



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Debra Figone

SUBJECT: SEE BELOW

DATE: February 3, 2012

SUBJECT: FY 2011-2012 COUNCIL PRIORITY POLICIES AND ORDINANCES

RECOMMENDATION

Establish a future list of priority policies and ordinances, with items on this list to be moved to the Top Ten list as top priorities are completed between now and August 2012.

OUTCOME

Establishing a future list of items will allow staff to quickly transition to supporting additional priority policies and ordinances as Top Ten items are completed. Staff will continue to provide bi-annual updates on efforts to implement the priority items, along with opportunities for the Mayor and Council to re-confirm the list of Top Ten Priority Policies and Ordinances.

BACKGROUND

This fiscal year marks the tenth consecutive year of General Fund shortfalls, with a cumulative impact of \$680 million. Over the last ten years, the City's workforce has shrunk by more than 2,200 positions, or nearly 30%, with most of the reductions occurring in the last two fiscal years. Approximately 500 City positions were eliminated at the start of this fiscal year alone, bringing staffing levels to approximately 5,300 positions--a level not seen since 1986, when the population was three quarters of what it is today. Looking ahead to FY 2012-2013, the City will likely face its eleventh consecutive year of budget shortfalls, currently estimated at approximately \$25 million, which will continue to limit the availability of City staff resources. This significant reduction in staffing levels severely limits staff's ability to take on new policy initiatives and has also resulted in a backlog of pending ordinances, underscoring the need to focus efforts only on ones that are considered priorities.

On February 14, 2011, the Mayor, Council, and senior staff completed a prioritization exercise and identified the top ten priorities from a list of 43 pending ordinance changes and major referrals. Subsequent to the prioritization, Council adopted the Mayor's March Budget Message

and directed staff to focus efforts on the top ten priorities. It is important to note that although there are a large number of pending priorities, they only represent a small portion of the overall work effort on City programs and initiatives that have already been deemed as Council priorities through the Adopted Budget and underway.

On August 30, 2011, the Mayor and Council received a status update on the implementation of the major ordinances that had been prioritized during the February 2011 Priority-Setting session. This follow-up prioritization exercise afforded the Mayor and Council with an opportunity to modify the list of Top Ten Priority Policies and Ordinances, approve the staff workplan for implementing the priority items, and identify several additional ordinances that would be moved to the Top Ten list as existing top priorities are completed.

As part of the August discussion, the Mayor and Council identified three pending ordinances—Smoking in Outdoor Areas, Social Host Ordinance, and Payday lending as being high priorities that should be added to the list of Top Ten Priority Ordinances in place of three ordinances--two ordinances (Zoning Standards – Main Street/Alum Rock and Development Agreement Ordinance) that had not yet started work and one ordinance (Municipal Water System) that had completed since the February 2011 prioritization exercise. In addition, three pending significant ordinances—Zoning Standards – Main Street/Alum Rock, Development Agreement Ordinance, and Real Estate Streamlining, were identified as pending priorities that should be moved to the Top Ten list of priorities as existing items on Top Ten list are completed.

ANALYSIS

Priority Policies and Ordinances

This memorandum provides a status update on the major policies and ordinances. The attachments included with this memorandum provide a list of the priority policies and ordinances that will also be reviewed as part of the City Council/Senior Staff Study Session scheduled for February 13, 2012.

Listed in Table 1 on the following page are the Top Ten Priority Policies and Ordinances that were identified on August 30, 2011. Since the August prioritization exercise, staff have completed work on one Top Ten priority ordinance, the Sign Code Update – 3 year pilot program for electronic/digital signs. As a result, one of the pending priorities identified during the August discussion-- Zoning Standards – Main Street/Alum Rock, has been moved into the list of Top Ten Priority Policies and Ordinances. In addition, Real Estate Streamlining Transactions, which had been identified as a Potential New Ordinance during the August discussion, has been moved onto the list, as a future top ten priority.

Table 1 - Top Ten Priority Policies and Ordinances	
1	<p>Off-Sale of Alcohol at Grocery Stores streamlining (Lead Dept.: PBCE) <i>Description:</i> Define criteria for grocery stores. <i>Status:</i> 50% Complete/Estimated Completion: March 2012</p>
2	<p>Off-Sale of Alcohol process streamlining (Planning Commission recommendation to Council instead of mandatory detail) (Lead Dept.: PBCE) <i>Description:</i> Change process so Council makes final decision without requiring an appeal. <i>Status:</i> 75% Complete/Estimated Completion: February 2012</p>
3	<p>Payday Lending (Lead Dept.: PBCE) <i>Description:</i> Staff to do preliminary research and explore the feasibility of an ordinance to limit payday lending businesses. <i>Status:</i> 20% Complete/Estimated Completion: March 2012</p>
4	<p>Sign Code Major Update (Lead Dept.: PBCE) <i>Description:</i> Next portion to Council includes skyline signs, assembly uses, and other streamlining. Future phase addresses billboard relocations and signs in the public ROW and City properties. <i>Status:</i> 50% Complete/Estimated Completion: Next Phase: Feb. 2012/Final Phase: May 2012</p>
5	<p>Smoking in Outdoor Areas (Lead Dept.: PBCE) <i>Description:</i> City received County grant funds and is developing an ordinance to limit smoking in outdoor areas. <i>Status:</i> 50% Complete/Estimated Completion: March 2012</p>
6	<p>Tree Removal Ordinance - Streamlining and Cost Recovery On private property) (Lead Dept.: PBCE) <i>Description:</i> Streamlining and cost recovery on private property. <i>Status:</i> 20% Complete/Estimated Completion: May 2012</p>
7	<p>Zoning Ordinance Quarterly Modifications (Lead Dept.: PBCE) <i>Description:</i> Minor revisions to Zoning Ordinance that do not require major analysis, raise community concerns or cannot be found exempt from CEQA. This is a recurring ordinance placeholder. <i>Status:</i> 50% Complete/Estimated Completion: March 2012</p>
8	<p>Zoning Standards - Main Street/Alum Rock (Lead Dept.: PBCE) <i>Description:</i> Alum Rock Ave. rezoning project. Rezone land on ARA to the new zoning district. Requires legal descriptions, outreach and diagram creation. <i>Status:</i> 0% Complete/Estimated Completion: June 2012</p>
9	<p>Medical Marijuana (Lead Dept.: CMO/CAO PBCE) <i>Description:</i> Title 6 operational regulations and Title 20 land use regulations pertaining to use of medical marijuana. <i>Status:</i> 90% Complete/Estimated Completion: Completed Sept. 2011--Title 20 subsequently suspended. City Council to consider Title 6 status in Feb. 2012</p>
10	<p>Social Host Ordinance (Lead Dept.: CAO/CMO) <i>Description:</i> Ordinance that could impose liability on adults that host social events where alcohol is served to minors. <i>Status:</i> 50% Complete/Estimated Completion: March 2012</p>
11	<p>Real Estate Streamlining Transactions (Lead Dept.: CAO/OED) <i>Description:</i> Amend Municipal Code to streamline process for selling and acquiring real estate, providing easements, right-of-ways, and entering into below market rate leases with non-profits. <i>Status:</i> 20% Complete/Estimated Completion: April 2012</p>

Attachment A includes a list of other significant policies and ordinances that are currently not part of the top ten; this list also includes potential ordinances that have surfaced since August 2011. Attachment A is divided into three sections—Pending Policies and Ordinances (In Progress), Pending Policies and Ordinances (On Hold) and Potential New Policies and Ordinances.

- Pending Policies and Ordinances (In Progress): Ordinances in which staff have made some progress toward implementation and/or a plan is in place to work on them in FY 2011-2012. Given the fact many of these efforts are dependent upon the availability of limited staff resources, the completion dates for these projects are only rough estimates and are subject to change.

It should be noted that one ordinance—Plug-In Requirements for Parking Garages, which had been listed as a Potential New Ordinance in August 2011, has been moved to this section as staff have made some progress toward implementation. In addition, two additional ordinances—Access to Healthy Food and Mills Act Contract Ordinance Streamlining, have been added to this section.

- Pending Policies and Ordinances (On Hold): Ordinances which currently do not have a work plan for completion and thus do not have associated completion schedules at this time. One ordinance, Public Entertainment Business Permit Fee Methodology that had been included in the Potential New Ordinances section in August 2011, has been moved to this section.
- Potential New Policies and Ordinances: Additional ordinances that have been identified by Council, Council Committee, or Department staff. This list includes nine (9) potential new ordinances that have been identified since August 2011. None of these potential new ordinances have associated workplans, and thus do not have estimated completion schedules at this time.

Below is a list of significant ordinances that have been completed to date.

- Amendments to Title 16 for Gaming Control Licensing and Work Permits
- Bail Bonds Ordinance Analysis
- Development Agreement Ordinance (Previously a Council Top Ten Priority)
- Lobbyist Ordinance Amendment
- San Jose Municipal Water System (Previously a Council Top Ten Priority)
- Sign Code Update-3 year pilot program for electronic/digital signs (Previously a Council Top Ten Priority)

Attachment B provides the FY 2011-2012 Major Projects Workplan by CSA. This attachment includes a list of priority work efforts that are already underway within each CSA, and provides the Mayor and Council with a snapshot of the significant body of work that is currently being undertaken by staff across all City departments. While not fitting within a specific CSA, other citywide efforts, such as, pension reform, employee transitions, development of significant budget balancing strategies and service delivery evaluations, are requiring a significant allocation of leadership and analytical support in order to ensure that organizational change is managed, while service delivery continues to be our priority.

Prioritization Process

Since the Top Ten priorities are anticipated to be completed by June 2012, staff is recommending that the Mayor and Council establish a future list of priority policies and ordinances using the items listed in Attachment A. Since Real Estate Streamlining has already been identified as a priority item, staff is asking Council to identify nine additional priority items that would be moved to the Top Ten list as existing top ten priorities are completed in the coming months. Establishing this list of additional priorities will allow staff to transition quickly to supporting them as work on existing Top Ten priorities is completed, without having to return to Council for additional prioritization and direction prior to August 2012. If Council were to wish to advance any of the ordinances that are currently on hold, this would necessitate others that are currently in progress to be reprioritized.

Similar to the August 2011 prioritization exercise, the Mayor and Councilmembers will be given paper ballots during the February 14th Council meeting to use when voting for the priority items they wish to be included in the future list of priorities. The City Clerk will collect the ballots and tally the number of votes cast for each item shown in Attachment A. The nine items that receive the highest number of votes from the Council will establish the future list of priority policies and ordinances. The voting will be based on one vote per person per item on the ballot i.e. there cannot be multiple votes cast for a particular item.

EVALUATION AND FOLLOW-UP

Based on City Council discussion and direction on the recommended priorities, staff may need to prepare additional assessments of impacts to workload and schedules. Additional prioritization will be brought forward to Council in August 2012.

PUBLIC OUTREACH/INTEREST

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater.
- Criterion 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City.
- Criterion 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach.

Although this project does not meet any of the above criteria, this memorandum is posted on the City's website for the February 14, 2012 City Council Agenda.

COORDINATION

This memorandum has been coordinated with City Attorney's Office and City Departments with implementation responsibilities for the Significant Policies and Ordinances.

CEQA

Not a Project, File PP10-069(a), staff reports and informational memos.



DEBRA FIGONE
City Manager

For questions please contact ED SHIKADA, ASSISTANT CITY MANAGER, at 408-535-8190.

Attachments

Attachment A – List of Remaining Significant Policies and Ordinances
Attachment B – FY 11-12 Major Projects WorkPlan by CSA

Attachment A
Remaining Significant Policies and Ordinances
(Sorted by Lead Department)

Name of Assignment/Initiative	Origin/Source	Required Departments	%Complete (As of Jan. 2012)	Level of Effort	Estimated Completion Date
Pending Policies and Ordinances (In Progress)					
1 Access to Healthy Food <i>Description:</i> Amend Zoning Code to remove any barriers to healthy food; This work is being done in collaboration with the Health Trust.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Medium	June 2012
2 Landscape Ordinance (Water Efficient) <i>Description:</i> Adopt local version of State Model Landscape Ordinance to replace previous version adopted by the City.	State Regulation	<i>Lead: PBCE, ESD</i> <i>Supporting: PW, CAO</i>	50%	Major	Apr. 2012
3 Lighting on Private Property Policy Changes <i>Description:</i> Modifications to City Council policy 4-3 on Outdoor Lighting on Private Developments (consistent with recent update to City Council Policy 4-2 for Public Streetlights) to include standards for the use of Broad-spectrum (white) light sources in private streets, parking lots, pedestrian and landscaped areas.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	20%	Medium	June 2012
4 Mills Act Contract Ordinance Streamlining <i>Description:</i> Modify Municipal Code to align with recent state legislation.	Department, City Council	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	50%	Major	Apr. 2012
5 Plug-In Requirements for Parking Garages <i>Description:</i> Develop requirements for the installation of electric vehicle charging stations in parking garages.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	10%	Medium	June 2012
6 Gift Ordinance Cleanup <i>Description:</i> Clarification of specific provisions of Gift Ordinance.	City Attorney	<i>Lead: CAO</i> <i>Supporting: CMO</i>	25%	Minor	Mar. 2012
7 Special Events Ordinance <i>Description:</i> Update and consolidate into one chapter the outdoor special events permitting for parades, parks, paseos and plazas.	City Attorney	<i>Lead: CAO</i> <i>Supporting: OED, PRNS, PD</i>	75%	Medium	Mar. 2012
8 Taxicab Vehicle Operation Ordinance Amendment <i>Description:</i> Amend Ordinance to raise maximum mileage/year limits for alternative fuel vehicles.	Department	<i>Lead: PD</i> <i>Supporting: CAO</i>	50%	Medium	Dec. 2012

Notes:

Level of Effort

- a. Minor – Could require up to 2 weeks of staff effort; one or two clear lead department(s) and minimal involvement required from other departments/offices
- b. Medium – More than 2 weeks but less than 2 months of staff effort; could involve multiple departments; may involve stakeholder engagement, but relatively limited and focused
- c. Major – More than 2 months of staff effort; substantive multi-departmental effort; extensive community outreach and engagement.

Attachment A
Remaining Significant Policies and Ordinances
(Sorted by Lead Department)

Name of Assignment/Initiative	Origin/Source	Required Departments	%Complete (As of Jan. 2012)	Level of Effort	Estimated Completion Date
Pending Policies and Ordinances (On Hold)					
9 Condominium/Apartment Conversion Notice Ordinance - <i>Description</i> : Notification to neighbors when residential project converts from for sale to rental and vice versa. (CED Committee directed staff on 5/23/11 to explore options to Implement a Council policy regarding post entitlement notices for tenure changes, in lieu of an ordinance. Completion schedule will be dependent on additional feedback from CED Committee on 2/27/12.)	Community and Economic Development Committee	<i>Lead: PBCE, CAO</i> <i>Supporting: Housing</i>	50%	Medium	TBD
10 Conservation Area Ordinance Streamlining (Distinctive Neighborhoods) <i>Description</i> : Modify Municipal Code to create a more efficient process for establishing conservation areas.	Department, City Council	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	5%	Major	TBD
11 Green Building Retrofit Ordinance <i>Description</i> : Add green building requirements for additions and alterations of existing buildings. (Green Building Policy will be brought forward for Rules Committee consideration in spring 2012. Given San Jose's need to be competitive in the marketplace, additional Green Building requirements will not be recommended.)	Department, City Council	<i>Lead: PBCE</i> <i>Supporting: CAO/ESD/PW</i>	0%	Major	TBD
12 Multi-Family District Update <i>Description</i> : Alignment with General Plan to facilitate housing production.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Major	TBD
13 Noise Performance Standards update <i>Description</i> : Update per best practices.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Major	TBD
14 North San Jose Form Based Code <i>Description</i> : Create new Form Based Code for North San Jose to implement the NSJ Strategy.	Department	<i>Lead: PBCE</i> <i>Supporting:</i>	0%	Major	TBD
15 Urban Village Zoning District (formerly Transit Corridor Residential - Align Zoning Standards) <i>Description</i> : Align zoning standards with General Plan.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Major	TBD
16 Tow Car Ordinance amendments to be consistent with VC 22658 <i>Description</i> : Amend ordinance to be consistent with new California Vehicle Code revisions.	City Attorney	<i>Lead: CAO</i> <i>Supporting: PD, CMO</i>	0%	Medium	TBD
17 Public Entertainment Business Permit Fee Methodology <i>Description</i> : Amend Public Entertainment Ordinance to authorize change in fee methodology.	2011-2012 Mayor's June Budget Message	<i>Lead: OED</i> <i>Supporting: CAO</i>	75%	Medium	TBD
Notes: Level of Effort a. Minor – Could require up to 2 weeks of staff effort; one or two clear lead department(s) and minimal involvement required from other departments/offices b. Medium – More than 2 weeks but less than 2 months of staff effort; could involve multiple departments; may involve stakeholder engagement, but relatively limited and focused c. Major – More than 2 months of staff effort; substantive multi-departmental effort; extensive community outreach and engagement.					

Attachment A
Remaining Significant Policies and Ordinances
(Sorted by Lead Department)

	Name of Assignment/initiative	Origin/Source	Required Departments	%Complete (As of Jan. 2012)	Level of Effort	Estimated Completion Date
Potential New Policies and Ordinances						
18	Development Agreement Policy <i>Description:</i> Create City Council Policy to provide more specific guidance for the recently adopted Development Agreement Ordinance.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO, OED</i>	0%	Medium	TBD
19	Riparian Corridor Policy <i>Description:</i> Create City Council Policy and/or zoning ordinance based on Riparian Corridor Policy Study and Envision 2040 General Plan.	Department	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Medium	TBD
20	Public Review of New Retail Reuse <i>Description:</i> Amend Zoning Code to provide for discretionary review of new retail proposed for existing buildings.	Rules Committee 10-5-11	<i>Lead: PBCE</i> <i>Supporting: OED, CAO</i>	0%	Medium	TBD
21	Regulation of Unattended Donation Boxes <i>Description:</i> Amend ordinance to regulate the use of unattended donation boxes within the City.	Rules Committee 1-25-12	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Medium	TBD
22	Streamline Permit Process for Recurring Farmers Markets on Private Property <i>Description:</i> Reduce the processing time by changing the type of permit to one that does not need a public hearing.	City Council	<i>Lead: PBCE</i> <i>Supporting: OED, CAO</i>	0%	Medium	TBD
23	Strengthen Vacant Structure Ordinance <i>Description:</i> Modify Municipal Code to clarify historic building provisions.	Department, City Council	<i>Lead: PBCE</i> <i>Supporting: CAO</i>	0%	Major	TBD
24	San Pedro Urban Market Kiosks <i>Description:</i> Amend ordinance to allow location of semi-permanent kiosks on public property and enable a single entity to operate multiple kiosks.	City Council	<i>Lead: OED</i> <i>Supporting: PBCE, CAO</i>	0%	Medium	TBD
25	Update Downtown Paseo/Plaza Use Guidelines <i>Description:</i> Amend Section 13.22.080 of Chapter 13.22 of Title 13 of the Municipal Code to increase the range and number of activities that can be allowed on Downtown Paseos and Plazas, and enable future Guideline modifications to be authorized by the City Manager.	Department	<i>Lead: OED</i> <i>Supporting: PBCE, CAO</i>	0%	Medium	TBD
26	Contractor Employee Benefits <i>Description:</i> Pending Rules Committee direction to staff regarding potential options to encourage or require a minimum number of paid days off for contract employees.	Rules Committee 2-8-12	<i>Lead: Finance/PW</i> <i>Supporting: CAO</i>	0%	TBD	TBD

Notes:

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ATTACHMENT B – FY 11-12 MAJOR PROJECTS WORKPLAN BY CSA

<p align="center">TRANSPORTATION & AVIATION SERVICES</p>	<p align="center">COMMUNITY AND ECONOMIC DEVELOPMENT</p>	<p align="center">ENVIRONMENT & UTILITY SERVICES</p>
<ul style="list-style-type: none"> ➤ Infrastructure Backlog (Pavement Maintenance Policy and Funding Strategy) ➤ Green Mobility Strategy (100,000 new trees, zero emission streetlight retrofit, electric vehicle infrastructure, trails/bike plan) ➤ Diridon Master Plan (Land Use Plan, Station Expansion) [Also in CED CSA] ➤ Car Share Deployment Strategy ➤ Regional Mega Projects (BART, High Speed Rail, BRT, 101/Tully/Capitol, 280/880/Stevens Creek) ➤ Bicycle Master Plan Implementation ➤ School Bike/Ped Access Grants ("Walk and Roll San Jose!") ➤ Traffic Signal System Modernization ➤ Implementation of the Airport Living Wage Ordinance ➤ Airport Taxi Operations ➤ Airport Competitive Plan ➤ Airport Bond Issue ➤ Airport West Side Development ➤ Air Service Development 	<ul style="list-style-type: none"> ➤ Economic Strategy Workplan implementation ➤ Envision 2040 adoption and implementation ➤ Outside funding sources and new tools for affordable housing, planning, economic development ➤ Stimulate new construction ➤ Downtown management ➤ Convention center ➤ Green Vision Implementation: cleantech jobs ➤ Preservation of employment lands, including manufacturing ➤ Streamline development process ➤ Planning ordinance updates ➤ Generate revenue through city real estate ➤ Shop San Jose ➤ Redevelopment Agency Transition ➤ Regional influence and state legislative advocacy ➤ Five-year Housing Investment Plan ➤ Destination Home ➤ Community Development Grant Management – CDBG priorities 	<ul style="list-style-type: none"> ➤ Master Planning <ul style="list-style-type: none"> • Storm and Sanitary • South Bay Water Recycling • Plant Master Plan Environmental Impact Report ➤ Stormwater Permit and Pretreatment Program ➤ Sanitary Sewer System Cleaning and Management ➤ Expand Neighborhood Street Sweeping Program ➤ Wastewater Management: <ul style="list-style-type: none"> • Stabilize Work Force • Staff Training and Development • Asset Management and Documentation • Plant CIP Implementation Resourcing • Biosolids Transition Planning • Plant Energy Generation Infrastructure ➤ Commercial Solid Waste System Implementation ➤ Single-Use Bag Ordinance Implementation ➤ Greening of San Jose Events ➤ Environmental innovation Center Construction ➤ Manage City-Owned Drinking Water Company ➤ Green Vision Advancement – Recycled Water, Zero Waste, Energy Efficiency, Renewable Energy
<p align="center">PUBLIC SAFETY</p>	<p align="center">STRATEGIC SUPPORT SERVICES</p>	<p align="center">NEIGHBORHOOD SERVICES</p>
<ul style="list-style-type: none"> ➤ Police Automated Field Reporting & Records Management System Procurement ➤ Fire Department Strategic Plan ➤ Use of Force Policy revisions ➤ Fire Department: Mobile Data Terminal and Broadband Implementation ➤ Gang Prevention, Intervention & Suppression Services ➤ Early Intervention System ➤ Fire Department: Enhance Labor/Management process ➤ Fire Department Reorganization ➤ Crossing Guard – cost-effective program & Crossing Guard Site Hotspots ➤ Implement Fire Department Alternative Staffing Model ➤ Maximize Police Officers on Street ➤ Fire Department: Evaluate and if appropriate pursue shared services and regional service delivery options ➤ Medical Marijuana Regulations ➤ Fire Department: Evaluation of Special Operation Programs ➤ Cardroom Regulations ➤ Fire Department: Succession planning ➤ Fire Department: Streamline plan review process 	<ul style="list-style-type: none"> ➤ Fleet Services – Business Model Evaluation ➤ Asset Management – Facility ➤ Hayes Mansion and Convention Center ➤ e-ideas ➤ Technology Infrastructure and Applications ➤ IT Investment Strategies ➤ Workers Compensation Cost Containment ➤ Modernize Tax Structure/Revenue Opportunities ➤ Fiscal Emergency Analysis and Support ➤ Redevelopment Agency Transition ➤ Billing System Replacement ➤ Marijuana Business Tax Audit Program Initiation ➤ Organizational Development – New ways of doing business ➤ American Recovery & Reinvestment Act Implementation and Monitoring ➤ City-County Relationship Building ➤ Fiscal/Budget Management ➤ Labor Relations/Negotiations ➤ Retirement Board Governance ➤ Fiscal Reform Efforts, including Retirement Reform ➤ Civil Service Reform ➤ Redistricting Efforts (Clerk) ➤ Green Vision Implementation – City Fleet 	<ul style="list-style-type: none"> ➤ Library Parcel Tax renewal ➤ Evaluate options for opening Seven Trees, Bascom, and Calabazas, and Educational Park Branch Libraries ➤ Install automated materials handling equipment at 5 branches ➤ Begin conversion of library materials handling system to RFID from barcodes ➤ Evaluate Reuse Partner/s for Bascom Community Center with no General Fund impact ➤ Implement Senior Nutrition Task Force recommendation for vendor service model by Nov 2011 ➤ Complete long-term financial sustainability plan for San Jose Family Camp ➤ Expand financial sustainability approach to providing parks and recreation services and facilities ➤ Ensure effective vendor services provision for graffiti abatement, custodial and small park maintenance ➤ Explore additional service delivery evaluation areas in PRNS ➤ Complete Infrastructure Assessment study in PRNS ➤ Partner with Public Works on fleet outsourcing pilot program ➤ Award construction contract for bond Soccer Complex and complete site selection for Softball Complex ➤ Green Vision Implementation: 100 mile trail network