



City of Santa Clara

Call and Notice of Special Meeting

Council Priority Setting Session

Thursday, January 30, 2020

9:00 AM

Central Park Library
Redwood Room
2635 Homestead Road
Santa Clara, CA 95051

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 Mayor calls for a Special Meeting of the City Council of the City of Santa Clara, to commence and convene on January 30, 2020 at 9:00 AM for a Special Meeting in the Central Park Library located in the Redwood Room at 2635 Homestead Road, Santa Clara, California, to consider the following matter(s) and to potentially take action with respect to them.

I. Welcome and Framework for Retreat

20-1455 [Overview of City Council Priority Setting Session](#)

Recommendation: 1. Adopt FY 2020-2021 Budget Principles;
2. Accept the 10-Year General Fund Forecast; and
3. Validate Pillars and approve any amendments.

II. Public Presentations

III. Accomplishments - Warm up Exercise

IV. 2019 Strategic Goals/Pillars - Visioning Exercise

V. Public Presentations

**Council will break for lunch at approximately 12:00 PM*

VI. Consider New Strategic Goals/Pillars - Continue Visioning Exercise

VII. Public Presentations

VIII. Summary of Day One/Council Questions & Answers

The City Council Priority Setting Session - Day Two - is on Friday, January 31, 2020 in the Redwood Room at Central Park Library.



Agenda Report

20-1455

Agenda Date: 1/30/2020

REPORT TO COUNCIL

SUBJECT

Overview of City Council Priority Setting Session

DISCUSSION

The focus of the 2020 City Council Priority Setting Session is to provide City Council the time as a governing body to discuss City priorities, discuss any new goals and provide a policy framework within which the City will make future budget and resource decisions.

SESSION FACILITATOR

Dr. Shawn Spano will facilitate this strategic priority setting session. Dr. Spano has over 25 years of experience working with city government and public organizations. He is a specialist in designing and facilitating public forums, meetings, training workshops and off-site retreats with elected officials, executive staff, middle managers, commissions and boards, and local residents.

As background, Dr. Spano served as a professor at San Jose State University where he taught courses and conducted applied research in interpersonal, small group and organizational communication. He specialized in bridging social construction and dialogue theory with practical skills and tools that enable students to design and facilitate processes to improve communication in community, organizational and interpersonal contexts. Dr. Spano also serves as President of the Public Dialogue Consortium, a non-profit organization committed to fostering high quality communication in the public sphere, collaborative problem solving, appreciation for different perspectives, and common ground for action.

SESSION OUTCOMES

During this session, City Council will discuss the following items:

- 2019 Strategic Goals/Pillars,
- New Strategic Goals/Pillars,
- Fiscal Outlook,
- Meet the City's new Communications firms,
- City Workplan Items and review of current Council Referrals,
- Budget Items requiring City Council approval, and
- Other Major Strategic Projects as necessary

The Strategic Pillars approved by City Council in 2019 are:

1. Promote and Enhance Economic and Housing Development
2. Deliver and Enhance High Quality Efficient Services and Infrastructure
3. Enhance Community Sports and Recreational Assets
4. Enhance Community Engagement and Transparency

5. Ensure Compliance with Measure J and Manage Levi's Stadium
6. Manage Strategically Our Workforce Capacity and Resources (previously Maintain Adequate Staffing Levels)
7. Sustainability (new)

DAY ONE FRAMEWORK

On the first day of the City Council Priority Setting Session, the Council will begin with a discussion of the previous year's accomplishments and will identify their individual goals for the session. This is an opportunity to celebrate the work that has already been accomplished and discuss the focus for the future. Then, the facilitator, Dr. Spano, will provide a summary of the Council interviews conducted in Dec. 2019 around the current goals/pillars (Attachment 1), followed by Council discussion. During the 2019 Council Priority Setting Session, the Council approved adding a new pillar, Sustainability. As this is a new goal for the City Council, Dr. Spano will engage with the Council about what it means to each Councilmember to better define the priority.

During the afternoon portion, Dr. Spano will review the new workplan items the Council identified during their interviews and engage the Council in a discussion of priorities. The Council will discuss their new items and how to prioritize them.

DAY TWO FRAMEWORK

On the second day of the City Council Priority Setting Session, Dr. Spano will open the session by finalizing any discussions from the previous day. Then, the Finance Director will provide a Fiscal Outlook that includes a review of the organization's financial status, a look at future fiscal projections, the 10-Year General Fund Financial Forecast, proposed FY 2020-21 Budget Principles (Attachment 2) and an opportunity for Council to ask any questions.

BUDGET AND FISCAL OUTLOOK

As one of the City's major fiscal management and strategic planning tools, staff revised the 10-Year General Fund Forecast (Forecast) that will serve as a foundation for evaluating the long-term financial condition of the City. The Forecast also provides a starting point for evaluating priorities, identifying risk factors and vulnerabilities, understanding trade-offs moving forward, and developing potential mitigation actions.

After review of the state of the organization, staff will present the updated Forecast and discuss the implications to the City's strategic planning and action. The proposed FY 2020/21 Budget Principles will also be presented for approval. The Budget Principles provide a general framework and approach for developing the City's budget in a fiscally prudent manner.

The Forecast will show a relatively close alignment between General Fund revenues and expenditures. In the early years of the Forecast, there are projected shortfalls. This reflects the latest information on the City's costs as well as the assumption that there will be a modest economic slowdown in the early years of the Forecast. The Budget Stabilization Reserve will provide bridge funding to address the projected small shortfall for FY 2020/21, while ongoing solutions will be pursued as part of revenue opportunities for consideration on the Nov. 2020 ballot and the next budget cycle. This will afford the organization time to strategically plan for expenditure and revenue changes necessary to bring the budget into balance and fiscally align the City Council's priorities to resource investments.

COMMUNICATIONS

The Council will then discuss strategic communications within the City, including a review of the 2020 Communications Planner that will provide a more comprehensive look at the City's upcoming content calendar. The Council will also engage with 3fold Communications (Attachment 3) and Circlepoint (Attachment 4), the newly hired communication firms for the City.

In 2019, the Economic Development, Communications and Marketing Committee (EDCM) recommended that the Council approve the hiring of a consultant to encourage more proactive communications and marketing of local activities for more resident awareness of municipal services and activities. Through a competitive procurement process, the City selected three firms that will assist with different aspects of communications and community engagement. One of the firms - Singer Associates Inc. - currently provides communications services with the City and Santa Clara Stadium Authority. The two new consultants will be present at the Priority Setting Session:

- 3fold Communications - a marketing agency committed to supporting and building "thriving communities." They have 15 years of experience in California working on branding and identity creation, marketing and communications strategy.
- Circlepoint - a communications agency specializing in public engagement, marketing, creative and interactive services. They provide marketing and public relations services to local government agencies and municipalities throughout California. They work with partner agency, Civic Edge Consulting, to bring additional public engagement expertise and experience to their toolbox.

REFERRALS AND WORKPLAN

The Council will then review the items referred to the Priority Setting Session, including the Sept. 5, 2019 Governance Study Session referrals (Attachment 5), followed by a review of the current Council Referrals List (Attachment 6) and the City Workplan (Attachment 7). Staff will be available for any Council questions on these items. Please note that while there are items in the City Workplan that relate to the Stadium Authority, the Stadium Authority Annual Workplan will be brought forward as part of the regular budget process in spring 2020.

RELATED PROJECT PRESENTATION

After the review of the referrals and workplan items, the Council will receive a presentation and update on the Related Project and discuss other major projects as desired.

The Council will also approve any necessary budget items, as listed in the recommendations.

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

1. Adopt FY 2020-2021 Budget Principles;

2. Accept the 10-Year General Fund Forecast; and
3. Validate Pillars and approve any amendments.

Approved by: Deanna J. Santana, City Manager

ATTACHMENTS

1. Santa Clara City Council Interview Summary, Jan. 2020
2. Proposed FY 2020-21 Budget Principles
3. 3Fold Company Bio
4. Circlepoint Company Bio
5. Sept. 5, 2019 Governance Study Session Referrals
6. List of Council Referrals
7. FY 2019/20 City Workplan

**Interview Summary
Santa Clara City Council
January 2020**

Overall Themes

- The current strategic goals are comprehensive – they capture Council’s vision for the community and reflect the major priorities for the City.
- Council wants staff to continue to focus on the goals by addressing the objectives under each of the goals, updating and communicating the status and progress made, and communicating accomplishments to provide a sense of “completion” and “resolution.”
- Several Council members noted that there is an increased need for proactive and effective communication with the community to ensure that the goals are understood, including accomplishments as well as constraints and challenges.
- While Council offered several new tasks and objectives, there was no preference for adding new goals, in large part because the current goals are comprehensive. The new items suggested by Council are included below as they align to the current goals.

Comments about the Current Goals

1. Promote and Enhance Economic and Housing Development
 - Overall, good progress is being made, which is especially commendable given the unparalleled pace and scope of commercial development (e.g. Related Project/City Place).
 - Need to carefully monitor new retail space given the increase of online alternatives, and the need to offset the potential loss of tax revenue. This might include conducting a retail market analysis study.
 - While progress is being made on new Housing developments, there is a need to develop a vision for where the City wants to be, ideally one that involves a mix of housing options.
 - Explore public – private partnerships for housing (e.g. engage with technology companies).
 - Consider developing a community benefits policy for both commercial and housing developments.
 - Explore increasing the business/employee tax, looking to what other local cities are doing.
 - Explore developing a vision for a Downtown District, perhaps revitalizing the Business Improvement District.

2. Enhance Community Sports and Recreational Assets
 - Overall, good progress is being made (e.g. big projects coming on line, park improvements, soccer park, dog park, etc.),
 - The 2020 bond or parcel tax is important in order to address aging sports and recreation facilities and infrastructure (e.g. swim center).
 - Consider bike trail improvements, including opening trails near Levi's Stadium on event days.
 - Consider expanding the definition of "recreation" beyond competitive sports to include activities such as yoga, aerobics, etc.
 - Consider developing/building a multi-use Art Center in partnership with Santa Clara University.
 - Consider developing/building new Senior Centers.
3. Deliver and Enhance High Quality Efficient Services and Infrastructure
 - SVP continues to be a major asset and success story for the City.
 - The 2020 bond or parcel tax is important in order to expand library hours, in addition to infrastructure maintenance and upgrades.
 - Given the "high touch" services provided by the City, consider more cost recovery measures to help pay for them.
 - Review and enforce traffic mitigation efforts, focusing especially on gridlock on the Northside.
 - Explore public-private partnerships for shuttles.
 - Provide update on status of RV parking in the City.
 - Address noise from San Jose International Airport. What is the status? What can be accomplished?
4. Manage Strategically Our Workforce Capacity and Resources
 - There is agreement that this is a challenging goal given the struggles with recruiting and retaining talented employees in a competitive job market.
 - Nevertheless, staff has done a good job in making new hires, providing training and professional development opportunities and finalizing labor agreements.
 - The upcoming capacity study will be helpful in determining how stretched the workforce is, the departments that are in need of immediate help, and the staffing resources needed to deliver services, make improvements, and serve the community.
 - Need to continue to update and modernize technology to increase efficiencies (e.g. still a paper driven organization).
 - Need to focus on succession planning, ensuring continuity and minimizing the loss of institutional knowledge.
 - Consider hiring a staff person in the CMO to specialize in real estate.
5. Enhance Community Engagement and Transparency
 - Overall, good progress is being made with transparency. Specifically, website improvements (increased access to documents and information) and CMO communications (blogs, community letters, etc.).
 - Additional suggestions to enhance transparency:

- Provide an annual update on the number, status and cost of the law suits against the City
 - Monitor single-source contracts
 - Ensure that important finance-based decisions are included as regular agenda items, not on the consent calendar
 - In terms of community engagement, there is agreement that more improvements can be made in engaging the community about the City's goals and priorities, constraints and challenges, and successes and accomplishments.
 - Some suggestions for improving community engagement include making information more accessible (bullet points and visuals, not lengthy text-based messaging), utilizing technology (collaborative software) and going outside of City Hall to engage with community members, groups and organizations.
 - Council looks forward to hearing from the community engagement consultant team at the Strategic Priority Session.
 - Consider reinstating the International Exchange Commission.
6. Ensure Compliance with Measure J and Manage Levi's Stadium
- There is broad agreement that this goal is taking an extraordinary amount of staff's limited time and energy, in the CMO and the departments.
 - The City or Stadium Authority should work with the Management Company whose interest is to increase revenue generation on non-NFL events.
 - Consider providing an update on the action items that were developed from the Levis' Stadium community outreach/engagement project conducted by the Lew Edwards group and PDC in 2017-2018.
 - Consider exploring pathways that result in improved performance and outcomes between the City, community and 49ers.
7. Sustainability
- While most of you describe this goal in terms of "environmental" sustainability, there are some who have a broader interpretation (e.g. workforce sustainability, etc.).
 - There is also some difference of perspective on the priority of this goal, with some seeing it as essential, and others seeing it as a lower priority when compared to the others.
 - Continue the Climate Action Plan, ensuring the right mix of outside consultants and internal staff.
 - Consider infusing sustainability into all City decisions and operations (e.g. assess or rate the sustainability level of a project).
 - Consider expanding recycled water.
 - Consider creating incentives for "green" proposals (e.g. EV charging stations).
 - Consider hiring a sustainability manager

Additional Item - Question from City Manager Santana:

- Continue to protect the interests of Santa Clara in land use impacts from regional developments (e.g. state legislation, public agencies, settlement agreements, etc.)



Budget Principles for 2020-21

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.
2. Consider budget decisions with long-term implications taken into account using data from the Ten-Year Financial Forecast.
3. Maximize service delivery within existing resources by balancing ongoing expenditure needs with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high standards of fiscal integrity and financial management.
4. Focus on projects and services that benefit the community as a whole.
5. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
6. Balance between compensation adjustments to retain and attract employees and funding for positions.
7. Use one-time unrestricted revenues (e.g., annual General Fund surplus) for one-time uses such as increasing reserves, funding capital or Information Technology projects, paying off debt, and/or paying off unfunded pension or other post-employment benefits liabilities.
8. In accordance with Council policy, continue to maintain the General Fund Budget Stabilization Reserve balance at or above the policy level of 25% of adopted budget expenditures for the long-term fiscal health of the City.
9. Inform and communicate clearly and broadly to residents, businesses and employees regarding the City's fiscal position and budget; schedule hearings to promote active participation in the City Council's budget deliberations.
10. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefiting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
11. Focus on business process redesign in order to improve employee productivity and the quality, flexibility, and cost-effectiveness of service delivery (e.g., streamlining, simplifying, reorganizing functions, and reallocating resources).
12. Explore expanding existing revenue sources and/or adding new revenue sources.
13. Engage employees to contribute new and innovative ideas during the department budget development process.
14. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

ABOUT 3FOLD

COMPANY PROFILE

SNAPSHOT

TOTAL NUMBER OF YEARS IN OPERATION: **15**

TOTAL CURRENT NUMBER OF EMPLOYEES: **30**

TOTAL NUMBER GRAPHIC ARTISTS: **4**

NUMBER OF NORTHERN CALIFORNIA LOCATIONS: **ONE**
2031 K STREET, SUITE 100 SACRAMENTO, CA 95811

CERTIFIED **MICRO BUSINESS WITH DGS**

OWNERSHIP: **50% WOMAN-OWNED**

HISTORY AND GROWTH

From the beginning, we believed a marketing agency could be both generous and profitable.

When 3fold Communications opened in 2004, it was with a core mission of “contributing to thriving communities.” For us, this meant ensuring the availability of, and access to, high-quality education, healthcare, public agency, and transit and mobility options for everyone. Working with clients in these industries ensures our expertise aligns with our values. Most importantly, this means our clients get experienced, industry-focused experts who are dedicated to and passionate about their success.

In our 15 years in business, we’ve grown from a three-person, one-room shop to an award-winning, 30-person team with clients across the country.

Every member of the team shares 3fold’s passion and dedication for being active in and bettering the communities where we live, work, and play. It’s a commitment that gives us a unique, comprehensive understanding of those communities beyond what research and demographics can provide.

Company Profile

Oakland Circlepoint

200 Webster Street
Suite 200
Oakland, CA 94607

San Jose

46 S. First Street
San Jose, CA 95113

Orange

2100 W. Orangewood Avenue
Suite 165
Orange, CA 92868

Established in 1987, Circlepoint (previously Public Affairs Management [PAM], name changed to Circlepoint effective March 1, 2005) is a privately held California C corporation with offices in Oakland, San Jose, and Orange. The team for this project will work out of our principal place of business, our Oakland office, located at 200 Webster Street, Suite 200, Oakland, CA 94607. The phone number for our Oakland office is 510-285-6700 and the fax number is 510-285-6799. Circlepoint does not anticipate any changes in ownership or control of the company in the foreseeable future, and Circlepoint does not have any pending or current litigation nor do we have any terminated contracts within the past five years.

The firm's communications practice specializes in public engagement, marketing, creative, and interactive services. For 31 years, Circlepoint has developed and delivered communication strategies that address complex issues by informing, educating, and engaging diverse interests to solve community challenges. We help our clients navigate the dynamic landscape of communications and media to engage stakeholders and motivate positive behavior change. Our team provides creative solutions that address complex issues and help communities thrive.

Circlepoint has developed unique and engaging campaigns for numerous public agencies, projects, and programs throughout California. We have had great success creating and implementing innovative marketing campaigns because we understand that marketing is not a "one-size-fits-all" service. We employ a tailored approach to activate key audiences by appealing to their interests, preferences, and motivations. We reach people where they are by strategically mixing traditional media and outreach with new technology and creative promotions. We maximize a campaign's reach by utilizing partners on location and online to deliver messages directly. The result is a campaign that is uniquely crafted to raise awareness and effectively engage audiences.

SUBCONSULTANT

San Francisco Civic Edge Consulting

25 Taylor Street
5th Floor
San Francisco, CA 94102

Civic Edge Consulting is a women-owned, employee-led consulting firm based in San Francisco. Civic Edge is comprised of individuals with strong academic and practical credentials who have worked in government, run large scale campaigns, served as aides to elected officials, managed large events, worked in respected nonprofit organizations, written for local media outlets, and have considerable experience in the communications and public relations fields.

They cultivate thoughtful engagement, craft creative messaging, provide savvy strategy, grab media attention, and deliver top-notch events—all to strengthen and improve local communities. They deliver sharp strategies and pointed solutions for clients and the community that go beyond the norm and remain at the cutting edge.



**9/5/19 GOVERNANCE SESSION REFERRALS TO STAFF
FOR FOLLOW-UP/ACTION**
Updated 1/10/20

	Source	Referral Description	Assigned Department	Status
1.	Governance Study Session	Review current Santa Clara Code of Ethics and Values	City Manager	Discussed at Oct. 24, 2019 Governance Committee and requested to be referenced in Board and Commission Policy.
2.	Governance Study Session	Review current Council referral policy and process; discuss potential updates	City Manager	This item will go to City Council in Jan./Feb. 2020 for review.
3.	Governance Study Session	Council would like a better understanding of staff capacity and current workload allocation	City Manager	A study session on this topic is being scheduled for Apr. 2020.
4.	Governance Study Session	Provide increased transparency and education on Public Records Act requests, what drives this workload and how it impacts staff capacity	City Manager	NextRequest launched on Oct. 21, 2019. All PRA requests are tracked through this online portal.
5.	Governance Study Session	Direction to establish process for scheduling Council and City Manager one-on-ones	City Manager	The City Manager's Executive Assistant has reached out to each Councilmember to schedule one-on-ones.
6.	Governance Study Session	Define a central location for Council to obtain accurate information about City events or incidents from City staff before disseminating, as well as the Councilmembers informing the City Manager of things happening in the City	City Manager	The City Manager and staff continue to share pertinent information via email, City Manager blog, community letters, social media, videos, and City Manager reports.
7.	Governance Study Session	Improve communication out to the public from official City staff (easy to understand, timely, accurate)	City Manager	Staff has been intentional about simple messaging and has hired communication consultants to assist.
8.	Governance Study Session	Provide scheduled communications and strategy	City Manager	Staff is developing a communication lookahead that will outline communication efforts by the City and work with new firms on this effort.
9.	Governance Study Session	Need general guidelines for all social media for elected officials	City Attorney	TBD
10.	Governance Study Session	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	City Attorney	TBD
11.	Governance Study Session	Develop a reporting method to keep Council better informed about the status of referred resident inquiries	City Manager	Staff has implemented a tracking system and has been ensuring that Council and residents are informed of the status of the inquiries. Staff is also reviewing how to best use MySantaClara in this



**9/5/19 GOVERNANCE SESSION REFERRALS TO STAFF
FOR FOLLOW-UP/ACTION**
Updated 1/10/20

	Source	Referral Description	Assigned Department	Status
				effort.
12.	Governance Study Session	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.	City Manager	TBD
13.	Governance Study Session	Refer discussion about another governance check-in to the Governance Committee	City Manager	TBD for future Governance Committee meeting.



**CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION**
Updated 1/21/20



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed
1.	1/14/20	Council Meeting	Michael Fisher spoke during Public Comment about a small development project he undertook at his residence on Civic Center Drive. He had complaints about the process and the requirements that were placed on the project. (Assistant City Manager Manuel Pineda and Public Works Director Craig Mobeck are scheduled to meet with Mr. Fisher on 1/24/20.)	City Manager/ Public Works	1/28/20	
2.	1/14/20	Council Meeting	Architectural Review Ordinance – Continued to add new language to Ordinance for certain projects that would trigger Public Hearing	City Attorney/ Community Development	1/28/20	
3.	1/14/20	Council Meeting	Communications Consultant Agreements – Staff to add language to agreements to have agreements reviewed annually	City Manager	TBD	
4.	12/17/19	Council Meeting	Community Room Study Session – Continue item to 1/14/20 and return with responses to Suds Jain’s questions regarding reservation process, rates for facilities at Oracle and houses across the street behind Triton, and provide a master list of facilities and who to contact for reservation	Parks & Rec/ City Manager	1/14/20	1/14/20
5.	12/17/19	Council Meeting	Initiate discussions with Santa Clara Unified School District regarding Healthier Kids Foundation services	Parks & Rec/ City Manager	2/5/20	
6.	12/10/19	Council Meeting	False Alarm Ordinance – Police Department to follow up with resident regarding financial assistance for fees	Police	1/14/20	1/14/20
7.	12/10/19	Council Meeting	False Alarm Ordinance – Continue item to 1/14/20 for staff to conduct broader public outreach and gather public input	Police/ City Attorney	1/14/20	1/14/20
8.	12/10/19	Council Meeting	Add labor peace provision to GreenWaste Agreement	Public Works	2/28/20	
9.	12/3/19	Council Meeting	Regarding Council Policy 030 – Adding an Item on the Agenda – return to Council with an amended policy replacing the word consensus with Council action	City Attorney/ City Manager	2/11/20	
10.	11/19/19	Council Meeting	Exclusive Negotiations Agreement with Republic Metropolitan LLC for the site located at 500 Benton Street – return to Council in 120 days with a term sheet, a drinking well study and discussion on the preservation of historical railroad property	City Manager	March 2020	
11.	11/12/19	Council Meeting	Provide a comparison of the district assessment/TOT with other cities – are there other cities that also have the same type of district assessment? What are the Pros and Cons of the TID assessment change taking into consideration overall TOT? How do the TID Hotels feel about an increase in TOT (potentially 3%)	City Manager	2/11/20	
12.	11/12/19	Council Meeting	Destination Marketing Organization – Report back to Council in 90 days regarding CEO search; include detailed timeline for hiring of CEO	City Manager	February 2020	



**CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION**
Updated 1/21/20



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed
13.	11/12/19	Council Meeting	Provide update on the International Association of Science Parks (IASP) Conference in 2021 to the Economic Development, Communications and Marketing Committee	City Manager	Fall 2020	
14.	11/5/19	Council Meeting	Schedule a Study Session regarding the pros and cons of General Obligation (GO) bonds and parcel tax	Finance	2/11/20	
15.	10/29/19	Council Meeting	Regarding GIS system, provide biannual updates via the City Manager/Executive Director Report at Council meeting	IT	April 2020	
16.	10/29/19	Council Meeting	Provide options for the \$750,000 commitment from Levy for community enrichment	City Manager	March 2020	
17.	10/22/19	Council Meeting	Staff to return with budget appropriations in the budget cycle to improve the gazebo area at Mission Branch Library	Finance	May 2020	
18.	10/8/19	Council Meeting	Staff to review the expenditure limits for November 2020 – to designate appropriately the expenditure limit for Districts vs. At-Large seats	City Clerk/ City Manager	February 2020	
19.	9/24/19	Council Meeting	Staff to review the potential for rebates for the purchase of electric bicycles	SVP	Spring 2020	
20.	9/24/19	Council Meeting	Staff to review the Ordinance and enforcement of illegal street food vendors	Police	Spring 2020	
21.	9/18/19	Economic Development, Communications and Marketing Committee	The Committee referred for Council consideration a request to the City Council to terminate the billboard agreement with All Vison, LLC (staff in process of analyzing further)	City Manager	January 2020	1/9/20
22.	8/27/19	Council Meeting	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	2/25/20	
23.	7/9/19	Council Meeting	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	March 2020	
24.	7/9/19	Council Meeting	Update on age-friendly activities per commission annual Work Plan	Parks & Rec	February 2020	
25.	7/9/19	Economic Development, Communications and Marketing Committee	Procure additional resources to support communications and marketing of local activities to enhance community's awareness of municipal services and activities	City Manager	January 2020	1/14/20
26.	6/4/19	Council Meeting	Councilmember O'Neill to provide more clarity on Innovation Zone referral (on 11/19/19 Council deferred this item to the January Council Priorities and Goal Setting Sessions)	City Manager	January 2020	
27.	6/4/19	Council Meeting	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 (on hold – pending other public entities' litigation)	Public Works	TBD	



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

**CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION**
Updated 1/21/20



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed
28.	4/30/19	Council Meeting	Number of public transit riders for large stadium events	49ers Stadium Manager	TBD	
29.	4/30/19	Council Meeting	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	
30.	4/25/19	Council Meeting	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	2/10/20	
31.	4/9/19	Council Meeting	Street Racing and Sideshows: take steps to make the 2004 ordinance operative and increase enforcement within existing resources	Police	2/25/20	
32.	11/27/18	Council Meeting	TID: Reconciliation of reserve fund; disclosure of legal fees as determined by the performance auditor; and develop a subsidy policy	City Manager	March 2020	
33.	10/9/18	Council Meeting	Dedicate Jerry Marsalli Community Center at grand opening of the facility	Parks & Rec	Spring 2020	
34.	10/2/18	Council Meeting	Amend sign ordinance to prohibit signs on public property	Parks & Rec/ City Attorney	Spring 2020	
35.	7/10/18	Council Meeting	Annual update on PD community engagement efforts	Police	Spring 2020	
36.	3/13/18	Council Meeting	Develop a Stadium Authority Financial Reporting Policy in conjunction with the Stadium Authority Auditor and the external auditor	Finance	August 2020	



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

COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
1.	12/3/19	Council Meeting	Provide a verbal report to Council under the City Manager/Executive Director section of the agenda on the status of contracting for the addition of a noise monitoring device for airport noise	City Manager	TBD	12/18/19	Email sent to Council from City Manager on 12/18/19
2.	4/23/19	Council Meeting	Children's Health Screening Service Model: statistics on case management and procurement of services	Parks & Rec	12/17/19	12/17/19	Reported at Council Meeting
3.	8/20/19	Council Meeting	Staff to return with report on establishing an ad-hoc committee to make recommendations regarding VTA Governance	City Manager/ Public Works	12/17/19	12/17/19	Reported at Council Meeting
4.	8/27/19	Council Meeting	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	12/10/19	12/10/19	Reported at Council Meeting
5.	11/5/19	Council Meeting	Regarding the request to annex two hotel parcels (AC Hotel and Element Hotel) into the Community Facilities District, staff to report via the City Manager's Biweekly Report/Blog the estimated revenue from the special Transient Occupancy Tax	Finance	12/6/19	12/6/19	Biweekly Report
6.	7/9/19	Economic Development, Communications and Marketing Committee	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	12/2/19	EDCM Committee Meeting (RTC 19-1330)
7.	9/17/19	Council Meeting	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	11/22/19	Letter sent to KPMG by Finance
8.	9/5/19	Governance Session	Discuss framework for January 2020 Council Priority Setting Session	City Manager	11/21/19	11/21/19	Discussed at Governance and Ethics Committee Meeting
9.	5/21/19	Council Meeting	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	Finance	11/19/19	11/19/19	Reported at Council Meeting



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

**COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20**



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
			Fees Rates, and Unit or Plot Costs for the Cemetery				
10.	10/22/19	Council Meeting	Provide a City Manager Biweekly Report item on why food truck vendors at the Library are being fingerprinted as well as what are food truck permitting requirements (in lieu of a Biweekly Report, staff prepared a Report to Council)	Police	11/19/19	11/19/19	Reported at Council Meeting
11.	10/29/19	Council Meeting	City Manager to provide information on IASP Conference held in Nantes, France	City Manager	11/12/19	11/12/19	Reported at Council Meeting
12.	10/8/19	Council Meeting	Add for a future Council meeting a Special Order of Business for the Parade of Champions planning team	City Manager	11/12/19	11/12/19	Reported at Council Meeting
13.	9/17/19	Council Meeting	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	11/5/19	11/5/19	Reported at Council Meeting
14.	10/22/19	Council Meeting	Provide an update via the City Manager's Biweekly Report regarding what has already occurred on placemaking activities	Community Development	11/1/19	11/1/19	Biweekly Report
15.	9/18/19	Economic Development, Communications and Marketing Committee	The Committee referred the next steps on the Worker Cooperative to the City Council for review and approval, which includes directing staff to review the resolution and the process and procedures that the City of Berkeley used for their Worker Cooperative Program, and to have the Council consider allocating \$100,000 in the budget for this effort (funding request to be heard by Council on 11/5/19)	City Manager	10/29/19	10/29/19	Reported at Council Meeting
16.	8/27/19	Council Meeting	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	10/29/19	10/29/19	Reported at Council Meeting
17.	6/25/19	Council Meeting	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	10/29/19	Council Meeting Closed Session
18.	6/4/19	Council Meeting	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	10/29/19	10/29/19	Reported at Council Meeting



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

COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20



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19.	1/29/19	Council Meeting	Monitor and update to Council if the City of San Jose waives fees for developments along Steven Creek Blvd	Public Works	Ongoing	10/29/19	Updates to Council will be ongoing
20.	11/13/18	Council Meeting	Review post-agenda material distribution to reduce paper (staff will continue with implementation of the paperless agenda process)	Clerk's Office	Fall 2019	10/29/19	Ongoing process to implement paperless agenda
21.	9/17/19	Council Meeting	Complete community outreach for garbage contracts	Public Works	TBD	10/9/19	Email to Council on 10/9/19 re: community engagement efforts
22.	1/19/18	Council Meeting	Explore joint golf course use with City of Sunnyvale due to the forthcoming closure of the Santa Clara golf course	Parks & Rec	October 2019	10/8/19	Reported at Council Meeting
23.	5/7/19	Council Meeting	Silicon Valley Power (SVP) Strategic Plan: provide information on rebate and community benefits programs	SVP	September 2019	9/24/19	Reported at Council Meeting
24.	11/27/18	Council Meeting	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	Reported at Council Meeting
25.	9/4/19	Council Meeting	Staff was asked if the names of Public Records Act (PRA) requestors could be provided (effective 9/20/19 PRA Log posted weekly online)	City Clerk	9/20/19	9/20/19	Biweekly Report
26.	4/9/19	Civil Service Commission	Work with Civil Service Commission on a Job Fair	Human Resources	9/20/19	9/20/19	Biweekly Report
27.	7/9/19	Council Meeting	Worker Cooperative – referred to a future Economic Development, Communication and Marketing Committee Meeting for City support options (heard by EDCM on 9/18/19; Committee's recommendations to be heard by Council in December 2019)	City Manager	Winter 2019	9/18/19	EDCM Committee
28.	7/9/19	Council Meeting	Provide a status report on the City's existing billboard contract and termination status of contract (heard by EDCM on 9/18/19; Committee's recommendations went to Council on 10/29/19)	City Attorney	9/18/19	9/18/19	EDCM Committee
29.	9/4/19	Council Meeting	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	City Manager/ City Clerk	9/13/19	9/13/19	Incorporated into Grand Jury response letter



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

COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20



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			inquiring why has the City of Santa Clara been targeted				
30.	8/27/19	BPAC	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 by staff on 8/30/19
31.	3/5/19	Council Meeting	Korea Town: legislative record, news article, etc. about previous effort to designate Korea Town (see 8/27/19 referral for follow-up request from Council)	City Manager	8/27/19	8/27/19	Reported at Council Meeting
32.	7/9/19	Council Meeting	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
33.	7/9/19	Council Meeting	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
34.	5/21/19	Council Meeting	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	Reported at Council Meeting
35.	2/5/19	Council Meeting	Anti-Smoking Ordinance: Develop a police department policy regarding enforcement for persons under 21 (Information Report to Council)	Police	7/9/19	7/9/19	Reported at Council Meeting
36.	6/4/19	Council Meeting	Allocate \$70,000 funding in support of the Parade of Champions	Finance	6/25/19	6/25/19	Reported at Council Meeting; funding approved by Council
37.	3/5/19	Council Meeting	Parade of Champions: confirm nonprofit status; report out on fundraising efforts	Parks & Rec	6/4/19	6/4/19	Reported at Council Meeting
38.	5/21/19	Council Meeting	Provide additional public information/outreach on Hauling and Recyclable items	Public Works	June 2019	5/31/19	Biweekly Report
39.	5/7/19	Council Meeting	Saratoga Creek Trail (Homeridge Park to Central Park): provide funding sources	Public Works	5/17/19	5/31/19	Biweekly Report
40.	4/23/19	Council Meeting	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
41.	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	Letter sent by staff on 5/21/19; no response from school to schedule an event



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

**COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20**



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42.	5/22/18	Council Meeting	Review children at dog park signs	Public Works	June 2019	5/21/19	Reported at Council Meeting
43.	5/22/18	Council Meeting	Review use of canine turf at Reed & Grant Dog Park	Parks & Rec	5/21/19	5/21/19	Reported at Council Meeting
44.	4/23/19	Council Meeting	BART Extension: what is the estimated ridership for the future Santa Clara BART Station	Public Works	May 2019	5/3/19	Biweekly Report
45.	3/5/19	Council Meeting	Parade of Champions: SCPOC to respond to City Council Questions	Parks & Rec	5/17/19	5/3/19	Biweekly Report
46.	12/11/18	Council Meeting	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	Reported at Stadium Authority Meeting
47.	11/27/18	Council Meeting	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	Reported at Stadium Authority Meeting
48.	3/26/19	Council Meeting	Monthly Financial Status Report: add prior year comparative information for Capital Expenditures	Finance	May 2019	4/23/19	Reported at Council Meeting
49.	2/5/19	Council Meeting	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	Reported at Council Meeting
50.	3/26/19	Council Meeting	Investment Policy: identify whether any investments are linked to oil exploration, production, etc.	Finance	4/19/19	4/5/19	Biweekly Report
51.	3/26/19	Council Meeting	List of Measure A funded projects	Community Development	4/19/19	4/5/19	Biweekly Report
52.	12/11/18	Council Meeting	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	Reported at Stadium Authority Meeting
53.	10/29/18	Council Meeting	Levi's Stadium Consolidated Parking Plan (Board approved – scheduled on FY 2019/20 Work Plan.)	City Manager	Winter 2019	3/27/19	Reported at Stadium Authority Meeting
54.	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	Reported at Stadium Authority Meeting



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

**COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20**



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
55.	1/29/19	Council Meeting	Naming of Relay for Life City Team through outreach campaign	City Manager	3/26/19	3/26/19	Reported at Council Meeting
56.	12/4/18	Council Meeting	Quarterly SVP Strategic Plan Report	SVP	3/26/19	3/26/19	Reported at Council Meeting
57.	2/19/19	Council Meeting	Trash and RV parking along Hope Drive	Police/ Public Works	3/8/19	3/8/19	Biweekly Report
58.	2/19/19	Council Meeting	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
59.	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
60.	2/5/19	Council Meeting	Convention Center Transition Reports	City Manager	3/5/19	3/5/19	Council Meeting Verbal Report
61.	2/5/19	Council Meeting	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.
62.	10/9/18	Council Meeting	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	Reported at Council Meeting
63.	7/16/18	Council Meeting	Provide information on Cannabis insurance and banking issues	City Manager	2/19/19	2/19/19	Reported at Council Meeting
64.	12/11/18	Council Meeting	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
65.	11/15/18	Council Meeting	Convention Center Contract Recommendation RTC: describe reasons for not recommending other proposals	Finance	2/5/19	2/5/19	Reported at Council Meeting
66.	12/11/18	Council Meeting	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
67.	12/11/18	Council Meeting	Provide General Fund Revenue Strategy Options	Finance	1/31/19	1/31/19	Priority Setting Session



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

COMPLETED 2019
CITY COUNCIL AND STADIUM AUTHORITY STAFF REFERRALS
FOR FOLLOW-UP/ACTION
Updated 1/8/20



	Date Assigned	Source	Referral Description	Assigned Department	Projected Completion	Completed	Resolution
68.	1/19/18		Present employees' residence data	Human Resources	1/31/19	1/31/19	Priority Setting Session
69.	10/9/18	Council Meeting	Agrihood Project DDA: Review for potential Project Labor Agreement	City Manager	1/29/19	1/29/19	Reported at Council Meeting
70.	1/15/19	Council Meeting	Enforcement of Sidewalk Vendors vs. SB 946	Police/ City Attorney	1/25/19	1/25/19	Biweekly Report
71.	12/11/18	Council Meeting	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	Reported at Council Meeting



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
1	City Manager's Office	FY 2017/18 Workplan	MySantaClara	The City's CRM portal, MySantaClara, was updated, streamlining the categories as well as reordering the requests in the portal according to citizen and city focus. Additional requests for new focus areas were added (Parks and Rec, Traffic) resulting in significant increase in citizen requests.	Staff continues to review CRM usage by the community and reorganize the requests in the portal regularly. Working with the departments to add more requests according to City and user needs. The portal is scheduled to be rebranded following the launch of the new City website.	Ongoing	2
2	City Manager's Office	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Cannabis Policy Options	On May 21, 2019, the City Council adopted Ordinance No. 2000 Amendment to Zoning Code Section 18.102.010-Commercial Marijuana Activity Prohibited, which extended the temporary ban of all commercial cannabis activity to June 30, 2020.	A public hearing is scheduled for early 2020 to provide an update on the requested information from City Council. Delays have resulted from other workload priorities.	In Progress	1
3	City Manager's Office	FY 2019/20 City Council Budget Priority	Street Racing and Sideshows	City Council would like to take steps to make the 2004 Ordinance operative and increase enforcement within existing resources. Funding is available for a consultant to evaluate the ordinance and develop a strategic workplan.	The consultant review will include policy and workplan development. Additional costs resulting from the consultant analysis may be required. An activity report will be provided to City Council at their meeting on Feb. 25, 2020.	In Progress	2

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
4	City Manager's Office	City Council	Infrastructure Bond	On Nov. 5, 2019, staff presented potential revenue options for City Council consideration, including an increase to the TOT, issuance of a General Obligation Bond and a Parcel Tax for Infrastructure. Council requested a study session on the pros/cons of a general obligation bond and parcel tax. Council also requested a more defined list of projects to be funded and authorized the City Manager to retain consultant services to conduct community engagement/voter research on revenue measures.	An inter-departmental meeting to discuss prioritization of potential projects is scheduled for Jan. 13, 2020. This list will be used to help inform the educational materials for the community engagement process. An RFP to retain consultant services was issued in Nov. 2019. Two responses were received in Dec. 2019. Selection interviews will take place in Jan. 2020. A study session is scheduled for Feb. 11, 2020.	In Progress	2
5	Community Development	FY 2019/20 City Council Budget Priority: Mayor Gillmor	San José development impacts on Santa Clara (North San José and Stevens Creek)	City of San José made a \$6.2 million payment to the City of Santa Clara in Aug. 2019 as part of the Jan. 2018 settlement agreement over the Santana West Development Project. These funds will support affordable housing efforts and traffic and transportation improvements. On Jan. 14, 2020, City Council discussed the recent San Jose City Council action and received updates on status of discussions.	Staff continues with the support of outside legal counsel and consultants to closely monitor and provide comments to San Jose on San Jose projects, including new development activity in North San Jose, along Stevens Creek, and of general interest to Santa Clara, such as the proposed Airport expansion.	In Progress	1
6	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Intelligent traffic lights using IOT	This is a work in progress. Current technologies include Bluetooth/Wi-Fi Traffic Monitoring, Changeable Message Signs, Emtrac GPS Fire Preemption Installation, Fiber Optic Network installation, and Adaptive Traffic Signals. Worked with Intel to implement Dedicated Short Range Communications (DSRC) radio with autonomous vehicles at a traffic signal.	Staff is actively pursuing grants for this work.	In Progress	1

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
7	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Implementation of Traffic Signal Management Software region-wide to improve overall smooth movement of traffic	This is a work in progress. Staff is currently implementing a project to update the City's Traffic Signal Management Software so it is compatible with neighboring jurisdictions. VTA has also been a partner in discussions and evaluation of the system.	Staff continues to work with other agencies to develop a minimum traffic signal controller technology to facilitate interoperability amongst all jurisdictions within the County.	In Progress	1
8	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Watanabe	Shelter and resources for those experiencing homelessness-collaboration with outside agencies	City currently provides funding to the County to provide case management services and to third party providers for rental assistance and other services.	Continue to work with partner agencies and vendors to provide services.	Ongoing	1
9	Electric Utility	FY 2017/18 Workplan	Relocation of SVP Staff to Martin Avenue Facility	Develop plan and relocation schedule.	Relocate staff. Projected completion: Early 2020	In Progress	1
10	Electric Utility	FY 2017/18 Workplan	Rate Restructuring	Remainder of rates – Rate adjustments to all customer classes are discussed with City Council during the budget process in Jun. 2020, and brought back to City Council for adoption in Nov./Dec. 2020.	Complete a cost of service study prior to rate adjustments. RFP for study completed; waiting for final contract. Projected completion: 2020	In Progress	1
11	Electric Utility	FY 2017/18 Workplan	Develop Capital Project Plan and Priority to Accommodate Future Growth	Enhance system delivery capabilities and construct customer interconnection facilities. Prioritize capital projects and operations of existing facilities. Developed and released SOQ for consultant selection in Dec. 2019.	Review SOQ responses and select consultant. Projected completion: 2022	In Progress	1

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
12	Electric Utility	FY 2017/18 Workplan	Strategic Plan: Implementation Progress and Innovation	Create an innovation center of excellence that will renew our focus on innovation. Dedicated staff resources will filter and evaluate creative project ideas on a regular basis and generate actionable plans. Create a five year technology Plan – Technology is critical for positioning SVP to deliver on its goals. SVP needs a comprehensive plan and roadmap focusing on utility technology deployments that will improve day-to-day operations and enable the integration of emerging technology on the grid.	Continue internal review and consider consultant services based on findings.	Ongoing	1
13	Electric Utility	FY 2019/20 City Council Budget Priority: Vice Mayor Mahan, Councilmembers Watanabe & Davis	Civic Center Masterplan and New Utility Building	Develop a plan for the Civic Center, complete financial feasibility and options, and move forward with new utility building	Contract award, economic feasibility analysis, and phasing options Projected completion: 2021	In Progress	2
14	Finance	FY 2017/18 Workplan	Utility Billing Backlog	Eliminate billing backlog and work with Electric Utility to implement system software and infrastructure improvements for wireless electric meter reading and billing. Increase capacity for growing workforce.	Add and hire additional resources; implement software and infrastructure improvements for improved electric utility billing accuracy. Projected completion: Jun. 2020	In Progress	1
15	Finance	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Revenue Opportunities	Evaluate enhanced revenue opportunities to fund infrastructure improvements and enhance service capacity. Cost of Service fees were adopted for Phase I and II. Initial discussion on revenue opportunities occurred in Nov. 2020.	Evaluation of TOT and Infrastructure Measures are underway, and a study session is scheduled for Feb. 11, 2020. Projected completion: Nov. 2020	In Progress	1
16	Finance	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Contracting Services	Enhance city-wide purchasing training and increase department knowledge in procurement and contract practices. Presented well-attended contract writing trainings city-wide.	Looking to develop Purchasing Liaisons across City departments. Hiring a separate contracts manager for SVP. Projected completion: Jun. 2020	In Progress	1

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
17	Finance	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Financial System Improvements	Improve the City's current PeopleSoft financial system in order to streamline workload and improve efficiencies.	Issue an RFP to obtain vendors that are qualified to support and implement the list of improvements.	In Progress	2
18	Finance	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Purchasing Reform	Initiate procurement reform which will include revisions to the City's Purchasing Code and implement citywide contract management.	Revisions to the City's Code will be presented to the City Council in Spring 2020. Projected completion: Jun. 2020	In Progress	1
19	Finance	City Council	Finance Policy Update	Inventory and update Finance Department policies.	Purchasing procuring consultant to review and update procurement policies. Need to inventory and review all department policies for update. Projected completion: Nov. 2020	In Progress	2
20	Finance	City Council	City Auditor	Based on Council input, explore options for City Auditor functions; implement Council direction.	Bring to Council options for City Auditor functions in Feb. 2020 and implement Council direction. Projected completion: Jun. 2020	In Progress	2
21	Finance	City Council	Annual Audit Workplan	In Jan. 2019, City Council approved Annual Audit Workplan. Staff will work to complete items on that workplan.	Continue completing items on Annual Audit Workplan. Seek Council direction on City Auditor functions. Projected completion: Jun. 2020	In Progress	2
22	Finance	City Council	Whistleblower Hotline	Establish a whistleblower hotline.	Publicize and resource hotline number. Projected completion: Jun. 2020	In Progress	2
23	Finance	Department Initiated	Utility Billing System Replacement	Explore options to implement a new Utility Billing Systems to increase efficiency and service provision.	Review options for a pilot program involving industrial customers in coordination with Electric Utility. Projected completion: Jun. 2020	In Progress	2
24	Finance	Department Initiated	Investment Services RFP	Issue a Investment Services RFP	RFP to be posted to Bidsync. Additional consulting services may be required. Projected completion: Jun. 2021	To Be Started	2
25	Finance	Department Initiated	Banking RFP	Explore options to provide banking services. In Nov. 2019, Banking Services RFP was posted to Bidsync.	Review proposals and make recommendation to City Council. Projected completion: Jun. 2021	In Progress	2



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
26	Finance	Department Initiated	TOT Compliance	Issue a TOT Host Compliance RFP.	Short Term Rental Ordinance currently under development by Community Development Department. Looking to contract with a firm to ensure TOT compliance for STR and potential resources for Ordinance enforcement. Additional resources will be required to implement this effort. Projected completion: Jun. 2021	To Be Started	3
27	Finance	Department Initiated	Revenue Management Efficiencies	Evaluate restructuring revenue management, cashiering, and treasury services within a new division.	Review existing resources, policies and practices. Goal to be proactive in revenue management and establish centralized function for revenue collection. Projected completion: Jun. 2021	To Be Started	2
28	Finance	Department Initiated	Procurement Award	Achieve National Procurement Institute (NPI) Award for procurement best practices.	Submit for application in May 2020. Projected completion: Sept. 2020	In Progress	1
29	Fire Department	City Council	Replacement of Fire Station 5	Comprehensive needs assessment completed and preliminary design and project budget established.	Secure funding in CIP budget and proceed with design phase. Projected completion: Jul. 2020	In Progress	2
30	Fire Department	Department Initiated	Strengthen Emergency Preparedness	Submit Situation Reports to City leaders to maintain intra-city situational awareness and communication during small-scale incidents with the possibility of becoming emergencies such as severe weather.	Continue to summarize incoming activity reports from all City departments (as applicable), county partners, and stakeholders such as the National Weather Service, the Santa Clara Valley Water District and PG&E. Projected completion: Dec. 2021	In Progress	2
31	Human Resources	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmembers Watanabe & Davis	Improve HR Technology Systems	Inventory available and potential systems and/or system upgrades in order to improve service delivery and increase efficiency.	Develop a strategic plan for implementing the technology improvements, e.g., NeoGov (full capabilities) and other platforms. Action items will result in potential software acquisition, technical consulting services, and/or additional staffing.	Ongoing	2

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
32	Information Technology	FY 2017/18 Workplan	Police RMS	Selection and contract award of a new Police Records Management System	In Jan. 2020, the City will review submissions with the goal of finalizing a contract in Mar. 2020. Police, Fire and IT staff are involved in this important evaluation.	In Progress	1
33	Information Technology	FY 2017/18 Workplan	Enterprise Permit Management System	Citywide implementation of a new permitting system. Implementation began Nov. 2018. Storm drain inspections and Police permits are currently live. This modernizes the current permit system used in Community Development. There is an emphasis on making this an enterprise wide implementation.	Departments are working to complete configuration and business process definitions. Projected completion: Apr. 2020	In Progress	1
34	Information Technology	City Council	Finance and HR System Enhancements	New leadership in Finance and HR has renewed interest in system functionality and business process improvements. Over 70 updates and enhancements have been identified and being prioritized.	Finance is currently working to bring in a consultant for the financial system to help with priorities such as implementing the Fixed Asset module. Prioritized worklist items are being worked on where possible (for example profile management).	Ongoing	2
35	Information Technology	Department Initiated	Utility Billing System Enhancements	The UMIS program prioritizes efforts related to utility billing and its related applications. Current projects include an upgrade to the utility billing system (NorthStar), an IVR upgrade, a replacement Customer Self Service Portal, and other enhancements to the utility billing system.	Implementation of Utility Billing Automation Platform will automate current manual processes. This is targeted by Jun. 2020. Implement a new customer self-service portal to provide enhanced services to customers. Integration of the portal with the utility billing system has begun in order to ensure customer information is up to date in both systems. The portal is scheduled to be live by the end of FY 20/21. The utility billing contact center and voice response system will also be updated with a projected completion by end of 2020.	Ongoing	2



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
36	Library	FY 2017/18 Workplan	Improve Public Access to Library Space and Meeting Rooms	<p>Three potential improvement projects were identified within the existing Central Park Library to increase access to meeting room space. These include:</p> <p>1) Consolidation of the existing Friends Sorting Area and the adjacent Sycamore room to create a larger community room;</p> <p>2) re-purposing of a underutilized periodical office to create an additional group study room; and</p> <p>3) relocation of the Friends of the Library storage area to back of house space.</p> <p>Meetings were held with affected stakeholders to discuss the tenant improvements and site plan drawings were created. The plans are currently under review.</p>	<p>Tenant improvement plans have been reviewed by Public Works.</p> <p>Bid documents are scheduled to be issued in Jan. 2020.</p> <p>Projected completion: Summer 2020</p>	In Progress	2
37	Police	FY 2017/18 Workplan	Records Management System	<p>In Dec. 2018, SCPD issued a breach of contract letter to the vendor. The vendor had 30-days to make the appropriate corrections and provide a revised project timeline. In Jan. 2019, SCPD and the vendor mutually agreed to amend the agreement. On Nov. 19, 2019, City Council approved an amendment to agreement with Hexagon.</p>	<p>RFPs for a new WebRMS vendor are currently being evaluated, with vendor demonstrations, reference checks and site visits planned for Jan. 2020. Contract negotiations are planned for Mar. 2020; implementation schedule will be determined following negotiations.</p> <p>Projected completion: 2021</p>	In Progress	2
38	Police	FY 2017/18 Workplan	Coordinate with Santa Clara County to hire a Behavioral Health Specialist to support Patrol	<p>On Nov. 13, 2018, City Council approved 2019 grant funds from Citizens Option for Public Safety (COPS). Part of the proposal for those funds was to engage with Santa Clara County for services from a mental health provider.</p>	<p>SCPD currently in negotiations with Santa Clara County but implementation relies on availability of mental health professionals. Limited staffing from the County has delayed this effort.</p> <p>Projected completion: Fall 2020</p>	In Progress	2



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
39	Police	FY 2019/20 City Council Budget Priority; Councilmember Davis	Unmanned Aircraft System Policy Implementation	In Oct. 2019, City Council approved the Unmanned Aircraft System Policy for both Police and Fire Departments.	Departments must go through the procurement process, begin FAA licensing, identify team members, provide training and conduct community outreach. Projected completion: Summer 2020	In Progress	2
40	Police	City Council	New Technology to Support the City's Alarm Permit Process	The City is proposing to move to third-party management of the City's residential and business alarm permit process will help to realign resources in the department. On Dec. 10, 2019, City Council considered this item and deferred it to Jan. 14, 2020 to conduct additional outreach. Two community meetings were held on Jan. 7 & 8, 2020, and the results of these meetings were presented to City Council at their meeting on Jan. 14, 2020, where they also approved the vendor agreement and ordinance.	Staff is gathering additional information and will return for additional Council consideration on Jan. 28, 2020. Projected completion: Summer 2020	In Progress	1
41	Police	City Council	Transition to Lexipol for Department Policy Manual	In 2017, City Council approved an agreement with Lexipol for the long-term project of transitioning the SCPD Operational Manual to the industry standard with comprehensive, defensible department policies written by legal and public safety professionals based on current government legislation and case decisions. Due to the evolving nature of government legislation, this requires continual review of the department's over 100 policies.	Review all 100+ department policies and consider additions recommended by Lexipol. Staffing changes have prolonged this project. Projected completion: Fall 2020	In Progress	2
42	Police	City Council	Massage Ordinance Implementation	In Oct. 2019, City Council approved the Massage Ordinance. Implementation of new application, fee and management of massage ordinance began in Nov. 2019, 30-days following Council approval.	In coordination with the City Attorney's Office, SCPD is updating information and drafting notification letters to current establishments about this change. SCPD will process applications, collect fees, conduct inspections and schedule enforcement operations.	Ongoing	2

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ORANGE items: Stadium Authority FY 2019/20 Work Plan



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
43	Police	City Council	Property Crimes	In Sept. 2019, the Police Department received funding from the Board of State and Community Corrections to implement automobile burglary reduction strategies. The Department also received funding from Assemblymember Chu's office to address high levels of property crimes through participation in a regional task force with four other cities - Newark, San Jose, Fremont, Milpitas.	Task Force participation began in Nov. 2019. Participation includes evaluation of statistics, operations and procurement, as well as community outreach to residents, businesses and visitors.	In Progress	2
44	Public Works	FY 2017/18 Workplan	Prioritize Infrastructure Needs and Funding Plans to Improve Infrastructure to Grade A	On Apr. 24, 2018, City Council held a City Infrastructure Study Session to discuss current city infrastructure needs including project options, costs, and possible funding opportunities (taxes, bonds). Polling for possible Fall 2018 ballot measure re: infrastructure funding did not indicate sufficient support. Ballot measure related to infrastructure funding did not move forward.	Staff will continue to highlight the need for additional funding to support short-term and long-term infrastructure (maintenance/reconstruction) needs. This includes storm sewer maintenance, pavement, building maintenance, City parking lots, bike plan implementation, trails, ADA Transition Plan. Explore potential options for funding.	In Progress	1
45	Public Works	FY 2017/18 Workplan	Improve Pedestrian Transportation Options	Development of the City's first Pedestrian Master Plan to identify pedestrian improvements city-wide to encourage walking as an alternative mode of transportation within Santa Clara.	Present draft plan to Council for consideration. Projected completion: Winter 2020	In Progress	1
46	Public Works	FY 2017/18 Workplan	Complete Citywide ADA Assessment and Transition Plan	On Dec. 6, 2018, City Council approved an agreement with Moore Iacofano Goltsman, Inc. to prepare the City's ADA Self-Evaluation and Transition Plan. The City is required to evaluate its services, policies, and practices to identify and remove barriers to access. Last evaluation from 1993.	Public meetings and site investigations started in fall 2019. Projected completion: Mid-2020	In Progress	1



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
47	Public Works	FY 2019/20 City Council Budget Priority: Councilmember Hardy	Solid Waste and Recycling Policy Decisions	<p>The City began the process to develop new exclusive franchise agreements for the collection, transportation, and processing of garbage, organics and recyclables. City Council provided staff direction to negotiate new Successor Agreements with Recology and Mission Trail Waste Systems. On Sept. 17, 2019 staff provided the City Council with an update on successor agreement negotiations with Recology and Mission Trail Waste Systems. Council directed staff to finalize terms with Recology and bring back an agreement for consideration in fall 2019. Council indicated a preference for expanding the residential pilot food scraps recycling program citywide or mixed waste processing of garbage bins over placing food scraps and food soiled paper in Clean Green containers.</p> <p>Council authorized staff to enter negotiations with GreenWaste Recovery, Inc. for mixed waste processing services options that could potentially provide mixed processing of organics in which no new containers or split carts will be required.</p>	Agreement with Recology was approved on Dec. 2019, and on Dec. 10, 2019, City Council authorized the City Manager to execute agreements with Mission Trail Waste Systems and GreenWaste Recovery Inc..	In Progress	1



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
48	Public Works	FY 2019/20 City Council Budget Priority: Councilmember Hardy	Bike & Scooter Policy	Council approved a work plan for this item on Jan 29, 2019. Staff conducted research, held community outreach meetings, met with numerous stakeholders, and developed draft regulations. Council reviewed and provided feedback on those regulations on June 4, 2019. Updated regulations (Shared Mobility Permit Administrative Regulations) were presented to the City's Bicycle and Pedestrian Advisory Committee (BPAC) on June 24, 2019. In Sept. 2019, the City proposed a one-year extension to the temporary moratorium.	Draft regulations are available on the City website for review. Recently, there have been several new developments in regard to American Disabilities Act compliance and changes in legislation that have the potential to impact the draft Administrative Regulations. The extended moratorium allows the City sufficient time to evaluate additional considerations, including Americans with Disabilities Act compliance and evolving State Legislation regarding motorized scooter share and bicycle share programs, such as Assembly Bill 1112 and 1286.	In Review	1
49	Public Works Electric Utility Water and Sewer	FY 2017/18 Workplan	Capital Projects Management Database	Interdepartmental Capital project delivery effort to procure a modern and fully integrated Capital Projects Management Database to ensure proper project management, tracking, controls, etc.	Developing implementation framework and testing several projects. Projected completion: 2020	In Progress	2
50	Water and Sewer	FY 2017/18 Workplan	Rate Analysis	Annual analysis to ensure fair rates are developed for the delivery of Water, Sewer, and Recycled Water services based on Cost of Service analysis.	Conduct Cost of Service Analysis for three utilities (Water, Sewer, Recycled Water) and bring rate resolutions to Council on an annual basis. Projected completion: Jun. 2020	In Progress	1
51	Water and Sewer	FY 2017/18 Workplan	Development Impact Fee Study	Development impact fee study to ensure the City is compensated for additional impact from new development. Substantial work has been completed on the System Development Charges (SDC) Study. Collaboration with Public Works and City of San Jose has occurred with development of the SDC Draft report completed.	City Attorney to review draft report. Finalize future revenue forecast; update impacted ordinances; conduct necessary outreach. Projected completion: Jun. 2020	In Progress	2

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Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
52	Water and Sewer	FY 2017/18 Workplan	Hydraulic Modeling	As part of the City's CIP Asset Management Program, this modeling system is being integrated into operations and maintenance of the water system to provide ongoing system support.	The Hydraulic Model Development and Calibration scope involves updating the existing software to one that is GIS based. The software is utilized as an analytical tool to measure the City's water system performance under different operational scenarios. When fully calibrated, the model data will be used to supplement for in field data collection. The data can then be used to optimize water system performance, improve water quality, justify capital improvement projects, and support the development of a Water Supply Master Plan. Currently, the model calibration is 80% complete. The calibration completion and tool deployment are expected to be finalized by Dec. 2019. Continued implementation in 2020. Updates will continue on an ongoing basis.	In Progress	1
53	Water and Sewer	FY 2017/18 Workplan	Water Supply Master Plan & Asset Management Program	Develop a Water Supply Master Plan, Asset Management Program, and 2020 Update to Urban Water Management Plan to better understand water demands and infrastructure needs; ensure the efficient management of the service life of Water and Sewer Utilities' assets and continued service provision to the community. Urban Water Management Plan from 2015 needs to be updated by 2021 to comply with regulation.	Conduct procurement process for Water Supply Master Plan/Asset consulting services. Request for Proposals (RFP) expected to be completed by January 2020. Water Supply Master Plan and Asset Management Plan SOQ being finalized with Purchasing Dept. Projected completion: Jul. 2021	In Progress	2



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
54	Water and Sewer	FY 2017/18 Workplan	Serra Tanks Rehabilitation	<p>Conduct assessment and rehabilitation of three water storage tanks.</p> <p>Our design consultant NV5, Inc. finished the 100% design and specifications on Sept. 26, 2019. The bid solicitation for construction services was advertised in Bid Sync on Sept. 27, 2019. Two bids were received on Oct. 21, 2019.</p>	<p>Assess three water storage tanks and conduct necessary rehabilitation, including safety improvements and required upgrades.</p> <p>Review bids received and recommend award of bid to top submittal. Projected completion: Jan. 2022</p>	In Progress	2
55	Water and Sewer	FY 2017/18 Workplan	New Well Feasibility & Construction	Study feasibility of new wells and construct new wells as identified in feasibility study	<p>Evaluate Feasibility Study proposals. Well design was completed in Dec. 2019. Construction of well and pump station facilities will follow after competitive procurement. Projected completion: Jan. 2022</p>	In Progress	2
56	Water and Sewer	FY 2017/18 Workplan	Sewer Condition Assessment Program	On Aug. 27, 2019, City Council approved contract for additional sewer assessments for the condition of the City's sewer pipes and appurtenances using CCTV technology. This is required by the City's agreement with Northern California River Watch, which requires regular condition assessment and repair of City sewer infrastructure.	<p>Continue assessment by City staff using CCTV Truck. Projected completion: Mar. 2021</p>	In Progress	2



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
57	Water and Sewer	FY 2017/18 Workplan	Regional Wastewater Facility (RWF) CIP	Collaborate with the City of San Jose to ensure cost efficient project delivery of CIP programs at the RWF.	Implement financing to cover City share of CIP costs at the RWF as identified in the Water & Sewer Rate Study. Continue collaboration through involvement in the Treatment Plant Advisory Committee (TPAC). Coordination with Finance Dept. And financial consultants on the \$40-\$50 million in private financing needed to fund Santa Clara's portion of San Jose/Santa Clara Regional Wastewater Facility capital projects. Term of the debt service is planned to be approximately 20 years. In Apr. 2020, City Council will consider approving financing. Projected completion: Apr. 2020	In Progress	2
58	Water and Sewer	FY 2019/20 City Council Budget Priority: Councilmember Hardy	San José-Santa Clara Regional Wastewater Facility - improved operations and transparency of expenditures	Staff is currently tracking this issue. Staff continues to work closely with San Jose and Tributary Agencies, making strides in improving transparency related to operations, CIP projects, and expenditures along with collaboration and communication.	Staff collaboration and transparency related to expenditures, bid awards, contracts, CIP progress updates has improved. Santa Clara staff and City of San Jose staff continue to meet monthly to discuss expenditures, project schedules and ways to enhance communication and transparency for all participants including tributary agencies. In 2020, the City received a \$9.3M reimbursement from monies paid in FY18/19 as part of the adjustment and reconciliation annually completed at the end of each fiscal year.	Ongoing	1
59	Water and Sewer	City Council	Potable Water Transmission Main Condition Assessment	Condition Assessment of water transmission main line that connects the southern and northern portions of the City.	Complete an SOQ from consultants, contract with a consultant to complete a condition assessment of the potable water transmission main line. Projected completion: Dec. 2020	To Be Started	2

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Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
60	Water and Sewer	City Council	Phased Implementation of Advanced Metering Infrastructure (AMI)	Utilizing Silicon Valley Power's technical infrastructure to accomplish a phased implementation of AMI through targeted water meter replacements.	Work with Municipal Services to replace water meters on targeted route(s). Work with Santa Clara Valley Water District (Valley Water) to change meters on City wells to AMI. Projected completion: Dec. 2020	To Be Started	2
61	Water and Sewer	City Council	Related - Water Operations and Maintenance Plan	Staff is collaborating with Department of Public works to ensure Division of Drinking Water (DDW) approval of Operations and Maintenance Plan based on the conditional approval letter from June 15, 2017 for the long term protection of the public water system.	Working with consultants to complete plan check review, site inspections, and coordination of regulatory agencies on water and recycled water plans, both on and offsite.	In Progress	2
62	Water and Sewer	Department Initiated	Water Main Replacement	The City works to replace approximately 10,000 linear feet (LF) per year of water main. Internal Water & Sewer Utilities staff is used for this task.	Continue to replace water main as needed based on annual replacement goal and as needed to respond to emergencies.	In Progress	1
63	Water and Sewer	Department Initiated	Sewer Main Repair/ Replacement	Repair and replace sanitary sewer main segments as required based on ongoing assessments and in response to emergencies.	Continue to replace sanitary sewer main segments as required to maintain a healthy sanitary sewer system.	In Progress	1
64	Water and Sewer	Department Initiated	Sewer Force Main Assessment	The sanitary sewer force main is approximately 13,500 linear feet (LF) and runs from Rabello and Northside Pump Stations to the Regional Wastewater Facility (RWF). A large majority of the City's waste flow is transmitted via this line. Given the consequences of potential failure of this line, staff sees a need to assess its condition.	Secure a contract for force main assessment. Using existing televising (CCTV) technology is not feasible. Projected completion: Jul. 2022	Not Budgeted	2



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
65	Water and Sewer	Legislative Mandate	Water System Risk and Resiliency	Risk and Resilience Assessment (RRA) to comply with requirements in the America's Water Infrastructure Act (AWIA). The AWIA requires utilities to conduct an RRA of their community water systems and to develop a corresponding Emergency Response Plan (ERP).	Complete Risk and Resiliency Assessment (RRA) of the City's potable water system to comply with congressional action and certify completion of RRA to USEPA by Mar. 30, 2020. Report is being done by a contractor with staff support. Projected completion: Mar. 2020	In Progress	2
66	Water and Sewer	Legislative Mandate	Emergency Response Plan	Update Emergency Response Plan (ERP) based on certified Risk and Resiliency Assessment.	Complete Emergency Response Plan as required by USEPA and certify completion of the ERP by Sept. 30, 2020 to USEPA. Report is being done by a contractor with staff support. Projected completion: Sept. 2020	In Progress	2



Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
67	Assistant City Clerk's Office	FY 2017/18 Workplan	Implement a Boards and Commissions Recruitment, Selection and Appointment Policy	Present a draft policy to the Governance and Ethics Committee which encompasses the recruitment, selection and appointment process.	The Assistant City Clerk will present this information at the Feb. 10, 2020 Governance and Ethics Committee meeting.	In Progress	1
68	Assistant City Clerk's Office	FY 2017/18 Workplan	Update the Records Retention Schedule	The City's Retention Schedule was last updated in Aug. 2012. Collaborate with the City Attorney's office to update the City's Retention Schedule.	Prepare an RFP to select a consultant to assist City Attorney's Office and Assistant City Clerk in updating the retention schedule. Projected completion: End of 2020	In Progress	3
69	Assistant City Clerk's Office	FY 2017/18 Workplan	Implement Laserfiche Repository	In FY 2017/18, the City purchased Laserfiche software for records repository. On April 8, 2019, a discussion was had about the Laserfiche software key milestones. It was suggested that the timeline be adjusted. A soft launch of Laserfiche was launched with the City Attorney's office to assist with work process.	A broader implementation is anticipated in fall 2019 which will largely begin with scanning documents, establishing user rules, and other organizational preparations. Upon completion, Laserfiche will allow City departments to scan vital records to a "central repository for enterprise records management of vital records." Projected completion: Est. end of 2021	In Progress	2
70	Assistant City Clerk's Office	FY 2017/18 Workplan	Manage Public Records Request	Launched NextRequest Online Public Records Portal on Oct. 21, 2019	Manage the Public Records workflow through NextRequest to provide timely responses, conduct quarterly check-ins with staff utilizing the new software, and provide training as needed.	Ongoing	1



Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
71	Assistant City Clerk's Office	Governance and Ethics Committee Referral	Implement Lobbyist Enforcement Process	On Apr. 25, 2019, the Governance and Ethics Committee directed the City Attorney's Office to look at the next steps in enforcing the Lobbyist Ordinance when there is non-compliance.	Collaboration between the City Attorney's office and the Assistant City Clerk's office in researching the next steps on enforcement to the Lobbyist Ordinance and return to the Governance and Ethics Committee meeting to report out findings at the 1st quarterly meeting in 2020. Projected completion: 1st 2020 Quarterly Meeting	In Progress	1
72	City Clerk	Governance and Ethics Committee Referral	Implement the Dark Money Ordinance	On Apr. 25, 2019, the Governance and Ethics Committee directed the City Clerk look into the next steps to enforce non-compliance of Dark Money ordinance. On Jan. 14, 2020, the City Clerk presented information and a call to residents to be on the look out for Dark Money Ordinance violations. This was prompted by a telephone poll happening in the City without required filing of expenditures yet received.	The Assistant City Clerk and the City Clerk will continue to proactively push out information on the Dark Money Ordinance and campaign filing deadlines during the election cycle and are ready to receive and respond to complaints.	In Review	1
73	City Clerk Assistant City Clerk's Office	City Council	Conduct a Special Election on March 3, 2020	A special election was called on Sept. 4, 2019, for the election of the elected office of the Police Chief to fill the unexpired term ending Nov. 2020.	Coordinate and collaborate with the City Clerk to run a seamless process from issuing the nomination papers to the new Police Chief taking office. Projected completion: Mar. 2020	In Progress	1



Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
74	City Clerk Assistant City Clerk's Office	City Council	Implementation of Measure N and Charter Amendment Ballot Measure and Public Education	<p>The City Council placed an advisory measure on the Nov. 2018 ballot to determine if the voters wanted to engage in a public process to draft charter amendment language ("Measure N"). Santa Clara voters approved Measure N with more than 70% of the vote on Nov. 6, 2018.</p> <p>In Jul. 2019, the City Council appointed a 7-member Charter Review Committee (Committee) charged with conducting public outreach and making recommendations related to district elections and a potential ballot measure for Mar. 3, 2020. Collaboration between the City Clerk, City Attorney and the Assistant City Clerk.</p>	<p>Collaboration between the City Clerk, City Attorney and City Manager's Office in the preparation and production of educational material and a communications plan for the elections.</p> <p>Projected completion: Jan. 2020</p>	In Progress	1
75	City Manager's Office	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Communications Consultant	The Committee and City Council directed the City Manager to procure communication consultant services.	Staff conducted a procurement process that has resulted in the City hiring two consulting firms to assist with overall communication services. The communication firms will be present at the Council Priority Setting Session in Jan. 2020.	In Progress	2
76	City Manager's Office	FY 2019/20 City Council Budget Priority: Councilmember O'Neill	Love Santa Clara Initiative	Develop Love Santa Clara initiative; campaign goals yet to be defined. 2020 City Calendar & Annual Report were published with a "Love Santa Clara" theme.	Communications & Outreach Manager starting in Jan./Feb. 2020. This position, along with a communications firm, will assist in developing and implementing this program in collaboration with the City Council and the community.	In Progress	2

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Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
77	City Manager's Office	FY 2019/20 City Council Budget Priority: Councilmember Watanabe	Meeting Management and Council Meeting Protocols	The City Manager has implemented self-imposed restrictions on the number of General Business/Public Hearing items per agenda, as well as noticing the meeting to address some items at 6 p.m.	City Council may consider its own meeting management restrictions (e.g. SOD, time for comments, etc.)	In Progress	1
78	City Manager's Office	City Council	Upgrade e-subscription System for City News and Updates	The City will be using a new GovDelivery system (now owned by Granicus) which is more robust and provides more branding opportunities. Contract executed with website vendor in Aug. 2019.	Once website redesign project is completed, staff will begin implementation of new e-subscription system and revisit categories for e-subscriptions. Projected completion: Spring 2020	In Progress	2
79	City Manager's Office	Economic Development, Communications and Marketing Committee	Communications Assistance to Non-City Organizations	In collaboration with City Attorney's Office, reviewing opportunities for the City to provide communications/outreach assistance to non-City organizations, similar to the City of Palo Alto.	A Community Partners webpage will be created and will include a clear set of criteria required in order to be listed on the site. Staff will also develop a communications outreach plan to connect with Santa Clara organizations that may want to be included on this page. A preview of the webpage is anticipated to be presented to the EDCM Committee at their meeting on Feb. 19, 2020.	In Progress	2
80	City Manager's Office	Department Initiated	Alert & Warning Work Group	Increase the capability of the City to issue effective community alerts and warnings; develop templates for emergency messaging (City-issued alerts and warnings); and determine SOPs and approval process for issuing emergency alerts.	Develop and finalize SOPs for emergency alerts and warnings to the public and employees. Projected completion: Jun. 2020	In Progress	2

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Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
81	City Manager's Office	Department Initiated	City Newspaper Redesign	Modernize Inside Santa Clara City newspaper for print and online consumption with a 4-color design and streamline content into an 8-page publication.	After a competitive process, a creative services firm was selected in Dec. 2019. A redesign process will begin with goal of new City newspaper developed for Summer 2020 edition. Currently, conducting a community survey to gather feedback about the current publication. Projected completion: Summer 2020	In Progress	2
82	City Manager's Office	Department Initiated	City Website Redesign	Redesign City of Santa Clara website including the development of three subsites. After conducting public beta testing, focus groups, on-site testing and on-line surveys in fall 2019, the website was launched in Dec. 2019.	Continue to monitor and update pages as necessary. Work with vendor and IT to ensure accurate and accessible information. Projected completion: Jun. 2020	In Progress	1
83	City Manager's Office	Legislative Mandate	Census 2020 Information and Outreach	Census Day is on Apr. 1, 2020, and the City has been working with local, regional, and federal partners to spread awareness about available resources and updated information.	Continue coordinating with local organizations to provide resources and information to the community. Projected completion: June 2020	In Progress	2
84	Electric Utility	FY 2017/18 Workplan	Strategic Plan Implementation: Customer Engagement and Satisfaction	Prepare customer engagement plan – Initiative acknowledges the need to routinely and fully communicate with stakeholders/customers and collect their feedback on the opportunities and challenges.	SVP continues to document and refine the engagement plan to create greater transparency, inclusion and dissemination of information to both internal and external stakeholders. The Customer Engagement Plan has multiple parts; a Communication Outreach Plan, an Internal Engagement Plan, and an Outage Communication plan. In 2019, the potential for PSPS shutoffs have taken prominence in customer communication.	Ongoing	2



Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
85	Finance	FY 2017/18 Workplan	Revised Financial Documents and Reporting Format to Facilitate Greater Understanding	The monthly status reports, Budgetary Year-End Report, and Biennial Operating Budget was updated to provide a better understanding and greater transparency related to the financial position of the City.	Revisions to the upcoming Biennial Capital Improvement Program is anticipated to be released in spring 2020. In addition, efforts are underway to have an interactive budgetary portal on the website for residents to understand budgetary information.	Ongoing	1
86	Finance	Department Initiated	Budget Award	In Sept. 2019, City submitted an application for the Government Finance Officers Association (GFOA) Budget Award.	Receive notification from GFOA on application status. Projected completion: Jun. 2020	In Progress	1
87	Human Resources	FY 2017/18 Workplan	Increase Volunteer Opportunities	Contracted with an automated volunteer system, Volgistics The City continues to accept volunteer applications and has over 2,400 volunteers age 14 and older.	Continue to accept volunteer applications on an on-going basis, specifically outreach for City-wide events, as needed. Staff will develop a performance review process and metrics to determine value added.	Ongoing	1
88	Information Technology	FY 2017/18 Workplan	Enterprise Document Management System	In fall 2019, Laserfiche was implemented as the City's document management system. The primary focus is to replace Sire, the existing system, implement the existing retention schedule, digitize paper records and enhance business processes.	Implementation is underway for the City Clerk, Fire Hazmat and SVP, the primary users of the old system. This is to be completed by March 2020. Subsequently, the remaining users and data from Sire will be migrated based on departmental staff capacity. The project is a significant demand on Assistant City Clerk's Office and departments The City Attorney Legal Service Request workflow has been implemented for six departments as a business process improvement. Remaining departments are to be implemented by Jul. 2020. Digitization of paper records will continue based on resources and capacity.	In Progress	2



Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
89	Information Technology	FY 2017/18 Workplan	E-discovery Systems	All departments (except SVP) have been migrated to Office 365. eDiscovery capabilities are now available to the city on the O365 platform. IT staff is currently using Microsoft eDiscovery for email PRA searches.	Based on staff availability, next steps include providing training and support of eDiscovery capabilities to identified staff.	In Progress	
90	Police	Legislative Mandate	Senate Bill 978	On Sept. 30, 2018, the Governor approved SB978 which expands disclosable records to include posting current policies and training materials on the department website as of Jan. 1, 2019.	In conjunction with the department's transition to Lexipol, continue to review policies and training materials, redact as necessary, convert to PDF and upload to department website. Projected completion: Summer 2020	In Progress	2
91	Police	Legislative Mandate	Senate Bill 1421	On Sept. 30, 2018, the Governor approved SB1421 which expanded CA PRA language to require disclosure of personnel records, including training, officer involved shootings, serious uses of force and misconduct (e.g. sexual assault involving a member of the public, dishonesty, etc.) as of Jan. 1, 2019.	Through the FY 2019/20 budget process, the Council approved a position to address SB1421 and AB748. The Records Unit is currently understaffed and has two vacancies. Recruitment for these positions will begin in Jan. 2020 and hope to be filled in summer 2020. Projected completion: Summer 2020	In Progress	2
92	Police	Legislative Mandate	Assembly Bill 748	On Sept. 30, 2018, the Governor approved AB 748 which requires law enforcement agencies to provide video and audio recording related to critical incidents within 45-days of the incident, with limited exemptions for an extension, effective July 1, 2019. SCPD has retained vendors to fulfill this requirement as needed prior to the availability of internal resources.	Working with vendors to address this need as necessary. In coordination with IT staff, acquire technology to redact audio/video according to the law. Train personnel on the new technology. Projected completion: Summer 2020	In Progress	2



Enhance Community Sports and Recreational Assets

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
93	Parks and Recreation	FY 2017/18 Workplan	Funding Strategy for Facility Maintenance and Modernization	The City has limited funding mechanisms to support on-going maintenance and modernization of park and recreational amenities. While impact fees can be used to build and/or rehabilitate facilities, they cannot be used for ongoing maintenance and the City's aging inventory requires the investment of resources larger than the General Fund can currently support as noted in the Kitchell report. In recent years, the City has successfully employed a strategy to mitigate future maintenance impacts by requiring new residential developments to provide for construction and maintenance of parks in that development as a condition of approval; however, this does not address the lack of a revenue source to support maintenance and modernization of the City's inventory of existing parks and recreation facilities.	Modernization of the City's aging facilities will require the identification of additional new funding sources. Efforts are underway to prioritize unfunded projects and to evaluate the feasibility of a revenue generating tax measure for consideration on the Nov. 2020 ballot. The Council has requested additional information on the differences between a parcel tax and a general obligation bond. A study session with the Council will be held on Feb. 11, 2020 on this issue.	In Progress	2



Enhance Community Sports and Recreational Assets

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
94	Parks and Recreation	FY 2017/18 Workplan	Develop City-wide Parks and Recreation Master Plan and Implementation Schedule	The City of Santa Clara does not currently have a master plan to guide the development of new parks as well as maintain and operate existing recreational amenities. The proposal to develop a Parks and Recreation Master Plan is intended to help inform policy decisions related to park and recreation amenities within development proposals and evaluate their impact on the City's quality of life in neighborhoods.	The next step to advance this project is to gather data from comparable cities, draft a scope of work for the Master Plan and develop milestones and a timeline for completion. However, due to the unprecedented level of development, staff resources are focused on day-to-day operational issues and progress on this strategic initiative will require the investment of additional staff resources and outside consulting support. Staff is evaluating alternative mechanisms to fund this project.	In Progress	3
95	Parks and Recreation	FY 2017/18 Workplan	Strategic Acquisition of New Parkland	High-priority locations for new parkland are adjacent to existing neighborhood and community parks.	Periodic appraisals of parcels and review of for sale properties. Policy to set aside a percentage of Mitigation Fee Act and Quimby Act funds for acquisition.	In Progress	1
96	Parks and Recreation	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Explore options for small dog parks at existing parks	Funds were added to support dog park improvements to Raymond G. Gamma Dog Park, as part of the Reed & Grant Streets Sports Park Project.	Staff continues to explore feasibility and neighborhood support of dog parks in neighborhood parks. Any specific build outs or recommendations could be considered within the CIP Budget during the next cycle.	Ongoing	1

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Enhance Community Sports and Recreational Assets

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
97	Parks and Recreation	FY 2019/20 City Council Budget Priority; Mayor Gillmor	Update fee schedule and policy for use of Community Spaces by the public; cost, availability, and procedure for community rooms citywide	As part of the ongoing Municipal Fee Schedule Update that was initiated in FY 2018/19, the Council discussed community room rentals and non-profit fee structure at a study session on Jul. 16, 2019. The Library and Parks and Recreation Departments have worked together to ensure the fees are consistent. City Council held a study session on Dec. 17, 2019 to discuss the proposed Community Room Fee Policy and provide direction. On Jan. 14, 2020, City Council provided direction on fees for community spaces and room rental and requested additional information from staff.	A follow-up study session will be held on Mar. 17, 2020 with final recommendations to be brought to Council for approval on Mar. 31, 2020. Any changes approved by the City Council would go into effect July 1, 2020 in order to allow for community outreach and education regarding the new fees.	In Progress	1
98	Parks and Recreation	City Council	Magical Bridge All Inclusive Playground	City received an All-Inclusive Playground Grant for new Arbor Center Playground in Central Park from the County of Santa Clara. On Sept. 19, 2019, the City Council announced an agreement with Magical Bridge Foundation to help bring an all-access and inclusive playground to Santa Clara. Groundswell Architects will complete the design.	Develop schematic design; conduct community input; present to Parks & Recreation Commission for review and recommendation; present to City Council for review and approval; develop design; begin construction. Additional funding may be needed for new ADA restroom, accessible drop-off (Kaiser/Kiely entrance) and parking. Projected completion: Q1 2022	In Progress	1
99	Parks and Recreation	Department Initiated	Park & Playground Rehabilitation Projects	Rehabilitate Homeridge Park Playground, Montague Park, Agnew Park Playground.	Design development & construction bid. Projected completion: 2021	In Progress	1

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Enhance Community Sports and Recreational Assets

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
100	Parks and Recreation City Manager's Office	FY 2017/18 Workplan	CityPlace 34-Acre Park	The Parks & Recreation Commission (PRC) adopted this goal as part of their 2019-20 Work Plan. Staff has met with Parks & Recreation Commission about this item. Some funding has been proposed for Project for Public Spaces (PPS) to conduct initial community input. Funding is anticipated from various housing developments in the Tasman East area.	Community Park North will be developed in phases. The City anticipates receiving \$5M from Related Santa Clara for design and construction of Phase One. Currently, the City has not identified funding for Phase Two. This will require the identification and approval of an alternative revenue source, i.e. bond measure, impact fee allocation, grants, etc. Phase One will include the following schedule: Placemaking and outreach now through fall 2020; issue RFP in fall/winter 2020; develop design and conduct additional outreach spring 2020; Parks & Recreation Commission and Council review in fall/winter 2021; design development in 2022; issue bid in early 2023; construction 2023-2024. Phase Two Park improvements will include design development for bid/constructed based on Master Plan park design, amenities and additional funding (approximately \$57M depending upon average amenities and site constraints).	In Progress	2



Enhance Community Sports and Recreational Assets

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
101	Public Works	FY 2017/18 Workplan	Develop and Improve Creek Trail Network Along Calabazas Creek, Hetch Hetchy Right-of-Way, and Saratoga Creek.	<p>Develop a Creek Trail Expansion Master Plan along the following three corridors: (1) Calabazas Creek - Benton St. to SF Bay Trail/Highway 237, (2) State of California Hetch Hetchy Right-of-Way - Calabazas Creek to the Guadalupe River, and (3) Saratoga Creek - Forbes Ave to Homeridge Park and Central Park to Monroe St.</p> <p>Goal is to identify trail opportunities that will encourage use of the trails for commuting and recreation.</p>	<p>Next steps include continued coordination and stakeholder meetings with necessary partners regarding Right of Way and creek modeling. The admin draft of Master Plan is scheduled for spring 2020. Projected completion: Summer 2021</p>	In Progress	1
102	Public Works	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Restroom at Fairway Glen Park	Allocated \$900,000 in Parks and Recreation Capital Fund project for construction of a restroom at Fairway Glen Park. RFP was issued in Dec. 2019.	The design phase is projected for completion in late 2020, and construction in mid-2021. These dates are tentative and subject to change.	In Progress	2

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ORANGE items: Stadium Authority FY 2019/20 Work Plan



Ensure Compliance with Measure J and Manage Levi's Stadium

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
103	City Attorney's Office City Manager's Office	City Council	Termination of Management Agreement	On Sept. 17, 2019, the Stadium Authority terminated the management agreement with the Forty Niners Management Company that allowed them to manage non-football entertainment events at Levi's Stadium on behalf of the Stadium Authority.	The Forty Niners filed a lawsuit in the Santa Clara Superior Court to block the termination. This item is currently in litigation.	In Progress	
104	Executive Director/Finance	FY 2017/18 Workplan	Manage Stadium Agreements, Financial information, and Neighborhood impacts	<ol style="list-style-type: none"> 1. Rigorous review of budget development - develop a work plan (Dec. - Mar.) that includes public safety costs 2. Continued management/compliance of Stadium Authority agreements 3. Monthly meetings with Stadium Authority staff and ManCo 4. Completion of Harvey M. Rose audit recommendations 5. Negotiated a CFP agreement that protects the City and the Stadium Authority 6. Implementation of trash clean-up around the Stadium after NFL and Non-NFL events. 7. Continued noise monitoring 	Complete a third-party forensic review of Non-NFL event documents and financial information in spring 2020.	Ongoing	1
105	Finance	FY 2017/18 Workplan	Ad-hoc Audit Committee Review of Audit Implementation Progress	Staff has completed 68% (25 of 37) of the Audit Recommendations. The remaining audit recommendations are "partially complete".	A status update will be presented to the Audit Committee in Feb. 2020. Projected completion: Jun. 2020	In Progress	1



Ensure Compliance with Measure J and Manage Levi's Stadium

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
106	Public Works	Stadium ADA Settlement Agreement	Complete numerous ADA improvements in the public right of way around Levi's Stadium as a result of a class action lawsuit.	The City was involved in a class action lawsuit related to accessibility in and around Levi's Stadium. As a result of the Settlement Agreement, the City is required to make numerous improvements spelled out in the agreement.	The Settlement Agreement needs to be approved by the Court in early 2020. Public Works has began the procurement effort to select a design consultant.	In Progress	1
107	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	Community Room	Resolution of Community Room location, policy/guidelines for use.	Return to Board to seek input on proposed next steps, including evaluation of other locations discussed in 2018. Develop policy/guidelines for use.		
108	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	ADA Compliance	Complete ADA compliance with improvements to Stadium Main Lot that include accessible parking spaces and other solutions to prioritize ADA compliance.			
109	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	Fiscal Transparency and Accountability	Continue effort to provide real-time accounting of Non-NFL Events at Levi's @ Stadium and validation of financial information provided for past years. Procurement of a separate Stadium Authority Financial System is underway to provide real-time accounting information. Stadium Authority Board approved the CAFR in Sept. 2019. The Q4 financial report was presented in Dec. 2019.	A forensic accountant has been procured and assigned to review Non-NFL Event documentation for prior years and should provide a report in spring 2020. An update on the Harvey M. Rose audit recommendations will be provided in Jan./Feb. 2020.		
110	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	Public Safety Service Model	Provide a safe and family friendly environment for NFL and Non NFL events at Levi's@ Stadium, while addressing the impacts to neighborhoods as surfaced in the community research effort.	SCSA staff implemented public safety experts' recommendations and piloted new practices across departments.		
111	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	Public Safety Service Model - Emergency Operations	Clarify and document roles and responsibilities for Emergency Operations.	SCSA staff reviewed model to determine where appropriate to make updates and/or implement best practices		



Ensure Compliance with Measure J and Manage Levi's Stadium

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
112	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	Public Safety Service Model - Lafayette Overpass at Tasman	Reduce traffic and neighborhood protection issues on Lafayette.	Evaluate rideshare options (locations, signage, enforcement). Initiate capital project to install fencing on Tasman. Continue efforts to reduce traffic and neighborhood protection issues on Lafayette.		
113	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	Public Safety Service Model - Neighborhood Protection	Reduce impact of NFL and Non NFL events at Levi's® Stadium on surrounding neighborhoods with ongoing and predicable protections.	Evaluate current deployment, implement changes. Present parking permit program to Board for consideration. Develop consolidated parking plan for NFL and Non NFL Events that encompasses all City permitted offsite parking lots. Staff evaluated existing communication strategies and implemented new outreach efforts, such as posting traffic advisories to notify the community.		
114	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	San Thomas Aquino Creek Trail	For security reasons, San Thomas Aquino Creek Trail is closed in association with events at Levi's Stadium. However, the City continues efforts to maintain accessibility to the creek trail and/or safe alternative routes.	By review of other venues with shallow security perimeters and consultation with Homeland Security, evaluate options for keeping trail open during events and/or providing alternate routes if trail is closed.		
115	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	SCSA Board Policy Manual	Develop additional policies for SCSA Board Policy Manual that support effective governance, fiscal transparency and accountability. Some policies proposed are financial reporting; flags flown at Levi's® Stadium; non NFL event planning.	Continue to create manual, beginning with Governance and Budget policies. Identify areas where policies are appropriate and propose drafts for the Board's approval.		



Ensure Compliance with Measure J and Manage Levi's Stadium

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
116	Stadium Authority	FY 2019/20 Stadium Authority Work Plan	SCSA Annual Audit Work Plan	Promote honest, efficient, effective and fully accountable city government through accurate, independent and objective audits. SCSA Auditor workplan was approved by the Stadium Authority (SA) Board and Council for FY2019/20.	<p>Analyze SA's review procedures for Non NFL Events' revenues and provide feedback on procedure and control issues, if any.</p> <p>Review SA Financial Reporting Policy with staff and external auditors and providing feedback on best practices.</p> <p>Hire consultant to assist SA with implementing a new Financial Management System (FMS) for ManCo staff. Once the FMS implementation is completed, staff will revisit all business processes with the consultant and develop financial policies and procedures for SA.</p> <p>Projected completion: Dec. 2021</p> <p>Retain consultant to review past Construction Fund and Public Safety transactions and provide feedback on the allocation of staff charges.</p> <p>Projected completion: Apr. 2020</p> <p>Retain consultant to conduct Annual External Financial Audit for SA through FY2019 & FY2020. Procure another audit contract for FY2021 and on.</p> <p>Retain consultant to audit Non-NFL Events and prevailing wage contracts.</p> <p>Projected completion: N/A. Depends on how soon ManCo can provide the data to the consultant.</p> <p>Retain consultant to audit the CFP National Championship event (contracted audit services).</p> <p>Projected completion: Apr. 2020</p>		

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Manage Strategically Our Workforce Capacity and Resources

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
117	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Davis	Hold back on Kylli project until staffing issues are addressed	Applicant has paid \$191,810 in fees to support review.	Staff continues to monitor staffing needs as the project continues.	In Progress	2
118	Fire Department	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmember Davis	Innovative Firefighter Recruitment (pilot)	Two-year pilot to increase diversity of new recruits in the Fire Department by utilizing innovative techniques and technology to broaden our outreach.	Continue to monitor recruitment process through candidate outreach so as to provide updates through the projected hire date of Jul./Aug. 2020. Continue social media presence for additional hiring needs. Projected completion: Dec. 2020	In Progress	2
119	Fire Department	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmember Davis	Santa Clara Fire In-House Academy (Fire Academy Overtime and Supplies)	In-house academy for up to 12 firefighter recruits, which includes overtime costs and supplies needed to conduct the academy.	Planning for this academy will begin Mar./Apr. 2020. Projected completion: Jan. 2021	In Progress	2
120	Fire Department	City Council	FireFlex Wellness Program Full Implementation	FireFlex Functional Movement Pilot Program to increase wellness of department personnel. Phase I completed Dec. 2018.	Evaluate program upon completion of Phase 3 to determine viability and need for ongoing training. Projected completion: Dec. 2020	In Progress	2
121	Human Resources	FY 2017/18 Workplan	Performance Management Program	Revise performance appraisal guidelines and improve tracking mechanism.	Develop enhanced and revised performance appraisal guidelines with existing staff capacity.	In Progress	2



Manage Strategically Our Workforce Capacity and Resources

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
122	Human Resources	FY 2017/18 Workplan	HR Department Organization Assessment	Incorporate organization assessment recommendations from outside study into strategic workplan to increase capacity and efficiencies. Management Partners made 65 recommendations. All duties for all staff have been identified and reassignments have been made; job duties have been centralized by functional area (i.e. benefits, employment, classification and comp, training, etc.).	All job duties now have a backup, and cross training for assigned duties to be completed by Mar. 2020. Internal manuals will be created for transactional ongoing duties, which is expected to be completed, reviewed, and approved by Division Manager or higher by Jun. 30, 2020.	Ongoing	2
123	Human Resources	FY 2017/18 Workplan	Update City Policies	Update key City policies to maintain compliance with State and federal guidelines, legal requirements, and HR best practices.	Revise policies, conduct outreach with relevant bargaining groups, finalize and implement. Currently reviewing RFP responses for updates/amendments to Civil Service Rules and Personnel and Salary Resolution.	Ongoing	3
124	Human Resources	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmembers Watanabe & Davis	Update Recruitment Process	Update the City's recruitment process to include additional technology and streamlined processes. In Apr. 2018, HR added paperless recruitment process. In Jan. 2020, HR no longer required pre-employment medical evaluations for Unit 9, City Manager, City Clerk, City Attorney and Mayor and City Council positions due to the sedentary nature of the positions. Starting in 2020, the Civil Service Commission is scheduled to meet monthly instead of bi-monthly.	Review class specifications with outside vendor to study job physical requirements for accuracy and corresponding required pre-employment physical recommendations. Occu-Med is targeted to meet with Directors and unions in Feb. 2020 to provide an overview of the project and timeline. Upon completion of project, classification specifications will be update to reflect current physical requirements. Revamp the new hire orientation and automate new hire material and forms. Includes 1-2 minute video of City of Santa Clara, PowerPoint presentation, tour, and central website for all new hire enrollment forms/documents. This is anticipated to be rolled out by Feb. 2020. Projected completion: Spring 2020	In Progress	1

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Manage Strategically Our Workforce Capacity and Resources

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
125	Human Resources	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmembers Watanabe & Davis	Update Civil Service Rules and Employee- Employer Relations Resolution	Revise EERR and Civil Service Rules for adoption by City Council. Purpose of revision is to streamline, clarify and bring into legal compliance the City's policies and procedures around employee relations and the recruitment and classification processes.	RFQ has been issued to firms expert in this area. After completion of current collective bargaining process for open contracts, there is a window of time available for development, review and any required meet and confer processes for the updates. Projected completion: Fall 2020	In Progress	2
126	Human Resources	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmembers Watanabe & Davis	Internship Program	Implementation of an internship program for high school, undergraduate, and graduate students to build skills, gain professional exposure to the functions of municipal government and engage in work experience that could stimulate future interests in possible careers in the public sector.	Currently collaborating with Santa Clara Unified School District to execute an agreement in which internships for high school students will be paid by a school grant for up to 150 hours per student. Also participating in Regional County Internship Program. Draft Student Internship Policy and classification specification for Student Intern I/II/III currently being reviewed by CMO; final documents will be brought forward for City Council approval. Interest request forms to be completed by departments; job announcement will available in spring 2020. City will also be participating in various college job fairs. Projected completion: Spring 2020	In Progress	1
127	Human Resources	FY 2019/20 City Council Budget Priority: Mayor Gillmor Councilmembers Watanabe & Davis	Recruitment and Selection	As part of the FY2019/20 and 2020/21 Adopted Operating Budget, an additional 15.50 FTE positions were added city-wide. With the addition of these new positions, the city-wide vacancy rate is approximately 11.00% (excluding As-Needed recruitments).	The HR Department is actively conducting recruitments for approximately 70% of its vacancies (as of Jan. 2020).	Ongoing	1

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ORANGE items: Stadium Authority FY 2019/20 Work Plan



Manage Strategically Our Workforce Capacity and Resources

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
128	Human Resources	Department Initiated	Conduct Employee Survey	The City conducted an employee survey in mid-2019 and shared the results with the City Council and the organization in Oct. 2019.	Human Resources and CMO will work with the organization to develop next steps based on the results of the employee survey.	In Progress	1
129	Human Resources	Department Initiated	Employee Development Program	Establish formal employee development program. The City has expanded both the number of trainings available and the types of trainings offered. A broader range of employees are now eligible to participate in training opportunities and classification specific trainings are now available (i.e. quarterly meetings for management staff). A partnership with Study.com also provided new avenues for advancement through a Working Scholars Program where staff can earn a bachelor's degree online through the City's Tuition Reimbursement Program.	Identify and offer additional citywide training for employees; develop a supervisory training for new supervisors; and various trainings on communication, project management, time management, performance appraisal, etc. will be offered to employees.	In Progress	2
130	Human Resources	Department Initiated	Database Management for Training and Certifications	Improve and centralize tracking of completed training and certifications, including fingerprinting clearance.	Efforts have restarted with the Finance/HR/IT steering committee to refocus efforts on improving HRIS functionality. Profile Management has been identified as the HRIS module to track and centralize training and certifications. Prioritization of all projects is under review between IT, Finance and HR.	Ongoing	3
131	Human Resources	Department Initiated	Classification and Compensation	As part of the FY2019/20 and 2020/21 budget process, departments city-wide made requests to study various classifications to determine appropriate classification and salary. In addition, departments have made various requests for class and compensation reviews of certain positions.	Class and compensation surveys will be conducted for various positions, with initial priority on those classifications identified during the budget process.	Ongoing	1



Manage Strategically Our Workforce Capacity and Resources

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
132	Human Resources	Department Initiated	Labor Relations	Negotiations with Unit 5,7,8 and Unit 9 for successor Memorandum of Agreements	Currently in negotiations. Projected completion: Winter 2020	In Progress	1
133	Human Resources	Legislative Mandate	Sexual-Harassment Prevention Compliance Training for Non-Supervisors	Provide sexual-harassment prevention training to non-supervisors by January 1, 2021 (compliance with SB 1343 and SB 778).	Secured EmTrain for online training; will also provide 2-4 in-person trainings, led by HR staff. Employees that do not complete in-person training will be required to do the online training. Projected completion: Winter 2021	In Progress	2
134	Information Technology	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Options to increase staff and budget for IT and improve cybersecurity	\$480,000 one-time in FY 2019/20; \$360,000 one-time in FY 2020/21. These funds will address critical needs regarding audio and visual services and cybersecurity improvements. An audio visual technician was brought on through our IT service provider to address much needed support needs. IT has also filled its two vacant managerial positions (these are not added positions) focusing on Departmental and Public Safety needs in Dec. 2019.	IT is prioritizing high priority cybersecurity projects based on a risk assessment to strengthen City's cyber security posture.	In Progress	2

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
135	City Manager's Office	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Formation of a new Destination Marketing Organization (DMO)	<p>On Apr. 9, 2019, City Council directed the City Manager to commence work efforts to form a new destination marketing organization (DMO) to provide convention and visitor services such as a Convention-Visitors Bureau (CVB).</p> <p>On May 21, 2019, City Council directed the City Manager to proceed with the formation of a new DMO entity including the appointment of the final composition of the Board of Directors and to pursue legal services as needed to support the establishment of the DMO. The Board of Directors held their first meeting in Sept. 2019 and adopted and approved Corporation Bylaws. The DMO has established a virtual office located at 5201 Great America Parkway, Suite 320.</p> <p>A conflict of interest policy, mission and vision, Audit Committee and the CEO Search Subcommittee have been established. The DMO executed an agreement with an external law firm.</p>	<p>Staff continue to work with the DMO Board to establish insurance needs and a funding agreement with the City for the use of TID funds. Additionally, website management service agreement is under review. DMO Board members will work towards filling the two vacancies and preparing for the CEO recruitment.</p>	Ongoing	1



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
136	City Manager's Office	FY 2019/20 City Council Budget Priority; Councilmember Davis	Create Inventory of and Actively Manage City Properties	City is working to develop an inventory of all City properties to better manage its available resources. A Real Estate Manager position was reclassified and hired in FY2019-20 to assist with this effort.	Work to create an inventory of City properties using available technology. Projected completion: FY2019/20	In Progress	2
137	City Manager's Office	City Council	2021 IASP Conference	Preparation for the 2021 IASP Conference to be held in Santa Clara.	Work with conference staff and stakeholders to ensure appropriate support in place for 2021 conference. Projected completion: Oct. 2021	In Progress	2
138	City Manager's Office	City Council	Management/ Operations of the Convention Center	In 2018, City Council took action to change the management of the convention center. In Mar. 2019, Spectra began as the convention center manager. As manager, Spectra is updating operations; establishing new policies and systems consistent with the audit while focusing on increasing revenue and customer experience.	The City continues to monitor this agreement and work with Spectra to improve the operation and physical structure of the convention center. Improving transparency and accountability are concurrent efforts.	Ongoing	2
139	City Manager's Office	City Council	Worker Cooperative	Presented to the Economic Development, Communications and Marketing (EDCM) Committee in 2019 and referred to City Council for review. On Oct. 29, 2019, City Council approved this referral, as well as a \$100,000 budget appropriation. EDCM Committee received an update in Dec. 2019.	Staff is working to contract with an entity to conduct an initial inventory of businesses in Santa Clara. The resulting information will help inform the workplan. Projected completion: June 2020	In Progress	2

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
140	City Manager's Office	City Council	Related Project Management	On June 28, 2016, a Disposition Development Agreement (DDA) and Development Agreement (DA) were approved. Pre-construction activities began in 2019, including the upgrade of Fire Station #8 and construction of a new slip ramp and access road through the golf course. Permit Expediting Agreement was approved to provide funding for 8 FTE. Phase 1 Development Area Plan (DAP) was submitted in Nov. 2019. Phase 2 DAP submitted in Dec. 2019. Hearing on David's Banquet eminent domain case regarding the City's right to condemn was held Jan. 6-8, 2020.	A study session on the DAP process will be held with the Planning Commission on Jan. 29, 2020. DAP for Phase 1 is scheduled to be presented to Planning Commission on Feb. 20, 2020, and City Council on Mar. 17, 2020. A tentative ruling on the David's Banquet case is anticipated on Jan. 21, 2020. Recruitment and hiring of positions is underway. Significant work with Related on landfill insurance is also underway.	In Progress	2
141	Community Development	FY 2017/18 Workplan	Downtown Precise Plan	Completed series of DRC meetings/workshops with consultant lead planning for Downtown. Negotiated option agreement with key property owner to allow possible reestablishment of Franklin Street. Initiated preparation of Downtown Precise Plan, including identification of Task Force members, and conducted four Task Force meetings; completed contract with WRT.	Begin formal Plan preparation including technical studies, consultant lead outreach program, Task Force meetings and other activities to prepare land use alternatives, preferred land use plan, design standards and prepare for future property RFP. Projected completion: Early 2021	In Progress	1



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
142	Community Development	FY 2017/18 Workplan	Support Community Placemaking	In spring 2017, hosted Placemaking Series that included two community workshops, two keynote speakers and three panel discussions. Completed community workshops under contract with Project for Public Spaces (PPS), including "Power of 10," Agrihood and Mission Branch Library/Central Plaza park workshops. Emphasize placemaking as a component of Specific Plans, including Lawrence Station Area Plan (adopted 2016) and Tasman East Specific Plan (adopted 2018). Utilize land use entitlement process to support placemaking. A community gathering space was incorporated into the Summerhill El Camino Real senior housing project approved by City Council in Oct. 2017 and as a requirement for new development in the Tasman East Area Specific Plan. Incorporate interactive, engaging activities in community outreach for land use planning efforts. Four pop-ups and two workshops were conducted in coordination with the El Camino Specific Plan. Report out on Mission Branch Library workshop and direction on possible implementation.	Possible new contract with PPS could be brought forward for City Council for consideration. Otherwise placemaking activities will be addressed through the City's Specific Plan projects.	Ongoing	2



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
143	Community Development	FY 2017/18 Workplan	Tasman East Specific Plan Implementation	In Nov. 2018, City Council approved the Tasman East Specific Plan. Applications currently on file total approximately 4,000 new housing units. Contract was amended with Perkins & Will to amend Specific Plan street layout.	<p>Building Permit applications expected winter of 2019-2020.</p> <p>Plan Amendment in process to modify street layout. Projected completion: mid-2020</p> <p>Staff exploring potential future amendment to Specific Plan to add ~1,500 units of additional capacity. Projected completion: FY2021/22</p>	In Progress	1
144	Community Development	FY 2017/18 Workplan	Affordable Housing Policy, Land and Funding	In late 2017, City Council adopted the City's Affordable Housing Impact Fee Ordinance. Implementation began in Jul. 2018. Other funding sources available to the City include residual Redevelopment funds and program income from the City's affordable housing program, as well as Measure A funding awarded by the County to projects within the City. Staff is supporting affordable housing developers to receive County funding. The City completed community outreach and an RFP process for two City-owned properties, with both now in the land use entitlement process. City completed entitlements for the "Agridhood" and Corbin Drive projects and is in process with the St. Anton project.	Continue to work with stakeholders to develop a preferred land use plan.	In Progress	1



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
145	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	El Camino Real Specific Plan	<p>In 2018, the City began preparation of an El Camino Real Specific Plan. Since the launch of this initiative, the City has conducted two workshops, four pop-up events, two community surveys, three Community Action Committee meetings, senior capstone findings. Staff and consultant have conducted several Task Force meetings and completed development of a preferred land use plan and El Camino Real right of way plan.</p> <p>On Feb. 5, 2019, City Council reviewed preferred land use plan and Right-of-Way alternative.</p> <p>On Jun. 12, 2019, Planning Commission held a study session on market feasibility.</p> <p>In Nov. 2019, Community Advisory Committee provided feedback on the draft Specific Plan.</p>	<p>Draft Specific Plan and EIR documents under preparation.</p> <p>Projected completion: Dec. 2020</p>	In Progress	1
146	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Support affordable housing - innovative solutions and funding sources	<p>Pilot Accessory Dwelling Unit Incentive Program - allocated \$200,000 funds, program to support income-qualified teachers and public service employees.</p> <p>Low/Moderate Income Rental Housing Program - allocated \$150,000 to administer the City's low- and moderate-income rental housing program.</p> <p>Access to Energy Efficiency - allocated \$100,000 to provide access to financing tools and resources to make energy efficiency more affordable for multi-family affordable properties in the City.</p>	<p>Housing survey was distributed to teachers through School District in Nov. 2019. Staff will meet with Housing Trust Silicon Valley to discuss results/program roll out in 2020.</p> <p>Council approved agreement with Housekeys, Inc. in Sept. 2019 to administer Low/Moderate Income Rental Housing Program. Currently working on program implementation.</p> <p>Energy efficiency program was launched in Sept. 2019. Staff working with developers to support this program.</p>	In Progress	2

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
147	Community Development	City Council	Patrick Henry Specific Plan	In Mar. 2017, City Council directed staff to initiate a specific plan for Patrick Henry. Staff issued an RFP for consultant services in July 2017. In Jul. 2018, City Council approved an agreement with MIG. The specific plan scope includes General Plan 'pre-requisite' studies. In late 2018, the City initiated outreach activities and plan preparation. MIG has conducted two rounds of stakeholder workshops as well as general community meetings to receive input on a preferred land use plan. In Apr. 2019 and Aug. 2019, City Council received status updates. On Dec. 10, 2019, City Council approved Notice of Preparation for a project EIR.	Continue to work with stakeholders to develop a preferred land use plan. Present preferred land use plan to City Council. Prepare project EIR. Projected completion: Late 2020/ early 2021	In Progress	1
148	Community Development	City Council	Freedom Circle Focus Area	In Aug. 2019, City Council directed staff to discontinue preparation of a specific plan for Freedom Circle and instead explore designation of the area as a Future Focus Area in the General Plan.	Vendor, Graystar, to provide a revised project description. Project will no longer track with Patrick Henry Specific Plan. Projected completion: Late 2020	In Progress	1
149	Community Development	City Council	Zoning Code Update	In Jul. 2017, City Council adopted the Accessory Dwelling Unit Ordinance. Completed RFP process for consultant to conduct comprehensive zoning code update. In Oct. 2017, the City Council approved a contract with Mintier Harnish. The consultant completed stakeholder interviews and is working on a draft document for review. Staff conducted multiple study sessions with the City Council and Planning Commission in 2019 to receive input on the Zoning Code update.	The Zoning Code update is scheduled for completion in mid-2020. Revise Zoning categories to consider live, work, sell; micro-units, multi-family housing and how to require more community gathering and meeting spaces as part of developments. Projected completion: Summer 2020	In Progress	1



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
150	Community Development	Department Initiated	Improve Customer Service Delivery for Homeowners and Businesses in Santa Clara	Staff has reviewed coordination of Building Permit process across multiple departments and identified near-term process improvements to provide better customer service. City completed contract to upgrade permit tracking system to Accela. Business review in process, approximately 85% complete.	Present preferred land use plan to City Council. Prepare project EIR.	In Progress	2
151	Community Development	Legislative Mandate	Housing Production - Multiple projects at different stages of development	Santa Clara Square is nearing completion. Lawrence Station area projects are under construction, and occupancy has been granted for sales office and model units. Planning applications under review for Tasman East area for approximately 4,000 units and with some projects now approved. Significant development interest (e.g., ~10,000 dwelling units) in Patrick Henry Specific Plan area.		In Progress	2
152	Public Works	FY 2017/18 Workplan	Maximize Opportunities/Benefits regarding Major Regional Transportation Projects	Engage and coordinate with the following agencies on these upcoming major transportation projects that will affect Santa Clara: 1. High Speed Rail - CA HSR Authority 2. Caltrain Electrification/Caltrain Business Plan - Caltrain 3. BART to Santa Clara - SCVTA Conducted Council study sessions on Caltrain Electrification. High Speed Rail, BART to Santa Clara.	Staff to enter into Cooperation Agreements (if necessary) to secure City requirements/improvements. Staff to participate in community meetings/forums and to update City Council of progress for these projects.	In Progress	1



Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
153	Public Works	FY 2017/18 Workplan	Interagency Coordination	Increase coordination efforts and partnerships with surrounding cities and partner agencies to ensure that Santa Clara's interests and concerns regarding infrastructure (roads, traffic, sewer, etc.) are protected.	Have begun coordination efforts with the Cities of San Jose and Cupertino, County and the SCVTA regarding Stevens Creeks Corridor Transportation improvement options.	Ongoing	2

GREEN items: City Council Priorities in FY 2019/20, 2020/21 Adopted Biennial Operating Budget

ORANGE items: Stadium Authority FY 2019/20 Work Plan



Sustainability

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
154	Electric Utility	Department Initiated	Electric Chargers for City Electric Fleet	Implement approximately 60 new chargers to support City's fleet.	Select vendor, award contract, and start installation. Projected completion: End of 2020	In Progress	2
155	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Climate Action Plan	The Sustainability Manager begins in Feb. 2020.	The Sustainability Manager will be developing a Sustainability Workplan, which will include this topic.	In Progress	1
156	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Synchronize traffic signals and explore more efficient traffic measures	This is a work in progress. Current projects include Lick Mill, Homestead, Lafayette, Bowers and Agnew/De La Cruz.	Staff currently watches for and applies for grants to fund the retiming of signal systems.	In Progress	1



Sustainability

	Departments	Source	Item	Background	Next Steps	Status	Staffing/Capacity
157	Water and Sewer	FY 2017/18 Workplan	Water Conservation Programs	Encourage conservation by City residents and businesses through continued outreach, education, and program implementation	Encourage water conservation at City events and increase outreach to community. Implement Rain Barrel Program, Landscape Rebate Program. Continue to coordinate water conservation programs with Valley Water and Bay Area Water Supply and Conservation Agency (BAWSCA). Work with stakeholders to continue to find ways to incentivize water conservation by City customers and implement those programs as feasible. Programs should include those that encourage potable water use reductions and can be behavior based or include the use of recycled water to supplement potable water use.	In Progress	2



**City of
Santa Clara**
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2019-2020 COMPLETED WORKPLAN ITEMS



2019-2020 COMPLETED WORKPLAN ITEMS



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Status
1	Assistant City Clerk's Office	City Council	Higher Level of Legitimate Clerk Function	In 2018, City Council approved a bifurcation of the duties of the City Clerk and the Assistant City Clerk.	Completed - 2018
2	City Manager's Office	Department Initiated	City Council Referral Matrix	The City now tracks and reports on Council referrals through a City Council Referral Matrix. It is included as part of the City Council meeting agenda, starting in Apr. 2019.	Completed - Apr. 2019
3	Electric Utility	FY 2017-18 Workplan	Strategic Plan Implementation: Utility Performance Excellence	Reorganization to four divisions with two new assistant directors to align with workload, future expansion, and implementation of the strategic plan	Completed - 2019
4	Finance	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Actively review unfunded liabilities	Financial impact of unfunded liabilities regularly reported. This is now an ongoing work effort.	Completed - 2019
5	Finance	City Council	Two-Year Budget Development	Transitioned to a two-year Capital Improvement Program (CIP) Budget in 2018/19.	Completed - FY2018/19
6	Fire Department	Department Initiated	Fire Accreditation Implementation	The Santa Clara Fire Department received International Accreditation status by the Commission on Fire Accreditation International in 2018, after a two-year accreditation process.	Completed - 2018
7	Fire Department	City Council	Strengthen Emergency Preparedness	Conducted a full-scale emergency management exercise with field based responders. Trained 75 new Community Emergency Response Team (CERT) volunteers. Provided four 21-hour CERT trainings annually. Conducted Emergency Operations Center (EOC) exercise as part of EOC Staff Training Program.	Completed - 2019
8	Library	City Council	Implement room reservation policies and online reservation system	Evaluated library meeting room and public space reservation systems for ILS interoperability and ease of customer and staff use. The Library began using an online systems to reserve study rooms in summer 2019 with the hope to expand use.	Completed - summer 2019



Deliver and Enhance High Quality Efficient Services and Infrastructure

	Departments	Source	Item	Background	Status
9	Parks and Recreation	City Council	Develop financial strategies for a fully funded Swim Center project and assess feasibility of achieving a fully funded project (capital and operating expenditures)	From 2014 to 2016, a proposal was developed by ELS Architecture and Urban Design to construct a 171,000 square foot facility to replace the existing International Swim Center and Community Recreation Center. In 2017, the City retained the firm of Project Financial Advisory Limited (PFAL) to evaluate potential funding strategies. It was estimated that the cost of the joint facility would be in excess of \$200 million. Polling on the project indicated that there was not sufficient voter support for a project of that size. A revised scope of work to replace and potentially relocate the ISC has been incorporated into the Central Park Master Plan and is under consideration for inclusion in a Nov. 2020 Infrastructure revenue measure.	Completed
10	Police	City Council	New technology for the Traffic Unit	Provided SCPD Traffic Unit with new technology that offered an electronic solution to traffic citation writing that is more efficient, accurate and syncs with central data servers and the court system. Funding for this software came from FY16/17 Citizen's Option for Public Safety (COPS) funds.	Completed



2019-2020 COMPLETED WORKPLAN ITEMS



Enhance Community Engagement and Transparency

	Departments	Source	Item	Background	Status
11	Finance	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Analyze the City's budget in comparison with like nearby cities	Comparison of administration costs per capita per FTE included in FY 2019/20 Adopted Budget. Staff will continue to use this information in a variety of ways, including assessing staffing needs and workload capacity.	Completed - FY2019/20
12	Finance	City Council	Revised Financial Documents and Reporting Format to facilitate greater understanding	The monthly status report was updated to provide a better understanding and greater transparency related to the financial position of the City. This document is dynamic and is updated as needed to provide a better overall report.	Completed - FY2018/19
13	Finance	City Council	Ten-Year Financial Plan	The City moved to a ten-year financial plan outlook in FY 2018/19 as part of the annual budget process. Starting in Jan. 2019, this document is provided to the City Council as a standalone document at the beginning of the budget process. This allows staff to work strategically and collaboratively on solutions to address any projected budget deficits. In addition, it allows for a better understanding of the impacts of current fiscal actions over the long-term instead of on a short-term basis.	Completed - FY2018/19



Enhance Community Sports and Recreational Assets

	Departments	Source	Item	Background	Status
14	Library	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Increase hours at Northside Library	Added 1 FTE (Librarian) to support expansion of Northside Library Branch hours, which are financially offset by deletion of a vacant position. The new hours will be Mondays and Tuesdays from 10:00 am to 9:00 pm, which are an hour earlier and hour later than the current hours, and Sundays from 1:00 pm to 5:00 pm. These hours were initiated in Aug. 2019.	Completed - Aug. 2019
15	Parks and Recreation	City Council	Fees due in-lieu of Parkland Dedication Update	On Oct. 29, 2019, City Council requested additional information and phase in of fees longer than 3 years.	Completed - Oct. 29, 2019
16	Parks and Recreation	City Council	Evaluate Recreational Programs Staffing/Subsidies	Over 30 RFPs were evaluated with 100% cost recovery.	Completed - Summer 2019



Ensure Compliance with Measure J and Manage Levi's Stadium

	Departments		Item	Background	Status
17	Stadium Authority	Stadium Authority	Robust statistically valid community engagement & outreach	Conducted statistically valid community outreach and engagement citywide and for impacted neighborhoods regarding impacts of the Stadium	Completed - summer 2018
18	Stadium Authority	Stadium Authority	Workspace at Levi's Stadium to support on-site administrative work, review, and collaboration	Workspace is available for City staff to use onsite at Levi's Stadium.	Completed
19	Stadium Authority	Stadium Authority	Concessions RFP Participation	Completed early 2018.	Completed - 2018
20	Stadium Authority	Stadium Authority	Study Sessions on CFP National Championship to keep Board updated on event, with SCSA and ManCo Agreements	The 2019 CFP National Championship was held on Jan. 7, 2019. In preparation for this, the Stadium Authority met to discuss impacts on the City and ultimately decided not to absorb the projected losses through City subsidies and required the Bay Area Host Committee to pay for all related expenses.	Completed - Jan. 2019
21	Stadium Authority	FY 2017-18 Workplan	Monthly meetings with ManCo (Staff to Staff)	City staff meet regularly with ManCo staff.	Completed
22	Stadium Authority	Stadium Authority	Rigorous review of budget development - develop a work plan (Dec.-Mar.) that includes public safety costs	A Stadium Workplan was developed for FY2019-20 and was adopted as part of the budget process.	Completed - FY2019-20



Manage Strategically Our Workforce Capacity and Resources

	Departments	Source	Item	Background	Status
23	Electric Utility	City Manager's Office	Chief Electric Utility Officer Recruitment	A recruitment was conducted in early 2019, and Manuel Pineda was appointed to the position in June 2019.	Completed - June 2019
24	Electric Utility	Department Initiated	Organizational Review and Evaluation	Evaluated and reviewed SVP organizational structure, including evaluating, enhancing and documenting critical processes and implementing these improved processes with best available data from utility benchmarking partners. Workforce development and retention.	Completed - 2019
25	Fire Department	City Council	Psychological Counseling Program	Integrated MOU side letter changes to increase visits from 10 to 20 per year for Suppression personnel and revise operating budget line item cost to align with increased benefit. Finalized agreement on Dec. 18, 2019, and services are now available to Fire personnel at their discretion.	Completed - Dec. 2019
26	Public Works	City Council	Development Fees	As part of the Municipal Fee Study, these fees were reviewed and adopted by City Council in Nov. 2019 and went into effect in Jan. 2020.	Completed - Jan. 2020




Promote and Enhance Economic and Housing Development

	Departments	Source	Item	Background	Status
27	City Attorney	FY 2019/20 City Council Budget Priority: Mayor Gillmor	Billboard Advertising Agreement	The City has a current Billboard Advertising agreement and is interested in revisiting this as an economic opportunity. Staff presented the agreement to the Economic Development, Communications and Marketing Committee and the Council. City Attorney and Risk Manager reviewed contract and recommend allowing the agreement to expire in March 2020 without amendment.	Completed
28	Community Development	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Traffic Mitigation Fees from Developers	The Traffic Mitigation Fee was updated in July 2018 and published in the FY 2018/19 Municipal Fee Schedule which was approved by Council.	Completed - FY 2018/19



2019-2020 COMPLETED WORKPLAN ITEMS

 **Sustainability**

	Departments	Source	Item	Background	Status
29	City Manager's Office	FY 2019/20 City Council Budget Priority: Councilmember Chahal	Add Sustainability Manager	Hired Sustainability Manager who is scheduled to begin in mid-Jan. 2020.	Completed - Jan. 2020
30	Electric Utility	City Council	Strategic Plan Implementation: Community and Environmental Stewardship	Adopted an Integrated Resource Plan and EV Blueprint for future City infrastructure.	Completed - 2019
31	Public Works	City Council	Improve Bicycle Transportation Options	Updated the City's Bicycle Plan to improve City wide bicycle infrastructure and encourage bicycling as a mode of transportation.	Completed - Sept. 2019
32	Public Works	City Council	Improve Multimodal Transportation Options in association with the Related Santa Clara project.	Developed a Multimodal Improvement Plan that improves bicycle, pedestrian, and roadway infrastructure in connection with the Related Santa Clara project.	Completed
33	Public Works	City Council	Opportunities for Green Infrastructure - Green Fleet Policy	Staff developed a Green Fleet policy to guide the purchasing of vehicles and the management of the City's fleet.	Completed - July 2019