#### CITY OF SANTA CLARA

#### STRATEGIC PLANNING RETREAT

# 13 September 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
- Balance the emerging economic opportunities with the needs of our community

# **NEXT STEPS/FOLLOW-UP PROCESS**

WHEN	WHO	WHAT
Monday, September 16	Executive Assistant to the City Manager	Distribute the retreat record to those unable to attend.
Within 48 hours of receipt	All recipients	Read the retreat record.
September 16, 2013	City Manager Exec. Management Team	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
By Sept. 20, 2013	Asst. City Manager and Executive Assistant to the City Manager	Place the strengths on the city website.
At the Sept. 24, 2013 City Council meeting	City Council (Mayor – lead)	Present the Strategic Plan to the public.
By September 30, 2013	Exec. Management Team	Share and discuss the Strategic Plan with staff.
Monthly	City Council City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Executive Assistant to the City Manager	Prepare and distribute the updated Strategic Plan Monitoring Matrix.
January 15, 2014	Goal Setting Committee (Mayor – lead)	Meeting of the committee.
March 20, 2014 (Thursday) 8:00/8:30 am – 2:30 pm	City Council Mayor City Manager Exec. Management Team	Strategic Planning Retreat to:  Thoroughly assess progress on the Goals and Strategic Objectives,  Develop Strategic Objectives for the next six months.

### S.W.O.T. ANALYSIS

Strengths - Weaknesses - Opportunities - Threats

# STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF SANTA CLARA SINCE THE MARCH 1, 2013 STRATEGIC PLANNING RETREAT

**Brainstormed List of Perceptions** 

- Balanced budget
- Won the Super Bowl bid for 2016
- Completed a 10-year assessment of our election system
- Resolution of the Alameda/Hilmar parking issue
- Approved several new developments, including one on El Camino
- The Police Dept. moved forward in funding a new radio system
- Implemented a paperless work order system for Water and Sewer
- Successfully demolished the Walsh Elevated Tank
- Implemented a per diem program and created a job description for police officer staffing at the stadium
- Created a credential and certificate matrix for employees
- Began renovation and construction of the Santa Clara Town Center (Target)
- Exclusive Negotiating Agreement (ENA) with the Related Company
- Paid our bills
- Library won the John Cotton Dana Award from the ALA
- Finalized MOUs (memorandum of understanding)
- Finished Northside Library construction of the building
- Completed stadium refinancing
- Awarded a LSTA (Library Services Technology Act) for Sustainable U
- Adopted a Small Business Outreach Program
- Refinanced the 2002 Certificates of Participation for the Central Park Library
- Consolidated the Cultural Advisory Committee and the International Exchange Commission
- On target for building the International Swim Center
- 21,000 subscribers to e-notify
- Kicked off the website for community development projects
- · Public Works upgraded median islands and planted flowers in crimson and gold
- Refinanced electric revenue bonds for a savings of \$1 million a year
- The City became a WWE finalist (Wrestle Mania)
- Completed the Mission Substation and removed the Tasman Substation
- Granted approval for a revised Nvidia Project
- Implementation of the creek trail detour around the stadium
- Hosted the combined 2<sup>nd</sup> annual Rotary barbeque and the All-City Picnic
- Began construction of Tuscany Apartments
- Upgraded 50% of the city's computers and trained staff in their use
- Abandoned and sealed three old water wells
- Implemented an outreach program for commercial and industrial users in the city
- Granted approval to the Irvine Company Project at Augustine
- Dramatically increased economic development activity
- Thoroughfares are getting cleaned up
- Completed and upgraded the PeopleSoft financial system
- Completed a naming rights deal for Levis Stadium
- Acquired our first college bowl game
- Adopted a graffiti ordinance
- Implemented a citywide GIS base map
- Returned the 4<sup>th</sup> of July fireworks to Central Park
- Successful consolidation of the Public Works Dept. with the Street Dept.
- Police Dept. is using social media

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

**Brainstormed List of Perceptions** 

- Positive real estate market allowing for more economic development
- Magnet effect of the stadium development
- Rising property taxes that offset the wind-down of Redevelopment
- Interest in completing our downtown
- Transportation Management Plan
- 49er success
- Santa Clara University
- Tremendous relationship with outside retail and office developers
- Apple complex
- More entertainment opportunities
- More national attention with the opening of the stadium
- Successful completion of our RDA wind-down
- More jobs available
- Successful opening of Levi's Stadium
- Funding availability
- Transportation more available to Santa Clara
- Light rail from the stadium to BART
- The Library Foundation
- New international headquarters of NVIDIA
- Possibility of winning WWE (80,000 visitors)
- Earthquakes' Stadium coming
- Other events at the stadium

#### STRATEGIC PLAN ELEMENTS

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# "SWOT" ANALYSIS

Assess the organization's:

- Internal **Strengths** 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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