Meeting Date: 6/7/11

AGENDA REPORT

City of Santa Clara, California

Agenda Item # 5B

Santa Clara All-America City 2001

Date: June 2, 2011

To: Mayor and Council for Action

From: Jennifer Sparacino, City Manager

Subject: Special Order of Business: Implementation Plan and Timeline for the "City of Santa Clara Principles & Priorities for 2011-13"

EXECUTIVE SUMMARY:

At the March 31, 2011 City Council meeting the "City of Santa Clara Principles and Priorities for 2011-2013" were adopted in addition to reaffirming the major focus statement: "The City Council priority is to focus on successful completion of existing City projects, postpone new City projects and proposals, and operate within Council adopted budget principles and priorities, with the goal of guiding the City successfully to economic recovery." The goals were then referred to the City Manager to develop an implementation plan and timeline for each goal. Attached are detailed reports on the implementation plan and timeline for each priority for your review. Each priority area has been aligned with the City's Code of Ethics and Values.

ADVANTAGES AND DISADVANTAGES OF ISSUE:

The "Principles and Priorities for 2011-2013" will continue to help guide the City through budget and economic challenges ahead. Through the process of consensus and prioritization, specific goals were identified for the 2011-2013 timeframe.

ECONOMIC/FISCAL IMPACT:

Additional funds will be needed to complete some aspects of this program. Fiscal impacts will be addressed as part of the budget process.

RECOMMENDATION:

It is recommended that Council accept the implementation plan and timeline for the priority/action items for Council Principles and Priorities for 2011-2013; and schedule the first quarterly status report for Council Principles and Priorities for 2011-2013 for October 25, 2011.

Jennifer Sparacino

Jennifer Sparacino
City Manager

Documents Related to this Report:
1) Santa Clara Principles & Priorities for 2011-2013
2)Reports on the Implementation Plan and Timeline for Council Priority/Action Items

SANTA CLARA CITY COUNCIL

Principles and Priorities 2011-2013

(Adopted April 5, 2011)

The City Council priority is to focus on successful completion of existing City projects, postpone new City projects and proposals, and operate within Council adopted budget principles and priorities, with the goal of guiding the City successfully to economic recovery.

PRO-ACTIVE ECONOMIC DEVELOPMENT

- **Complete Santa Clara Stadium project**
- **Refocus City's Economic Development Committee with policy discussion on development and asset management**
- **Pursue new electric generation including Lodi Energy Center and solar projects**
- **Develop formal Economic Development Plan to encourage and support business community**
- **Reinitiate implementation of Downtown Revitalization project**

Continuance of Principles and Priorities 2009-2011

Demonstrate Environmental Leadership	Exceptional Services & Fiscal Responsibility	Connect with Community	Pro-active Economic Development & Entertainment
Proactively extend recycle water project using economic stimulus grants and other resources Develop Master Plan to expand creek trails in City Study pedestrian/bicycle access to Central Park Pursue new electric generation including Lodi Energy Center and solar projects	Actively pursue economic recovery stimulus grants to maintain & improve City's infrastructure & provide Capital Improvement funding opportunities Continue to focus on fiscal responsibility & balanced budget and replenish City's General Fund Emergency Reserves Maintain lowest combined electric, water & sewer rates in the nine Bay Area counties with emphasis on reliability and excellent customer services	Review options for Internet outreach for community input to Council decision making; and review options for enhanced communication with residents Complete senior needs assessment follow up with Senior Advisory Commission & non-profit agencies	Complete Santa Clara Stadium project Refocus City's Economic Development Committee with policy discussion on development & asset management Develop formal Economic Development Plan to encourage and support business community Reinitiate implementation of Downtown Revitalization project

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Proactively extend recycle water project using economic stimulus grants and other resources.

City's Value: Professional; Fiscally Responsible

Project Manager Responsible for Implementing the Council Priority: Acting Director of Water & Sewer

Action Items Related and Brief Description of Tasks Involved:

- On July 1, 2009, the U.S. Bureau of Reclamation (USBR) selected the South Bay Water Recycling (SBWR) projects for funding from the federal American Recovery and Reinvestment Act of 2009 (ARRA). The City was granted $10.4 million to construct approximately 7 miles of new recycled water pipelines within the City.

- Approximately 2,500 feet of recycled water mains funded by ARRA stimulus grants remain to be completed by end of September 2011. To date, 90% of the ARRA grant funded projects are completed. The work has been a team effort involving Water Department, Silicon Valley Power, Public Works, and the Street Department. City crews have installed over four miles or 21,000 feet of recycled water pipeline on Norman Avenue, Duane Avenue, Martin Avenue, and the segment from Mission College Boulevard to Walsh Avenue. The projects are all on schedule and within budget.

- Collaborate with existing customers along the new pipeline projects to convert current potable water uses to recycled water.

- The design must be completed for the construction of Phase I of the Industrial 3B project within the Space Park area. In April 2011, SBWR awarded the City an additional $1,011,000 (not ARRA funded). Design is nearly complete and construction is scheduled to begin this fall.

- Agreements between USBR the City of San Jose and the City of Santa Clara must be executed for an additional $2 million in grant funding being made available to the City. These agreement are in progress. On May 23, 2011, the USBR announced that an additional grant funding would be provided to the SBWR program to fund an additional mile of pipeline as part of the Industrial 3B project.

- Evaluation of the Industrial 3B project must be completed to determine the portions of the construction that will be completed by private contractors and which portions City forces can construct. Public bidding for portions of the Industrial 3B project is anticipated.

- Water Department will track the progress of each pipeline extension to ensure construction schedules are met.

Timeline for Implementation:

- Completion of construction of ARRA Funded recycled water main extensions by September of 2011 including:
  - Santa Clara Central Park
  - Industrial 2 – Walsh Avenue and Martin Avenue
  - Industrial 3A – US 101, Bowers Avenue, and Walsh Avenue
- Extension of recycled water mains in the Space Park Drive Area, Industrial 3B Phase 1
  - Notification of $1 million of funding from South Bay Water Recycling received in April 2011.
  - Project design is under way and is scheduled to be completed summer of 2011
  - Construction scheduled to begin in the fall of 2011
  - Construction projected to be completed by December 31, 2012
- Extension of recycled water mains in the Space Park Drive Area, Industrial 3B Phase 2
  - Notification of $2 million USBR grant award received in May 2011. This is a not an ARRA grant.
  - Project design scheduled to begin in fall of 2011
  - Construction projected to be completed in the summer of 2013

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Develop Master Plan to expand creek trails in City

City's Value: Service-Oriented

Project Manager Responsible for Implementing the Council Priority: Director of Public Works

Action Items Related and Brief Description of Tasks Involved:

Draft feasibility analysis has been completed. Public outreach has started. The first public meeting has been scheduled for May 31, 2011.

Timeline for Implementation:

Finalize Feasibility Study ..... November 2011

Master Plan Timeline:

Develop Scope and Issue RFP ..... December 2011

Review Proposals and Consultant Contract ..... February 2012

Draft Master Plan ..... May 2012

Final Master Plan ..... September 2012

City Council Approval ..... December 2012

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Study pedestrian/bicycle access to Central Park

City's Value: Service-oriented

Project Manager Responsible for Implementing the Council Priority: Director of Public Works

Action Items Related and Brief Description of Tasks Involved:

Request for Proposals have been issued and proposals are now being reviewed.

Timeline for Implementation:

Award Consultant Contract.....July 2011

Start Study.....August 2011

Finish Access Study (estimated)..... September 2012

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Pursue new electric generation including Lodi Energy Center and solar projects

City's Value: Progressive; Collaborative

Project Manager Responsible for Implementing the Council Priority: Director of Electric Utility

Action Items Related and Brief Description of Tasks Involved:

LODI ENERGY CENTER

- Lodi Energy Center (LEC) is currently under construction with the 75% completion of the installation of the combustion turbines. Current commercial operation date is expected to be in August 2012.
  - Task: active SVP participation on the LEC Project Participant Committee through meetings held at least monthly. Most currently, the committee has been confirming the budget for the project.

- Large-scale Solar Projects
  - SVP negotiating a Power Purchase Agreement with local company. Currently negotiating a power purchase agreement for a 20 Mw utility scale solar project This facility is expected to come on-line at the end of calendar year 2013 and at full production will provide 55 Gigawatt-hours of eligible renewable energy to SVP's portfolio.

- Continued exploration of other sources of clean generation to meet expected load growth.
  - Task: Continue discussions with joint power agencies, power production developers, and research in to City owned property generation options.

NEW ELECTRIC GENERATION & SOLAR PROJECTS

Silicon Valley Power (SVP, the City's municipal electric utility, is a recognized national leader in the development of sustainable renewable energy. SVP's energy portfolio currently contains approximately 25% eligible renewable energy (geothermal, small hydroelectric, solar and wind), far exceeding the current state goal of 20%. SVP continues to work to meet the City Council adopted target of 33% renewable energy by 2020.

This Council Priority is met through a combination of customer partnerships, community programs, local clean generation projects, and larger-scale solar projects.

Customer Partnerships

- Solar Electric Rebates continue to be offered to customer installed solar photovoltaic (PV) systems at their facilities or homes. These cash rebates make PV more affordable for our customers.
    - Tasks: Continue to offer customers information and rebates; continue improvements to the solar permitting process.
    - Offer appropriate solar rebates to residential and commercial customers

Community Programs

- Santa Clara Green Power Program (SCGP) allows the City electric utility customers to purchase up to 100% renewable energy certificates (RECs) from solar and wind power facilities by paying a 1.5 cent per kilowatt premium on their electric bill. Large commercial and industrial customers can purchase green power in 1,000 kilowatt blocks at the price of $15 per block. The goal for cumulative total GWh enrolled in the program are 70 GWh by end of FY2010-11 and 72 GWh by end of FY2011-12.
    - Tasks: Continue to offer an attractive Green Power Program and to encourage greater participation.
    - Exploring green power outreach campaigns to our customers beyond the traditional bill inserts and direct mail pieces and on higher touch marketing to our customers. Working with some other partnerships to encourage higher enrollment in the program, to attain our previously set goal of 10% participation.

- SVP's Neighborhood Solar Program supports renewable energy at the facilities of local non-profits. The program collects small monthly donations from residential customers and larger one time donations from local corporations and then matches those donations to provide grants toward installation of solar PV systems. This provides long term financial assistance to these organizations by helping to reduce their monthly utility costs.
    - Tasks: Survey and newsletter have been sent to current Neighborhood Solar Program donors to provide nominations for the next recipient of the solar system. Still accepting those nominations.

Local Clean Generation

- Tasman Parking Garage PV Project will design and install a solar electric facility on top of the new convention center parking structure.
    - Tasks: Review design-build RFP responses, negotiate contract with a qualifying vendor, maintain oversight in final project construction, and develop on-going maintenance and operation plans. RFP information was distributed and responses have been received. The responses to the RFP documents are being reviewed by staff.

- Jenny Strand adjunct solar test and demonstration project will work with a local solar R&D company to install approximately 1000 PV panels on a parcel owned by the City. This is expected to result in a 100 Kilowatt solar electric facility in SVP's portfolio.
    - Tasks: Based on the completed environmental review documents and preliminary site design, complete a public work bid package for construction of the support structure, negotiate appropriate contracts, maintain oversight in final project construction, and develop on-going R&D monitoring, maintenance and operation plans.

- Henry Schmidt Park PV installation involves an EECBG funded 15 kilowatt PV facility. The system will offset energy usage paid for by the City's general fund.
    - Tasks: Complete a public work bid package for design-build installation of the facility, negotiate appropriate contract, and oversight of project construction.

Large Scale Solar Projects

- SVP is negotiating a Power Purchase Agreement with local company. Currently negotiating a power purchase agreement for a 20 MW utility scale solar project This facility is expected to come on-line at the end of calendar year 2013 and at full production will provide 55 Gigawatt-hours of eligible renewable energy to SVP's portfolio.

Timeline for Implementation:

Lodi Energy Center: On-going participation in the LEC Project Participant Committee and receipt of regular construction milestone briefings will continue until the power plant comes into commercial operation during 2012 and on-going participation in the Committee for the life of the facility or as long as SVP has ownership/operation interest in the facility. Power purchase agreement is expected to be approved by Council in June 2011. The developer is in the process of finalizing financing and construction timelines.

New Electric Generation & Solar Projects:
On-going implementation will continue for the Solar Rebates, Santa Clara Green Power Program, and Neighborhood Solar Program.

- Solar Rebates: The first part of 2011 has been active for residential customers as solar installers have targeted our territory to offer residents opportunities to take advantage of our higher than average rebate programs.
- A non-profit will be selected from nominations for the Neighborhood Solar Program during the third Quarter of 2011.

Tasman Parking Garage PV installation is expected to come on-line mid-year 2012. A design-build contract should be in place by the 3rd Quarter of calendar year 2011.

Jenny Strand adjunct solar test and demonstration project will have a design-build RFP out for bid in the next two months.

Henry Schmidt Park PV installation project will have a design-build RFP out for bid in the next two months.

Power purchase agreement is expected to be approved by Council in the next two months. The developer is in the process of finalizing financing and construction timelines.

State Council Priority: Actively pursue economic recovery stimulus grants to maintain & improve City's infrastructure & provide Capital Improvement funding opportunities

City's Value: Professional; Fiscally Responsible

Project Manager Responsible for Implementing the Council Priority: Director of Public Works

Action Items Related and Brief Description of Tasks Involved:

Second phase of ARRA (American Recovery and Reinvestment Act) still has not received Federal approval to proceed and this remains unchanged from last report. City Staff continues to finish projects that received funding in Phase I of ARRA.

Staff was recently notified that the U.S. Bureau of Reclamation (USBR) announced an additional $2 million in grant funding to the South Bay Water Recycling program to fund an additional mile of recycled water pipelines in Santa Clara as part of the Industrial 3B project. Agreements between USBR the City of San Jose and the City of Santa Clara are in progress and must be executed before this additional funding will be made available to the City. This grant will be in addition to the $1 million in funding SBWR has made available in April 2011 for the Industrial 3B project. The City will have until summer of 2013 to complete the project.

Staff is also actively pursuing funding from other local, regional, state, and federal grant sources.

Timeline for Implementation:

Staff will continue to pursue regional, state and federal grants for City programs and projects.

Council Principles & Priorities
Exceptional Services & Fiscal Responsibility
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Continue to focus on fiscal responsibility & balanced budget, and replenish City's General Fund Emergency Reserves

City's Value: Fiscally responsible; Ethical

Project Manager Responsible for Implementing the Council Priority: Director of Finance

Action Items Related and Brief Description of Tasks Involved:

Focus On Fiscal Responsibility & Balanced Budget
Even with the decisive actions taken to close the General Fund's 2010-11 structural budget deficit of over $20 million (e.g., eliminating funding for more than 100 full-time equivalent positions; reducing funding for as-needed staffing and overtime as well as materials, services, and supplies budgets; raising fees to move closer to full cost recovery; refinancing the Police administration building debt; and selling the Altamont Pass property to the Electric Utility), the adopted budget for 2010-11 included a $5.1 million placeholder for additional budget solutions to result in a balanced budget.

The City's negotiating team concluded meetings with City bargaining groups to further explain the budget situation and ask for consideration of possible solutions to help balance ongoing revenues and expenditures. The City asked that bargaining groups forgo any pay increase scheduled to occur, and agree to reduce salaries by approximately 5% or take the equivalent reduction in unpaid furlough days starting in January 2011. Concessionary agreements were reached with eight of the City's ten bargaining groups. Layoffs to yield equivalent savings were implemented in mid-January 2011 for the two groups that did not agree to concessions. These efforts resulted in about $10 million of annual savings (ongoing for forgone salary adjustments and layoffs, and short-term for furloughs).

The Proposed 2011-12 Budget includes additional recommended actions in order to balance without the use of reserves (e.g., additional positions were eliminated or frozen). The Budget process included a series of Council study sessions to review the CIP and operating budgets on May 10, May 17, and May 24 with a Public Hearing and adoption scheduled for June 14, 2011. The sessions have included a review of the City's fiscal situation and efforts to bring the budget into balance.

The following are summaries of additional actions that staff have taken which demonstrate fiscal responsibility and efforts to balance the City's structural budget deficit:

- 2011-12 Budget Principles were adopted by the City Council on April 19, 2011. The Budget Principles guided the development of the Proposed 2011-12 Budget and the City is on track with a multi-year approach to bringing revenues and expenditures into balance.

- Staff continue to charge personnel and overhead costs to CIP projects where outside funding allows. This practice has resulted in General Fund budget savings.

- Staff have closely monitored the State of California's $2.05 billion takeaway from redevelopment agencies throughout the state. The impact on the City of Santa Clara's redevelopment agency is an $11.8 million takeaway ($9.8 million in 2009-10 and $2 million in 2010-11). The California Redevelopment Association's (CRA's) lawsuit against the State was decided on May 4, 2010 in favor of the State. The CRA has appealed and the City has preserved its right to a refund of the 2009-10 and 2010-11 payments should the appeal be successful. Staff will keep the Council informed on the status of the appeal.

- Staff have recommended actions as a result of the Governor's 2011-12 State Budget proposal which recommends elimination of redevelopment agencies. In order to protect the Agency's projects, the Agency and City entered into Cooperation Agreements in February 2011. Additionally, to protect against the possible loss of Agency assets, the Agency and City took actions in March 2011 to convey Agency-owned property to the City, to assign the Agency's interest in certain leases, subleases, and Cooperation Agreements to the City, transfer stadium-related Agency CIP projects and appropriations to the Stadium Authority, and transfer non-stadium-related CIP projects and appropriations to the City (housing-related projects were subsequently transferred to the Housing Authority).

- The Executive Management Budget Committee, continued to further refine ideas to either reduce expenditures or increase revenues. A Reorganization Subcommittee also met to evaluate possible savings from departmental organizational changes.

- The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Santa Clara for its Comprehensive Annual Financial Report (CAFR) for fiscal year ended June 30, 2009. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting.

- The Council Audit Committee met in December 2010 to review the 2009-10 Comprehensive Annual Financial Report. The City's outside Independent Auditor (Vavrinek, Trine, Day & Company, LLP) provided the City with an unqualified (clean) opinion stating that the City's financial statements "...present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Santa Clara as of June 30, 2010..."

- The City received the Excellence in Capital Budgeting Award for the fiscal year 2010-11 Capital Improvement Project Budget from the California Society of Municipal Finance Officers (CSMFO). The City also received the Excellence in Operational Budgeting Award for the fiscal year 2010-11 Annual Budget from the CSMFO. These awards are the highest form of recognition in governmental budgeting.

Replenish City's General Fund Emergency Reserves

On November 16, 2010, Council approved the transfer of $6.2 million from the General Contingency Reserves for Working Capital (Emergency Reserve) to the General Fund to balance

the 2009-10 General Fund Budget. This action brought the audited balance in this critical reserve down to $2.5 million or 1.8% of the fiscal year 2010-11 General Fund appropriations (vs. a policy of 25% - to cover 90 days of operations).

After the approved fiscal year 2010-11 transfers out of $0.3 million to the Enterprise Funds, the balance in the reserve now stands at $2.2 million. This amount is sufficient to cover only six days of General Fund operations and leaves the City vulnerable to another downturn unless we can find ways to rebuild our reserves.

The mid-year Revenue Report was presented to Council on March 29, 2011. This report indicated that revenue performance has exceeded expectations in some areas and lagged behind budget expectations in others. Overall, General Fund revenues are on track to exceed budget.

As previously mentioned, staff completed the Proposed Budget for 2011-12 which was presented at a series of Council study sessions. In each of these presentations, staff included a discussion of reserve levels.

Based on year-end estimates for revenues and expenditures, staff are projecting a 2010-11 General Fund surplus of about $3.2 million. A portion of this surplus is due to higher levels of development activity. In accordance with Council policy, the portion due to building-related activity would be transferred to the Building Inspection Reserve. The remaining portion, would fall under the Council's policy for replenishment of reserves. This policy, approved in fiscal year 2007-08, consists of the following steps:

- If excess revenues are available, set aside $3.0 million per year for the next five years in the Working Capital (Emergency) Reserve.
- If excess revenues are available above the level of $3.0 million, deposit the remaining excess funds in the Capital Projects Reserve.

Timeline for Implementation:

Sales tax and transient occupancy tax collections have begun to rebound from the significant declines that occurred as a result of the "Great Recession." Property tax collections continue to be impacted with a decline occurring in 2010-11, and another decline projected for 2011-12. The 2011-12 Budget assumes that there will be positive growth in sales tax and transient occupancy tax collections. Staff will continue to closely monitor revenue collections during the year and take appropriate actions to assure that expenditures do not exceed revenues.

Staff will monitor State of California budget proposals from the Governor and the Legislature and will keep Council informed of any impacts on the City of Santa Clara and Redevelopment Agency.

The Executive Management Budget Committee and Reorganization Subcommittee will resume meeting in 2011-12 to further refine ideas to bring ongoing revenues and expenditures into balance (e.g., explore new and innovative service delivery methods).

Council Principles & Priorities
Exceptional Services & Fiscal Responsibility
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Maintain lowest combined electric, water & sewer rates in the nine Bay Area counties with emphasis on reliability and excellent customer services

City's Value: Fiscally responsible; Service-oriented

Project Manager Responsible for Implementing the Council Priority: Director of Electric Utility, Acting Director of Water & Sewer Utilities, and Acting Director of Street

Action Items Related and Brief Description of Tasks Involved:

- The lowest combined electric, water and sewer rates in the nine counties have been maintained even with rate increases across the utilities.
  - SVP expects to make a modest contribution to its reserves for the current fiscal year, due to above average precipitation, moderate energy prices, and cost-conscious power production and market optimization. SVP will continue to follow best utility practices.
  - Sewer Utility staff will pursue debt service funding to mitigate rate impacts of several large critical capital projects.
  - Sewer Utility Customer Service and Reliability: The Sewer Utility is implementing a computerized maintenance management system that will allow for more accurate cost accounting, improved maintenance delivery, improved management reports, and enhanced customer service.

- Maintain Reliability
  - SVP will follow best practices in design of new facilities and operation and maintenance of existing facilities and in power flow controls and operations.
  - SVP will coordinate with the balancing authority and/or neighboring utilities to reduce power quality incidents.
  - SVP does benchmark reliability studies against other utilities on an annual basis and will report such to customers.
  - The Water Utility balances the use of groundwater and imported water to provide supply reliability and control production costs.
  - Water Utility Reliability and Compliance: The California Department of Public Health (DPH) performed their 2011 Annual Sanitary Survey of the City's drinking water program. The result of this inspection was favorable and the City continues to receive high marks from DPH.

- Excellent Customer Service
  - Enhance customer-facing on-line communications for the Santa Clara utilities.

- Water Utility staff will continue to work with wholesale water suppliers through technical advisory committees to ensure reliability and maintain affordability.
- Water Utility staff will continue to pursue grant funding for infrastructure projects.
- Upgrade utility technology and business practices to efficiently serve customers and expected growing adoption of electric solar systems, electric vehicles, and smart appliances by Santa Clara customers.
- SVP will continue to routinely complete customer satisfaction research in order to identify and respond to areas of deficiencies and promote areas of strengths.

Timeline for Implementation:

- Continue to monitor and benchmark utility rates and power reliability.
- New enhanced utility website is expected to by online by end of year 2011.
- Debt service financing for Sewer Utility infrastructure is anticipated toward the end of FY 2011/12 and 2012/13.
- The Sewer Utility computerized maintenance management system will undergo a software and hardware upgrades in FY 2011/12.

Council Principles & Priorities
Connect with Community
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Review options for Internet outreach for community input to Council decision making; and review options for enhanced communication with residents

City's Value: Communicative; Progressive

Project Manager Responsible for Implementing the Council Priority: Acting Assistant City Manager, Director of I.T., City Librarian, Electric Utility Division Manager

Action Items Related and Brief Description of Tasks Involved:

- City websites review and update
  - Research and evaluate ways to improve the City websites that include critical review with action items
  - Enhance online transactional services for all utility customers
  - Complete transition of all websites into content management system
- Consistent with City's Code of Ethics & Values, develop goals, policies and procedures for Internet input and outreach. Analyze resource requirements to support these developments, with a goal to enhance a virtual community of trust
- Increase the City's and community's participation across multiple channels
  - Establish social media guidelines for public engagement
  - Expand social media presence (Facebook, etc.)
  - Implement techniques to change the shape and depth of citizen engagement
- Increase business outreach and support economic development
  - Expand current business section on City's website and incorporate with MovetoSantaClara.com

Timeline for Implementation:

- Perform critical review of City's websites and perform necessary action items (annually)
- Enhance online transactional services (ongoing through June 2013)
- Establish social media guidelines for public engagement (Fall 2011)
- Expand social media presence (ongoing through June 2012)
- Increase the City's and community's participation across multiple channels (ongoing through June 2013)
- Increase business outreach (ongoing through 2012; reevaluate and proceed through 2013)

Council Principles & Priorities
Connect with Community
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Complete senior needs assessment follow up with Senior Advisory Commission & non-profit agencies

City's Value: Service-oriented; Communicative

Project Manager Responsible for Implementing the Council Priority: Director of Parks and Recreation

Action Items Related and Brief Description of Tasks Involved:

- Develop draft report of results for Senior Advisory Commission review and comment.
- Forward report to City Council for review and comment.
- Develop recommendations for further action.
- Work with State, County and Non-profit senior serving agencies to develop partnerships and agreements that address specific Council recommendations and direction.

Timeline for Implementation:

- September 2011—Draft report to Senior Advisory Commission.
- November 2011—Draft report to City Council.
- January-June 2012—Incorporate Council direction into policy and budget related documents.
- July 2012-13—Implementation of Council direction.

Council Principles & Priorities
Pro-active Economic Development & Entertainment
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Complete Santa Clara Stadium project

City's Value: Progressive; Organized

Project Manager Responsible for Implementing the Council Priority: City Manager

Action Items Related and Brief Description of Tasks Involved:

- Select stadium concessionaire, and marketing company for the sale of stadium builders licenses (SBLs)
- Negotiate the terms and conditions of a Disposition and Development Agreement (DDA) and related documents with the San Francisco 49ers.
- Oversee site preparation ("make-ready") construction work,
- Work with 49ers to develop an acceptable stadium financing plan
- Close of escrow/start of stadium construction

Timeline for Implementation:

Through weekly meetings with staff, 49ers representatives, and consultants:

- Select stadium concessionaire, and marketing company for the sale of stadium builders licenses (SBLs): July 2011
- Negotiate terms and conditions of DDA and related documents: Fall 2011
- Start of make-ready construction work: January 2012
- Work with 49ers to develop an acceptable stadium financing plan: September 2012
- Close of escrow/start of stadium construction: January 2013
- Provide updates to Council and the public through periodic information reports at "Committee of the Whole" City Council meetings: ongoing

Council Principles & Priorities
Pro-active Economic Development & Entertainment
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Refocus City's Economic Development Committee with policy discussion on development & asset management

City's Value: Fiscally Responsible; Professional; Progressive

Project Manager Responsible for Implementing the Council Priority: Economic Development Team; Lead Director of Planning & Inspection

Action Items Related and Brief Description of Tasks Involved:

- Redefine and realign efforts to focus on not only economic development, but overall and ongoing economic vitality for the community; rename Mission City 21 Committee to Economic Development Committee to reflect renewed focus
- Develop an implementation strategy to take advantage of investment and growth opportunities provided by the new General Plan
- Identify City's qualities and conditions that are attractive for economic development that can be highlighted and enhanced, and barriers/hurdles that need to be addressed
- Prepare a categorical inventory of City real assets
- Prepare an array of options to leverage value of assets to economic and social return on investments or holdings
- Prioritize strategies for possible actions based upon the long term versus short term value of probable results, the resources available and the likelihood of successes

Timeline for Implementation:

- Plan Economic Development Committee meeting for July 2011
    - Council action to rename "Mission City 21" to "Economic Development Committee"
    - Present and assess concept of "economic vitality"
    - Discuss goals of asset inventory
    - Present economic development concepts in General Plan
- Plan Economic Development Committee meeting for fall 2011
    - Highlight development procedures and policies for review and improvement
    - Consider options for selected "best scenario" asset investment or disposition
- Plan Economic Development Committee meeting for spring 2012
    - Evaluate successes of Council policy to lease City-owned land for long-term revenue stream to General Fund

Council Principles & Priorities
Pro-active Economic Development & Entertainment
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Develop formal Economic Development Plan to encourage and support business community

City's Value: Progressive; Collaborative; Professional

Project Manager Responsible for Implementing the Council Priority: Economic Development Team; Lead Director of Planning & Inspection; Director of Electric Utility & Acting Assistant City Manager

Action Items Related and Brief Description of Tasks Involved:

- Collaborate with Chamber of Commerce to avoid redundant or competing efforts and align common strategies related to land use and permitting issues
- Define categories of business types by location, characteristics, market sector, business needs, etc.
- Identify geographic opportunities and constraints for different types of businesses in a way that relates to the demographic profile of the City, building upon the strategies and policies stated in the General Plan
- Identify resources under the City's control or influence that can enhance the "Shop Santa Clara" theme, such as business recognition programs, City website access, Channel 15
- Identify City departments procedures that influence economic vitality that can be highlighted and enhanced, as well as barriers/hurdles that need to be addressed
- Evaluate consultant proposals to develop economic strategies and consumer profiles that identify community desires and promotes the attractiveness of the community to retailers
- Prioritize possible actions based upon resources available, likelihood of success and value of possible results

Timeline for Implementation:

- Summer 2011: Determine interest in and affordability of outside economic consultant
- Fall 2011: Develop a profile of existing business community for different areas of the City
- Fall 2011: Highlight development procedures that could be improved
- Spring 2012: Adopt a program of procedural enhancements
- Spring 2012: Report on progress/resources gained with consultant, if applicable

Council Principles & Priorities
Pro-active Economic Development & Entertainment
Implementation Plan & Timeline
June 7, 2011

State Council Priority: Reinitiate implementation of Downtown Revitalization project

City's Value: Progressive

Project Manager Responsible for Implementing the Council Priority: Acting Assistant City Manager, and Director of Planning and Inspection

Action Items Related and Brief Description of Tasks Involved:

- Convene Downtown Plan Committee to discuss available information
- Confirm existing University Redevelopment Area budgetary capabilities and timeline
- Update tax increment study of the University Redevelopment area; Update economic feasibility study
- Invite Santa Clara University to present their current master plan to the Downtown Plan Committee
- Consider seamless plan between Downtown Plan and Station Area Plan, and surrounding planning area
- Provide Committee with a few successful relevant examples of downtown projects that are similar
- Broaden overview to consider opportunities in and context of surrounding planning area that can support the Downtown Plan, based on recently approved General Plan
- Revisit "super block concept" with re-creation of through streets for Main Street, Washington Street and Franklin Street
- Consider "super block assemblage" with partnership of property owners within area of Benton Street, Lafayette Street, Homestead Road and Jackson Street
- Move project forward prior to expiration of plan date

Timeline for Implementation:

- Assemble as much information as possible and hold a Downtown Plan Committee in July 2011
- Engage economic consultant to update current economies of project – summer 2011
- Review current land use plan for Downtown and seek Council approval to re-issue Request for Proposal in late fall 2011
- Move project forward prior to plan date effectiveness time limit of January 1, 2013