Council Strategic Session

Day 2:
Operational Priorities

February 1, 2019

Agenda – Day 2

DAY TWO SCHEDULE (estimated times)			
8:30 – 8:40 am	Set Context for Day 2	12:05 – 12:20 pm	Council Discussion and Questions
8:40 – 8:55 am	Public Presentations	1:00 – 1:15 pm	Public Presentations
8:55 – 9:55 am	Department Operational Priority Presentations	1:15 – 1:45pm	Aligning Council Priorities
9:55 – 10:10 am	Council Discussion and Questions	1:45 – 2:00 pm	Wrap Up/Summary of Day 2/Council Action
10:10 – 12:05 pm	Department Operational Priority Presentations		

Operational Priorities
Human Resources Department

City of Santa Clara
The Center of What's Possible

Existing Resources – Human Resources

	FTEs	Budget
– Employee Benefits and Records	8	$1,847,138
– Recruitment and Selection	7	$1,793,335
Total	15	$3,640,473

Service Delivery to Customer Highlights

HR is an internal service department that supports the 14 City departments, 1116.25 Full Time Employees (FTEs) and approximately 930 "As Needed" employees.

HR provides support in these key areas:

- **Benefits Administration:** new hire orientations; open enrollment; administration of all forms of benefits – health, leaves, retirement
- **Labor Relations:** negotiate labor contracts with ten (10) bargaining units; interpret contracts; meet and confer; review and resolve grievances
- **Employee Relations:** assist employees by interpreting policies and procedures; career coaching and development; listen to employee concerns; mediate and facilitate employee conflict resolution

Service Delivery to Customer Highlights

- **Recruitment, Testing and Selection for all City Employees**
  - 2017/2018 HR conducted 90 recruitments
  - 2017/2018 HR processed 213 new hires and promotions
  - Over the past five years:
    - Recruitments increased by 36%
    - Application processing increased by 52%
- **Conduct Classification and Compensation studies**
- **Staff the City's Civil Service Commission (CSC):** The CSC reviews and approves job descriptions and sits as our Board of Review at personnel hearings

Service Delivery to Customer Highlights

- **Staffs the Salary Setting Commission (SSC)**: The SSC, recently established via Charter amendment, sets City elected officials compensation every two years
- **Safety-related functions**: Manage workers' compensation claims, ergonomic assessments, coordinate the Department of Transportation drug and alcohol random drug testing program and Personal Protective Equipment tests and fittings
- **EEO Office**: provides mandated sexual harassment prevention training per the law, conducts and oversees employee investigations, receives complaints and mediates conflict

Accomplishments

- Hired 122 new employees and promoted 91 employees in FY2017/18
- Streamlined the recruitment process by going paperless with Neogov
- Worked closely with Finance and IT to implement a new method to properly calculate FLSA overtime pay for non-exempt employees
- Provided mandated harassment prevention training for 108 supervisors and refresher non-mandated harassment prevention training for 135 non-supervisors
- Negotiated five (5) successful MOU's in FY2017/18 (IAFF, Fire Management, Employees Association, AFSCME, and Miscellaneous Management)
- With the assistance of the Assistant City Clerk's Office and Communications, recruited for and confirmed members to the new Salary Setting Commission by the Civil Service Commission

Upcoming Policy Issues

- Department Organization Review and development of prioritized implementation plan for resulting recommendations
- Workforce development
- Open bargaining tables include:
  - Police Officers Association
  - International Brotherhood of Electrical Workers
  - Engineers
  - Public Safety Non-Sworn Employees Association
  - Police Management

Operational Constraints

- Staff Resources – HR staffing levels have not kept pace with the increased growth in scope and day-to-day demands of our internal customers
- Capacity to implement strategic initiatives such as workforce development and process re-engineering
- Constraints to accelerating hiring:
  - Highly competitive job market (both public and private sectors), limited pool of candidates
  - Regional cost of living
  - Resource capacity
- Civic Center workspace availability
- Recruitment and retention limitations: private sector employees expect perks (i.e., yoga at work, dry cleaning, fuel, discounts, workplace fun, teaming space, attractive break areas) that City traditionally hasn't provided

Areas of Opportunity

- Technology improvements to streamline workflow and reduce manual processes
  - training and certification tracking;
  - employee self-service for benefits;
  - online open enrollment;
  - online new employee onboarding;
  - position control; interface from recruitment system to employee database;
  - improved reporting for HR metrics
- Centralized Risk Management function to oversee Workers' Compensation program review and development of safety programs
- Utilizing procurement processes to ensure the City receives the highest value in employee benefit contracts
- Create enterprise-wide training opportunities
- Comprehensive review of job physical requirements and corresponding pre-employment medical screening

Areas of Opportunity

- Conduct a City-wide Employee Survey (in process though delayed due to staffing constraints)
- Staff the Salary Setting Commission and set elected officials' compensation rates for 2019-2021
- Continue to work with Finance/Payroll regarding audit recommendations and internal controls
- Update workplace environment to be responsive to space constraints and staffing needs

Long Range Planning

Human Resources Department Summary

- Balancing City-wide service demands with the current staffing levels in Human Resources
- We need to be more automated and have more streamlined systems such as position control and other specific systems
- In this current job market, we need to find ways to be competitive within this region to attract applicants for City jobs
  - Workplace amenities and offerings
  - Workplace environment and personal services
  - Tailored training and development
  - Development plans for individuals

Operational Priorities
Finance Department

City of Santa Clara
The Center of What's Possible

Existing Resources – Finance Department

- FTEs - 65
- Operating $11.7M

- Citywide Fiscal Planning and Administration
- Internal Audit
- Accounting and Financial Reporting Services
- Budget Development and Management
- Debt and Treasury Management
- Utility Billing
- Purchasing and Warehouse Services

Service Delivery to Customers Highlights

- Implementing Advanced Metering Infrastructure
- Selected Vendor for a New Utility Customer Self-Serve Portal
  - Implementation scheduled for January 2019
- Transient Occupancy Tax (TOT) Compliance Audit
- Cost Allocation Plan, Cost of Services and Development Impact Fee Studies underway
- Read 92,000 utility meters and invoiced approximately 62,000 utility accounts each month
- Audit work plan development & implementation

Service Delivery to Customers Highlights (cont.)

- Implementation of online system (GovDeals) for sale of surplus property
- Implementation of BidSync for online vendor management, solicitation of goods and services, and award of contracts
- Restructuring of the Budget Document to provide greater transparency
- Developing a comprehensive two-year Operating Budget
- Implementing a Cannabis Business Tax

Accomplishments

- Implemented PeopleSoft Financial Management System Upgrade
  - Provides Enhanced Self-Service tools for the City's employees
- Completed the first two-year Capital Improvement Plan (CIP) Budget
- Filled key vacancies within the Department such as Assistant Finance Director/City Auditor, Assistant Finance Director, Purchasing Manager, Contracts Manager, Principal Financial Analyst in Budget, and Management Analyst in Budget
- Moved from a five-year forecast to a ten-year forecast
- Transitioned Deferred Compensation Plan provider
- Established an Internal Audit function

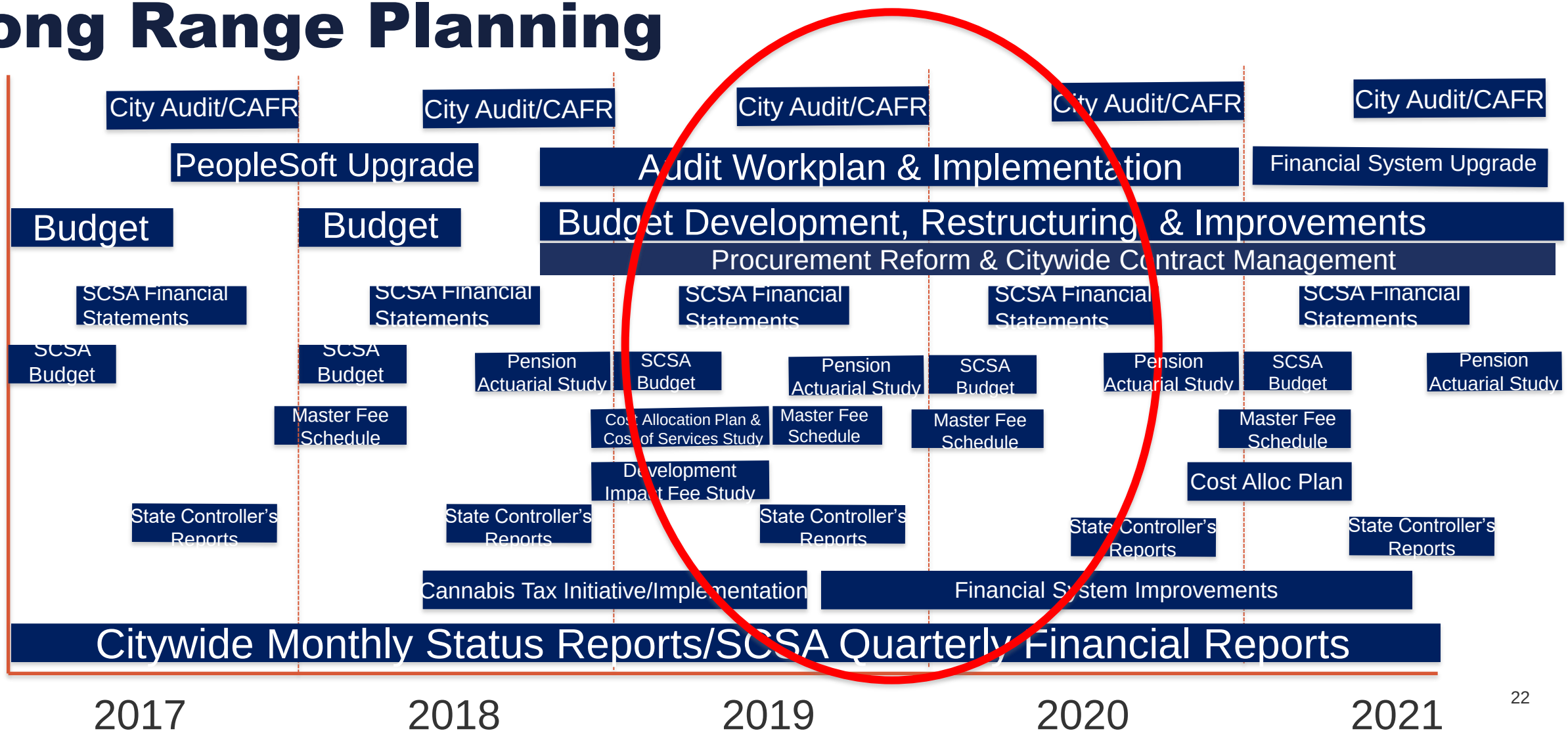
Upcoming Policy Issues

- Continuing to develop strategies to strengthen future budgets
  - Revenue initiatives
    - Transient Occupancy Tax (TOT)
    - Utility Users Tax (UUT)
  - Cost Control Initiatives
  - Use of Reserves
  - Unanticipated Expenditures or Fiscal Impacts
- Purchasing Reform
- Audit Workplan

Operational Constraints

- Need to continue to evaluate City budget for improved practices
- Existing Financial System was not designed for local government fund accounting and is costly to the City
- Continued capacity issues related to heavy workload
- Learning curve for new staff
- Purchasing function is de-centralized
- Fiscal and administrative processes are antiquated and labor intensive
- Paper heavy organization with manual processes
- Current office space is inadequate

Long Range Planning



Areas of Opportunity

- Continuing to improve Budget development practices
- Financial System Improvements to eliminate manual processes
- Streamline departmental processes to be more efficient
- Move forward on analysis for new Enterprise Resource Planning (ERP) system
- Implement an on-line budgeting software that connects stakeholders to the City's Budget
- Purchasing and contract management reforms

Finance Department Summary

- Capacity Issues – current staff is stretched, but we continue to make every effort to adequately support departments
- Budget Development – rising pension costs and deferred capital investments
- Department-wide System Upgrades – labor intensive

Operational Priorities
Information Technology Department

City of Santa Clara
The Center of What's Possible

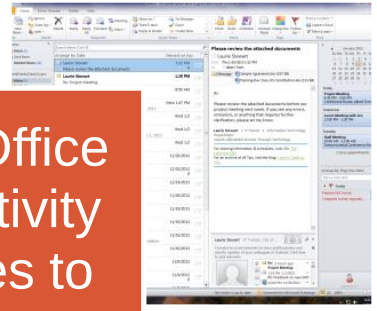
Existing Resources
Information Technology Department

- 8.5 Full Time Employees
  - 7 Full Time with 2 vacancies
    - IT Services Manager – Vacant
    - IT Manager Public Safety – Vacant
  - 1.5 Full Time Employees As Needed
- Outsourced services model
- FY 18/19 Operations budget – $ 11,165,807
- Programs
  - Helpdesk & End User Services
  - Infrastructure & Network
  - Enterprise Applications & Web
  - Enterprise GIS
  - Telecommunications

Service Delivery to Customers Highlights

- The IT Department provides a full spectrum of services in support of the City's mission & service to the public.
- Key highlights for 2018:

Support 158 business applications



Email/Office productivity services to 1,587 users

Responded to 6,900 requests from staff

Provided 1,280 telephones & smartphones to staff

Service Delivery to Customers Highlights

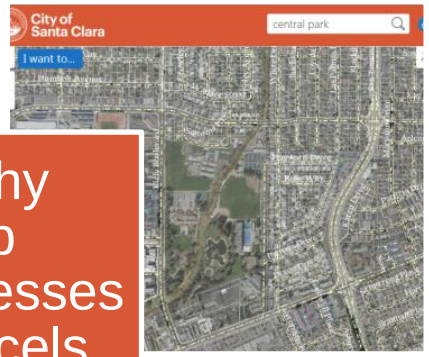
Support 1600 user devices

153 Indoor public Wi-Fi access points at over 40 City facilities

Conducted 97 IT training classes with 470 seats filled

178 public request email searches

1.2 million website visitors
40,500 eNotify subscribers



Trustworthy City Map
59,630 Addresses
29,813 Parcels
1,055 Streets

Accomplishments

- Key projects and upgrades:
  - Police CAD & mobile computer replacement
  - Agenda management
  - Online permit search
  - Parks & Recreation asset & work order management system
  - HR/Payroll management
  - Financial system
  - Fire records management system (RMS)
  - Budget planning
  - Customer Request Management (CRM)
  - Mission Library technology renovation
  - Utility Billing Smart Meter integration

Accomplishments

- Assessed the city application portfolio for risk & opportunity resulting in:
  - 18 applications refreshed,
  - 5 new apps implemented and
  - 8 apps retired
- Focus on citywide business process improvements:
  - Transitioned agenda processing to a workflow/paperless system,
  - Launched employee self service portal for time entry, payroll and benefits
- Selected vendors via RFP for new utility billing portal, utility billing voice response/contact center, permits & land management
- Increased Wi-Fi coverage and performance in City facilities
- Upgraded City Council Chamber's live broadcast equipment and voting system
- Upgraded technology infrastructure for capacity, performance & redundancy

Accomplishments

- Enhanced City cybersecurity capabilities:
  - Prevented ransomware attacks,
  - Improved regulatory compliance of credit card payment systems,
  - Rolled out modernized, web-based security training for staff,
- Introduced IT Executive Governance framework to ensure the investment and use of technology and alignment with short- and long-term goals citywide
- Earned Award for Excellence in Information Technology Practices from MISAC
- Expanded GIS citywide, including the following:
  - Basemap, Staff and Public GIS access, Story Maps, Open Data GIS Portal
  - Asset repository for Water, Sewer & Storm Drain; Electric easements; Parks
  - Electric meters and billing data integration
  - New Public Safety CAD and mobile maps
  - Regional data synchronization for improved land record keeping and first response

Most Critical Layers for City Operations

59,630 City Addresses
29,813 City Parcels (9506 acres)
1,055 City Streets (354.21 miles)

WHY?

CAD Integration
Accela - Permitting
Laserfiche - Documents
HDL - Business Licensing
Harris Northstar - Utility Billing
Lucity - Asset/Work Order

Pipelines
Water: 600 mi
Sewer: 450 mi
Storm Drain: 195 mi
Park Irrigation: 4 mi

Public Safety
CAD
Fire Tablet Command

434 Park Light Poles
102 Park Field Lighting

District Elections Boundary

Stadium Operations
COP
Traffic Cameras

287 acres - Park (50)
180 acres - Landscape
42 Playgrounds
38 Park Buildings
8 Pools

Lucity

Enterprise GIS is providing critical location data and analytics to City's business systems and decision makers.

30 days Stats for Story Maps
Live Traffic Cameras 1863 views
Parks and Pools 975 views
Development Projects 595 views
Public Safety 258 views
Historic Homes 217 views

GIS Applications
InfoMap -Internal City Map Viewer
MapSantaClara - Public City MapViewer
Garage Sale Registration Application
GIS Open Data Portal

Other Ongoing GIS Integration Efforts
Lucity -Water, Sewer, Parks, Storm
Accela - Citywide
Laserfiche - Citywide

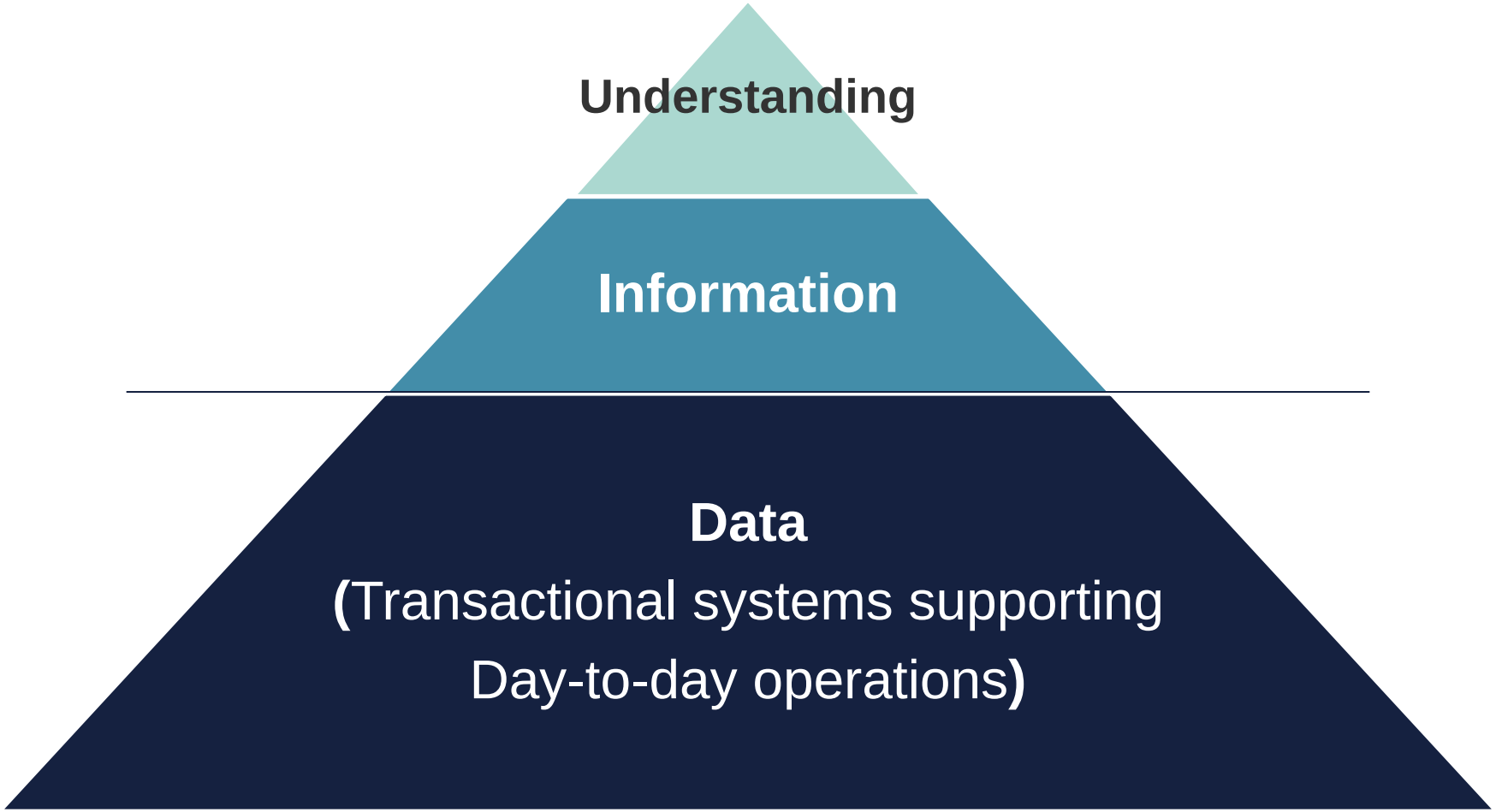
Upcoming Policy Issues

- Cybersecurity mandates & regulatory compliance requirements may require new City policy (Personal information, Credit Cards, Health & Criminal Justice)

Operational Constraints

- Key vacancies significantly constraining stakeholder outcomes – IT Services Manager, IT Manager Public Safety
- Insufficient office space for staff, temporary space for contractors & cross-department project collaboration teams
- Unprecedented demand for IT services with competing timelines and limited resources – 30 applications remain to be refreshed
- Acquisition of talent (hard to find good resources in Bay Area)
- True accounting & budgeting for technology projects, including departmental backfill, IT resources, business operation analyses, and operational costs
- Strong departmental sponsorship & ownership is key to accomplishing business transformation. We need enhanced focus on business operation analyses.

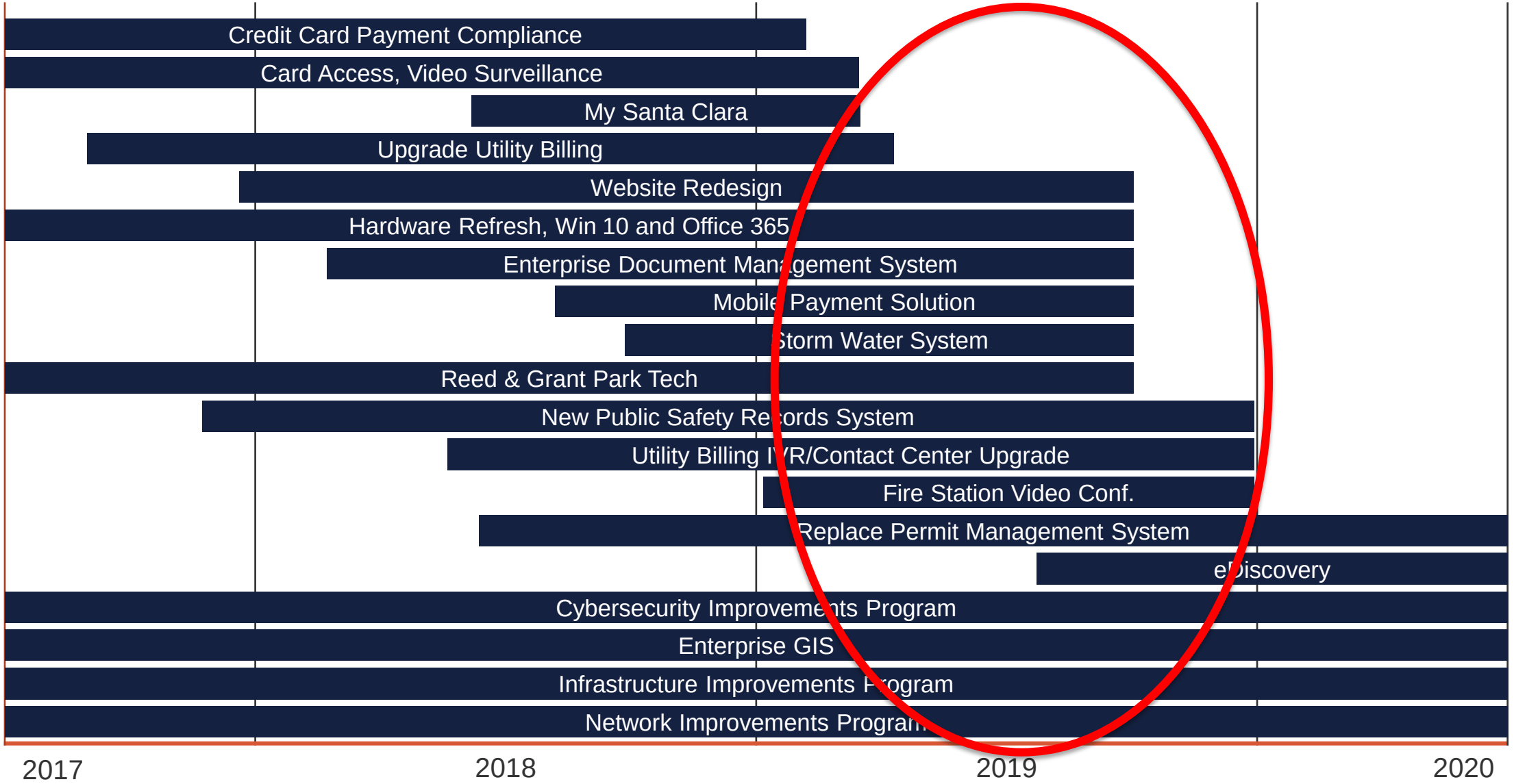
Data as a strategic asset
Transforming data into understanding



Areas of Opportunity

- Improve data driven decision making and transparency
- Innovative digital strategies for citizen-centric outcomes; anytime, anywhere self-service
- Business process reengineering; electronic processes and workflows; eliminating paper
- Training; organizational change management and workforce development for improved employee engagement
- Knowledge and information repository; improved collaboration capability
- Catalyze increased interdepartmental collaboration and data sharing
- Citywide technology consolidation and rationalization
- Smart City implementation at strategic developments (e.g., CityPlace Santa Clara) as a unique opportunity for strategic outcomes
- Enterprise GIS as a platform for Smart City outcomes
- Develop a Digital Santa Clara/Business IT strategic plan

Long Range Planning



Information Technology Department Summary

- Stable IT service delivery & accomplishments, with much more work to complete
- Unprecedented demand for IT services by City departments – 34 projects in progress
- Committed staff working hard; however, resource constraints and vacancies inhibiting outcomes
- Desire throughout the organization to shed paper intensive processes for enhanced use of technology
- Tremendous opportunity in support of Council priorities & City's mission

Operational Priorities
Office of Assistant City Clerk

In July 2018, the Council took action to bifurcate the Elected City Clerk and Assistant City Clerk duties and assigned the daily professional City Clerk duties to the Assistant City Clerk (except for elections).

City of Santa Clara
The Center of What's Possible

Existing Resources – Assistant City Clerk's Office

• FTEs	5
• Operating Budget:	
– Council/Administration	$561,433
– Public Information/Legislative Records Management	$464,924
– Political Reform Act	$396,247
Total	$1,422,604

*Separate budget of $450,000 allocated for Election Duties

Service Delivery to Customers Highlights

- Prepare meeting agendas and minutes
- Ensure proper posting and noticing to comply with Brown Act
- Maintain the City's legislative history consistent of the retention schedule
- Support organization with responding to Public Records Requests in a timely manner
- Conduct recruitment for all Boards and Commissions
- Monitor compliance with campaign finance, statement of economic interest, and public disclosure requirements
- Outreach and administrative compliance for the Lobbyist Registry and Open Calendar Policy

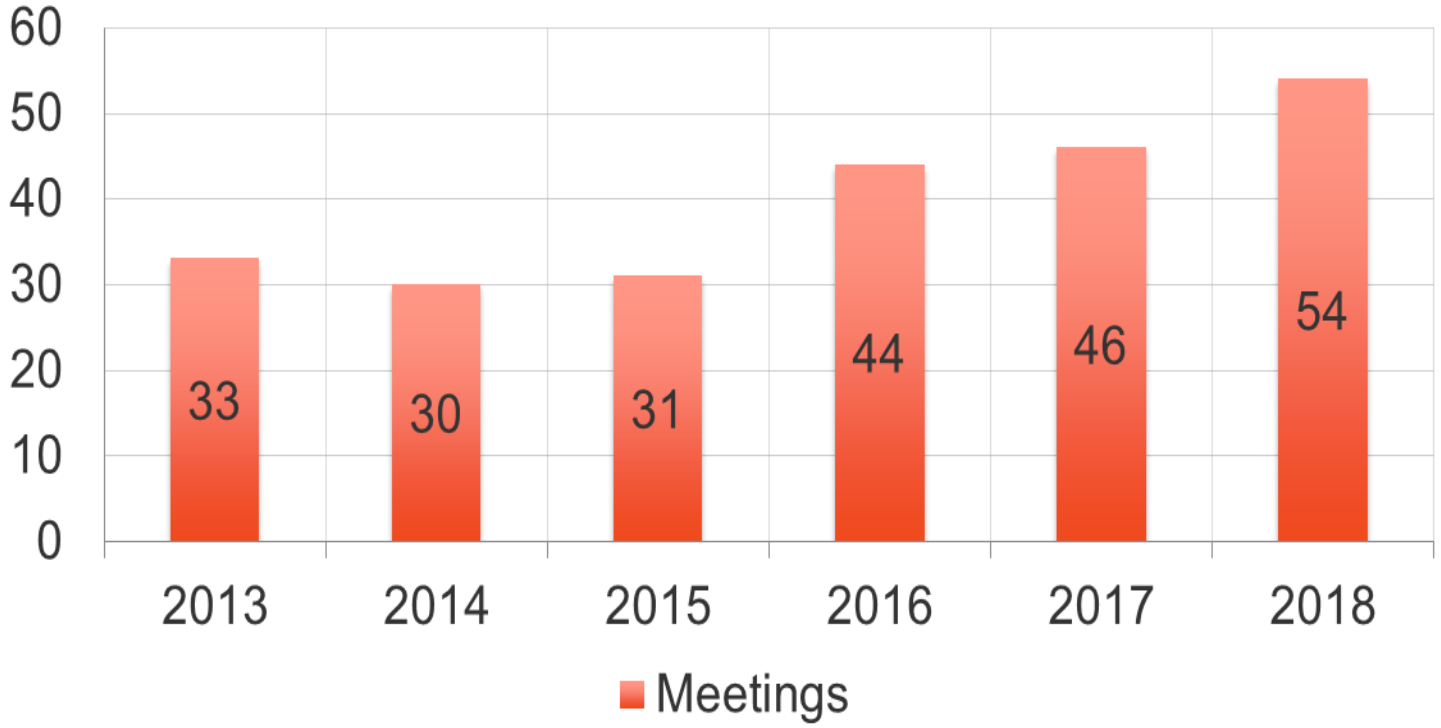
Accomplishments

- Conducted a Special Election – June 2018
- Implemented the first phase of the Electronic Public Records Act System
- Collaborated with the City Attorney's Office and introduced Hidden Political Donations (Dark Money) Ordinance
- Updated the Pathway to Citizenship webpage to allow more accessible information on applying for citizenship
- Increased Lobbyist Fees and created a new Client Fee for full cost recovery of the program
- Collaborated with City Attorney and City Manager on CVRA Court directives

Accomplishments

- Posted Agendas (includes Council, Stadium Authority, Special, Study Session and Oversight Board agendas):

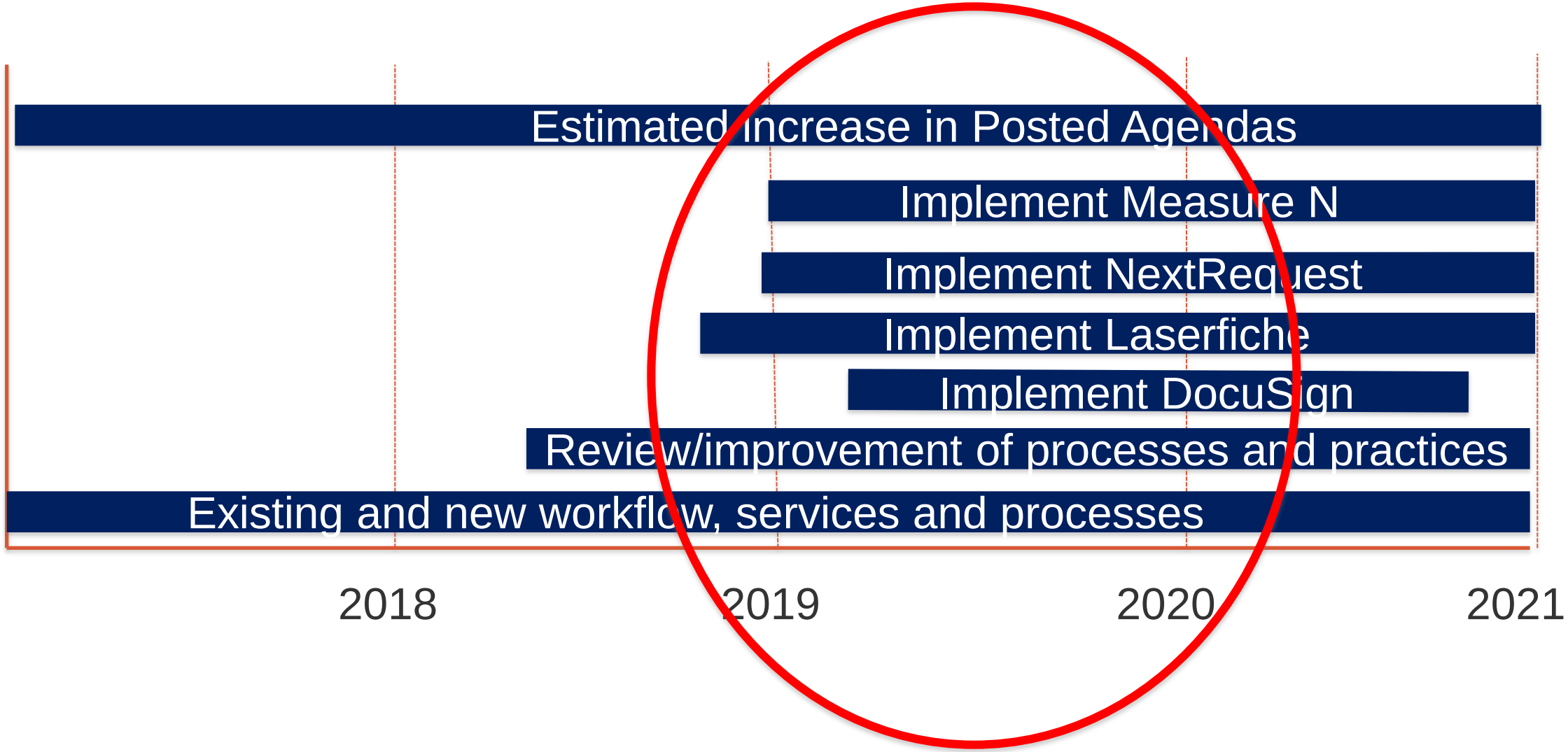
64% Increase since 2013



Upcoming Policy Issues

- Trending to increase amount of posted agendas in FY 18/19 – workload for both the agenda process and policy development for staff
- Implementation of Laserfiche enterprise document management system
- Implementation of NextRequest Public Records Act tracking system
- Implementation of DocuSign electronic signature system
- Collaborate with City Attorney and City Manager on implementation of Measure N Charter Amendment for district-based elections

Workload Forecast



Operational Constraints

- City's workload impacts Office's ability to produce agendas in a timely manner and creates unpredictable work schedules. Need to balance out agenda production and restore Thursday publishing in 2019—allows Friday for initiatives
- Major systems launches require time and may impact day to day operations
- Due to new staffing and short tenure, staff requires training and exposure to best practices to hold up basic manual processes
- Current vacancies create an unbalanced workload during technology implementation

Areas of Opportunity

- Opportunity to fundamentally change the way the City operates to be:
  - Less paper intensive administrative processes
  - More collaborative and efficient
  - Greater accountability and higher quality
  - More robust and scalable technology
  - Higher caliber public interface

City Clerk's Office Summary

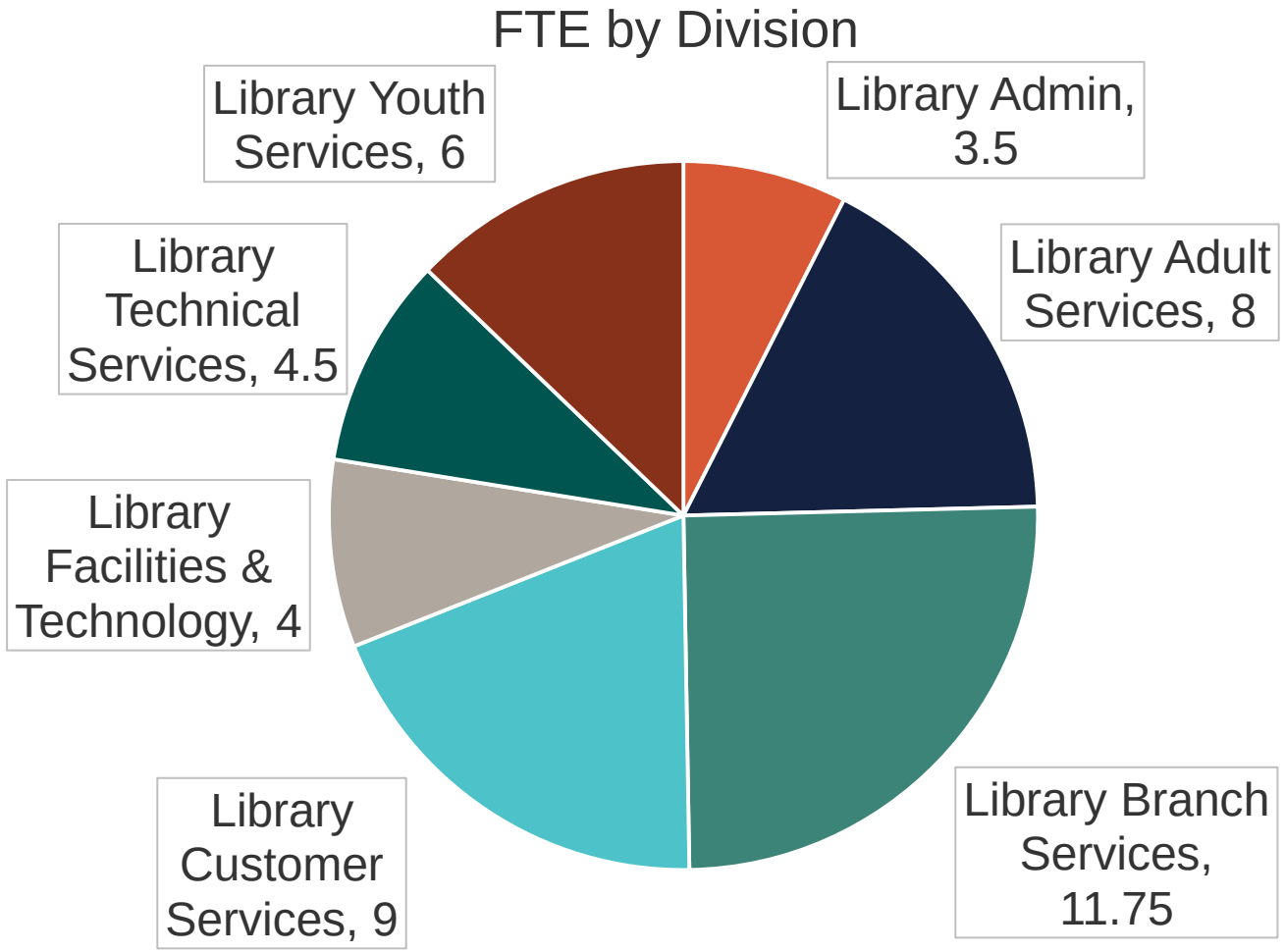
- Enterprise-wide systems will improve City operations:
  - Agenda management
  - Enterprise document management
  - E-signature
  - Public Records Act management
- There are realities regarding the ability to roll-out **multiple enterprise-wide systems** in a short timeframe that will require **significant attention and adaptability** from staff, the Council and the public.
- Supporting new initiatives is difficult under current workload, which includes:
  - increased number of meetings,
  - implementing of district-based City Council elections
  - Boards and Commissions interview process improvements
- Critical staff vacancies impact the Office's ability to sustain heavy workload in an effective and timely manner.

Operational Priorities Library

City of Santa Clara
The Center of What's Possible

Existing Resources – Library

- 46.75 FTE
- $10.4M
- $250K additional from Foundation & Friends



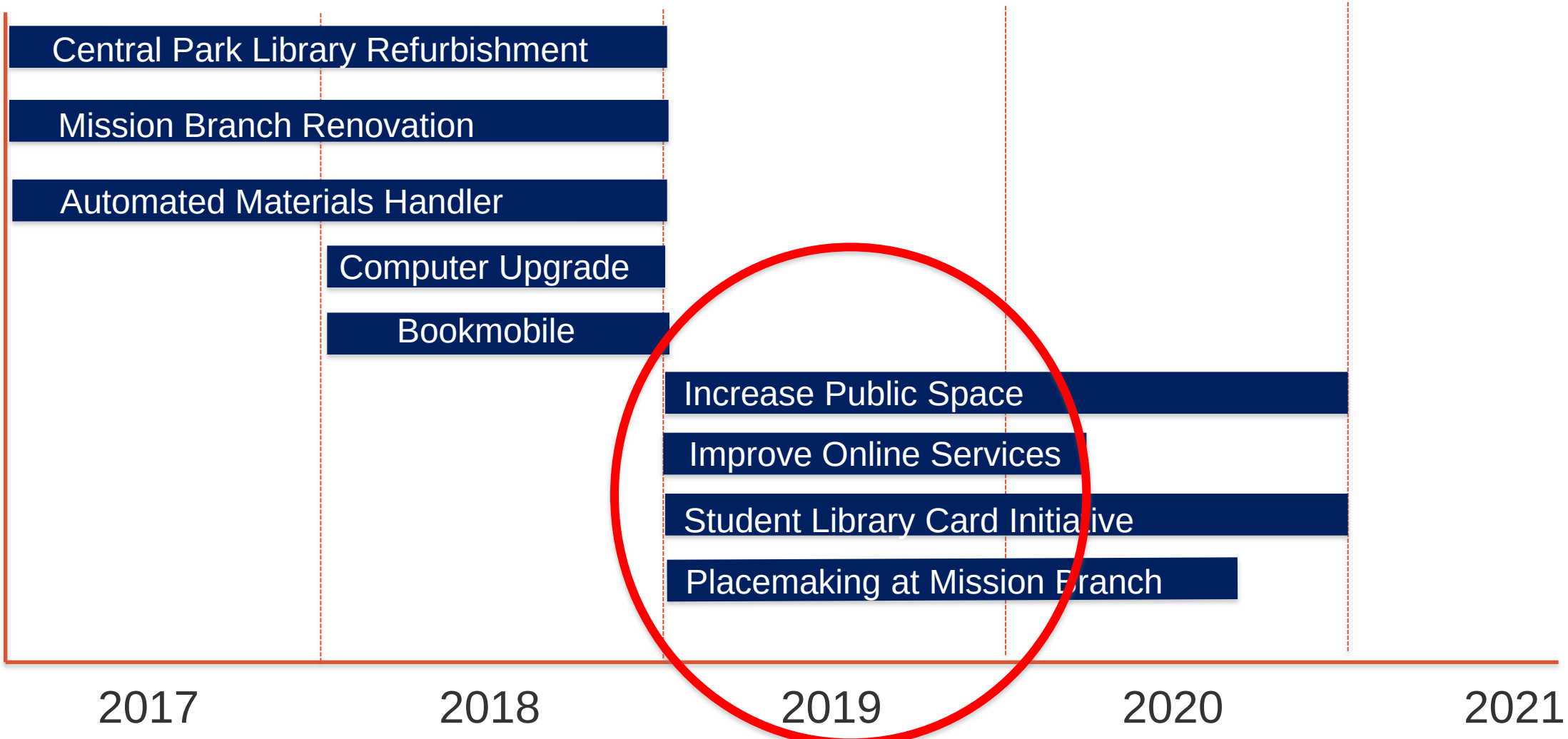
Service Delivery to Customers Highlights

- **Customer Services –**
  - Enhanced Self Service through technology
  - Improved Customer Account Security
- **Adult Services –**
  - Current, and relevant collections of books and other materials
  - Adult Literacy
  - Service to Homebound
  - Immigration & Housing Resource Connection
- **Children & Youth Services –**
  - Storytimes & early childhood literacy initiatives,
  - Year-round STEM programs
  - Girls Who Code

Service Delivery to Customers Highlights

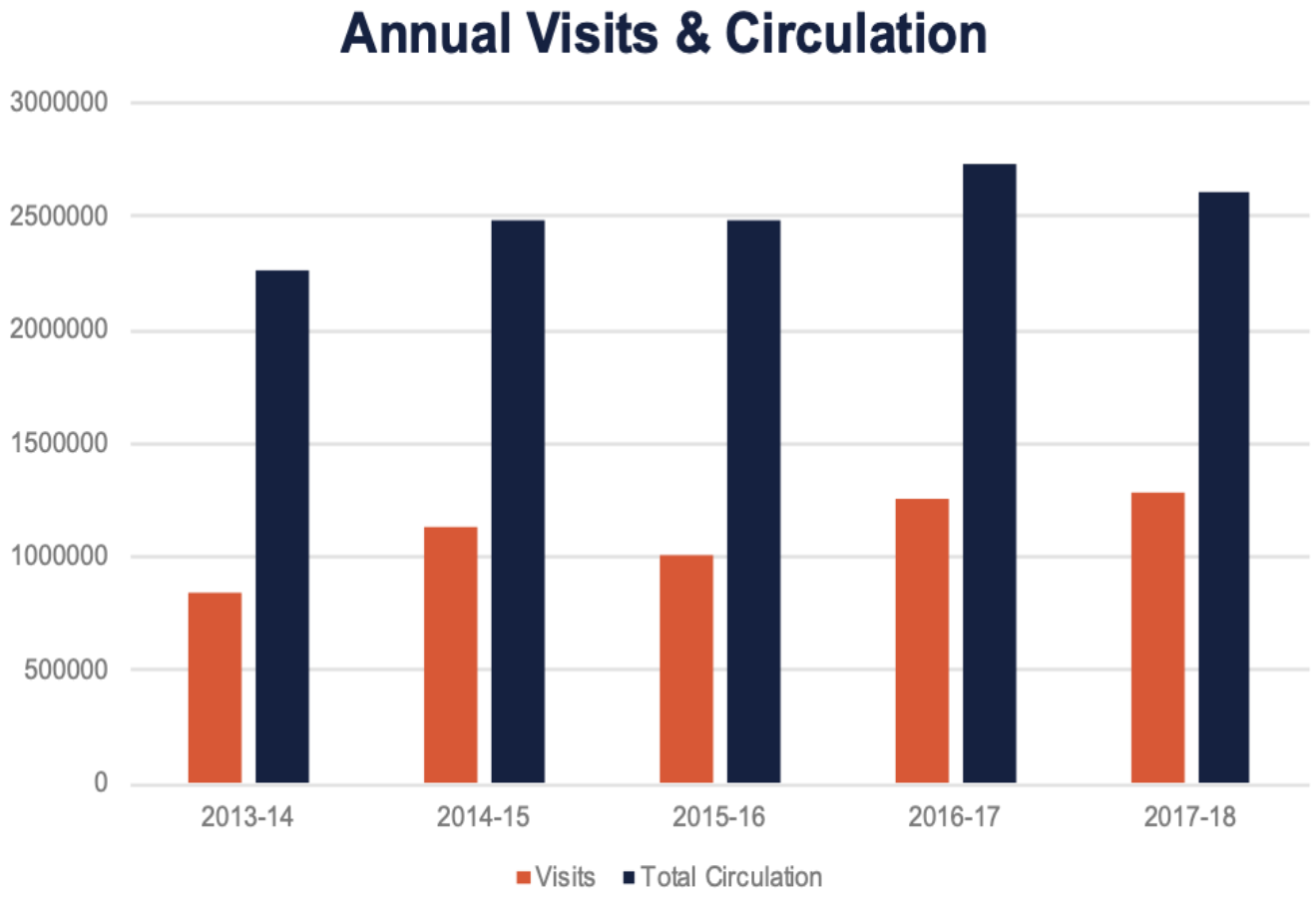
- Branch Services – High impact programs and collections tailored to neighborhoods and community service points
  - Northside Branch Library
  - Mission Branch Library
  - Bookmobile
- Facilities – Safe, attractive & welcoming buildings
- Technology – Access to new and established technology for community members
- Technical Services – Collection acquisition and streamlined delivery to customers

Long Range Planning



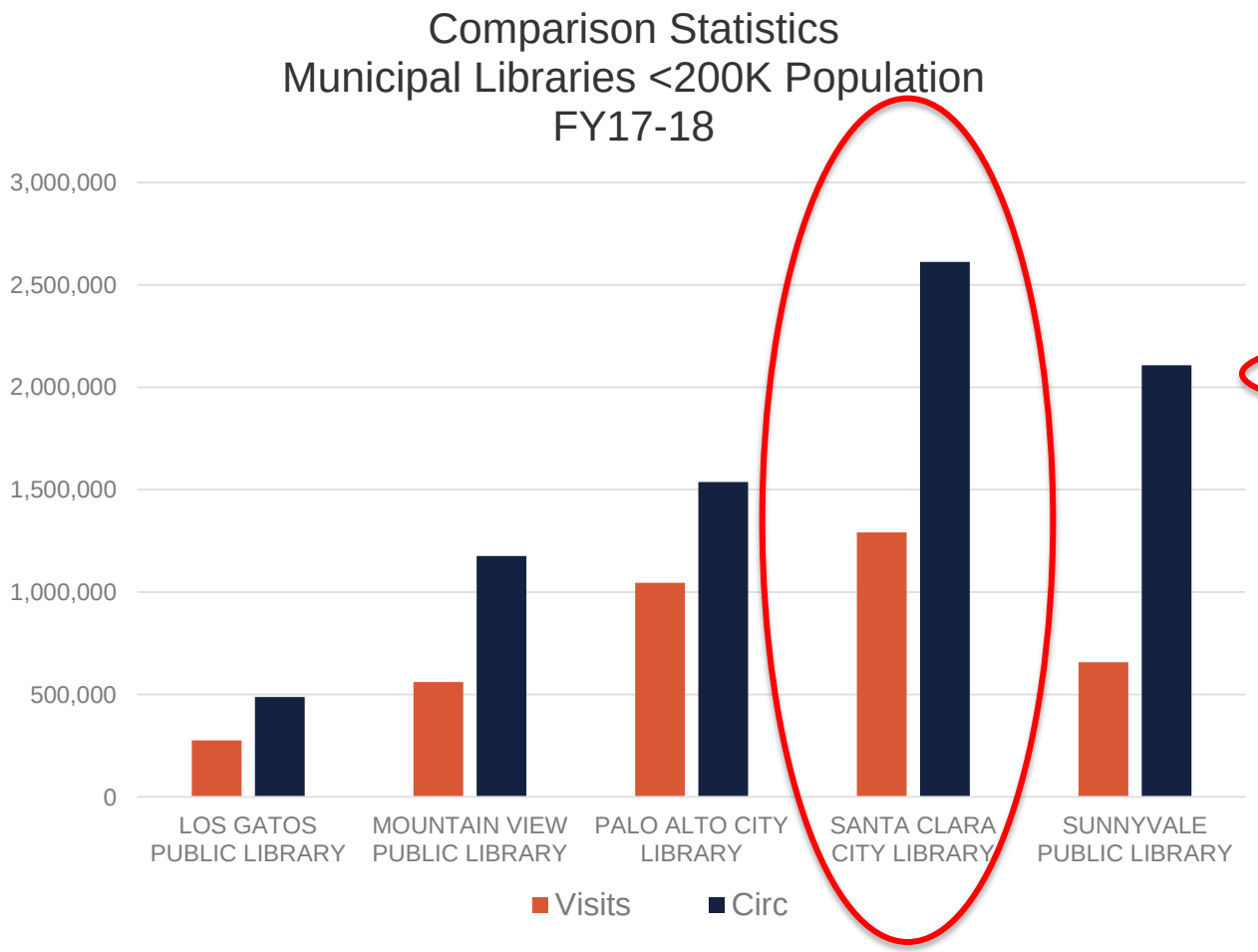
Accomplishments

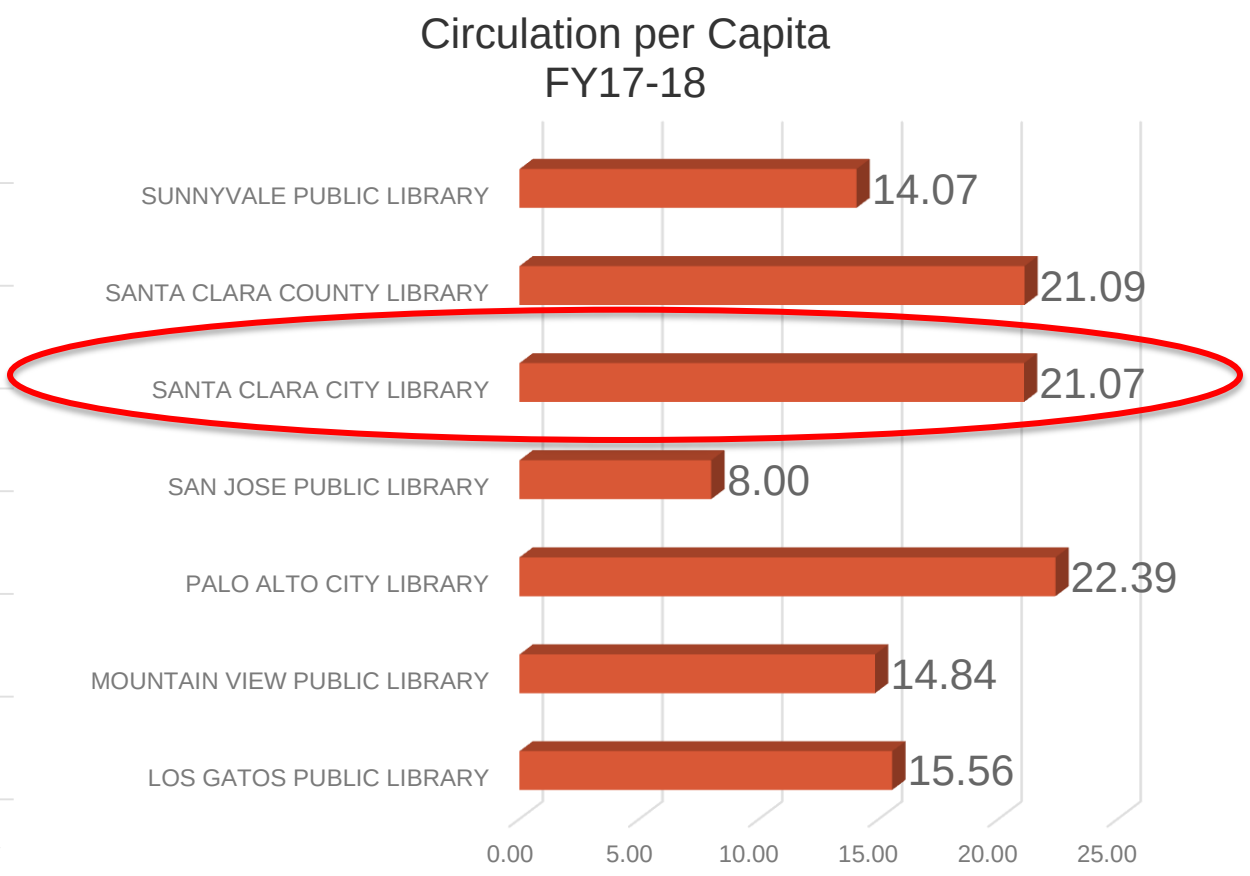
- Checked out 2.6 million items FY 2017-18
- 1.3 million visits
- Visits up even with Mission Branch Library Closed
- 68,593 children and families attended 560 Children's Programs



Accomplishments

- Regional Library Comparisons





Accomplishments

- Hosted Comic Con Event with 8000 attendees
- Hosted Naturalization Ceremony
- Completed Public Computer upgrade
- Added DMV Now Self Service Terminal

Accomplishments

- Mission Branch Library Re-opens with new building and expanded hours

- Bookmobile established weekly service to four Title I schools

Upcoming Policy Issues

- Review Library Services in General Plan Goals & Policies
- Public Meeting Room Policy & Reservation Systems
- Student Card Initiative

Operational Constraints

- Staffing limitations & key vacancies
- Limited Hours at Mission & Northside Branch Libraries
- Ongoing facilities upkeep & maintenance

Areas of Opportunity

- Establish partnerships with local schools to provide simple convenient online access to research & reading
- Expanded services to upcoming & newly developed regions of city using Bookmobile
- Use widespread community support, engagement & positivity to build new partnerships & leverage external resources
- Improve organizational efficiency through resource realignment
- Expand ESL offerings to immigrant populations
- Streamline workflows using technology where applicable

Library Summary

- Provide innovative & engaging events and programs for the community
- Connect with students and teachers to promote reading and information literacy
- Promote civic engagement
- Expand access to the library space, technology, & collections
  - Improved customer communication
  - Improved access to library facilities and meeting spaces
- Engage staff through professional development opportunities
- Maintain and upgrade library facilities to keep them safe, attractive & welcoming

Operational Priorities
Parks and Recreation

City of Santa Clara
The Center of What's Possible

Existing Resources – Parks & Recreation

	FTEs	Operating Budget
– Administration	3.75	$1,426,000
– Parks	48.58	$10,798,000
– Recreation	23.42	$7,227,000
Total	75.75	$19,451,000

- Cemetery Division includes 5 FTEs and a budget of $1,249,000 from the Cemetery Enterprise Fund.

Service Delivery to Customers Highlights

- Maintenance and rehabilitation of:
  - Central Park (45.04 acres)
  - 26 neighborhood parks (121.261 acres)
  - public open space (41.71 acres)
  - 5 mini parks (2.59 acres)
  - community recreation, aquatics (11 pools 5 sites), park buildings
  - joint use facilities (47.52 acres)
    - Includes playgrounds, restrooms, picnic areas, turf, trees and vegetation management, athletic fields
  - Santa Clara Golf & Tennis Center—American Golf management agreement

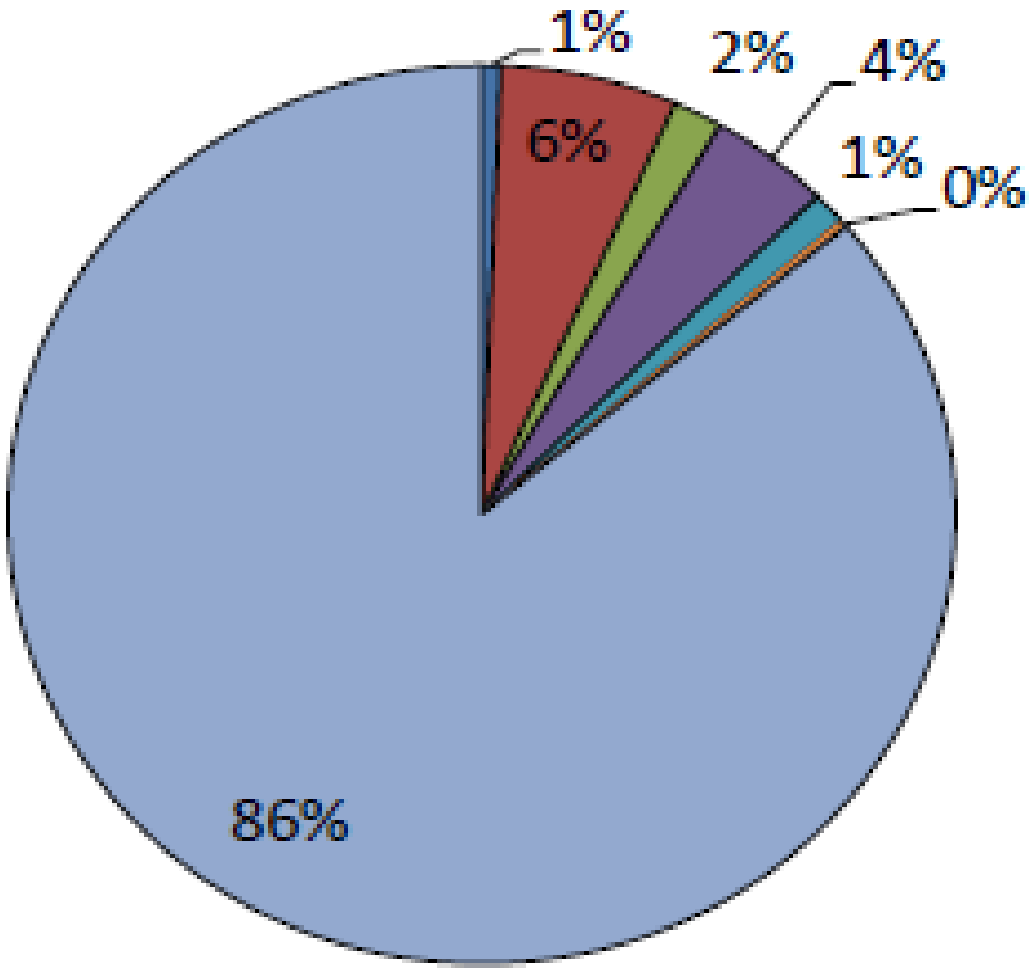
Service Delivery to Customers Highlights

- Planning and development of new Parks & Recreation facilities
  - Lawrence Station Area Parks
  - Montague Park
  - In Lieu Fee Update
  - All Inclusive Playground in Central Park
  - Aging park infrastructure replacement
- Constraints on simultaneous Park Project delivery
  - Number of staff
  - Capital budget sources and allocations available
  - Active community participation levels require additional time

Service Delivery Highlights

- Provide health, wellness, sports and recreational opportunities including therapeutic, cultural and performing arts for all ages and abilities at:
  - Community Recreation Center
  - Youth Activity Center & Teen Center
  - International Swim Center
  - Senior Center
  - Parks & buildings
  - Youth Soccer Park

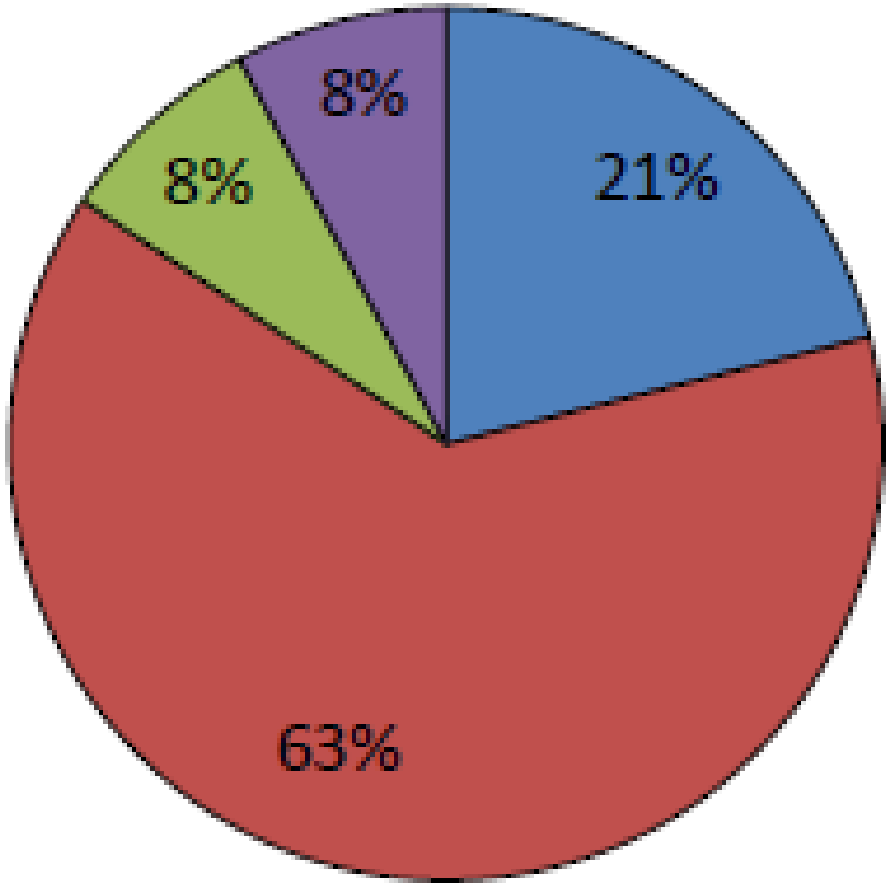
Service Delivery – Parks & Recreation Facility Use



Rental Attendance by Type (543,665 Total)

- Adult Sports (3,590)
- Meeting (32,806)
- Party (9,200)
- Picnic (22,464)
- Special Event- Non P&R (6,348)
- Theater (1,521)
- Youth Sports (467,690)

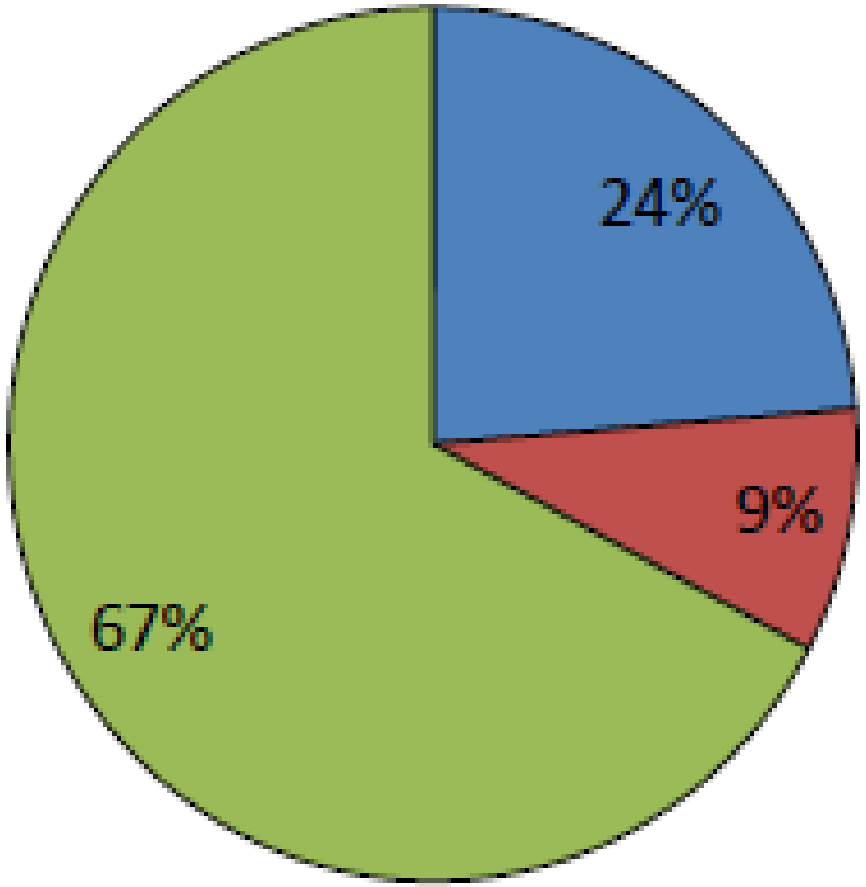
Service Delivery -- Classes



Class Attendance by Age Group (155,155 Total)

- Infant/Toddler: 0-4 Years (32,378)
- Youth: 5-12 (98,276)
- Teen/Adult: 13-49 Years (12,034)
- Senior: 50+ Years (12,167)

Service Delivery – Drop-Ins



Drop-in Attendance By Age Group (181,300 Total)

- Youth: 0-12 Years (42,980)
- Teen/Adult: 13-49 Years (16,376)
- Senior: 50+ Years (121,944)

Service Delivery to Customers Highlights

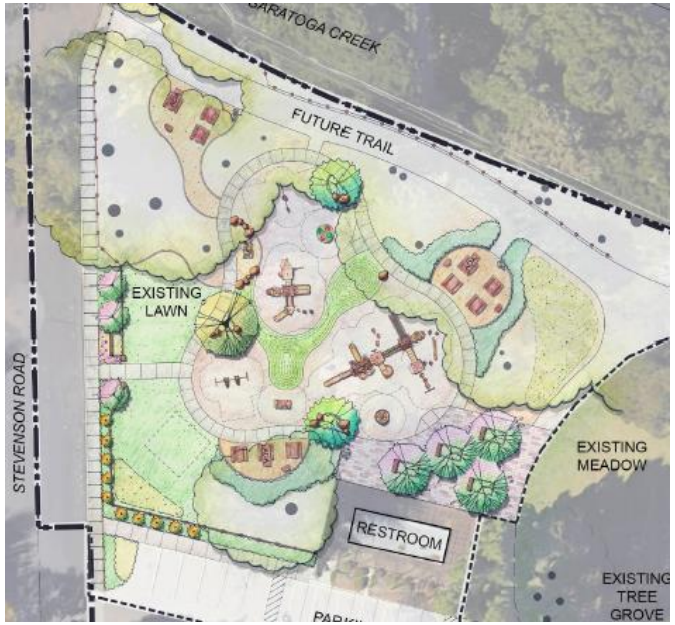
- Produce 12 Annual City-wide Special Events
- Over 1,500 volunteers
- Support Commissions
  - Parks & Recreation
  - Youth
  - Senior Advisory
  - Cultural Commission (added 2018)
- Provide Cemetery service, operation, maintenance
  - Mission City Memorial Park
  - Agnews Historic Cemetery

Accomplishments 2018

- Grand Openings
  - Central Park Annex
  - San Tomas & Monroe Neighborhood Park & Community Garden
- Ground Breaking
  - Reed & Grant Street Sports Park

Accomplishments 2018

- Park & Playground Renovation (*status*)
  - Bowers & Machado Park Playgrounds (Bid)
  - Homeridge Park, Agnew Park, Fuller Street Sport Court (Design)
  - Montague Park (Community Input process)
- SCCC 17.35 Parkland Dedication
  - New residential development Project compliance review for acquisition and development of new public parks and recreational amenities
  - Santa Clara Square (under development)
  - Lawrence Station Area (under development)



Long Range Planning

Upcoming Policy Issues

- Update Parkland Dedication in–lieu Fees
  - Nexus Study Inventory, Land valuation and Park improvement value
- Aging Parks & Recreation infrastructure
  - Near term (5YR) needs: Parks $12.5 million, Buildings $36 million. ($53.5 M with cost escalation)
  - Life Cycle (20 YR) needs: Parks $90 million, Buildings $65.8 million.($155.8 M with cost escalation)
  - Needs exceed current sources and available funds
  - Project Prioritization and Allocation of funding
- Central Park Master Plan
- Acquisition & development policies/plans/agreements for new facilities

Operational Constraints

- Age, condition, and capacity of existing facilities
  - Higher maintenance demands
  - Limited ability to grow programs to meet demand & diversity of community needs
- Construction market conditions (cost escalation, tight materials/labor supply)
  - Impacts park project costs and schedules
- Personnel
  - Same number, increased workload, plan review, training time away
  - New facilities life-cycle maintenance

Areas of Opportunity

- Replace older facilities, equipment and technology
- Implement Parks Enterprise Asset Management (EAMS) and Electronic Work Order System (Lucity) with public interface
- Increased community engagement, collaboration, sponsorships, volunteer utilization
- Increase understanding of recreation market segments, pricing and revenue strategies to support program growth and subsidy priorities
- City-wide Parks & Recreation Master Plan to identify and prioritize needs
  - Acquisition & development plan for new parkland & facilities (size, amenities, locations adjacent to existing parkland, trails and facilities)
  - Recreation service plan to address desirable measurable outcomes (health & fitness, age-friendly, sustainability, natural environment)
  - Identify funding strategies, explore foundation grants and endowments

Parks & Recreation Department Summary

- High resident approval rating for Parks & Recreation programs and services
  - 81% voters visited City Parks in the past 6 months (7-2017 survey)
  - 96% believe well maintained parks contributes to Santa Clara Quality of Life
  - 86% approve of how Parks & Recreation is doing its job (5% disapprove)
- Highly motivated and experienced staff to address challenges
- Accomplishing Council goals:
  - Acquiring and developing new parkland and athletic facilities
  - Rehabilitating existing aging infrastructure, facilities, parks and playgrounds
  - Increasing community engagement, collaboration with internal and external stakeholders, volunteers

Operational Priorities
Community Development

City of Santa Clara
The Center of What's Possible

Existing Resources

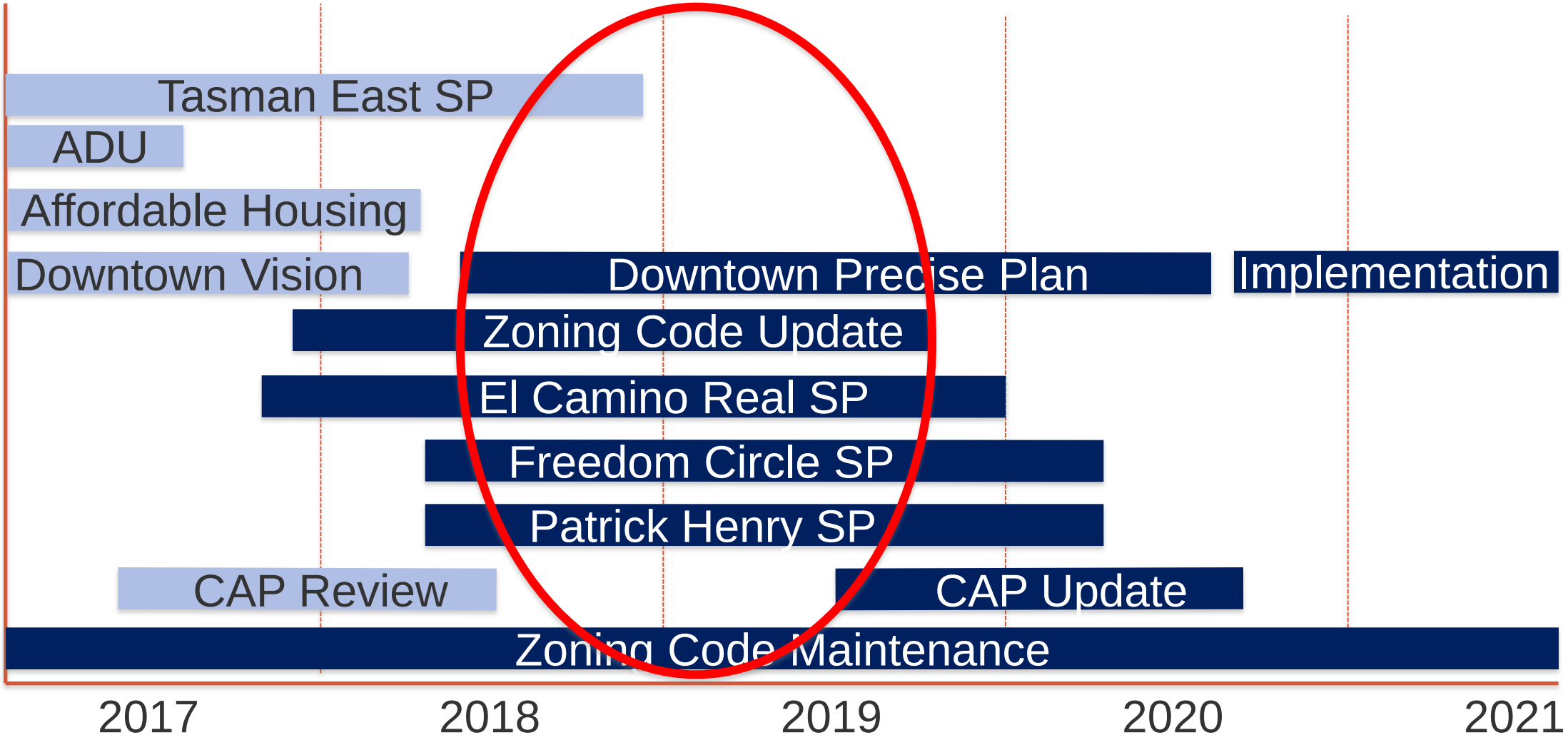
Community Development	FTEs	Operating Budget
– Planning	20	$4.7M
– Building	38	$9.1M
– Housing and Community Services	7	$802,419*
Total	**65**	**$14.6M**

*Housing Division Revenue includes $1.9M Special Revenue Funds

Accomplishments - Planning Division

- Answered ~10,000 Public Inquiries (850 per month)
- Responded to 984 Code Enforcement Cases (82 per month)
- Conducted Public Hearings for 209 Projects (17 per month)
- Completed Tasman East Specific Plan, Affordable Housing Ordinance
- Staffed Planning Commission, Architectural Committee, etc.

Long Range Planning



Upcoming Policy Issues – Planning

- Zoning Code Update – changes to land use permitting process – architectural review, regulation of Air BnB, Boarding Houses, etc.
- North of Bayshore – master planning (Patrick Henry, Freedom Circle, Kylli)
- El Camino Real – community engagement
- Downtown Precise Plan
- City Place – Development Area Plans
- BART and other regional planning efforts, CEQA review
- Evaluation of phased General Plan & Housing Supply
- Climate Action Plan / transportation analysis methodology

Accomplishments - Building Division

13% ↑ increase in Inspections YTY

14% ↑ increase in Permits issued

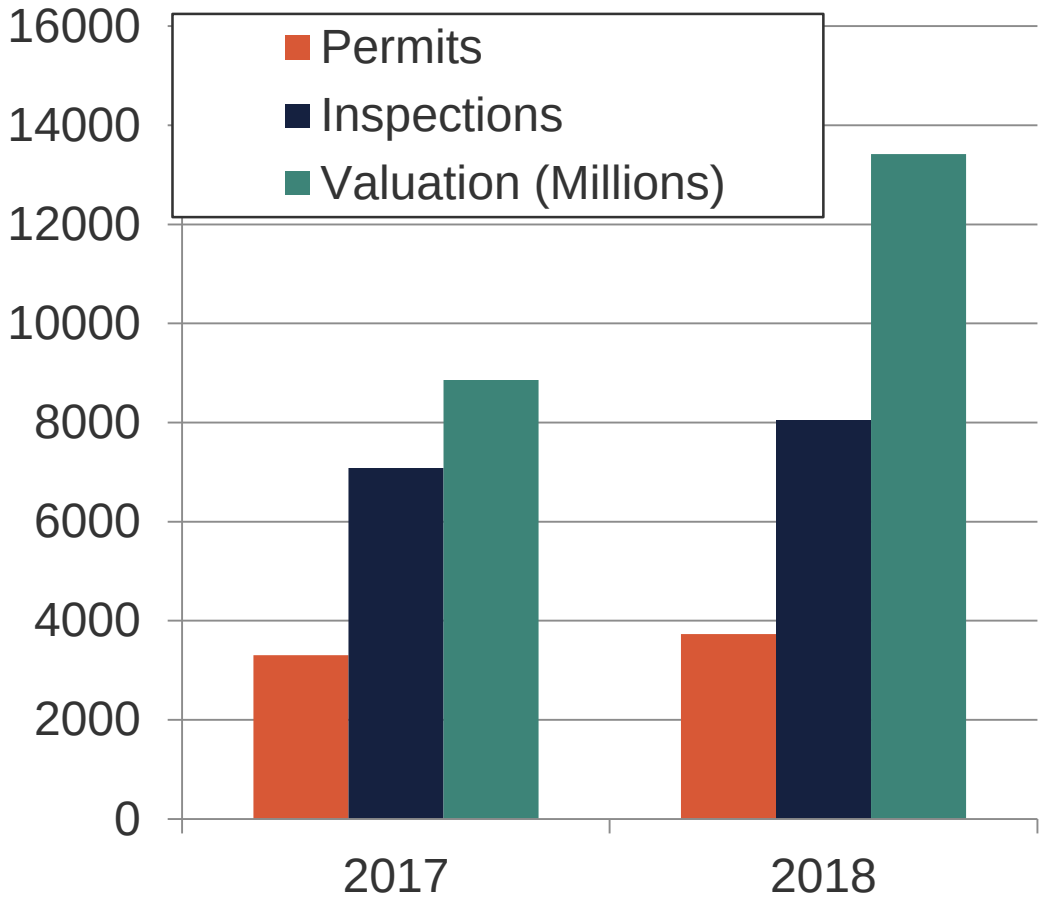
52% ↑ increase in Building Permit Valuation

2017 Activity

- Performed 33,052 Inspections (2,754 per month)
- Reviewed and Issued 7,081 Permits (590 per month)
- Total Building Permit Valuation : $886,057,040

2018 Activity

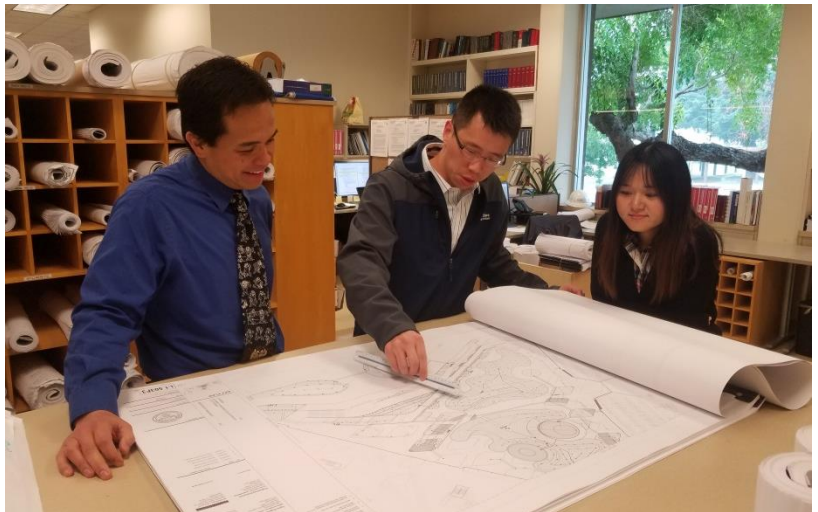
- Performed 37,318 Inspections (3,110 per month)
- Reviewed and Issued 8,053 Permits (671 per month)
- Total Building Permit Valuation: $1,342,241,690



City of Santa Clara
The Center of What's Possible

Accomplishments - Building Division

- Completed Building Official Recruitment
- Initiated Update to the Accela Permit Tracking System
- Implemented process improvements for scheduling of inspections
- Improved Building Permit review inter-departmental coordination
- Provided special handling for large and select tenant improvement projects



Accomplishments – Housing and Community Services

- Affordable Housing Policy Implementation
- For fiscal year 2018-19, invested $881,738 in the City's Neighborhood Conservation Improvement Program (NCIP) - *FY 17/18 10 Households*
- For fiscal year 2018-19, invested $948,000 in the City's Tenant Based Rental Assistance Program (TBRA) - *FY 17/18 44 Households; 59 adults 86 children*
- Since July 1 2018, assisted 2 families in purchasing Below Market Purchase (BMP) homes – Average note value of $750,000 repayable to City
- Assisted 20,090 residents through public service programs
- Assisted 20 homeless or at-risk Santa Clara residents through County Supportive Housing Partnership
- Conducted outreach, RFP and ENA process for City-owned Affordable Housing sites

Housing and Community Services

- 2,554 Affordable Housing Units in the pipeline
  - 225 Extremely Low Income
  - 611 Very Low Income
  - 972 Low Income
  - 746 Moderate Income
- $71M County Funding
- $21.5M City Subsidy
- 1,950 Inclusionary Units (no direct subsidy)
- Additional Units to be funded with inclusionary fees

City of Santa Clara
The Center of What's Possible

Upcoming Policy Issues – Housing

- US Department of Housing and Urban Development (HUD) Annual Appropriations for CDBG and HOME – Funding Cuts?
- Use of Housing Sites / Advancing 100% Affordable Projects (State Regs)
- Partnership / RFP projects – 90 N. Winchester, Corvin Drive, San Tomas
- Inclusionary Housing Ordinance implementation

Operational Constraints

- Staffing – recruitments and retirements
  - 10 FTE filled in 2018
  - 13 Vacancies (6 in process of being hired)

  35% of 65 FTE for the Department
- Staffing – office/work space
- Permit tracking system
- Permit fee levels
- Redistribution of resources to County
- Limited land and funding to support development projects
- Community support for affordable and supportive housing (NIMBYism)
- Capacity to keep up with demand
- Historic focus on operations vs. management

Areas of Opportunity

- Technology Tools
- Streamlined Zoning Code
- Specific Plan communities
- Expanded community engagement and Placemaking initiatives, including next steps for the Mission Branch Library
- New State and regional policies
- Fee and grant supported long-range programs
- Partnership with County to use Measure A funds for affordable housing

Operational Priorities
Department of Public Works

City of Santa Clara
The Center of What's Possible

Existing Resources – Public Works

Public Works	FTEs	Operating Budget
– Engineering	39.87	
– Facility Services	13.23	$26.3M
– Street	52.50	
– Automotive Services	15.75	
– Solid Waste	5.55	$24.8M
– Convention Center Maintenance District	0.10	$1.6M
– Downtown Parking Maintenance District	0.50	$0.36
– Vehicle Replacement & Fleet Operation	N/A	$9.3M
Total	**127.5**	**$62.4M**

Service Delivery Highlights

- Development Plan Review and Fee Collections
- Infrastructure Planning and Capital Projects
- Solid Waste Collection Services and Street Sweeping
- Street & Sidewalk Maintenance and Street Trees
- Transportation:
  - signals
  - signage
  - parking regulations
  - bike and pedestrian
- Fleet Management

Service Delivery Highlights

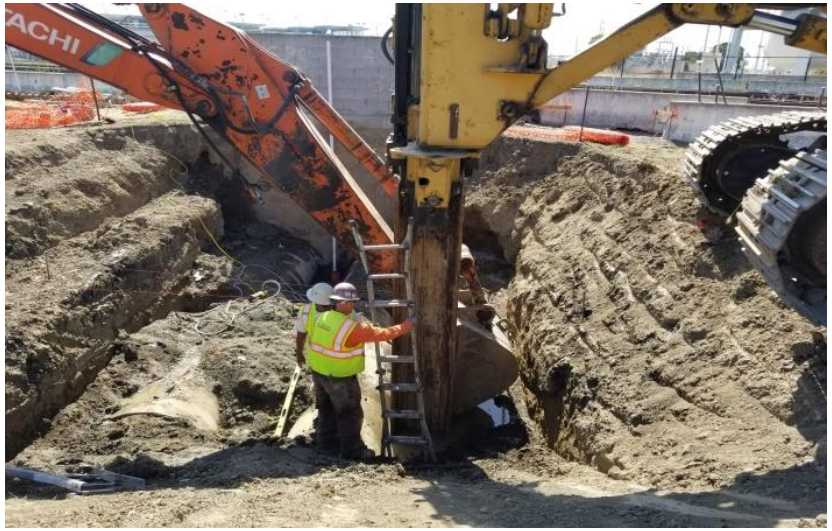
- Building Maintenance, including Historic Homes
- Maintenance Districts (Convention Center & Franklin Mall)
- Maintenance of Tasman Garage and City Parking Lots
- Design and Construction Management for Other Departments
- Support Stadium Events

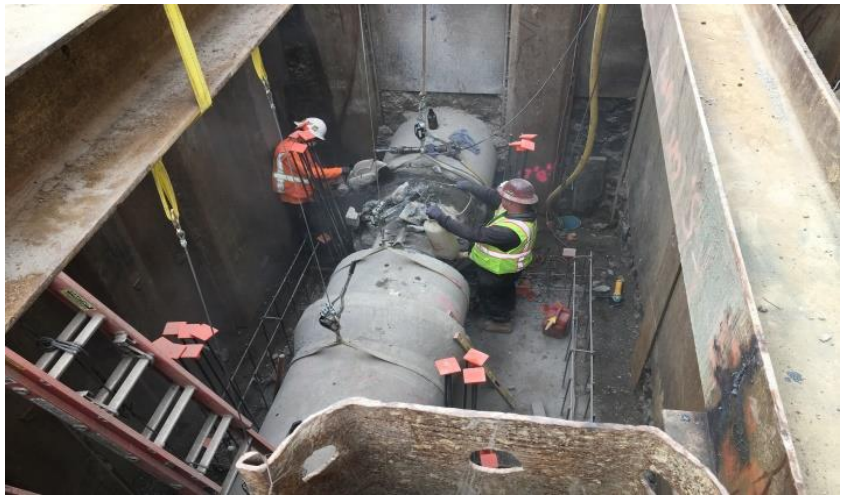
Accomplishments

- $16M in Transportation Grant Funded Projects Budgeted
- 2018 Pavement Surface Improvements
- Mission Branch Library Remodel
- Police Building Security Upgrade
- San Tomas and Monroe Neighborhood Park
- City Hall Tenant Improvements

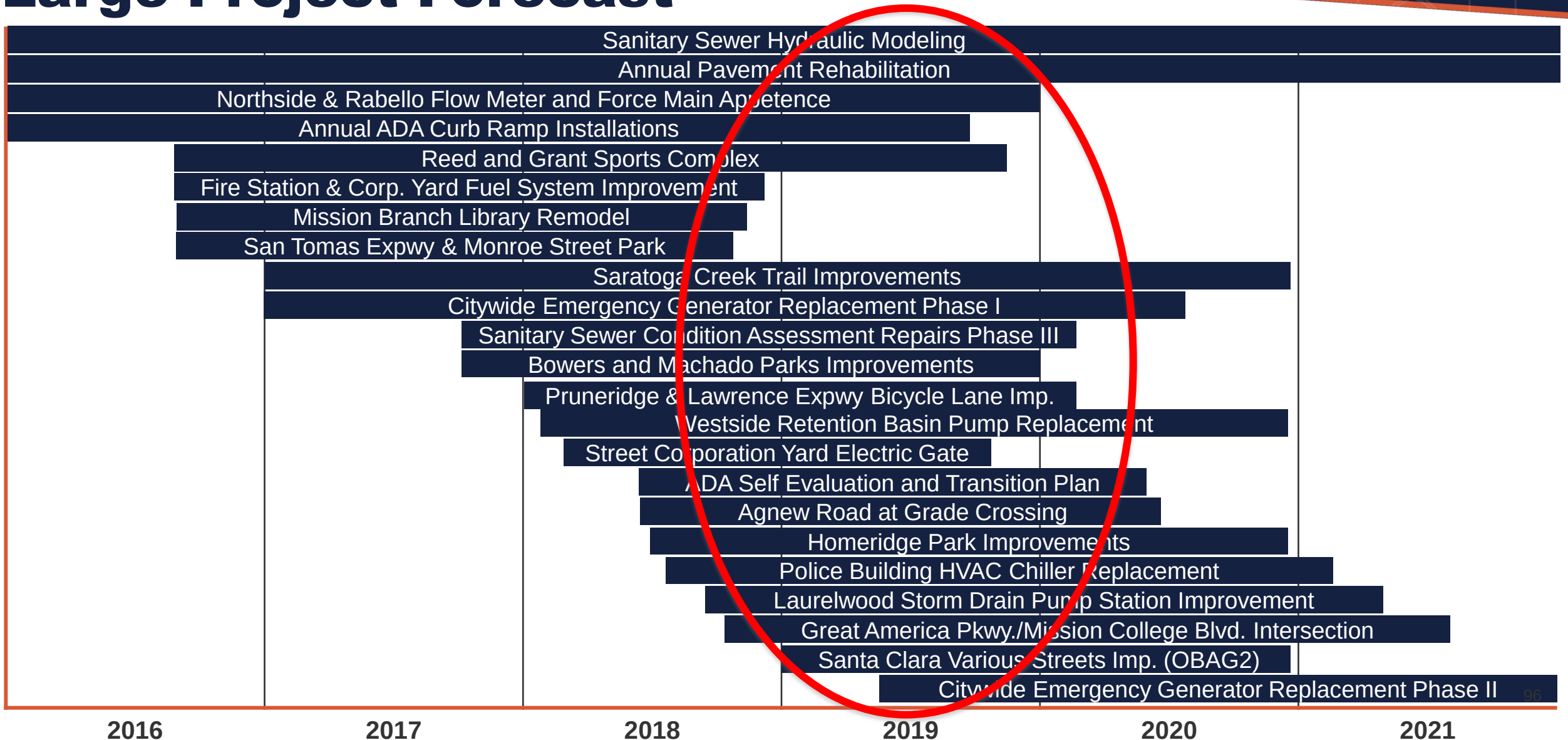
Accomplishments

- Worked on over 50 Projects
- Updated Traffic Mitigation Fee Program
- Finalized Multimodal Improvement Plan for CityPlace Development
- Pedestrian crossing improvements
- Issued 418 Encroachment Permits and Finalized 9 Maps. Gateway Village, Santa Clara Square Phase II, Summerhill at LSAP, Silicon Sage at Franklin

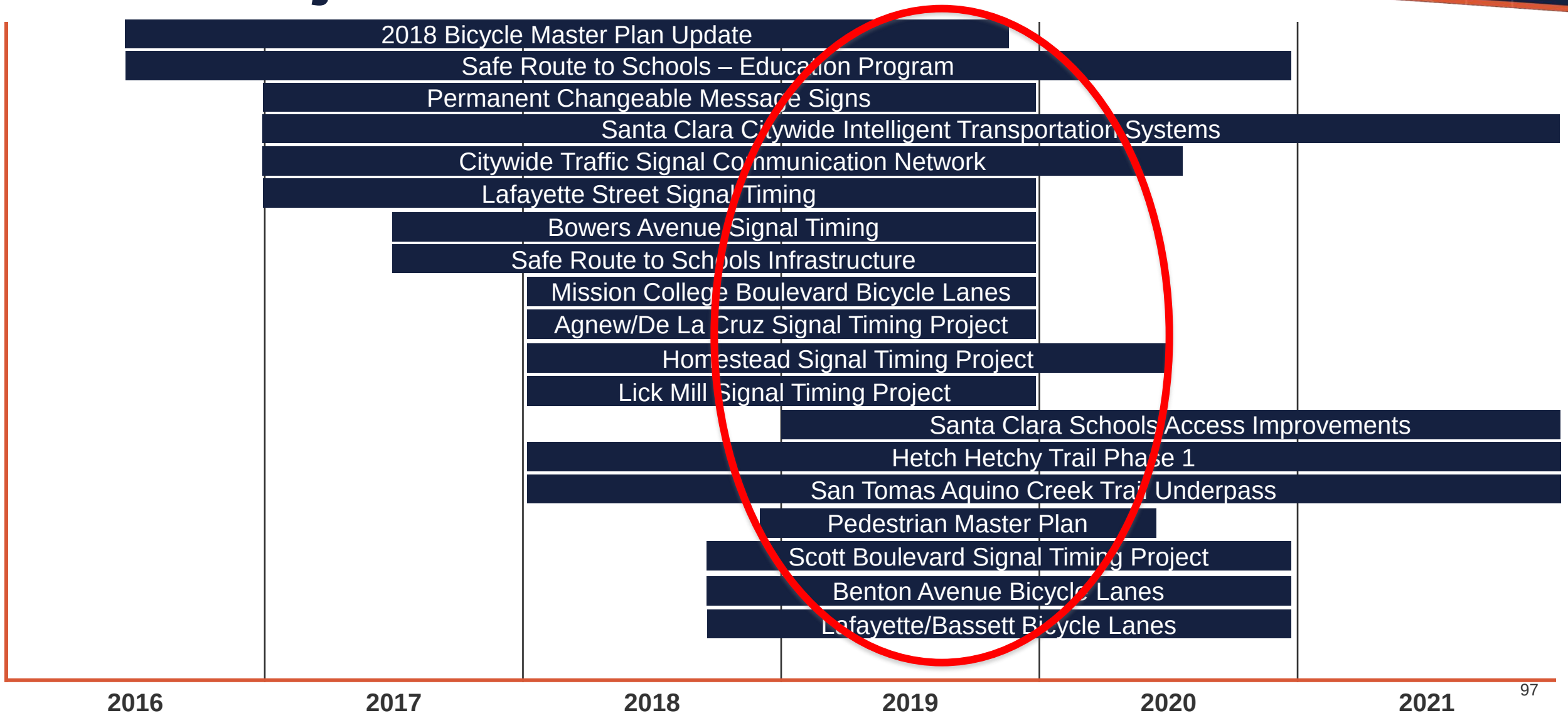




Large Project Forecast



Traffic Project Forecast



CIP Project Summary

CIP Category	No. of Projects		Total Budget
	FY18-19	FY19-20	
Bike/Pedestrian Improvements	11	12	$9.4 M
Traffic Improvements	8	9	$11.5 M
Roadway Improvements	3	4	$26.5 M
Storm Drain Infrastructure Improvements	2	2	$5.6 M
Sanitary Sewer Infrastructure Improvements	2	2	$13.4 M
Facility Improvements	12	11	$10.3 M
Park Improvements	5	6	$31.5 M
Library Improvements	1	1	$2.2 M
Total	**44**	**47**	**$110.6 M**

Reed-Grant Sports Park

- New 9.75 acre Community Park Facility
- Project Scope:
  - Five lighted soccer fields with gathering/viewing area
  - Multi-purpose recreation & maintenance building
  - Children playground and picnic area
  - Two on-site parking lots
- Estimated Completion fall 2019
- Construction Budget: $22.2 M

**Temporary/off-leash dog area at Larry J. Marsalli Park opened due to construction at Raymond G. Gamma Dog Park*

CURRENT

FINAL

City Place Project (Related)

- Related engaged with City on early construction work
  - Fire Station 8 Expansion
  - Tasman slip ramp, utility relocation, bus access road
- Multimodal Improvement Plan (MIP)
  - $23M in transportation projects/programs to improve all mobility options
  - Funding Agreement (Council consideration Winter 2019)
- Landfill coordination with regulatory agencies
- Construction to begin in Winter 2019

Solid Waste Contracts Procurement

- Franchise agreements with Recology and Mission Trail Waste Systems expire 1/10/20 and 12/31/21
  - Amend existing agreements and/or RFP
- Compliance with SB 1383 Short-Lived Climate Pollutant regulations that mandate organics collection
  - New services
  - Higher customer rates
- Analysis of utilizing Sunnyvale Materials Recovery and Transfer Station (SMaRT Station)

Adopt-a-Spot Program

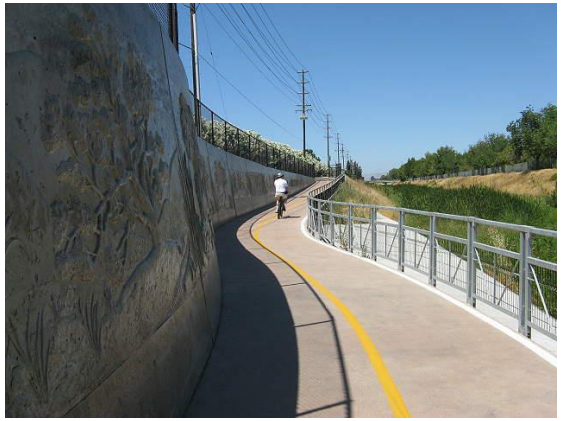
- Community based street beautification program
  - 25 **volunteer** groups
  - 1,229 lbs. of litter removed since program inception
- Updated branding of “community beautification super heroes”
  - Litter reduction public outreach campaigns
  - Tabling at community events

Intelligent Transportation

- Monitor live traffic with high resolution cameras
- Signal Timing – fiber network (manipulate signal and corridor operations in real time)
- Bluetooth/Wi-Fi Traffic Monitoring
- Updates to City-wide Traffic Management Software
- Changeable Message Signs – real time (cellular connection)
- Emtrac Installation
- Adaptive Signals

Bike, Ped, and Trail Master Plans

- Bicycle Master Plan Update (Grant)
  - BPAC and Council consideration Spring 2019
- Pedestrian Master Plan (Grant)
  - Community engagement (online survey, workshops)
  - BPAC, ADAC, and Council consideration Winter 2020
- Creek Trail Expansion Master Plan (TIF)
  - Calabazas Creek, Hetch Hetchy R.O.W, Saratoga Creek
  - BPAC and Council consideration Summer 2020



Regional Transportation

- High Speed Rail (study session 02/19/19)
  - Environmental, Alternatives, Community Groups
  - Estimated Service by 2029
- BART Phase II
  - Environmental Approved, Design Underway
  - Estimated Service by 2026
- Caltrain Electrification (study session 12/04/18)
  - Construction Started 2017
  - Estimated Service by 2022

CALIFORNIA High-Speed Rail Authority

Santa Clara Valley Transportation Authority

BART

Caltrain

ADA Self-Evaluation and Transition Plan

- Project Purpose: Evaluate City's compliance with the Americans with Disabilities Act (ADA)
- Project Scope:
  - Evaluate the City's policies and practices
  - Survey facilities with public access (e.g. parks, public buildings, parking lots, and the public R.O.W.)
  - Identify deficiencies and propose modifications
- Estimated Completion Mid 2020
- Budget: $.5 M

Pavement Rehabilitation Program

- Perform preventative maintenance and rehabilitation work on existing paved streets
- Maintain Pavement Condition Index (PCI) of 75
- 2019 Project Scope:
  - Approximately 9 miles of various streets, over 150 curb ramps and 16,000 tons of asphalt
  - Seal coat, slurry seal, cape seal, and mill and replacement
  - $6.2 M Construction Budget (Measure B, SB1, Gas Tax)
- Unfunded amount $30 million in 5 years

Storm Drain Program

- Rebuild deteriorated Stormwater Infrastructure
- Laurelwood Pump Station Project ($4.2 M):
  - Replace stormwater pumps & Generator
  - Install electrical and mechanical equipment and controls
  - Improve wet well structures & building
  - Estimated Completion summer 2021
- Unfunded Highest Priority Projects $30 M (2018 dollars)

Upcoming Policy Issues

Unfunded Infrastructure Needs

- Storm Drain Program
- Roadway Pavement Condition Index (PCI):
  - Reduce PCI goal or Increase Annual Funding
- Building Maintenance Infrastructure, including City Hall and Historic Houses
- Parking Lot and Trail Maintenance
- ADA Transition Plan Implementation
- Bike, Ped, Trail Master Plan Implementation
- Signal Maintenance & Uncontrolled Crosswalks

Upcoming Policy Issues

- Mandatory Organics Recycling Requirements – SB 1383
- Solid Waste Procurement Options
- Roadway Priorities for Multimodal Improvements
- Municipal Regional Stormwater NPDES Permit Requirements (Green stormwater infrastructure, trash load reduction, PCB/mercury reduction)
- Green Fleet Policy
- Pavement Moratorium

Operational Constraints

- Staffing – limited recruitment pool, outside agency coordination for large projects
- Monitoring and supporting new state requirements
- Volume of residential and developer request for service and information through multiple City platforms
- Fiscal constraints impacting service delivery for pavement and sidewalk repair
- Decentralized purchasing has inefficiencies & outsourced insurance verification services delays service agreements
- Civic Center workspace availability
  - Limited office and corporation yard space

Areas of Opportunity

- Realign department staffing model to align with new priorities
- Utilize Consultants for peak workloads in lieu of staffing up
- Interdepartmental process review and options for streamlining
- Centralize and Integrate Services – e.g. Public Works provide landscape maintenance of Silicon Valley Power sites
- Enhance relationships with outside agencies
- Updating Development Fees (types and cost)
- Capital Project Management Database
- Measure B Funding

Operational Priorities
Water & Sewer Utilities

City of Santa Clara
The Center of What's Possible

Existing Resources

Water & Sewer Utilities	FTEs	Operating & Capital Budget
– Water	46.75	$54,636,884
– Sewer	22.65	$66,386,674
– Recycled Water	3.60	$7,130,221
Total	73	$128,153,779

Service Delivery to Customers Highlights

- Dependable and Healthful Supply of Both Potable and Recycled Water
- Regulatory Compliance
  - Water Quality, Public Health Goals, Lead Testing in Schools & City Buildings, Conservation, and Cross-Connection Control
- Wastewater Collection, Conveyance, and Treatment with an Emphasis on Protecting Environment
- Water, Sewer, Recycled Water Infrastructure Upgrades
- Provide Excellent Customer Service on a Timely Basis 24/7
  - Emphasis on Efficiency, Reliability, Cost Effectiveness, and Sustainability

Accomplishments

- Design and Installed 11,470 Linear Feet (LF) of Water Main
- CCTV Assessment of 154,000 LF of Sanitary Sewer Main
- Utility Rate Study - Water, Sewer and Recycled Water
- 900 Development Plans were Reviewed by In-House Engineering Staff to Ensure Regulatory, Construction and Maintenance Compliance
- Implementation of Leak Detection Correlator and Inline Valve Technology

Accomplishments

- In May, an Engineering Class from Santa Clara University came out to learn about the process of assessing sewer lines.

Accomplishments

- Implementation of CMMS Support Software and Hydraulic Model software upgrade to Improve Efficiency and Regulatory Compliance
- Tested 3,500 Backflows and 34 Sites for Cross-Connection Control to Ensure Regulatory Compliance and Overall Safety of Potable Water System
- 3,900 Water Samples Tested and Found to Meet All State and Federal Standards for Water Quality
- Provided Consistent Supply of Recycled Water in Coordination with South Bay Water Recycling & Reached 2020 Recycled Water Target 3 Years Early
- California Municipal Utilities Association 2018 Best Water Program Large Utility – Recycled Water Program

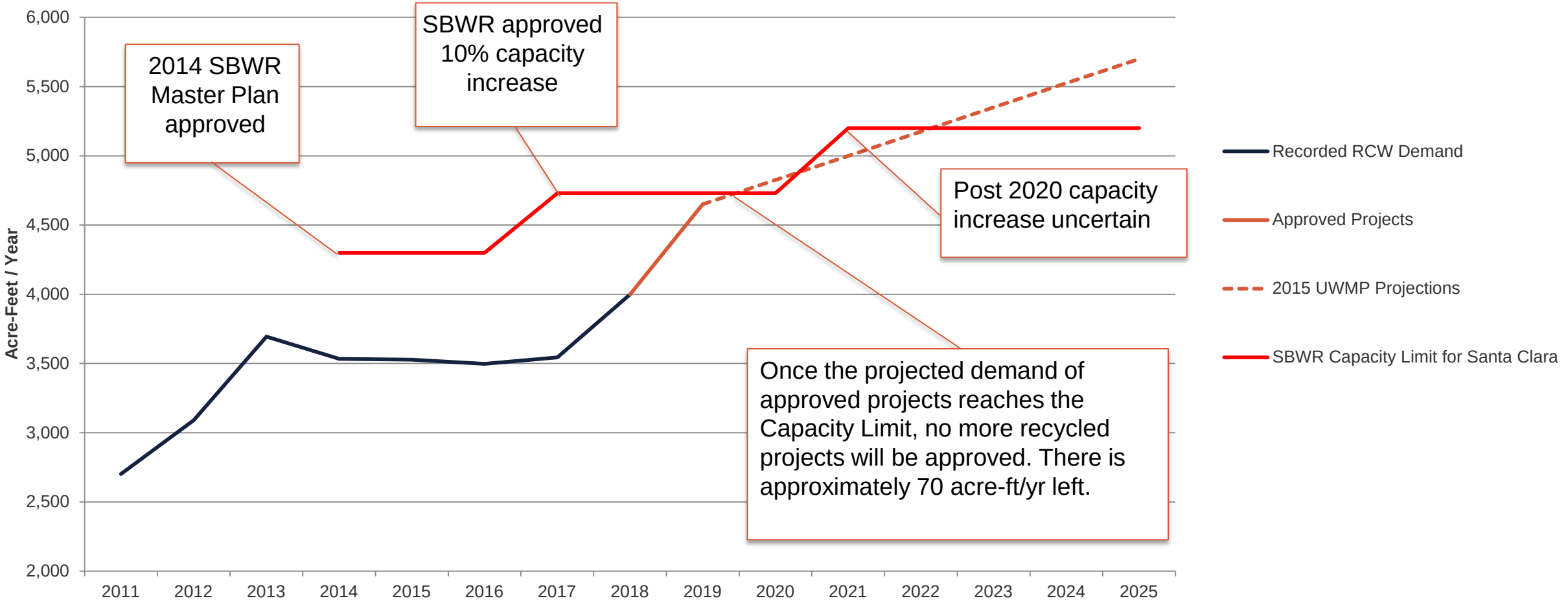
Upcoming Policy Issues

- Capital Improvement Funding at the Regional Wastewater Facility (RWF)
- Tributary Agency Claims Against San Jose and Santa Clara as Owners of RWF
- Permanent Customer Status with San Francisco Public Utilities Commission - SFPUC (Hetch-Hetchy)
- Rate Analysis for System Development Fees (AB 1600 Developer Impact Fees) and upcoming Water, Sewer and Recycled Water rates
- Continued Commercial FOG Control Program Implementation – Outreach, Inspection, Plan Check Review and Enforcement

Upcoming Policy Issues

- Recycled Water Planning Supply Target – South Bay Water Recycling (SBWR) Strategic and Master Plan
- Countywide Water Reuse Masterplan
- Modernization of Water & Sewer Systems Through Targeted Investment
- Maintaining Compliance with Regional, State, and Federal Regulations :
  - Governor's CA Water Action Plan, "Conservation as a California Way of Life"
- CityPlace Santa Clara – Approvals from Division of Drinking Water (DDW)
- Water Supply Assessments of New High Density Specific Plans to Meet Fire and Potable Water Demands

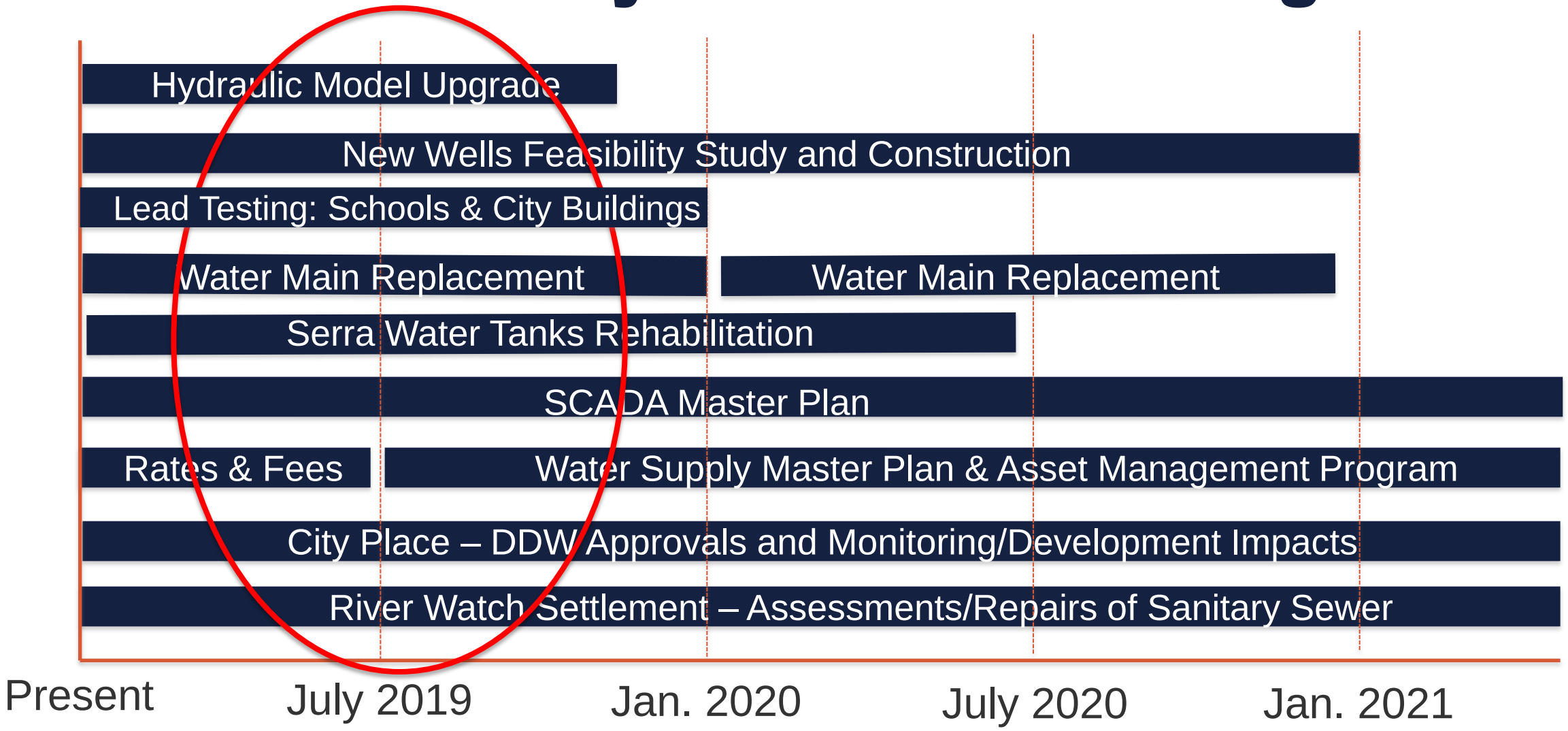
Recycled Water Demands and SBWR Capacity Limits



Operational Constraints

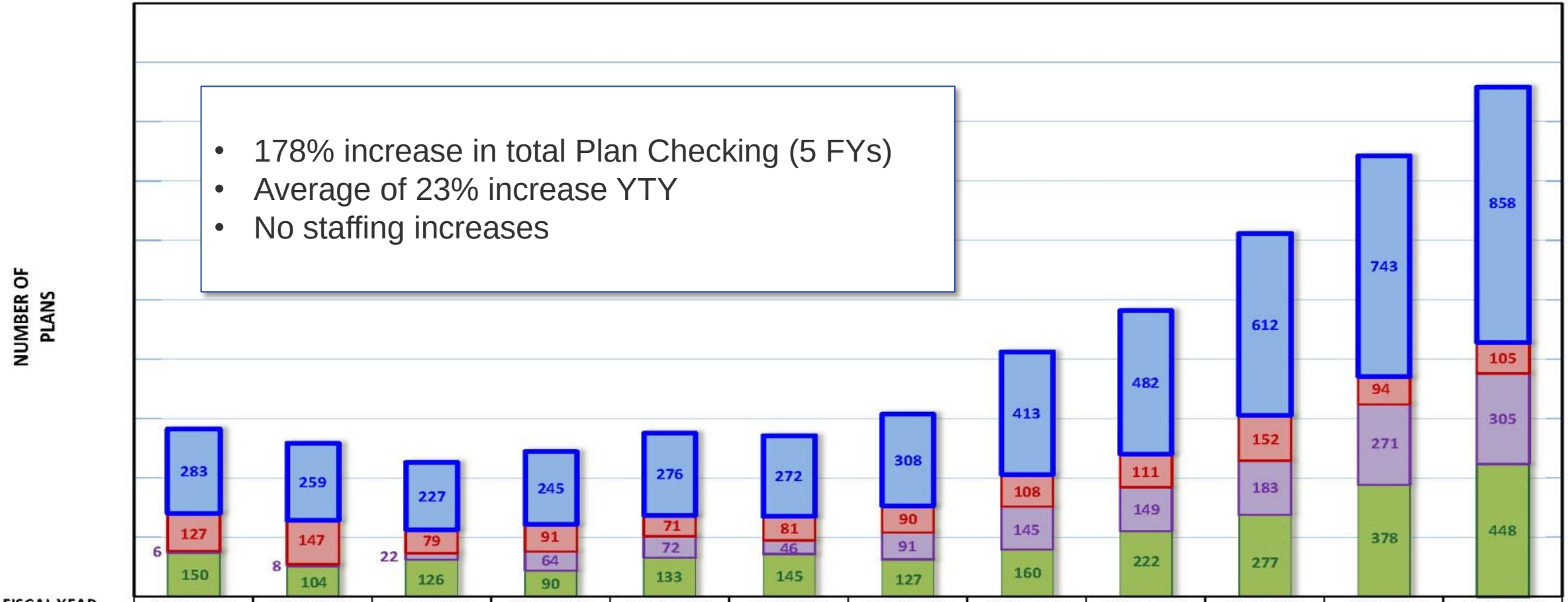
- Staffing – Recruitment and Retention Challenges
- Aging Infrastructure
- Rate Increases by Water Wholesalers
- Committee/Commission support SCVWD, BAWSCA, TPAC
- Keeping Pace with New Development Plan Checks and Service Requests
- Operations and Maintenance of Stormwater Pump Stations

Service Delivery – Workload Management



Plan Checking Summary Chart

- 178% increase in total Plan Checking (5 FYs)
- Average of 23% increase YTY
- No staffing increases



FISCAL YEAR	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Total	283	259	227	245	276	272	308	413	482	612	743	858
PCC	127	147	79	91	71	81	90	108	111	152	94	105
Fiber Optic	6	8	22	64	72	46	91	145	149	183	271	305
Improve. Plans	150	104	126	90	133	145	127	160	222	277	378	448

Areas of Opportunity

- Innovation Through Technology (CMMS, GIS, SCADA, Mobile)
- Innovative Maintenance Practices (i.e. Sewer Banding, Leak Detection, AMI)
- Update Hydraulic Model(GIS Based)
- Additional Revenue Through Full Cost Recovery
- Additional Staffing
- Collaboration and Strategic Planning – Internal & External Customer Service

Water & Sewer Utilities Summary

- Adequate Reserves/Funding
- Infrastructure
- Strategic Partnerships
- Sustainability
- Water Supply and Demand Management
- Future Droughts
- Customer Focus

Operational Priorities
Silicon Valley Power (SVP)

City of Santa Clara
The Center of What's Possible

Existing Resources – Electric Utility

Divisions and Funds	FTE	Expense
- Administrative Services (091)	7	$350,481,325
- Energy Distribution (091)	115	$ 41,045,360
- Planning & Strategic Services (091)	64	$ 25,359,565
		$416,886,325
- Electric Operating Grant Trust Fund (191)	4	$ 12,207,191
- Electric Debt Service (491)		$ 20,998,844
Total	**190**	**$450,092,560**

Service Delivery to Customers Highlights

- Provide full service electric utility services to customers
- Provide dark fiber optic leases, primarily in Santa Clara
- Provide energy efficiency, solar incentive and green power programs
- Operate, maintain and fund street lighting
- Operate, maintain and fund Outdoor SVP Meterconnect WiFi
- Provide services to other departments:
  - After hours call center and callout for non-public safety departments (SVP funded)
  - Traffic signal maintenance (PW funded)
  - Electrical support to other departments

Accomplishments

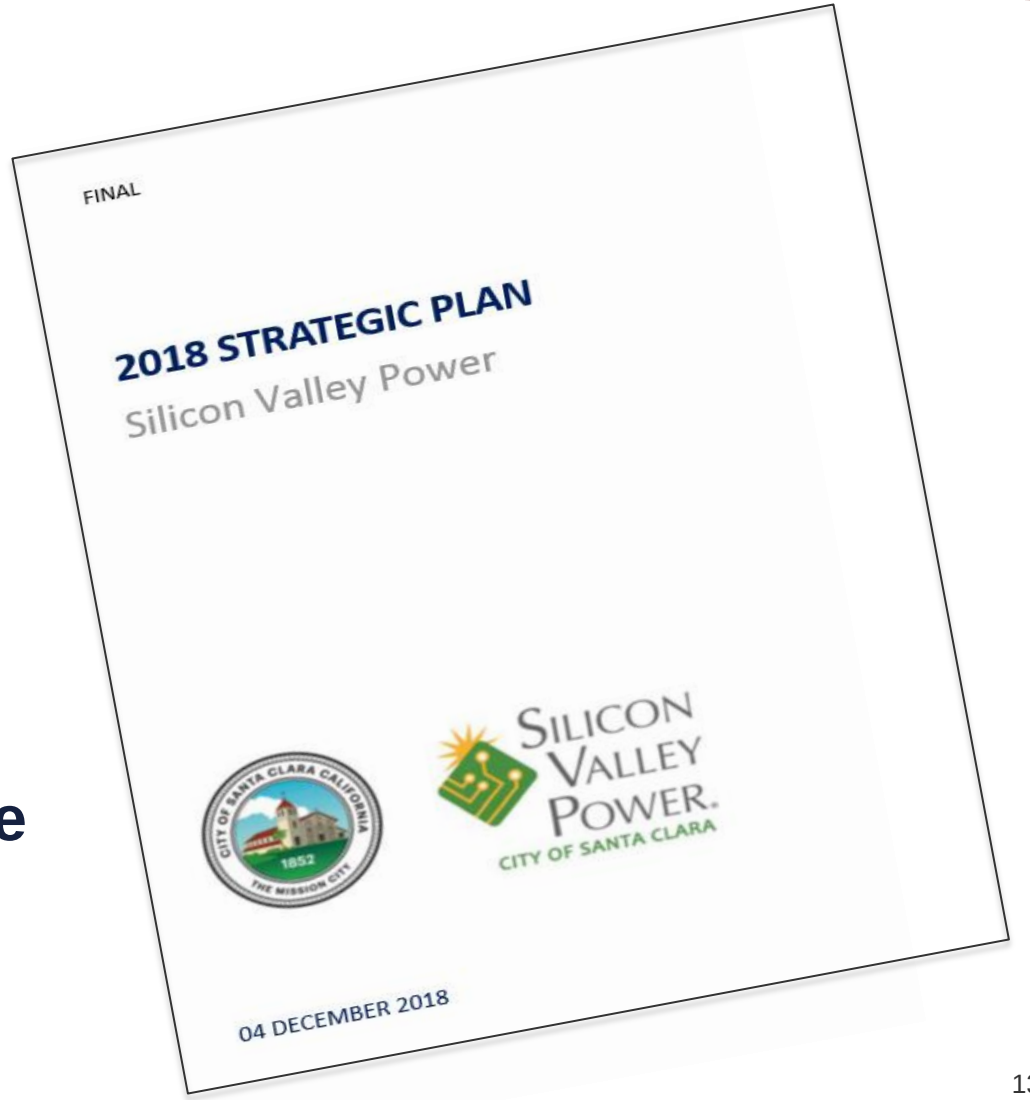
- Adopted SVP Strategic Plan
- Approved organizational changes
- Completed Integrated Resource Plan
- Adopted Large Customer rate schedules
- Refinanced 2008 Bonds and terminated associated interest rate swap
- Increased retails sales by 2.9% (FY2018-FY2017)
- Divested coal fired power plant
- Initiated 100% carbon free sales to residential customers

Accomplishments

- Completed system expansion projects
  - Northwestern Substation expansion
  - Northern Receiving Breaker changeout
- Entered into 200MW wind power purchase agreement
- Worked with PG&E on joint relicensing of the Bucks Creek Project (Grizzly)
- Ongoing Line Worker apprenticeship program
- Responded to Redding Electric mutual aid request

2018 Silicon Valley Power Strategic Plan

- ✓ Adopted by City Council on December 4th
- ✓ Sets forth our Mission, Vision and Values
- ✓ Guides and measures our outcomes and successes
- ✓ Helps us to be agile, transparent and accountable as we change to prepare for the future (10 year strategic initiatives)
- ✓ Tracks and communicates our performance


FINAL

2018 STRATEGIC PLAN

Silicon Valley Power

SILICON VALLEY POWER.
CITY OF SANTA CLARA

04 DECEMBER 2018

Confirm Mission, Vision, and Values

MISSION

We are dedicated to our community, customers, and employees. We provide safe, reliable, affordable, and sustainable energy services with exceptional customer focus

VISION

Innovating creative energy solutions for a resilient and sustainable community.

VALUES

- Reliability
- Safety
- Customer Focus
- Accountability
- Trust
- Ethics
- Collaboration
- Sustainability
- Innovation
- Continuous Improvement
- Diversity
- Communication
- Risk Management

City of Santa Clara
The Center of What's Possible

Strategic Initiatives

These are areas in which we need to excel to fulfill stakeholder/customer expectations:

Utility Performance Excellence

- Commitment to Process Excellence/Continuous Improvement
- Well-Trained and Continuously Developing Staff
- Active Performance Measurement & Management
- Understanding and Adoption of Industry Best Practices
- Clear Decision-Making/Governance Frameworks
- Consistent and Clear Communication with Employees

Customer & Stakeholder Engagement

- Timely and Accurate Response to Customer Issues and Requests
- Open, Frequent, and Proactive Engagement with all Customers
- Advanced Customer Engagement/ Self-Service Customer Options
- Consistent and Insightful Engagement with Community Stakeholders

Progress & Innovation Focus

- Routine Evaluation of Potential New Rates, Products, and Services
- Large Commercial & Industrial Customer Acquisition and Retention Focus
- Strategic, Long-Term Technology & Data Focus
- Commitment to Strategic Plan Execution and Management
- Proactive Design of the "Utility of the Future"

Community & Environmental Stewardship

- Leadership on Initiatives that are Aligned to Broader Community Goals
- Procurement of Energy Supply that Aligns to Sustainability Goals
- Environmental Awareness in All Day-to-Day Activities
- Support For Our Customers' Sustainability Objectives
- Focused and Planned Approach to Meeting Community Growth Goals

Upcoming Policy Issues

- Changing business environment
  - Climate change Legislative and regulatory initiatives
    - Wildfire mitigation plans
    - Renewable portfolio standards
    - Green House Gas reporting and Cap and Trade
  - Technology changes
    - Distributed generation, energy storage, information technology and communications, electric vehicles
    - Cyber and physical security threats
    - Drive business model changes
  - Changes drive need to restructure electric rates

Upcoming Policy Issues

- Retail and wholesale market changes
  - Customer expectations
    - Cleaner and greener energy, lower prices, higher reliability, choice
  - Community choice aggregation
    - New competitive benchmarks, wholesale competition, opportunity to partner
  - Electric and gas transmission costs
  - Regionalization and broader grid initiatives
  - PGE Bankruptcy

Operational Constraints

- Ability to attract and retain qualified utility staff at all levels
  - Salary compaction affecting ability to promote
- Volume of new load requests for service
  - Engineering and field staff working to keep up, impacts maintenance and other work
  - System capabilities need to stay ahead of the curve
- Billing and other administrative systems need to be upgraded
- Split staff locations between City Hall and leased office space

Areas of Opportunity

- Implement Strategic Plan
  - Opportunity to position utility to continue providing value
  - Update vision and strategies for new environment
- New Civic Center masterplan/utility building

Civic Center Master Plan

- Space needs
  - Need for space throughout the City
  - Near term modification (7 projects currently)
  - Staff at leased space
- New utility building
  - Partially funded in approved budget
  - Centralizes utility office functions
  - Frees space for other Departments

Next Steps

- Develop a new Civic Center Masterplan
- Develop plan for near-term utility building
- Release RFP for consultant support early this year
  - Outreach
  - Financing options
  - Overall land use
  - Phasing

SVP Infrastructure Project Categories
Electric and Street Lighting

Distribution System Replacement and Upgrades
2018-19: $10.4 M
5-Year Forecast: $33.3 M

Substation Rebuilds, Equipment Replacement & Upgrades
2018-19 : $12.2 M
5-Year Forecast: $74.6 M

Generation Maintenance and Betterments
2018-19: $6.4M
5-Year Forecast: $29.6 M

Street Lighting
2018/19: $0.8 M
5-Year Forecast: $1.2 M

54 CIP Projects
Requests 2018-19 $43.1 M
5-Year Forecast: $215.0 M

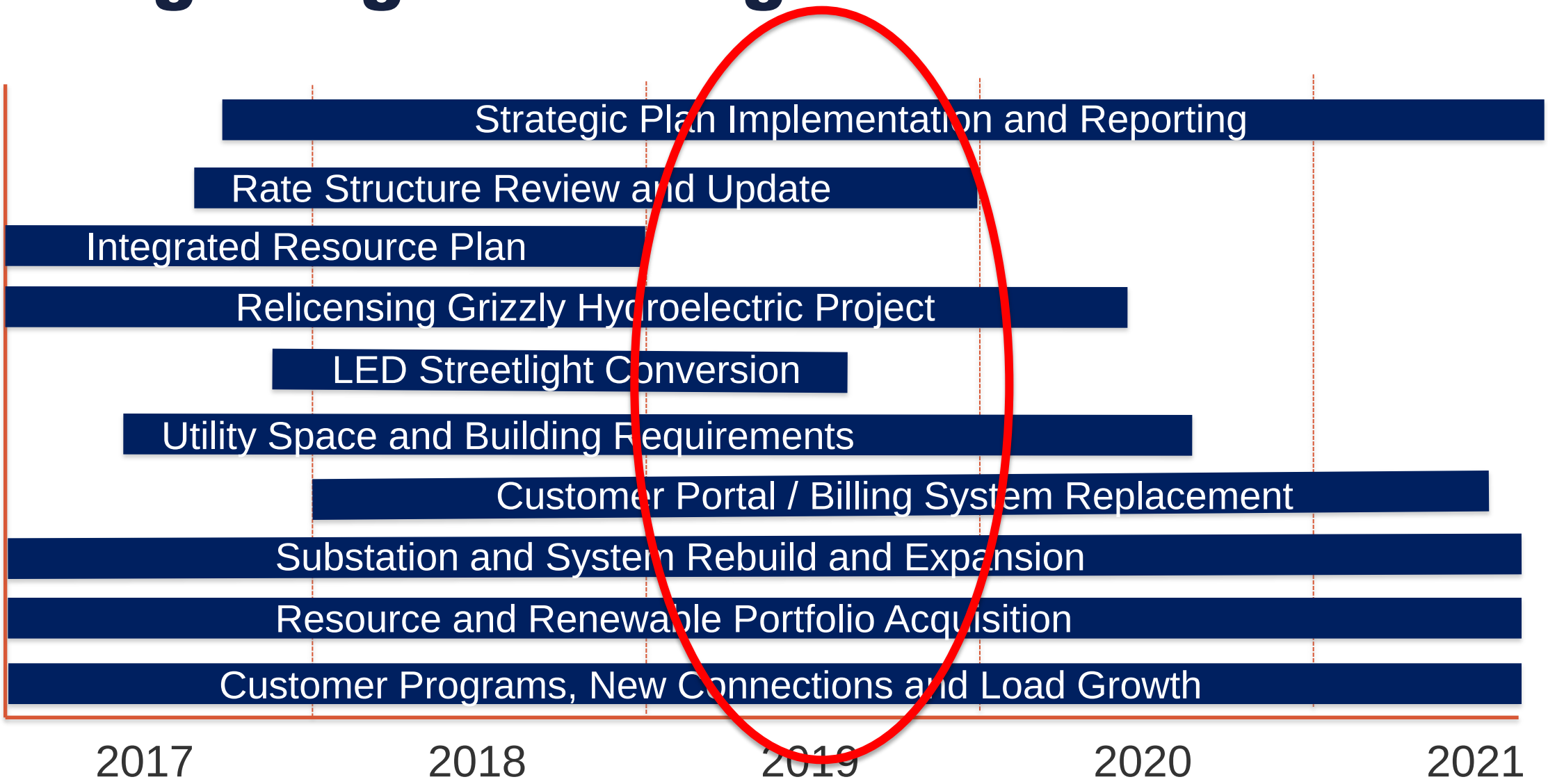
New Business and System Growth
2018-19: $6.4 M
5-Year Forecast: $36.7 M

Metering, Billing and Customer Service
2018-19: $2.3 M
5-Year Forecast: $13.9 M

Fiber Optics, Controls and Technology
2018-19: $2.3 M
5-Year Forecast: $8.5 M

Administrative and Engineering Offices
2018-19: $2.2 M
5-Year Forecast: $17.2M

Long Range Planning



Silicon Valley Power Summary

- Strategic plan implementation underway
  - Will be reporting progress to Council
- Leadership transition underway
- Well situated to adapt to changing business environment
- Upcoming decisions:
  - Continue to restructure electric rates to reflect fixed costs of service
  - Adopt a Wildfire Mitigation Plan
  - Decisions on remote property use or sale
  - Utility building

Santa Clara Stadium Authority

Operational Priorities

SCSA
SANTA CLARA STADIUM AUTHORITY

ENSURE COMPLIANCE WITH MEASURE J AND MANAGE LEVI'S STADIUM

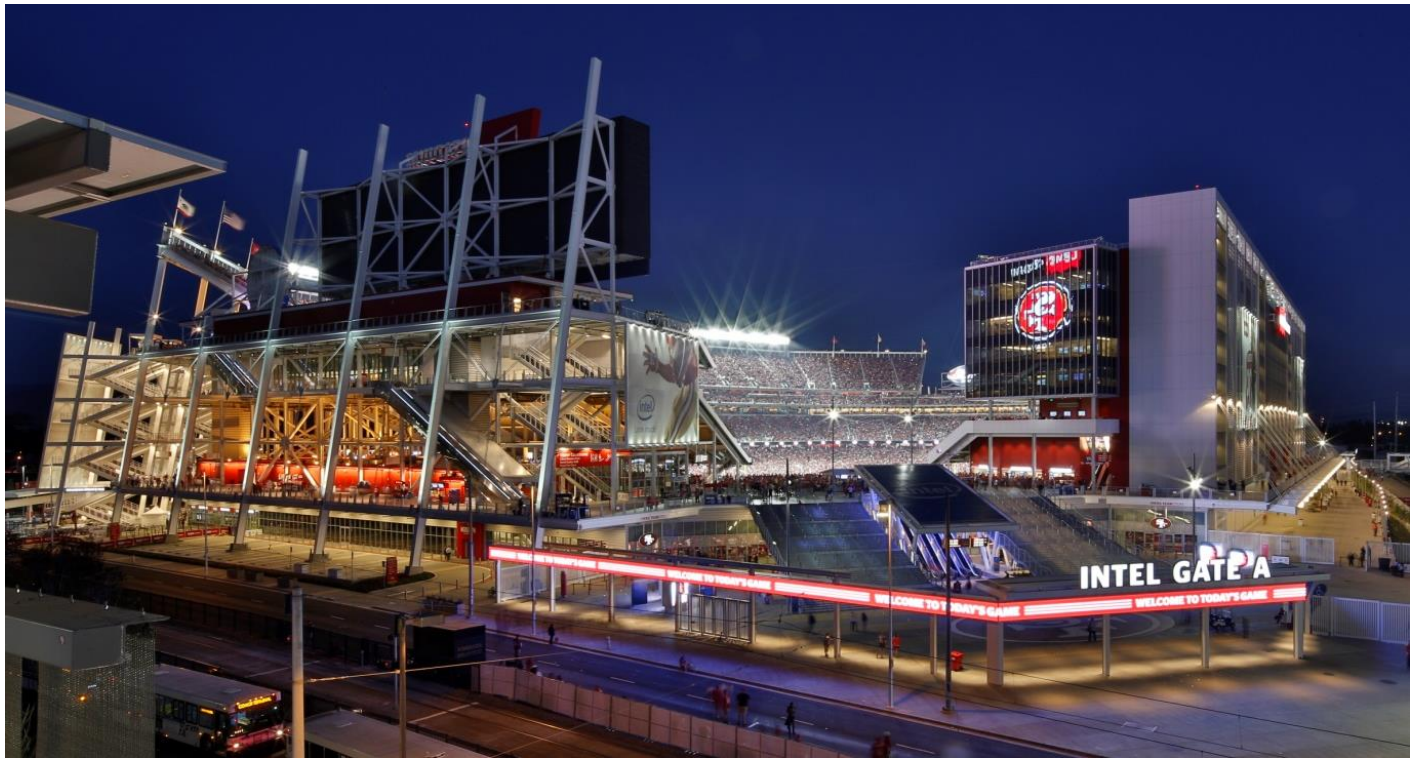
Council Policy Priority #6

SCSA
SANTA CLARA STADIUM AUTHORITY

Stadium Authority Governance - Mission

The Santa Clara Stadium Authority exists as a public body, separate and distinct from the City, and was established to provide for the development and operation of Levi's Stadium.

The Santa Clara Stadium Authority is structured so that the City is not liable for the debts or obligations of the Santa Clara Stadium Authority.



SCSA
SANTA CLARA STADIUM AUTHORITY

Stadium Authority Governance - Structure

City of Santa Clara

- Land owners
- Ground Lease to Stadium Authority

Santa Clara Stadium Authority (SCSA)

- Governed by Board
  Comprised of Councilmembers
- Administered by Executive Director
  City Manager
- Stadium owner
- Stadium Lease to StadCo
- Administers Agreements with ManCo for Stadium Management and Operations

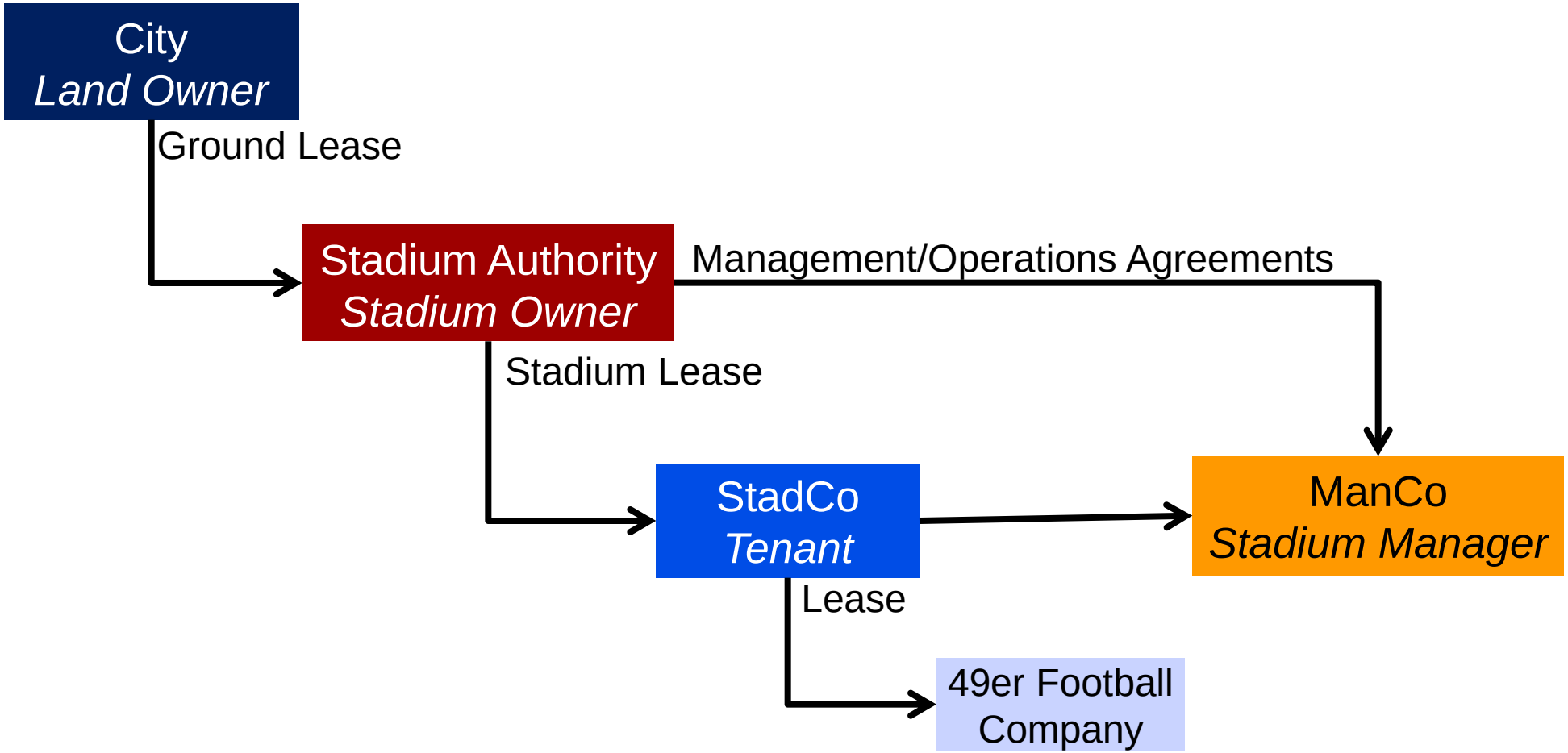
49ers
(StadCo, ManCo, TeamCo)

- StadCo subleases stadium to TeamCo
- ManCo manages stadium, including day-to-day operations and maintenance
- ManCo handles marketing and booking of Non-NFL Events

StadCo =	Forty Niners SC Stadium Company, LLC
ManCo =	Forty Niners Stadium Management Company, LLC
TeamCo =	Forty Niners Footbal Company, LLC

SCSA
SANTA CLARA STADIUM AUTHORITY

Stadium Authority Governance - Structure

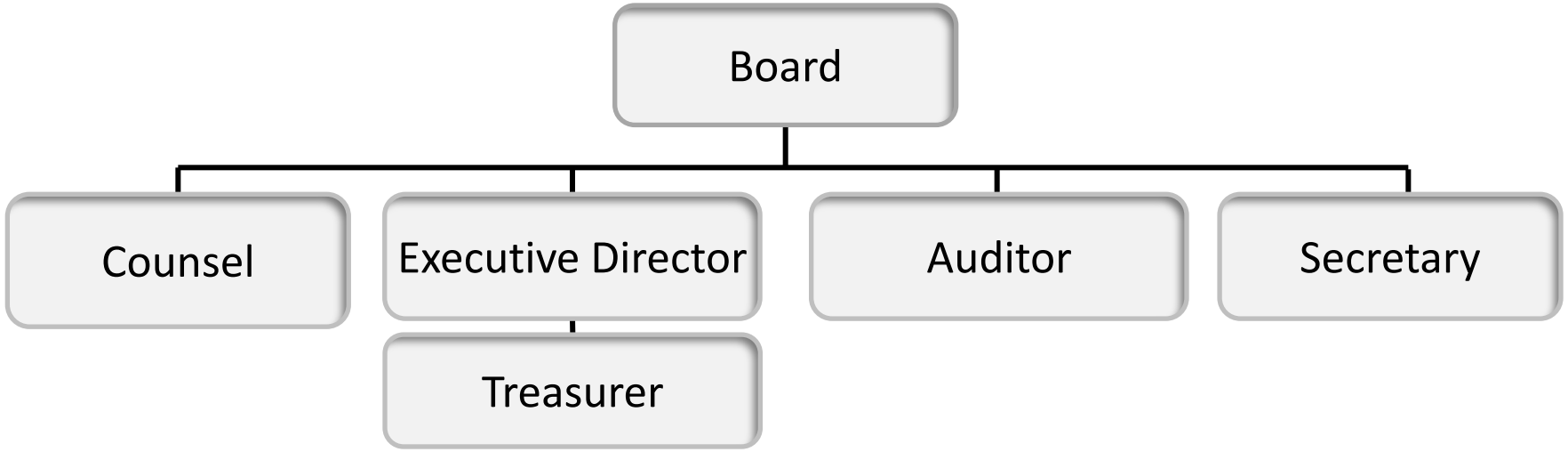


StadCo =	Forty Niners SC Stadium Company, LLC
ManCo =	Forty Niners Stadium Management Company, LLC

SCSA
SANTA CLARA STADIUM AUTHORITY

Stadium Authority Governance –Structure

- **Stadium Authority staff** are not 100% assigned to Stadium Authority work
- **Stadium Authority Officers*:**



- **Stadium Manager** manages day-to-day operations and maintenance of Stadium for both Stadium Authority and StadCo, and handles marketing and booking of Non-NFL Events

SCSA
SANTA CLARA STADIUM AUTHORITY

*Stadium Authority Officers serve dual roles for the City and the Stadium Authority.

Stadium Authority Governance - Principles

- **Leading the Organization —** Develop, resource, monitor and evaluate a strategic plan to make sure that the organization achieves its purpose acting in accordance with the terms of the Joint Exercise of Powers Agreement Establishing the Santa Clara Stadium Authority and the Joint Powers Agreements law (Government Code §6500, et seq.).
- **Exercising Oversight —** Comply with all relevant legal and regulatory requirements; ensure the appropriate internal financial and management controls; and identify major risk for the organization and determining methods to manage risk in conjunction with stadium authority staff.
- **Transparency and Accountability —** Provide clear, regular, and accurate communication about the Organization and how it is managed and enable engagement with stakeholders and the community for the purpose of planning and policy decision-making.
- **Effectiveness —** Ensure that duties, roles, and responsibilities are understood and in compliance with applicable rules, regulations, and contracts, and that the stadium is managed effectively and efficiently.
- **Integrity —** Disclose, and ensure against, conflicts of interests and upholding duties with fairness and in accordance with the City of Santa Clara Code of Ethics and Values.

SCSA
SANTA CLARA STADIUM AUTHORITY

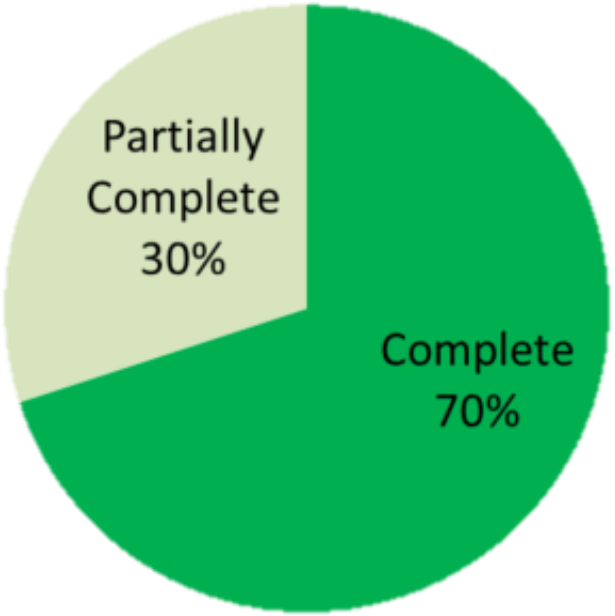
Service Delivery to Customers Highlights

- Established Stadium Authority **functional office** at Levi's Stadium
- Piloted **multi-department deployment** to minimize Stadium event related impacts on surrounding neighborhoods
- Established **telephone number to receive input from residents**
- Conducted **robust community engagement process on impacts of the Stadium** to establish solid data for future improvements
- Implemented **real-time noise monitoring program**
- Set aside $630,000 for establishing a **Community Room at the Stadium**
- Created Stadium Authority Board **Policy Manual** to ensure **best practices** in Governance, Budget and other management areas

SCSA
SANTA CLARA STADIUM AUTHORITY

Accomplishments

- Agreement to ensure **no financial losses** to Stadium Authority or City for **College Football Playoff (CFP) National Championship**
- Rent Arbitration award resulting in **additional $262,000 annually in Facility Rent** over 40-year lease term, and award of Attorney's Fees
- **Implemented nearly 70% of findings from a comprehensive audit**, which led to an updated approach to managing the contracts and other processes



SCSA
SANTA CLARA STADIUM AUTHORITY

Accomplishments

- **Improved Stadium Authority Budget Transparency** by separating resource revenue and expenditures for the Stadium (rather than total net revenue)
- **Improved Financial Reporting** with inclusion of non-NFL net revenue by event type, and event revenue and expenses by category, in FY 2017/18 annual report
- Obtained **possession of majority of financial information from past four Fiscal Years** sought by Stadium Authority Board; financial analysis of data will drive future policy making, but more work is needed.

	FY 2016/17		FY 2017/18	
Event Type	**# Events**	**Net Revenue**	**# Events**	**Net Revenue**
Ticketed Events				
Concert	4	$2,424,572	2	$1,819,099
Football (non-NFL)	4	$(2,946,165)	4	$(3,601,827)
Soccer	5	$2,414,209	3	$3,228,754
Miscellaneous	5	$(159,175)	4	$76,379
Subtotal Ticketed Events	**18**	**$1,733,441**	**13**	**$1,522,405**
Subtotal Remaining Non-NFL Events	**127**	**$3,583,453**	**113**	**$3,640,924**
Total Non-NFL Event Revenue	**145**	**$5,316,894**	**126**	**$5,163,329**

SCSA
SANTA CLARA STADIUM AUTHORITY

Accomplishments

- Obtained in-house and external **independent auditors** to address specific Board direction (such as reconciling public safety expenditures charged to "Construction Fund"), and ongoing needs
  - Engaged third party Auditor to provide a **forensic analysis of the Stadium Authority's Non-NFL Event documents and financial reporting**
- Successfully approved and implemented **Concessions Operating Agreement** in spring 2018, including evaluation and feedback period
  - **Stadium Terrace** (Touchdown Terrace for NFL events) completed and activated
- **First Annual Report** provided to the public and Stadium Authority Board summarizing activities and issues

SCSA
SANTA CLARA STADIUM AUTHORITY

Accomplishments

- Implemented new process to review the draft **Marketing Plan** in a study session prior to acting on the Plan at a subsequent Board Meeting
  - Non-NFL **Key Performance Indicators (KPIs)** in development for oversight (Board directed 90 days/ManCo agreed but not completed in time to collect data).
- Implemented **electronic signature capability** (DocuSign) for Stadium Builder Licenses (SBLs) agreements
- Increased **financial services** such as **financial reconciliation and monitoring requirements** of Stadium Authority Agreements
- Issued several letters to Stadium Manager/Tenant on agreement provisions that **require compliance** or **improved performance**

SCSA
SANTA CLARA STADIUM AUTHORITY

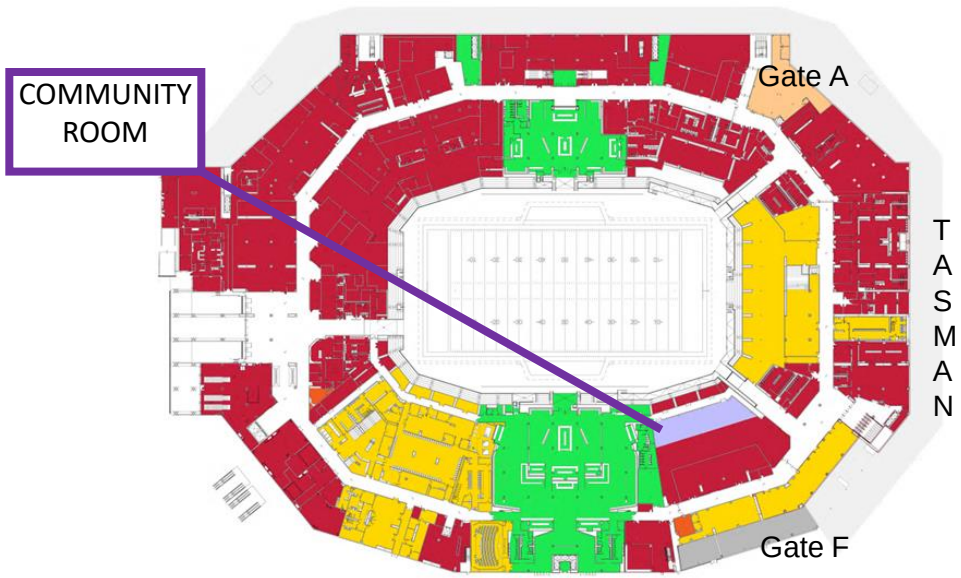
Accomplishments

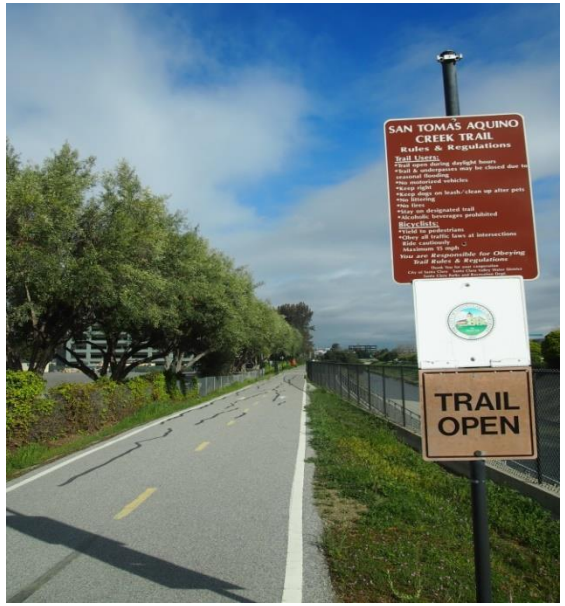
- **Expanded GIS services** for Stadium Common Operating Picture (COP) and integrated COP with the new Computer Aided Dispatch (CAD)
- Implemented internal collaboration and communication for **organizational awareness** of services, staffing, and deployment issues for planned NFL/Non-NFL events, and to address community issues via **weekly business meetings**
  - Put in place to develop stronger proactive community communications with goal of addressing community concerns revealed from community research

SCSA
SANTA CLARA STADIUM AUTHORITY

Upcoming Board Actions

- Community Room disposition at Stadium
- Stadium Authority FY 2019/20 Budget Adoption
  - Study Session to provide input and improve transparency
- Updates/additions to Board Policy Manual
- Consider policy options resulting from Board direction following March 23, 2018 soccer match (changes in deployment already piloted)
- Consider options to keep San Thomas Aquino Creek Trail during Stadium events
- Property Rights/Land Use/ADA issues regarding main entrance, parking, and other issues.





SCSA
SANTA CLARA STADIUM AUTHORITY

Operational Constraints

- Staff capacity for operations/management:
  - Existing staffing levels, processes and resources are not adequate
  - Closed 2018 with 5 events in 30 days, culminating with CFP National Championship
- Absence of proper collaboration with Management Company on Non-NFL events before event and after event (timely closure of financial report)…additional assessment of detail that is required for disclosure
- Past years of SCSA management has resulted in challenges with managing properly going forward

SCSA
SANTA CLARA STADIUM AUTHORITY

Operational Constraints

- Basic policies/processes have not been documented and in some cases implemented
- Normal staff turnover results in lack of in-house expertise regarding past decisions, lessons learned, rationale for business practices, etc.
- We are catching up on four years of review and resetting governance and management of SCSA, without proper resources.

SCSA
SANTA CLARA STADIUM AUTHORITY

Ongoing Efforts – Agreement Compliance

The **Stadium Manager** and the Executive Director shall, **at the request of the Executive Director**, at a mutually convenient time, meet and confer **no less often than quarterly** during the Term of the Management Agreement to **report on the status of the Stadium Manager's activities** pursuant to Paragraph 3 .2 above and the then approved Marketing Plan, **including, without limitation**, the status of Stadium Manager's **marketing and promotional efforts**, the status of any **ongoing negotiations** with respect to Non-NFL Events, **financial performance** and **other matters** relating to past Non-NFL Events, **development of the Marketing Plan** for the succeeding fiscal year, and such other similar or **other topics as the Stadium Authority may request**. In addition, and without limiting the Stadium Manager's obligation to provide an Annual Statement of Stadium Operations pursuant to Section 4.2 of the Existing Management Agreement, the **Stadium Manager shall furnish** the Executive Director, **within 45 days of each Non-NFL event with attendance projected to exceed 25,000** and on a **quarterly basis for all other events**, such **written revenue or other reports** relating to Non-NFL Events as the Parties may agree from time to time.

- 3.3 Quarterly Status Meetings. Stadium Management Agreement (First Amendment)

SCSA
SANTA CLARA STADIUM AUTHORITY

Ongoing Efforts – Agreement Compliance

- Management Agreement Section 3.3
  - Improve advance coordination of booking of Non-NFL Events to ensure adequate public services to support event.

Since just last August, at least 30 Non-NFL Events have not been properly coordinated with Stadium Authority

Heart & Soles Run
SJSU vs. Army West Point
Cal vs UNC
High School Football Series
Rolling Stones Tour
2019 Mexican National Team Tour
2019 Monster Jam
US WNT vs South Africa
Private Events (22)

  - More evaluation of what is required for a comprehensive Non-NFL Event report to inform quality and reasonableness of business practices.

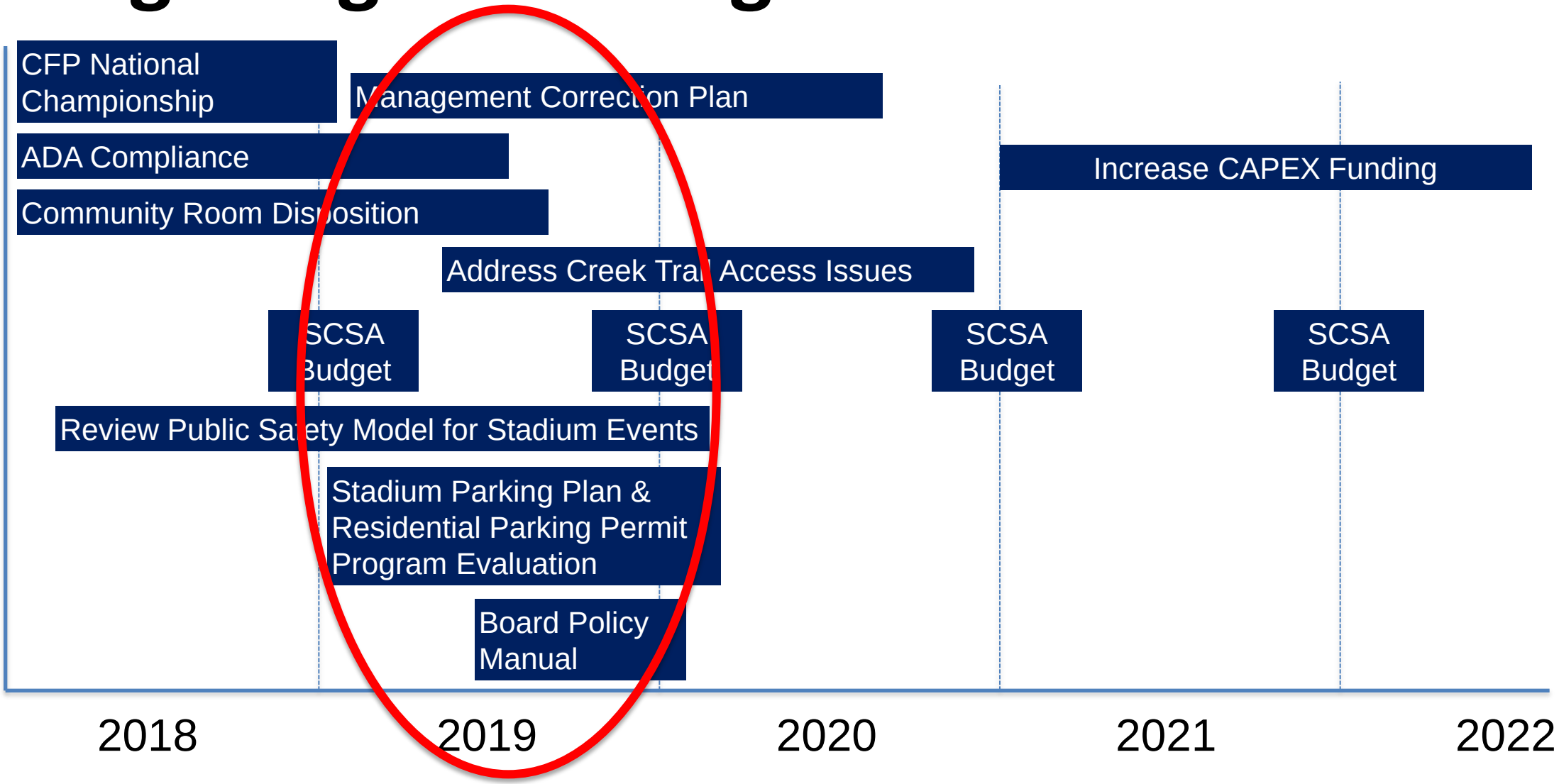
SCSA
SANTA CLARA STADIUM AUTHORITY

Ongoing Efforts

- Fire inspection violations compliance, including review of County's public health inspections to inform "big" picture of Tenant's overall quality of operations in these areas
- Improving multi-departmental approach to minimize impact of events on surrounding neighborhoods
  - Evaluating staffing levels and procedures
  - Increasing/improving proactive communication

SCSA
SANTA CLARA STADIUM AUTHORITY

Long Range Planning



SCSA
SANTA CLARA STADIUM AUTHORITY

Stadium Authority Summary

- Council Policy Priority #6: Ensure Compliance with Measure J and Manage Levi's Stadium
- Board and Staff have worked together to establish strong governance and oversight practices with data to manage forward
- 2019 will build on 2018 efforts to:
  - Expand transparency of this public agency's work
  - Ensure compliance with Agreements in place for proper oversight of this publicly owned asset
  - Accountability, Audits, and Oversight

SCSA
SANTA CLARA STADIUM AUTHORITY

SCSA

Santa Clara Stadium Authority

Operational Priorities
Police Department

City of Santa Clara
The Center of What's Possible

Existing Resources

Police Department	FTEs	Budget
– Administrative Services	51	$16.1M
– Field Operations	134	$36.1M
– Investigations	45	$12.6M
– Special Operations	9	$3.1M
Total	**239***	**$68.4M**

*159 sworn, 80 civilian professionals

Service Delivery to Customers Highlights

- Purchase of a new police canine
- New technology to support Alarm permit process (CryWolf)
- New technology for Traffic Unit (Crossroads)
- School programs (e.g. D.A.R.E., Safety Patrol, Every 15 Minutes)
- Community programs (e.g. Citizens' Police Academy, Coffee with a Cop, Chat with the Chief, Talk and Tour, Open House, etc.)
- Provide law enforcement services to Convention Center, Santa Clara University, California's Great America theme park, community events, and Levi's Stadium

Levi's Stadium Event Summary

Year	Number of Public Events	Number of Events with 20,000+	Number of Attendees	Number of Police Calls for Service
2014	19	15	905,761	2,089
2015	27	24	1,318,756	1,990
2016	25	24	1,220,396	1,284
2017	19	18	931,931	741
2018	20	19	912,591	703

*CFP data to be included in 2019 statistics.

Accomplishments

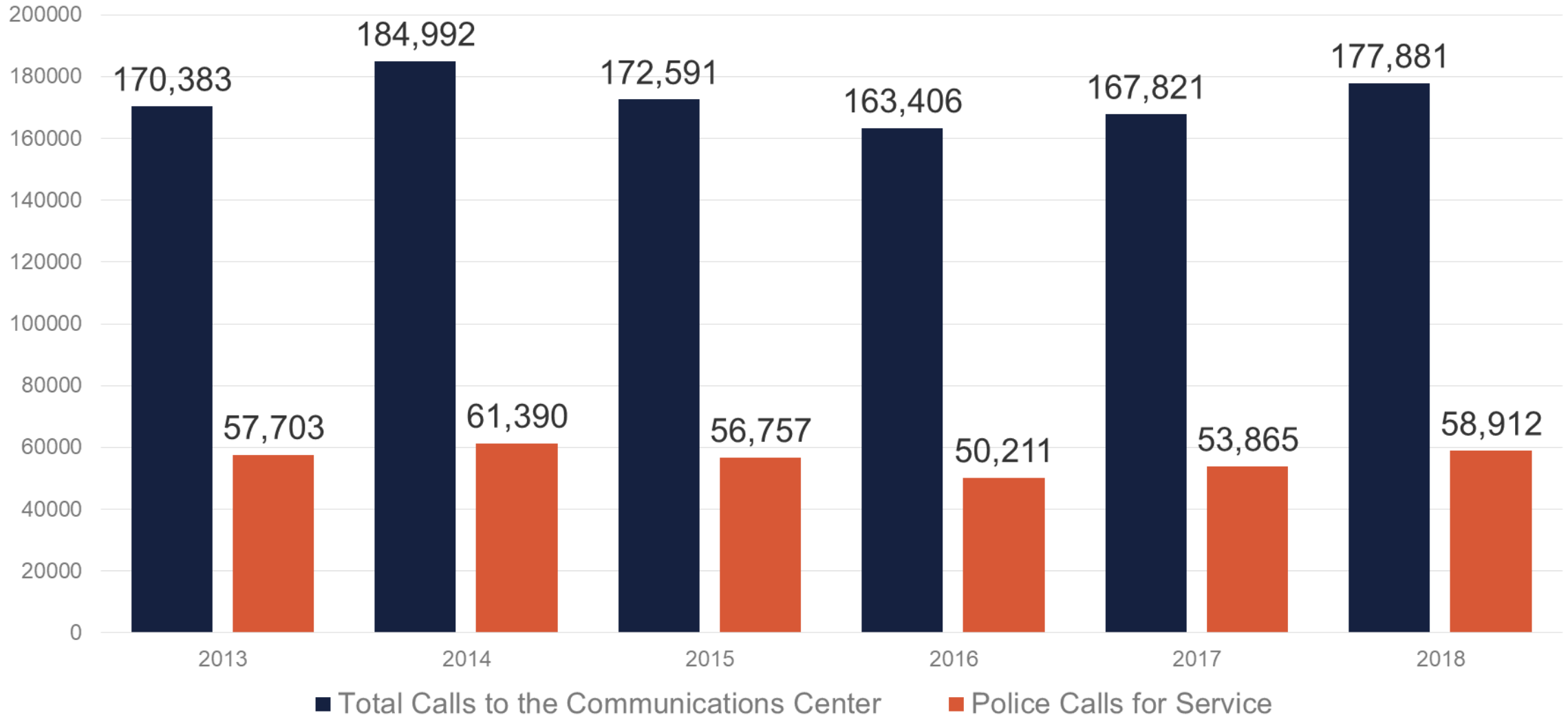
- "Live" with a new Computer Aided Dispatch (CAD) system
- Purchased and installed Mobile Data Computers (MDC) into police vehicles
- Hired 30 new employees (12 civilian; 18 sworn) and made 12 promotions (3 civilian; 9 sworn)
- Secured grant funds to purchase front-line law enforcement equipment, conduct specialized operations and offer training (evidence vehicle, use of force simulator)
- Negotiations for a Behavioral Health Specialist through Santa Clara County
  - Offer resources to homeless
  - Address mental illness

Calls for Service

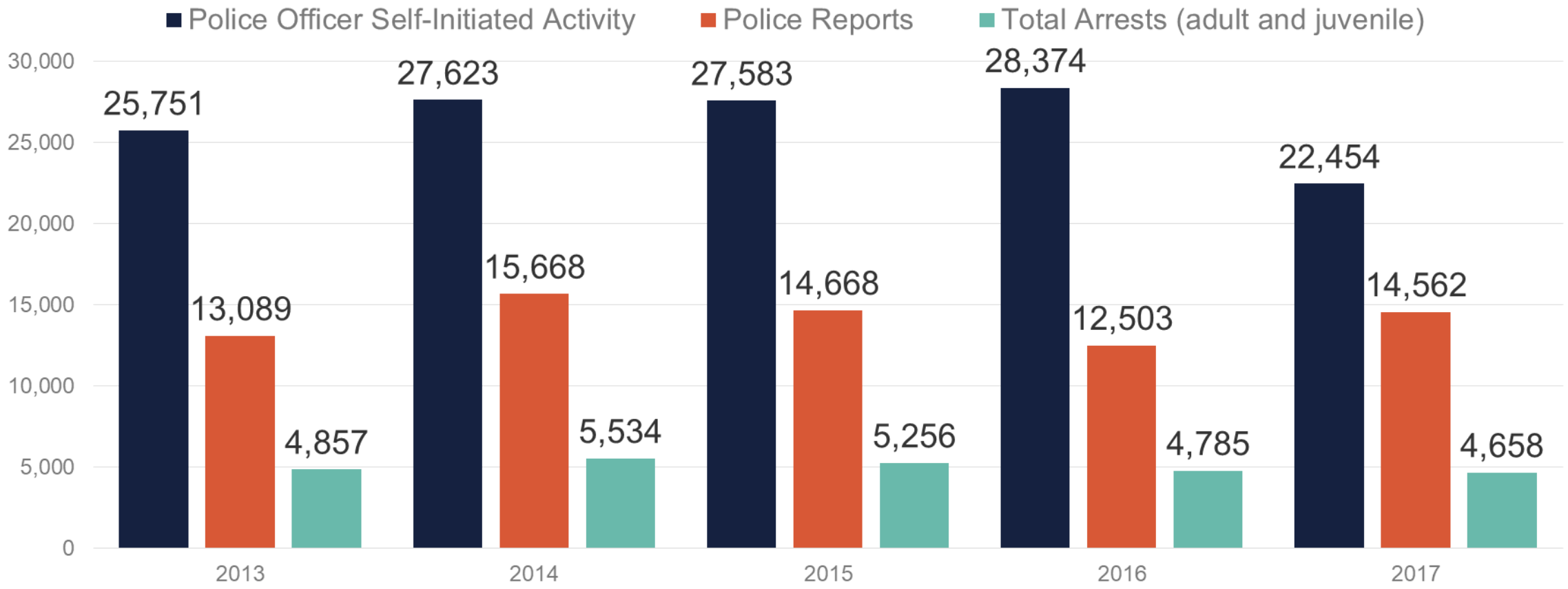
	2013	2014	2015	2016	2017	2018
Total Calls to the Communications Center	170,383	184,992	172,591	163,406	167,821	177,881
Police Calls for Service	57,703	61,390	56,757	50,211	53,865	58,912
Police Officer self-initiated activity	25,751	27,623	27,583	28,374	22,454	24,869
Police Reports	13,089	15,668	14,668	12,503	14,562	*
Total Arrests (adult & juvenile)	4,857	5,534	5,256	4,785	4,658	*

*Data not yet finalized with the FBI; generally available by the end of January, 2019.

Calls for Service

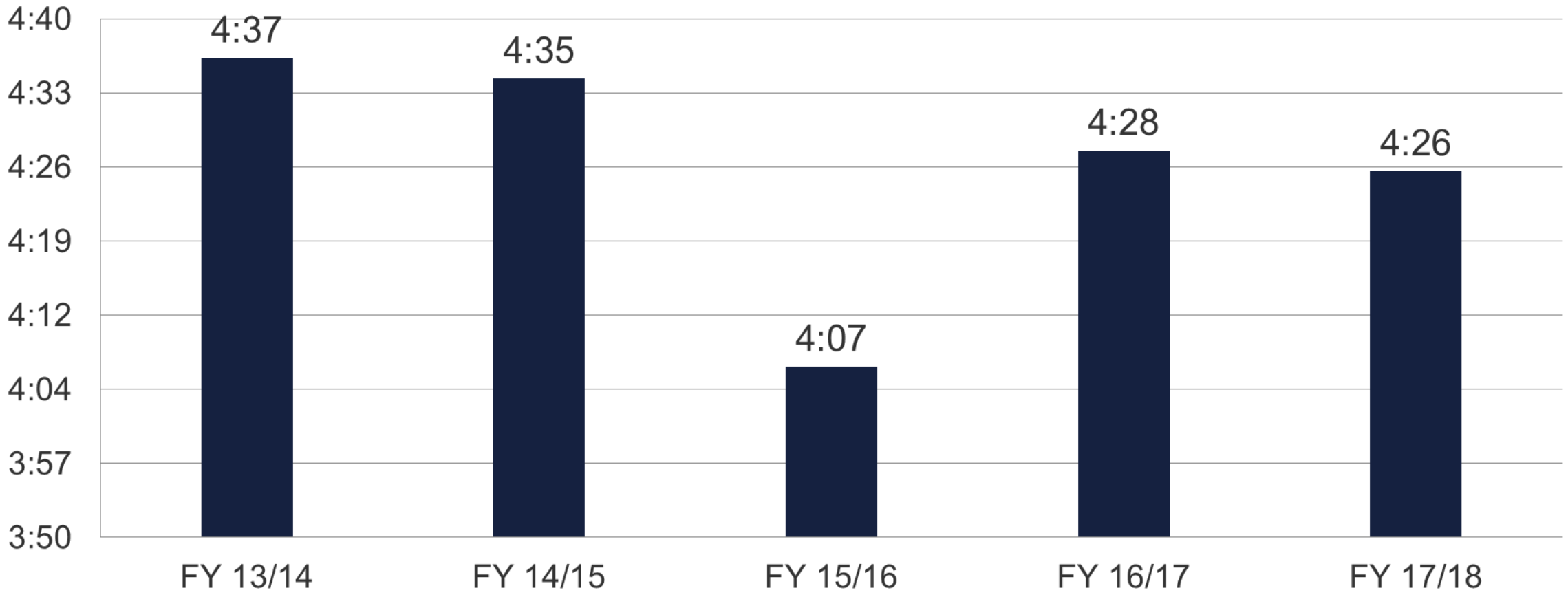


Self-Initiated Activity, Arrests and Police Reports

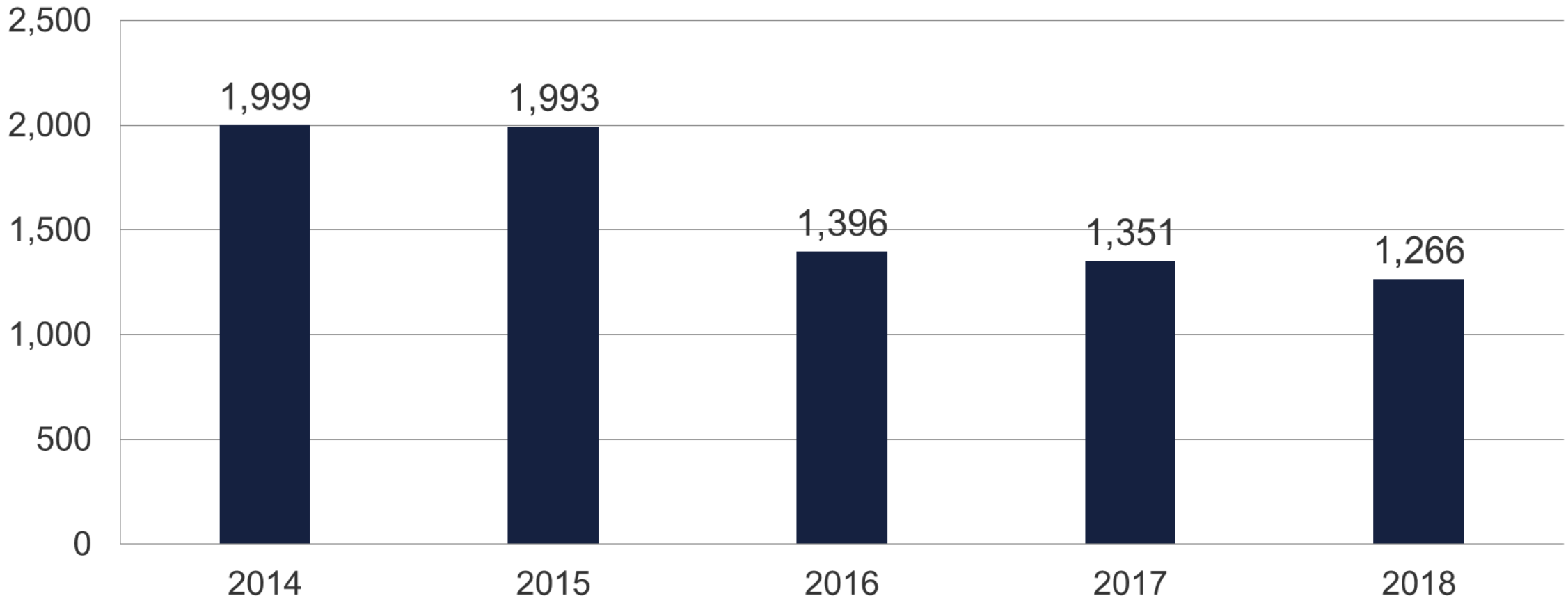


*2018 Data not yet finalized with the FBI; generally available by the end of January, 2019.

Priority One Calls - Response Times



Volume of Priority One Calls for Service



Crime Statistics

Crime	2013	2014	2015	2016	2017	2018 **
Homicide	0	0	1	3	2	1
Rape*	13	28	20	17	35	31
Robbery	55	89	71	58	82	71
Assault - simple & aggravated	548	568	526	481	536	514
Burglary	461	577	586	366	408	390
Larceny – theft	2,169	2,287	2,641	2,035	2,810	2,518
Vehicle – theft	393	404	399	413	400	427
Arson	17	11	10	7	7	8
Crime Totals	**3,656**	**3,964**	**4,254**	**3,380**	**4,280**	**3,960 ** **

*Rape totals increased in 2014 and subsequent years due to a change in classification of crimes per the Department of Justice and Federal Bureau of Investigation.

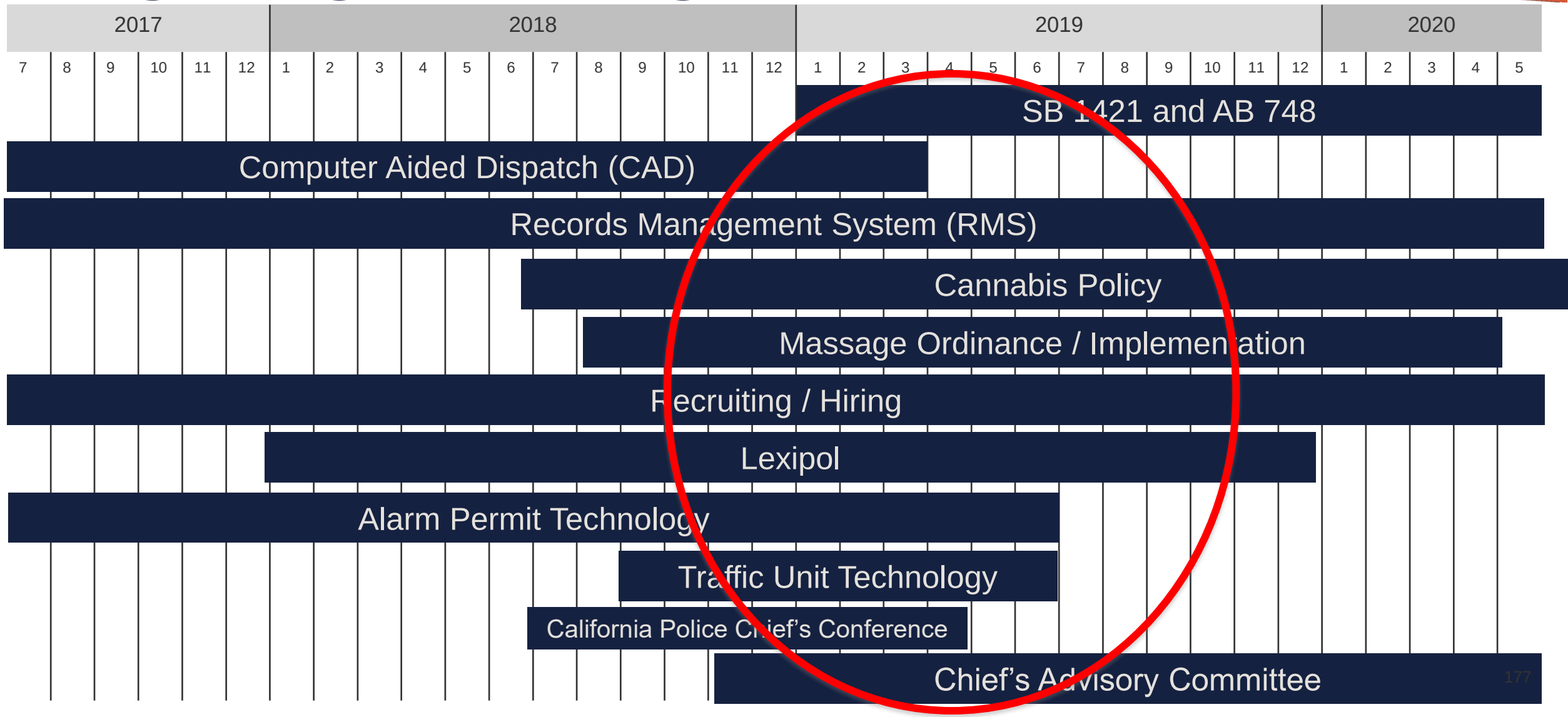
**Data through November 30, 2018; December figures will not be finalized with the FBI until the end of January, 2019.

Upcoming Policy Issues

- Senate Bill 1421 – require disclosure of records and incidents related to certain types of incidents (January 1, 2019)
- Assembly Bill 748 – produce video and audio recordings of critical incidents (July 1, 2019)
- Lexipol Policy Manual
- Regulation of Recreational Cannabis and workload impacts
- City-wide Special Event Permitting Process
- Massage Parlor Ordinance

City of Santa Clara
The Center of What's Possible

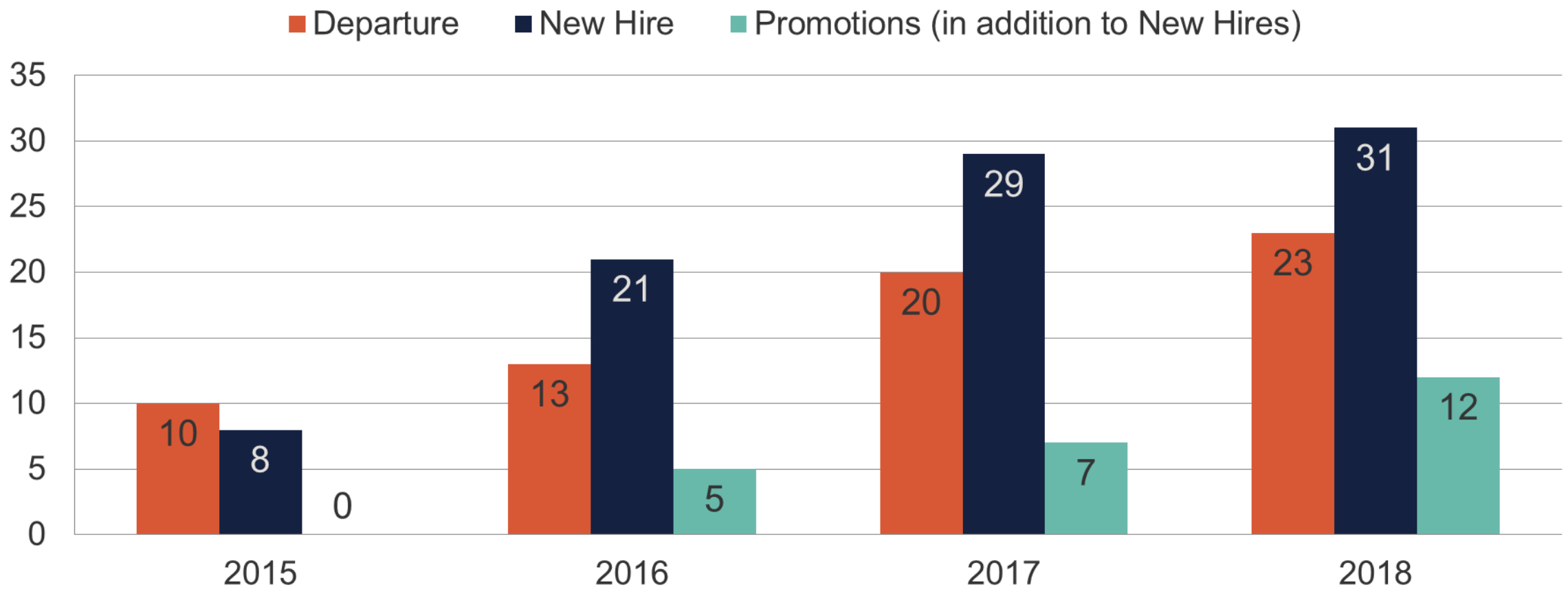
Long Range Planning



Operational Constraints

- Staffing
  - Increase in Public Records Act requests (new laws and complexity)
  - Demand from community for police-citizen community engagement (social media and programs)
  - Recruiting qualified candidates / demands on Human Resources
  - Length of time from application through training
  - Preparing employees for promotional opportunities
  - Injuries inherent to line of work / Risk Manager
  - Pending retirements
  - Stamina of full-time and as-needed staff to fulfill demands of Levi's Stadium
  - Address mandatory overtime for third party events (e.g. PG&E, Team 200, etc.)

Departure, Hiring and Promotion Summary



*In Fiscal Year 2015/16, SCPD hired CPSM to perform a staffing and operational analysis of the Department. The results and recommendations were presented to City Council on January 16, 2016. Twenty-four additional personnel over Fiscal Years 2016/2017 and 2017/2018, and the Department started a recruiting and hiring committee.

Operational Constraints

- Local Issues
  - Abandoned vehicles
  - RV parking
  - Neighborhood parking (volume of cars, garage/driveway use down, northside impact on Levi's Stadium event days, residential permit parking)
- Regional Issues
  - Property crimes
  - Homelessness
  - RV parking
  - Traffic
  - Mental Illness
  - Law changes Reducing Criminal Sentencing (AB109, Propositions 47 and 57)

Areas of Opportunity

- Meet community demand for citizen-police engagement
- Chief's Advisory Committee
- Police Department Open House, June 1
- Continue to enhance community policing opportunities (Neighborhood Watch, Chat with the Chief, Coffee with a Cop, Talk and Tour)
- Updated Massage Ordinance and related enforcement
- Focus on Property Crimes

Police Department Summary

- Staffing
- Technology
- Traffic
- Property Crimes
- Regional Issues

Operational Priorities
Fire Department

City of Santa Clara
The Center of What's Possible

Services Provided – Fire Department

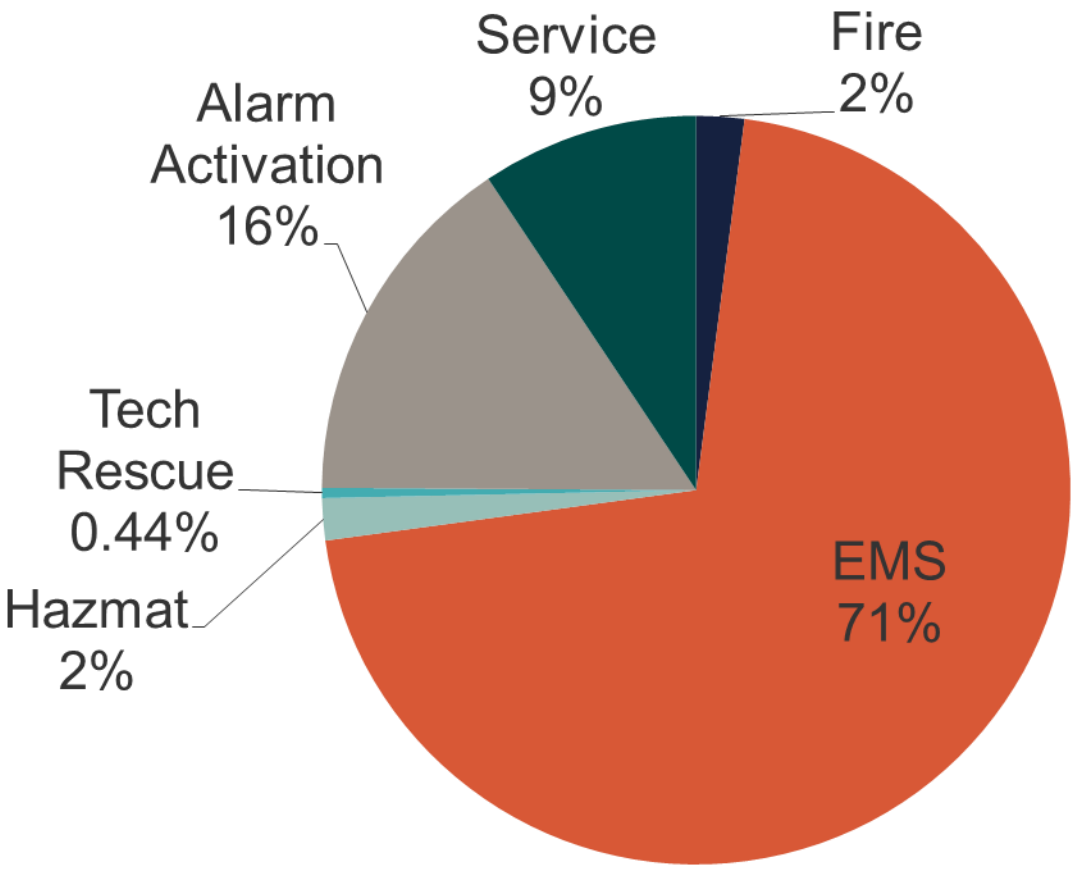
- Operations: Fire Suppression
- Fire Prevention and Public Education
- Hazardous Materials
- Fire Administration
- Emergency Medical Services
- Emergency Management
- Fire Training
- Volunteer Reserves Program

Existing Resources

Fire Department	FTEs	Budget
– Fire Protection	140.5	$39.5M
– Fire Prevention/Haz Mat	20	$4.95M
– Training	4	$1.31M
– Incremental EMS	2.75	$0.92M
Total	**167.25**	**$46.68M**

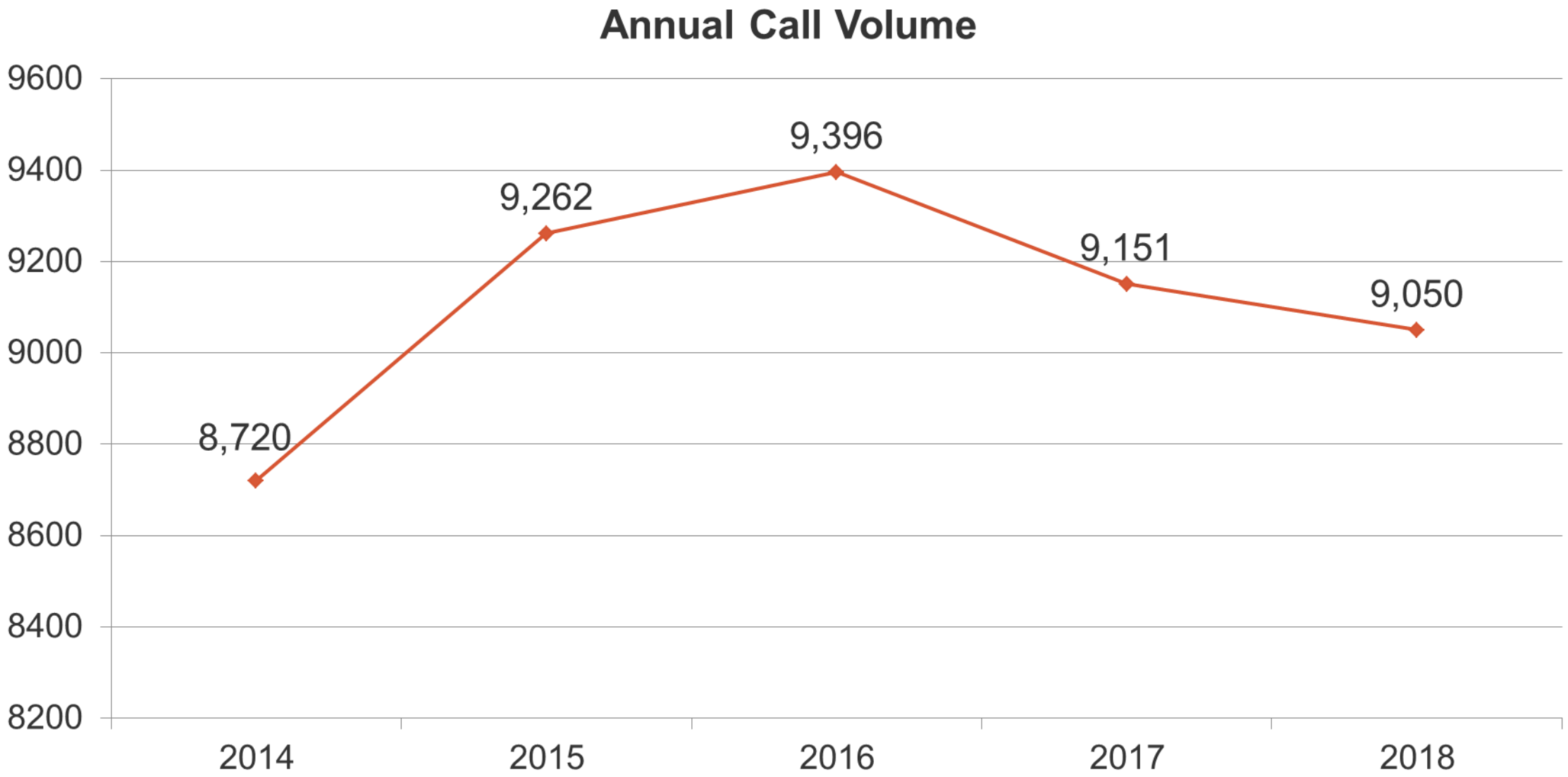
Service Delivery to Customers - Highlights

Percentage of 2018 Calls for Service by Type



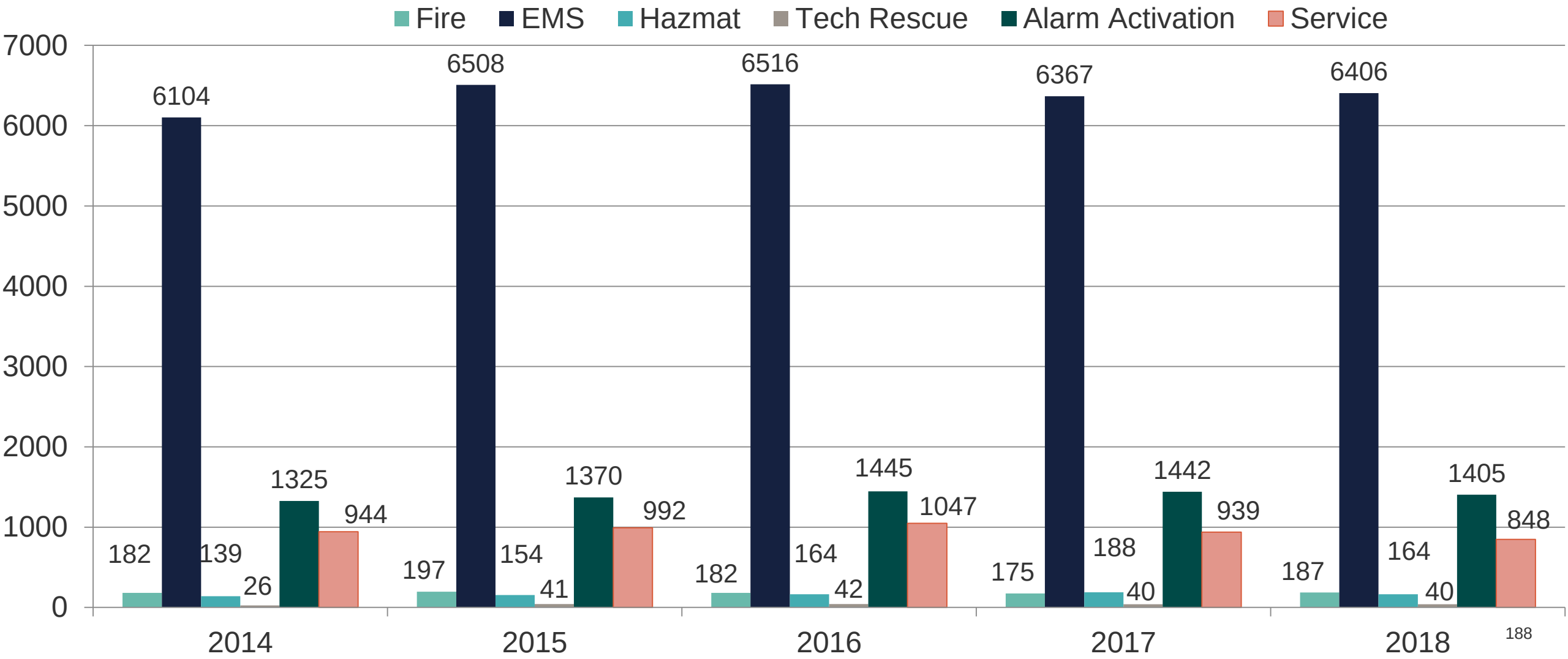
- **9,050** calls for service in 2018:
  - 6,406 = Emergency Medical Services
  - 1,405 = Alarm Activation
  - 848 = Other calls for Service
  - 187 = Fires
  - 164 = Hazardous Materials Release
  - 40 = Technical Rescue

Call Volume Totals

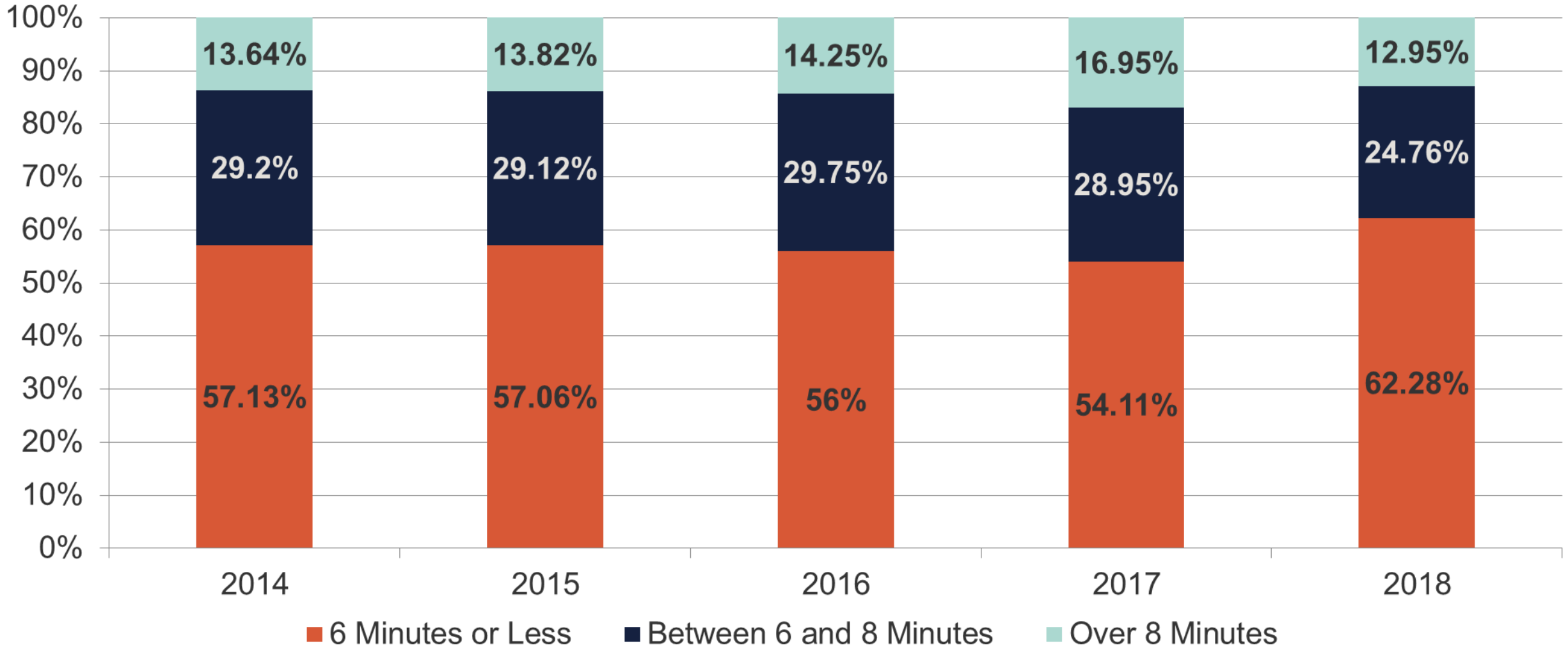


City of Santa Clara
The Center of What's Possible

Emergency Response By Call Type

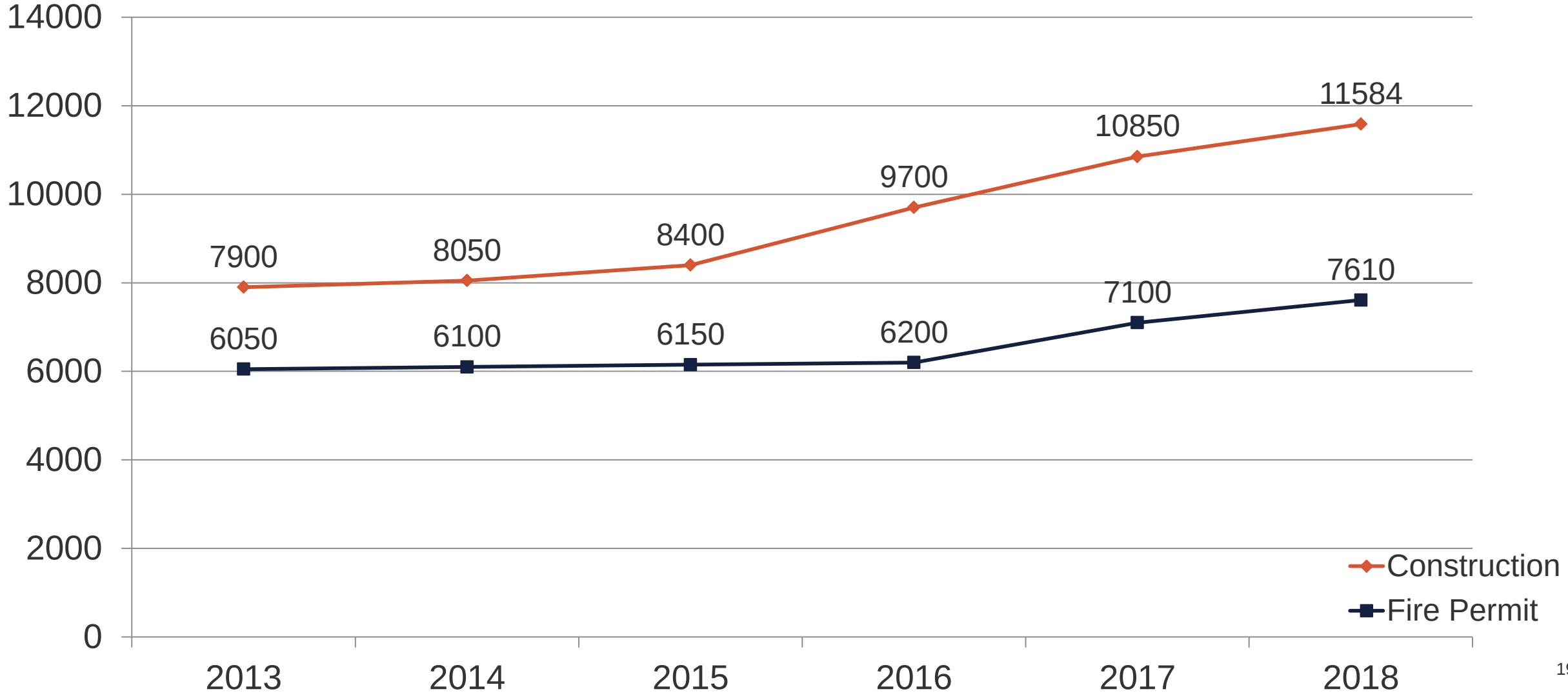


EMS Response Times



Note: Response times improved with the addition of the new Public Safety, Computer Aided Dispatch system in November 2018.

Fire Inspection Trends



Service Delivery to Customers - Highlights

- Assisted local fire victims with emergency shelter needs and case management services during recovery
- Enhanced emergency preparedness by conducting the 2nd annual, *Prepare Santa Clara,* full-scale disaster response exercise

Service Delivery to Customers - Highlights

- Upgraded emergency vehicle fleet by placing a new aerial ladder truck and a new hazardous materials response unit in service.
- Upgraded lifesaving Emergency Medical Services (EMS) equipment on all fire response vehicles
- Upgraded all emergency response vehicles with progressive technology to reduce total response time to emergencies
- Enhanced response capabilities to emergencies involving the release of hazardous materials

Service Delivery to Customers - Highlights

- Implemented the California Fire Code with local amendments
- Conducted over 10,000 fire and life safety inspections, corrected over 5,000 code violations
- Provided fire safety education at major City events, reaching over 25,000 people
- Provided Fire, EMS and Emergency Management services at Levi's Stadium

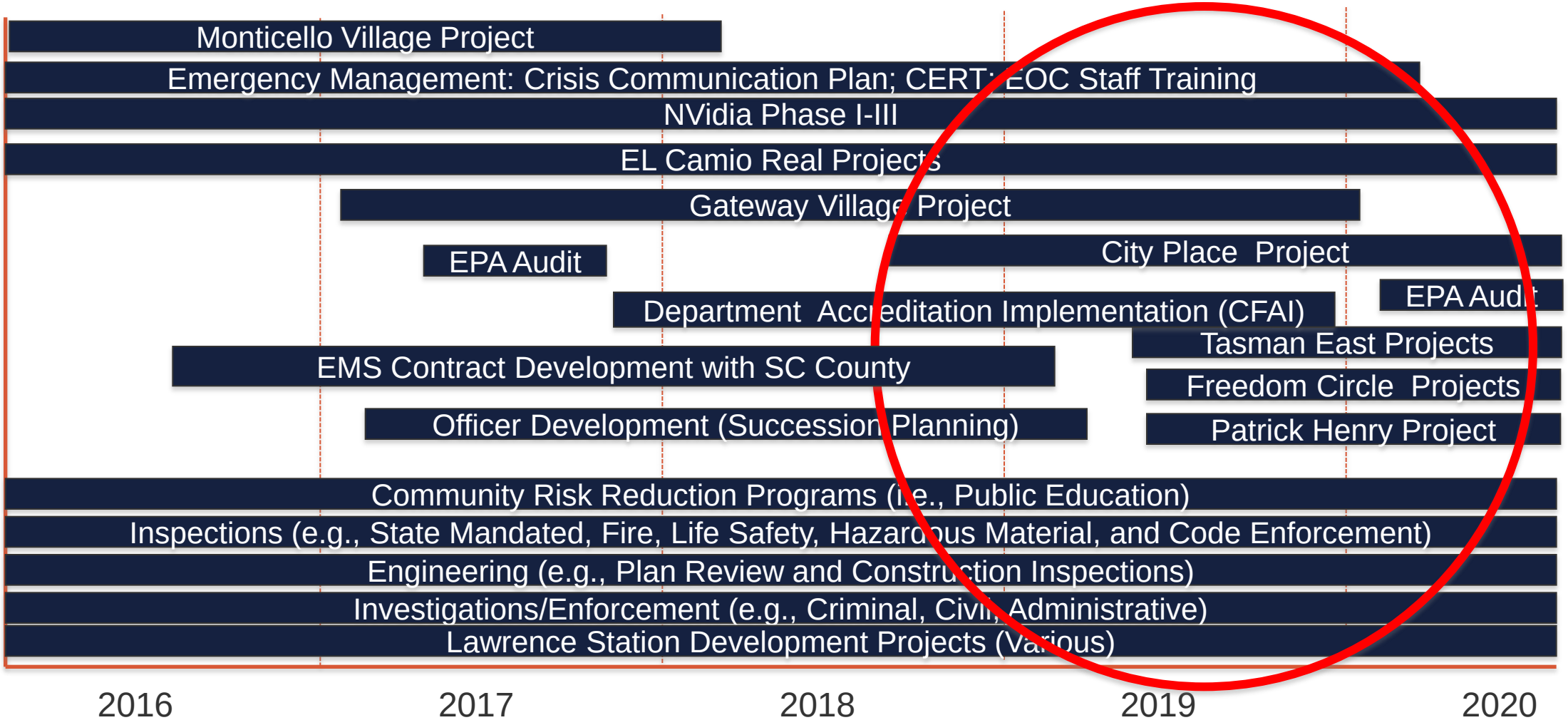
Accomplishments

- Achieved International Accreditation from the Center for Fire Accreditation International
- Activated a new Public Safety Computer Aided Dispatch (CAD) system
- Replaced mobile display computers on all emergency response vehicles
- Upgraded the Fire Department records management system
- Conducted a Formal Community Risk Analysis and updated the Department's Standards of Response Coverage documentation
- Conducted employee leadership training/succession planning for Fire Officers
- Hired 4 new Firefighters, 3 new Deputy Fire Marshals and a Fire Protection Engineer

Accomplishments

- Secured almost $180,000 in grant funding - $160,000 for advanced Haz Mat response equipment and over $16,000 for the City emergency management program
- Completed disaster recovery work from the 2017 winter storms, and the City received reimbursement of $90,000
- Trained 278 City employees in CPR and in the use of Automated External Defibrillators
- The CERT Training Program trained 75 new volunteers this year and provided continuing education to 300 additional CERT volunteers
- Completed a renovation of the City Emergency Operations Center, incorporating progressive technology
- Developed an employee behavioral health program to enhance employee health and wellbeing

Long Range Planning



Upcoming Policy Issues

- Potential Fire Department impact due to the regulation of cannabis
- Relocation of Fire Station #10 as part of the CityPlace Development
- SB 1205: Annual Report on Fire Safety Inspections of State-mandated facilities (K-8 schools, Apartment buildings)

Operational Constraints

- Emergency Medical Services contract with Santa Clara County
- Capital funding availability for Fire Station modernization
- Length of recruitment process (Applicants to Firefighters); up to 9 months from start of recruitment to beginning of recruit academy
- High volume of developer requests for service
- High volume of public record requests
- Recruitment and retention due to high cost of living

Areas of Opportunity

- Reduce response time with new CAD system
- Incorporate technology for field-based operations (all Fire Dept. Divisions)
- Increase community emergency preparedness and disaster resilience
- New fire station and upgrade of existing fire station(s)
- Grant funding
- Enhance crisis communication, and community emergency alerting
- Incorporate drone technology into emergency operations

Fire Department Summary

- Modernize the Fire Department vehicle fleet
- Incorporate technology to improve efficiency and effectiveness
- Employee development and succession planning
- Increase community emergency preparedness
- Maintain critical infrastructure
- Monitor legislation for potential impacts to emergency operations
- Reduce community risk through public education, community development, and fire code application

City of Santa Clara

The Center of What's Possible