

**CITY OF SANTA CLARA  
SIX-MONTH STRATEGIC OBJECTIVES  
1 March 2013 through 1 September 2013**

<b>TWO-YEAR GOAL: <i>PROMOTE AND ENHANCE ECONOMIC AND HOUSING DEVELOPMENT</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. At the April 9, 2013 City Council meeting	City Manager – lead, Economic Development Officer Director of Planning and Inspection	Present an Exclusive Negotiating Agreement with the Related Development Group to the City Council for consideration.	X			Approved at the April 9, 2013 City Council meeting.
2. At the June 25, 2013 City Council meeting	Director of Planning & Inspection	Present to the City Council for action a policy to direct to the City Housing Authority retained housing resources.		X		On-going, pending Oversight Board and State DOF actions
3. At the July 16, 2013 City Council meeting	City Manager – lead, Economic Development Officer, Dir. of Planning and Inspection	Present to the City Council for consideration a Retail Attraction and Retention Strategy for El Camino Real Downtown, and north of the Bayshore area.			X	Revised completion date from May 21, 2013 to July 16, 2013.  Meetings held w/potential consultants to provide assistance with development of strategy.
4. July 1, 2013	City Manager	Develop and present to the City Council for action a Master Plan for revenue generating uses near/by the Stadium area.		X		On going.
5. At the July 16, 2013 City Council meeting	City Manager and the Economic Development Officer	Present to the City Council for consideration a plan for outreach to commercial and industrial businesses to determine growth opportunities and business retention needs.		X		Preliminary meetings w/businesses are underway. The Information from the businesses will be used to guide the plan.
6. At the August 20, 2013 City Council meeting	City Manager – lead, Dir. of Planning and Inspection, Economic Development Officer	Evaluate and present to the City Council for consideration options and opportunities for downtown revitalization.		X		Held Downtown Revitalization Committee meeting on April 29, 2013. Outreach to potential tenants and developers have commenced.

7. FUTURE OBJECTIVE By _____	City Manager and Finance Director	Recommend to the City Council for direction options for using city assets.				No activity at this time.
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**TWO-YEAR GOAL: ENSURE FISCAL RESPONSIBILITY**

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 13, 2013	Dir. of the Electric Utility and the Dir. of Finance	Present to the City Council for action the refinancing of the 2003 Electric revenue bonds for an estimated annual savings of \$860,000.	X			Council approved refinancing on March 12, 2013. Pricing of bonds yielded a \$1.13 M annual savings. Closing is expected April 24, 2013.
2. June 15, 2013	Stadium Team (Finance Director – lead)	Close the permanent financing on the Stadium Project.		X		Staff working with 49ers and Goldman-Sachs. Stadium Authority reviewed the Take-out Financing on May 30, 2013 and on May 7, 2013 approved a Joinder Agreement and an Indemnification Contribution Agreement with StadCo and Stadium Funding Trust. Stadium Authority approval of near final documents is scheduled for June 11, 2013 and the financing is on track to close on June 13, 2013.
3. August 27, 2013	Dir. of Parks and Recreation-lead, Finance Dir., City Attorney	Develop a draft new Housing Development Impact Fee for parks acquisition and facility development and present to the City Council for review.		X		Parks & Recreation Dept. contracted with Wildan Financial Services (consultant) to prepare a nexus study, the first step in adoption of an ordinance to a new fee. The kickoff meeting for the nexus study is Wednesday, May 22, 2013.
4. Sept. 1, 2013	Utility Director of Silicon Valley Power	Finalize and present to the City Council for action a plan to shift power from lower to higher voltage to reduce operational costs by \$5 million per year.		X		Owner's Engineer has been selected. Discussions continuing with PG&E and the CAISO regarding required external system improvements and coordinated operation.

<p>5. Sept. 1, 2013</p>	<p>City Manager – lead, City Attorney, Finance Director</p>	<p>Achieve completion of the RDA wind-down process.</p>		<p>X</p>	<p>Successor Agency presented Non-Housing Due Diligence Review to the Oversight Board on May 10, 2013. The Oversight Board is scheduled to approve it at their June 4, 2013 meeting.</p> <p>The Superior Court ruled that the StadCo Agency Advance is an enforceable obligation and directed the Oversight Board to determine 1) whether all preconditions were met and 2) an appropriate payment schedule.</p> <p>The City is working through the issues involved with the lawsuit filed by the County of Santa Clara and County Board of Education against the City, Successor Agency, Stadium Authority, and Sports &amp; Open Space Authority.</p>
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**TWO-YEAR GOAL: *ENHANCE COMMUNITY SPORTS AND RECREATIONAL ASSETS***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 23, 2013 City Council meeting	Director of Parks and Recreation	Present to the City Council for consideration an agreement to co-host with the Rotary Club of Santa Clara the Silicon Valley Barbeque Championship and all-city picnic to be held on June 28 and 29, 2013.	X			Council approved agreement 4-23-2013. Department meets regularly with Rotary to plan & implement event.
2. Fall 2013	Director of Parks and Recreation and ISC Team	Conduct an aquatic program analysis, including public input, and conduct an International Swim Center (ISC) Financial Feasibility Study (paid for by the ISC Team) toward renovation of the ISC and present to the City Council for consideration.		X		Department negotiating an agreement with consultant for aquatic program analysis. Department met with Silicon Valley Aquatics Initiative. SVAI met with financial development consultant.
3. June 30, 2013	Director of Parks and Recreation	Identify at least one community non-profit or business partnership for recreation programs and facilities for inclusion in the Parks and Recreation Master Plan.		X		Department in process of identifying non-profits and business partners for each program and facility.
4. December 2013	Director of Parks and Recreation – lead, City Manager, Economic Development Team	Present to the City Council for consideration a Strategic Plan to enhance and develop sports and open space facilities north of Bayshore, including a community park and sports complex.		X		Department developing list of potential areas and City owned/public parcels and evaluating capacity.
5. FUTURE OBJECTIVE By_____	Director of Parks and Recreation	Present to the City Council for action a Park Master Plan for Central Park facilities.		X		Date to be determined.

**TWO-YEAR GOAL: *DELIVER AND ENHANCE HIGH QUALITY EFFICIENT SERVICES AND INFRASTRUCTURE***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the May 21, 2013 City Council meeting	City Manager	Schedule and plan the grand opening and find funding for the operational costs of the Northside Branch Library.		X		Proposed FY13/14 balanced budget includes funding of library staff. Construction on schedule and grand opening will be planned and coordinated with the Santa Clara City Library Foundation & Friends.
2. June 30, 2013	An ad hoc Committee (Appointed by Council on March 12, 2013)	Evaluate commission roles and responsibilities and make recommendations to the City Council for action for a new commission structure.		X		Ad Hoc Council Committee members meet with International Exchange Commission on April 8, 2013 and Cultural Advisory Commission on May 6, 2013. Ad Hoc Council Committee convened on May 14, 2013 and recommended the 2 commissions be combined. Proposed for the May 21, 2013 Council meeting.
3. June 30, 2013	Director of Electric Utility	Complete the Mission Substation and remove the Tasman Substation.		X		Mission Substation is in service and Tasman Substation removal is in progress.
4. At the July 16, 2013 City Council meeting	City Attorney and the Acting Asst. Dir. of Streets and Automotive Services	Present to the City Council for action a Graffiti Abatement Program, which includes our community.	X			Graffiti Removal Program has been implemented.
5. At the Aug. 27, 2013 City Council meeting	Director of Electric Utility	Establish LED street light standards, specifications and requirements and present to the City Council for action.		X		Working with other cities in a collaborative procurement process to develop common LED streetlight specifications.

6. At the August 27, 2013 City Council meeting	Asst. City Manager and Economic Development Officer.	Conduct a market analysis/assessment of the Santa Clara Convention Center and report make recommendations for future growth to the City Council for direction.		X		Santa Clara Convention Center staff completed a self-assessment benchmarking with comparable facilities.
7. Sept. 1, 2013	I.T. Director and Finance Director	Ensure replacement of 50% of computers with current technology and identify funding for 100% replacement of city and public use computers.		X		"C-Simply" project launched with a goal is to empower users to Connect, Collaborate, & Create Simply. Replacements of aging systems are well underway. A total of 129 staff desktops (19%) have been replaced and users trained.
8. Sept. 1, 2013	Director of Water and Sewer	Implement a paperless work order system in Water and Sewer.		X		Initial pilot of computer tablet use still in progress. Multiple tablets now deployed. Working to resolve issues with download speeds.
9. Sept. 1, 2013	Acting Asst. Dir. of Streets and Automotive Services	Develop a program for collecting organic waste from restaurants and present to the City Council for action.		X		Staff is coordinating with Mission Trail Waste Systems to determine a processing method that can be permitted and sited.  Ongoing.
10. Sept. 1, 2013	Director of HR, with input from the Management Team	Create a plan to assure all required certifications are maintained and kept in centralized HR personnel files; create a tracking system for departments that do not have the resources to do so and ensure job requirements for classification are kept current within job descriptions.		X		Staff is continuing to confirm which classifications require certificates that are required to be kept current and creating a database to monitor this information.
11. Sept. 1, 2013	Acting Asst. Dir. of Streets and Automotive Services	Conduct a feasibility analysis of recycled rubber for use on sidewalks and other options and present to the City Manager.		X		Staff is continuing research on rubber sidewalk providers and compatible locations for trial installation.
12. Sept. 1, 2013	I.T. Director	Identify resources needed to train staff and coordinate and implement new systems (e.g., GIS, budgeting, public safety, IT infrastructure, permitting)		X		Staff is continuing to inventory and establish a Citywide IT project portfolio of currently funded and in progress projects.
13. Sept. 1, 2013	Director of Public Works	Complete a needs assessment to identify storm and street needs.		X		Staff is reviewing information gathered from the City of Palo Alto to develop a scope of work for the City of Santa Clara needs study.

14. Sept. 1, 2013	Acting Asst. Director of Streets and Automotive Services	Present to the City Council a status report on single-use bag state legislation.		X		Senate Bill No. 405 – Padilla, which would regulate single-use carryout bags was placed in Senate Appropriations Suspense File on April 29, 2013.
15. Sept. 1, 2013	City Clerk and Auditor	Recommend to the City Council for information and action options to increase participation/community engagement in city governance.		X		Reviewed outcome of elections research, received preliminary feedback and started program research. "A Comparison of Basic At-Large and At-Large By-Seat Elections Systems in the State of California" received Smith Award for outstanding research project of 2013 from SJSU MPA department.
16. Sept. 1, 2013	Public Works Director and Dir. of Planning and Inspection, working with the Valley Transportation Authority	Identify funding source and construction schedule to complete the underpass at the Santa Clara Train Station.		X		Design by VTA is on schedule. VTA wishes to discuss an O&M agreement with the City. A meeting has been scheduled for May 22, 2013. Project included in VTA list of OBAG recommendations for MTC funding in 2013.
17. FUTURE OBJECTIVE March 1, 2014	I.T. Director	Replace 100% of city and public use computers.		X		Item 7 (noted above) is to be completed before proceeding with this item.
18. FUTURE OBJECTIVE _____	Director of Public Works	Update the storm drain fee and present to the City Council for action.		X		Item 13 (noted above) is to be completed before proceeding with this item.