



City of Santa Clara

Call and Notice of Special Meeting

Governance and Ethics Committee

Thursday, October 24, 2019

3:00 PM

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

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of California Government Code §54956 ("The Brown Act") and Section 708 of the Santa Clara City Charter, the Chairperson calls for a Special Meeting of the Governance and Ethics Committee to commence and convene on October 24, 2019, at 3:00 pm for a Special Meeting in the City Hall Council Chambers located in the East Wing of City Hall at 1500 Warburton Avenue, Santa Clara, California, to consider the following matter(s) and to potentially take action with respect to them.

CALL TO ORDER AND ROLL CALL

CONSENT CALENDAR

19-1226 [Governance and Ethics Committee Minutes of July 15, 2019](#)

PUBLIC PRESENTATIONS

GENERAL BUSINESS

1. 19-841 [Action on Parks & Recreation Commission's Recommendation to Name the Public Park in the 575 Benton Avenue Project \(Prometheus\)](#)
2. 19-992 [Discussion and Action on Proposed Framework for the January 30-31, 2020 Council Priority Setting Session](#)
3. 19-994 [Review the Code of Ethics & Values and Discuss Training](#)
4. 19-993 [Review of Current Council Referral Policy \(Council Policy 030\)](#)
5. 19-991 [Review of Council Governance Session Report and Referrals of September 5, 2019](#)

COMMISSIONERS REPORT

ADJOURNMENT

The Governance and Ethics Committee meeting is adjourned to November 21, 2019.



City of Santa Clara

1500 Warburton Avenue
Santa Clara, CA 95050
santaclaraca.gov
@SantaClaraCity

Agenda Report

19-1226

Agenda Date: 10/24/2019

REPORT TO GOVERNANCE AND ETHICS COMMITTEE

SUBJECT

Governance and Ethics Committee Minutes of July 15, 2019

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 Governance and Ethics 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 or at the public information desk at any City of Santa Clara public library.

RECOMMENDATION

Approve the Governance and Ethics Committee minutes of July 15, 2019

Reviewed by: Genevieve Yip, Staff Analyst I

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Governance and Ethics Committee Minutes of July 15, 2019



City of Santa Clara

Meeting Minutes

Governance and Ethics Committee

07/15/2019

4:00 PM

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

CALL TO ORDER AND ROLL CALL

Present 3 - Chair Teresa O'Neill, Member Debi Davis, and Member Lisa M. Gillmor

PUBLIC PRESENTATIONS

None.

GENERAL BUSINESS

1. [19-550](#) Review Council Policy 043 on Official Travel by Elected Officials for Possible Recommendation to City Council

Recommendation: That the Governance and Ethics Committee recommend that the City Council adopt a Resolution repealing Resolution No. 17-8432 and adopting the amended Council Policy on Official Travel by Elected Officials.

A motion was made by Member Gillmor, seconded by Member Davis, and unanimously carried that the Committee approve the staff recommendation with the following amendments to Council Policy 043: include a statement that all elected officials are eligible to attend League of California Cities, United States Conference of Mayors, and National League of Cities conferences and meetings.

Aye: 3 - Chair O'Neill, Member Davis, and Member Gillmor

2. [19-551](#) Review Council Policy 035 on Naming of Facilities for Possible Recommendation to City Council

Recommendation: That the Governance and Ethics Committee recommend that the City Council adopt a Resolution to amend the Council Policy on Naming of Facilities.

A motion was made by Member Davis, seconded by Member Gillmor, and unanimously carried that the Committee approve the staff recommendation with the following amendment to Council Policy 035: include the City Attorney's added verbiage, "the City Council shall have the sole discretion to decide the naming of a facility."

Aye: 3 - Chair O'Neill, Member Davis, and Member Gillmor

3. [19-754](#) Discussion on Governing Issues regarding Council District Transformation

This item was an informational report only, and no action was taken by the Committee.

4. [19-782](#) Provide Input on 2018-2019 Civil Grand Jury Report Entitled "Inquiry into the Governance of the Valley Transportation Authority"

The Governance and Ethics Committee provided their input on the Civil Grand Jury's findings and recommendations. Per the Committee's discussion and input, the Committee is in agreement with the findings. The Committee discussed the concept of establishing an Ad Hoc Committee with the purpose of reviewing the recommendations in more detail. The Committee also discussed possibly seeking assistance from Assemblymember Kansen Chu to lead any future efforts associated with proposing enabling legislation amending Sections 100060 through 100063 of the California Public Utilities Code to improve the governance structure of VTA and amending Section 1000061 of the California Public Utilities Code to provide that the Chairperson of the VTA Board shall be elected for a term of two years rather than one. A motion was made by Member Davis, seconded by Member Gillmor, and unanimously carried that the Committee refer this item to the full City Council to provide additional input and to inquire if there is interest among the Council to establish an Ad Hoc Committee.

Aye: 3 - Chair O'Neill, Member Davis, and Member Gillmor

COMMITTEE MEMBERS REPORT

The Committee requested an update, at the appropriate time, from the City Clerk and City Attorney regarding the item originally discussed at the April 25, 2019 meeting related to FPPC coordination, the Lobbyist Ordinance, and the Dark Money Ordinance.

GOOD OF THE ORDER

None.

ADJOURNMENT

A motion was made by Member Davis, seconded by Member Gillmor, that the meeting be adjourned to October 24, 2019.

The meeting was adjourned at 5:12 p.m.



Agenda Report

19-841

Agenda Date: 10/24/2019

REPORT TO GOVERNANCE AND ETHICS COMMITTEE

SUBJECT

Action on Parks & Recreation Commission's Recommendation to Name the Public Park in the 575 Benton Avenue Project (Prometheus)

BACKGROUND

On August 21, 2018, Council adopted Ordinance No. 1985, which approved a Development Agreement (DA) with Benton and El Camino, LP, an affiliate of Prometheus Development (Developer), for a mixed-use project (Project) located at 575 Benton Street. On June 19, 2019, the DA was recorded in Santa Clara County and indicated the City's intent to accept a public park. The Project will construct and dedicate a 0.1428-acre public "mini park" (defined in the City General Plan as a park less than one acre in size) that will feature a grass area, shade trees, grass mounds, pathway, game tables, butterfly garden, and seat walls (see Attachment 3 for site plan). The park will be added to the City's park inventory and the Developer will maintain the park for 40 years at Developer's sole expense.

DISCUSSION

On May 21, 2019, the Parks & Recreation Commission discussed potential names for the Project's new mini park. Proposed names must meet at least one of the criteria outlined in Council Policy 035 (Attachment 1). The Commission recommended that the City Council consider two names for the new public park who have made outstanding contributions to the Santa Clara community and both meet the naming requirements outlined in Council Policy:

- Vincent Fiorillo & Family Park: Vincent "Vinnie" Fiorillo was a Santa Clara business owner known for his Italian cuisine and his gift for making his customers feel like family. Vinnie was dedicated to the youth in our community. He sponsored local schools, Pop Warner, and other sports teams. Vinnie was also known to anonymously contribute to cover the costs for youth whose family did not have the means to pay so they could have the same chance to play as any other child. To this day, people continue to share stories about how Vinnie changed their life by giving them a chance.
- Larry Wolfe Park: Larry Wolfe worked for the City for 34 years retiring as the Parks & Recreation Director in December 2007. During his tenure, he saw the development of 21 parks, pools, and facilities. He is commended for his work in Santa Clara neighborhoods and what he did to help the City of Santa Clara become an *All American City*. The Santa Clara Pony Baseball recognized him for his ongoing support for the Pony program and other activities that offer children active and wholesome fun in the community.

Following action by the Governance & Ethics Committee and Council, the approved name will be communicated to the Developer to be placed on a park monument sign and installed on the park site, and future promotion and way finding materials.

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 for the current action. Park signs are included in the park construction and will be paid by the Developer.

COORDINATION

This report has been coordinated with the City Attorney's Office as well as the Mayor and Council Offices.

PUBLIC CONTACT

Public contact was made by posting the Council 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

Select one of the two names recommended by the Park & Recreation Commission (Vincent Fiorillo & Family Park, or Larry Wolfe Park) for consideration by the City Council for the name of the public park to be located in the 575 Benton Avenue Project.

Reviewed by: James Teixeira, Director, Parks & Recreation

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Council Policy 035
2. Parks & Recreation Commission Minutes May 21, 2019
3. 575 Benton Street Park Site Plan
4. Biography-Vincent Fiorillo & Family
5. Biography-Larry Wolfe



NAMING OF FACILITIES

PURPOSE

To establish the criteria and procedures for the naming of City of Santa Clara buildings and facilities.

POLICY

The City Council shall name municipal buildings/facilities in recognition of the following:

- Individuals, living or deceased, who have made outstanding contributions to the City of Santa Clara or Santa Clara community
- Individuals, living or deceased, who have made contributions of local, state, national, or worldwide significance
- Geographic location, prominent environmental feature(s), or historical significance, of the area that the building/facility is located

For the purpose of this Policy, the term “facility” shall mean property, other than streets, owned by the City of Santa Clara, portions thereof, and amenities or appurtenances thereto. Examples of a “facility” include: a City park, a meeting room within a City building, a trail, or a park bench.

The renaming of existing municipal buildings/facilities shall be discouraged and shall occur only under extraordinary circumstances, after thorough study. A proposal for the renaming of an existing building or facility shall be subject to the same procedure as set forth below for the original naming of the building or facility.

PROCEDURE

1. Proposals for naming of municipal buildings or facilities shall be referred to the responsible Department Head for the facility, detailing consistency with the policy criteria for naming of facilities.
2. Upon receipt of a naming or renaming proposal of a City building or facility, the Department Head will review if the proposed name is in accordance with at least one of the criteria as outlined in this policy:
 - a. An individual, living or deceased, who has made outstanding contributions to the City of Santa Clara or Santa Clara community
 - b. An individual, living or deceased, who has made contributions of local, state, national, or worldwide significance
 - c. Geographic location, prominent environmental feature(s), or historical significance, of the area that the building/facility is located

If the naming or renaming proposal is reflective of at least one of the



NAMING OF FACILITIES

criteria, the Department Head will refer the proposal to the City Board, Commission, or Committee responsible for acting in an advisory capacity to the City Council for the building or facility at issue (e.g., a naming proposal for a park facility shall be referred by the Director of Parks and Recreation to the Parks and Recreation Commission).

If the naming or renaming proposal is not reflective of at least one of the criteria, after conferring with the City Manager's Office, the Department Head will express appreciation regarding the naming proposal to the proposer and explain the City's policy and the City's decision to decline the proposal.

3. After the Department Head forwards the proposal, the City Board, Commission, or Committee, shall review all naming proposals at a publicly noticed meeting and make a recommendation to the Governance and Ethics Committee.
4. The Governance and Ethics Committee shall review all naming recommendations at a publicly noticed meeting and deny the recommendation or make a recommendation to the City Council for final approval.
5. The City Council shall consider the naming recommendation at a publicly noticed meeting and will have final approval of all naming recommendations.

In the event the City Council denies a naming proposal, the City Manager's Office will express appreciation regarding the naming proposal to the proposer and explain the City's policy, and the City's decision to decline the proposal.

6. The City Council shall have the sole discretion to decide the naming of a facility.

Final



City of Santa Clara

Meeting Minutes

Parks & Recreation Commission

05/21/2019

7:00 PM

Cafeteria - City Hall East Wing
1500 Warburton Avenue
Santa Clara, CA 95050

CALL TO ORDER AND ROLL CALL

Commissioner Guerra called the meeting to order at 7:00 PM.

Present 5 - Commissioner Andrew Knaack, Commissioner Joe Martinez, Commissioner George Guerra, Commissioner Burt Field , and Commissioner Roseann Alderete LaCoursiere

Absent 2 - Commissioner Tino Silva, and Commissioner Kevan Michael Walke

Commissioner Knaack made a motion, seconded by Commissioner LaCoursiere to excuse Commissioner Silva, and Commisisoner Walke.

Aye: 5 - Commissioner Knaack, Commissioner Martinez, Commissioner Guerra, Commissioner Field , and Commissioner Alderete LaCoursiere

Excused: 2 - Commissioner Silva, and Commissioner Walke

CONSENT CALENDAR

A motion was made by Commissioner Alderete LaCoursiere, seconded by Commissioner Knaack, that this be Approved the Consent Calendar. The motion carried by the following vote:

Aye: 5 - Commissioner Knaack, Commissioner Martinez, Commissioner Guerra, Commissioner Field , and Commissioner Alderete LaCoursiere

Excused: 2 - Commissioner Silva, and Commissioner Walke

1.A [19-514](#) Action on the Parks & Recreation Commission Minutes of the April 16, 2019 Meeting

Recommendation: Approve the Parks & Recreation Commission Minutes of the April 16, 2019 Meeting.

PUBLIC PRESENTATIONS**GENERAL BUSINESS**

2. [19-515](#) Discussion of Potential Names and Recommendation to Council to Name the New Public Park located at 575 Benton Street (Prometheus Residential Project)

Recommendation: Recommend a name for Council consideration for the new mini park located at the 575 Benton Street Project Site.

Commissioner LaCoursiere made a motion, seconded by Commissioner Field to recommend that Council consider naming the new public park at 575 Benton Street, Vincent Fiorillo & Family Park, or Larry Wolfe Park.

Aye: 5 - Commissioner Knaack, Commissioner Martinez, Commissioner Guerra, Commissioner Field , and Commissioner Alderete LaCoursiere

Excused: 2 - Commissioner Silva, and Commissioner Walke

3. [19-383](#) Consideration of the Schematic Design for the New Public Park located at 2343 Calle Del Mundo (SummerHill Residential Project)

Recommendation: Recommend that City Council approve the proposed Schematic Design for the New Public Park located at 2343 Calle Del Mundo (SummerHill Residential Project).

Commissioner Silva entered the meeting.

Commissioner Knaack made a motion, seconded by Commissioner LaCoursiere to approve the Schematic Design for the New Public Park located at 2343 Calle Del Mundo (SummerHill Residential Project), with the condition that Council consider placing a restroom in one of the public parks in Tasman East.

Aye: 5 - Commissioner Knaack, Commissioner Martinez, Commissioner Guerra, Commissioner Field , and Commissioner Alderete LaCoursiere

Excused: 1 - Commissioner Walke

Abstained: 1 - Commissioner Silva

4. [19-516](#) Parks & Recreation Commission Work Plan Goals for FY2018-19 Update

Commissioners Knaack, LaCoursiere, and Martinez volunteered to participate in the subcommittee to address Work Plan Goal e) begin discussion of a community input process for a new 30+ acre community park in the north of the City.

STAFF REPORT

Deputy Director Seale provided an update to the Commission on Bowers Park and Machado Park Playground Rehabilitation Projects. Construction started the week of May 20, 2019. Memorial Day ceremonies will be held at 3:00 PM on Monday, May 27, 2019. The Everett N. "Eddie" Souza Park sign unveiling will be held on Saturday, June 22 at 10:00AM. The Annual Spring Dance Recital will feature nearly 600 dancers over the Memorial Day weekend. Hitman will be performing at Live Oak Park, which will be the first concert in the park on the north side of the City. Non-profit organization sponsorship applications were made available on the Art & Wine Festival webpage in early May; applications are due on May 31, 2019.

COMMISSIONERS REPORT

Commissioner Field: Visited the off-leash areas at Larry J. Marsalli Park.

Commissioner Guerra: Attended the Egg-Stravaganza in Central Park and gave kudos to staff for producing a great event.

Commissioner Knaack: Attended the Egg-Stravaganza at Central Park, and thought it was a great event. He appreciated the wellness activities, science experiments, etc. He also attended the Senior Center Health & Wellness Fair.

Commissioner LaCoursiere: Visited Steve Carli Park baseball field and the off-leash dog areas at Larry J. Marsalli Park.

Commissioner Silva: Attended a Santa Clara Unified School District Meeting, and spoke about the impact of fees as they relate to athletic fields for the youth of Santa Clara.

ADJOURNMENT

Commissioner LaCoursiere made a motion, seconded by **Commissioner Knaack** to adjourn the meeting until the regular meeting on June 18, 2019.

Aye: 5 - Commissioner Knaack, Commissioner Martinez, Commissioner Guerra, Commissioner Field , and Commissioner Alderete LaCoursiere

Excused: 2 - Commissioner Silva, and Commissioner Walke

ALAMEDA COURTYARD - ENLARGED SITE PLAN



Vincent Fiorillo (June 4, 1938 – Oct 18, 2010)

Santa Clara business owner Vincent Fiorillo was a true Italian American who was known by all as Vinnie. Born and raised in Brooklyn New York, Vinnie had an undeniable natural talent in culinary arts paired with the gift of being able to talk and relate to everyone. With the idea of making a better life for his family, he decided to leave his hometown of Brooklyn, NY in 1972 to start a new life here in the Santa Clara Valley. His first business was VIP catering in Palo Alto in 1972 where he worked 15 hours a day seven days a week. He decided to sell that business in 1975 and opened Fiorillo's restaurant in Sunnyvale. While operating Fiorillo's in Sunnyvale, he noticed a pizzeria that had gone out of business called Me and Ed's pizza at 2230 El Camino Real in Santa Clara. This was the city where he always felt at home and more importantly, it was the community he truly loved. Once in Santa Clara, Vincent made a name for himself with his Italian cuisine and the type of atmosphere he would bring into a room that would make you feel like family. Not only was the food amazing, but Vinnie made it a point to talk to his guests. With his personality and charisma, Vinnie did not just have guests or customers, in his eyes they were his friends and family. All the local schools and clubs frequented Fiorillo's where it became family traditions. He expanded Fiorillo's, adding Santa Clara's first arcade where all the local families visited before and after events. During the early 1980's he expanded once again with the addition of a banquet room with seating for up to 60 guests.

Vinnie had a soft spot for the youth in our community and would consistently go out of his way to sponsor many local schools, Pop Warner, and other sport teams. Out of the kindness of his heart, Vinnie anonymously donated to cover the costs for youth whose family did not have the means to pay for such equipment. Vinnie wanted to give all children within the community a chance to play. He had a soft spot for the underdog whom he hired regularly, never forgetting where he came from. People still come into the restaurant to this day saying how he changed their life for the better by giving them a chance. Over the years there have been countless customers who had their first date in Vinnie's restaurant and eventually ended up getting married in the banquet room. Families continue to come in and reminisce about how Vinnie would bring the children gelato, or how Vinnie would be cooking in the kitchen and send out special items he was making for himself because he truly cared about every customer. It was times like these where customers transitioned from customer to friend to family. Vinnie's table was always open for people to sit with him. They would talk, ask for his advice, and simply get to know each other.

When the lease expired at 2230 El Camino Real, the City approached Vinnie about moving his restaurant a few miles down the road to where it stands today. It was here where Vinnie was finally able to execute the vision for how he wanted his business to look as well as how he wanted it presented in the heart of Santa Clara. Vinnie designed his restaurant with a beautiful banquet room, astounding dining room, and bar area with memorabilia supporting all the local major league sports teams that bring this community together. Vinnie was given the opportunity to choose the address of this dream location. In the blink of an eye, he chose 638 El Camino Real because his birthday is June 1938. Vinnie was able to leave a little piece of himself in the city he truly loved.

Larry Wolfe

Larry Wolfe began his career with the City of Santa Clara Parks and Recreation Department in 1973 as a Recreation Supervisor. He was named Recreation Superintendent in 1976 and Assistant Parks & Recreation Director in 1980. In 1994, Larry was promoted to Parks & Recreation Director and held that position until his retirement in December 2007.

During his tenure with the City, Larry saw the development of 21 parks, pools and facilities:

	Park, Pool, Facility	Year Opened	Position Held
1.	Fremont Park	1973	Recreation Supervisor
2.	Community Recreation Center	1976	Recreation Superintendent
3.	Henry Schmidt Park	1977	Recreation Superintendent
4.	Montague Swim Center	1976	Recreation Superintendent
5.	Fairway Glen Park	1980	Assistant Director
6.	Jenny Strand Park	1987	Assistant Director
7.	Santa Clara Golf & Tennis Club	1987	Assistant Director
8.	Walter E. Schmidt Youth Activity Center	1990	Assistant Director
9.	Lick Mill Park	1991	Assistant Director
10.	Fuller Street Park	1999	Director
11.	Santa Clara Skate Park	1999	Director
12.	War Memorial Playground	1999	Director
13.	Ulistac Natural Area	2000	Director
14.	Santa Clara Teen Center	2003	Director
15.	Live Oak Park	2004	Director
16.	Youth Soccer Park	2005	Director
17.	Thamien Park	2006	Director
18.	Geoff Goodfellow Sesquicentennial Park	2006	Director
19.	Ray G. Gamma Dog Park	2007	Director
20.	Mission City Center for Performing Arts	2007	Director
21.	Senior Center renovation and expansion	2007	Director

In 1995, City Manager Jennifer Sparacino commended Larry for his work in Santa Clara neighborhoods. In 1999, the Santa Clara Swim Club head coach Dick Jochum complimented Larry on his "efforts, help and expertise to make their club's events successful." In 1999, Larry was commended by the City Manager Jennifer Sparacino for "the fine work in developing and completing the Skate Park Project, in conjunction with the Youth Commission from initial concept to the opening dedication."

In 2001, City Manager Jennifer Sparacino commended Larry for all of the work he did to help the City of Santa Clara become an All American City. In 2002, City Manager Jennifer Sparacino commended Larry for his successful work on a \$55,000 grant for the Ulistac Natural Area from the Santa Clara County Board of Supervisors. In 2002, the Director of Human Resources Rene Rungis expressed her appreciation to City Manager Jennifer Sparacino for Larry's assistance with the 2002 Santa Clara Relay for Life. In 2003, City Manager Jennifer Sparacino commended Larry for the completion of the Santa

Clara Sesquicentennial Year. In 2003, Rotary Club of Santa Clara President Bob Ricks thanked Mayor Patricia Mahan for Larry's support at the 3rd annual Rotary Cup Soccer Tournament. In 2004, the Mission City Opera Board of Directors thanked City Manager Jennifer Sparacino for all city employees who work at the Senior Center. Specifically, it was noted that Larry was "very responsive and tolerant of the many changes and, in particular, he rapidly arranged for the elimination of a safety hazard." In 2004, City Manager Jennifer Sparacino received a letter from the Santa Clara Pony Baseball thanking Larry for his ongoing support for the Pony program, and other such activities that offer children active and wholesome fun in the community. In 2007, Larry received a letter from Stan Garber, Principal of Juan Cabrillo Middle School, complimenting his hiring of staff at the Youth Activity Center and Teen Center. After retirement, Larry continued to serve as emcee at Showtime, a Santa Clara Women's League fundraiser, as well as at memorial events for veterans.



Agenda Report

19-992

Agenda Date: 10/24/2019

REPORT TO GOVERNANCE AND ETHICS COMMITTEE

SUBJECT

Discussion and Action on Proposed Framework for the January 30-31, 2020 Council Priority Setting Session

BACKGROUND

On January 31 - February 1, 2019, the City Council held a two-day Priority Setting Session. This annual effort provides an opportunity for the Mayor and City Council to hear detailed information about the City's operations, current workload, and new initiatives. City Council is then able to establish goals for the future, set the policy framework to inform budget decisions and ensure the City Council's goals and the City's resources are aligned.

At the 2019 City Council Priority Setting Session, City Council reaffirmed the priorities established the previous year, and updated them to better reflect the City's values:

1. Promote and Enhance Economic and Housing Development
2. Enhance Community Sports and Recreational Assets
3. Deliver and Enhance High Quality Efficient Services and Infrastructure
4. Manage Strategically Our Workforce Capacity and Resources (*previously Maintain Adequate Staffing Levels*)
5. Enhance Community Engagement and Transparency
6. Ensure Compliance with Measure J and Manage Levi's Stadium
7. Sustainability (*new priority*)

DISCUSSION

The next Priority Setting Session is scheduled for January 30-31, 2020 (Session). At the September 5, 2019 session on Governance, the City Council referred discussion of the proposed Session framework (Attachment 1) to the Governance and Ethics Committee.

Based on feedback provided by City Council, staff has drafted a framework for the Session that allows more time for City Council to discuss priorities and develop consensus on what priorities to focus on moving forward.

The Session will still include information from the City Council's appointees - City Manager, City Attorney, and City Auditor. It will also provide the City's fiscal outlook and details on current City Council referrals and priorities. Ample time is included for public presentations.

Staff requests that the Governance and Ethics Committee review the proposed framework and provide feedback.

ENVIRONMENTAL REVIEW

This is an information report only and no action is being taken by the City Council and no environmental review under the California Environmental Quality Act ("CEQA") is required.

FISCAL IMPACT

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

COORDINATION

This report was coordinated with the City Manager's Office and the Mayor and Council Office.

PUBLIC CONTACT

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RECOMMENDATION

That the Governance and Ethics Committee review the proposed framework for the January 2020 Priority Setting Session and provide feedback.

Reviewed by: Nadine Nader, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Draft Framework - January 2020 Priority Setting Session

Santa Clara City Council Priority Setting Session: January 30- 31, 2020

Day 1 – January 30, 9:00am – 4:00pm

■ Welcome and Framework for Retreat: Welcome by Mayor and Framework by Facilitator	9:00-9:15am
■ Public Presentations	9:15-9:30am
■ Council Appointees – High-Level Big Picture Summaries <ul style="list-style-type: none"> ■ City Manager ■ City Attorney ■ City Auditor (next steps) 	9:30-10:15am
■ Council Questions	10:15-10:45am
■ Public Presentations	10:45-11:00am
■ Break	11:00-11:15am
■ Fiscal Outlook <ul style="list-style-type: none"> ■ Fiscal Outlook ■ Ten-Year Financial Plan ■ Unfunded Project List 	11:15am-12:00pm
■ Council Questions	12:00-12:30pm
■ Lunch	12:30-1:00pm
■ Begin Council Review of Priorities and Related Workload <i>(times are tentative)</i> <ul style="list-style-type: none"> ■ Current Council Referrals (1:00-1:30) ■ Council Priorities (Workplan from FY 19/20 Budget and Previous Workplan Items) <ul style="list-style-type: none"> ■ Promote and Enhance Economic and Housing Development (1:30-2:00) ■ Enhance Community Sports and Recreational Assets (2:00-2:30) ■ Deliver and Enhance High Quality Efficient Services and Infrastructure (2:30-3:00) ■ Manage Strategically Our Workforce Capacity and Resources (3:00-3:30) ■ Enhance Community Engagement and Transparency <i>(final priorities to be discussed Day 2)</i> ■ Sustainability ■ Ensure Compliance with Measure J and Manage Levi's Stadium 	1:00-3:30pm
■ Public Presentations	3:30-3:45pm
■ Summary of Day 1/Council Question & Answer	3:45-4:00pm

Day 2 – January 31, 9:00am – 3:00pm

<i>Day 2</i>	
■ Set Context for Day 2	9:00-9:15am
■ Public Presentations	9:15-9:30am
■ Continue Council Review of Priorities and Related Workload	9:30-11:30am
<ul style="list-style-type: none">■ Recap from Day 1 Review (9:30-10:00am)■ Remaining Council Priorities<ul style="list-style-type: none">○ Enhance Community Engagement and Transparency (10:00-10:30am)○ Sustainability (10:30-11:00am)○ Ensure Compliance with Measure J and Manage Levi's Stadium (11:00-11:30am)	
■ Public Presentations	11:30-11:45am
■ Break for Lunch	11:45am-12:30pm
■ Aligning Council Priorities	12:30-2:30pm
<ul style="list-style-type: none">■ The facilitator will capture the key points that emerged from the review of current priorities and invite Council and staff to discuss the next steps on the priorities given staff workload, organizational capacity and upcoming projects and initiatives for 2020.■ Council will also approve any necessary budget items	
■ Summary of Day 2/Wrap-Up	2:30-3:00pm



Agenda Report

19-994

Agenda Date: 10/24/2019

REPORT TO GOVERNANCE AND ETHICS COMMITTEE

SUBJECT

Review the Code of Ethics & Values and Discuss Training

BACKGROUND

At the Council Session on Governance in September 2019, the City Council requested a review of the current Santa Clara Code of Ethics & Values (Code). The item was referred to the Governance and Ethics Committee to review the Code and discuss any revisions. It was also requested that future trainings be discussed with the City Attorney.

The Code was developed in 1999 by a committee composed of three elected officials, nine City commissioners, two community members, the City Manager and the City Attorney. The committee worked with the Markkula Center for Applied Ethics at Santa Clara University to create a new Code that would better reflect the issues and concerns of today's complex and diverse society. The Code was adopted by the City Council in March of 2000 and modified by Council in August of 2001.

The goals of the Code are as follows:

- To make Santa Clara a better community, built on mutual respect and trust
- To promote and maintain the highest standards of personal and professional conduct among all involved in City government elected officials, City staff, volunteers, and members of the City's boards, commissions, and committees

DISCUSSION

The Code (Attachment 1) has not been reviewed since 2001, but is a touchstone for members of boards, commissions and committees in fulfilling their roles and responsibilities. The City Council requested that the Governance and Ethics Committee review the current Code and provide recommendations on any updates. There was also a request that the Committee discuss any necessary trainings associated with ethics and values.

ENVIRONMENTAL REVIEW

This is an information report only and no action is being taken by the City Council and no environmental review under the California Environmental Quality Act ("CEQA") is required.

FISCAL IMPACT

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

COORDINATION

This report was created in coordination with the City Attorney, City Clerk, and City Manager's Offices.

PUBLIC CONTACT

Public contact was made by posting the Governance and Ethics 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 or at the public information desk at any City of Santa Clara public library.

RECOMMENDATION

That the Governance and Ethics Committee review the Santa Clara Code of Ethics & Values and recommend any necessary updates or actions to the City Council.

Approved by: Brian Doyle, City Attorney and Deanna J. Santana, City Manager

ATTACHMENTS

1. Santa Clara Code of Ethics & Values



City of Santa Clara

Code of Ethics and Values

PREAMBLE

The proper operation of democratic government requires that decision-makers be independent, impartial, and accountable to the people they serve. The City of Santa Clara has adopted this Code of Ethics and Values to promote and maintain the highest standards of personal and professional conduct in the City's government. All elected and appointed officials, City employees, volunteers, and others who participate in the city's government are required to subscribe to this Code, understand how it applies to their specific responsibilities, and practice its eight core values in their work. Because we seek public confidence in the City's services and public trust of its decision-makers, our decisions and our work must meet the most demanding ethical standards and demonstrate the highest levels of achievement in following this code.

1. As a Representative of the City of Santa Clara, I will be *ethical*.

In practice, this value looks like:

- a.) I am trustworthy, acting with the utmost integrity and moral courage.
- b.) I am truthful, do what I say I will do, and am dependable.
- c.) I make impartial decisions, free of bribes, unlawful gifts, narrow political interests, and financial and other personal interests that impair my independence of judgment or action.
- d.) I am fair, distributing benefits and burdens according to consistent and equitable criteria.
- e.) I extend equal opportunities and due process to all parties in matters under consideration. If I engage in unilateral meetings and discussions, I do so without making voting decisions.
- f.) I show respect for persons, confidences, and information designated as "confidential."
- g.) I use my title(s) only when conducting official City business, for information purposes, or as an indication of background and expertise, carefully considering whether I am exceeding or appearing to exceed my authority.

2. As a Representative of the City of Santa Clara, I will be *professional*.

In practice, this value looks like:

- a.) I apply my knowledge and expertise to my assigned activities and to the interpersonal relationships that are part of my job in a consistent, confident, competent, and productive manner.
- b.) I approach my job and work-related relationships with a positive attitude.
- c.) I keep my professional knowledge and skills current and growing.

3. As a Representative of the City of Santa Clara, I will be *service-oriented*.

In practice, this value looks like:

- a.) I provide friendly, receptive, courteous service to everyone.
- b.) I am attuned to, and care about, the needs and issues of citizens, public officials, and city workers.
- c.) In my interactions with constituents, I am interested, engaged, and responsive.

4. As a Representative of the City of Santa Clara, I will be *fiscally responsible*

In practice, this value looks like:

- a.) I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the City, especially its financial stability.
- b.) I demonstrate concern for the proper use of City assets (e.g., personnel, time, property, equipment, funds) and follow established procedures.
- c.) I make good financial decisions that seek to preserve programs and services for City residents.

5. As a Representative of the City of Santa Clara, I will be *organized*.

In practice, this value looks like:

- a.) I act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short and long term goals.
- b.) I follow through in a responsible way, keeping others informed, and responding in a timely fashion.
- c.) I am respectful of established City processes and guidelines.

6. As a Representative of the City of Santa Clara, I will be *communicative*.

In practice, this value looks like:

- a.) I convey the City's care for and commitment to its citizens.
- b.) I communicate in various ways that I am approachable, open-minded and willing to participate in dialog.
- c.) I engage in effective two-way communication, by listening carefully, asking questions, and determining an appropriate response which adds value to conversations.

7. As a Representative of the City of Santa Clara, I will be *collaborative*.

In practice, this value looks like:

- a.) I act in a cooperative manner with groups and other individuals, working together in a spirit of tolerance and understanding.
- b.) I work towards consensus building and gain value from diverse opinions.
- c.) I accomplish the goals and responsibilities of my individual position, while respecting my role as a member of a team.
- d.) I consider the broader regional and State-wide implications of the City's decisions and issues.

8. As a Representative of the City of Santa Clara, I will be *progressive*.

In practice, this value looks like:

- a.) I exhibit a proactive, innovative approach to setting goals and conducting the City's business.
- b.) I display a style that maintains consistent standards, but is also sensitive to the need for compromise, "thinking outside the box," and improving existing paradigms when necessary.
- c.) I promote intelligent and thoughtful innovation in order to forward the City's policy agenda and City services.

Approved by City Council on April 4, 2000; modified by Council on August 21, 2001



Agenda Report

19-993

Agenda Date: 10/24/2019

REPORT TO GOVERNANCE AND ETHICS COMMITTEE

SUBJECT

Review of Current Council Referral Policy (Council Policy 030)

BACKGROUND

At the September 12, 2016 Governance Committee meeting, the Committee unanimously approved a draft policy entitled, "Adding an Item on the Agenda," which, if approved, would supersede the former policy entitled, "Written Petitions to Address the City Council."

At the September 27, 2016 City Council meeting, the Council adopted the amended version of Council Policy 030 (Attachment 1) entitled "Adding an Item on the Agenda."

The purpose of amending the policy was to establish a clear and effective process for members of the City Council and the public to have items, within the jurisdiction of the City Council, placed on the Council agenda for consideration. Council Policy 030 (Policy) is inclusive of requests from members of the City Council, referrals from Council Committees, items referred during a Council meeting, written petitions, and public presentations.

At the September 5, 2019 Council Session on Governance, the City Council discussed the Policy and how it pertains to referrals from City Council. They referred review of the Policy to the Governance and Ethics Committee.

DISCUSSION

Council Policy 030

The current Policy includes the following direction regarding referrals:

- Referral from a Council Committee
 1. Council Committees may submit a written request to the City Manager's Office for inclusion of an item on a City Council agenda, provided the request is received two (2) days prior to the public release of the agenda packet.
 2. Council Committees may bring forward a recommendation to the full City Council by way of the Committee Minutes, which are typically prepared within three weeks following the Committee meeting.
- Items Referred During a Council Meeting:
 1. By Council consensus, an item may be referred to the City Manager for inclusion on a City Council agenda. If the request requires further study of the item from staff, a full analysis shall be prepared at the direction of the City Manager with at least thirty (30) calendar days prior to the meeting, unless otherwise directed by the City Council. If the request requires more than thirty (30) calendar days to prepare, status updates will be provided to the Council every sixty (60) days as an informational memo.

Current Council Referral Process

In December 2017, the City Manager's Office began tracking referrals from City Council meetings to better manage requests for action or information. The City Council and Stadium Authority Staff Referral Log (Log) is still active and now includes referrals from committees, special meetings, study sessions, City Council meetings, Stadium Authority meetings, etc. Starting at the April 9, 2019 City Council meeting, the City Manager's Office began including the Log as part of the agenda for regular City Council meetings (Attachment 2). In November 2019, staff is also going to begin including the Closed/Completed referrals as noted in Attachment 3.

After Referrals are placed on the log, staff works to close the referrals in various ways, including via:

- Returning to a Council Meeting as appropriate
- Closure through reporting back to a Council Committee
- Reporting out through the City Manager's Biweekly Report
- Community letter
- Council Priority Setting Session
- Information Report

Additional Considerations

If there is interest in updating the Policy, the Committee may want to consider the following options:

- Evaluation of staff time required to complete referrals before referring an item
- Introduction of a staff time threshold, e.g. if a referral requires more than five hours of staff time, a workload assessment will be developed for full Council approval
- Council consensus for items that require over a certain amount of time or for items to be added to the referral list
- Regular review of Log to add/remove items by Council consensus

ENVIRONMENTAL REVIEW

This is an information report only and no action is being taken by the City Council and no environmental review under the California Environmental Quality Act ("CEQA") is required.

FISCAL IMPACT

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

PUBLIC CONTACT

Public contact was made by posting the Governance and Ethics 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 or at the public information desk at any City of Santa Clara public library.

Reviewed by: Nadine Nader, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Council Policy 030
2. City Council and Stadium Authority Staff Referral Log as of 10/1/2019

3. City Council and Stadium Authority Staff Referral Log - Completed Items as of 10/1/2019



ADDING AN ITEM ON THE AGENDA

PURPOSE

To establish a clear, effective and easily understood process for members of the City Council and the public to have items within the jurisdiction of the City Council, placed on the City Council agenda for consideration.

POLICY

Members of the City Council:

1. The Mayor or any individual Council Member may submit a written request to the City Manager's Office for inclusion of an item on a City Council agenda, provided the request is received two (2) days prior to the public release of the agenda packet.

Referral from a Council Committee:

1. Council Committees may submit a written request to the City Manager's Office for inclusion of an item on a City Council agenda, provided the request is received two (2) days prior to the public release of the agenda packet.
2. Council Committees may bring forward a recommendation to the full City Council by way of the Committee Minutes, which are typically prepared within three weeks following the Committee meeting.

Items Referred During a Council Meeting:

By Council consensus, an item may be referred to the City Manager for inclusion on a City Council agenda. If the request requires further study of the item from staff, a full analysis shall be prepared at the direction of the City Manager with at least thirty (30) calendar days prior to the meeting, unless otherwise directed by the City Council. If the request requires more than thirty (30) calendar days to prepare, status updates will be provided to the Council every sixty (60) days as an informational memo.

ADDING AN ITEM ON THE AGENDA (cont.)

Written Petitions and Public Presentations:

1. Any member of the public may submit a written request raising any issue or item within the subject matter jurisdiction of the City Council to be heard under the "Written Petition" section of the City Council's regular agenda within two (2) Council meetings after received. After the initial Written Petition is placed on the agenda, a simple majority vote of the Council may add the item to a future Council meeting for action.
2. Any member of the public may address the City Council under the "Public Presentations" section of the agenda. If the presentation includes a request of the Council, the Mayor or a consensus of the City Council may refer the item to the City Manager to be properly agendized at a future meeting, in compliance with The Brown Act.

PROCEDURE FOR WRITTEN PETITIONS

All requests to address the City Council shall be submitted in writing. Written Petition forms are available for the petitioner's convenience on the City's website and in the City Manager's Office, City Clerk's Office and the Mayor and Council Offices. Alternatively, an email may be submitted to clerk@santaclaraca.gov.

Once the Written Petition is received by the City Clerk's Office, it should immediately be forwarded to the City Manager for placement on an agenda within two (2) Council meetings after receipt of the original request from the City Clerk's Office. All written material (request and support material) will be submitted on the agenda in the form substantially provided by the requester without any staff analysis, including fiscal review, legal review and policy review, until the City Council has had the opportunity to provide direction to the City Manager.

At the meeting where the item is first considered, if a simple majority of the City Council supports further study of the item, then a full staff analysis shall be prepared within thirty (30) days, unless otherwise directed by the City Council.



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed
9/30/19	Referrals from the 9/5 Governance Session and the 9/18 Economic Development, Communications and Marketing Committee will be included in the next Council Referral Report	TBD	TBD	
9/24/19	Staff to review the potential for rebates for the purchase of electric bicycles	SVP	TBD	
9/24/19	Staff to review the Ordinance and enforcement of illegal street food vendors	Police	TBD	
9/17/19	Stadium Financial Audits – Forward comments and suggestions from the Stadium Authority Board to KPMG regarding the financial audits and seeking support documentation for the data in the audit reports	Finance	November 2019	
9/17/19	Ask the Mercury News why an article published in the print edition concerning the Rolling Stones concert contained some different information than the one that was published in an earlier version online	City Manager	TBD	
9/17/19	Complete community outreach for garbage contracts	Public Works	TBD	
8/27/19	Parkland In Lieu Fee – Return to Council on 9/24/19 with alternatives to phase in the park improvement portion of the fee to longer than 3 years to lessen impact on new housing development and provide the pros and cons. (Remove paragraph 3.C of page 9 of the resolution)	Parks & Rec	10/8/19	
8/27/19	Agendize Korea Town designation for a future Council meeting and return with information about outreach and what Sunnyvale is doing on El Camino Real	City Manager	TBD	
8/27/19	City North Framework – Accept report to allow staff to continue work on the project with direction to staff to return with more specific policies for density, building height, and traffic mitigation	Community Development	11/5/19	
8/20/19	Staff to return with report on establishing an ad-hoc committee to make recommendations regarding VTA Governance	City Manager/ Public Works	TBD	
7/9/19	Add Lawn Bowl Clubhouse Project to a future agenda and return with information on costs of installation of module. Staff to notify Lawn Bowl Club of Council meeting date so they may update Council on their fundraising efforts.	Parks & Rec	December 2019	
7/9/19	Update on age-friendly activities per commission annual Work Plan	Parks & Rec	February 2020	
7/9/19	Review if any legal restrictions exist for the City to post or advertise non-City sponsored events on the City's website or social media outlets	City Attorney	TBD	
7/9/19	Procure additional resources to support communications and marketing of local activities to enhance community's awareness of municipal services and activities	City Manager	TBD	



Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed
6/25/19	Council, by consensus, requested that the City Attorney/staff review the matter related to the Cross at Memorial Cross Park (recent U.S. Supreme Court ruling)	City Attorney	November 2019	
6/4/19	Comparison study on how the staffing budget and expenses is less in other cities from the general fund; provide a written update on the 1% Development Impact Fee	Finance	TBD	
6/4/19	Councilmember O'Neill to provide more clarity on Innovation Zone referral	City Manager	TBD	
6/4/19	Regarding bicycle and scooter share devices: staff to bring back final plan for Council approval – Council asked staff to further look into items such as outreach events, insurance, speed monitoring, data, fee structure and drop-off locations	Public Works	TBD	
5/21/19	User Fee Study Session Follow-up: report on Proposed Housing Fee, Recreation Costs as related to Senior Center Space Use (implement space feedback forms and studying the marginal costs) and Nonprofit Room Rental Fees Rates, and Unit or Plot Costs for the Cemetery	Finance	10/22/19	
5/7/19	Silicon Valley Power (SVP) Strategic Plan: provide information on rebate and community benefits programs	SVP	September 2019	
4/30/19	Number of public transit riders for large stadium events	49ers Stadium Manager	TBD	
4/30/19	Ask Stadium Manager for analysis to support their position that reducing the cost of parking would likely adversely impact public transit ridership, resulting in more cars on the roads	49ers Stadium Manager	TBD	
4/25/19	City Clerk Haggag to work with City Attorney's Office on next steps for enforcing the Dark Money Ordinance and the Lobbyist Ordinance	City Attorney/ City Clerk	January 2020	
4/23/19	Children's Health Screening Service Model: statistics on case management and procurement of services	Parks & Rec	October 2019	
4/9/19	Street Racing and Sideshows: take steps to make the 2004 ordinance operative and increase enforcement within existing resources	Police	Fall 2019	
1/29/19	Monitor and update to Council if the City of San Jose waives fees for developments along Steven Creek Blvd	Public Works	Ongoing	
11/27/18	TID: Reconciliation of reserve fund; disclosure of legal fees as determined by the performance auditor; and develop a subsidy policy	Finance	January 2020	
11/13/18	Review post-agenda material distribution to reduce paper	Clerk's Office	Fall 2019	
10/9/18	Dedicate Jerry Marsalli Community Center at grand opening of the facility	Parks & Rec	Spring 2020	
10/2/18	Amend sign ordinance to prohibit signs on public property	Parks & Rec/ City Attorney	Spring 2020	



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed
7/10/18	Annual update on PD community engagement efforts	Police	November 2019	
3/13/18	Develop a Stadium Authority Financial Reporting Policy in conjunction with the Stadium Authority Auditor and the external auditor	Finance	December 2019	
1/19/18	Explore joint golf course use with City of Sunnyvale due to the forthcoming closure of the Santa Clara golf course	Parks & Rec	October 2019	



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
11/27/18	Massage Ordinance: recover administrative enforcement actions; explore charging a fee for non-conforming uses; develop a community engagement program (letters, workshops, in multiple languages)	Police/Finance	9/24/19	9/24/19	Council Meeting
9/4/19	Staff was asked if the names of Public Records Act (PRA) requestors could be provided	City Clerk	9/20/19	9/20/19	Biweekly Report
4/9/19	Work with Civil Service Commission on a Job Fair	Human Resources	9/20/19	9/20/19	Biweekly Report
7/9/19	Worker Cooperative – referred to a future Economic Development, Communication and Marketing Committee Meeting for City support options	City Manager	Winter 2019	9/18/19	EDCM Committee
7/9/19	Provide a status report on the City's existing billboard contract and termination status of contract	City Attorney	9/18/19	9/18/19	EDCM Committee
9/4/19	Civil Grand Jury Report – Prepare a letter to the Honorable Deborah A. Ryan Presiding Judge, Santa Clara County Superior Court, for the Mayor's signature emphasizing the City Council's concern regarding: the lack of benchmarking that should have taken place during the investigation and inquiring why has the City of Santa Clara been targeted	City Manager/ City Clerk	9/13/19	9/13/19	Council Meeting
8/27/19	BPAC Request for Letter regarding Freedom Bridge – Council to draft letter to Santa Clara Valley Water District in support of preserving Freedom Bridge	Public Works	9/10/19	8/30/19	Letter sent 8/30/19
3/5/19	Korea Town: legislative record, news article, etc. about previous effort to designate Korea Town	City Manager	8/27/19	8/27/19	Council Meeting
7/9/19	Staff to add language to Development Agreement in regard to Phase II of Gateway Crossings being referred to the Architectural Committee	Community Development	8/23/19	8/23/19	Biweekly Report
7/9/19	Staff to evaluate wild geese at Central Park in response to community member John Haggerty's presentation	Parks & Rec	8/23/19	8/23/19	Biweekly Report
3/20/19	Hire a consultant for Economic Development, Communications and Marketing Committee to support the committee's efforts (duplicate of 7/9/19 referral; removed per Nadine)	City Manager	Winter 2019	8/13/19	Duplicate of 7/9/19
5/21/19	Reopen public hearing for Gateway Crossing and provide additional information on retail and lease options for PAL	Community Development	7/9/19	7/9/19	Council Meeting
2/5/19	Anti-Smoking Ordinance: Develop a police department policy regarding	Police	7/9/19	7/9/19	Council



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
	enforcement for persons under 21 (Information Report to Council)				Meeting
6/4/19	Allocate \$70,000 funding in support of the Parade of Champions	Finance	6/25/19	6/25/19	Council Meeting
3/5/19	Parade of Champions: confirm nonprofit status; report out on fundraising efforts	Parks & Rec	6/4/19	6/4/19	Council Meeting
5/21/19	Provide additional public information/outreach on Hauling and Recyclable items	Public Works	June 2019	5/31/19	Biweekly Report
5/7/19	Saratoga Creek Trail (Homeridge Park to Central Park): provide funding sources	Public Works	5/17/19	5/31/19	Biweekly Report
4/23/19	Street Trees: for newly developed homes, are street trees required? Who is responsible to water newly planted trees until they are established?	Public Works	5/31/19	5/31/19	Biweekly Report
2/19/19	Attend Community Day School and talk to kids about the opportunities for jobs (staff has been in communication with the school and offered to make a presentation to students about job opportunities; date for event pending school's reply)	Parks & Rec	May 2019	5/21/19	No response received from school to schedule an event
1/15/19	Review rental room fees: policy issues, options, and estimated costs for their policy goals	Finance	5/21/19	5/21/19	Council Meeting
5/22/18	Review children at dog park signs	Public Works	June 2019	5/21/19	Council Meeting
5/22/18	Review use of canine turf at Reed & Grant Dog Park	Parks & Rec	5/21/19	5/21/19	Council Meeting
4/23/19	BART Extension: what is the estimated ridership for the future Santa Clara BART Station	Public Works	May 2019	5/3/19	Biweekly Report
3/5/19	Parade of Champions: SCPOC to respond to City Council Questions	Parks & Rec	5/17/19	5/3/19	Biweekly Report
12/11/18	Field Seats: Does the Stadium Authority receive revenue? Are the seats permanent or temporary? Are they allowable under the lease?	Stadium Manager	4/30/19	4/30/19	Stadium Authority Meeting



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
12/11/18	Taylor Swift Concerts: how many tickets were given away while we had to cover the full Public Safety costs	Stadium Manager	4/30/19	4/30/19	Stadium Authority Meeting
3/26/19	Monthly Financial Status Report: add prior year comparative information for Capital Expenditures	Finance	May 2019	4/23/19	Council Meeting
2/5/19	El Camino Real - Additional cost and scope to analyze a lane removal on El Camino and verify that whole Council cannot participate in the specific plan	Community Development	4/23/19	4/23/19	Council Meeting
3/26/19	Investment Policy: identify whether any investments are linked to oil exploration, production, etc.	Finance	4/19/19	4/5/19	Biweekly Report
3/26/19	List of Measure A funded projects	Community Development	4/19/19	4/5/19	Biweekly Report
12/11/18	Parking in neighborhoods around the stadium during event dates: add to FY 2019/20 Stadium Authority Work Plan	Public Works/ Police/City Attorney	Mar 2019	3/27/19	Stadium Authority Meeting
10/29/18	Levi's Stadium Consolidated Parking Plan (Board approved – scheduled on FY 2019/20 Work Plan.)	City Manager	Winter 2019	3/27/19	Stadium Authority Meeting
3/13/18	Work with the Stadium Manager to develop Key Performance Indicators (KPIs) regarding Non-NFL Event Management. (Board approved – scheduled on FY 2019/20 Work Plan.)	City Manager	3/19/19	3/27/19	Stadium Authority Meeting
1/29/19	Naming of Relay for Life City Team through outreach campaign	City Manager	3/26/19	3/26/19	Council Meeting
12/4/18	Quarterly SVP Strategic Plan Report	SVP	3/26/19	3/26/19	Council Meeting
2/19/19	Trash and RV parking along Hope Drive	Police/ Public Works	3/8/19	3/8/19	Biweekly Report
2/19/19	Post summary of Council's 12/13/18 session on Governance on the City's website	City Manager	3/8/19	3/8/19	Biweekly Report
8/28/18	Workers' Comp Case related to injury at Stadium: does the Stadium Authority pay for these expenses?	HR/ Finance	3/8/19	3/8/19	Biweekly Report



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
2/5/19	Convention Center Transition Reports	City Manager	3/5/19	3/5/19	Council Meeting Verbal Report
2/5/19	Anti-Smoking Ordinance: Work with the Apartment Association to develop a condensed version of the ordinance attached to leases (Information Report)	City Attorney	Apr 2019	3/5/19	CAO completed 3/5/19; developed 2-sided 1-pager version of ordinance; shared with CA Apt. Assn.
10/9/18	Parade of Champions: sponsorships, budget (revenues and costs), contact cities in the County to learn from their experiences	Parks & Rec	3/5/19	3/5/19	Council Meeting
7/16/18	Provide information on Cannabis insurance and banking issues	City Manager	2/19/19	2/19/19	Council Meeting
12/11/18	Lawn Bowling Clubhouse: Analyze health and safety and maintenance issues; explore acquiring a used modular from the school district	Parks & Rec/ Public Works	2/22/19	2/8/19	Biweekly Report
11/15/18	Convention Center Contract Recommendation RTC: describe reasons for not recommending other proposals	Finance	2/5/19	2/5/19	Council Meeting
12/11/18	10-Year Financial Forecast: model a lower CalPERS investment return 6.5% vs. 6%; and deeper recession; quantify impact for trade-offs	Finance	1/31/19	1/31/19	Priority Setting Session
12/11/18	Provide General Fund Revenue Strategy Options	Finance	1/31/19	1/31/19	Priority Setting Session
1/19/18	Present employees' residence data	Human Resources	1/31/19	1/31/19	Priority Setting



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Date Assigned	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
					Session
10/9/18	Agrihood Project DDA: Review for potential Project Labor Agreement	City Manager	1/29/19	1/29/19	Council Meeting
1/15/19	Enforcement of Sidewalk Vendors vs. SB 946	Police/ City Attorney	1/25/19	1/25/19	Biweekly Report
12/11/18	Amend Resolution for the annual selection of Vice Mayor and Chaplain during a Council meeting in January	City Manager/ Mayor's Office	1/15/19	1/15/19	Council Meeting



Agenda Report

19-991

Agenda Date: 10/24/2019

REPORT TO GOVERNANCE AND ETHICS COMMITTEE

SUBJECT

Review of Council Governance Session Report and Referrals of September 5, 2019

BACKGROUND

The Santa Clara City Council held a Council Session on Governance on Thursday, September 5, 2019 from 9:00 a.m. to 1:30 p.m. at the Santa Clara Central Park Library. This session was scheduled based on direction received at the City Council's previous session on Governance on Thursday, December 13, 2018. The purpose of the session was to discuss ongoing questions or concerns regarding governance.

Jan Perkins, Vice President with Management Partners, facilitated both workshops. The City Council reviewed their experience with districts and discussed Council principles, norms and protocols that were developed as a result of the December 2018 governance session, as well as from Council feedback.

DISCUSSION

Facilitator Jan Perkins provided a summary of the Council Session on Governance (Attachment 1) that includes comments, questions, and any referrals from the meeting. Staff have reviewed the summary and created a matrix of all referrals from the session (Attachment 2). Based on the referral matrix, four items were referred to the Governance and Ethics Committee for review - three to be discussed at the meeting on October 24, 2019, and one to be discussed at a following meeting:

1. Discussion and Action on proposed framework for the January 30-31, 2020 Priority Setting Session
2. Review of current Council Referral Policy (Council Policy 030)
3. Review the Code of Ethics and Values and Training
4. Next Steps regarding Council Sessions on Governance and any additional meetings (to be discussed at a future Governance and Ethics Committee meeting)

ENVIRONMENTAL REVIEW

This is an information report only and no action is being taken by the City Council and no environmental review under the California Environmental Quality Act ("CEQA") is required.

FISCAL IMPACT

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

COORDINATION

This report has been coordinated with the City Manager and Mayor and Council Offices.

PUBLIC CONTACT

Public contact was made by posting the Governance and Ethics 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 or at the public information desk at any City of Santa Clara public library.

RECOMMENDATION

That the Governance and Ethics Committee review this report on the meeting report and list of referrals and forward to the City Council for consideration and action.

Reviewed by: Nadine Nader, Assistant City Manager

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Summary of September 5, 2019 Council Session on Governance
2. City Council Referrals from September 5, 2019 Council Session on Governance



**City of Santa Clara
City Council Governance Workshop
Held September 5, 2019**

September 10, 2019

**Management
Partners**



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Workshop Report

The City of Santa Clara held a City Council governance workshop on Thursday, September 5, 2019 from 9:00 am to 1:30 pm at the Santa Clara Central Park Library Redwood Room.

The workshop provided an opportunity for Councilmembers and the City Manager to review their experience with districts, strengthen Council-staff teamwork, and create a consensus on Council principles, norms, and protocols. This report contains a summary of the results of the retreat.

Jan Perkins, Vice President with Management Partners, facilitated the workshop with assistance from Mandy Brown, Management Advisor, with Management Partners.

Workshop Overview

Objectives

- Review experience with districts and norms since December 2018.
- Determine modifications needed to principles, commitment/norms, and protocols.
- Strengthen the teamwork of Council, City Manager and staff.

Agenda

- Welcome by the Mayor
- Public comments
- Comments from the City Manager
- Discuss experience with districts
- Governance principles, commitments/norms, and procedures
- Wrap up and next steps

Participants

Councilmembers

**Mayor
Lisa Gillmor**



**Vice Mayor Patricia
Mahan**



**Councilmember
Kathy Watanabe**



**Councilmember
Raj Chahal**



**Councilmember
Karen Hardy**



**Councilmember
Teresa O'Neill**



**Councilmember
Debi Davis**



Executive Staff

- City Manager Deanna Santana
- City Attorney Brian Doyle
- Assistant City Manager Nadine Nadar
- Assistant City Manager Ruth Shikada
- Assistant City Clerk Nora Pimentel

Workshop Ground Rules. At the start of the workshop, the facilitator suggested several ground rules to help the group have a successful workshop.

- Listen to understand each other's point of view
- Seek consensus
- Assume good intent
- Speak up if we need course correction
- Stay focused

Bike Rack. The facilitator explained that items that were brought up but would not receive immediate attention would be added to a “bike rack.” It was used as a placeholder for later discussions during the session.

Workshop Preparation. In preparation for the workshop, Jan Perkins held individual interviews with each Councilmember, and discussed the workshop with the City Manager. An agenda and PowerPoint presentation were prepared.

Opening Comments

The workshop kicked-off with a welcome from Mayor Lisa Gillmor.

The City Manager Deanna Santana offered additional opening comments about why the session was important, and what she hoped the group would gain from the workshop. Ms. Santana explained that the City had eight months of experience with districts and emphasized that staff is focused on serving the entire community.

The slides presented by the City Manager are included as Attachment A.



Experience with Districts

Jan led the group in establishing a shared understanding of what the Council and staff have been experiencing now that the City has spent eight months with a district system. Participants discussed their experience with districts so far, both the challenges and benefits. A range of comments were offered by members of Council. A summary of the discussion about districts is provided below.

What has been our reality of working with districts?

- It is not all that different (in meetings with all community members, we refer them to the Councilmember in their district)

- People see Councilmembers as city representatives
- Some have a recognized district structure, but not all
- District 1 is the busiest
 - Stays on top of citywide issues
 - Has strong identity, social media posts
- People are contacting their Councilmember on district-specific issues (mostly developments)
- Still in an educational phase with the public
 - Some confusion between districts and at-large
 - People are just starting to understand the district form
 - Most common question is ‘*who is my district representative?*’
- Many people are happy they have a district representative; some want more representation
- Mayor is getting complaints about non-responsiveness from other districts
- New, positive recognition efforts in districts
- Council efforts strengthen district identity

How have districts changed the way we communicate?

- Social media
 - NextDoor, which does not structure neighborhoods by district, hinders communication efforts
 - Keeping personal social media (NextDoor) postings separate; need to identify as Councilmember when acting in that capacity
 - Need to find balance with social media use - communicating with public while not being dragged into “he said, she said”
 - Creates workload
- No formal policies around communication – we need some
- Calendars update community on council activities help the public see what we are doing

What has the Mayor had to do differently?

- More responsibility as people understand the district system/format
- The Council is very active and generates a lot of email; it is challenging to get messages to the right Councilmember
- Being responsive while acknowledging that the district boundaries may change

Council Principles, Commitments/Norms, and Procedures

Each of the principles, commitments/norms, and procedures were discussed, starting with the feedback received by Jan in her interviews with members of Council.

Principles

A summary of what was discussed is provided below.

Council agreement: The Council agreed to keep all three principles as written.

Table 1. *Council Principles*

Principles	Notes
1. We all care about and will govern for the entire Santa Clara community.	<ul style="list-style-type: none">• <i>Desire to avoid fragmented/disconnected council in other large cities with large districts</i>• <i>Districts – voting system vs. governance system</i>• <i>Link district-specific issues to citywide policy initiatives/goals</i>• <i>Development proposals create pressure on district-specific Councilmembers</i>
2. We will follow our Santa Clara ethical values.	<i>Follow up:</i> <i>Governance and Ethics Council Committee will review current Santa Clara Code of Ethics & Values and discuss.</i>
3. We will follow our Council-Manager form of government.	<ul style="list-style-type: none">• <i>This provides a service-oriented focus</i>• <i>Procedures will be discussed</i>

Following the discussion of principles, a few slides on the Santa Clara governance structure were presented (see Attachment B).

Commitments/Norms

The group reviewed a handout that listed Council's ***current*** commitments, and discussed ***new*** commitments proposed by Council.

In addition to the 12 commitments listed below, Council agreed that they will communicate the outcome of regional meetings to the entire Council.

A summary of the updated commitments, and notes from the discussion, are provided in Table 2 below.

Table 2. Updated Commitments/Norms

Updated Commitments/Norms	Notes / Discussion
1. City Manager and Council will plan strategically city-wide.	<ul style="list-style-type: none"> No change from previous language
2. City Manager and staff will surface issues where plans, processes, resources, and other areas impacted may not be conducive to a district-focused response.	<ul style="list-style-type: none"> No change from previous language
3. City Manager will work with the City Council on governance issues that advance the goals and priorities of Santa Clara.	<ul style="list-style-type: none"> Council priority setting will involve consolidated department updates, implementation activities at a glance; a process discussion regarding priority setting is being brought to the Council Governance and Ethics Committee in October; the intention is to revise the process to get entire council buy-in/support to agreed-upon priorities; there will be a new process in February 2020 Referrals are currently tracked; the City Manager will bring the current referral policy to the Council Governance and Ethics Committee for review
4. City Manager will work with the City Council on issues that may limit our ability to establish policy and achieve goals.	<ul style="list-style-type: none"> <i>Clarification from previous language that said: "City Manager will work with the City Council on governance issues that may constrain our growth."</i>
5. City Manager will continue to provide the same information to all members of Council.	<ul style="list-style-type: none"> Regarding questions and answers about Council agenda items, the City Manager has a new process with providing answers to questions (non-attributed) to all Councilmembers prior to the Council meeting. Regarding information about City events/activities: an email is sent out to all Councilmembers
6. City Manager will manage citywide, advise the Council about capacity and speak up when issues arise.	<ul style="list-style-type: none"> <i>Clarified commitment language; original said: "City Manager will manage citywide and speak up where there is tension, lack of resources, or other issues to be addressed."</i> Council is interested in understanding staff capacity, who is doing what on staff Pertaining to Public Records Act requests, Council would like increased transparency/education on what is driving this workload and how it impacts staff capacity Regarding recruitment and retention, it is challenging in a very competitive environment; important to understand why people are leaving; concerns about burnout; improved systems needed (e.g., recently implemented NeoGov for recruitments)
7. Council will work through the City Manager.	<ul style="list-style-type: none"> <i>Clarification and combination of two commitments in previous version. One of the prior items said, "Staff will work through the City Manager." The other commitment said, "Councilmembers may communicate either directly with the City Manager or speak to Directors on specific issues. When the latter occurs, Directors are advised to let the City manager know as soon as practical on</i>

Updated Commitments/Norms	Notes / Discussion
	<p><i>the communication exchange. This enables the City Manager to track what is important to each Councilmember and for the City Manager to remain accountable."</i></p> <ul style="list-style-type: none"> • The Council determined that their preference is to work directly through the City Manager and City Attorney rather than lower in the organization • City Manager noted that department heads understand to keep her informed when Councilmembers contact them; she asks Councilmembers to copy her on any emails to department heads • When Councilmembers are on regional committees, the staff assigned by the City Manager will assist them and keep the City Manager informed.
<p>8. City Manager and Councilmembers will hold one-on-one meetings.</p>	<ul style="list-style-type: none"> • Confusion around how to schedule/reschedule these meetings • Establish process to ensure consistency • Addition of support staff and outreach should improve consistency moving forward
<p>9. City Council will consult with the City Manager to ensure that Council direction and intentions are consistent with available resources and administrative procedures, and Councilmembers and City Manager will keep each other informed.</p>	<ul style="list-style-type: none"> • <i>The original commitment wording said, "City Council will consult the City Manager often to ensure the Council's actions align to administrative resources, protocols, and values."</i>
<p>10. City Manager and City Council will have an effective means of communicating with the public, including social media and other forms of communication.</p>	<ul style="list-style-type: none"> • <i>This is a new commitment.</i> • Regarding media calls, define a central location for Council obtain accurate information from city staff (e.g., City Manager, PIO) before disseminating • Important to improve communication out to the public from official City staff (easy to understand, timely, accurate) • Will work with communications office to obtain the scheduled communications and strategy and include in bi-weekly communication to council • Need general guidelines for all social media • Understand existing protocols/limitations
<p>11. All items discussed in closed session will remain confidential.</p>	<ul style="list-style-type: none"> • <i>This is a new commitment.</i> • City Attorney will provide a refresher course on the Brown Act as pertains to confidentiality and what can be covered in closed session, and will include options regarding a "signed pledge"; this course will be in open session to also be useful to the public
<p>12. Council members will ask their questions about agenda items in advance to enable staff to answer the questions and be well prepared for the Council meeting.</p>	<ul style="list-style-type: none"> • This can be one way to strengthen the partnership between Council and staff. • Questions asked in public should focus on items that members of the public be interested in rather than details that micromanage staff work.



Procedures

A list of the procedures that were agreed upon is provided below, along with a summary of comments.

1. Routing calls from residents

- High volume of calls; additional staff in the Mayor/Council office will help with this
- Most people know which department to call or the use the app
- Staff do not route calls to Councilmembers on issues affecting their district; staff handles these calls
- Councilmembers each receive emails that go to the entire Council and it is up to each individual to determine when/how they will respond

2. How staff prioritizes requests from Councilmembers

- City Manager reviews the requests at her weekly executive team meetings; establish deadlines, milestones
- Councilmembers expressed concern about timeliness of responses; City Manager will have staff develop a reporting method to keep Council better informed
- System improvements needed (e.g., CRM system to track requests; My Santa Clara app)

3. Information provided to the Mayor

- Due to discussions about upcoming Council meetings, sometimes information is provided to the Mayor first
- Media often wants to talk to the Mayor, rather than staff, and staff coordinates with the Mayor on information

4. Councilmembers responding to questions from another district

- Yes, any Councilmember can respond to questions from the public from anywhere
- Where possible, Councilmembers can let each other know when a constituent has contacted them (e.g., copy each other on emails)

5. Town halls and Councilmembers' district meetings

- State of the City town halls will be refined as to location and time
- Individual Councilmembers can conduct meetings (monthly or otherwise) open to anyone in the community, and can hold them anywhere in the community (not just in his/her specific district) – without any City staff resources or support being provided
- Councilmembers can speak with the City Manager about a particular need for a town hall on a topic and the City Manager will evaluate the resource request (e.g., after a public safety incident or other major occurrence)
- City staff will continue to hold public meetings on regional topics, projects and issues, as has always been the practice
- Some Council interest in being able hold their meetings in City facilities at reduced rate
 - *Follow up: City staff will look at this from a policy and staffing perspective*

6. NextDoor

- Regarding communicating with people on NextDoor, Councilmembers can reach out to anyone (staff can find out from NextDoor on how they set their boundaries)

7. District Facebook pages

- Councilmembers can have an individual Facebook page for their district, and it is their responsibility to keep it updated

8. City Manager's blog information

- Where feasible, the City Manager will include the district designation (e.g., major issues or developments); the idea is to keep this simple

9. At Council meetings, whether a Councilmember is called on by the Mayor first pertaining to an issue in his/her district depends on the individual Councilmember's preference.

10. Mayor can be of assistance to individual Councilmembers by attending events, being accessible to Councilmembers.

11. Councilmembers can ask the City Manager for assistance with issues in their districts and the City Manager will provide advice on what can be done.

Wrap Up and Next Steps

The Council's discussion was concluded by Council agreeing to refer a future governance check-in to the Council's Governance Committee to determine how best to proceed. The Council agreed that it has been useful to have these sessions to ensure everyone is on the same page as we get started on elections by districts.

To conclude the workshop, Jan Perkins reviewed upcoming milestones and key dates. She explained that Management Partners would produce this summary report on the day's discussion. Participants were asked to provide a closing comment or key take away from the governance workshop. A summary of the comments that were provided are listed below.

Comments from City Council

- There was good communication between council and staff
- We identified improvement areas
- It was good to hear input and spend time with Council and staff
- Appreciate candid conversation about understanding how to manage effectively, given resource limitations
- Still in "district denial" – figuring things out
- Enjoyed spending time together, committing to goals collectively
- We clarified issues identified at first session

Comments from Staff

- We had an honest conversation about how districts are going
- We acknowledged resource limitations
- There is a great dynamic between Council and staff
- Good to see commitment of Council
- Strong desire to have collaborative working relationships

Attachment A – City Manager Slides

Comments from City Manager Deanna Santana

- **Eight months** of experience with districts
- Our staff focus is on **serving the entire community** of Santa Clara and preparing strategically for the City's future well-being
- Our strategies, resource allocation, systems, and service delivery models are structured **citywide**

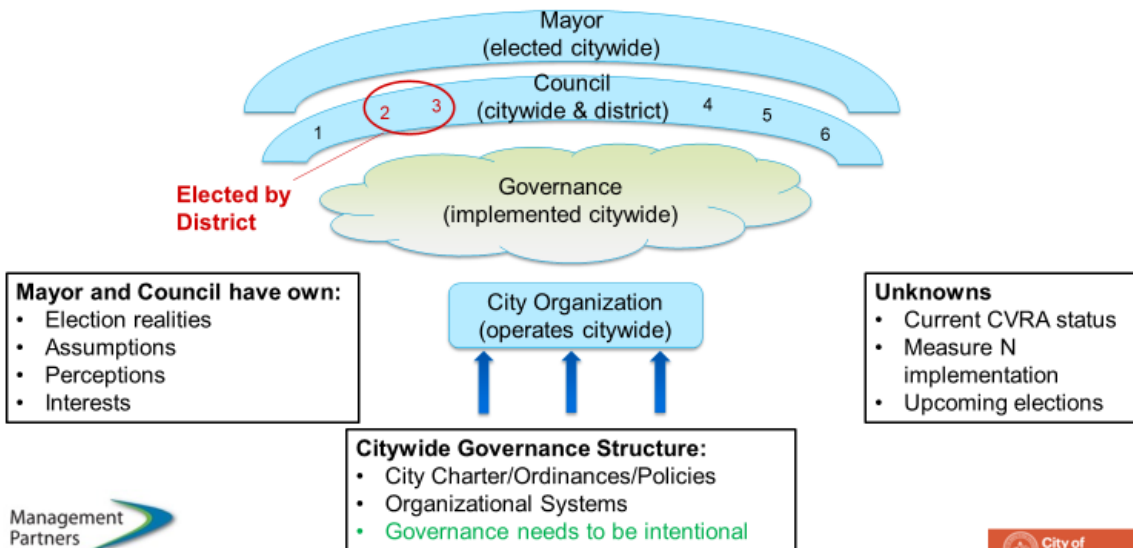


The City of Santa Clara is a "full service" city – one of only a few communities in the Bay Area that has its own police, fire, library, recreation, and electric, water, and sewer utilities, as well as all of the other departments and civic amenities expected in a thriving community.



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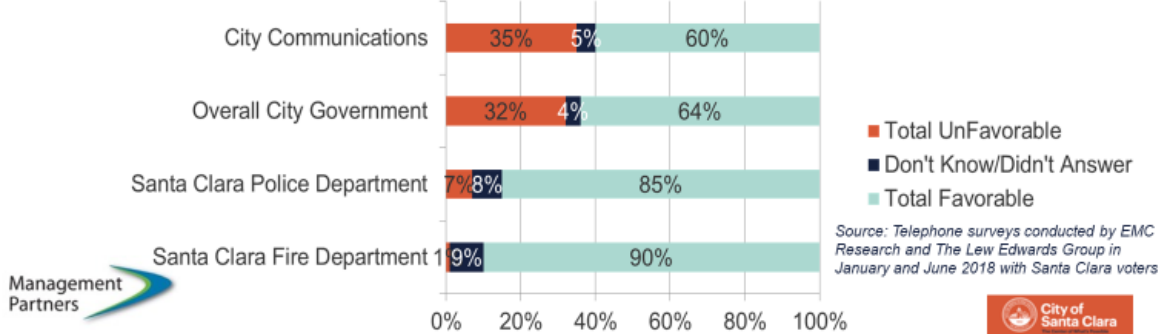
Current Governance/Organizational Structure



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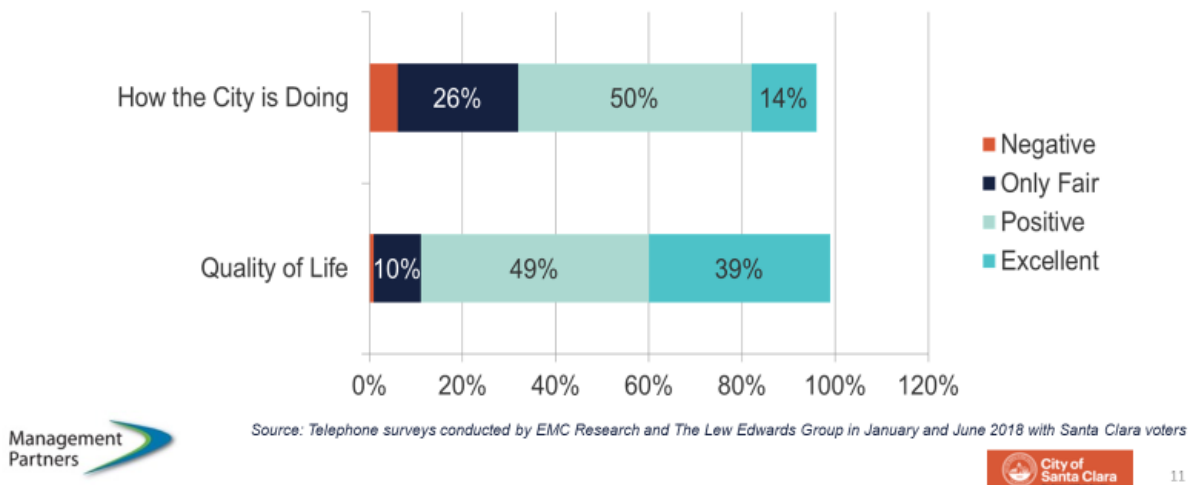
Impacts of Current Governance/Org Structure

- High levels of **community satisfaction** and **quality of life**
 - 64% of respondents believe the City is doing an excellent or positive job, and
 - 88% of respondents believe that quality of life in Santa Clara is positive or excellent
- Over half of those polled believe the City is **headed in the right direction**
- Overall, voters rate City Services **very positively**, especially public safety:



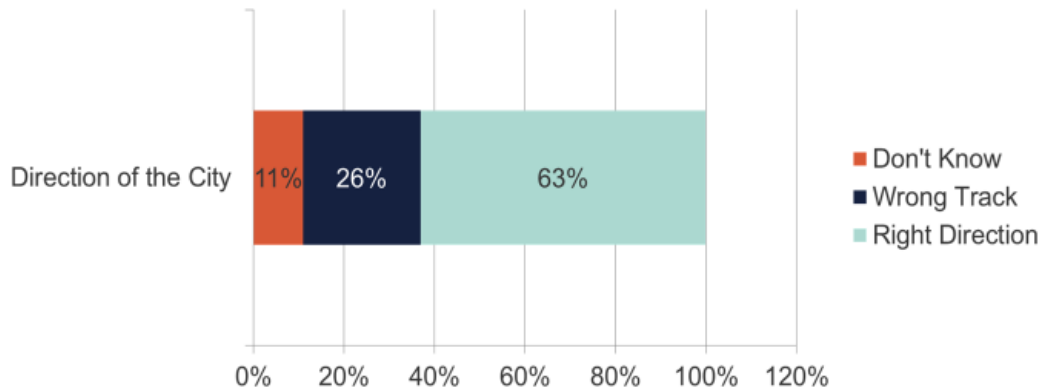
Impacts of Current Governance/Org Structure

- High levels of **community satisfaction** and **quality of life**



Impacts of Current Governance/Org Structure

- 63% of those polled believe that the City is headed in the right direction



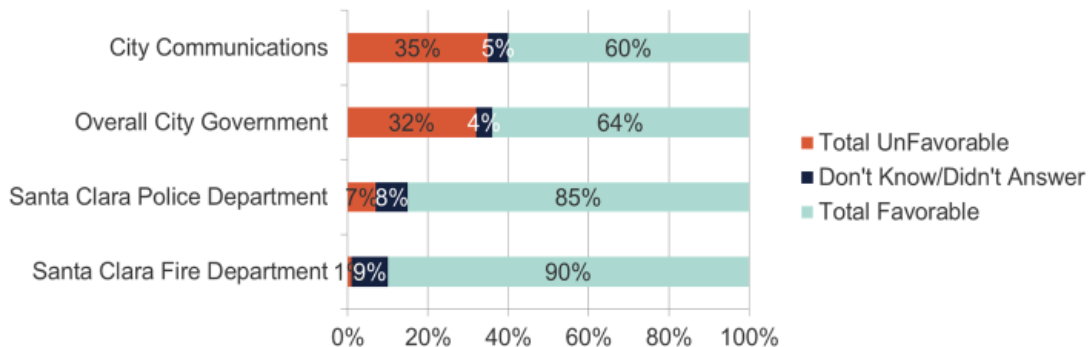
Source: Telephone surveys conducted by EMC Research and The Lew Edwards Group in January and June 2018 with Santa Clara voters



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Impacts of Current Governance/Org Structure

- Overall, voters rate City services very positively, especially public safety:



Source: Telephone surveys conducted by EMC Research and The Lew Edwards Group in January and June 2018 with Santa Clara voters



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Impacts of Current Governance/Org Structure

- Results of first ever Employee Survey are largely positive
- Results support initial assessments made by City Manager:
 - Workforce is committed to their work, despite heavy workload and manual processes
 - Lack of enterprise-wide workforce development and training opportunities
- Employees feel their jobs support the work of the City and that the City plan an important role in the community
- They believe that their direct supervisors and coworkers do excellent work and enjoy working with them



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Impacts of Current Governance/Org Structure

- Areas identified for growth:
 - Improved communication throughout the organization, including Council action, new projects, upcoming events, etc.
 - Address concerns about unsustainable workload (not enough staff, competing priorities, etc.)
 - Employee Wellness: Better work/life balance

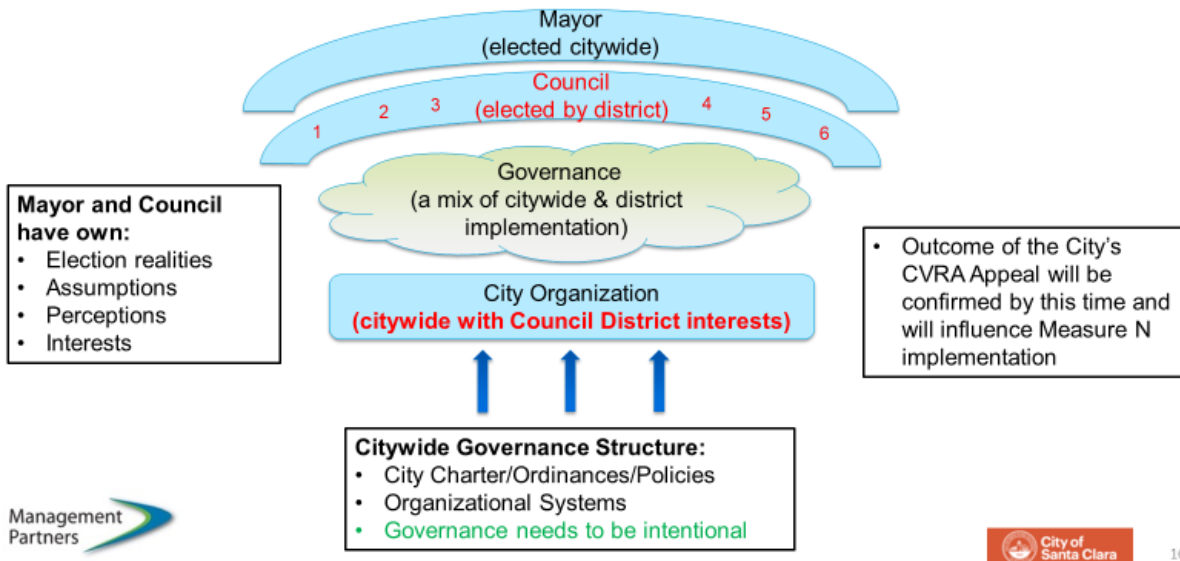


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November 2020 Governance/Organizational Structure



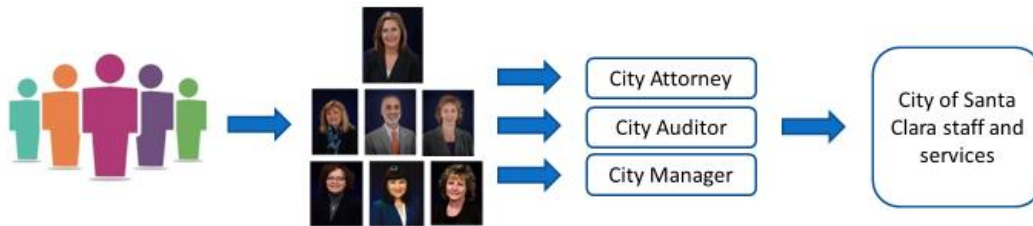
Organizational Environment



Attachment B – Santa Clara Governance Slides

Refresher on Santa Clara Governance Structure

- Santa Clara has a **Council/Manager** form of government



The **People** elect the **City Council** who appoints the **City Attorney**, **City Auditor**, and **City Manager**. These appointees hire **staff**, put the Council's policy into **action**, and provide necessary **City services**.

Refresher on Santa Clara Governance Structure

- Santa Clara isn't like other cities – it is a **vibrant** and **complex** organization with **unconventional lines of service**



Refresher on Santa Clara Governance Structure

Council Appointees:

City Attorney

- Represent and advise the City Council and all City officers in all legal City matters
- Provide legal advice or opinion when requested by the City Council
- General Counsel to SCSA



City Manager

- City Manager
- Chief Executive Officer of Silicon Valley Power
- Executive Director of Stadium Authority
- Oversight of Santa Clara Convention Center

City Auditor

- First professional City Auditor
- Manage annual financial audit contracts for the City and Stadium Authority
- Perform financial, operational and performance audits for the City and SCSA

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Refresher on Santa Clara Governance Structure

➤ The City Manager is responsible for Santa Clara's four lines of business:



City of Santa Clara



Silicon Valley Power



Stadium Authority



Convention Center



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Referrals from the Council Session on Governance on September 5, 2019

	Referral	Reference	Follow-up
1.	Review current Santa Clara Code of Ethics & Values and discuss	Principle #2 (pg.5): We will follow our Santa Clara ethical values.	Governance Committee 10/24/2019
2.	Discuss framework for January 2020 Council Priority Setting Session	Commitment #3 (pg.6): City Manager will work with the City Council on governance issues that advance the goals and priorities of Santa Clara.	Governance Committee 10/24/2019
3.	Review current Council referral policy and process; discuss potential updates	Commitment #3 (pg.6): City Manager will work with the City Council on governance issues that advance the goals and priorities of Santa Clara.	Governance Committee 10/24/2019
4.	Council would like a better understanding of staff capacity and current workload allocation	Commitment #6 (pg.6): City Manager will manage citywide, advise the Council about capacity and speak up when issues arise.	January 2020 Council Priority Setting Session
5.	Provide increased transparency & education on Public Records Act requests, what drives this workload and how it impacts staff capacity	Commitment #6 (pg.6): City Manager will manage citywide, advise the Council about capacity and speak up when issues arise.	Complete/Ongoing – PRA tracking log is reported weekly on Fridays (launched 9/18/2019). Also, Nextrequest will be able to track these once it is launched
6.	Direction to establish process for scheduling Council & City Manager one-on-ones	Commitment #8 (pg.7): City Manager and Councilmembers will hold one-on-one meetings.	Complete/Ongoing – City Manager's Executive Assistant working with Councilmembers to schedule
7.	Define a central location for Council to obtain accurate information from City staff before disseminating	Commitment #10 (pg.7): City Manager and City Council will have an effective means of communicating with the public, including social media and other forms of communication.	In Progress/Ongoing – City Manager and staff continue to share pertinent information via email, City Manager blog, community letters, social media, videos, etc.
8.	Improve communication out to the public from official City staff (easy to understand, timely, accurate)	Commitment #10 (pg.7): City Manager and City Council will have an effective means of communicating with the public, including social media and other forms of communication.	In Progress/Ongoing <ul style="list-style-type: none"> - Videos - City Hall news - Increased email communication - Community Letters

	Referral	Reference	Follow-up
9.	Provide scheduled communications and strategy	Commitment #10 (pg.7): City Manager and City Council will have an effective means of communicating with the public, including social media and other forms of communication.	In Progress <ul style="list-style-type: none"> - A weekly schedule for social media currently exists - Annual schedule for promotional videos in progress
10.	Need general guidelines for all social media	Commitment #10 (pg.7): City Manager and City Council will have an effective means of communicating with the public, including social media and other forms of communication.	In Progress – Social media policy exists. Staff is researching League of California Cities resources for social media best practices
11.	CAO to provide refresher course on the Brown Act as it pertains to confidentiality and what can be covered in closed session, and will include options regarding a “signed pledge;” this course will be in open session	Commitment #11 (pg.7): All items discussed in closed session will remain confidential.	Study Session to be scheduled
12.	Develop a reporting method to keep Council better informed about the status of referred resident inquiries	Procedure #2 (pg.8): How staff prioritizes requests from Councilmembers <ul style="list-style-type: none"> • Responses to resident inquiries 	In Progress – staff is reviewing the current process and potential improvements
13.	Council expressed interest in being able to hold their own town halls or community meetings and asked whether City resources could be available, including use of City facilities, etc.	Procedure #5 (pg.9): Town halls and Councilmembers’ district meetings	City staff will review this request from a policy and staffing perspective and present information at the January 2020 Council Priority Setting Session
14.	Refer discussion about another governance check-in to the Governance Committee	Next Steps (pg.10): future sessions on governance	Governance Committee – Q1 2020