


Review and Potential Council Action on the Santa Clara City Council Priority Matrix

May 7, 2019



Background

- **City Council Operational and Strategic Priority Setting Session**, held on January 31 and February 1, 2019
- Council identified **53 priorities**
- All **five Stadium Authority priorities** were included in the Stadium Authority FY 2019/20 Work Plan approved on March 27, 2019
- Remainder of priorities are now before the City Council for approval as reflected in the Proposed Budget or further action

2



Background

- Staff reviewed the individual 48 Council priorities, consolidated similar/like items, and included the following information for Council to review:
 - Projected costs and staffing impacts
 - Funding status
 - Possible trade-offs with current priorities
 - Associated Council Policy Pillar

3

Council Priority Matrix Summary



Funding Status	No. of Priorities	Ongoing costs	One-time Costs	Added FTEs
No additional funding required	4	-	-	-
Funded with existing resources	12	\$3,000	-	-
In proposed budget	13	\$847,000	\$2,040,000	7.25
Subtotal	29	\$850,000	\$2,040,000	7.25
Partially funded	2	-	\$147,768	1.0
Not funded at this time	8	\$1,492,206	\$51,822,768	4.0
Partially unknown funding*	9	\$233,952	-	2.0
Total	48	\$2,567,158	\$54,010,536	14.25

*Priorities with an unknown funding status rely on outside agencies that are beyond the City's control or require additional information not available at the time.

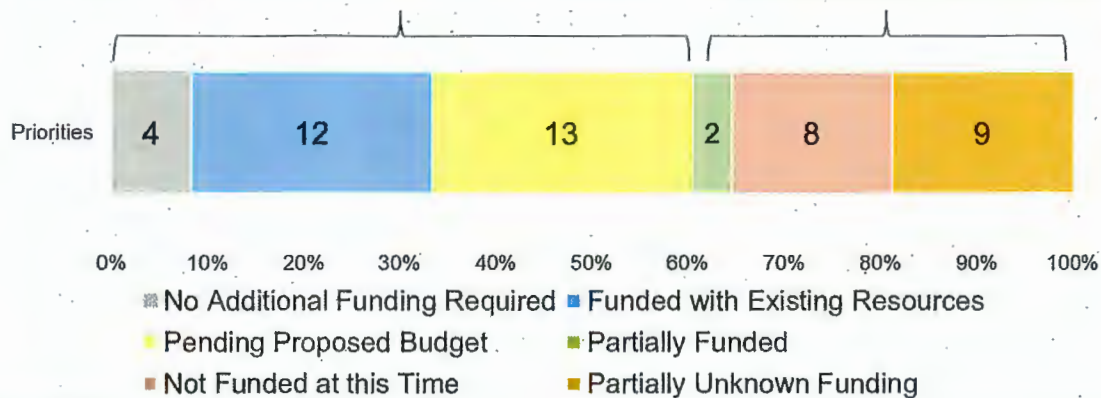
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Funding Status of Council Priorities

60% (29) of Council Priorities are already included in the current or proposed City budget

40% (19) of Council Priorities are partially or fully unfunded



5



No Additional Funding Required

6

No Additional Funding Required



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Meeting Management and Council Meeting protocols	None	The City Manager has implemented self-imposed restrictions on the number of General Business/Public Hearing items per agenda, as well as we have noticed the meeting to address some items at 6 p.m. The Governance Committee can recommend additional action as part of its Council Policy review.
Actively review unfunded liabilities	None	Financial impact of unfunded liabilities regularly reported.

7

No Additional Funding Required



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Analyze City's budget in comparison with like nearby cities	None	Comparison of administration costs per capita per FTE included in the Proposed Budget.
Hold back on Kylli project until staffing issues are addressed	None (applicant has paid \$191,810 in fees to support review).	Development services as a whole has experienced a high volume of work that exceeds capacity of staff.

8



Funded with Existing Resources

Funded with Existing Resources



Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
San Jose development impacts on Santa Clara (North San Jose and Stevens Creek)	None. Staff is currently tracking this issue and recently sent a letter on March 25, 2019.	City is currently monitoring the Settlement Agreements and an update was provided to Council in late Jan 2019. Staff work is underway for additional updates.
Options to increase staff and budget for IT (1)	2 vacant IT Manager positions & additional contract services proposed. Vacancies are in current budget, so no additional cost impact. However, staff is proposing in the proposed 19/20 budget more additional consultant services to stabilize services.	Staff is proposing a review of the current consultant contracts to ensure that the use of public funds is also maximized through outsourcing IT services. This work will build off of prior reviews.

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Fire Department drone use for new construction	\$3,000 ongoing (additional funding that may be required in PD for video storage) Expanding current scope to incorporate use in construction inspections may impact departments outside FD. Development of an administrative drone policy by end of FY2019/20.	Will involve Police and Fire.
Traffic Mitigation Fees from Developers	None	The Traffic Mitigation Fee was updated and increased late last year as approved by Council.

11

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Intelligent traffic lights using IOT	None, work in progress. Staff actively pursuing grants for this work.	Current technologies include Bluetooth/Wi-Fi Traffic Monitoring, Changeable Message Signs, Emtrac GPS Fire Preemption Installation, Fiber Optic Network installation, and Adaptive Traffic Signals. Worked with Intel to implement Dedicated Short Range Communications (DSRC) radio with autonomous vehicles at a traffic signal.
Synchronize traffic signals and explore more efficient traffic measures	None, work in progress.	Current projects include Lick Mill, Homestead, Lafayette, Bowers and Agnew/DeLaCruz. Staff currently watches for and applies for grants to fund the retiming of signal systems.

12

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Implementation of Traffic Signal Management Software region-wide to improve overall smooth movement of traffic	None, work in progress.	Staff is already implementing a project to update the City's Traffic Signal Management Software so it is compatible with neighboring jurisdictions. VTA has also been a partner in discussions and evaluation of the system. Staff has been working with other agencies to develop a minimum traffic signal controller technology to facilitate interoperability amongst all jurisdictions within the County.

13

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Support affordable housing - innovative solutions and funding sources	No additional staffing required. New pilot program to support Accessory Dwelling Units (ADU) will include dedication of funding from City's Housing funds. Focus will be for teachers and public service workers.	Current proposals to explore Accessory Dwelling Units (ADUs) and increase enforcement of affordable housing compliance. Monitoring of legislation per the Council approved Legislative Advocacy Position.

14

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Shelter and resources for those experiencing homelessness - collaboration with outside agencies	No additional staffing required. Current allocations (FY2018/19): CDBG - \$52,500 Tenant Based Rental Assistance Program (TBRA) - \$1,258,000 Homeless case management (County) - \$125,000 Total allocated - \$1,435,000	City currently provides funding to the County to provide case management services and to third party providers for rental assistance and other services.
Protect business district on El Camino	None, work in progress as part of El Camino Real Specific Plan.	

15

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Garbage program - food waste	None, work in progress.	Pilot program is underway. City is currently in active negotiations, and the item is scheduled to be back at Council in late 2019.

16

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Bike & scooter policy	Regulation will need to be 100% cost recovery.	<p>Council approved a work plan for this item on 1/29/2019 which will require approximately 6-8 months with the following timeline:</p> <ul style="list-style-type: none"> • Develop draft ordinance & regulations (2 mos) • Community/operator outreach (2/2.5 mos) • Bicycle & Pedestrian Advisory Committee (1.5 mos) • Finalize & Council approval (2 mos) • Council could direct a 6 mo check in to assess operations of the program & make additional changes, if warranted.

17

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Update fee schedule and policy for use of Community Spaces by the public: cost, availability, and procedure for community rooms citywide	<p>Consultant (Matrix CG) under contract to recommend fee schedule updates; staffing resources to review and update citywide procedures.</p> <ol style="list-style-type: none"> 1) Policy discussion by Council regarding fee schedule will impact community room fees and City's ability to recoup costs. 2) Staff will review and update procedures for community room use based on Council direction. 	<p>In coordination with departments, Finance is currently updating the Municipal Fee Schedule including the full cost for community room rental for Council consideration (currently scheduled for May 21, 2019). The Library is currently evaluating a web-based solution that will allow users to book Community Rooms on line. The \$3.5K cost is already covered in the Library budget. This system is only designed for use with the Library's reservations, not citywide. Once Council provides direction on the fee schedule, staff will work to address concerns regarding community room procedure.</p>

18

Funded with Existing Resources



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Business tax on large corporations	Absorbed within current Revenue Strategy workload for future Council deliberations.	Finance indicates more analysis needed and Council will need to evaluate this proposal as part of its overall revenue strategy. The Business License Tax in Mountain View was passed by 69% in Nov. 2018. It will assign a progressive increase to the annual fee paid by businesses based on number of employees, with tiers ranging from 1 to 5,000. Qualified nonprofits and small businesses are exempt and the tax will go into effect starting on January 1, 2020 (larger companies will be phased in between 2020 and 2022). Estimated to generate approximately \$6 million annually, based on current Mountain View Business Licenses.



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Pending Proposed Budget

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Climate Action Plan	Supported by proposed Sustainability Manager	While the City has made progress of various sustainable activities, we have not had a dedicated resource to holistically advance this needed initiative. This Plan can be administered with the proposed position.

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Cybersecurity	<p>\$280,000 one-time in FY 2019/20; \$160,000 one-time in FY 2020/21 -Security resources from our ITO service provider to strengthen our security program and remediate vulnerabilities (\$180,000 in FY 2019/20; \$60,000 in FY 2020/21) -Tools, process and technology to increase cyber incident identification and response capabilities (\$100,000/year) 1.25 FTE for contracted services (Unisys)</p>	The City has a formal Cybersecurity program in place to secure the City's information assets from cyber breaches and attacks. Funding is requested for additional service provider resources and cybersecurity capabilities in support of our efforts to keep City data secure and user data private, and to expand system capabilities.

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Billboard Advertising Agreement	Assign to proposed new position (Housing and Real Estate Development Officer) to review agreement and perform additional research regarding options. No current revenue generated by agreement. Proposal from current vendor (AllVision) projects revenues from \$7.6M to \$26.5M over a 25-year term, depending on the option chosen by the City.	Work assignment will consume capacity of proposed position. With the pending expiration of the existing contract, this matter will need to be referred to future position for advisement on next steps.

23

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Involve procurement team in the City's ongoing contracts and the renewal process	\$80,000 one-time Consulting services to enhance purchasing policies and procedures and support citywide training	The City has a decentralized procurement model and additional resources would be needed to centralize procurement. Accordingly, City's Procurement team has established a matrixed citywide procurement function with existing resources and is currently developing a plan for Citywide procurement policies and structure. The strategy is to continue with training on procurement, contracts, and overall efficiencies. Staff already has implemented training, rehauded processes and contract templates, and it will continue.

24

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Citywide staffing levels	\$120,000 - Consulting Services: Approximately \$20-\$30K per recruitment (one-time) - 1 FTE Office Specialist IV \$112,000 (ongoing)	Within limited financial resources, the FY 2019/20 Proposed Budget includes the addition of critical staff resources and one-time funding for consultant resources (a total of 15.5FTE is included in the Proposed Budget including support for real estate, sustainability, Reed and Grant Sports Park, stadium oversight, Attorney's Office real estate, Silicon Valley Power, communications, solid waste, housing, risk management, finance and human resources).

25

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Options to increase staff and budget for IT (2)	\$200,000 one-time in FY 2019/20; \$200,000 one-time in FY 2020/21 - 1 FTE from our contracted service provider to support audio visual needs, project management, and e-discovery	Intended to provide additional support needed in the areas of AV technology, e-discovery and project management. The request for AV technology support will also provide training and assistance citywide for AV equipment use.

26

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Increase hours at Northside Library	\$5,000 ongoing 1 FTE (Librarian offset by deletion of Business Analyst)	Current Library hours: Mon-Tues from 11am-8pm; Wed-Sat from 10am-6pm Proposed hours: Mon-Tues from 10am-9pm; Wed-Sat from 10am-6pm; Sun from 1pm-5pm Total \$148.5K, of which \$143.8K is self-solved, leaving a cost impact of \$4.7K (\$131.0K Salary & benefits; \$7.5K Janitorial & Operating Supplies costs; \$10K As-Needed Budget)

27

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Restroom at Fairway Glen Park	\$900,000-Design, construction, and maintenance of a restroom. One-time: Landscape/ Building Architect \$150,000. Capital construction costs \$750,000 to \$1.0M Ongoing costs \$9,685/year increase in as-needed park labor to open, close, clean.	

28

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Add Sustainability Manager	\$311,000 ongoing General Fund: \$63,000 Enterprise Funds: \$248,000 1 FTE	Funded by multiple departments. Sustainability Manager will assist with water conservation, recycled water opportunities, sanitary sewer discharge, electricity, transportation, garbage and recycling, building requirements.

29

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Real Estate Asset Management - potential FTE addition	\$215,000 ongoing (housing funds) \$90,000 one-time No net new General Fund costs; centralizes Real Estate functions, deletes existing Housing Division Manager and adds one Management Analyst. 1 FTE	Staff has accomplished this goal with minimal impact to the General Fund and by piloting a new staffing approach.

30

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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Targeted and proactive community outreach	\$194,000 ongoing Web and Digital Media Manager 1 FTE	Council has prioritized media and news responsiveness and community access to information. With current resources, we are unable to expand communications services beyond more frequent electronic communications. However, adding 1 FTE and a consultant, as referenced earlier, provide a real opportunity to achieve the level of service that the Council desires.

31

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Effective marketing of City resources to support transition to new convention center operator and ongoing tourism in the City	Partially included in current contract with new operator; additional support is available through existing TID. Council approved an Assistant to the CM and PT Office Specialist for oversight and monitoring of these contracts. These are resources that can be used to advance this objective, but capacity will be limited in light of the priority to put in place oversight /contract management, and working with Spectra, TID, and Destination Marketing Organization (DMO) services. Currently, there are no staff assigned to marketing, nor are there any designated City resources.	The ED, Marketing & Communications Committee recently referred to the City Council for approval a request to add funds for a consultant service that supports these type of services. Further funding depends on the future decision related to the governance structure of a new Destination Marketing Organization.

32

Pending Proposed Budget



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
<p>Explore options for small dog parks at existing parks</p>	<p>\$100,000 one-time Costs for similar facilities will depend upon design, potentially CIP of \$75-\$100K per facility. We would need to revisit as part of the capital budget planning process next year.</p>	<p>As the City reviews park and playground rehabilitation of existing parks, staff is exploring the feasibility (size, shape, location, operation & maintenance issues, cost) and neighborhood support for off leash dog areas in neighborhood parks. To date, Machado and Homeridge Park schematic design updates have Council approved off leash areas but no funding, while Parks & Recreation Commission recommended Marsalli Park, as well as a proposal to convert natural grass to synthetic turf at Raymond G. Gamma Dog Park. Maintenance of natural turf areas require periodic closure and additional cost for maintenance. San Tomas & Monroe area is being evaluated for use of synthetic turf.</p>

33



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Partially Funded Priorities

34

Partially Funded



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
City Hall space needs	Staff is proceeding with an RFQ to select a consultant to develop a city hall masterplan and new utility building. Although the initial steps can be done with current staff, the program will require 1-2 added FTE. Consultant costs will be determined as part of the RFQ. Funding available to support new utility building.	Advance the RFP for the masterplan for the Civic Center and for near term construction of a new utilities building. Staff will return to Council with a status report and required next steps to proceed.

35

Partially Funded



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Individual Board Member Priority	Cost + Staffing	Notes & Possible Trade-offs
Fully implement PeopleSoft modules to increase efficiency of our financial data and reporting	\$147,768 one-time 1.0 FTE Management Analyst equivalent As Needed position for 1 year. (Estimated Cost: Unclassified, Salary Only \$114,390 – \$147,768)	Finance Department currently has some funding available to begin project planning for PeopleSoft. Human Resources Department would use consulting services to implement and activate various functionality and modules in PeopleSoft. Existing staff would need to be reallocated to this project.

36

Council Priority Matrix Summary



City of Santa Clara
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37



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For Council Consideration

- If Council would like to support any unfunded or partially funded priorities, the following items will need to be considered:
 - Service tradeoffs within respective funds
 - Services to reduce or defund in the proposed budget
 - Capital Improvement Program (CIP) adjustments and tradeoffs for unfunded priorities that are capital in nature

38



For Council Consideration

- Submit proposals for service trade-offs in writing to the City Manager by May 17
- Staff will review proposals and bring forward for Council discussion as part of the June 4 Public Hearing for the FY 2019/20 and FY 2020/21 Operating Budget



Questions?