus on specific infrastructure with the highest consequence of failure. In order to fund necessary maintenance from our O&M Budget and infrastructure improvements through our CIP budget and fund reserves at levels that will support implementation of maintenance plans and capital improvements, utility rates will have to be studied annually.

The Water & Sewer Utilities Department's existing maintenance plan includes work orders focused on weekly, quarterly, annual, biannual and triannual preventative maintenance, targeting resources around key work areas for Water (water tank cleaning & inspection, leak response, water valve exercising, generator inspections/testing, well efficiency inspection/testing, water main line flushing for improved water quality, routine maintenance on fire hydrants, pressure regulating valves inspection, new water mains, new service and hydrants installed; Sewer(sewer line repair, sewer mainline jetting/cleaning, sewer mains inspected using CCTV, sewer pump station inspections and diversion gate exercising & storm pump station inspections and wet well cleaning, sewer siphon inspections, generator inspections/testing) and Recycled Water (exercising valves, leak response).

While Silicon Valley Power (SVP) does not have an overall masterplan for infrastructure,



Silicon Valley Power does have multiple programs and contracts in place for its assets which include the following:

### Generation (Power Plants)

In 2020, staff began developing a proactive approach to power plant maintenance to increase reliability and has taken the following actions:

- Master Service Agreements for Gas Turbine, Steam Turbine, Generator, and Rotating Equipment resulting in the completion of Major Overhauls of all associated equipment (2021 and recently updated in January 2025)
- Implementation of Predictive Maintenance Program: offline and online motor testing, vibration analysis, thermography, partial discharge testing, transformer oil testing
- Scheduled maintenance that includes items such as engine swaps, package inspections, package calibrations, hot section repairs, borescope inspections, turbine minor inspections and turbine major inspections
- Implementation of Work Management System
- Strategic Capital Projects to upgrade and replace major facility equipment including Turbine and Balance of Plant Controls, SCR and CO Catalysts, and Cooling Tower overhaul.

### Substations

- A Substation Maintenance Program was developed and completed in 2024 and a phased implementation is underway through 2026.
- Implementation of Predictive Maintenance Program in 2022: Thermography, Partial Discharge Testing, Transformer Oil Testing by 3rd Party on quarterly basis in all Substations.
- Implementation of Work Management System
- Capital projects for substation replacement and upgrades

### Transmission and Distribution

- Follow T&D maintenance and construction standards:
  - California General Order GO95 -Overhead electrical Construction
  - California General Order GO128 -Underground Electrical Construction
  - California General Order GO165 -Inspection Standard for Electric Distribution and Transmission facilities
- Implementation of new proactive tree trimming contract (2020 and updated 2022) and strategic tree trimming philosophy
- Two new contractor contracts (2024) for T&D maintenance and construction.
- Council authorized lease for new yard in 2025 to facilitate contractors and additional maintenance and construction
- Crew Management & Automated Callout System (contract executed 2024)
- Implementation of Work Management System in 2025



## Fiber

- Fiberwatch System provides real-time system monitoring and alarming.
- Master Agreements for maintenance and repair of fiber network, associated equipment and, AG/UG construction.

In addition, SVP is completing the following technology upgrades to facilitate maintenance:

- Drawing Management System
  - Council authorized the contract on Nov 19, 2024
- ArcGIS/Arc FM Migration
  - RFP released July 10, 2024
- Utility Wide Enterprise Asset Management System
  - RFP to be published Spring 2025

**Budget Allocated:** Some maintenance efforts such as scheduled maintenance and unanticipated repairs are included in the annual budget based on funding availability. Other larger, general fund maintenance projects, compete for funding during the biennial capital budget process and may or may not receive funding. Enterprise funded departments like Silicon Valley Power and Water & Sewer Utilities typically fund maintenance projects through rate analysis and adjustments.

**Unfunded:** TBD (Annual review of high priority maintenance needs)

**Priority Area of Focus: Reliable Infrastructure and Mobility**

**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

### **13. Support Resident Youth Groups and Programs, Senior Programs, and Community Activities and Placing the needs of the Community first (Baseline / Ongoing)**

As part of the FY23/24 budget process, the City Council approved a cost recovery policy that is reflective of the City's commitment to maintain affordable and accessible programming for residents. A comparison of the City of Santa Clara cost recovery rate (14%) compared to industry-wide standards (23%) indicates that the City of Santa is well below the industry standard. In an effort to work toward achieving a more balanced approach to cost recovery while establishing a future parks and recreation capital infrastructure improvement and replacement program, staff has been meeting regularly with local youth sports groups since February of 2024 (Facility Use Fees & Wade Brummal Discussions) to discuss user group priority, reservation schedules and facility use fees. Additionally, staff has conducted regional benchmarking to support the establishment, and incremental increase, of facility use fees over the next several years, all of which has been shared with the youth user groups via email and in-person during



the on-going community youth user group meetings referenced earlier. Staff will be presenting proposed field and aquatic user fees the Parks and Recreation Commission in March and City Council in April or May of 2025.

Moreover, the City established the Wade Brummal Scholarship fund to provide financial assistance to youth and eligible youth sports groups to further assist with affordability of their programs. Wade Brummal scholarship funding is made possible by charging youth sports organizations a fee for each non-resident participant in their programs. The non-resident rate monies collected are then redistributed annually to the participant youth groups to help fund families/participants of need in the Santa Clara community. Currently, the Wade Brummal program is being evaluated to identify additional opportunities to leverage the funds annually. As part of the evaluation process, staff has engaged (Facility Use Fees & Wade Brummal Discussions) local nonprofit sports organizations operating in Santa Clara to ensure all needs and interests have been considered while updating and expanding the grant program. Staff will be presenting a proposed Wade Brummal program update to the Parks and Recreation Commission in February 2025 and to the City Council in March or April of 2025.

**Budget Allocated:** N/A

**Unfunded:** N/A

#### **14. Implement more Community Benefits that Celebrate the City's diversity and culture (dog parks, cricket fields, and placemaking) (Baseline / Ongoing)**

The City continually looks for opportunities to celebrate diversity and culture through its special events, parks, facilities, and recreation programs. The City has renovated and re-opened the Montague Park Building and Playground, Magical Bridge Playground at Central Park has opened, and ownership of the facilities in Lawrence Station were transferred to the City to include a new dog park, community garden, lighted basketball courts, an amphitheater, playgrounds and a park building with multiple community rooms. The Senior Travel program was restored. The City partnered with Mission College and California's Great America on a community event to restore the annual 4th of July celebration and fireworks show. In conjunction with the Cultural Commission, a variety of events are hosted Citywide including the summer concert series, the utility box art contests, and home decorating contests which seek to celebrate diversity through art, music and community.

**Budget Allocated:** Budgeted in operating

**Unfunded:** TBD



## UNDERWAY

*Top Priority initiatives which have already started in the planning phases or underway.*

### **15. Identify Areas where the City can Reduce Spending (Underway)**

Soon after the FY 2025/26 & FY 2026/27 Biennial Operating Budget process, an in-depth process to address the structural deficit will commence. A consultant will be engaged to assist the City with developing a structural budget deficit elimination plan, which will include options for new additional fees and tax revenues, expenditure reductions, and exploration of alternative cost saving service delivery methods is anticipated to be initiated in Fall 2025.

As background, as part of the annual budget process and through rebalancing actions necessary through the COVID-19 pandemic, a combination of strategies were used to address the budget deficits, including expenditure reductions. Unfunded and frozen positions still remain across several departments as a result of those actions.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Valued City Services

### **16. Focus on Public Private Partnerships (Underway)**

The City recently created the position of Director of Economic Development and Sustainability in the City Manager's Office. As a result, there will be more focus and emphasis on establishing these types of opportunities for public and private partnerships. In the past, the City has developed some public and private partnerships which have included the Silicon Valley Power (SVP) Sustainable Futures Scholarship Fund, in which SVP supplies grant funding to local colleges to help teach students skills for emerging green jobs, partnering on community events together with Mission College and California's Great America for the Fourth of July community event in 2024. An Economic Development Plan will be developed that will include opportunities to expand other private public partnerships with industries such as semiconductor companies, data centers, and/or other sectors to provide benefits to the broader Santa Clara community.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Reliable Funding



### **17. Restore Library hours and materials budgets to all three libraries (Underway)**

The Santa Clara City Library expanded hours at all three of its libraries on October 23, 2023. For the FY2024/25 and FY 2025/26 Adopted Capital Improvement Program Budget, \$91,640 was funded for Sunday hours at Central Park Library including funding for as-needed library staff (\$52,140) and materials, services and supplies (\$39,500) for utilities and security. The expanded hours are expected to be implemented in 2025 and the funding reflects the partial year. While the materials budget has not been fully restored, advanced planning and the pre-purchase of materials in the last two fiscal years have supplemented materials purchases. Additional funding would be required to expand hours further and provide for additional materials. The options for additional funding would need to be discussed with the City Council. The Santa Clara City Library Department is working with the Human Resources Department to stabilize positions. Sunday hours are currently available at Central Park Library, the Mission Branch did not have Sunday hours in the past and Northside would be the next branch to expand Sunday hours.

**Budget Allocated:** \$91,640

**Unfunded:** \$290,000 for materials

**Priority Area of Focus: Excellent City Government**

**Strategic Outcome: Valued City Services**

### **18. Streamline and Improve City permitting process for increased clarity and to fix inconsistencies for residents and businesses (Underway)**

Several efforts are underway or are completed to improve the customer permitting process including plan review timelines, internal coordination, simple permits, and SolarAPP+. In addition, staff is planning on developing a FAQ, What to Expect and flowcharts on the permitting process for the public, target information to small businesses, expand the presence of all involved city departments in the permit center, conduct outreach to customers to understand gaps in service and opportunities to streamline.

- a) Providing more information (FAQ/Info Flowchart, What to Expect) on permitting process to the public on website. (Projected May 2025)
- b) Develop targeted information for Small Businesses. (Projected May 2025)
- c) Expand the presence of all City Departments in review process to have standing hours in the Permit Center (this requires analysis of space in the Permit Center and staffing resource allocation/prioritization). (Projected August 2025)
- d) Conduct outreach to all types of customers to better understand gaps of service and opportunities to streamline. Several efforts have been recently



completed or are underway to improve the customer journey from research to approved permits:

- a) **Plan Review Timelines:** City employs three (3) basic plan review timelines based on the type and size of the project: 4, 6 and 10 weeks for the first plan review. Subsequent submittals are reviewed at 50% of the original target timelines. Building Division implemented Over-the-Counter review process for permits only requiring Building Division review for minor scopes of work.
- b) **Internal Coordination:** Staff has a recurring internal coordination meeting to discuss applications and next steps, improving streamlining project.
- c) **Simple Permits:** Simple Permits launched in April 2023 for limited-scope residential building permits (e.g., residential water heaters and furnaces). Simple Permits cut the review/approval time from 10-15 to 1-2 business days, with 70% of these permit types issued the same day.
- d) **SolarAPP+:** SolarAPP+ was launched in September 2023. which automated plan checks for residential solar PV projects and allowed for automatic permit issuance in accordance with State law.
- e) **Queue and Appointment App:** The Permit Center launched an improved queue/appointment scheduling app in Summer 2024 that provide wait times for the number of people waiting.
- f) **Permitting Online Portal Redesign (Accela's public interface):** Staff selected a vendor to revamp the Permitting Online Portal. In June 2022, survey to 3,300 Permit Center customers asking for their feedback on the Portal.
- g) **New Technology on Horizon:** Staff is researching new apps and technology to streamline the permitting and inspection process. From website integrations to new tooling for Inspectors to a revamped inspection scheduling interface and exploring ways to incorporate AI into the permitting process, these improvements will make it easier for the public to get their projects through the review and inspection process.

For the FY2024/25 and FY 2025/26 Adopted Capital Improvement Program Budget, the budget includes the addition of 4.0 positions (1.0 Office Specialist II, 1.0 Office Specialist III, 1.0 Office Specialist IV, and 1.0 Permit Technician) approved in FY 2024/25 as part of the FY 2023/24 and FY 2024/25 Adopted Operating Budget.

The unfunded need would be estimated at \$100,000 (\$50,000 for graphic design consultant and \$50,000 for outreach (staff or consultant support) to all types of customers to understand gaps of service. The use of the Building Fee Fund (will analyze the interdepartmental permitting process.

In addition, in the medium to longer term, a dedicated One-Stop Permitting and



Customer Service Center could improve development review turnaround times and offer efficiencies for all developers and residents to receive permits and expedited plan review. Options to consider location/building site is dependent on further consultant analysis and identification of funding options to build and operate a dedicated location for a more efficient and expedited service.

**Budget Allocated:** N/A

**Unfunded:** \$100,000 for study

**Priority Area of Focus: Excellent City Government**

**Strategic Outcome: Valued City Services**

### **19. Develop a Long-term Financial Plan for Capital Improvement (CIP) Projects (Underway)**

The City has a Capital Improvement Program (CIP) Budget that spans five-year and is updated on a biennial basis. As part of the CIP, unfunded capital project needs are identified, however, there are limited ongoing resources available and dedicated to capital projects where the General Fund is the primary funding source (parks, libraries, street improvements, fire stations and other civic facilities). As a result, over \$600 million in unfunded, known deferred maintenance was identified for the City's capital infrastructure. Beyond this one-time need, an ongoing source of funds are necessary to maintain infrastructure in good working order.

On July 16, 2024, the City Council approved a \$400 million bond on the November 2024 ballot. The City placed Measure I on the November 5, 2024 ballot and was passed by voters. Part of Measure I includes a transparency and accountability plan. An Expenditure Plan indicating project areas and estimated costs was also included. While this measure provides a significant one-time investment, ongoing funds continues to be necessary to keep infrastructure in good working order.

The City has started to include capital funding in the 10-Year General Fund forecast; however, it will take significant additional resources and time to begin to fund the full cost of the annual capital maintenance for our City. The current forecast includes a \$1 million contribution in the first year that grows to \$6.2 million by the tenth year of the forecast. As these amounts are insufficient to keep our assets from declining additional revenue measures or a redirection of expenditures would be necessary in the future to enhance the dedicated ongoing capital funding that is necessary. These revenue measures would require a voter-approved ballot measure which may include, but are not limited to, increases to existing sales tax, real estate transfer tax, and storm sewer fee.

**Budget Allocated:** Long term planning will continue through the budget process

**Unfunded:** Ongoing sources of revenue or budget capacity to maintain the City's infrastructure on an ongoing basis.



**Priority Area of Focus: Excellent City Government**  
**Strategic Outcome: Reliable Funding**

**20. Identify all City-owned property and Develop a Plan for said Property inside and outside the City (Underway)**

City staff are currently reviewing the existing inventory for all City-owned properties to ensure the City-owned properties are properly reflected in the City's GIS mapping system and data is maintained and updated on all City-owned properties. The City is working to update and maintain this inventory with existing staff and resources.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus: Reliable Infrastructure and Mobility**  
**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

**21. Expand Shuttle Services for Seniors and Students (Underway)**

On Nov. 20, 2023, the City of Santa Clara in partnership with the City of Cupertino and the State of California, launched a new public on-demand rideshare service in the southern half of Santa Clara called Silicon Valley Hopper to provide ride share options for the public including seniors and students. The current funding gap is approximately \$2M. Funds are needed in mid-2025 to continue service and expand into northern Santa Clara beginning FY 2026-27. Staff have applied for several grants to support this service and are coordinating with SVP on potential funding options. Additionally, the City of Santa Clara and Cupertino are coordinating on potential federal earmarks to support the service. If funding is not available, staff will need to examine other service models, potentially cut other services to fund or eliminate the shuttle service.

**Budget Allocated:** \$2M

**Unfunded:** Approximately \$2M

**Priority Area of Focus: Reliable Infrastructure and Mobility**  
**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

**22. Vision Zero Implementation for Traffic Solutions for High Collision Areas of the City (Underway)**

On May 28, 2024 Council awarded a contract to Kimley Horn Consultants and the kickoff of a Vision Zero effort was initiated in July 2024. The item has been discussed at City Commissions/Committees (i.e. BPAC, Senior Advisory Commission) and at community workshops/pop-up events; and a Vision Zero working Group has been established that is



comprised of representatives from various City Departments, BPAC, other agencies, and other interested stakeholders. The future costs for implementation of the Vision Zero plan depends on the priorities identified in the final plan.

**Budget Allocated:** \$570,000 (including a \$450,000 grant for plan development)  
**Unfunded:** TBD Implementation Costs

**Priority Area of Focus: Reliable Infrastructure and Mobility**  
**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

### **23. Station Area Plan and Brokaw and Benton Underpass / Bike Tunnel (Underway)**

The City received two funding opportunities that collectively provide \$900,000 to support preparation of a Specific Plan for the Santa Clara Station Area. On Dec. 7, 2021, the City Council accepted \$400,000 in grant funding from the Metropolitan Transportation Commission (MTC) for the preparation of the Santa Clara Station Area Specific Plan. The City also received \$500,000 from the VTA provided from a Federal Transportation Administration grant award to fund consultant work to develop a Station Area Specific Plan with oversight by the City. The typical cost for preparation of a Specific Plan, including CEQA review, totals \$1-1.5M, so additional funding will be necessary to complete and adopt the Specific Plan. The future costs for implementation of the Santa Clara Station Area plan depends on the priorities identified in the final plan. Brokaw-Benton Underground Study: Staff applied for a Federal Reconnecting Communities Grant in Fall 2024 for feasibility study funding. Results should be available in early 2025.

The City also received a 2024 Transit Oriented Communities Grant in the amount of \$120,000 to support the preparation of a Form Based Zoning Code to support the implementation of the Specific Plan for the Santa Clara Station Area. The future costs for implementation of the Santa Clara Station Area plan depends on the priorities identified in the final plan.

On Jan. 10, 2025, the City received notice from the United States Department of Transportation (US DOT) that the City did not receive Federal Reconnecting Communities grant funding for the Benton-Brokaw Crossing Feasibility Study at the future BART station. Staff was informed that there was significant interest in this highly competitive grant program, with applications received requesting six times the amount of available funding. Staff have informed downtown stakeholders of this news and will schedule a debrief with US DOT to obtain feedback on our application.

**Budget Allocated:** \$1,020,000 grant funding received for Specific Plan development and Form Based Zoning Code; \$900,000 grant funding received for Station Area Plan development

**Unfunded:** Station Area Plan: \$500-600K ; Implementation Costs: TBD



**Priority Area of Focus: Reliable Infrastructure and Mobility**  
**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

**24. Provide Interim Supportive Housing and Outreach Services for the Unhoused (Underway)**

On October 29, 2024, the City Council reconfirmed a funding commitment to the State's Department of Housing and Community Development for a HomeKey application for a 30 unit transitional housing project at the corner of Lawrence Expressway & Benton Street submitted by the project sponsors, the County of Santa Clara and LiveMoves. Should HCD grant the HomeKey award to the Lawrence/Benton project the City will work to execute a funding agreement between the City, County, & LifeMoves as well as participate in a Community Advisory Committee to shape the development and operations of the project.

Homebase developed a framework for the City's Homelessness Response Plan and presented it in a City Council Study Session in January 2023. Homebase then prepared a draft Homelessness Response Plan. City staff from several departments are currently writing an implementation chapter before bringing the plan to City Council for final approval in early 2025. The City continues to fund agencies that provide wrap around services in supportive housing projects, homelessness prevention services, landlord tenant mediation, tenant-based rental assistance and case management, mobile shower and laundry services for unsheltered residents, domestic violence survivor support, housing search assistance for persons with disabilities, and more.

The City is also preparing to release a Request for Proposals for homeless outreach, assessment, and service connections. This service will be funded with a combination of federal HOME ARP funds and state funds secured by State Senator Aisha Wahab for the purpose of funding a street and encampment outreach team and launching a pop-up overnight care pilot program during inclement weather.

**Budget Allocated:** \$6,594,369 of local and PLHA funds for the Benton Lawrence interim family housing development.

**Unfunded:** \$250,000 from the City's HOME ARP award and additional funds from a state grant in the amount of \$1,800,000.

**Priority Area of Focus: Outstanding Quality of Life**  
**Strategic Outcome: Affordable Housing and Supportive Services**



## **25. Build and Reclaim Downtown, conduct a Nexus Study for Density Bonuses Downtown with funding for Art Programming, and begin on Historic Downtown at Franklin Mall (Underway):**

On Dec. 5, 2023, the City Council adopted the Downtown Precise Plan and Form Based Zoning Code, which provides guidance through policies and development standards that implement the community's vision for the redevelopment of Downtown. The outstanding tasks from this work include completion of work to bring a related infrastructure fee to the City Council for adoption and a new task that was added with adoption of the Plan for the development a fee-based bonus structure community benefits program.

A Request for Proposals (RFP) to get a third-party consultant was released in August 2024 with proposals due at the end of September 2024. Evaluation of the proposals are underway with a contract expected to be executed in January 2025. Staff will return with a funding request for Council approval.

In addition to the work efforts listed above, the City is the landowner of two downtown properties located at 1000 Lafayette Street, known as Peddler's Plaza, and 900 Lafayette Street, known as Commerce Plaza. Staff has completed a feasibility study to determine the highest and best use for 900 Lafayette. The draft report determined that the existing building has approximately \$28 million in upgrade work to the address issues with the building envelope, roof, windows, HVAC system. Authority was granted to the City Manager in October of 2024 to extend leases through 2026 in order for the Facilities Condition Assessment to be completed. However, based on these findings, it is confirmed that the current building conditions will not adequately support the comfort of tenants beyond the current lease term and staff has recommended vacating the tenants by May 2025. Any reuse of the property will need to align with the Precise Plan vision for the Downtown. Staff anticipates sharing the results of the feasibility study and analysis and recommendation for use/disposal before the end of FY 2024/25.

On June 21, 2022, the City Council approved \$325,000 to fund the City Hall relocation study as part of the Biennial Capital Budget adoption. Amendment Number 3 to the agreement with consultant's WRT for the study was approved by the City Council on Oct. 18, 2022. The total agreement is for up to \$353,000, with the balance of \$28,300 of funding coming from SVP (Electric Utility Capital Fund).

The completed study was presented to the Downtown Community Task Force at their Jan. 18, 2024 meeting. Under this agreement, staff anticipates discussing the completed study to the Economic Development & Marketing Committee when the Committee reconvenes in early 2025.

**Budget Allocated:** \$353,000

**Unfunded: Estimated** \$80,000-\$100,000 for Community Benefits Nexus Study



**Priority Area of Focus: Thriving Community  
Strategic Outcome: Vibrant Local Economy**

**26. International Swim Center Re-open/Remodel Swim Center and Develop short- and long-term solutions to Replace, Short-term: Cut deficiencies in current facility and open aquatics program / Long-term: Create cost effective solution and aquatics plan (Underway)**

Repair / Reopen

The International Swim Center (ISC) was closed in January 2024 due to health and safety concerns identified by a visual observation assessment report conducted by the City's outside consultant, LPA. Areas where facility conditions resulted in the temporary closure include Administrative Building; Diving Tower and Viewing Windows; Pools, Drain, Steps, Ladders, Stairs and Deck; Viewing Stands; and, Perimeter Fencing and Gates.

Despite the closure, the City has remained committed to providing lap swim to the community through Parks & Recreation Department programming at alternate locations. Additionally, Santa Clara Swim Club and Santa Clara Artistic Swimming were granted use of alternate pools for their programming. Unfortunately, the City does not have an alternate deep pool and diving structure suitable for the Santa Clara Dive Club.

On June 25, 2024, City Council approved one-time funding for up to \$1.86 M to remediate deficiencies and provide use of the training and racing pools with a limited capacity of up to 200 persons. Repairs to the diving tower, diving well, administrative building and locker rooms were not included in this allocation. This, combined with the capacity restriction, reduces the potential activity at the facility.

Staff have issued two Requests for Proposals (RFP) and secured vendors (Tucker Construction – fencing needs; Adams Pool Repairs – pool related repairs) for remediation efforts including:

- Reconfiguring the design elements to be in compliance a federal law that governs drain configurations and anti-entrapment systems in public pools (Virginia Graeme Baker Pool and Spa Safety Act)
- Fixing missing/broken tiles
- Repairing gutter systems
- Resetting ladders into the pool deck
- Reset interior pool steps to be ADA compliant
- Replastering the racing and training pools
- Repairing and/or replacing the site's exterior fencing and windscreens to meet the County's size, height, ingress and egress gate and door requirements, in addition to adding interior fencing to mitigate access to the closed areas of the facility



The County of Santa Clara Department of Environmental Health improvement permit required to perform the work was granted on December 19, 2024, the racing and training pools were drained on January 6, 2025. Aquatics user groups vacated the facility the prior to construction. Construction began on January 13, 2025 and was scheduled through March 2025. The ISC project and timeline (as with all projects) is subject to unforeseen variables, such as: supply chain issues, labor availability, weather, unexpected repairs and operating permits. In week #3 of the project, the contractor discovered unforeseen damage to the gutter infrastructure which will impact costs (within budgeted contingency amount) and the overall project timeline. At the writing of this report, the revised timeline is a Spring completion. As timeline adjustments occur, updates will be communicated with City Council, aquatics user groups, posted on the ISC website and [www.SantaClaraCA.gov/ISC](http://www.SantaClaraCA.gov/ISC). Finally, staff is in the process of securing temporary shower facilities as required by the County, while utilizing existing restroom facilities on the south end of the facility.

#### Bond Measure/Replacement

Of \$400M in general obligation bonds, an estimated \$115M is earmarked for Parks, Libraries, Senior Center and Aquatics Facilities, \$45M is designated for Community Aquatic Facility / ISC Renovation/Replacement.

Staff will present a proposal on a Community Aquatics Facility Steering Committee to provide input relative to the bond funds available to meet the aquatics needs of the community. The Committee may provide input on matters such as:

- Programming
- Conceptual and facility design needs
- Business model that reduces the net cost of operating an aquatic facility (e.g., event/programming revenue, energy efficiency, equipment replacement, facility upgrades, etc.)
- Current and future community needs and partnerships

**Budget Allocated:** \$1.86M

**Bond Funded:** \$45M for Community Aquatic Facilities / ISC Renovation/Replacement

**Priority Area of Focus: Outstanding Quality of Life**

**Strategic Outcome: Quality Parks Programming and Cultural Amenities**

### **27. Establish Permit Parking in Northside to protect residents from Stadium events (Underway)**

The City has an existing Residential Permit Parking (RPP) program that is intended to deter long-term on-street parking and discourage overflow parking onto residential streets. The process for designating a Residential Permit Parking Area is initiated by a citizen request and involves multiple steps that include outreach to property owners, parking needs analysis, votes by property owners, and City Council approval. It should be noted that in order to implement permit parking on a street, the majority of property



owners (50% + 1) must support it through a vote.

Currently two separate community petitions were submitted to the City for review that encompass multiple public streets south of Levi's Stadium. The first request included the following streets: Gianera Street, Lakeshore Drive, Lass Drive, Alcalde Street, Cheeney Street, Wilcox Avenue, and Esperanca Avenue. The second request included Silveria Court, Rambo Court, Regina Court, Sawyer Court, Remo Court, Schott Court, Second Street, Fuller Street, Third Street, Fillmore Street, Gillmor Street, Kingsbury Circle, Davis Street, Basset Street. The potential costs associated with establishing permit parking areas include parking needs analysis, fabrication and installation of signage and infrastructure, enforcement, and program administration. Typically, these costs are funded through the general fund, however the extent of the current request is well above typical requests that come in for analysis. Staff is currently working with property owners on the first request and are performing outreach which includes an initial survey to determine if the majority of property owners are in favor of a permit parking area.

**Budget Allocated:** N/A

**Unfunded:** TBD

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Well-Managed Stadium

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## **NEW TOP PRIORITIES**

*Top Priority initiatives which have not started and may need to be shifted based on budgetary and staff resource allocation.*

### **28. Expand City Fiber Network for Internet Equity throughout the City and Collaborate with private providers (New)**

The City will review and explore any expansion of the current fiber network which will require a funded capital expenditure. A study will be required to understand expansion and costs. It should be noted that Palo Alto spent \$500,000 in their Phase 1 study. Staff will develop an RFP for this body of work in mid-2025 and return to the City Council to discuss options.

**Budget Allocated:** N/A

**Unfunded:** \$500,000 for a study

**Priority Area of Focus:** Reliable Infrastructure and Mobility

**Strategic Outcome:** Resilient and Well-Maintained Infrastructure



## **29. Open Uptown Santa Clara to support events by 2025 or early 2026 and Complete the Related Uptown Project (New)**

In regard to the development of Related Santa Clara, Related Santa Clara has submitted a Master Community Plan Amendment to modify the existing entitlements and land use, introducing an alternative Scheme C for light industrial uses on parcels east of Lafayette Street. The goal of these revised entitlements is to accelerate development on portions of the Project that were originally planned for future phases. Staff is currently reviewing the Master Community Plan Amendment, submitted on January 31, 2024, along with the environmental analysis of the proposal. It's anticipated that the amendment could be ready for City Council consideration in the first quarter of 2025.

Related has stated that they remain committed to the project and is actively working with city staff to refine a schedule of performance that aligns with current market conditions and develop a strategic approach to support quicker delivery of the City Center parcels. The proposed alternative scheme is designed to streamline the construction process, allowing for an earlier and more efficient start to construction activities. However, the timing for this alternative scheme would not permit project completion ahead of the 2026 events.

**Budget Allocated:** N/A

**Unfunded:** If third party sponsors are not identified, funds may be necessary to activate other areas of the City in support of the upcoming major events.

**Priority Area of Focus:** Thriving Community

**Strategic Outcome:** Vibrant Local Community

## **30. Arts Master Plan with a Nexus Study for Art in Private Development and Art in Public Places for a Public Art Fee (New)**

The Parks and Recreation Department will lead the effort to establish a City of Santa Clara Arts Master Plan. To assist in this effort, the Cultural Commission began collecting Art Master Plan documents from surrounding jurisdictions to identify the pros/cons of existing policies. Additionally, staff met with SV Creates to discuss possible partnership opportunities in the future to advance public art initiatives in the City of Santa Clara and greater Santa Clara County region. To create a comprehensive Public Art Master Plan, staff will need to hire a consultant to assist with collection, research and analysis of community outreach, stakeholder meetings/input, data analysis, art trends, and developer impact fees. Some local/regional agencies, either in process, or with a completed Public Art Master Plans include San Jose, Palo Alto, Sunnyvale, Newark, Mountain View, Milpitas. Parks and Recreation staff will work with Finance to secure funding and conduct an RFP to secure a Public Art Master Plan Consultant in the



Fall/Winter of 2025/2026. The Public Art Master Plan process will take approximately sixteen to eighteen months to complete, with a final draft plan reviewed by the Planning, Cultural and Parks and Recreation Commissions, Cultural Commission and recommendation for City Council adoption sometime between January and March of 2027.

**Budget Allocated:** FY 2025/26

**Unfunded:** Estimated Consultant Fees – \$120K

**Priority Area of Focus: Outstanding Quality of Life**

**Strategic Outcome: Quality Parks Programming and Cultural Amenities**

### **31. Develop a Plan for Economic Growth to Support Businesses both large and small (New)**

The City Manager's Office has developed an Economic Development & Sustainability Division and Reena Brilliot has joined the City Manager's Office as the Director of Economic Development & Sustainability. As part of the Director's role, this priority will be part of a future workplan and priorities as the City's Economic Development & Sustainability Division begins to formalize. An Economic Development Plan which will be drafted by the third quarter of 2025. The Economic Development Plan will include plans for business outreach, commercial broker engagement, development of marketing collateral to showcase the City's advantages as a location for business attraction purposes, and the timeline for the City to engage a consultant to develop a citywide Economic Development Strategy.

**Budget Allocated:** N/A

**Unfunded:** TBD

**Priority Area of Focus: Thriving Community**

**Strategic Outcome: Vibrant Local Community**

### **32. Business Initiative/Consortium to work on City Initiatives (New)**

This item would also be assigned to the City's Economic Development & Sustainability Division. In the past, the Economic Development and Marketing Committee established goals to work on initiatives including the Worker Cooperative Initiative. In addition, this priority will be further reviewed by the City's Director of Economic Development & Sustainability, potentially with input from the Economic Development and Marketing Committee to determine the appropriate tools to share such initiatives more broadly in the community.

**Budget Allocated:** TBD

**Unfunded:** TBD



**Priority Area of Focus: Thriving Community**  
**Strategic Outcome: Vibrant Local Community**

**33. Off Street Parking for RVs/people living in Cars (New)**

The Community Development Department and the Santa Clara Police Department will work together to develop a policy and program to manage RV parking, to determine the cost and possible funding sources for enforcement, to find potential site(s), and to determine the total cost and funding sources to operate a 2-3 year "Safe Parking" pilot program with case management and basic needs services. To date, Community Development Department staff have made site visits to active Safe Parking programs in the cities of Palo Alto and Mountain View, researched best practices for operations, researched minimum site requirements, and surveyed over 155 City-owned sites to determine which may be feasible for this use. Only two parcels met key requirements, but they have limitations that will require additional due diligence. Potential funding sources will also need to be identified.

Staff will present information to City Council in spring 2025 on best practices for RV safe parking and enforcement along with potential City-owned sites for City Council consideration. If the City Council directs staff to move forward with a specific site, neighborhood outreach would begin along with the work associated to update the City's municipal code.

**Budget Allocated:** N/A

**Unfunded:** \$1.6 Million for 2–3-year program if City site with no lease payment is selected.

**Priority Area of Focus: Outstanding Quality of Life**  
**Strategic Outcome: Affordable Housing and Supportive Services**

**34. Expand Senior Services to Northside (New)**

As part of the proposed FY25/26 proposed budget, staff will develop a proposal to fund expanded services in collaboration with the Parks and Recreation and Santa Clara City Library for potential programming offered in the Northside. Additionally, staff will evaluate transportation services to assist Seniors to gain access to programming citywide, including to the Santa Clara Senior Center and libraries.

**Budget Allocated:** TBD

**Unfunded:** TBD

**Priority Area of Focus: Outstanding Quality of Life**  
**Strategic Outcome: Quality Parks Programming and Cultural Amenities**



## **HIGH PRIORITIES**

The following items were identified as “High” priorities and did not receive unanimous approval from the City Council, however the items had majority support to move forward with four or more votes. The section below includes summaries of the status of each High priority and are listed in the following order:

- Completed (1)
- Baseline/Ongoing (2)
- Underway (5)
- New (1)

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## **COMPLETED**

*High Priority initiatives which are considered completed based on staff analysis and review. These items will be removed from tracking list as they are complete.*

### **1. Request for Speaking at Events (Complete)**

The Governance and Ethics Committee approved amendments to Council Policy 009 (“City Representation at Meetings, Ceremonies, and Special Events”) which addresses speaking at events. The amendments were forwarded to the full City Council for consideration and approval at the August 27, 2024 City Council meeting. This Council Policy has been updated to include all City Councilmembers the opportunity to speak at City-hosted events.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Trusted and Engaged City Government

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## **BASELINE / ONGOING**

*These High Priority initiatives may be considered baseline foundational items. **These items will be removed from tracking list as they are ongoing items.***



## 2. Use of Technology to Solve Traffic Issues / Intelligent Lights (Baseline/Ongoing)

The City's current intelligent transportation technology initiatives include:

- Improving traffic signal operations by: Installing new fiberoptic communications lines and signal equipment for enhanced communication, Updating the Citywide Traffic Signal Management software, Deploying Adaptive Signal Timing systems for real-time signal coordination and Installing Bluetooth travel time readers.
- Prioritizing public safety and transit on City streets by: Using Emtrac emergency vehicle signal pre-emption, Partnering with VTA and San Jose to deploy transit signal priority systems.
- Improving Northside Traffic Operations/Management by constructing large Changeable Message Signs in northern Santa Clara along Tasman Drive and Great America Parkway

## 3. Expand Councilmember District Communication Options (Baseline / Ongoing)

The City's monthly digital publication, City Hall News, currently provides a space for each Councilmember to include a message on the front page of each issue. Each newsletter is sent to +50,000 eNews subscribers. The City Communications Team will present a plan to the Governance and Ethics Committee to decouple City Hall News from Mayor and District Councilmember messages to the community. City Hall News will remain a standalone digital publication, while the Mayor and District Councilmembers will be provided the opportunity to send newsletters to subscribers in their districts.

Staff brought forth a recommendation to the Governance and Ethics Committee meeting on December 2, 2024. The proposed recommendation included developing email distribution lists on the City's eNews platform, GovDelivery, for City Council districts in which members of the public may subscribe. City Councilmembers will be able to send messages to District eNews subscribers and provide specific information relevant to those who live in their Districts. Based on the Committee's feedback and recommendation, staff will bring forth a proposed Council policy at the January 28, 2025 City Council meeting for full City Council consideration and approval.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Trusted and Engaged City Government



## **UNDERWAY**

*High Priority initiatives which have already started in the planning phases or underway.*

### **4. Upgrade technology; prioritize use of technology/AI at City Hall and Support the IT Department, provide additional funding (Underway)**

The City continues to make progress and has a robust project portfolio comprising over 40 projects in five strategic focus areas: business process transformation/Application modernization, Digital Infrastructure Strengthening, Citizen Engagement, Enterprise GIS & Cybersecurity. An IT Strategic Plan is being planned to develop and articulate a vision and roadmap for the effective use of technology to support Council goals and priorities, and City services. The IT Strategic Plan will establish priorities in alignment with business needs and improve the balance between demand for technology, and available IT resources, including staff and budget. The City will engage a qualified consultant to develop a five (5) year Information Technology Strategic Plan and high-level investment plan to guide the City. The strategic plan will also include citywide IT governance. Funding of \$100,000 is budgeted for this year long initiative to occur in 2025/26 commencing with a competitive process to select a consultant.

An AI City Employee Engagement working group is currently working on developing a City AI Policy along with exploring the risks and potential uses. As part of its efforts, the AI Employee Engagement group conducted a staff survey to learn about the existing use of AI in the City, participated with the vendor community including NVIDIA, reviewed other policies including GovAI Coalition AI policy, and explored use cases that further citizen engagement and improve City services. The group presented its findings, recommendations and draft policy to the senior leadership team.

The AI policy aims to encourage responsible use of AI in the workplace. Key elements include guiding principles such as transparency, equity, accountability, privacy, security, accuracy and responsible use. Prohibited uses include inputting sensitive data into generative AI tools and relying on fully automated decision making. In January of 2025, the engagement group made the final changes requested by the City Attorney's Office and the policy is ready to go through the implementation process. Part of the policy implementation will include staff training on AI.

**Budget Allocated:** Existing staff / IT Contracts

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Valued City Services



## 5. Paid Parking at Santa Clara Convention Center/Tasman Garage and Franklin Square (Underway)

At the April 23, 2024 City Council meeting, during the item regarding Santa Clara Convention Center Complex Maintenance District No. 183 and Parking Maintenance District No. 122 Franklin Square, the City Council directed staff to implement paid parking at Santa Clara Convention Center/Tasman Garage and Franklin Square but did not provide any funding. Work on this initiative has included an analysis of parking rights related to the sale of former Redevelopment Agency properties next to the Convention Center/Tasman Garage and Franklin Square parking, pending FY 2024/25 budget allocations.

Staff is reaching out to other jurisdictions and parking vendors to develop a Request for Bid (RFB) to implement paid parking at these locations. Based on the current schedule, staff is anticipating advertising the RFB document in the second quarter of 2025.

**Budget Allocated:** N/A

**Unfunded:** TBD – Parking Study estimated at \$250K

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Reliable Funding

## 6. Stadium Neighborhood Relations Committee (Underway)

On February 7, 2023, the City Council discussed the potential formation of a Neighborhood Stadium Relations Committee. Based on Council direction and a separate ongoing third-party review that includes an assessment of neighborhood impacts from Stadium events. Staff will return with additional information and a recommended approach to address stadium neighborhood relations at a future meeting.

Staff is working to establish an ad-hoc Stadium Neighborhood Relations Committee, with the goal of presenting a draft Committee Charter in the summer of 2025. The Committee would engage the residential and business neighborhood adjacent to Levi's Stadium and share updates on Super Bowl LX and FIFA World Cup 2026 planning efforts and potential impacts from the 2026 Major Events, NFL and Non-NFL Events.

**Budget Allocated:** N/A

**Unfunded:** N/A

**Priority Area of Focus:** Excellent City Government

**Strategic Outcome:** Well-Managed Stadium



## 7. Rainbow Crosswalks (Underway)

On June 25, 2024, Council approved \$100,000 for one rainbow crosswalk. Staff has completed the preliminary identification of potential crosswalk locations and artwork ideas. The item was brought forth to the Cultural Commission in January 2025 and is planned to be brought forth to the City Council early in the second quarter of 2025.

**Budget Allocated: \$100,000**

**Unfunded: N/A**

**Priority Area of Focus: Reliable Infrastructure and Mobility**

**Strategic Outcome: Resilient and Well-Maintained Infrastructure**

## 8. Increase SCPD, Dispatchers, Fire to Help Prepare for 2026 Events (Underway)

The Santa Clara Fire Department will apply for an extension of the SAFER grant to retain federal funding for 18 firefighter positions through FY 25/26 special events season. The Santa Clara Police Department has recently hired a Communications Center Operations Manager scheduled to start June 10, 2024. Police and Fire leadership will work with the new Manager to create a vision for recruiting, training and retaining Public Safety Dispatchers. At the present time, the Communications Center has nine Public Safety Dispatcher vacancies. Current staffing estimates are being developed and this item will be discussed during the FY 25/26 budget process.

**Budget Allocated: TBD**

**Unfunded: TBD**

**Priority Area of Focus: Outstanding Quality of Life**

**Strategic Outcome: Safe Community**

## **NEW HIGH PRIORITIES**

*High Priority initiatives which have not started and may need to be shifted based on budgetary and staff resource allocation.*

## 9. Feasibility Study for Walkway/Stairway from Tasman to Lafayette with carve-out under bridge for Rideshare (New)

The initial steps initial steps for this item include identifying funding, developing a scope of work, and going out with a Request for Proposals (RFP) for a feasibility study to analyze the situation, develop options and prepare a cost estimate. Currently the Traffic



Management Operations Plan (TMOP) for Stadium operations does not identify ride share activities along Lafayette because of the roadway configuration, speeds and in addition, there were complaints from residents in the area. As a result, rideshare drop off and pickup areas were identified at other locations. The Santa Clara Police Department continually patrols this area to keep rideshare companies from stopping in the vicinity. Any changes in operations may require TMOP modifications and approvals.

Part of the feasibility study needs to review ADA requirements, right of way restrictions, as well as vehicle/pedestrian safety. The City will explore funding sources from the City, Santa Clara Stadium Authority, grants and developer contributions. Once funding is identified staff will begin working on the initial effort.

**Budget Allocated: N/A**

**Unfunded: TBD – Feasibility Study estimated at \$200K. Future capital costs TBD.**

**Priority Area of Focus: Reliable Infrastructure and Mobility**

**Strategic Outcome: Resilient and Well-Maintained Infrastructure**



## **ATTACHMENTS**

1. [2024 City Council Priority Setting Sessions Agenda Report](#) - March 25, 2024
2. Summary Report on City Council Priorities from Raftelis
3. Grant Inventory Summary

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**Attachment 2**

**CITY OF SANTA CLARA**

# **Strategic Planning and Facilitation**

**SUMMARY REPORT / APRIL 15, 2024**

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# Strategic Priorities

The City of Santa Clara, California, engaged Raftelis to facilitate their 2024 Strategic Priority Setting process. Facilitators from Raftelis conducted individual interviews in March with the Mayor, members of the City Council, and City Manager, and facilitated a meeting with the City’s Department Directors. Information from individual interviews was used as part of an overall context setting workshop in March 2024 where results from a statistically valid community survey were also shared, along with an update from the City Manager on current Strategic Priorities.

Summaries from each workshop are provided in greater detail in the body of this report. The final priorities were organized in four overarching outcome areas and are provided below.

The priorities fall into two categories:

- Top priorities: unanimous support to move forward
- High priorities: majority support to move forward (four or more votes)

## 2024 Strategic Priorities

Strategic Outcome	Top Priorities	High Priorities
<b>Excellent City Government</b>		
<b>Valued City Services</b>	<ul style="list-style-type: none"> <li>• Identify areas where the City can reduce spending</li> <li>• Write better City contracts without ambiguity to protect City rights</li> <li>• Improve overall employee morale and job satisfaction</li> <li>• Support expansion of our power system (SVP) with creative solutions so we can capture future businesses and encourage expansion of our current businesses</li> <li>• Restore both library hours and materials budgets to all three libraries</li> <li>• Conduct permitting process flow chart/process improvement for increased clarity of process                             <ul style="list-style-type: none"> <li>○ Fix our inconsistent processes for residents and businesses alike</li> </ul> </li> <li>• Create a position at City Hall for a grant writer – specifically focused on federal grant opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade technology; prioritize use of technology/AI at City Hall <b>(4)</b> <ul style="list-style-type: none"> <li>○ Support the IT Department, provide additional funding</li> </ul> </li> </ul>

Strategic Outcome	Top Priorities	High Priorities
<b>Reliable Funding</b>	<ul style="list-style-type: none"> <li>• Develop a long-term financial plan for CIP projects</li> <li>• Focus on Public Private Partnerships (PPP)</li> <li>• Manage pension liability and salaries</li> <li>• Pursue an admission tax on ticketed entertainment events</li> <li>• Understand the realities of grants and/or low-cost loans for infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Paid parking at convention center (and Franklin Mall) <b>(4)</b></li> </ul>
<b>Well Managed Stadium</b>	<ul style="list-style-type: none"> <li>• Establish permit parking in Northside to protect residents from stadium events</li> </ul>	<ul style="list-style-type: none"> <li>• Stadium neighborhood relations committee <b>(4)</b></li> </ul>
<b>Trusted and Engaged City Government</b>	<ul style="list-style-type: none"> <li>• Improve communication to residents about City issues and long-term plans</li> </ul>	<ul style="list-style-type: none"> <li>• Request for speaking at events <b>(5)</b></li> <li>• Expand Councilmember District communication options <b>(4)</b></li> </ul>
<b>Reliable Infrastructure and Mobility</b>		
<b>Resilient and Well-Maintained Infrastructure</b>	<ul style="list-style-type: none"> <li>• Create City infrastructure maintenance plan</li> <li>• Pursue a bond measure for infrastructure investment</li> <li>• Expand City fiber network for internet equity throughout the City (collaborate with private providers)</li> <li>• Identify all City-owned property and develop a good plan for said property (inside and outside the City)</li> </ul>	<ul style="list-style-type: none"> <li>• Use of technology to solve traffic issues – intelligent lights (look at <a href="http://www.Milpitasprt.com">www.Milpitasprt.com</a>) <b>(5)</b></li> <li>• Walkway/stairway from Tasman to Lafayette with carve-out under bridge for rideshare <b>(4)</b></li> <li>• Rainbow crosswalks <b>(4)</b></li> </ul>
<b>Accessible Transportation Options</b>	<ul style="list-style-type: none"> <li>• Expand shuttle services for seniors, students, etc.</li> <li>• Implement traffic solutions for accident prone areas of the City (Vision Zero Implementation)</li> <li>• Develop Station Area Plan Brokaw and Benton Underpass/Bike tunnel</li> </ul>	

Strategic Outcome	Top Priorities	High Priorities
<b>Thriving Community</b>		
<b>Vibrant Local Economy</b>	<ul style="list-style-type: none"> <li>• Uptown Santa Clara                             <ul style="list-style-type: none"> <li>○ Open Uptown to support events by 2025 or early 2026</li> <li>○ Complete the Related Uptown Project</li> </ul> </li> <li>• Downtown                             <ul style="list-style-type: none"> <li>○ Build Downtown (start the project)</li> <li>○ Reclaim Downtown</li> <li>○ Conduct a nexus study for density bonuses Downtown with funding for art programming</li> <li>○ Start work on historic Downtown at Franklin Mall</li> </ul> </li> <li>• Develop a plan for economic growth to support businesses both large and small</li> <li>• Hire an Economic Development Director</li> <li>• Launch a business initiative/ consortium to work on City agenda</li> </ul>	
<b>Outstanding Quality of Life</b>		
<b>Affordable Housing and Supportive Services</b>	<ul style="list-style-type: none"> <li>• Provide interim supportive housing and outreach services for the unhoused</li> <li>• Off Street parking for RVs/people living in cars</li> </ul>	
<b>Safe Community</b>	<ul style="list-style-type: none"> <li>• Restore funding for Police Park Patrols</li> </ul>	<ul style="list-style-type: none"> <li>• More SCPD, Dispatchers, Fire to help prepare for 2026 events (4)</li> </ul>
<b>Quality Parks Programming and Cultural Amenities</b>	<ul style="list-style-type: none"> <li>• International Swim Center                             <ul style="list-style-type: none"> <li>○ Re-open/remodel swim center (in parts).</li> <li>○ Bring both a short-and long-term solution to replacing the international swim center                                     <ul style="list-style-type: none"> <li>▪ Short-term: cut deficiencies in current facility and open aquatics program</li> </ul> </li> </ul> </li> </ul>	

Strategic Outcome	Top Priorities	High Priorities
	<ul style="list-style-type: none"> <li>▪ Long-term: create cost effective solution and aquatics plan, including international swim center</li> <li>• Implement more community benefits that celebrate the City’s diversity and culture (dog parks, cricket fields, and placemaking)</li> <li>• Expand senior services to Northside</li> <li>• Support youth groups and programs, senior programs, and community activities for residents – put the needs of the community first</li> <li>• Arts Master Plan                             <ul style="list-style-type: none"> <li>○ Support the Cultural Arts Commission’s Arts Master Plan with a nexus study for a public art fee</li> <li>○ Understand the needs and ramifications of Arts Master Plan</li> </ul> </li> </ul>	

## Achieving Results

Together, the Mayor and City Council identified priorities that will inform resource allocation and staff work planning for the next year. Many of the priorities are expected to span multiple years and all require sustained focus to achieve the intended results.

Ensuring progress on the shared priorities of this Council will require staff to:

- Incorporate the priorities into the City’s budget and annual workplan
- Provide regular progress reports to Council communicating status, progress, and completion
- Minimize new requests that would distract from achieving the established priorities

There is no shortage of ideas regarding how the City can meet the needs of the community and invest in the future. It will be important for Council and staff to work together to maintain the discipline required for sustained results and not shift priorities mid-cycle. There are occasions when a shift in priorities is warranted but should be infrequent and the exception. Best practice criteria for adding initiative and projects mid-cycle include:

- In response to an emergency
- New outside funding opportunity that is time sensitive
- A multi-agency opportunity that cannot be delayed
- Community safety issue that must be addressed in the near term
- Changes in laws or mandated

In other cases, items should be deferred until the next priority-setting process.

# March 24, 2024: Workshop Summary

## Expectations

After some opening remarks from the facilitators, the Mayor, City Council and City Staff Leadership were invited to share their expectations for the two-session workshop.

- Come to a consensus – set meaningful priorities that benefit the whole community
- Be realistic and identify what we can actually do
- To grow and evolve with the community
- Focus on core services
- Provide focus for our limited resources
- Alignment of values between City Council and staff
- Get clear direction that reflects the community and City Council
- Hear City Council priorities
- Manage expectations and provide focused priorities
- Concrete/specific ideas of what we want to accomplish
- Aim big – establish stretch goals
- Action-oriented
- Look at what the people (community) want – and realistic goals
- Get consensus and add value
- Collaborative priority-setting process; set of actions/priorities (reflective of longer-term, bold ideas)

## Sharing Context

The facilitators from Raftelis, survey consultants from EMC, and the City Manager each made presentations to provide relevant context for the Council's priority setting process. The City's slides are included as an attachment to this report.

## Public Comment

Members of the public were invited to share input for the Council's consideration at two points during the meeting. The Council received the community input both in person and through virtual participation.

## True Today/True in Ten Years

Participants were asked to share three to five things that are true about Santa Clara today that they hope will still be true in ten years, and three to five things that are NOT true about Santa Clara today that they hope will be true in ten years. The facilitators then grouped those ideas into categories, and, where relevant, noted alignment with existing pillars. Items in **RED** were true today and the hope is they will still be true in ten years; items in **YELLOW** are not true today but the hope is they will be true in 10 years, and the **AQUA** notes are existing pillars or categories identified during the exercise debrief.



## Manage Levi Stadium

- Stadium holding great events
- Levi's stadium provides millions to General Fund
- Santa Clara is not owned by the 49ers

## Enhance Community Engagement and Transparency

- Santa Clara has a First Class Ethics Program

## Education

- SCU continues to educate highly-trained professionals

## Affordable Housing and the Unhoused

- Santa Clara is an affordable place to live
- The children of our residents can afford to live here
- More affordable housing
- No homeless and affordable housing for all
- We have permanent supportive housing for unhoused people
- Santa Clara programs for unhoused people is a template for other jurisdictions

## Economic Development – Downtown/Uptown

- Great economic business environment
- Santa Clara is still a business friendly community
- Better Public Private Partnerships
- Downtown
- Downtown Reclaimed
- A vibrant downtown is the center of civic events, much like Central Park today
- Santa Clara attracts people from outside to dine here – Downtown/City Place

## City Services

- Santa Clara utilities are the best – quality and value for all users
- Santa Clara expands our public utility to keep business
- Best power utility
- Silicon Valley Power provides low cost reliable power that attracts business
- The old way of doing business is not status quo
- The needs of the Santa Clara community come first
- Wonderful City staff
- Great City Services
- Santa Clara looks at being different as embracing new opportunities and progressive

## City Finances

- No unfunded liability (pension)
- City not in deficit spending

- Santa Clara restores a long-term revenue strategy for the General fund
- Balanced budget with huge reserves

## Infrastructure

- Updated infrastructure
- Pedestrian crosswalks
- Year to year capital needs for infrastructure
- Good roads and parks

## Transportation

- Shuttle transportation
- People do not have to travel far for daily needs and education
- Biking and walking to local points of interest are the major modes of transit
- Free shuttle for everyone in the City

## Public Comment

After hearing the summary of the Council's True Today/True in Ten Years Exercise the public was invited to provide additional input to inform the Council before they shared their individual priorities.

## Individual Priorities

Members of Council were asked to identify 7-10 specific projects or initiatives that are important to them. The facilitators gathered those cards and worked between Workshop 1 and Workshop 2 to organize and sort the priorities into the appropriate categories. The initial write-up is provided below.

## Valued City Services

- **Permitting process flow chart/process improvement.** Residents need clarity of the process.
- **Fix our inconsistent permit process.** The residents and businesses alike need a smooth process to get their permits approved. All depts need to work together with transparent, consistent rules and regulations. This includes Fire Marshal, etc. We need to maintain our business-friendly reputation.
- **Restore both library hours and materials budgets to all three libraries.** Our community loves and relies on our libraries for many resources. They need to be open and stocked.
- **Support expansion of our power system (SVP) with creative solutions** so we can capture future businesses and encourage expansion of our current businesses. If not, we could lose the tax base we have now.
- **Identify areas where the City can reduce spending**
- **Write better City contracts** without ambiguity to protect City rights
- **Improve overall employee morale and job satisfaction**
- **Prioritize use of technology/AI at City Hall**
- **Upgrade technology.** There are various ways to help the IT department. They will know our needs best. Need more funding in that department.
- Create a position at City Hall for **grant writer** – specifically federal grants opportunities

## Trusted and Engaged City Government

- Resolve requirements for **elected officials and set salaries accordingly**
- Need an **ethics consultant** to work directly with the City Council and appointed staff to bring back transparency and trust to our community
- **Better communication to residents** about City issues and long-term plans
- **Ranked-choice** voting

## Well-Managed Stadium

- **Permit parking in Northside** to protect residents from stadium events
- **Resolve litigation around stadium** and move funds to General Fund
- **Stadium neighborhood relations committee**

## Safe Community

- **More SCPD, dispatchers, fire** to help **prepare for 2026 events**
- Re-open the **Northside SCPD substation**
- **Restore funding for our Police Park Patrols.** This will help with crime, unhoused, and public safety for our residents.
- More **crackdowns on street racing and sideshows**

## Reliable Funding

- Understand the realities of **grants and/or low-cost loans for infrastructure**
- Develop a **long-term financial plan for CIP projects** (i.e., a City-savings plan)
- Focus on **PPP (public-private partnerships)** with trillion dollar companies to compensate for revenue
- **Manage pension liability and salaries**
- **Paid parking at convention center** (and Franklin Mall)
- **Admission tax** on ticketed entertainment events

## Vibrant Local Economy

- Develop a plan to **support businesses** (both large and small) for economic growth
- **Complete the Related Uptown project.** This project is crucial to Santa Clara's future. It can help fund the development of Downtown as well as our General Fund. Will supply services and amenities to the stadium and convention center to keep visitors in Santa Clara. Increases our tax base.
- Reclaiming Downtown
- **Help developers advance projects.** Potential fee cuts to help projects pencil out and enhance projects.
- **Business initiative/consortium** to work on City needs.
- Economic Development Director
- Start work on **Historic Downtown** at Franklin Mall
- Open **Uptown Santa Clara** to support events by 2025 or early 2026
- Station Area Plan; **Brokaw/Benton underpass.**
- **Data Center policy/plan**
- **Building Downtown** (start the project)

## Resilient & Well-Maintained Infrastructure

- **Bond Measure for infrastructure**
- At least one **rainbow crosswalk** as it could add to making Santa Clara a destination and be a fun landmark (as seen in European cities)
- **Rainbow crosswalk(s)**
- **Widening the San Tomas Aquino Creek trail**
- Create **City infrastructure maintenance plan**
- Use of **technology to solve traffic issues** – intelligent lights. Also look at [www.Milpitasprt.com](http://www.Milpitasprt.com)
- Expand **City fiber network** for internet equity throughout the City. Collaborate with private companies.
- **Identify all City-owned property** (inside and outside the City) so a good plan for said property is designed.
- Develop a plan for a **new City Hall**. Probably in stages

## Accessible Transportation Options

- **Shuttle expansion** for seniors, students, etc. all new specific area plans to have this element
- **Traffic solutions for accident-prone areas** of the City – Vision Zero implementation
- Strengthen **enforcement of Transportation Demand Management (TDM) policies**
- **Bike tunnel at BART station** between Benton and Brokaw
- **Walkway/stairway from Tasman to Lafayette** with carveout under bridge for rideshare

## Sustainability and Environmental Protection

- **Dashboard to track Greenhouse Gas (GHG) emissions**

## Affordable Housing and Supportive Services

- **Homeless services/affordable housing**
- Provide **interim supportive housing and outreach services for unhoused**
- Set up **navigation centers** at City Libraries at train/BART stations for unhoused or need
- **Off street parking for RVs/people living in cars**

## Quality Parks Programming and Cultural Amenities

- **Put the needs of the community first** – support for youth groups and programs; senior programs; community activities for our residents to enjoy
- **Senior services.** Expand senior services to Northside. As the population increases, our services to seniors need to increase. Health, food, wellness, activities, and socialization.
- Bring both a short- and long-term solution to replacing the **international swim center**. Short term – cure deficiencies in current facility. Long term – create cost effective solution
- Short-term – open **aquatics programs**; long-term – aquatics plan, including **international swim center**
- Reopen/remodel **swim center** (parts).
- Fund **lawn bowling clubhouse**
- More **community benefits** like dog parks, cricket fields, placemaking that take into consideration our City's **diversity and culture**

- Arts master plan
- Support cultural commission's **Arts Master Plan** with nexus study for public art fee
- Nexus study for **density bonuses at Downtown** with funding for art and programming
- Understand the needs and ramifications of an "**Arts Master Plan**"

The facilitators used the results of the True in Ten Years exercise and the individual priority suggestions of the Mayor and Council to establish the overarching themes for structuring the City's Priorities into the following Outcome Areas:

- **Excellent City Government**
  - Valued City Services
  - Reliable Funding
  - Well-Managed Stadium
  - Trusted and Engaged City Government
- **Reliable Infrastructure and Mobility**
  - Resilient and Well-Maintained Infrastructure
  - Accessible Transportation Options
- **Thriving Community**
  - Vibrant Local Economy
- **Outstanding Quality of Life**
  - Affordable Housing and Supportive Services
  - Safe Community
  - Quality Parks Programming and Cultural Amenities

## Closing Comments

To conclude the workshop, participants were invited to share a one-word reflection on the process thus far.

- Great anticipation
- Positive
- Half-way through – looking forward to what's next
- Hopeful
- Bold-ish
- Clear direction
- Focused
- Forward-thinking
- Fix everything
- Putting people's priorities first
- Consensus

## April 3, 2024: Workshop Summary

### Reflections on the First Session

The session began with participants sharing reflections they had since the initial gathering on March 24.

- More priorities came to mind – no shortage of ideas!
- Community feedback – not as interactive as it could be, and they would like more time to participate – what can be different in the future?
- Council is eager to get their priorities out there!
- Meeting time not convenient to public – location not convenient
- Iceberg – so much that must be done below the water line!
- Time spent on things we should know
  - “Success comes from ignoring the other great ideas...”
- Good session – appreciated the time public spent sharing their ideas

### Strategic Priorities for 2024

The City Council’s Strategic Priorities fall into four key areas of focus:

- **Excellent City Government** (including valued city services, reliable funding, a well-managed stadium, and trusted and engaged City government)
- **Reliable Infrastructure and Mobility** (including resilient and well-maintained infrastructure and accessible transportation options)
- **Thriving Community** (including a vibrant local economy)
- **Outstanding Quality of Life** (including affordable housing and supportive services, ensuring a safe community, and quality parks programming and cultural amenities)

## Top Priorities

The facilitators revealed the priorities Council provided during their March 24 workshop and ensured they were properly categorized. After that process, the Council was given an unlimited number of red dots. They were instructed to place a red dot on any item that they did NOT wish to see move forward as a shared priority of the City Council. This resulted in 33 items moving forward as shared priorities (unanimous) of the Mayor and City Council and thus reflect the Top Priorities of the governing body. Those items are listed below in the corresponding Outcome Areas.

### Excellent City Government

#### Valued City Services

- Identify areas where the City can reduce spending
- Write better City contracts without ambiguity to protect City rights
- Improve overall employee morale and job satisfaction

- Support expansion of our power system (SVP) with creative solutions so we can capture future businesses and encourage expansion of our current businesses.
- Restore both library hours and materials budgets to all three libraries.
- Permitting process flow chart/process improvement – residents need clarity of process
  - Fix our inconsistent processes for residents and businesses alike
- Create a position at City Hall for a grant writer – specifically focused on federal grant opportunities

## Reliable Funding

- Develop a long-term financial plan for CIP projects
- Understand the realities of grants and/or low cost loans for infrastructure
- Focus on Public Private Partnerships (PPP)
- Manage pension liability and salaries
- Admission tax on ticketed entertainment events

## Well Managed Stadium

- Permit parking in Northside to protect residents from stadium events

## Trusted and Engaged City Government

- Better communication to residents about City issues and long-term plans

## Reliable Infrastructure and Mobility

### Resilient and Well-Maintained Infrastructure

- Create City infrastructure maintenance plan
- Expand City fiber network for internet equity throughout the City – collaborate with private companies
- Identify all City-owned property and develop a good plan for said property (inside and outside of the City)
- Bond measure for infrastructure

### Accessible Transportation Options

- Shuttle expansion for seniors, students, etc. – all new specific area plans to have this element
- Traffic solutions for accident prone areas of the City – Vision Zero Implementation
- Station Area Plan Brokaw Benton Underpass/Bike tunnel

## Thriving Community

### Vibrant Local Economy

- Uptown Santa Clara
  - Open Uptown to support events by 2025 or early 2026
  - Complete the Related Uptown Project
- Downtown
  - Build Downtown (start the project)

- Reclaim Downtown
- Nexus study for density bonuses at Downtown with funding for art programming
- Start work on historic Downtown at Franklin Mall
- Develop a plan to support businesses both large and small for economic growth
- Economic Development Director
- Business initiative/consortium to work on City agenda

## Outstanding Quality of Life

### Affordable Housing and Supportive Services

- Provide interim supportive housing and outreach services for the unhoused
- Off Street parking for RVs/people living in cars

### Safe Community

- Restore funding for our Police Park Patrols

### Quality Parks Programming and Cultural Amenities

- International Swim Center
  - Reopen/remodel swim center (parts). Lawn bowling clubhouse
  - Bring both a short-and long-term solution to replacing the international swim center
    - Short term cure deficiencies in current facility and open aquatics program
    - Long-term create cost effective solution; and aquatics plan, including international swim center
- More community benefits that celebrate the City's diversity and culture (dog parks, cricket fields, and placemaking)
- Expand senior services to Northside
- Support for youth groups and programs, senior programs community activities our residents enough – putting needs of the community first
- Arts Master Plan
  - Support the Cultural Arts commission Arts Master Plan with a nexus study for public art fee
  - Understand the needs and ramifications of Arts Master Plan

## Public Comment

Members of the public were invited to share input for the Council's consideration at two points during the meeting. The Council received the community input both in person and through virtual participation.

## High Priorities

The items initially removed by the red dots were then combined with outstanding referrals Council made at previous Council Meetings in the same categories. Council was then given 18 dots, and this time their individual dots represented a desire for that initiative to move forward as a Council priority. Items receiving support from four or more members of the governing body moved forward as High Priorities. The number of dots received is included in the summary below.

## Excellent City Government

### Valued City Services

- Upgrade technology; prioritize use of technology/AI at City Hall (4)
  - Support the IT Department, provide additional funding

### Reliable Funding

- Paid parking at convention center (and Franklin Mall) (4)

### Well Managed Stadium

- Stadium neighborhood relations committee (4)

### Trusted and Engaged City Government

- Request for speaking at events (5)
- Expand Councilmember District communication options (4)

## Reliable Infrastructure and Mobility

### Resilient and Well-Maintained Infrastructure

- Use of technology to solve traffic issues – intelligent lights (look at Milpitasprt.com) (5)
- Walkway/stairway from Tasman to Lafayette with carveout under bridge for rideshare (4)
- Rainbow crosswalks (4)

## Outstanding Quality of Life

### Safe Community

- More SCPD, Dispatchers, Fire to help prepare for 2026 events (4)

## Public Comment

After hearing the summary of the Council's prioritization, the public was invited to provide additional input.

## Items Not Moving Forward

Items that did not receive sufficient support to become a Strategic Priority are listed below. The set of potential priorities included items submitted at the end of session one as well as those on the City's prior referrals list.

### Excellent City Government

#### Well Managed Stadium

- Development of Stadium Authority Financial Reporting Policy
- Establish stadium neighborhood relations committee
- Resolve litigation around stadium and move funds to General Fund
- Public review of the Settlement Agreement and Mutual Release dated August 31, 2022, between the City of Santa Clara, the Santa Clara Stadium Authority, and the 49er Football Team Entities
- Report regarding July 2, 2023, Concacaf Gold Cup Soccer match between Mexico and Qatar at Levi's Stadium and event-related impacts
- Information regarding overtime payments on 12/15/23 and 12/24/22 NFL football games
- Report on public transit riders for large stadium events

### Trusted and Engaged City Government

- Ranked-choice voting
- AB 1234 Ethics annual training and review of existing City ethics documents
- Need an ethics consultant to work directly with the City Council and appointed staff to bring back transparency and trust to our community
- Campaign signs on public property
- Consideration for public presentations to occur at the end of agenda
- Task force on Diversity, Equity, and Inclusion
- Resolve requirements for elected officials and set salaries accordingly
- Query regarding employment and sources of income filings from Councilmember Park
- Noticing requirements for projects
- Censure request for Mayor Lisa Gillmor

### Reliable Infrastructure and Mobility

#### Resilient and Well-Maintained Infrastructure

- City Hall Downtown relocation study
- Develop a plan for a new City Hall. Probably in stages
- Parking concerns at the St. Anton apartment community
- Installation of rectangular rapid flashing beacon crosswalk at Kiely/Mauricia
- Potential uses, unfunded repairs, and finances of operating and maintaining the Morse Mansion
- Request to consider crosswalk improvements at Winchester Blvd and Dolores Ave.
- Widening the San Tomas Aquino Creek Trail

## Accessible Transportation Options

- Strengthen enforcement of Transportation Demand Management (TDM) policies
- Review of City parking restrictions for a portion of Cecil Ave. and Tyler Street
- Transportation Demand Management (TDM) Study

## Thriving Community

### Vibrant Local Economy

- Facilitate economic recovery
- Review and evaluation of the purchase of the California Great America theme park
- Economic support from large businesses (voluntary)
- Help developers advance projects. Potential fee cuts to help projects pencil out and could enhance projects.
- Data center policy/plan

## Outstanding Quality of Life

### Affordable Housing and Supportive Services

- Set up navigation centers at City libraries and train/BART stations for unhoused or needy
- Recommendations for SB9 for residential use
- Financial feasibility of rooftop solar for Santa Clara homeowners

### Safe Community

- More crackdowns on street racing and sideshows
- Reopen the northside SCPD substation

### Quality Parks Programming and Cultural Amenities

- Fund lawn bowling clubhouse
- Construction of lawn bowling facility for consideration
- Consideration regarding youth soccer park parking
- Life costs/benefits of artificial surfacing, including turf

### Sustainability and Environmental Protection

- Dashboard to track Greenhouse Gas (GHG) emissions

### Additional Referrals Not Moving Forward

- Architectural review of Addition at 1485 Bellomy Street
- Options for City-owned property at 2319 Gianera Street
- Strategy regarding the sale of the Loyalton Ranch property

## Parting Thoughts

- Kathy – Thank you for this process – we have not had a proper priority-setting session in four years, and this was a wonderful opportunity to do this!
- Anthony – Thank you for the process. There are some things we are disappointed with, but some may happen in the future. Appreciative of getting together to discuss these priorities. This weekend, I met with neighbors around Park Avenue and there are many infrastructure issues. Poor infrastructure destroys quality of life, and we need to get back to the basics.
- Kevin – Concerned about public input. Wished more people would have come and would have liked more public input. Not sure why we didn't do this during a Council meeting in Council chambers. In the future, would like to see something different for priority-setting and have it at City Hall at times when the public can participate. How can we get the public and our Commissions more engaged in this process in the future?
- Karen – We often take in information from Commissions and it could be a good idea to give priorities to our Commissioners. We went over things that are good, better, and best – moving to the top of our list those things are best is what matters. Appreciate Jovan stressing some things are short term and some are long term, and we know resources are always in questions
- Suds – I liked this process better than previous processes with very generic pillars. Feel like we accomplished something with specific tasks. Our budgets reflect our priorities, and we will have to make those decisions moving forward.
- Raj – EMC Survey – we spend a lot of money on specific surveys. There is a need to have broader engagement, but the scientific surveys need to go hand-in-hand with our priority-setting. We have Commissions that are our eyes and ears.
- Mayor – thank you for the facilitation. This was really good. I've been through a lot of goal-setting sessions in my years on the City Council and this was one of the better ones. I like the fact that the community was surveyed and gives us an idea of what the community is thinking and what their priorities are – I liked that. Appreciate the public's participation – both in person and online. This is a tool we haven't had in the past. We have a challenging City and a challenging City Council – none of us are 100% happy but it is a good and fair representation of us and how we want our staff to spend their time. Don't want to see things coming back via zero-thirty policies – we cannot keep adding to the plan or it will become unworkable for our staff. Things will come up – we know that – there will be emergencies – but this is our business plan for the next year going forward. Liked that it was tailor made it for us – and we appreciate it.

**Appendix A:  
Priority Setting  
Workshop Slides**

# Santa Clara, California


## Priority Setting Session

March 25, 2024



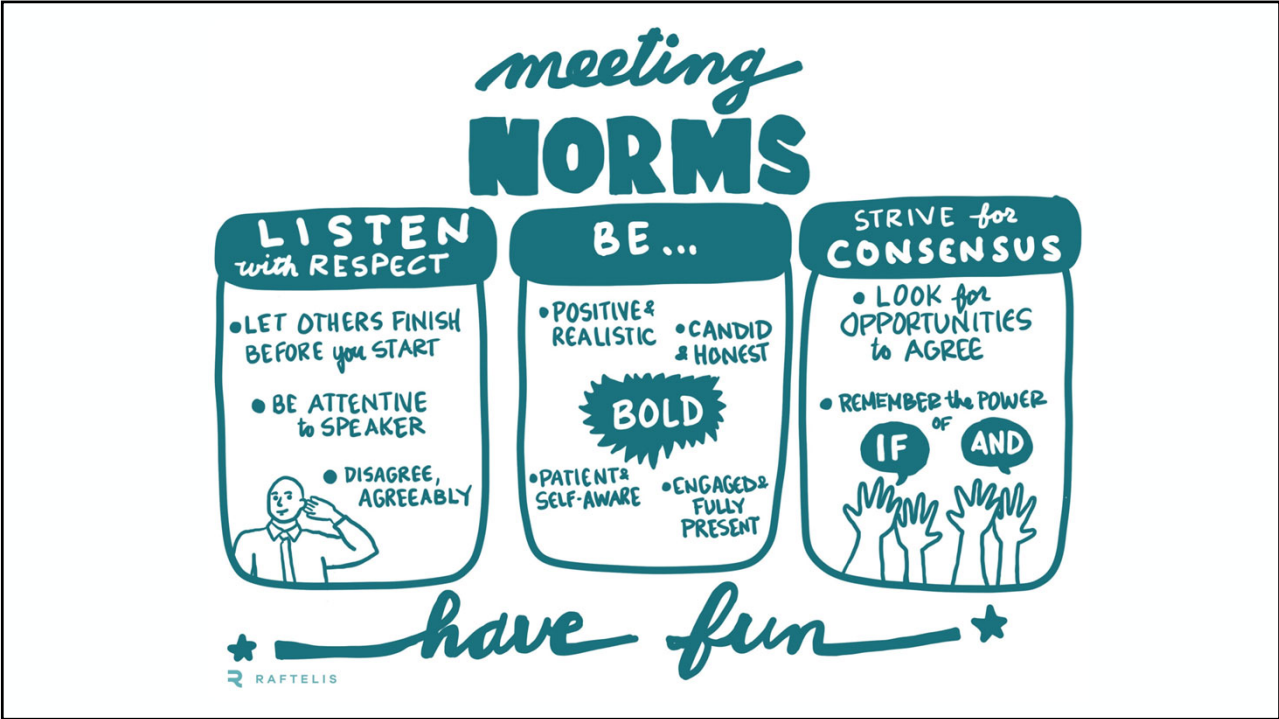
1

## Workshop Activities

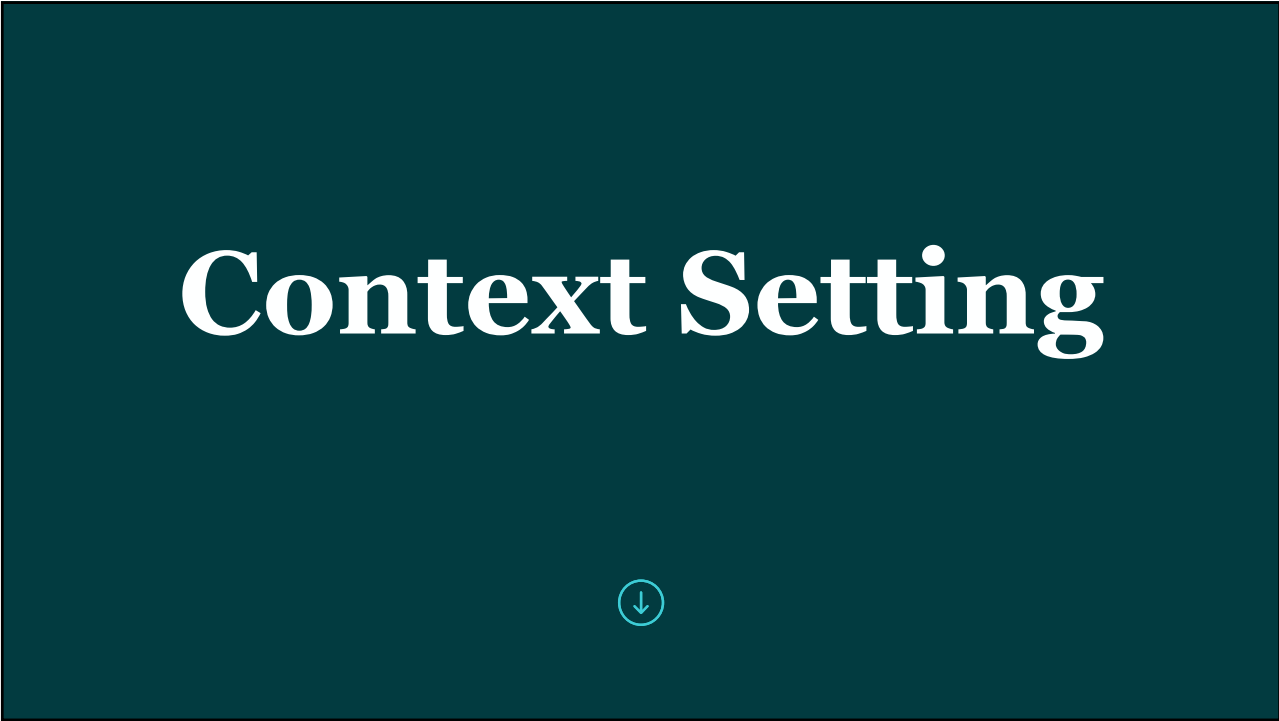
1. Introductions and Expectations for the Session
2. Context Setting
3. Community Survey
4. Staff Update
5. True in Ten Years
6. Individual Priorities
7. Process Overview and Next Steps 



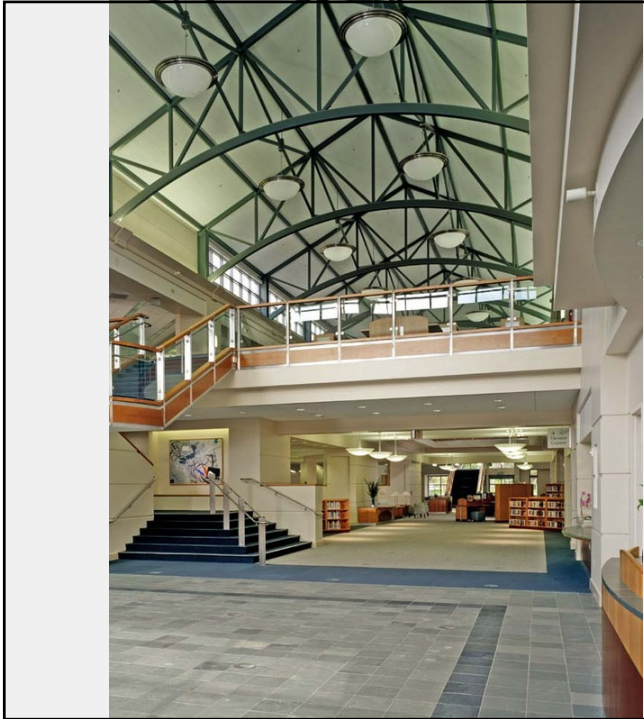
2



3



4



## Interview themes

- Love of Santa Clara
- Cultural diversity and celebrations
- City rooted in history
- Hub of innovation
- Great place for families
- Outstanding public schools
- Exceptional quality of life amenities

5

## Why this process matters

- Resident engagement
- Transparency and communication
- Long-term, big picture thinking
- Clarifying shared expectations
- Evaluation and allocation of resources
- Plan for the budget
- Consensus building



6

# Community Survey Results Overview



7

Strengths

Limitations

Challenges

Opportunities

8

## Strengths



Silicon Valley  
Power: good rates,  
well-managed

Responsive and  
service-oriented  
City staff

Open for  
business/industry  
powerhouse

Strong public safety  
(response times)

High quality of life:  
nice parks and  
roads, small town  
feel, family-friendly,  
historical charm

Cultural diversity

Big City assets:  
stadium, utility,  
convention center

Sense of tradition

9

## Limitations



Slow to change

Behind in  
adoption of new  
technology

Inconsistent  
permitting  
process

Lack of long-  
term fiscal  
planning

Outdated rules,  
policies and  
Charter

More time and  
money spent  
studying than  
doing

High profile  
assets are time  
intensive

10

## Challenges



Divisive politics

Pressures of  
Levi's Stadium

Executive staff  
turnover

Outdated  
technology

Deferred  
maintenance -  
\$500M in unmet  
capital needs

11

## Opportunities



Leverage investment  
in affordable housing

Invest in technology

Expand  
Fiber network and  
WiFi connectivity

Increase creativity  
and innovative  
service delivery

Pursue alternatives  
for revenue  
generation

Ensure successful  
hosting of the Super  
Bowl and FIFA World  
Cup

Expand private-  
public partnerships  
with corporate  
headquarters and  
higher education

Streamline the  
permitting process

Santa Clara Station  
Area Plan

Downtown Precise  
Plan

Related Santa Clara

The diversity and  
culture in our  
community

12

# Staff Update



13

## Shared Priorities and Interests

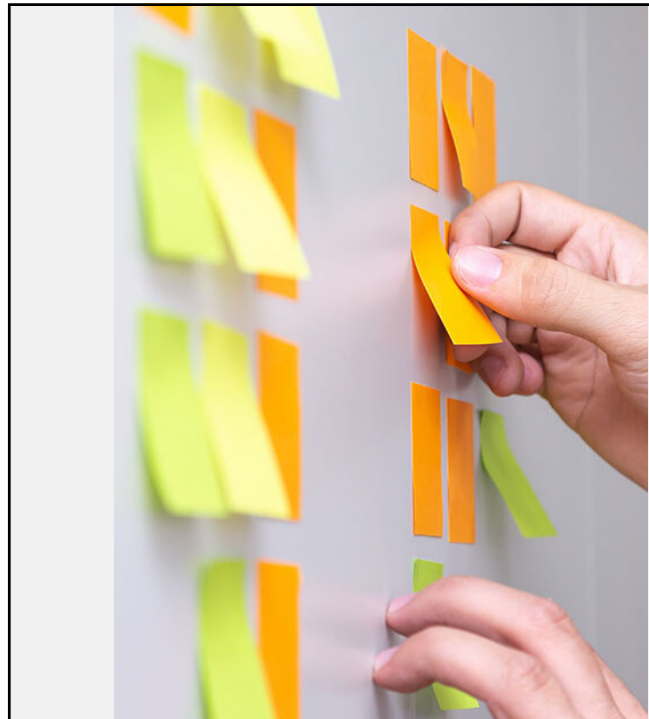


14

# Public Comment



15



## True Today, True in 10 Years

**6** What is true about Santa Clara today that you hope will still be true 10 years from now?

**7** What is NOT true about Santa Clara today, that you hope WILL be true 10 years from now?

16

## True Today, True in 10 Years...

- What **themes** stand out?



17

## Current Pillars

-  Deliver and Enhance High-Quality Efficient Services and Infrastructure
-  Manage Strategically Our Workforce Capacity and Resources
-  Promote and Enhance Economic, Housing and Transportation Development
-  Enhance Community Sports, Recreational and Arts Assets
-  Ensure Compliance with Measure J and Manage Levi's Stadium
-  Enhance Community Engagement and Transparency
-  Promote Sustainability and Environmental Protection

18

# Priorities



19

## Individual Priorities

- Councilmembers, please write down the top 5 to 7 priorities you are interested in pursuing on the cards provided
- Facilitators will collect the cards to organize for priority setting



20

## Public Comment



21

# Process Overview and Next Steps



22



# Thank you!

**Contact:**

Julia Novak, Executive Vice President  
[jnovak@raftelis.com](mailto:jnovak@raftelis.com)

Nancy Hetrick, Vice President  
[nhetrick@raftelis.com](mailto:nhetrick@raftelis.com)

**City of Santa Clara  
Grant Inventory by Department  
January 2021 - May 2024**

Attachment 3

**ACTIVE GRANTS**

<b>Department</b>	<b>Award</b>	<b>Received</b>	<b>Remaining Award Balance</b>	<b>Expenditures</b>	<b>Expenditure vs Award (Overspend) / Unspent</b>	<b>Actual Grant Revenues Less Actual Expenditures</b>
City Manager's Office	1,800,000	1,800,000	-	-	1,800,000	1,800,000
Community Development	9,023,557	3,155,640	5,867,917	3,164,354	5,859,203	(8,714)
Electric Utility	1,000,000	-	1,000,000	-	1,000,000	-
Finance	26,231,326	26,231,326	-	26,231,326	-	-
Fire	11,865,731	1,420,053	10,445,678	3,030,702	8,835,029	(1,610,649)
Information Technology	-	-	-	-	-	-
Library	179,325	179,325	-	55,892	123,434	123,434
Parks & Recreation	3,007,616	111,456	2,896,160	1,911,456	1,096,160	(1,800,000)
Police	4,691,275	3,675,906	1,015,369	606,444	4,084,832	3,069,462
Public Works	21,977,542	1,688,789	20,288,753	1,252,980	20,724,562	435,810
<b>Total Active Grants</b>	<b>79,776,372</b>	<b>38,262,495</b>	<b>41,513,877</b>	<b>36,253,153</b>	<b>43,523,219</b>	<b>2,009,342</b>

**CLOSED GRANTS**

<b>Department</b>	<b>Award</b>	<b>Received</b>	<b>Remaining Award Balance</b>	<b>Expenditures</b>	<b>Expenditure vs Award (Overspend) / Unspent</b>	<b>Actual Grant Revenues Less Actual Expenditures</b>
City Manager's Office	79,695	38,674	41,021	37,406	42,289	1,268
Community Development	2,057,068	2,052,068	5,000	1,905,866	151,202	146,202
Electric Utility	-	-	-	-	-	-
Finance	3,713,246	3,713,246	-	3,713,246	-	-
Fire	918,896	828,597	90,299	832,033	86,863	(3,436)
Information Technology	150,000	150,000	-	150,000	-	-
Library	360,439	360,439	-	361,301	(861)	(861)
Parks & Recreation	638,762	638,763	(1)	638,763	(1)	-
Police	808,002	656,362	151,640	697,208	110,794	(40,847)
Public Works	1,043,598	1,043,593	5	1,043,593	5	-
<b>Total Closed Grants</b>	<b>9,769,705</b>	<b>9,481,741</b>	<b>287,964</b>	<b>9,379,415</b>	<b>390,290</b>	<b>102,326</b>

<b>Total Grants Received</b>	<b>89,546,077</b>	<b>47,744,236</b>	<b>41,801,841</b>	<b>45,632,568</b>	<b>43,913,509</b>	<b>2,111,668</b>
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**City of Santa Clara  
Grant Inventory by Department  
January 2021 - May 2024**

**PENDING GRANTS**

<b>Department</b>	<b>Requested</b>
City Manager's Office	14,744,328
Community Development	120,000
Electric Utility	-
Finance	-
Fire	-
Information Technology	-
Library	-
Parks & Recreation	-
Police	2,830,069
Public Works	1,625,871
<b>Total Pending Award</b>	<b>19,320,268</b>

**GRANTS NOT RECEIVED**

<b>Department</b>	<b>Requested</b>
City Manager's Office	60,915,500
Community Development	-
Electric Utility	17,000,000
Finance	-
Fire	2,371,683
Information Technology	-
Library	-
Parks & Recreation	-
Police	4,038,496
Public Works	38,561,784
<b>Total Not Received</b>	<b>122,887,463</b>

**City of Santa Clara  
Grant Inventory by Category  
January 2021 - May 2024**

**ACTIVE GRANTS**

<b>Category</b>	<b>Award</b>	<b>Received</b>	<b>Remaining Award Balance</b>	<b>Expenditures</b>	<b>Expenditure vs Award (Overspend) / Unspent</b>	<b>Actual Grant Revenues Less Actual Expenditures</b>
Citywide	26,231,326	26,231,326	-	26,231,326	-	-
Community	4,986,941	2,090,781	2,896,160	1,967,348	3,019,594	123,434
Community Development	9,023,557	3,155,640	5,867,917	3,164,354	5,859,203	(8,714)
Electric	1,000,000	-	1,000,000	-	1,000,000	-
Public Safety	16,557,006	5,095,959	11,461,047	3,637,146	12,919,861	1,458,813
Solid Waste	185,289	185,289	-	46,237	139,052	139,052
Storm Drain	3,332,902	-	3,332,902	-	3,332,902	-
Transportation	18,459,351	1,503,500	16,955,851	1,206,742	17,252,609	296,758
<b>Total Active Grants</b>	<b>79,776,372</b>	<b>38,262,495</b>	<b>41,513,877</b>	<b>36,253,153</b>	<b>43,523,219</b>	<b>2,009,342</b>

**CLOSED GRANTS**

<b>Category</b>	<b>Award</b>	<b>Received</b>	<b>Remaining Award Balance</b>	<b>Expenditures</b>	<b>Expenditure vs Award (Overspend) / Unspent</b>	<b>Actual Grant Revenues Less Actual Expenditures</b>
Citywide	3,863,246	3,863,246	-	3,863,246	-	-
Community	1,078,896	1,037,876	41,020	1,037,469	41,426	407
Community Development	2,057,068	2,052,068	5,000	1,905,866	151,202	146,202
Electric	-	-	-	-	-	-
Public Safety	1,726,898	1,484,959	241,939	1,529,241	197,657	(44,283)
Solid Waste	-	-	-	-	-	-
Storm Drain	-	-	-	-	-	-
Transportation	1,043,598	1,043,593	5	1,043,593	5	-
<b>Total Closed Grants</b>	<b>9,769,705</b>	<b>9,481,741</b>	<b>287,964</b>	<b>9,379,415</b>	<b>390,290</b>	<b>102,326</b>

<b>Total Grants Received</b>	<b>89,546,077</b>	<b>47,744,236</b>	<b>41,801,841</b>	<b>45,632,568</b>	<b>43,913,509</b>	<b>2,111,668</b>
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**City of Santa Clara  
Grant Inventory by Category  
January 2021 - May 2024**

**PENDING**

<b>Category</b>	<b>Requested</b>
Citywide	-
Community	10,444,328
Community Development	120,000
Electric	-
Public Safety	2,830,069
Solid Waste	-
Storm Drain	-
Transportation	5,925,871
<b>Total Pending Award</b>	<b>19,320,268</b>

**GRANTS NOT RECEIVED**

<b>Category</b>	<b>Requested</b>
Citywide	-
Community	6,435,500
Community Development / Housing	-
Electric	17,000,000
Public Safety	15,310,179
Solid Waste	-
Storm Drain	10,500,000
Transportation	73,641,784
<b>Total Not Received</b>	<b>122,887,463</b>

# City of Santa Clara

**CITY COUNCIL PRIORITY  
SETTING SESSION**

**Held on: APRIL 3, 2025**



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



**RAFTELIS**

On April 3, 2025, the City of Santa Clara (City) held a City Council Priority Setting Workshop. The session was planned and facilitated by Raffelis, in cooperation with City staff.

# Welcome and Introductions

Mayor Lisa Gillmor welcomed her colleagues and staff and thanked City Librarian Patty Wong and her staff for hosting the session. City Manager Jovan Grogan expressed enthusiasm about the opportunity for the Council to focus on its priorities, and then introduced the facilitator, who reviewed the agenda, workshop norms, and expectations for the day. Councilmembers' expectations were captured by the visual facilitator, as shown below on the left.

Next, the group shared their thoughts on the following questions: 1) What makes Santa Clara special? and 2) What is one word to describe their hopes for the next year? These comments were captured by the visual facilitator, as pictured below on the right.



# Context Setting

## Accomplishments

In pre-workshop interviews, Councilmembers were asked about major accomplishments. Key themes included appreciation for the professionalism of staff, the passage of the Bond measure, the fact that Levi's Stadium has begun to turn a profit, public safety, and opportunities created by the City's utility. The group then reflected on what makes them most proud and what contributes to the City's success, captured on the next page.



Councilmembers noted that the infrastructure bond passage signaled community trust in the government. In addition, a few Councilmembers noted the City’s ability to strengthen its financial position over time.

Next, the facilitator reviewed some themes from the pre-workshop interviews with Councilmembers. There was a general sentiment that the City is in a good position, but a desire to find better alignment, recognize distinct roles between staff and Council, and strengthen the City’s governance. Santa Clara has a number of large opportunities on its horizon, including the Super Bowl and planning for the FIFA World Cup. Additionally, the City has a number of economic development opportunities and will begin the implementation of the recently passed bond measure for infrastructure.

The City also faces some challenges, including addressing budget imbalances and enhancing financial sustainability, removing roadblocks to the permitting process, and maintaining quality service delivery.

## Governing Together

Local government operates at the intersection of political acceptability—often driven by Council priorities—and administrative sustainability—what the organization has the capacity to accomplish. That intersection is where work is accomplished, and the greater the alignment between political acceptability and administrative sustainability, the greater the success and impact of the organization. During the discussion, the facilitator also referred to the iceberg metaphor, which demonstrates the vastness of the day-to-day work of the organization (under the water) compared to the visible portion, which typically includes Council priorities. Operating in the gap between political acceptability and operational sustainability, the City Manager plays the role of “bridge builder,” and often relies on department heads to help fill the gaps.





## Council Roles

In 2016, Kansas University professor emeritus Dr. John Nalbandian and former Raftelis Executive Vice President, Julia Novak collaborated with other local government thought leaders and identified six roles that a City Council must fulfill as they perform their duties and serve their community. While all Councilmembers play all these roles depending on circumstances, most have a natural tendency to gravitate toward certain roles. The facilitator reviewed these six roles, as presented below:

Governance Roles	Description
<b>Strategic/Vision – Big Picture Thinker</b>	<ul style="list-style-type: none"> <li>The focus here is on decisions that can have a significant impact on the City; it can be long-term or short-term.</li> <li>Often focuses on the future and what might make a significant difference; sees possible connections and relationships; thinks beyond present data and constraints.</li> </ul>
<b>Trustee – Steward</b>	<ul style="list-style-type: none"> <li>While listening to and respecting constituent views, the Trustee feels responsible to the City as a whole and to future residents.</li> <li>The Trustee will make uncomfortable decisions that may run counter to constituent wishes because the decision is in the interest of the greater good.</li> </ul>
<b>Representative – Constituent Advocate</b>	<ul style="list-style-type: none"> <li>In this role, the elected official acts as a “customer service representative.”</li> <li>The elected official is a conduit between residents and the City services.</li> <li>Often, residents see this elected official as most responsive to their individual concerns.</li> </ul>
<b>Community Builder – Bringing People Together</b>	<ul style="list-style-type: none"> <li>The elected official focuses on relationships and consensus-building.</li> <li>The Community Builder fosters relationships and is able to work through differences.</li> <li>Community is not just a casual word to the elected official who gravitates to this role.</li> </ul>
<b>Decision-Maker</b>	<ul style="list-style-type: none"> <li>The decision-maker sees their role much like a judge—information is presented, and the decision-maker votes it up or down.</li> <li>This is not an easy role, but often, it is a more passive role in contrast to that of the community builder.</li> </ul>
<b>Oversight</b>	<ul style="list-style-type: none"> <li>The focus here is on the accountability of staff to the governing body.</li> <li>In this role, the elected official may retain a measure of distance from the staff.</li> </ul>

Each Councilmember then noted the roles they believe they gravitate toward most naturally.

Councilmember	Role(s)
Mayor Lisa Gillmor	Representative – Constituent Advocate and <b>Community Builder</b>
Albert Gonzalez	Representative – Constituent Advocate and <b>Community Builder</b>
Raj Chahal	<b>Decision-Maker</b> and <b>Trustee</b>
Karen Hardy	Representative – Constituent Advocate
Kevin Park	Representative – Constituent Advocate
Suds Jain	<b>Strategic Vision</b>
Kelly Cox	<b>Strategic Vision</b> and <b>Oversight</b>

### Reflections

The group emphasized that they see value in all of the roles, and that at different times, each of them play different roles. They appreciated the framework as a way to better understand the various ways in which they serve the Santa Clara community. Additional reflections were captured by the visual facilitator, as shown below:



## Ideal Governing Body

After a break, the group reflected upon what makes for an ideal governing body from different perspectives—the public, staff, and fellow Council members. A summary of the discussion is captured below:

### Public

The ideal governing body, to the public, is responsive to their needs, transparent, and ethical. They serve the community’s best interests responsibly and are accessible to their constituents.

### Staff

From staff’s perspective, the ideal governing body is supportive, consistent, and provides clear direction.

### Council Colleagues

Fellow Councilmembers emphasized the importance of trust, understanding, collaboration, and respect while serving the community. They discussed their ability to “disagree agreeably,” assuming good intent, and acknowledging that each individual wants the best for the Santa Clara community.

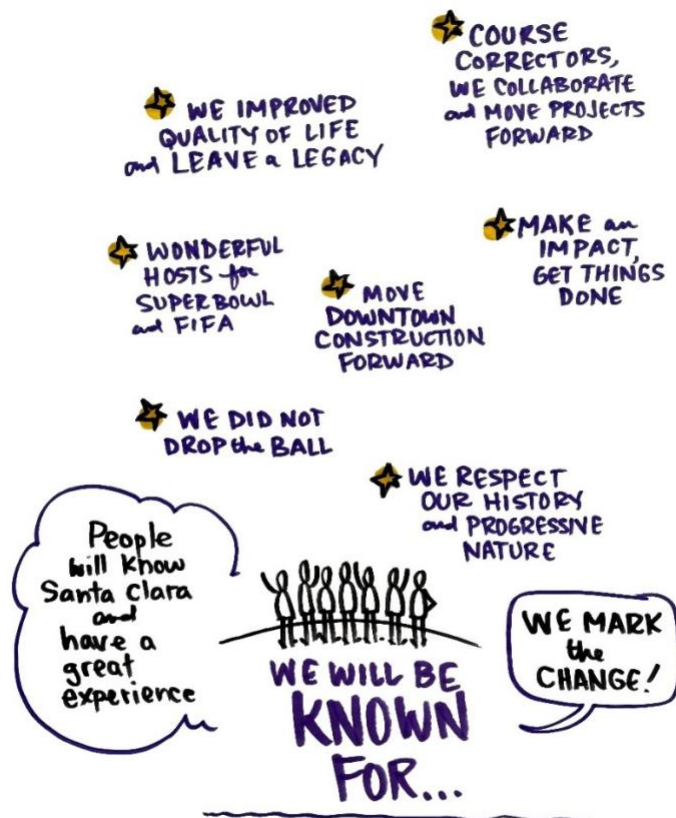


Full notes from the activity are captured in the table below. Asterisks represent repeated words.

Public	Staff	Council Colleagues
<ul style="list-style-type: none"> <li>• Responsive</li> <li>• Heard</li> <li>• Concern/issue addressed, followed through</li> <li>• Transparency</li> <li>• Quality of life</li> <li>• Trustworthy</li> <li>• Ethical; transparent leadership putting residents first</li> <li>• Honesty</li> <li>• Accessibility</li> <li>• Follow through</li> <li>• Their interests are to be served first</li> <li>• Approachable</li> <li>• Caring</li> <li>• The greatest good for the least amount of money</li> <li>• Collaborative Council</li> </ul>	<ul style="list-style-type: none"> <li>• Consistency *</li> <li>• Stability</li> <li>• Directness, direction</li> <li>• Honesty</li> <li>• To rely on their experience</li> <li>• City Council support of management decisions</li> <li>• Support</li> <li>• Councilmembers are prepared</li> <li>• Common courtesy</li> <li>• Resources/support</li> <li>• Ethical</li> <li>• Care about City</li> <li>• Serve the community best</li> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment</li> <li>• Understanding *</li> <li>• Compromise</li> <li>• Honest, ethical transparent public-focused decisions</li> <li>• Trust</li> <li>• Respectfully disagree</li> <li>• Collaboration *</li> <li>• Concise meetings</li> <li>• Long-term and current good governance for residents</li> <li>• Win-win</li> <li>• Being prepared</li> <li>• Move forward (turn the page)</li> <li>• To move forward</li> </ul>

## What Will This Governing Body Be Known For?

Finally, the Council reflected on what they hope this governing body will be known for, as captured below:



# Organizational Update

City Manager Jovan Grogan provided an update on the Council's Pillars and Priority Areas of Focus. He also reviewed the 43 priorities identified during the 2024 Priority Setting Session. He provided a status update and proposed that "Baseline/Ongoing," "Underway," and "2024 New" items would be tracked as Council Referrals going forward, as they have been incorporated into staff workplans. Moving forward, staff will provide biannual updates on the Council Referrals.

Grogan then provided an overview of initiatives and projects occurring over the next six to 24 months across City departments.

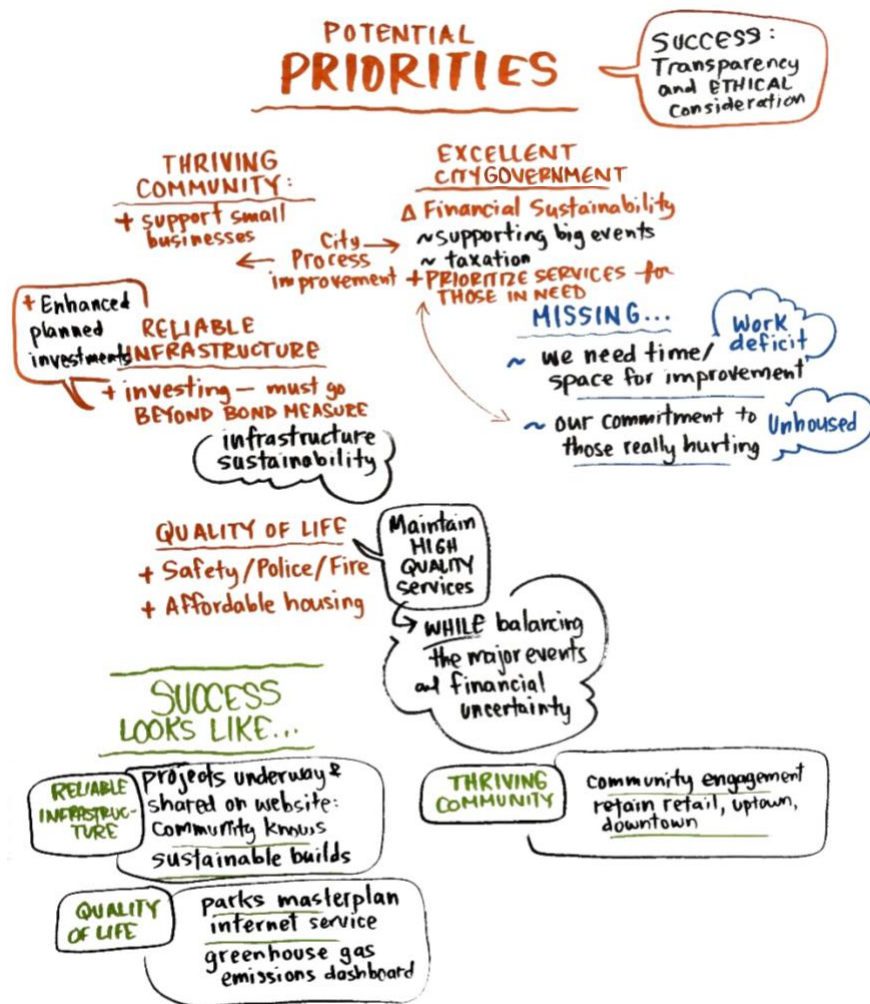
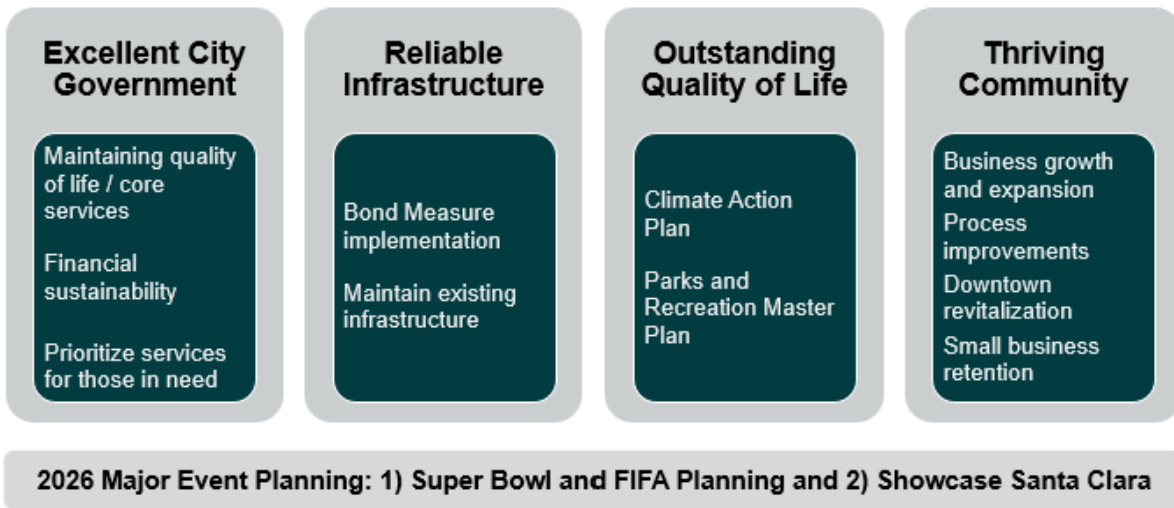
## 2025 Priority Setting

Following lunch, Grogan reviewed staff's key focus areas for FY 2025-26. These included Measure I implementation, preparing for major events in 2026, economic development, fiscal sustainability, existing Council Priorities/Referrals, and existing organizational initiatives and projects.

The facilitator then reviewed the priorities that Councilmembers identified in pre-workshop interviews, as listed below:

- 2026 Major Event Planning
  - Super Bowl and FIFA Planning
  - Showcase Santa Clara
- Bond Measure implementation
- Economic development
  - Advance Downtown revitalization
  - Business growth and expansion
  - Process improvements
- Climate Action Plan
- Foundational priorities
  - Maintaining quality of life/core services
  - Financial sustainability

The facilitator organized the council's potential priorities by strategic focus area for purposes of discussion, as included on the following page. 2026 Major Events Planning spanned the full group across the bottom as an underpinning to the other priorities. The group then discussed these items, referring back to the Venn diagram between Political Acceptability and Administrative Sustainability. Councilmembers discussed 1) What success looks like?, 2) What do you hope to accomplish in the next year?, and 3) Is anything missing? They agreed on the following priorities for 2025.



The council emphasized the importance of community engagement and education in all areas and unanimously agreed that the final set of priorities included above is most important for the next 12-18 months.

Following this discussion, Councilmembers were asked to share one thing they were most excited about. Many mentioned the City’s efforts in preparing for the Super Bowl and FIFA World Cup, both of which will provide financial benefits, engage the community, and help “put Santa Clara on the map.” Others mentioned the

greenhouse gas emission dashboard and other recreation priorities, such as the International Swim Center and Little League. Finally, Councilmembers noted that residents are aware of and are excited about upcoming bond projects.

### **What We Need From Each Other**

Councilmembers and staff discussed what they need from each other in order to move the City forward. The elected officials noted that as the Super Bowl and FIFA World Cup approach, staff should keep in mind the importance of transparency. Staff expressed the significance of feeling valued and trusted for their expertise by members of the City Council.

## **Wrap-Up and Next Steps**

As the session wrapped up, Councilmembers were asked to consider a headline they would like to see about the day's workshop. These headlines are captured below:

- Mayor Gillmor: Realistic and Doable Goals Identified
- Kelly Cox: Seamless collaboration in Santa Clara: Council zones in on the heart of the priorities
- Karen Hardy: Onward and upward
- Albert Gonzalez: Center of What is Possible – We continuously seek opportunities for the City to thrive
- Kevin Park: “Park had no comment”
- Suds Jain: Council Meeting ended before midnight

Mayor Gillmor then thanked her colleagues for their participation. Following the session, staff will work to integrate the direction received from Council into the City's budget preparation. City Manager Jovan Grogan noted that regular biannual updates will be prepared regarding Council Referrals, and a few items will reappear in Council's regular business meetings.



## Agenda Report

26-203

Agenda Date: 3/30/2026

### REPORT TO GOVERNANCE AND ETHICS COMMITTEE

#### **SUBJECT**

Action on Council Policy Establishing an Annual Performance Review Process for Council Appointees

#### **BACKGROUND**

Currently, there is no established process for City Council to evaluate and assess the performance of Council appointees, including employees in the classifications of City Manager and City Attorney. The City Council had expressed interest in adopting a policy to achieve predictability, transparency, and consistency in the performance evaluation and assessment of Council appointees.

#### **DISCUSSION**

This item for the Governance and Ethics Committee consideration is a new Council policy for the performance evaluation process for Council appointees, including employees in the City Manager and City Attorney classifications.

The following is a summary of the notable provisions of the new Council policy, and a complete copy of the new Council policy is attached:

**Annual Rating Period:** The rating period for Council appointees shall be January 1<sup>st</sup> through December 31<sup>st</sup> of each year.

**Facilitator:** The Human Resources Director shall secure the use of a performance appraisal facilitator to be selected by City Council to assist with the performance evaluation and assessment of the Council appointees, including meeting with and interviewing City Council and any other identified staff members to gather information necessary for the performance appraisal.

**Timeline:** The new Council policy provides a timeline for the evaluation and assessment process, including but not limited to the months when certain actions are expected to be completed such as the selected facilitator meeting with City Council and staff (January); meeting with the City Council and the Council appointee in closed session to provide the results of their work (February); the City Council appointing a subcommittee to meet with the Council appointee to negotiate any changes to compensation, benefits, or any other requested modifications to the Council appointee's employment agreement (March); the subcommittee meeting with the full City Council in closed session to present the results of negotiations with the Council appointee and provide a recommendation for further discussion and action in open session (May).

It should be noted that the new Council policy also calls for a salary increase of approximately 2% or the applicable CPI (Consumer Price Index for Urban Consumers (CPI-U) for San Francisco-Oakland-

Hayward), whichever is lesser, in the event the City Council does not complete the outlined process on or before May 31<sup>st</sup>.

In the event City Council seeks to take action for providing any further modifications or adjustments concerning compensation, benefits or other modifications to the Council appointee's employment agreement after May 31<sup>st</sup>, the Human Resources Director shall bring such modifications or adjustments to open session for discussion and approval.

If the Committee approves the new Council policy, staff will prepare the policy and present it to the full City Council for consideration and approval. If additional revisions are approved by the Committee, staff will also include those in the recommendation.

### **ENVIRONMENTAL REVIEW**

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(a) as it has no potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

### **FISCAL IMPACT**

There is no fiscal impact with this report other than administrative staff time.

### **COORDINATION**

This report was coordinated with the City Manager's Office, Human Resources Department and the City Attorney's Office.

### **PUBLIC CONTACT**

Public contact was made by posting the Committee agenda on the City's official-notice bulletin board outside City Hall Council Chambers. A complete agenda packet is available on the City's website and in the City Clerk's Office at least 72 hours prior to a Regular Meeting and 24 hours prior to a Special Meeting. A hard copy of any agenda report may be requested by contacting the City Clerk's Office at (408) 615-2220, email [clerk@santaclaraca.gov](mailto:clerk@santaclaraca.gov) or at the public information desk at any City of Santa Clara public library.

### **RECOMMENDATION**

Approve a new Council policy for the Performance Evaluation Process for Council Appointees, and present the proposed new Council policy to the full City Council for consideration and approval.

Reviewed by: Marco Mercado, Acting Director of Human Resources

Approved by: Jōvan Grogan, City Manager

### **ATTACHMENTS**

1. Council Policy - Council Appointee Performance Appraisal Process



## PERFORMANCE EVALUATION PROCESS FOR COUNCIL APPOINTEES

### **POLICY**

The purpose of this Policy is to provide guidance and establish a process in the performance evaluation and assessment by City Council of the Council appointees, including Employees in the classifications of City Manager and City Attorney.

The City Council will make its best efforts to undertake a performance appraisal of the Employee at least once every twelve (12) months following the Employee's original date of hire. The City Council maintains discretion to conduct performance appraisals more frequently if necessary. Performance Appraisals shall be conducted annually in accordance with the process set forth below. This process is intended to be essentially "automatic," and does not require Council or Employee direction to be initiated.

This Policy shall be referenced in the employment agreements governing the Council appointee positions.

### **PROCEDURE**

- 1) For purposes of this Policy, an Employee's annual rating period shall be January 1<sup>st</sup> through December 31<sup>st</sup> of each year.
- 2) The Human Resources Director shall conduct a procurement for a performance appraisal facilitator, and shall present the results of such procurement process to Council for Council's final selection in November, unless the City has an existing contract with a facilitator. The facilitator must be available to begin work in December.
- 3) During the month of January, immediately following the end of the employee's rating period, the chosen facilitator will meet with the City Council and any other identified members of staff to conduct the interviews necessary for the Performance Appraisal.
- 4) During the month of February, the facilitator will meet with City Council and Employee in closed session to provide the results of his/her work.
- 5) During the month of March, the City Council shall meet in closed session, and shall appoint a subcommittee to meet with the Employee for the purposes of negotiating compensation, benefits, and any other requested modifications to the Employee's employment agreement. The subcommittee shall work with the Human Resources Director and



## PERFORMANCE EVALUATION PROCESS FOR COUNCIL APPOINTEES

Chief Assistant City Attorney, as necessary, to complete its work.

- 6) During the month of May, the subcommittee shall return to the full City Council in closed session to present the results of its negotiations, and provide a recommendation to the full City Council for further discussion and action in open session. The City Council shall provide direction to the Human Resources Director regarding the details of the item to be brought back to Council in open session.
- 7) If City Council does not complete the process outlined above on or before May 31<sup>st</sup>, then Employee shall receive a salary increase of approximately 2% or applicable CPI<sup>1</sup>, whichever is less, effective as described below.
- 8) During the month of June, the Human Resources Director shall bring forward an item in open session regarding approval of the modifications to the compensation, benefits, or other terms of employment for Employee, and related actions, to be effective the first pay period after July 1<sup>st</sup>. This shall be based either on the direction received from City Council under Section 6 above, or the default salary adjustment described in Section 7 above. If the direction from Council is that there are no modifications to any such terms, then there shall be no item brought to Council in open session for further discussion or action.
- 9) If the default salary adjustment under Section (7) was granted, then the City Council may take action later in the year to provide an additional adjustment, retroactive to the first pay period after July 1<sup>st</sup>.

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<sup>1</sup> Consumer Price Index for All Urban Consumers (CPI-U) for San Francisco-Oakland-Hayward



Agenda Report

26-202

Agenda Date: 3/30/2026

**REPORT TO GOVERNANCE AND ETHICS COMMITTEE**

**SUBJECT**

Review and Action on the 2026 Governance and Ethics Committee Workplan

**BACKGROUND**

The Governance and Ethics Committee was established by City Council action on February 5, 2019. The Governance and Ethics Committee focuses on the refinement and establishment of policies and procedures regarding City Council operations, general good government practices, and implementation of the City’s Code of Ethics & Values program. In addition, the Committee also reviews naming recommendations for City facilities and buildings and reviews and recommends amendments, if any, to City Council Policies.

**DISCUSSION**

On an annual basis, the Governance and Ethics Committee establishes a workplan with items prioritized for the calendar year. Additional items may be recommended by the Committee or staff, which staff will bring forward as appropriate. To prepare and plan for the Committee workload, staff has developed a proposed Governance and Ethics Committee workplan for the 2026 calendar year.

The following workplan includes items which have been carried over from the previous approved workplan, and potential new items requested by Committee members and/or recommended by staff. It is also important to note, some work plan items listed may require more than one meeting to allow for full discussion and Committee action. During the year the Committee and staff may amend the workplan to add, delete, or re-prioritize items as desired or needed.

**Proposed 2026 Workplan Items**

Committee Meeting Date:	Agenda Item(s):
March 30, 2026	1) Review and Provide Direction on the 2026 City Council Priority Setting Session 2) Action on Council Policy Establishing an Annual Performance Review Process for Council 3) Review and Action on 2026 Workplan

<b>April 30, 2026, Special Meeting</b>	1) Presentation by Outside Consultant for the Review of and Recommendations Regarding Potential Adoption of an Ethics Commission or Ethics Program and the Approval of Proposed Changes to City's Existing Ethics Policies Previously Presented to Committee (Continued) 2) Review and Approval of Amendments to Council Policy 042 ("Reconsideration of Council Action")
<b>May TBD (Special Meeting)</b>	1) Review of Council Policy 055 ("Meeting Management Protocol") 2) Discuss and Provide direction to Staff on Council Policy that provides guidance on the scheduled start times and frequency of regular City Council meetings 3) Process for Scheduling Special City Council meetings and Closed Sessions
<b>June 1, 2026</b>	1) Review of a Policy Limiting Resolution Matters Outside Jurisdiction of the City
<b>September 14, 2026</b>	1) Review of additional Text Messaging Retention applications (in addition to Smarsh) (Continued)
<b>December 7, 2026</b>	1) Review of Proposed Comprehensive City Council Policies and Procedure manual (1 <sup>st</sup> draft)

### **ENVIRONMENTAL REVIEW**

The action being considered does not constitute a "project" within the meaning of the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines section 15378(b)(5) in that it is a governmental organizational or administrative activity that will not result in direct or indirect changes in the environment

### **FISCAL IMPACT**

There is no fiscal impact to the City other than staff time.

### **COORDINATION**

This report was coordinated by the City Manager's Office.

### **PUBLIC CONTACT**

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public information desk at any City of Santa Clara public library.

**RECOMMENDATION**

Approve the 2026 Governance and Ethics Committee Workplan with any additional amendments.

Reviewed by: Maria Le, Assistant to the City Manager, City Manager's Office

Approved by: Jovan D. Grogan, City Manager