C I T Y O F S A N T A C L A R A

STRATEGIC PLANNING RETREAT

1 March 2013 ● Santa Clara Convention Center

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MISSION STATEMENT

The mission of the City of Santa Clara is to promote a living and working environment that allows for the best quality of life by serving the community with resourceful, efficient, progressive and professional leadership.

CODE OF ETHICS AND VALUES

not in priority order

- *Ethical*
- *Professional*
- *Service-Oriented*
- *Fiscally Responsible*
- *Organized*
- *Communicative*
- *Collaborative*
- *Progressive*

TWO-YEAR GOALS

2013-2015 * not in priority order

- **Promote and enhance economic and housing development**
- **Ensure fiscal responsibility**
- **Enhance community sports and recreational assets**
- **Deliver and enhance high quality efficient services and infrastructure**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Monday, 4 March	Yvonne Galletta	Distribute the retreat record to those unable to attend.
Within 48 hours of receipt	All recipients	Read the retreat record.
By March 26, 2013	Asst. City Manager and EDO	Place the strengths on the city website.
March 11, 2013	City Manager Exec. Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
March 15, 2013	Exec. Management Team	Share and discuss the Strategic Plan with staff.
At the March 26, 2013 City Council meeting	City Council (Mayor – lead)	Present the Strategic Plan to the public.
Monthly	City Council City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Yvonne Galletta	Prepare and distribute the updated Strategic Plan Monitoring Matrix
Sept. 13, 2013 (Friday) 8:00/8:30 am – 4 pm	City Council Mayor City Manager Exec. Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Strategic Objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – **W**eaknesses - **O**pportunities - **T**hreats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF SANTA CLARA IN THE PAST TWO YEARS

Brainstormed List of Perceptions

- Survived the Great Recession and we're still in business with minimal impact on service levels
- Able to maintain the lowest combined utility rates in the nine Bay Area counties
- Implemented an online business license renewal system
- Received over $10 million in transportation funding from outside sources in the last two years
- Finished the Creek Trail Project
- Achieved concession agreements from 8 of the 10 bargaining units, saving the city millions
- Received a rating upgrade for electric energy bonds
- Implemented online employment applications for city positions, making it easier for candidates to apply and bringing in great people
- Renovation of Parkway Park and the Fairway Glen Playground
- Rehabilitated and coated downtown water tank
- Completed the Forty-Niner Stadium deal
- Stadium construction on time and on budget
- Completed our parking structure, on time and under budget
- Completed a seven-mile extension of the recycled water system with city crews and with ARRA funding of $10.4 million
- Started construction of the Northside Branch Library
- Adopted a balanced budget
- Defeated two referendums on the Stadium Project
- Began planning for entertainment uses of the Stadium Project
- Welcomed Dell Computers to Santa Clara
- Opened low income housing on El Camino Real
- Began construction of the new roller coaster at Great America
- Won an IT award for excellence from MISAC (Municipal Information Systems Assn. of California)
- Police Dept. success with some cold cases using DNA
- Police Dept. has been able to secure about $300,000 annually in grants
- Reconstructed/rebuilt four drinking water wells
- Executed an exclusive negotiating agreement with the Joe Montana Group
- Completed four substation projects to capture new load and upgrade the existing infrastructure
- Under construction on the Menlo Equities Project
- Maintained a high level of service with 100 fewer employees
- Fire Dept. received a Class 2 Community Protection rating from ISO
- Preserved the historic Larder House
- Hosted an award winning statewide Good Government Summit
- Concluded a new agreement with Mission College for use of sports fields
- Completed a citywide WiFi system
- Added almost $20 million to our city reserves
- Began construction of a 50-unit senior affordable housing project
- Great collaborative relationship with the school, non-profit organizations and sports leagues
- Finished the Walsh Ave. Sanitary Sewer Project
- Received state funding to complement core library services
- Launched Open City Hall and other media
- Started new housing projects at the Kaiser site and BAREC site

- Completed the award winning street and sidewalk project south of Forest Avenue and received APWA Project of the Year award
- Began construction of the Irvine Company Project
- Built new energy projects, e.g., the Lodi Energy Center
- Increased multi-family recycling by about 5,000 units
- We have a new City Manager
- We have a new City Attorney

THE CITY OF SANTA CLARA'S CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed List of Perceptions

- Lack of technology
- Deferred maintenance on major infrastructure
- Staff suffering from fatigue
- Lack of grant funding
- Difficult maintaining current service levels with fewer employees
- Insufficient tools to deal with student housing
- Lack of technology back-ups
- RDA wind down and potential loss of lease revenue
- Traffic congestion
- Staff doing too much with too little
- No funding for affordable housing
- Code enforcement is not strong enough, e.g., graffiti
- Furloughs and reduction of core services
- Haven't completed capital improvement projects
- Not enough library hours to satisfy the public
- Lack of succession planning
- Lack of training
- Lack of public safety radio communications
- Don't have a clear city policy for trees
- No retail strategy; lack retail recruitment
- Possible loss of city-owned land and sources of revenue
- Not having fireworks for the 4th of July
- Have not replaced or upgraded desktop computers and the phone system (IT infrastructure)
- Challenge of addressing the impact of development on parks
- Not enough police and fire personnel due to the hiring freeze
- Morale issues
- Increased blight
- Have not properly incorporated IT
- Fewer hours of recreation activities
- Attrition and freezing of vacancies
- Lack personnel for infrastructure maintenance
- Loss of institutional knowledge due to retirements
- Not enough retail
- Lack a strategy for citywide landscaping and beautification
- Have not expanded our environmentally friendly policies
- Community engagement not strong enough
- Lack a strategy for sports and recreation use
- Lack of professional development opportunities/growth
- Problem of dealing with unfunded pension liabilities
- Lack of development interest in the downtown
- The unknown impacts of the RDA dissolution process
- Finding sufficient public parking by the Stadium
- Losing management and other personnel who go to other places

- Lack a new housing strategy, especially in the area of affordable housing
- Zoning codes are very much out-of-date
- Pedestrian safety is not sufficient along major corridors (e.g., crosswalks)
- Don't have enough gathering places for faith-based organizations and other groups

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF SANTA CLARA IN THE NEXT TWO YEARS

Brainstormed List of Perceptions

- Development potential and entertainment possibilities in the Stadium area
- Super Bowl opportunity
- Low interest rates
- Increased property tax revenue from current development
- End of the RDA dissolution process
- Radio interoperability among the cities
- New stimulus funding
- Higher profile of Santa Clara
- Potential of the 49ers winning the Super Bowl
- Increased sales of Stadium Builders Licenses (SBLs)
- Closing of permanent financing of the stadium
- Opening of the Stadium
- Lower taxes
- Completion of the Mervyn's/Santa Clara Town Center rehabilitation
- Potential for BART coming to Santa Clara
- Transit-oriented development
- Regional collaboration on emergency services
- Another World Series win for the Giants
- CEQA reform at the state level
- State pension reform
- Bus Rapid transit as an incentive to revitalize El Camino Real

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF SANTA CLARA IN THE NEXT TWO YEARS

Brainstormed List of Perceptions

- Other places are recruiting our potential managers and other personnel away
- Water pollution control plant
- Effects of climate change
- Any negative situation at the Stadium and in Stadium operations
- An act of terrorism
- State and federal regulations, e.g. Affordable Care Act implications
- Potential loss of city leases
- Loss of industries to other states that have lower costs
- Needs of an aging population
- Disruption in the Delta affecting imported water
- Reduction of state and county services
- Early release of prisoners
- Generation change
- Baby boomers retiring
- Less population coming into public sector employment
- Uncertainty about the schools producing adequate employees for our industry
- Perception by some companies/industries that Santa Clara is a small town and less prestigious than other cities, e.g., Palo Alto

- Potential earthquake
- Need to replace the channel for the San Tomas Expressway
- Aging infrastructure
- Likelihood of additional state money grabs
- Potential toxic release from high tech or traditional manufacturing
- Another dot-com bust
- Security breaches; release of confidential information
- Increases in wholesale rates for power and water
- National recession
- Lack of development interest in the downtown
- Hetch Hetchy
- Drastic oil price increases
- New municipal and regional permit for storm water discharge

IDENTIFY TWO-YEAR GOALS

Brainstormed list of possible goals from which the Two-Year Goals were developed

- Promote and enhance economic opportunities
- Actively pursue grant funding
- Allocate resources to complete a retail study
- Beautify the city
- Develop a plan to assist the low income population with housing and other basic needs
- Meet or exceed all state and federal regulatory requirements
- Create a plan for an Arts District
- Ensure fiscal responsibility
- Develop a regional Anti-Terrorism Plan
- Ensure a high quality of life
- Increase revenues
- Build an international swim center
- Facilitate a favorable conclusion to the RDA wind-down
- Develop environmental sustainability
- Build a Master Plan for a new city hall
- Ensure housing quality especially in the areas of affordable and student housing
- Create safe and attractive streets for pedestrians, cyclists and the disabled
- Plan for the successful operation of the Stadium as of opening day
- Provide staffing for increased development demand
- Develop a sports complex
- Develop a Master Plan for Sports and Recreational facilities
- Maintain and improve infrastructure (assets)
- Promote technology view
- Increase, attract, develop and retain employees
- Develop a Master Plan and strategy for an Entertainment District
- Promote public health and sustain the environment
- Increase code enforcement efforts
- Develop the Stadium area as a destination
- Foster an enhance community engagement in the process of governance
- Update the zoning code
- Adopt a balanced budget and eliminate structural deficit
- Use the Land Sale Reserve to acquire new city lands

STRATEGIC PLANNING ELEMENTS

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"SWOT" ANALYSIS

Assess the organization's:
- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

TWO YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

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