



City of Santa Clara

Call and Notice of Special Meeting

Council Priority Setting Session

Monday, February 1, 2021

9:00 AM

Virtual Meeting

Pursuant to the provisions of California Governor's Executive Order N-29-20, issued on March 17, 2020, to prevent the spread of COVID-19, the City of Santa Clara has implemented methods for the public to participate remotely:

- Via Zoom:

- o <https://santaclaraca.zoom.us/j/96768340548>

Meeting ID: 967 6834 0548 or

- o Phone: 1(669) 900-6833

- Via the City's eComment (now available during the meeting)

- Via email to PublicComment@santaclaraca.gov

As always, the public may view the meetings on SantaClaraCA.gov, Santa Clara City Television (Comcast cable channel 15 or AT&T U-verse channel 99), or the livestream on the City's YouTube channel or Facebook page.

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 February 1, 2021, at 9:00 AM for a Special Meeting held virtually via Zoom, to consider the following matter(s) and to potentially take action with respect to them.

I. Welcome and Framework for Retreat

- a. Call to Order

- b. Pledge of Allegiance and Statement of Values

- c. Roll Call

21-97 [Overview of 2021 City Council Priority Setting Session](#)

Recommendation: 1. Adopt FY 2021-2022 Budget Principles;
2. Accept the 10-Year General Fund Forecast; and
3. Validate Pillars and approve any amendments.

II. Public Presentations

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

III. Warm Up Exercise - Accomplishments and Challenges**IV. Fiscal Outlook and Resources Update****V. Public Presentations**

**Council will break for lunch at approximately 12:45 PM*

VI. City Governance in Transition**VII. Governing Body: Communication, Expectations, and Governance**

- a. How We Work Together**
- b. Governance Norms**

VIII. Public Presentations**IX. Summary of Day One and Council Questions and Comments**

The City Council Priority Setting Session - Day Two - is on Tuesday, February 2, 2021 held virtually via Zoom.

MEETING DISCLOSURES

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

AB23 ANNOUNCEMENT: Members of the Santa Clara Stadium Authority, Sports and Open Space Authority and Housing Authority are entitled to receive \$30 for each attended meeting.

Note: The City Council and its associated Authorities meet as separate agencies but in a concurrent manner. Actions taken should be considered actions of only the identified policy body.

LEGEND: City Council (CC); Stadium Authority (SA); Sports and Open Space Authority (SOSA); Housing Authority (HA); Successor Agency to the City of Santa Clara Redevelopment Agency (SARDA)

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.

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

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

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

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



Agenda Report

21-97

Agenda Date: 2/1/2021

REPORT TO COUNCIL

SUBJECT

Overview of 2021 City Council Priority Setting Session

EXECUTIVE SUMMARY

Once a year, the City Council convenes to discuss City priorities. It goes without saying that this year's session will be very different than past years, as we continue to combat the global pandemic and focus resources on essential services and COVID-19 response efforts. **Simply stated, we are holding a policy priority setting session during multiple converging crises (e.g., pandemic, economic slowdown, and growing budget deficit/less resources) and after a year of already addressing unprecedented natural and health disasters.** Our frame of mind must match the context of our organization's challenges.

Accordingly, the focus of this year's 2021 City Council Priority Setting Session is on the City's fiscal outlook, impact and efforts regarding COVID-19 response and recovery. Given the magnitude of work ahead to restore our economy and address COVID-19 induced impacts, our efforts to recover locally will not happen without intentional and connected decision-making.

Decisions on COVID-19 recovery programs must be examined within the context of what "urgent" or "important" initiatives also need to be addressed. Additionally, while the Council is in transition with its governance structure, having now achieved six district elected Councilmembers, the City's organization has also been under transformation. Unfortunately, Council directives must be evaluated in the context of losing approximately 500 part-time employees and an organization with a 16% vacancy rate (representing approximately hundreds of thousands of lost productivity hours for the organization). The organization that we were pre-pandemic is no longer the organization that we are now and, certainly, not the organization that we will be post-pandemic. We will have a changed governance structure that sets policy with citywide and district goals and an organization built for citywide service delivery with far less resources to provide services.

There is good news! The discipline of the City Council to dedicate this time for strategic policy making and deliberations about the City, community, and organization is always promising. Not all organizations dedicate two days to strategic planning, and the past years have shown that these sessions are highly valuable for making sure that the organization is on track to meet the needs of the community and plan long-term. Equally as important, the newly seated City Council will have the opportunity to discuss the governance structure in which the City Council operates, as well as develop norms and expectations for not only communication but governing and working together. It is through these thoughtful conversations that we will reach agreement, establish solutions, and determine next steps. In partnership, on behalf of City staff, we value this time and look forward to working with the Council on these important matters.

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:

- 2020 Strategic Goals/Pillars
- Fiscal Update and 10-Year Forecast
- Governance Structure and Emergency Proclamation
- Council Communication and Expectations
- COVID-19 Emergency Response
- Future Priorities (in light of COVID-19)

The Strategic Pillars approved by City Council in 2020 are:

1. Promote and Enhance Economic, Housing and Transportation Development
2. Deliver and Enhance High Quality Efficient Services and Infrastructure
3. Enhance Community Sports, Recreational and Arts 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
7. Promote Sustainability and Environmental Protection

In preparation for these sessions, the facilitator conducted individual interviews with City Councilmembers in January 2021. The framework for these sessions was developed using themes and comments from these interviews, in addition to necessary fiscal, organizational and emergency updates. The facilitator will share themes from the Council interviews throughout the sessions as they relate to Council discussion.

DAY ONE FRAMEWORK

On the first day of the 2021 City Council Priority Setting Session, the Council will begin with a discussion of the previous year's accomplishments and challenges, as well as items of concern moving forward. This is an opportunity to celebrate the work that has already been accomplished and

discuss future concerns. Then, staff will provide an update on the City's current budget and organizational resources.

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 2021/22 Budget Principles will also be presented for approval (Attachment 1) and include amendments to manage going forward. The Budget Principles provide a general framework and approach for developing the City's budget in a fiscally prudent manner. For reference, a red-lined version of the proposed Budget Principles has also been included with this report (Attachment 2).

The Forecast reflects the latest information on the City's costs as well as projected revenues. It will show a substantial General Fund shortfall in FY 2021/22 as a result of COVID-19 impacts on City revenues, with improvement in the remaining years of the Forecast. Budget actions will be necessary to address the shortfall and bring the expenditures and revenues into alignment. The budget balancing strategy for the FY 2021/22 and FY 2022/23 Biennial Operating Budget is expected to incorporate a combination of ongoing expenditure reductions and increased revenues as well as one-time solutions, such as the use of reserves. The use of ongoing and one-time solutions would balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community. This will also allow for time to evaluate the post COVID-19 recovery.

At the session, staff will present our professional strategy of how to manage the COVID-19 induced budget impacts. Particularly, the "urgent" action required before April 2021 so that staff can present the Council with a balanced budget in early May for FY 2021/22 budget deliberations. This means that the presentation will include a schedule and proposed solutions for managing the next three years; however, we will not be discussing budget proposals, rather a framework for how to make connected decisions that are mindful of our service-oriented services that require resources.

As part of this update, the Council will also approve any necessary budget items, as listed in the recommendations.

CITY GOVERNANCE IN TRANSITION

In the afternoon, City staff and Dr. Spano will provide context for the City's governance transition from at-large elections to a mix of at-large and district elections to Councilmembers elected by district with the Mayor elected at-large. The Santa Clara City Council held two sessions to discuss governance - the first on December 13, 2018 and the second on September 5, 2019. The purpose of the sessions was to discuss ongoing questions or concerns regarding governance.

At these sessions, the City Council reviewed their experience with districts and discussed Council

principles, norms and protocols that were developed as a result of the December 2018 governance session, as well as from Council feedback. A summary from the September 2019 session is attached to this report for reference (Attachment 3). The Council confirmed the following Governance Principles at both sessions:

1. We all care about and will govern for the entire Santa Clara community.
2. We will follow our Santa Clara ethical values.
3. We will follow our Council-Manager form of government.

For reference, the Santa Clara Code of Ethics and Values has also been included as an attachment to this report (Attachment 4).

During the sessions, it was noted by the City Manager and acknowledged by the Council that while the City's transition to districts would create an elected body by district, the City's organizational infrastructure was not designed in the same way. The City and its resources are structured to provide services and data on a citywide basis; there are not systems in place to provide them by district or track data accordingly. This is unfortunate because the City Manager has long expressed support of using data for decisions, but this is the reality of the transformation. On the positive side, the Council has been clear of its recognition to think citywide and the City is certainly poised for that approach to operations and decision-making.

Dr. Spano will also lead a discussion with Council about governance structure and operations during the Emergency Proclamation and how that impacts the Council's work.

GOVERNING BODY: COMMUNICATIONS, EXPECTATIONS AND GOVERNANCE

Following that discussion, the Council will explore the way they communicate and work as a governing body through a discussion of Council relations and norms. Council will have an opportunity to develop their own expectations that are unique to the Santa Clara City Council. To assist with that process, a document summarizing common expectations titled *Mayor/Council and Executive Expectations* has been attached (Attachment 5).

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.

COVID-19 EMERGENCY RESPONSE/REVIEW OF COUNCIL PILLARS

The City Manager will present the City's COVID-19 emergency response and how it aligns with the existing Pillars.

During the 2020 Priority Setting Session, the facilitator, Dr. Spano, led the Council through a prioritization exercise where Council categorized their objectives in one of the three areas:

1. Items to be brought back to City Council for review and action
2. Items placed in a parking lot to be revisited the following year
3. Items to pay attention to or keep in mind moving forward

Through this process, the Council included 23 items on their matrix to be brought back to Council for

review and action, which was approved on February 25, 2020. However, immediately following in March 2020, the COVID-19 pandemic forced the City to pivot quickly, and these priorities were officially put on hold in June 2020, as the City refocused on essential service needs. Historically, the City Council would discuss the priorities as part of their annual budget sessions and officially allocate staffing and/or financial resources towards approved priorities. An update detailing this change was provided to Council as part of the FY2020/21 and FY2021/22 Adopted Biennial Capital Improvement Program Budget. Though the 2020 priorities were placed on hold, an update has been provided regarding their current status, as some items were completed prior to the rise of the pandemic (Attachment 6).

Staff has also included the list of items Council requested to place in a parking lot/revisit the following year, as an attachment to this report (Attachment 7).

COUNCIL DISCUSSION ON FUTURE ITEMS

Following the Council's review of the priorities and the City's COVID-19 emergency response, Dr. Spano will lead the Council in a discussion of the pillars and the items in support of the pillars for the upcoming year, making distinctions between those that are "urgent" and "important" in light of COVID-19 and the Emergency Proclamation.

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 2021-2022 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. Proposed FY 2021-22 Budget Principles
2. Proposed FY 2021-22 Budget Principles Red-lined
3. Summary of September 5, 2019 Council Session on Governance
4. Santa Clara Code of Ethics and Values
5. Mayor/Council and Executive Expectations
6. 2020 Council Priority Matrix Update
7. Parking Lot Items from 2020 Council Priority Setting Session



BUDGET PRINCIPLES FOR FY 2021/22 AND FY 2022/23

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 taking into account data from the Ten-Year Financial Forecast.
3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.
4. To address the projected General Fund shortfall, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.
5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.
6. If an exception to the Council Policy to set the General Fund Budget Stabilization Reserve at or above 25% of adopted budget expenditures is considered, maintain the Reserve level at a minimum of 15% of expenditures.
7. Focus on projects and services that benefit the community as a whole.
8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.
9. Balance between compensation adjustments to retain and attract employees and funding for positions.
10. 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.
11. 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.
12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.
13. 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).
14. Explore expanding existing revenue sources and/or adding new revenue sources.
15. Engage employees to contribute new and innovative ideas during the department budget development process.
16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.

BUDGET PRINCIPLES FOR FY 2021/22 AND FY 2022/23

1. Make decisions within the context of the City's Code of Ethics and Values, especially being Fiscally Responsible, Communicative, and Service-Oriented.

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2. Consider budget decisions with long-term implications taking into account data from the Ten-Year Financial Forecast.

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3. To the extent possible, align ongoing expenditures with ongoing revenues to avoid negative impacts on future budgets and maintain the City's high financial management standards.

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4. To address the projected General Fund shortfall, use a combination of ongoing and one-time solutions to balance the competing goals of aligning ongoing revenues and expenditures and minimizing the service delivery impacts to the community.

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5. Continue cost control measures until the ongoing General Fund revenues and expenditures are in alignment.

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6. 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 is considered. -maintain the Reserve level at a minimum of 15% of expenditures for the long term fiscal health of the City.

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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.

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- 4-7. Focus on projects and services that benefit the community as a whole.

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- 5-8. Pursue economic development objectives and strategies to foster new public and private investment within Santa Clara, and to create employment opportunities.

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- 6-9. Balance between compensation adjustments to retain and attract employees and funding for positions.

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- 7-10. 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.

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~~8.1. 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.~~

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9.11. 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.

10.12. With limited exceptions, establish fees based on full cost recovery where individuals/businesses rather than the community at-large are benefitting from City services. This preserves limited unrestricted resources for providing services that benefit the community as a whole.

14.13. 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).

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12.14. Explore expanding existing revenue sources and/or adding new revenue sources.

13.15. Engage employees to contribute new and innovative ideas during the department budget development process.

14.16. Use the General Plan as a primary long-term fiscal planning tool and link ability to provide City services to development policy decisions.



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

September 10, 2019

**Management
Partners**



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Workshop Report

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

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

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

Workshop Overview

Objectives

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

Agenda

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

Participants

Councilmembers

**Mayor
Lisa Gillmor**



**Vice Mayor Patricia
Mahan**



**Councilmember
Kathy Watanabe**



**Councilmember
Raj Chahal**



**Councilmember
Karen Hardy**



**Councilmember
Teresa O'Neill**



**Councilmember
Debi Davis**



Executive Staff

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

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

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

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

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

Opening Comments

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

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

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



Experience with Districts

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

What has been our reality of working with districts?

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

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

How have districts changed the way we communicate?

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

What has the Mayor had to do differently?

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

Council Principles, Commitments/Norms, and Procedures

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

Principles

A summary of what was discussed is provided below.

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

Table 1. *Council Principles*

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

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

Commitments/Norms

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

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

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

Table 2. Updated Commitments/Norms

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

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



Procedures

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

1. Routing calls from residents

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

2. How staff prioritizes requests from Councilmembers

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

3. Information provided to the Mayor

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

4. Councilmembers responding to questions from another district

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

5. Town halls and Councilmembers' district meetings

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

6. NextDoor

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

7. District Facebook pages

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

8. City Manager's blog information

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

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

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

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

Wrap Up and Next Steps

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

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

Comments from City Council

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

Comments from Staff

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

Attachment A – City Manager Slides

Comments from City Manager Deanna Santana

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

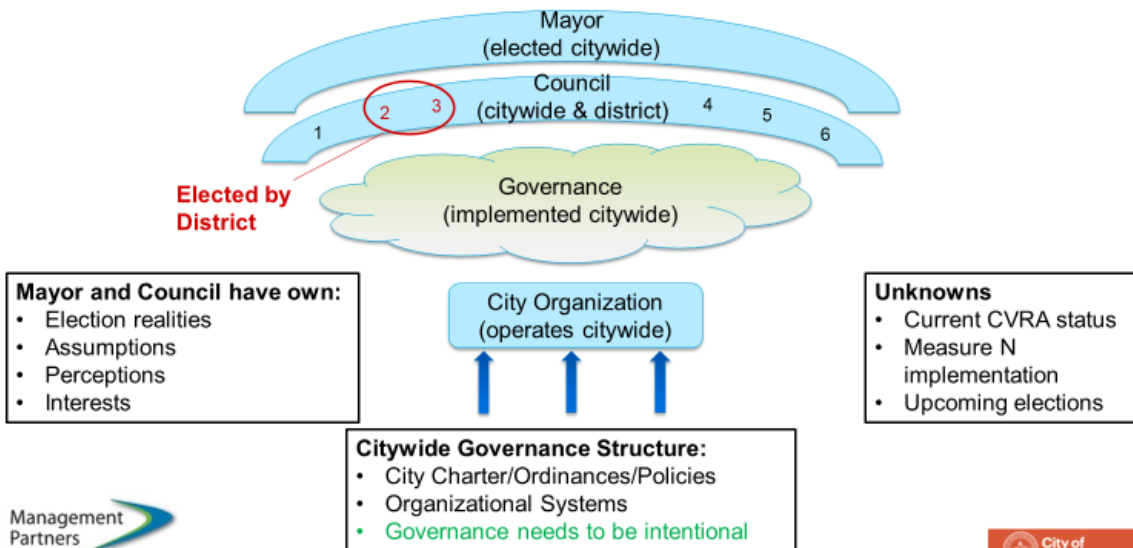


The City of Santa Clara is a "full service" city – one of only a few communities in the Bay Area that has its own police, fire, library, recreation, and electric, water, and sewer utilities, as well as all of the other departments and civic amenities expected in a thriving community.



8

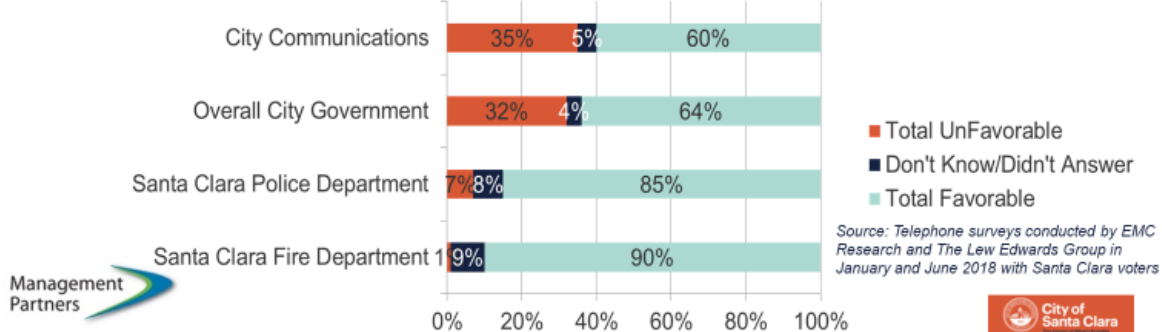
Current Governance/Organizational Structure



9

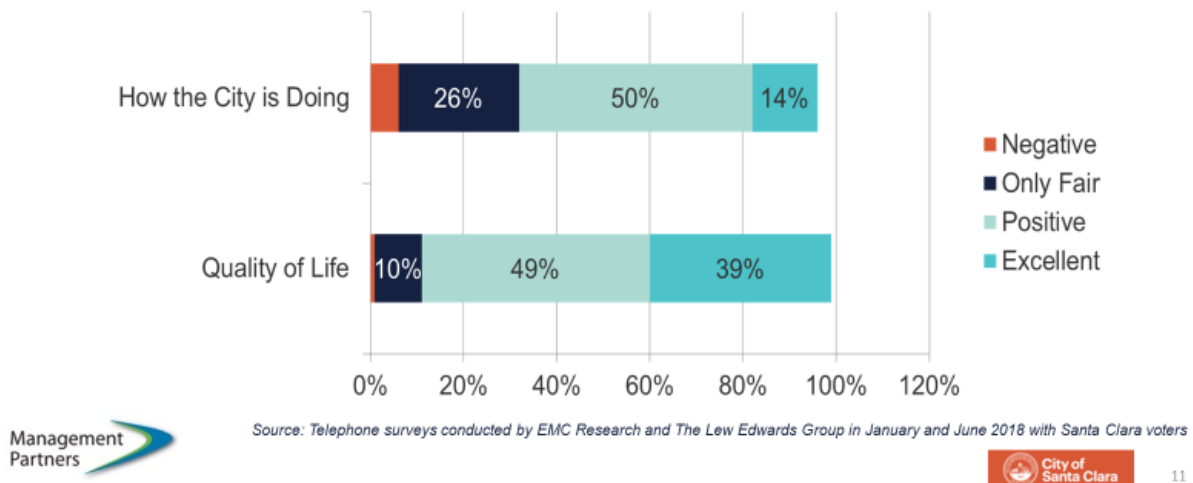
Impacts of Current Governance/Org Structure

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



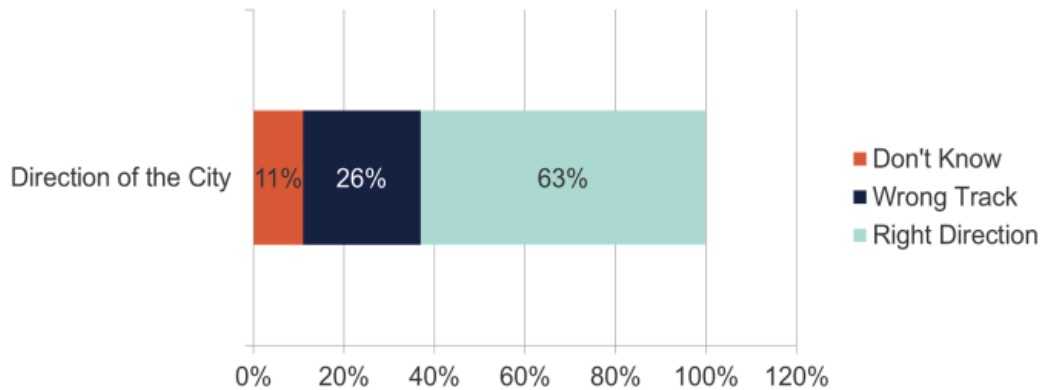
Impacts of Current Governance/Org Structure

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



Impacts of Current Governance/Org Structure

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



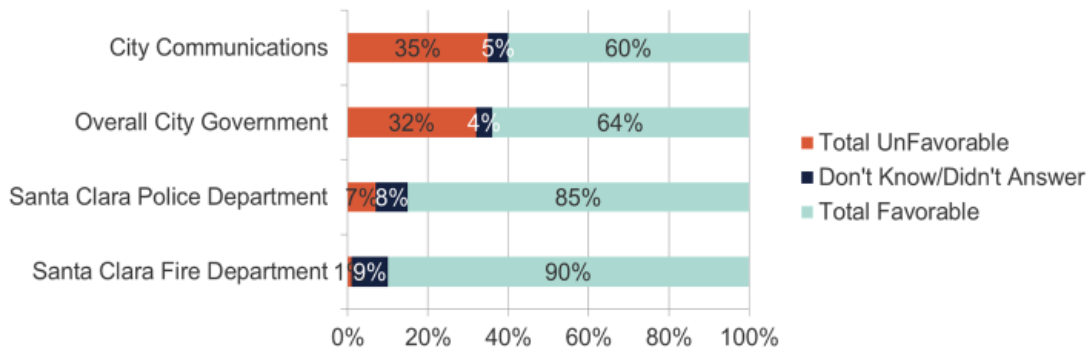
Source: Telephone surveys conducted by EMC Research and The Lew Edwards Group in January and June 2018 with Santa Clara voters



12

Impacts of Current Governance/Org Structure

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



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



13

Impacts of Current Governance/Org Structure

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



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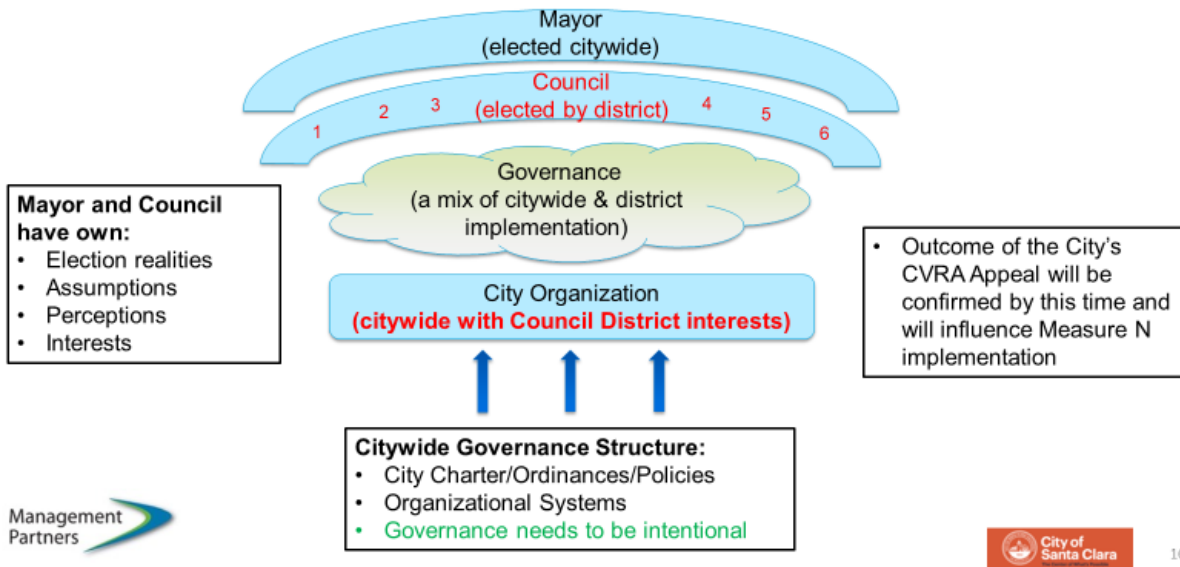
Impacts of Current Governance/Org Structure

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



15

November 2020 Governance/Organizational Structure



16

Organizational Environment

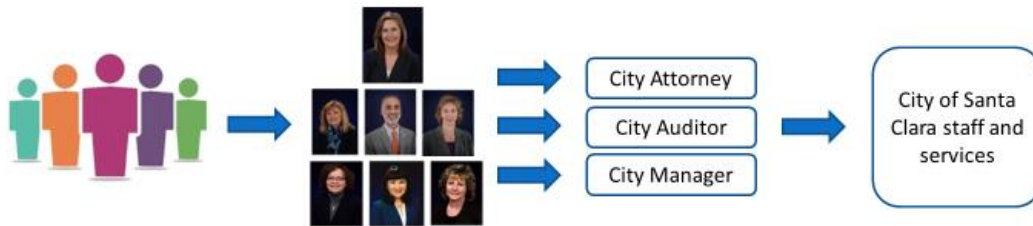


17

Attachment B – Santa Clara Governance Slides

Refresher on Santa Clara Governance Structure

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



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



25

Refresher on Santa Clara Governance Structure

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



26

Refresher on Santa Clara Governance Structure

Council Appointees:

City Attorney

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



City Manager

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

City Auditor

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

27

Refresher on Santa Clara Governance Structure

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



City of Santa Clara



Silicon Valley Power



Stadium Authority



Convention Center



28



City of Santa Clara

Code of Ethics and Values

PREAMBLE

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

In practice, this value looks like:

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

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

Mayor/Council and Executive Expectations

Council

Council Expects/Needs from one another in order to be successful:

1. Respect each other's opinion and do not speculate on the motives of others. Disagree with respect and don't put down others based on your more extensive knowledge of a subject.
2. Do not pigeon hole others or expect another person's vote. Respect the unexpected vote or position.
3. Strive to have a good understanding of the other person's view before critiquing it.
4. Don't speak ill of your colleagues. Be cautious about criticizing other councilmembers behind their back.
5. Convey to others, whenever possible, when there is no compromise for you on an issue. There is no need to prolong an issue in hopes of changing another's committed views.
6. We are elected at large; we each represent the entire city and should make our decisions based on what we believe is good for the city as a whole.
7. Respect each other, staff, the public, and the process, especially in a public setting.
8. Don't interrupt.
9. After an issue is settled, don't continue to bring it up.
10. If a vote doesn't go your way, try to find ways to support some aspect of the issue.

Mayor and Council

Mayor Expects/Needs from the City Council in order to be successful:

- Feedback from individual councilmembers on meeting management
- Appreciation/respect for the mayor's role and responsibilities
- Support mayor's attempt to facilitate meetings
- Work to foster collaboration and respect among one another
- Be prepared
- Give the Mayor a "heads up" on an agenda item or something you are going to bring up at a Council meeting. No surprises or ambushes.

City Council Expects/Needs from the Mayor in order to be successful:

- Facilitate meeting; help move the governing body to a decision/issue resolution in a timely manner; manage the time; focus the council on important issues; try to finish discussion of most important issues by 9:30 in the evening of the council meeting
- Act as ambassador representing whole council at public events and meetings
- Recognize issues that require total governing body action versus those which are subject to mayoral discretion
- Work with staff to manage agenda
- Differentiate in public when speaking for the governing body versus speaking as an individual
- Support council and staff
- Set the tone for the council—follow Roberts Rules of Order

Provided courtesy of Dr. John Nalbandian, Emeritus Professor, School of Public Affairs and Administration, University of Kansas, and former governing body member, Lawrence, Kansas, 1991-1999, including terms as mayor (nalband@ku.edu)

- Respect public comment but do not engage it at council meetings; council meetings are not the time for Q and A between citizen and council/staff that turn into extended back and forth that adds to the meeting time.
- City Councilmembers need discretion to make motions when they feel appropriate

Council and City Manager

Council Expects/Needs from the City Manager in order to be successful:

- Overall, accountability, transparency, results
 - Take initiative for managing/leading staff
 - Reward results
 - Focus on goals/objectives
 - Insure right people are in right places
 - Follow the code
 - Keep us fully informed; present fair and complete options
 - Reach out to community/active in community
 - Open channels of communication with council, staff, and public
 - Meet with us individually
 - Facilitate council discussions/decision making
 - Nurture hard work, pride and integrity as an organizational culture; focus on customer service
 - Tell us what we need to know, not what you think we want to hear
 - Keep council informed about breaking news
 - Focus on pacing the organization and not over promising on what staff can do – we don't want to fail the City Council

Council Will Provide to the City Manager:

- No displaced criticism, I implement the City Council policy. If you don't agree, don't make it personal against the City Manager
- Council dynamics should not impact the Administration
- Permission for city manager to speak truth to power
- Leadership and unified direction
- Not micro manage staff; work through the city manager
- Be available/provide time
- Trust and support
- Act in a non-partisan fashion
- Seek professional advice and keep an open mind
- Provide introduction/access to community members
- Encourage and provide opportunities for success in her professional development
- Show respect in public and disagree respectfully; do not set up for failure
- Be prepared for council meetings
- Provide institutional knowledge and history as appropriate
- Give credit; develop a culture of praise/recognition
- Be willing to accept critique; being open to feedback
- Be genuine/honest with city manager; share motivations; transparent relationship of mutual trust with city manager
- Be mindful of staff workload

Provided courtesy of Dr. John Nalbandian, Emeritus Professor, School of Public Affairs and Administration, University of Kansas, and former governing body member, Lawrence, Kansas, 1991-1999, including terms as mayor (nalband@ku.edu)

City Manager Will Provide to the Council:

- Treat you with respect.
- Tell you the truth.
- Treat you as partners as well as my employers.
- Establish individual relationships with you to help each of you to be effective Councilmembers, while remembering that I work for the Council body.
- Help you to be effective collectively as a City Council.
- Act within my comfort zone on Council requests and advise you when a request should go to the full Council.
- Communicate with you to keep you as equally informed as possible.
- Listen to you; seek to understand you, your role and needs.
- Give you the “straight scoop.”
- Practice my management tenets (attached).
- Do my personal and professional best.
- Respect your Council-to-Council and Council-to-Constituent relationships.
- Be politically astute but not political.

City Manager Needs/Expects from the Council in order to be successful:

- Respect that we have a Council/Manager form of government.
- Allow me to assist in translating your policy interests and priorities to the organization to achieve action.
- Be clear on your direction as a Council body.
- Feel free to interact directly with Senior Staff or their designees on City matters. They are instructed to keep me informed of such contacts and I ask that you do the same. Please do not direct them. (Note: Department Heads are agents of the City Manager, not free agents).
- “Fix the problem-not the blame” to help create a no-blame culture. Acknowledge disappointment in public constructively (scolding occurs out of public view).
- Be sensitive for the need to pace the organization and to focus progress by managing priorities, workload and expectations. Use City processes to add issues and advance interests.
- Help me to know how to best communicate with you as a body; as individuals. These need to be compatible.
- Don’t focus on the marginally significant to the detriment of the broader policy discussion and/or implication.
- Trust me to take care of the peripheral items.

Attributes of High Performing Governing Body

| Attribute |
|--|
| Listen as customer service representatives; but act as trustees |
| Councilmembers listen to each other and talk with each other at council meetings; “it is our business meeting” |
| Having process/forums for identifying most important issues and process for dealing with them; set priorities |
| Work as a team within council and between council and staff |
| We are clear on what our work is |
| Accomplish work efficiency and effectively |
| We respond to most important issues |
| Professional demeanor; no rolling eyes, pot shots. Non verbals and body language reinforce team concept |
| Hold city manager accountable for results |
| Effectively and prudently engages citizens in decision making, policy making, priority setting |
| Balance competing interests; compromise |

Provided courtesy of Dr. John Nalbandian, Emeritus Professor, School of Public Affairs and Administration, University of Kansas, and former governing body member, Lawrence, Kansas, 1991-1999, including terms as mayor (nalband@ku.edu)

| Expectations and Obligations Governing Body | Senior Staff |
|--|--|
| <p>I. Expectations elected officials have of staff. What does the governing body expect of/need from staff?</p> <ol style="list-style-type: none"> 1. Keep in mind that each of us (as well as citizens) comes from different backgrounds and experiences. We are not experts. 2. Have the complete financial information for an issue under consideration (e.g., costs, financial impact, compare with other options). 3. Provide unbiased, objective options (more than one). 4. Present options with data and consequences on those issues that don't have one "correct" solution. No recommendations on judgment issues. 5. Don't assume that our questions are a sign of distrust or disrespect. 6. Staff as experts may have an agenda, but temper it. 7. Don't manipulate or maneuver the council. 8. Distinguish between your personal views and as a representative of the city (you as a community member vs. city role). 9. Don't bad-mouth the council. 10. Familiarize yourself with the political environment surrounding City business and agenda items. | <p>II. Expectations staff has of elected officials. What does staff expect of/need from the governing body?</p> <ol style="list-style-type: none"> 1. Trust us (our expertise, passion, commitment to the community). Allow us to educate & respond. 2. Clearly define the problem & direction. Specificity not generalities. 3. Provide reasonable and adequate lead time to explore requests. 4. Speak to us directly for clarification (not through blogs & social media). Double check facts. 5. Don't use staff to strengthen your political positions/views. 6. Respect that staff cannot execute minority positions. 7. Recognize that research, presentations, CCRs, etc. are a lot of work & preparation. Show attention, interest, and respect. 8. Adopted future agenda items will go to the bottom of the work plan unless a majority of Council re-prioritizes it differently. |

Provided courtesy of Dr. John Nalbandian, Emeritus Professor, School of Public Affairs and Administration, University of Kansas, and former governing body member, Lawrence, Kansas, 1991-1999, including terms as mayor (nalband@ku.edu)

| | |
|---|--|
| <p>III. Obligations of the governing body to staff. What will the governing body give/contribute to staff?</p> <ol style="list-style-type: none"> 1. Treat staff with respect & acknowledge their expertise. 2. Value staff's commitment, dedication, & expertise. Express our appreciation. 3. Give staff clear direction. 4. Acknowledge their information, even if we may not like it. 5. Not bad-mouth staff in the community. 6. Keep commitments made (e.g., in the budget), but still retain our right to ask questions when a single issue comes up. 7. Come to the meetings prepared. Will read the packet ahead of time and get questions to staff. | <p>IV. Obligations of the staff to the governing body. What will the staff contribute/give to the governing body?</p> <ol style="list-style-type: none"> 1. Not become involved in political partisanship, but be aware of community challenges that Councilmembers face. 2. Provide complete, timely information and options, including background and context for accurate, full disclosure. Providing recommendations are part of staff's role as subject matter experts, but will not lobby or fight for a specific outcome and will support the decision. 3. Keep informed of key issues & consequences. 4. Be open-minded & empathetic to change & new ideas. 5. Provide early notification on sensitive issues/problems (no surprises). 6. Listen fully to their concerns and requests; then follow up with appropriate formal or informal tools (don't presume we know). Will not take it personally when asked questions for understanding. 7. Provide realistic options. 8. Publicly support council's goals. |
|---|--|

Expectations and promises between city and citizens in an engagement effort that goes beyond exchange of information*

*Developed by MPA students at the University of Kansas, Spring 2013, Professors John Nalbandian and Charles Jones with assistance from Matt Leighninger, engagement guru

| City Expects of Citizens | Citizens Promise to City |
|---|---|
| <ul style="list-style-type: none"> • Attendance • Broad representation/participation • Civility and respect (including respect for data) • Honor agreements that are made • Citizen input is informed; open to persuasion • Citizens share their expectations, goals, vision • Respect benchmarks and deadlines for progress • Participate in ongoing evaluation and review of the engagement effort | <ul style="list-style-type: none"> • To participate and share opinions • To devote some of their own time, talents, and energies to problem-solving efforts • To consider impact on others, environment • To be informed and respect one another and city staff • To be committed to shared goals and decisions • To be willing to acknowledge cost |
| Citizens Expect of City | City Promises to Citizens |
| <ul style="list-style-type: none"> • Listen actively without preconceived views • Be actionable/follow through • Provide multiple engagement opportunities and encourage diverse representation • Provide support to citizen teams and volunteer groups who are taking action as a result of their engagement • Provide education and information and resources that facilitate engagement process • Transparency in decision making processes • Recognize sustainability • Continuous evaluation and solicitation of feedback on engagement processes • Ongoing participation • Mutual respect | <ul style="list-style-type: none"> • Utilize a variety of methods to identify, recruit, and invite diverse stakeholders to the table • Remain unbiased • Insure that engagement efforts have adequate resources (staff, facilitation, meeting rooms) possibly in cooperation with other supportive organizations • Provide information and professional experts • Respect for requests • Communicate parameters –expectations of the process and outcomes • To make clear the goals of the citizen engagement process and decision making authority • Fair and open process (abiding by laws) • Research and history |
| <p>Any relationship can be viewed within a framework of expectations and promises (obligations). At its heart, negotiating a successful relationship involves agreement on what each party expects (wants) of the other and what each party is willing to give (promise) to the other in return. In this instance, we have tried to specify expectations and promises in an ideal engagement relationship that involves more than the simple exchange of information. Search “The Spectrum” produced by www.iap2.org for functions of engagement.</p> | |

Provided courtesy of Dr. John Nalbandian, Emeritus Professor, School of Public Affairs and Administration, University of Kansas, and former governing body member, Lawrence, Kansas, 1991-1999, including terms as mayor (nalband@ku.edu)

Santa Clara City Council Priority Setting Session
February 2021
Update on Proposed Objectives

| Bring Back to City Council for Review and Action | | | |
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| | Council Priority | Pillar | Notes |
| 1 | Add transportation to the pillar, "Promote and Enhance Economic and Housing Development" | Promote and Enhance Economic, Housing and Transportation Development | Completed – Feb. 2020 |
| 2 | Add arts to the pillar, "Enhance Community Sports and Recreational Assets" | Enhance Community Sports, Recreational and Arts Assets | Completed – Feb. 2020 |
| 3 | Machado Park signage regarding closure and next steps | Enhance Community Sports, Recreational and Arts Assets | Completed – Feb. 2020 Hosted community meeting on 2/6/2020 and developed plan with school district |
| 4 | MySantaClara – add "Other" category and address processes for closing items | Deliver and Enhance High Quality Efficient Services and Infrastructure | Completed – Feb. 2020 |
| 5 | Noise at San Jose Airport (John Wayne Airport) – leverage new lobbyist | Deliver and Enhance High Quality Efficient Services and Infrastructure | Completed – Mar. 2020 |
| 6 | Add additional information to Fiscal Impact section of staff report, make it more visible, move it up | Enhance Community Engagement and Transparency | Completed – Mar. 2020 |
| 7 | Better coordination and collaboration with community partners to address homelessness | Deliver and Enhance High Quality Efficient Services and Infrastructure | Ongoing The City continues to use an inter-departmental approach to addressing homelessness and to work closely with regional service providers and on regional initiatives, including the County Office of Supportive Housing and Project Roomkey, a state initiative to provide those experiencing homelessness with access to temporary housing in available hotels/motels during the pandemic. The City also adopted an ordinance that prevents evictions for residents who have been impacted by COVID-19 and developed an Emergency Rental Assistance Program. Staff is working on the formation of a Santa Clara Housing Commission to study and advance the needs of Santa Clara's unhoused population. |
| 8a | Traffic mitigation - Left-lagging lights (divided into two items) | Promote and Enhance Economic, Housing and Transportation Development | Delayed due to COVID-19 Study needed to determine effectiveness of this measure as well as potential locations for |

| Bring Back to City Council for Review and Action | | | |
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| | Council Priority | Pillar | Notes |
| | | | implementation. This item would require priorities to be shifted and a consultant would need to be hired. |
| 8b | Traffic mitigation - Smart City initiatives (divided into two items) | Promote and Enhance Economic, Housing and Transportation Development | Delayed due to COVID-19 The City has allocated funds for the following projects to support Intelligent Transportation/Smart City efforts: Adaptive Signals, Signal Timing Improvements, Fiberoptic Installations, Pedestrian Crosswalk Sensors and Traffic Management Software Upgrades. |
| 9 | Explore a community benefits policy | Promote and Enhance Economic, Housing and Transportation Development | Delayed due to COVID-19 The City has incorporated community benefits policies within Specific Plan efforts underway. Staff has researched local practices and the next step will be for the City Council to provide additional direction at a future Council meeting. |
| 10 | VTA Transit Oriented Community Playbook | Promote and Enhance Economic, Housing and Transportation Development | Delayed due to COVID-19 |
| 11 | Expansion of senior services/senior center hours, and explore potential of new senior center | Enhance Community Sports, Recreational and Arts Assets | Delayed due to COVID-19 This issue was delayed in light of more immediate service needs due to COVID-19. Additionally, as a result of safety concerns and shelter-in-place orders, the facility was closed on March 16, 2020 and has not reopened to the general public. |
| 12 | Proactive policing to respond to property crimes | Deliver and Enhance High Quality Efficient Services and Infrastructure | Delayed due to COVID-19 The original proposal to support this item included two additional officers. As reported by the Chief in Dec. 2020, the department is currently focusing on filling its current vacancies before adding additional positions. |
| 13 | RV Parking update | Deliver and Enhance High Quality Efficient Services and Infrastructure | Delayed due to COVID-19 This issue was delayed in light of more immediate service needs due to COVID-19. |
| 14 | Explore responsible construction ordinance and wage-theft protections | Deliver and Enhance High Quality Efficient Services and Infrastructure | Delayed due to COVID-19 During the past year, staff efforts have been focused on implementation of County Health Order requirements for the construction industry, and staff has not initiated preparation of an ordinance. |
| 15 | Market to prospective employees, active recruitment | Manage Strategically Our Workforce Capacity and Resources | Delayed due to COVID-19 Recruitments have significantly decreased since COVID-19. For any positions that are exempted from the hiring |

| Bring Back to City Council for Review and Action | | | |
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| | Council Priority | Pillar | Notes |
| | | | freeze, we continue to post on our website, careersingovernment.com which also posts on various sites, including LinkedIn, CalOPPS, and other organizations specific to the field as recommended by the departments. |
| 16 | Workforce capacity study | Manage Strategically Our Workforce Capacity and Resources | Delayed due to COVID-19 Study on hold due to COVID-19 and staffing changes. |
| 17 | Explore collaborative engagement software and partnership with Catalyze SV, esp. for development projects | Enhance Community Engagement and Transparency | Delayed due to COVID-19 Staff have met with CatalyzeSV and other community facilitators to discuss a potential City process to require 3rd party facilitation of outreach activities for land use entitlements. Staff is working on a proposed update to the City's Outreach Policy for Land Use Entitlements that could include a requirement for use of 3rd party facilitators. |
| 18 | Reinstate International Exchange Commission | Enhance Community Engagement and Transparency | Delayed due to COVID-19 The Governance and Ethics Committee approved a recommendation to Council on Dec. 7, 2020 that is anticipated to be presented on Feb. 23, 2021. The recommendation includes reinstatement of the International Exchange Commission with the postponement of IEC meetings until COVID-19 travel and event restrictions are lifted and can safely be planned. A total of \$10,889 is currently budgeted so implementation of this initiative would require an additional allocation of approximately \$8,700.00 from the general fund. |
| 19 | Host monthly town halls | Enhance Community Engagement and Transparency | Delayed due to COVID-19 This issue was delayed in light of more immediate service needs due to COVID-19. In lieu of scheduled town halls, the City is exploring additional ways of digital engagement with the community and has implemented a number of new methods of engagement, including Mayor@Noon Facebook Live sessions, regular video updates from Emergency Services, and more. |
| 20 | Ensure community access at Levi's Stadium | Ensure Compliance with Measure J and Manage Levi's Stadium | Delayed due to COVID-19 |

| | Bring Back to City Council for Review and Action | | |
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| | Council Priority | Pillar | Notes |
| 21 | Revisit recommendations from community study – study needs to be updated | Ensure Compliance with Measure J and Manage Levi's Stadium | Delayed due to COVID-19 |
| 22 | Explore permit parking for northside Santa Clara (KW) and possibly extending the red sticker program | Ensure Compliance with Measure J and Manage Levi's Stadium | Delayed due to COVID-19 |
| 23 | Ensure more revenue from non-NFL events | Ensure Compliance with Measure J and Manage Levi's Stadium | Delayed due to COVID-19 |

Santa Clara City Council Priority Setting Session
January 2021
Update on Proposed Objectives

| #2: Parking Lot / Revisit Next Year | | | |
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| | Council Priority | Pillar | Notes |
| 1 | Public private partnerships – community shuttle | Promote and Enhance Economic, Housing and Transportation Development | 2021 Priority Setting Session |
| 2 | Business employee tax | Promote and Enhance Economic, Housing and Transportation Development | 2021 Priority Setting Session |
| 3 | Explore a tenant protection ordinance | Promote and Enhance Economic, Housing and Transportation Development | 2021 Priority Setting Session |
| 4 | Multi-use arts center downtown with Santa Clara University | Enhance Community Sports, Recreational and Arts Assets | 2021 Priority Setting Session |
| 5 | Revisit curfew issue | Ensure Compliance with Measure J and Manage Levi's Stadium | 2021 Priority Setting Session |