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PROPOSAL PUBLIC TRUST IMPACT REPORT

Few City decisions have as much potential impact on the public's trust as the decision about the 49ers new stadium. Three recent City surveys show the very close correlation between residents' perceptions of leadership ethics and public trust. 49er-related ethics issues are already part of the public discussion, but the ethics issues are regularly ignored or treated as an optional add-on in the decision process. These issues include public vs. private meetings, potential conflicts of interest, best use of City resources, best ways to advance the Santa Clara community, stadium financing and revenue vs the City's general fund, land use, and other public trust and ethics issues. To be sure that ethics and values issues are fully integrated into the City's decision process, this proposal recommends that a *public trust impact report* be part of the Staff's recommendation for Council decisions.

REPORT DESCRIPTION

The *Public Trust Impact Report* would discuss the various proposals under discussion from the perspectives of the City's Code of Ethics and Values and the City Ethical Decision-Making Pocket Card. This report would *not* make a judgment about what is right or wrong. Rather, it would focus on the potential impact of the proposals on public trust and would explore potential:

- harms and benefits of the proposals for City stakeholders;
- rights and duties, and fairness issues;
- implications for the common good;
- And which City core values are advanced or are in conflict under the various proposals.

Making these perspectives a formal part of the Council discussion will continue to integrate ethics into the operating culture of City Hall and will reinforce for residents the Council's commitment to impeccable ethics. It could also serve as a model for other City policy decisions by the Council or Commissions.

PROCESS AND FINAL DELIVERABLE

1. Research: Dr. Shanks will, as time and deadlines allow:

- a. Attend City Council, Planning, and any other appropriate public or staff meetings when the new stadium is on the agenda
- b. Watch the videotape of past Council Meetings when the new stadium was on the agenda
- c. Review past (2007) and current newspaper coverage, as well as any online comments by residents and others, for the *San Jose Mercury News* and the *San Francisco Chronicle* (a listing of articles to date is included as **Attachment 3**). As time allows, Dr. Shanks will also monitor the blogosphere for additional online comments or discussion by City residents or appropriate others
- d. Review recent (2000-2007) reports, studies, and academic articles concerning other jurisdictions and stadium projects (a listing, pending availability, of such publications is included as **Attachment 4**)

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- e. Attendance, if possible, at any public meetings of residents when the meeting agenda focuses on the new stadium
 - f. At Dr. Shanks' discretion and as time allows, in-person meetings, email, or phone contact with anyone he decides he needs to talk with to gain clarification and understanding of Stadium proposals and the ethics and values issues surrounding them. To honor full-disclosure and transparency, the dates, times, people involved (and identification of groups or interests they may represent) and topics discussed will be recorded and included with the final report.

2. Final Deliverable

The above research will be condensed into a brief report that identifies the key facts of the decision, primary stakeholders and their interests, ethics and values issues at stake in all options under consideration. That information will follow the structure of the ethical decision-making worksheet developed previously for the City's Ethics and Values Program (included as **Attachment 2**).

The cover sheet to this report will summarize the stakeholder, options under consideration, and how those options satisfy ethics and core values standards, drawn from the City's ethical decision-sheet and from the *Code of Ethics and Values*. A draft version of that summary sheet and the suggested evaluation standards is included as **Attachment 1**. Evaluation standards need to be reviewed and finalized by the City.

3. Relationship to regular work as City Ethics Consultant

This is an additional project to the work previously discussed for the City's Ethics Consultant. As Ethics Consultant, Dr. Shanks will continue to advise the City on matters relating to ethics and values, public trust, communicating ethics, and training on this and other issues facing the City.

4. Deadlines, Additional Steps, and Budget

Deadlines for any drafts, presentations, or additional steps in the process; costs for research materials, and fees for doing the work are still to be discussed with the City Manager or her delegate. Dr. Shanks' usual rates apply or a flat fee for the project can be determined.

AUTHOR BACKGROUND AND EXPERIENCE

Dr. Shanks' biography is included as **Attachment 5**. In addition to his work as City Ethics Consultant since 1998, he has fifteen years experience working with other cities, counties, and corporations. He has conducted ethics research and prepared reports for policy makers which listen to all sides, identify the values at stake, and apply ethics standards from a neutral, third-party perspective.

His prior work has concerned issues of affirmative action, minors' access to the Internet in libraries, media coverage of celebrity law cases, conflicting values for Valley start-up companies, managed care stakeholders, and investment brokers and consultants. He served on the University's Planning, Facilities, and Budget committees and understands construction, maintenance, and macro budget issues.

Doing business as the Ethics Company, he has a San Jose address, but lives in an unincorporated area of Santa Clara County. He votes in no City Council elections and makes donations to no candidates or political parties. He appreciates the role of professional sports in American culture, but supports no team in any sport.

CITY OF SANTA CLARA ETHICS IMPACT REPORT SUMMARY SHEET						
HEADER	1. DECISION ID		3. KEY QUESTION		4. PREPARED BY	
	2. BODY				5. DATE	
STAKEHOLDERS	6. PRIORITY	7. NAME		8. DUTY	9. AT STAKE	
OPTIONS	10. OPTIONS A. B. C.			OPTION A	OPTION B	OPTION C
				MEETS (+) OR DOES NOT MEET (-) THE STANDARDS BELOW		
ETHICS AND CORE VALUES STANDARDS	11. IT IS LEGAL AND WITHIN OUR AUTHORITY					
	12. BENEFITS TO PRIMARY STAKEHOLDERS FAR OUTWEIGH HARMS					
	13. PROTECTS PRIMARY STAKEHOLDERS RIGHTS					
	14. TREATS PRIMARY STAKEHOLDERS WITH DIGNITY AND RESPECT					
	15. ANY BENEFITS OR BURDENS ARE DISTRIBUTED FAIRLY AND EQUITABLY					
	16. FISCALLY RESPONSIBLE, CONSIDERS LONG-TERM FINANCIAL NEEDS, PRESERVES PROGRAMS/SERVICES					
	17. REFLECTS PROFESSIONAL KNOWLEDGE, EXPERTISE, AND SHORT AND LONG-TERM CITY GOALS					
	18. CONVEYS CITY'S CARE FOR AND COMMITMENT TO SERVICE NEEDS OF RESIDENTS AND CITY WORKERS					
	19. COLLABORATIVE, BUILDS CONSENSUS, CONSIDERS BROADER AND REGIONAL IMPLICATIONS					
	20. PROGRESSIVE, INTELLIGENT AND THOUGHTFUL INNOVATION TO FORWARD CITY POLICY AGENDA AND SERVICES					
	21. FINAL DECISION (GIVEN EVERYTHING, WHICH OPTION IS IN THE BEST INTERESTS OF THE PRIMARY STAKEHOLDERS)			TOTAL : _____ out of 10	TOTAL : _____ out of 10	TOTAL : _____ out of 10
				22. REASONING (Put above into words.)		

CITY OF SANTA CLARA ETHICS AND VALUES DECISION WORKSHEET

Decision:

1	Most relevant facts?					
2	a) Stakeholders? (Persons/groups involved, most affected?) b) Their Interests? (Why is this decision important to them?)					
4	Possible Solutions/Actions (List up to two actions you could take now. Then use Question 5 to assess the ethics and values involved in each.)					
5	a) Consequences? Which option does the most good, least harm? Best advances the common good?		b) Rights and Fairness? Which option best respects stakeholders' rights? Fulfills our duties? Is fairest?		c) Core Values? Which option demonstrates City core values in best practice? Which values lose?	
	Specific Benefits?	Specific Harms?	Whose rights and interests win?	Whose rights and interests lose?	Values Advanced?	Values Harmed?
6	Other considerations? (Consider any other standards, factors, obstacles, politics, pressures, etc?)					
7	SUMMARY:					

**ETHICS IMPACT REPORT PROPOSAL
ATTACHMENT THREE**

SAN JOSE MERCURY NEWS AND SAN FRANCISCO CHRONICLE STORIES

Note: Retrieved by doing a Google Search on “stadium in Santa Clara” and then using the Zotero plug-in in Firefox to extract bibliographic information and links to stories on-line. The links below work. In Word, rest the cursor on the link, and then press the control key. When the cursor changes to a hand, still keep pressing control and click once with the mouse.

San Jose Mercury News Stories

San Jose Mercury News - 49ers seek aid: Will it come from city or ticket buyers? Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5477289

San Jose Mercury News - 49ers seek aid: Will it come from city or ticket buyers? Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5477289

San Jose Mercury News - 49ers seek political support for stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4942418

San Jose Mercury News - 49ers stadium proposal inches forward. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4748866

San Jose Mercury News - 49ers tap political strategist, lobbyist for South Bay stadium effort. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4937153

San Jose Mercury News - 49ers tap political strategist, lobbyist for South Bay stadium effort. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4937153

San Jose Mercury News - 49ers: Santa Clara stadium would give local economy $250 million annual boost. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5595601

San Jose Mercury News - 49ers: We won't share stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5116846

San Jose Mercury News - City council moves on stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5589716

San Jose Mercury News - City utility funds in play for 49ers stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5502748

San Jose Mercury News - City utility funds in play for 49ers stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5502748

San Jose Mercury News - City, team scripting two-act plan. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5150628

San Jose Mercury News - Developer unveils S.F. stadium plan. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4705339

San Jose Mercury News - Discussion on: 49ers stadium issue packs Santa Clara council meeting. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4981646

San Jose Mercury News - Economists call 49ers stadium forecast overly optimistic. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5632614

San Jose Mercury News - Fans willing to travel. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5598544

San Jose Mercury News - Fans willing to travel. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5598544

San Jose Mercury News - Feinstein resists 49ers move. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5001033

San Jose Mercury News - Feinstein resists 49ers relocation. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5000985

San Jose Mercury News - Groups talk over stadium proposal. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5582617

San Jose Mercury News - It's Super Bowl Sunday, 2014. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5156041

San Jose Mercury News - Kawakami: New voice, but 49ers won't talk about stadium cost. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5493524

San Jose Mercury News - Killion: Stadium plan taxes the senses. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5537341

San Jose Mercury News - Let children be 49ers' guide for stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5537374

San Jose Mercury News - Lines drawn at 49ers stadium meeting. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5640020

San Jose Mercury News - Major benefits. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5598545

San Jose Mercury News - NFL will be ready for 49ers, leaders say. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5150607

San Jose Mercury News - New 49ers stadium's benefits touted. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5598517

San Jose Mercury News - Private funding key to 49ers stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5589665

San Jose Mercury News - Private funding key to 49ers stadium. Retrieved April 16, 2007, from

http://www.mercurynews.com/southbayfootball/ci_5589665

San Jose Mercury News - Purdy: What's Walsh to say about a new 49ers stadium? Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5598472

San Jose Mercury News - STADIUM FACTS. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5632596

San Jose Mercury News - Santa Clara moves ahead on stadium study. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5588102

San Jose Mercury News - Santa Clara stadium scorecard. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5621630

San Jose Mercury News - Seeking a way to pay for a new 49ers stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5477250

San Jose Mercury News - Seestadium, Page. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_4748867

San Jose Mercury News - Setting the Record Straight. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5512458

San Jose Mercury News - Stadium plan meets hurdle. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5279324

San Jose Mercury News - Taking sides on the plan for new 49ers stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5622908

San Jose Mercury News - Two Santa Clara groups explore 49ers stadium options. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5580851

San Jose Mercury News - Utility data casts doubts on funds for 49ers stadium. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5529446

San Jose Mercury News - Utility rate hike for 49ers stadium raises eyebrows. Retrieved April 16, 2007, from http://www.mercurynews.com/southbayfootball/ci_5537252

San Jose Mercury News - Why analysis of 49ers move is too rosy. Retrieved April 16, 2007, from http://www.mercurynews.com/search/ci_5672692.

SAN FRANCISCO CHRONICLE STORIES

49ers may be looking to team with Raiders on a joint stadium. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/01/29/BAGOSNQJG61.DTL&hw=stadium+in+santa+clara&sn=010&sc=702>.

49ers need a winner for cost-conscious Santa Clara voters. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/21/SPG0POOL6H1.DTL&hw=stadium+in+santa+clara&sn=028&sc=425>

49ers say stadium would help Santa Clara / Economic study cites benefits of \$100 million a year. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/04/04/BAGTNP2O7B8.DTL&hw=stadium+in+santa+clara&sn=011&sc=578>

49ers stadium plan all about nuts and bolts. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/SPG6VOT63K1.DTL&hw=stadium+in+santa+clara&sn=017&sc=462>

City unveils new 49ers stadium proposal / Grand plans would aim to reinvigorate Hunters Point, Candlestick areas. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/26/BAG3UOS7BF11.DTL&hw=stadium+in+santa+clara&sn=023&sc=736>

City unveils new 49ers stadium proposal / Grand plans would aim to reinvigorate Hunters Point, Candlestick areas. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/26/BAG3UOS7BF11.DTL&hw=stadium+in+santa+clara&sn=011&sc=696>

Easier traffic access drives stadium plan / BAYVIEW ON THE VERGE: Much of area is ready to transform fading property, mean streets. Retrieved April 16, 2007, from <http://sfgate.com/cgi-bin/article.cgi?file=/c/a/2007/03/28/MNG4JOSS0Q32.DTL>

Easier traffic access drives stadium plan / HUNTERS POINT: City says leaving after games would be smoother than at Monster Park. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/MNGDROT5R11.DTL&hw=stadium+in+santa+clara&sn=015&sc=722>

Easier traffic access drives stadium plan / HUNTERS POINT: City says leaving after games would be smoother than at Monster Park. Retrieved April 16, 2007, from <http://sfgate.com/cgi-bin/article.cgi?file=/c/a/2007/03/28/MNGDROT5R11.DTL>

Easier traffic access drives stadium plan / HUNTERS POINT: City says leaving after games would be smoother than at Monster Park. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/MNGDROT5R11.DTL&hw=stadium+in+santa+clara&sn=015&sc=722>

Hunters Point residents happy with redevelopment plan. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/26/BAG92OSFS33.DTL&hw=stadium+in+santa+clara&sn=024&sc=230>

It's more a Bayview plan than a stadium plan, political insiders say. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/BAGUQOT0DC1.DTL&hw=stadium+in+santa+clara&sn=018&sc=413>

It's more a Bayview plan than a stadium plan, political insiders say. Retrieved April 16, 2007, from <http://sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/BAGUQOT0DC1.DTL>

Lennar Corp. dominates redevelopment in S.F. / Hunters Point deal gives firm City Hall clout. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/04/10/MNGMEP5Q1V1.DTL&hw=stadium+in+santa+clara&sn=007&sc=633>

NFL construction fund has nothing for Niners. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/02/03/BAGE0NU42H1.DTL&hw=stadium+in+santa+clara&sn=009&sc=724>

NFL says stadium fund has run dry. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/02/02/SPG4MNTR7L7.DTL&hw=stadium+in+santa+clara&sn=007&sc=747>

Newsom, Niners play on / Mayor, team owner hint at reconciliation over stadium deal. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/01/22/BAGMANMOV11.DTL&hw=stadium+in+santa+clara&sn=028&sc=422>

Niners apparently eyeing Santa Clara municipal coffers. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/19/BAG7SONFOA1.DTL&hw=stadium+in+santa+clara&sn=021&sc=574>

Niners apparently eyeing Santa Clara municipal coffers. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/19/BAG7SONFOA1.DTL&hw=stadium+in+santa+clara&sn=030&sc=642>

Politics of sports. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/01/17/EDGC7N755M1.DTL&hw=stadium+in+santa+clara&sn=043&sc=361>

Project's housing would meet need / That could make it easier to finance, according to experts. Retrieved April 16, 2007, from <http://sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/27/MNG9LOSHFM1.DTL>

Public bids forgone on Candlestick. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/04/10/MNGMEP5P8E1.DTL&hw=stadium+in+santa+clara&sn=008&sc=315>

Residents like plan to revitalize area / Stadium or no, they want project to move forward. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/27/MNGF5OSGL81.DTL&hw=stadium+in+santa+clara&sn=022&sc=414>

S.F. seeks Navy's help in effort to keep 49ers / Mayor wants Hunters Point Shipyard transferred to city to speed toxic cleanup. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/08/MNGCROHIP91.DTL&hw=stadium+in+santa+clara&sn=040&sc=365>

S.F.'S GRAND PLAN FOR 49ERS / BIG HURDLES: It won't be easy for either S.F. or Santa Clara to provide new home for team. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/27/MNGQ5OSHB11.DTL&hw=stadium+in+santa+clara&sn=021&sc=959>

S.F.'S GRAND PLAN FOR 49ERS / BIG HURDLES: It won't be easy for either S.F. or Santa Clara to provide new home for team. Retrieved April 16, 2007, from <http://sfgate.com/cgi-bin/article.cgi?file=/c/a/2007/03/27/MNGQ5OSHB11.DTL>

S.F.'S GRAND PLAN FOR 49ERS / STADIUM PROPOSAL: Thousands of homes plus shops and parks on the city's southeast shore. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/27/MNGQ5OSHB01.DTL&hw=stadium+in+santa+clara&sn=020&sc=1000>

S.F.'S GRAND PLAN FOR 49ERS / STADIUM PROPOSAL: Thousands of homes plus shops and parks on the city's southeast shore. Retrieved April 16, 2007, from <http://sfgate.com/cgi-bin/article.cgi?file=/c/a/2007/03/27/MNGQ5OSHB01.DTL>

SAN FRANCISCO / 49ers might consider Hunters Point site. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/01/17/BAGM8NK0C51.DTL&hw=stadium+in+santa+clara&sn=033&sc=399>

SAN FRANCISCO / New neighborhood in Hunters Point is near ready to build / First 1,500 homes at old shipyard called 'Hilltop Community'. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/29/BAGOGOTP5V1.DTL&hw=stadium+in+santa+clara&sn=014&sc=313>

SANTA CLARA / 49ers look to score on name of stadium / Number being kicked around is \$10 million a year. Retrieved

April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/21/BAGIROOV071.DTL&hw=stadium+in+santa+clara&sn=027&sc=729>

SANTA CLARA / 49ers say comprehensive stadium plan is forthcoming. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/02/06/BAG9AO06RF9.DTL&hw=stadium+in+santa+clara&sn=008&sc=726>

SANTA CLARA / 49ers say they'll have stadium plan ready by early April. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/02/07/BAG01O061Q1.DTL&hw=stadium+in+santa+clara&sn=006&sc=842>

SANTA CLARA / 49ers stadium plan brings hopes, doubts. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/04/11/BAGUNP6GUA1.DTL&hw=stadium+in+santa+clara&sn=006&sc=842>

SANTA CLARA / Stadium study cites big boost to economy. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/04/05/BAGGVP34PE1.DTL&hw=stadium+in+santa+clara&sn=010&sc=949>

Stadium could cost Santa Clara utility users / Power rates could increase as much as 16% if company uses its reserves for the 49ers. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/MNGDROT5PH1.DTL&hw=stadium+in+santa+clara&sn=018&sc=619>

Stadium could cost Santa Clara utility users / Power rates could increase as much as 16% if company uses its reserves for the 49ers. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/MNGDROT5PH1.DTL&hw=stadium+in+santa+clara&sn=016&sc=693>

Still in the game. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/03/28/EDGC7N7C8H1.DTL&hw=stadium+in+santa+clara&sn=019&sc=393>

The Chronicle Local News Blog : SF getting a little 49ers love? Retrieved April 16, 2007, from http://www.sfgate.com/cgi-bin/blogs/sfgate/detail?blogid=37&entry_id=12646

Trouble's in the pipeline for 49ers' move / S.F. owns land over water conduit at Santa Clara site. Retrieved April 16, 2007, from <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/02/26/MNG8FOB6S41.DTL&hw=stadium+in+santa+clara&sn=020&sc=596>

ETHICS IMPACT REPORT ATTACHMENT FOUR
RESEARCH REPORTS FROM OTHER JURISDICTIONS

Note: Depending on availability of documents and time, documents such as these (and others the City might suggest) will be reviewed to identify issues typically faced by other jurisdictions and possibly by Santa Clara. Developed from an online search of library databases.

1. *Funds & games: Paying for the saints*(2005). Bureau of Governmental Research. Retrieved April 15, 2007, from PAIS International database.
2. Politics and sports.(2002). *Harvard Political Review*, 28(4), 14-26. Retrieved April 15, 2007, from PAIS International database.
3. Brown, C., & Paul, D. M. (2002). The political scorecard of professional sports facility referendums in the united states, 1984-2000. *Journal of Sport and Social Issues*, 26(3), 248-267. Retrieved April 15, 2007, from PAIS International database.
4. Chapin, T. S. (2004). Sports facilities as urban redevelopment catalysts: Baltimore's camden yards and cleveland's gateway. *Journal of the American Planning Association*, 70(2), 193-209. Retrieved April 15, 2007, from PAIS International database.
5. Eckstein, R., & Delaney, K. (2002). New sports stadiums, community self-esteem, and community collective conscience. *Journal of Sport and Social Issues*, 26(3), 235-247. Retrieved April 15, 2007, from PAIS International database.
6. Friedman, M. T., & Mason, D. S. (2005). Stakeholder management and the public subsidization of nashville's coliseum. *Journal of Urban Affairs*, 27(1), 93-118. Retrieved April 15, 2007, from PAIS International database.
7. Goodman, J. (2006). Skybox skeptics. *Governing*, 19(6), 40-43. Retrieved April 15, 2007, from PAIS International database.
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From 1992-1999, he served as Executive Director of the Markkula Center for Applied Ethics at Santa Clara University, then as its Director of Business and Public Policy Programs (1999-2000), and Senior Fellow in Business Ethics and Public Policy (2000-2002). Currently he is one of a number of faculty scholars loosely affiliated with the Center. He has also served as a Senior Scholar with the Washington, D.C., Ethics Resource Center (1999-2002) and as an expert witness in two legal cases involving ethics and values (2003, 2004).

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His clients have included the Charles Schwab Corporation, Edwards Lifesciences Inc., Norcal Waste Management, Inc., the Investment Management Consultants’ Association, and the start-up technology company, Propel, whose ethics and values program was featured in a cover story in *SV (Silicon Valley)*, the Sunday magazine of the *San Jose Mercury News* (“Value Judgments: Do Well or Do Right?”, April 16, 2000, pp. 8-16.) From 1993-2002, he advised the Tech Museum of Innovation in San Jose, California, on the integration of ethics throughout the museum. He served as the founding Chair of the Steering Committee of the Applied Ethics Center at O’Connor Hospital from 1995-2002.

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Shanks was Associate Dean and Senior Associate Dean of the College of Arts and Sciences (1990-95) and was the founding Chair of Santa Clara's Communication Department (1985-1991). He received tenure and promotion to the rank of Associate Professor (1988). He co-founded the Student Reflection Leaders Program, a program of ethical reflection for student leaders. The Student Reflection Leaders Program was recognized as one of forty exemplary Student Leadership Programs and the Markkula Center as one of forty-five exemplary Faculty and Curriculum Programs in *The Templeton Guide: Colleges that Encourage Character Development* (Templeton Foundation Press, Chicago, IL, 1999). From 1967-1999, Shanks was a member of the Jesuits, a Roman Catholic group of priests and brothers with a specialty in education.

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