

### Board/Commission Process for Ranking Study Issues

The Study Issues process is designed to assist City Council with setting policy study priorities for the coming calendar year. Board and commission members have two roles in this process:

- To advise Council regarding the identification of policy issues to study (i.e., the generation of study issues ideas for Council's consideration)
- To advised Council on those issues Council has decided to study

All procedures must comply with Council Policy 7.2.19 *Boards and Commissions* and Administrative Policy Chapter 1, Article 15 *Boards and Commissions*. All board and commission members shall adhere to those operational practices and procedures as contained in the *Board and Commission Handbook* prepared by the Office of the City Clerk.

**To ensure consistency in approach and practice, all boards/commissions shall use the same ranking process as Council for all proposed Study Issues (described below).**

#### Ranking Process

##### Step 1: Review issues

Staff provides a brief summary of each proposed Study Issue. Any Study Issue ranked by a Board/Commission, must be signed/approved by the City Manager prior to ranking. Boards and commissions shall review and take action on only those issues under their purview, as determined by the City Manager. Items not under the specific purview of a board or commission may be presented to them for "information only".

##### Step 2: Questions of Staff

Staff will address questions Commissioner may have regarding each study issue.

##### Step 3: Public Hearing

Chairperson opens Public Hearing for public input on any of the issues under consideration. (Note: the Commission may not take action on, or rank any new issue raised by the public for which there is not already a study issue paper developed. Those seeking to raise new issues at this point in the process should be informed that their options are to seek Council sponsorship of their issue or submit it to the Board/Commission for the following year's process). Chairperson will close the Public Hearing.

##### Step 4: Determine which issues, if any, will be dropped

Commissioners may make motions to drop issues from consideration. After the motion is seconded, discussion on each item may ensue. If the motion passes by a simple majority of those present, the Board/Commission will drop the issue. Such action suggests that there is no need to study the issue.

If the Board/Commission votes to drop an issue that was initiated by the Commission that same year, the issue will not be forwarded to City Council for the Council's consideration. If, however, the Commission votes to drop an issue that was not initiated by the Commission – meaning that it was initiated by staff, Council or another Commission – or that had been deferred or fell below the line in the previous year, the issue would be forwarded to Council with a notation that the Commission recommended it be dropped from consideration.

##### Step 5: Determine which issues, if any will be deferred

Commissioners may make motions to defer issues from consideration to a later year. After the motion is seconded, discussion on each item may ensue. If the motion passes by a simple majority of those present, the Commission will not rank the issue. Such action suggests only that the issue is not currently a priority and/or it is not the appropriate time to study the issue.

If the Commission votes to defer an issue that was initiated by the Commission that year, they may instead consider dropping the issue and re-sponsoring it in a future year. If the Commission votes to defer an issue that was not initiated by the Commission – meaning it was initiated by staff, Council or another Commission – or that had been deferred or fell below the line in the previous year, the issue would be forwarded to Council with a notation that the Commission recommended it be deferred from consideration. Commissioners should bear in mind that issues deferred two years in a row by City Council shall (by Council policy) not be eligible for consideration the following year.

**Step 6: Commission discussion on issues to be ranked**

Commissioners have the opportunity to speak to the remaining issues to be ranked and to discuss merits and priorities before ranking the remaining issues. No motion is required.

**Step 7: Commissioners rank issues individually**

Depending on the number of issues left to rank, the Board/Commission shall utilize one of the following ranking methods:

**Forced Ranking** (for ranking ten or fewer issues) – Commissioners individually and simultaneously rank each of the remaining issues. Rankings are from “1” to the total number of issues, with “1” representing the issue with the highest priority for study. Each number can be used only once (no ties) and each issue must receive a ranking.

**Choice Ranking** (for ranking eleven or more issues) – The total number of items to be ranked (after deferring or dropping issues) is divided by three and each Commissioner is given the resulting number of votes (rounding up). For example, if there are twelve issues, each Commissioner will receive four votes. Commissioners allocate their votes, one each, to their highest priority issues. Some issues will receive votes and others may not. A tally is made of votes received for each issue. Two-way ties between issues are resolved by quick hand votes of the Commission. The final ranking is determined by the number of votes received.

Regardless of ranking method, all individual Commissioner ranking votes and final Board/Commission rank recommendations will become a part of the official record and shall be made available to the public.

**Step 8: Combined ranking determined**

A combined Commission ranking is determined when staff totals the individual ranking from all Commissioners for each issue.

**Forced Ranking:** The issue with the lowest total becomes the Commission’s Priority 1 issue; the next lowest total is Priority 2, etc.

**Choice Ranking:** The issues that receive the most votes becomes the Commission’s Priority 1 issue; the next lowest total is Priority 2, etc.

**Step 9: Acceptance of rankings**

A motion is then made to accept, reject or modify the overall Commission rankings for issues. After the motion is seconded, discussion may ensue. Simple majority is required for passage.

**After the Commission Ranking:**

Staff then forward to Council the board or commission’s rankings.

Council will hold a Public Hearing on Study Issues in early January. The Chair or his/her appointee is encouraged to speak before Council and share the Board/Commission’s recommended rankings.

Note: There is no proxy ranking: Commissioners must be present to rank study issues.

**Arts Commission  
Proposed 2011 Study Issues**

Proposed 2011 Study Issues		Commissioners' Ranking #1 = highest Priority					Composite Score of ALL	Final Ranking
<p><i>Study Issues marked with an asterisk (*) fell below the line or were deferred last year. These will be reviewed by Council regardless of any Commission recommendation.</i></p>								
		<i>Staff Rec</i>	Hughes	Martin- Milius	Obrey	Seto		
DCS 09-01 *	Explore Opportunities to Develop a Community Theatre Based in Downtown Sunnyvale	<i>Defer Study</i>						
DCS 11-01	Revisit City Policy Governing the Community Recreation Fund	<i>For Study</i>						
DCS 11-02	Explore Opportunities to Create a Multidisciplinary Arts Center	<i>Against Study</i>						
DPW 09-07 *	Sunnyvale Cyclovia Event	<i>Against Study</i>						

## 2011 Council Study Issue

## DCS 09-01 Explore Opportunities to Develop a Community Theatre Based in Downtown Sunnyvale

**Lead Department** Community Services

**History**                    1 year ago   Deferred                    2 years ago   Deferred

### 1. What are the key elements of the issue? What precipitated it?

The key elements of this study will explore the feasibility of developing a multi-purpose performing arts/cinematic theatre in downtown Sunnyvale. This study would conduct a needs assessment for a new theatre, including the projected financial impact (capital and operating), anticipated market, and basic nature and design of a new facility. The needs assessment would also identify potential sites for such a facility, including both publicly and privately owned properties, and discuss benefits and constraints of those sites. The study would also explore financing models and partnership opportunities for Council's consideration should it decide to further pursue any of the options.

Over 20 years ago, the Sunnyvale City Council advanced a proposal to construct a Performing Arts Center in downtown Sunnyvale. Extensive research and development of planning alternatives for a downtown theatre facility were investigated in the mid-1980's. In the early 1990's, plans and specifications were developed for a new Performing Arts Center to be constructed on City-owned property that is now occupied by Plaza del Sol and a portion of the Mozart development. In 1993, the City Council decided to cancel the theatre development in response to actions taken by the State Legislature that curtailed City revenues by approximately \$7.0 million annually. Due to the redevelopment of Sunnyvale's downtown that is currently underway, it is, perhaps, most timely to reconsider whether a theatre downtown would benefit the community.

### 2. How does this relate to the General Plan or existing City Policy?

**From the Community Vision Goals:**

VII: Outstanding Recreation, Arts, and Culture: To provide outstanding recreation programs, library services, and visual and performing arts to meet the interests and needs of the diverse population.

IX: Dynamic Downtown: To create and support a strong and attractive traditional downtown which serves as the community's central market place, common gathering place, and symbolic center.

**From the Arts Sub-Element:**

Policy A.1. Maximize City, school, private industry, social service, and arts-related resources through collaborative development and implementation of arts programs, services and facilities with a strong focus on customer service.

A.1.e. Explore partnership opportunities with private business and industry to enrich the Arts in the business environment as well as in the broader community.

Policy A.2. Encourage active citizen involvement in development and provision of arts

programs, facilities, and services.

Policy A.3. Encourage a supportive environment that is receptive to the Arts and welcomes the presence of Art, resident performing arts companies, art services, performances, artists and performers in the community.

Policy A.4. Further a sense of community identity through the promotion of the Arts.

**3. Origin of issue**

**Council Member(s)** Anthony Spitaleri

**4. Staff effort required to conduct study** Major

**5. Multiple Year Project?** Yes **Planned Completion Year** 2012

**6. Expected participation involved in the study issue process?**

<b>Does Council need to approve a work plan?</b>	No
<b>Does this issue require review by a Board/Commission?</b>	Yes
<b>If so, which?</b>	Arts Commission, Planning Commission
<b>Is a Council Study Session anticipated?</b>	Yes

**7. Briefly explain cost of study, including consultant hours, impacted budget program, required budget modifications, etc. and amounts if known.**

Additional funding of \$165,000 (estimated costs based on past consultant studies for the Department) would be required for consulting services to conduct the needs assessment and market analysis for a new theatre, including the projected financial impact (capital and operating), anticipated market, and basic nature and design of a new facility; identify potential sites for such a facility including both publicly and privately owned properties and discuss benefits and constraints of those sites; and, explore financing models and partnership opportunities for Council's consideration should it decide to further pursue any of the options.

**8. Briefly explain potential fiscal impact of implementing study results (consider capital and operating costs, as well as potential revenue).**

Capital and operating costs could vary considerably depending on the site chosen, the amount of renovation or construction work required to create a viable performing arts theatre and the terms of an agreement with an operator for the proposed new facility should a decision be made not to have the City manage the facility. It is likely that options will be identified as a result of this study that will require additional, substantial funding for capital and special projects, as well as operating costs in future years.

**9. Staff Recommendation**

**Staff Recommendation** Defer

**If 'For Study' or 'Against Study', explain**

Council deferred this issue last year due to the significant expense associated with the study and potential fiscal impact of implementing resulting recommendations. Staff recommends this item be deferred again this year for similar reasons.

Reviewed by



Department Director

10-26-10

Date

Approved by



City Manager

10-29-10

Date

## 2011 Council Study Issue

**DCS 11-01 Revisit City Policy Governing the Community Recreation Fund**

Lead Department Community Services

History 1 year ago None 2 years ago None

**1. What are the key elements of the issue? What precipitated it?**

The Community Recreation Fund was originally established in FY 1991/1992 as an Enterprise Fund. The fund contains City arts and recreation classes and activities for pre-school aged children through seniors; community and health services through the Senior Center; public access to arts and recreational facilities and open space; the two City-operated golf courses and the tennis center at Las Palmas Park. The original intent of the fund was to be self-sufficient, but over time this goal was determined to be unrealistic. Lessons learned over the years have reinforced this fact. Since its creation, many of the priority programs and activities provided by the Community Recreation Fund have required support from the City's General Fund—a reflection of the fact that despite its attempts to generate revenue, the Fund still rests on a policy foundation heavily geared toward social service as opposed to commercial enterprise.

Management of the Fund has become increasingly complex and time-consuming, and it has become difficult for the layperson to digest it. Staff spend a significant amount of time each year monitoring the Fund, including the tracking and analyzing of various expenditure and revenue streams, some of which have no relationship to the provision of recreational services (for example, the revenue from cell phone providers leasing tower space in parks). This study would address the following questions:

- Do the Council policies related to the Community Recreation Fund warrant revision?
- Could the framework of the Community Recreation Fund be improved upon?
- Could the goals and objectives of the Community Recreation Fund be accomplished in a more efficient or effective manner?

**2. How does this relate to the General Plan or existing City Policy?**

All of the Fiscal Policies related to the creation and purpose of the Community Recreation Fund will be reviewed in the course of the study. The following are from the Fiscal Sub-Element:

I.2: Community Recreation Fund Policies

## I.2a: Fund Management

- I.2a.1 The General Fund subsidy received by the Community Recreation Fund shall be fixed at the FY 2006/2007 level as the base year and increased annually by the inflation factor included in the recommended budget for the upcoming year.
- I.2a.2 Any increase in service levels by City Council not covered by an increase in revenues will result in a corresponding increase to the General Fund subsidy.
- I.2a.3 Any action by City Council to decrease revenues of the Community Recreation Fund not covered by a decrease in operating costs will result in a corresponding

increase to the General Fund subsidy.

1.2a.4 The infrastructure rehabilitation and replacement of all facilities on park land, including the golf courses and tennis center will be funded first through the Park Dedication Fund if funds are available.

1.2a.5 A Fee Waiver system should be provided to allow persons who are economically disadvantaged to participate in and utilize programs, facilities, and services provided by the Community Recreation Fund. The criteria for eligibility in this system shall be established by Council policy.

1.2b: User Fees

1.2b.1 Golf fees shall be set annually utilizing market-based comparisons and included in the City's Annual Fee Schedule adopted by Council resolution.

1.2b.2 User fees for recreation services shall be set administratively by the Director of Parks and Recreation in accordance with a documented methodology that depicts a relationship to cost recovery, market forces, and adjustments based on such factors as:

- Perceived benefit to the community
- Pricing which favors Sunnyvale residents over non-residents
- Target populations
- Promotional and marketing considerations

1.2b.3 The fees established administratively by the Director of Parks and Recreation shall be published at least twice a year.

1.2c: Reserves

1.2c.1 The Community Recreation Fund shall maintain a Twenty-Year Resource Allocation Plan Reserve to stabilize economic cycles and maintain service levels over the long term.

1.2c.2 Any fund balance remaining in the Community Recreation Fund shall remain in the Fund for use in subsequent years.

1.2c.3 The Community Recreation Fund will maintain a Co-op Sports Reserve to administer the after school intra-mural sports league programs at Sunnyvale Middle School and Columbia Middle School as required by agreement with the Sunnyvale School District.

3. Origin of issue

City Staff Community Services Department

4. Staff effort required to conduct study Moderate

5. Multiple Year Project? No - Planned Completion Year 2011

6. Expected participation involved in the study issue process?

Does Council need to approve a work plan? No

Does this issue require review by a Board/Commission? Yes

If so, which? Arts Commission, Parks and Recreation Commission

Is a Council Study Session anticipated? No

**7. Briefly explain cost of study, including consultant hours, impacted budget program, required budget modifications, etc. and amounts if known.**

None. The cost for this study is limited to a moderate amount of existing staff hours (estimated at 100 to 300 hours) which can be covered by existing resources.

**8. Briefly explain potential fiscal impact of implementing study results (consider capital and operating costs, as well as potential revenue).**

This study would not, in itself, increase or decrease the cost of providing recreational programming. Rather, it would explore different frameworks for monitoring and evaluating the revenues and expenditures associated with providing recreational services. There is the possibility that implementing the results of the study would create a cost savings associated with reduced administration of the Fund. Any fiscal impact associated with implementing the results of this study would be identified in the Report to Council.

**9. Staff Recommendation**

Staff Recommendation For Study

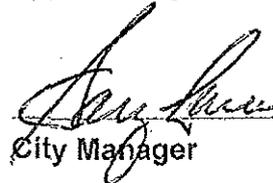
If 'For Study' or 'Against Study', explain

Staff believe that a study of the Community Recreation Fund could result in a more efficient, effective model for managing the expenditures and revenues associated with the provision of recreational services.

Reviewed by

  
\_\_\_\_\_  
Department Director                      10-26-10  
Date

Approved by

  
\_\_\_\_\_  
City Manager                                      10-29-10  
Date

## 2011 Council Study Issue

**DCS 11-02 Explore Opportunities to Create a Multidisciplinary Arts Center**

**Lead Department** Community Services

**History** 1 year ago None 2 years ago None

**1. What are the key elements of the issue? What precipitated it?**

The key elements of this study will explore the feasibility of developing a multidisciplinary arts center where artists, performers and musicians can work their craft. This study would conduct a needs assessment for a new multidisciplinary arts center, including the projected financial impact, anticipated market, and basic nature and design of the facility. The needs assessment would identify possible sites for such a facility and discuss benefits and limitations of those sites. The study would also explore grant opportunities, business and corporate donations, and partnership opportunities for Council's consideration should it decide to further pursue any of the options.

The concern is for many young artists, performers and musicians that fall into undesirable lifestyles due to the lack of means to pursue their craft. Vacant commercial buildings could be utilized where visual and performing artists will receive support and have the opportunity to interact and learn from other artists of various backgrounds and disciplines with a designated area to exhibit and perform their work.

All of the artists, performers and musicians would apply and go through an approval process. The program would not necessarily be limited to an age group, and it can be likened to receiving a fellowship or having an "artist in residence," except it would be for all types of artists developing their type of specialty or craft. The idea is geared towards assisting the artists with a space where they are able to express themselves and develop their artwork.

**2. How does this relate to the General Plan or existing City Policy?**

**From the Community Vision Goals:**

VII: Outstanding Recreation, Arts, and Culture: To provide outstanding recreation programs, library services, and visual and performing arts to meet the interests and needs of the diverse population.

**From the Arts Sub-Element:**

Policy A.1. Maximize City, school, private industry, social service, and arts-related resources through collaborative development and implementation of arts programs, services and facilities with a strong focus on customer service.

A.1.e. Explore partnership opportunities with private business and industry to enrich the Arts in the business environment as well as in the broader community.

Policy A.2. Encourage active citizen involvement in development and provision of arts programs, facilities, and services.

Policy A.3. Encourage a supportive environment that is receptive to the Arts and welcomes the presence of Art, resident performing arts companies, art services, performances, artists and performers in the community.

Policy A.4. Further a sense of community identity through the promotion of the Arts.

**3. Origin of issue**

Board or Commission Arts Commission

**4. Staff effort required to conduct study Major**

**5. Multiple Year Project? Yes Planned Completion Year 2012**

**6. Expected participation involved in the study issue process?**

Does Council need to approve a work plan?	No
Does this issue require review by a Board/Commission?	Yes
If so, which? Arts Commission, Planning Commission	
Is a Council Study Session anticipated?	No

**7. Briefly explain cost of study, including consultant hours, impacted budget program, required budget modifications, etc. and amounts if known.**

Phase I of this study would explore the demand for a multidisciplinary arts center in Sunnyvale, research similar types of facilities in other cities including their operating guidelines and history, and report back to Council on the feasibility of developing such a facility in Sunnyvale. The only costs for Phase I would be those associated with a moderate amount of staff hours (estimated at 100 to 300 hours) which would be covered by existing resources. Should the Council decide to move forward, Phase II would explore appropriate locations, develop various cost scenarios for site development, and develop operational guidelines. Estimated costs for Phase II consulting services would be delivered during Phase I, but based on similar studies in the past are estimated at approximately \$150,000.

**8. Briefly explain potential fiscal impact of implementing study results (consider capital and operating costs, as well as potential revenue).**

Capital and operating costs would be significant, but could vary considerably depending on the site chosen and the amount of renovation or construction work required to create a viable multidisciplinary arts center. The terms of an agreement with the owner of the proposed site, assuming that it would not be owned by the City, are likely to require additional funds to cover operating costs, as well as staff costs to seek grant funding in future years.

**9. Staff Recommendation**

Staff Recommendation Against Study

**If 'For Study' or 'Against Study', explain**

Staff cannot recommend in favor of this study at a time when it is developing recommendations to reduce costs in arts and recreation programming by \$400,000 annually. There would be significant capital and on-going operating costs required for the City to create a viable multidisciplinary arts center. If this project is determined to be a priority, the Council will need to determine what other City services would be reduced to cover the center's capital and ongoing operating costs.

Reviewed by

Approved by

  
\_\_\_\_\_  
Department Director      10-26-10  
Date

  
\_\_\_\_\_  
City Manager      10-29-10  
Date

2011 Council Study Issue

**DPW 09-07 Sunnyvale Cyclovia Event**

**Lead Department** Public Works

**History** 1 year ago Deferred 2 years ago Deferred

**1. What are the key elements of the issue? What precipitated it?**

This study would examine the logistics and costs of holding a "cyclovia" event which would close partial or full width of certain City streets to motor vehicle traffic for a weekend day and allow cyclists and pedestrians to use the streets. "Stations" for promoting healthy lifestyles, the arts, or other activities would be available for community participation.

**2. How does this relate to the General Plan or existing City Policy?**

C3.5 Support a variety of transportation modes.

**3. Origin of issue**

**Council Member(s)** Hamilton

**4. Staff effort required to conduct study** Moderate

**5. Multiple Year Project?** No **Planned Completion Year** 2011

**6. Expected participation involved in the study issue process?**

<b>Does Council need to approve a work plan?</b>	No
<b>Does this issue require review by a Board/Commission?</b>	Yes
<b>If so, which?</b>	Arts Commission, Bicycle and Pedestrian Advisory Committee, Parks and Recreation Commission
<b>Is a Council Study Session anticipated?</b>	No

**7. Briefly explain cost of study, including consultant hours, impacted budget program, required budget modifications, etc. and amounts if known.**

This study would be prepared by City staff from the departments of Public Works, Public Safety, Community Development, Community Services and the Office of the City Manager. Costs would be absorbed by operating budgets.

**8. Briefly explain potential fiscal impact of implementing study results (consider capital and operating costs, as well as potential revenue).**

An event would potentially require significant staff support from the Departments of Public Works, Public Safety, Community Services, and the Office of the City Manager, and could require expenses such as food, signage, and traffic control. Promotional materials may also be necessary to develop and distribute.

**9. Staff Recommendation**

**Staff Recommendation** Against Study

**If 'For Study' or 'Against Study', explain**

There are presently no resources, including staff and funds, that could support this initiative should the City wish to conduct a Cyclovia event.

Reviewed by

Marvin Ross 11/2/2010  
Department Director Date

Approved by

Jay L... 11-2-10  
City Manager Date