



**CITY OF SUNNYVALE
OFFICE OF THE CITY MANAGER**

August 14, 2014

TO: Honorable City Council
FROM: Deanna J. Santana, City Manager
SUBJECT: August 21 and September 2 Strategic Sessions

I want to thank you for the opportunity to develop a strategic session for the City Council as one of my first tasks. By review of this packet, you will find that we have a lot planned for both days and each day has been strategically designed to provide Council with a more thorough understanding of the issues that we will all address in the short- and long-term.

The City of Sunnyvale has long been regarded as an innovative, forward-thinking organization that strategically and resourcefully is able to problem solve. Examples of innovating range from the City's dual public safety service, our 20 year fiscal plan and budgeting system, and One Stop Permit system. Now is an excellent time to embark on a few strategic efforts for which we can develop desirable outcomes and advance with appropriate resources.

As the City Council knows too well, the Great Recession not only impacted the City's fiscal bottom-line, but also resulted in delayed implementation of various projects or inaction/extreme caution with advancing new opportunities. As the region has experienced economic growth, we, like many other surrounding cities, find ourselves in a position of determining where to best invest our limited resources and/or strategically apply new resources. With this in mind, the City Council and staff can think strategically about the areas that shape our future, while being mindful of our operational realities that continue to need focus and resources.

These two-day sessions make for both an opportunity and challenge: opportunity, in that Sunnyvale is positioned well to think critically about where to invest in City services; and, a challenge, in that we have a volume of operational priorities and we should make limited assumptions that doing what was done in days past shall be further replicated. Meaning that, as we assess current investments and resources, they must be looked at in the context of building for the future, rather than restoring service levels of the past. I state this with much caution, because the City has done an excellent job of not eliminating services wholesale during the recession, rather it has preserved services by restructuring them or advancing efficiencies that rely on staff to uphold high quality service levels. This means that "doing more with less" needs to be evaluated realistically with respect to new initiatives and areas within the organization that are strained due to existing workload.

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That said, still this is an opportunity to set some bold goals and determine how we can achieve them while sustaining the quality services provided by our workforce. In my first two months, I am confident that we are up for this challenge and sufficiently realistic about what can be achieved! It must also be stated, that these sessions in-and-of-themselves do not make us collectively more strategic and, with these two days, the work is not complete, rather just beginning. Further, I believe that we must continue to work together on areas that position the City well and make decisions that are anchored toward a collective vision—informed by various stakeholders and diversity of thought.

Below is a summary of how City staff proposes to use our time during the two day sessions.

Day 1 – August 21: City Services and Operational Priorities

On August 21, the City Council will be provided with a briefing on operational priorities, service gaps, and trends in service.

As I have learned early on in my tenure, this is a City organization that is resourced or built for operations and is very lean on capacity to advance new initiatives. The PowerPoint presentations have been designed to provide the City Council with both the opportunities and challenges relative to operations. **Our goal is not dampen the process of strategic visioning, rather to establish a common understanding of the areas that are considered operational challenges for the City Council to consider as it deliberates on policy priorities.**

Day 1 is also designed to recognize how the City departments are extremely integrated and highly reliant on other partner departments to achieve services goals and results. With this in mind, the agenda has not been developed by City Departments providing reports on their work, rather by service area clusters that require a department to take the lead and other departments to play a key role in supporting a defined effort. Indeed, this is how Sunnyvale is able to be so successful of “doing more with less” in that it often works across department lines to partner to achieve a specific mission or goal. Given this approach, while all departments will present, we have structured the days briefing as follows:

- Administrative Services;
- Library & Community Services and Public Facilities;
- Transportation, Streets and Infrastructure;
- Public Safety;
- Environment and Sustainability; and
- Community, Economic, and Workforce Development.

Additionally, the below diagram was created to illustrate the City Council as the policy making body, the two City Charter functions that support the City Council with

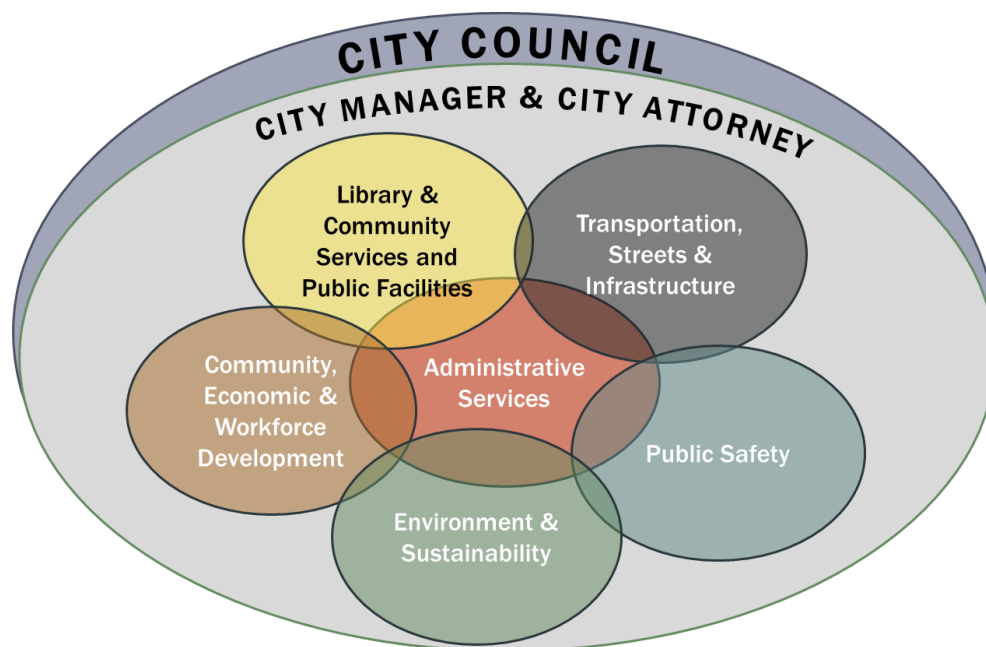
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implementing its goals and managing risk, and the service areas that provide direct services to advance the Council's vision.



This approach was preferred because our priorities and decision often do not often fall into a single department and, as Council deliberates on its policy priorities, it can interpret how a priority may impact the organization—not just a department. Lastly, the City organization has various topics or initiatives that it must address and that we must assign capacity and time in order to move these important operational priorities forward.

Day 2 – September 2: City Council Policy Priorities

While Day 1 provides background on the current state of the organization, Day 2 is designed for the City Council to assess the inventory of topics that it has identified as study issues, potential study issues, and/or strategic areas that it would like to explore (some by formal motion and others just stated or repeated) and determine how the Council would like to proceed to ensure that the City's limited capacity/resources are best applied to achieve policy priorities.

Because being both strategic and working within our resources is front and center, the goal for the day is to review the large inventory of topics and evaluate them on the Time Management Chart, as published in the 7 Habits of Highly Effective People, Stephen Covey, which categorizes workload as:

- Critical Activities—for the immediate and important topics with deadlines;
- Important Goals—for long-term strategizing and development;

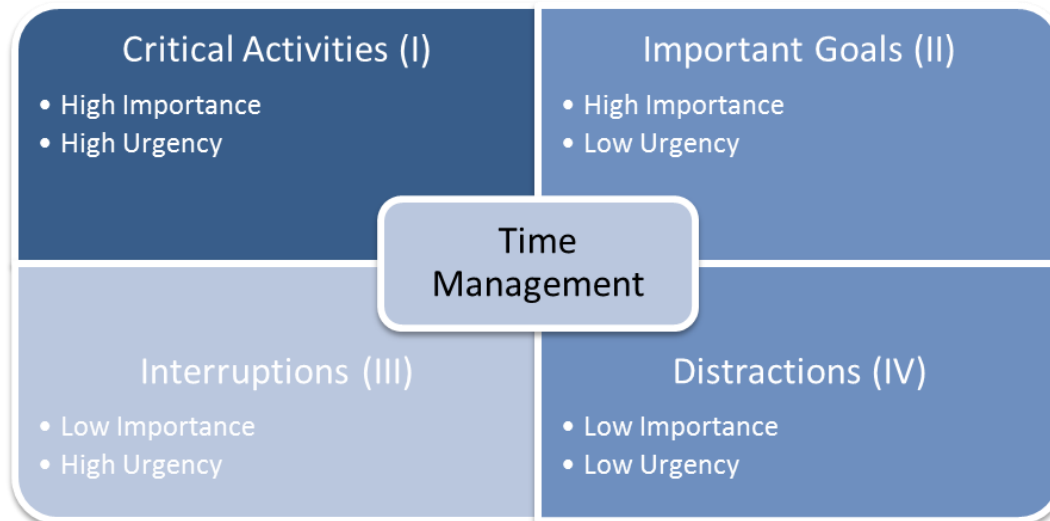
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- Interruptions—for time pressured distractions, not really important but wanted now; and,
- Distractions—for those activities/topics that yield little if any value and that are often used for taking a break from time pressured and important activities.



Source: Stephen Covey, *7 Habits of Highly Effective People*

To prepare for Day 2, we have charted the operational priorities as well so that the City Council can include them with its assessment of areas where we can become or be more strategic, as well as acknowledge the work that just needs to get done to continue day to day operations.

We are fortunate to have Dr. Bill Mathis, Mathis Group Consulting, lead a facilitated discussion with the City Council on the inventory of policy priorities and where they fall on the quadrant. The goal for this day is to evaluate the policy priorities on the quadrant, determine if any can be withdrawn or modified, and identify which need to be identified as key policy priorities that the City needs to support, ensure capacity to achieve, and/or postpone. Attachment 1 provides a brief summary of Dr. Bill Mathis' background and some of his recent publications.

Follow Up/Next Steps

The City is served well by various policy documents (e.g., General Plan, Adopted Budget, 20 Year Fiscal Plan, etc.) that it has in place and legislative processes to assign study issues. Upon the Strategic Sessions, we will assess if there are any needed changes to either a policy document or process to continue to effectively support the Council with its legislative work.

If action is taken at either of these sessions, City staff will need to follow up appropriately to implement the Council direction and either absorb operationally or prepare further work for the City Council's consideration.

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As part of this work, the City Council may want to consider whether it wants to establish sub-committees, hold a mid-year review of the work completed within the two days or schedule, or any other approach that tracks key milestones for the policy priorities identified.

In closing, Days 1 and 2 offer the City Council an opportunity to set the City on a greater strategic path. City staff is fortunate that the City Council has elected to reinstate these Strategic Sessions and discuss, through a deliberative process, the City's future and key initiatives. Equally as important, the City Council's acknowledgment of our operational priorities, resource/capacity limitations, and that not all priorities are equal in urgency or importance goes a long way to continue with the City's reputation of being both resourceful and innovative.

The believe Executive Leadership Team (ELT) that the two day sessions will prove to be helpful with further moving the City forward and continuing to innovate. On behalf of the ELT, we look forward to these City Council sessions an!

Sincerely,



Deanna J. Santana
City Manager

Attachments (3)

1. Dr. Bill Mathis, Mathis Consulting Group, Background and Publications
2. Day 1, Operational Priorities
3. Day 2, Policy Priorities (**TO BE DISTRIBUTED DURING THE WEEK OF AUGUST 25**, including a write-up of each priority)
4. Day 2, Council Approved Study Issues

Attachment 1

BACKGROUND -- Dr. Bill Mathis, Mathis Group Consulting

As background, Dr. Bill Mathis, Mathis Group Consulting, provides a unique perspective in consulting. As one of the few public sector management psychologists in the country, founder Dr. Bill Mathis works with school districts, police departments, city managers, elected officials and utility districts across California. Mathis Group employs a collection of excellent consultants including psychologists, City Managers, personnel directors, attorneys and more. As a team, Mathis Group provides the building blocks clients need in order to develop leadership, **set goals**, and advance communication skills.

The following articles were authored, or co-authored, by Dr. Mathis on the topic of public management.

[“Don’t Drop the Ball With Your City Council!”](#)

by Bill Garrett, Janice Mathis, and Bill Mathis Public Management Magazine July 2004.

“The juggling act for the citizen-turned-elected-official can be chaotic if the local government manager, staff, and citizens do not support the effort to govern.”

[“When the Council is Unhappy with the Manager”](#)

by Bill Mathis, from the ICMA’s workbook: *Working Together: A Guide for Elected and Appointed Officials*, September 2001. “While elected officials’ unhappiness with local government managers doesn’t spell disaster, unresolved unhappiness often begins a negative cycle ending in dysfunction.”

[“When is it Time to Leave? Here are 7 Signs of When to Quit!”](#)

By Bill Mathis, Public Management, April 2000. “Dedication and focus cause many local government managers to resist thinking about when it might be time to leave their positions.”

[“Reclaiming a Balanced Life: Reinventing our Schedules”](#)

By Bill Mathis, Public Management Magazine, January 1999. “The challenge of maintaining quality, or ‘prime,’ time for managers and their families without compromising service is intense.”

[“What Councils Want from Managers....But Do Not Tell Them”](#)

By Bill Mathis, Public Management, September 1993. “As in any resource, trust must be a resource from which cooperation may be derived.”



STRATEGIC PLANNING WORKSHOP

CITY OF SUNNYVALE

08/21/14

Sunnyvale
Heritage Park
Museum

Day 2:
09/02/14



WELCOME

Mayor Griffith



WORKSHOP SCHEDULE

AUGUST 21

■ Operational Priorities

- Dept. Operational Resources
- Dept. Operational Priorities
- Gaps in Dept. Operations
- Operational Strategic Areas of Focus & Opportunities

SEPTEMBER 2

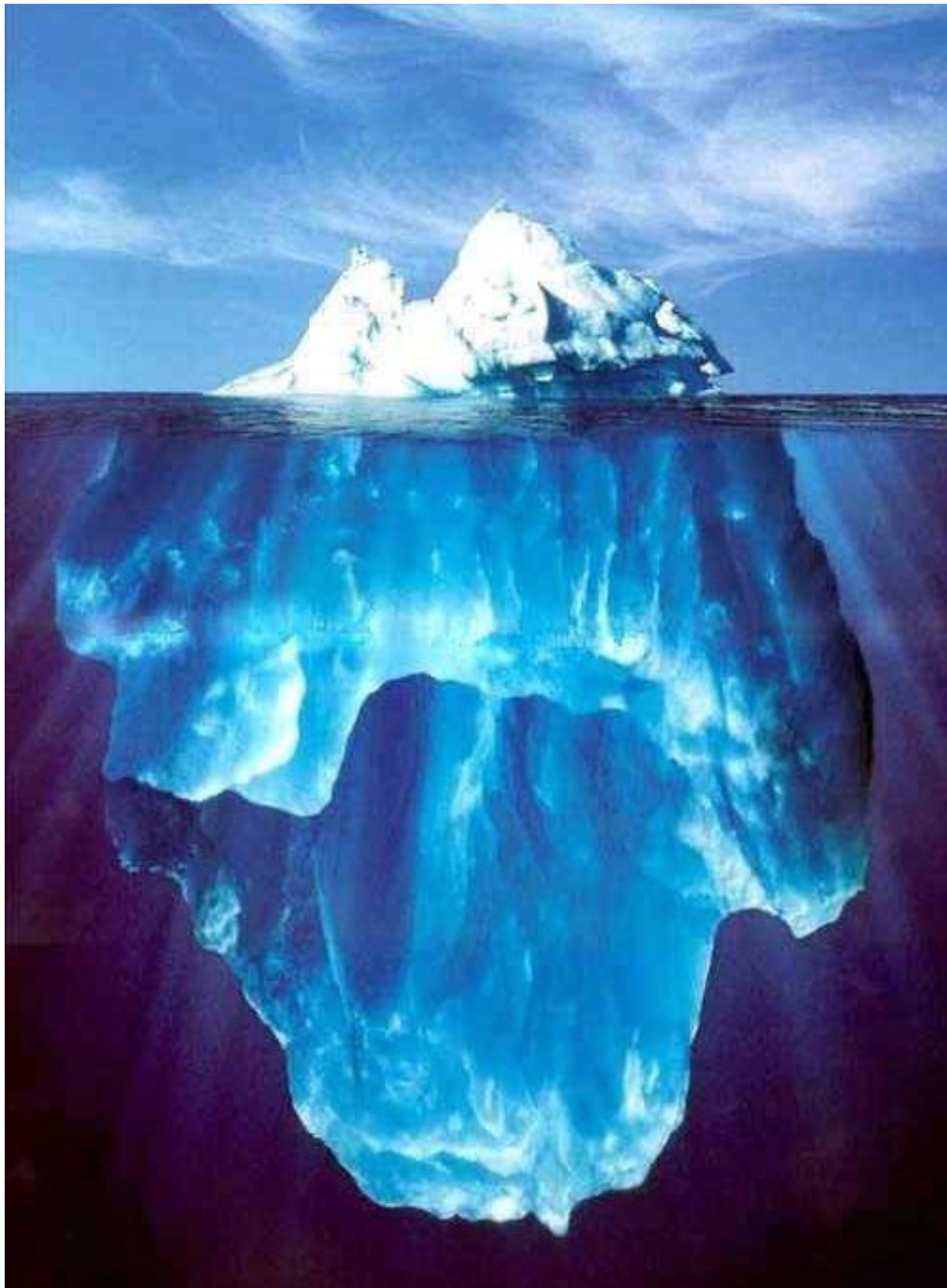
■ Policy Priorities

- Potential Policy Areas for Strategic Focus
- Study/Budget Issues
- Gaps in Policy Priorities
- Discussion & Action



DAY 1 – SESSION OVERVIEW

- **City of Sunnyvale – *Where we are coming from?***
- **Service Delivery Transition & Opportunities – *What happened?***
 - Local Government Trends–What are local governments doing/focused on?
 - Post-Recession Recovery--New reality for services and resources
 - Opportunity to rebuild and invest in strategic services areas
 - Opportunity to innovate in service areas that mark *Sunnyvale*
- **City of Sunnyvale – *Where are we now?***
 - Value of Cross Departmental Review of Operational Services
 - Organization's Resources for Department Operations/Capacity Concerns
 - Department Resources, Priorities, and Trends
 - Operational Focus and Opportunities



10-20%
Legislative
Process

80-90%
Day to Day
Operations
& Service
Delivery

WORKLOAD **ICEBERG** **ANALOGY**

Strategic
Policy and
Operations



GUIDING POLICY

VISION STATEMENT

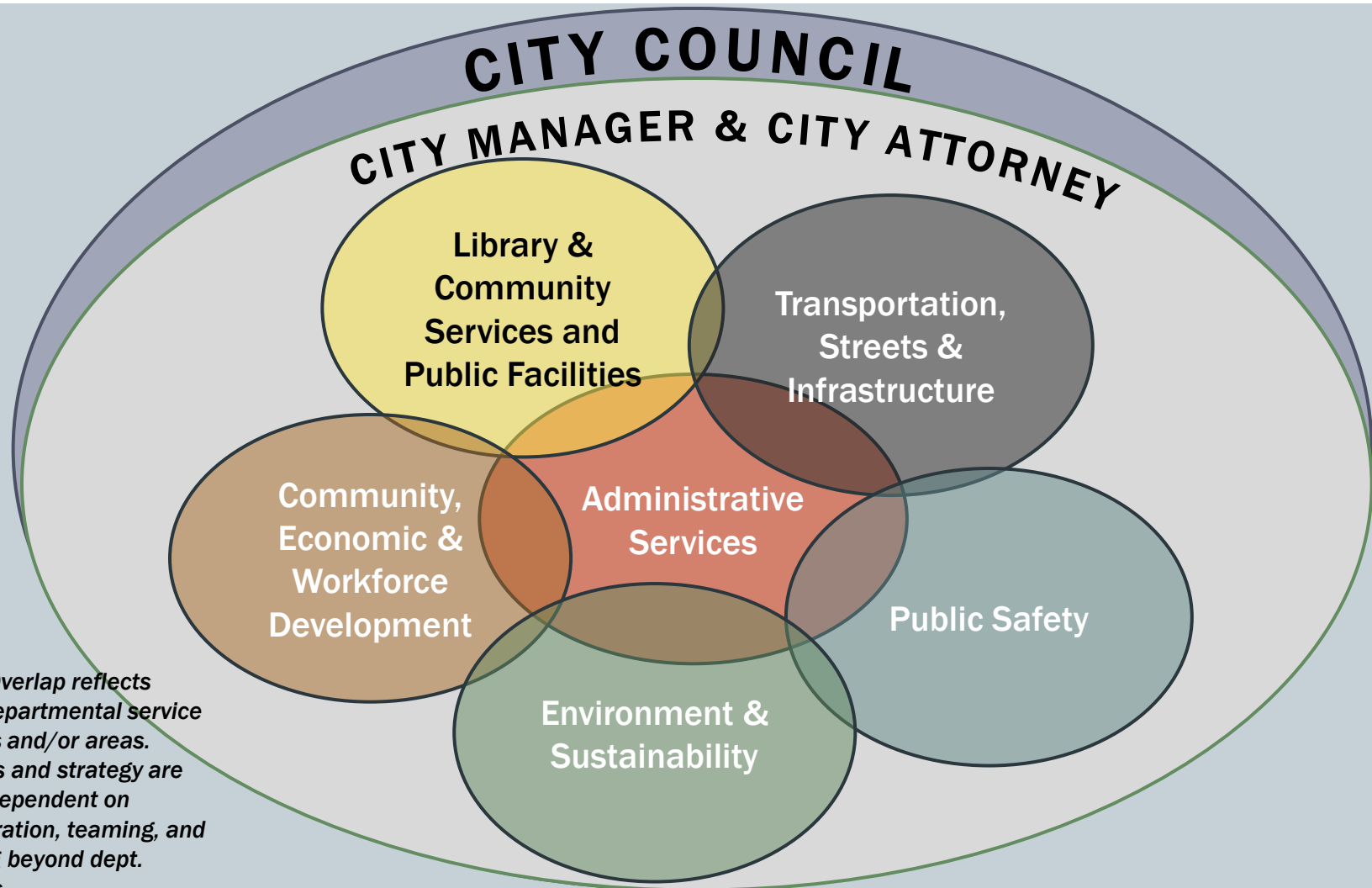
- Community with Vibrant and Innovative Local Economy
- Strong, Diverse Community
- Community with a Distinctive Identity
- City Managed By a Responsive Government
- Safe, Secure and Healthy Place for All People
- Regional Leader in Environmental Sustainability

GENERAL PLAN

- Community Vision
- Community Character
- Housing
- Land Use and Transportation
- Environmental Management
- Safety and Noise



INTEGRATED SERVICES



Note: Overlap reflects cross-departmental service projects and/or areas. Services and strategy are highly dependent on collaboration, teaming, and working beyond dept. services.



INTEGRATED SERVICES

Administrative Services	Library & Community Services and Public Facilities	Transportation, Streets and Infrastructure	Public Safety	Environmental Sustainability	Community, Economic & Workforce Development
Lead Depts:	Lead Depts:	Lead Dept:	Lead Dept:	Lead Dept:	Lead Depts:
Finance	Library & Community Services	Public Works	Public Safety	Environmental Services	Community Development
Human Resources	Public Works' Parks, Golf, and Trees				NOVA
Information Technology					
Key Partners: OCM, OCA, OCM's City Clerk, Communications, and Print Shop	Key Partners: CDD, NOVA, and Public Safety's Neighborhood Preservation	Key Partners: CDD, DPS	Key Partners: CDD, FIN, HR, ITD, NOVA, and DPW	Key Partners: CDD, FIN and DPW	Key Partners: OCM's Economic Development

ADMINISTRATIVE SERVICES



Lead Depts:

Finance

**Human
Resources**

**Information
Technology**

Key Partners:

City Manager

City Attorney

City Clerk

Communications

RESOURCES – ADMINISTRATIVE SERVICES



BUDGET

■ Human Resources

- BPA - 17
- Operating \$3.8M
- Capital N/A

■ Finance

- BPA - 49
- Operating \$8.4M
- Capital \$459K

■ Information Technology

- BPA - 21.5
- Operating \$6.9M
- Capital \$2.7M

SERVICE DIVISIONS

■ Human Resources

- Benefits Administration
- Recruitment and Classification
- Risk Management
- Employee Relations/Employee Development

■ Finance

- Budget Management
- Purchasing
- Accounting and Payroll
- Treasury
- Utility Billing
- Financial Management & Analysis

■ Information Technology

- IT Infrastructure
- Business Applications
- Administration



OPERATIONAL PRIORITY AREAS - HRD

■ Trends In Human Resources

■ Sustainable Benefits:

- Pension Reform
- Affordable Care Act
- Employee Wellness Program

■ Succession Planning, Workforce Development and Training

■ Technology

- Human Resource Information Systems (HRIS)
- Recruitment Efforts

■ Labor Relations

■ Increased Recruitment Activity

■ Priority Service Areas

■ Employee Relations/Employee Development

■ Benefits Administration

■ Recruitment and Classification

■ Risk Management: Workers Compensation/Liability/Property Insurance

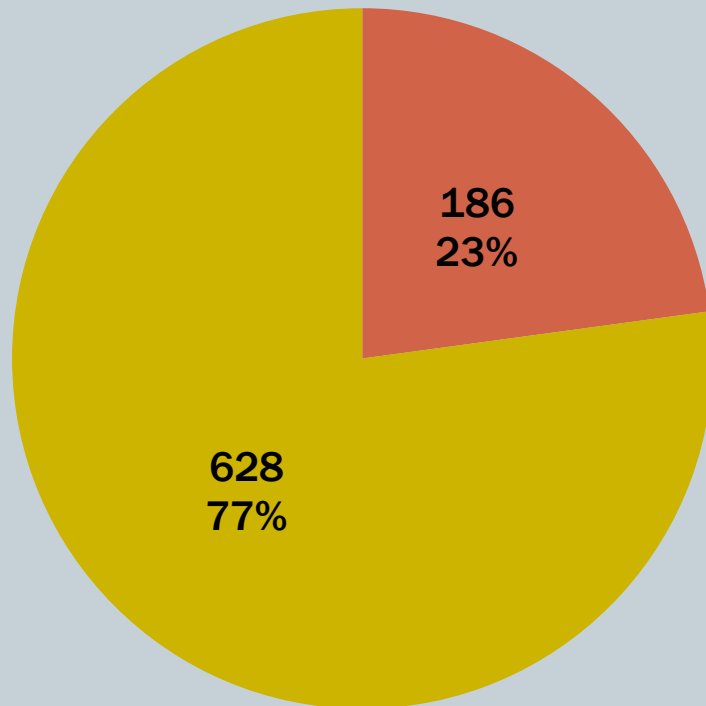
EMPLOYEE RETIREMENT INFORMATION



Retirement Age - City-Wide

Safety: Age 50+

Misc: Age 55+

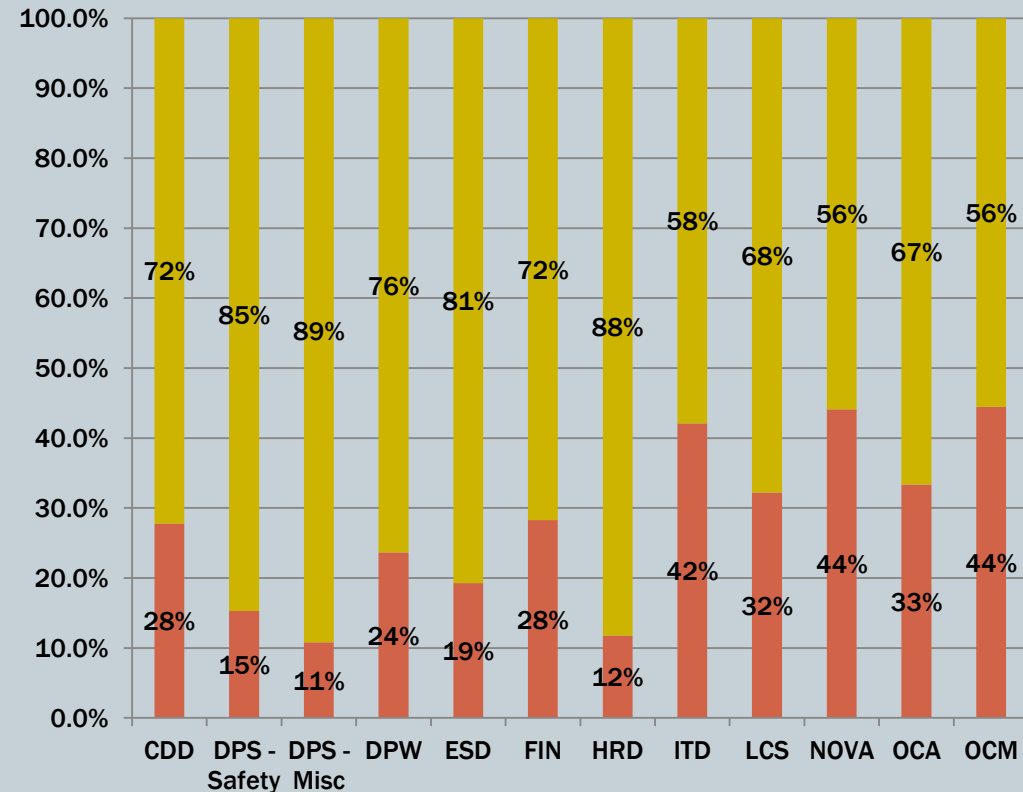


■ Eligible to retire ■ Not eligible to retire

Retirement Age – by Department

Safety: Age 50+

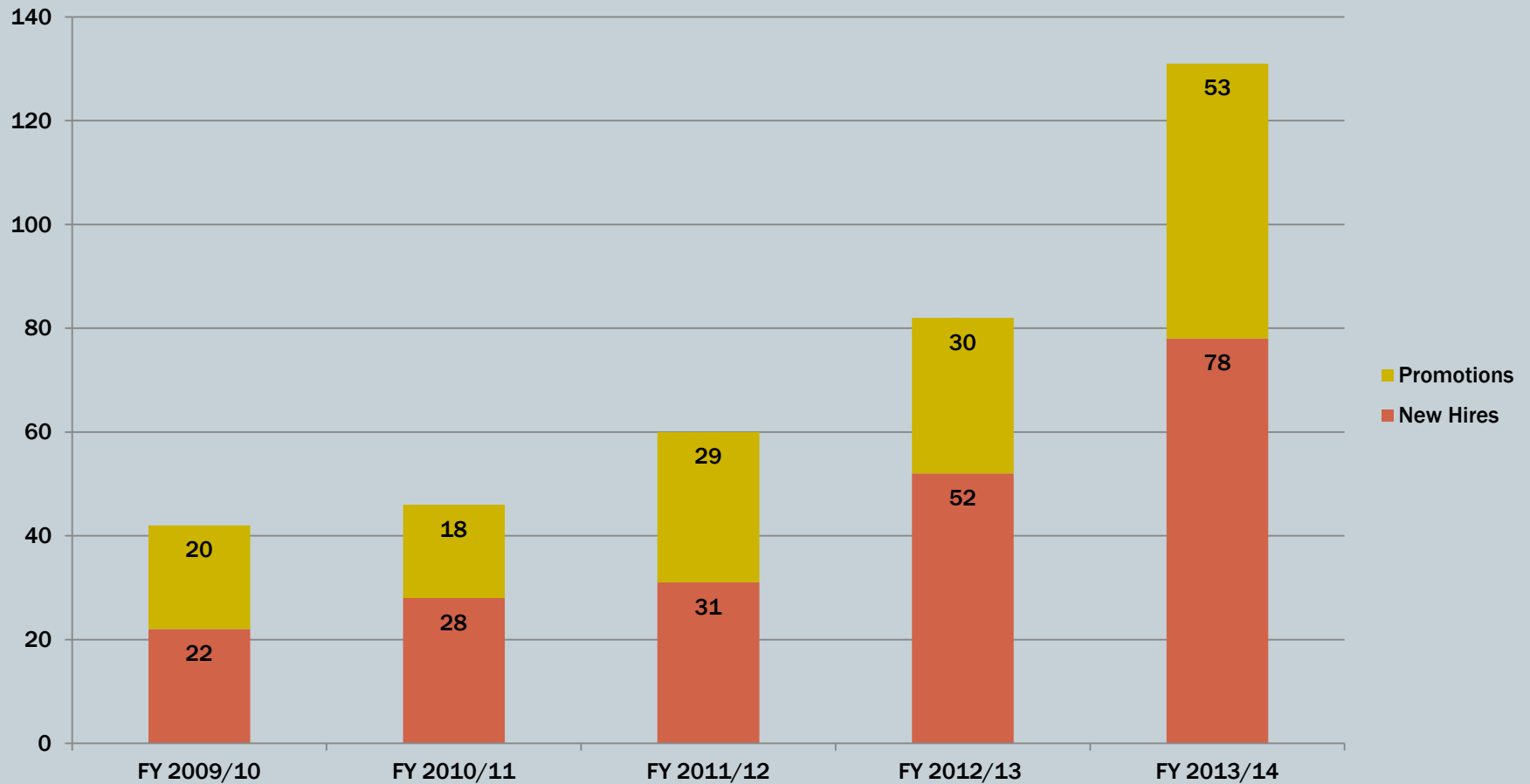
Misc: Age 55+



■ Eligible to retire ■ Not eligible to retire

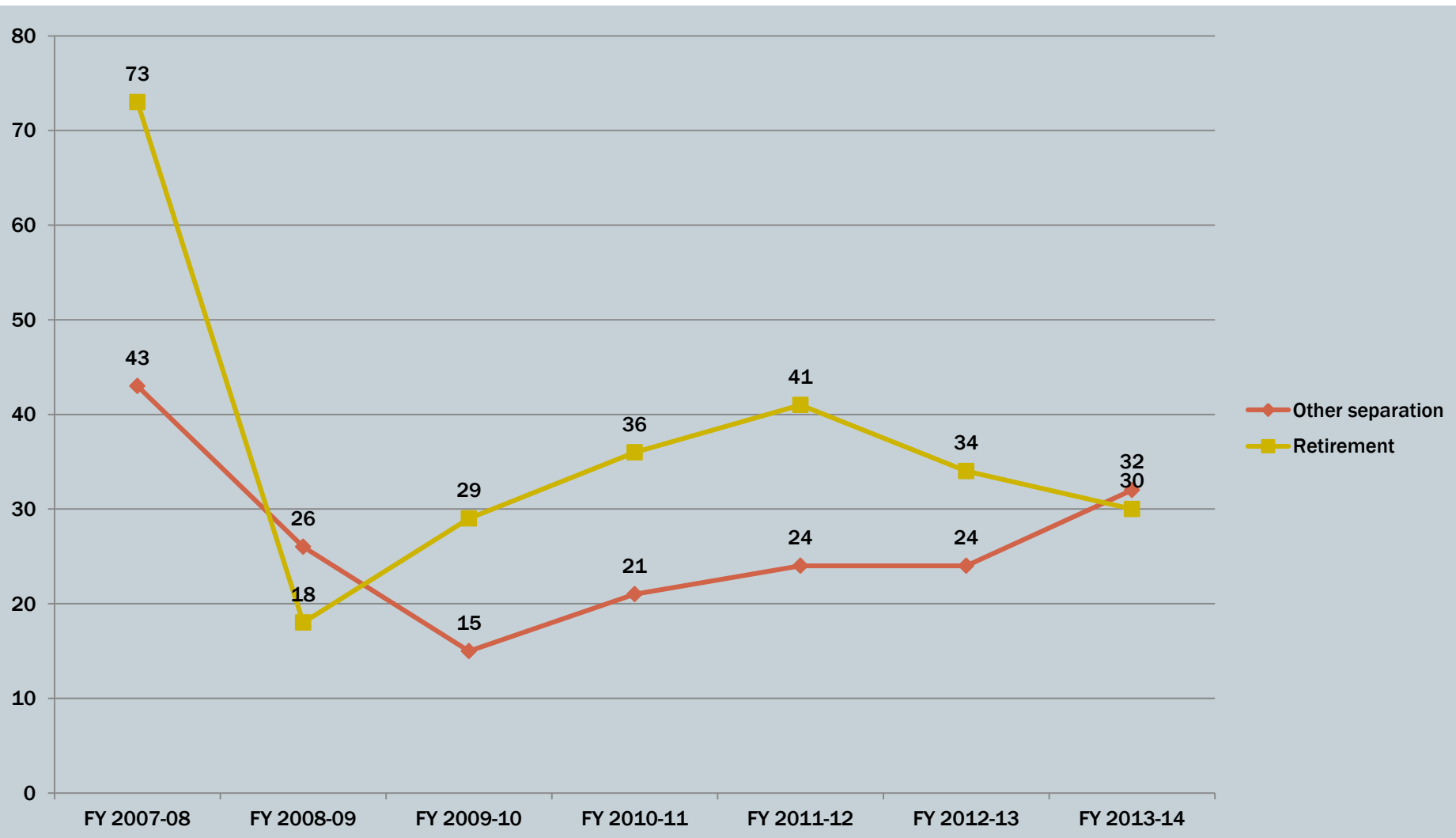


NEW HIRES AND INTERNAL PROMOTIONS





NUMBER OF SEPARATIONS BY FISCAL YEAR





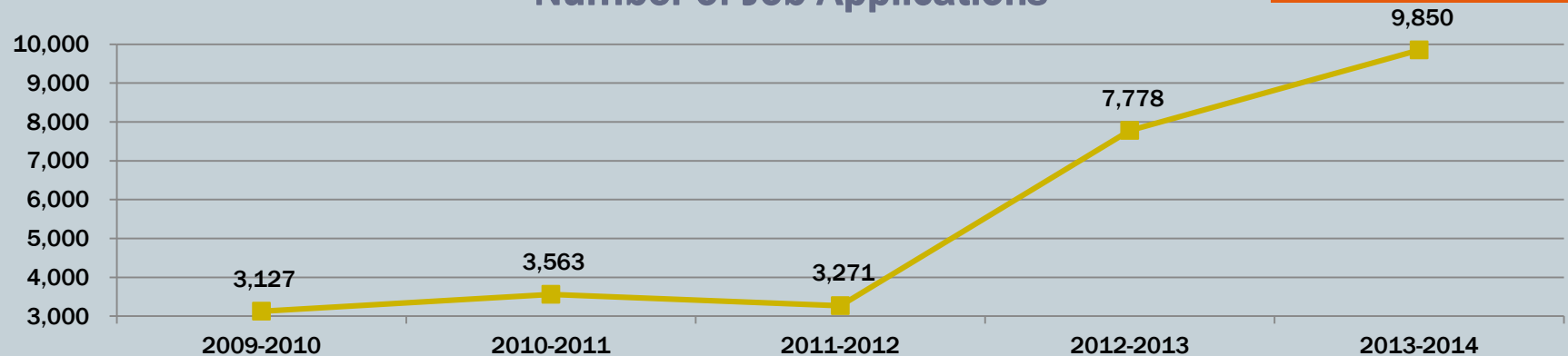
GAPS IN OPERATIONS - HRD

- Lack of Technology and Poor HRIS Functionality and Staff Resources to Enhance Service Delivery
 - Electronic Forms Processing
- Inadequate Succession Planning Tools Responsive to Employee Turnover
 - Comprehensive Employee Development Training Program
 - Management Leadership Training/Academy
 - Mentorship Program
- Need for Robust Training Program
- Lack of Funding and Staff Resources for Employee Wellness Program
 - Health Screenings
 - Programs to Promote Healthy Lifestyle to Improve Safety and Employee Attendance
 - Ability to Control Premium Rate Increases

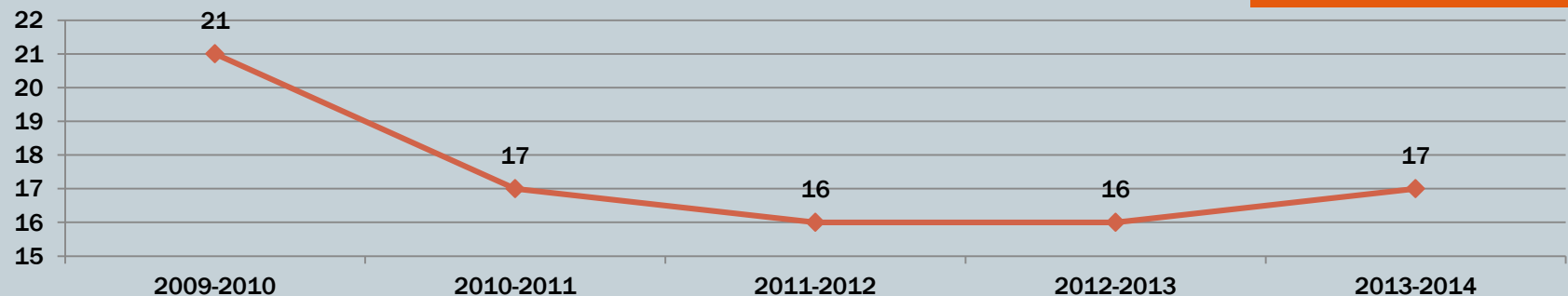
HUMAN RESOURCES DOES MORE WITH LESS



Number of Job Applications



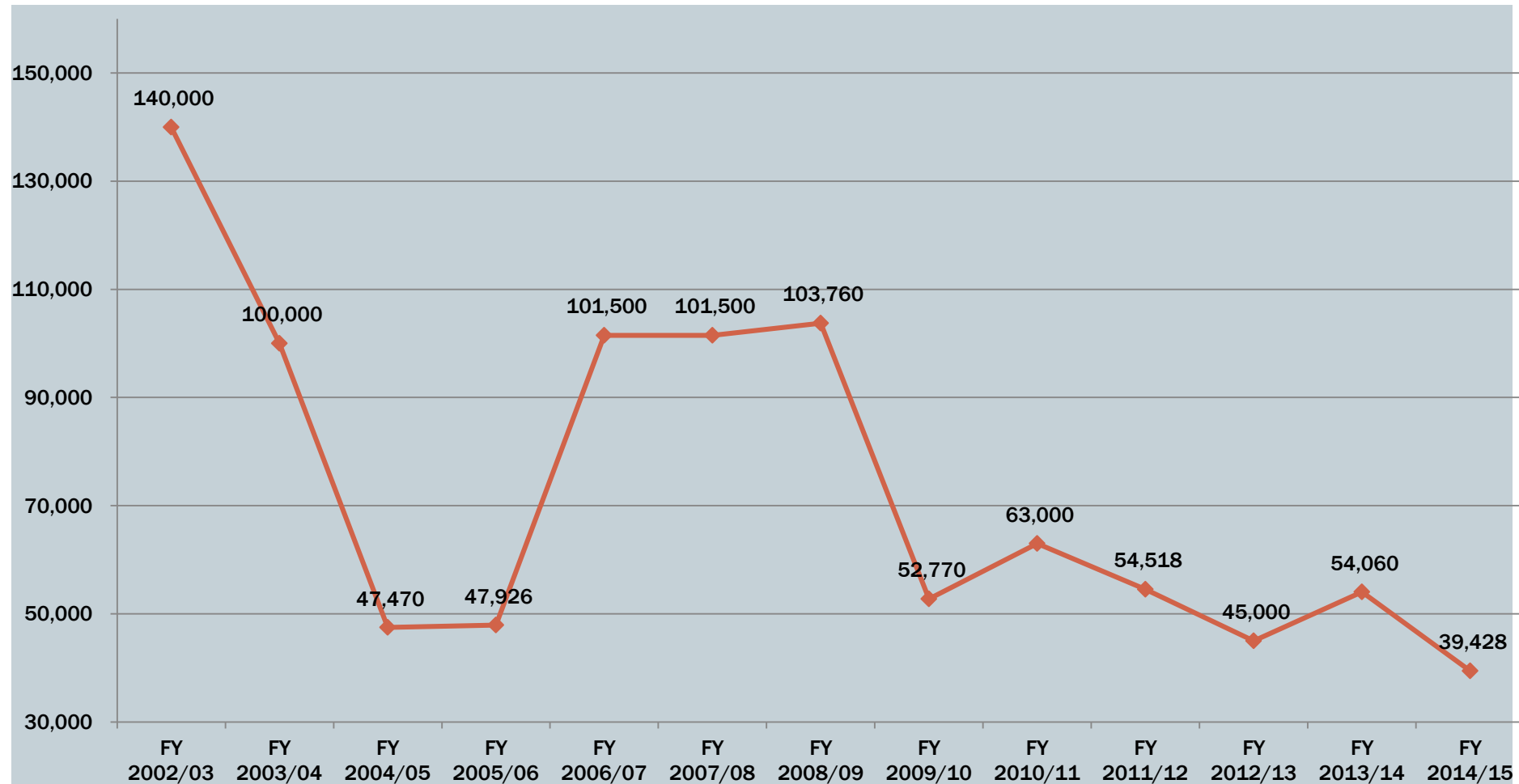
HR BPA*



*This reflects the total number of BPAs for HRD, not the staff available to support recruitment.



CITYWIDE TRAINING PROVIDED BY HUMAN RESOURCES - BUDGET



*This does not include the funds available for Public Safety and other departments-specific training funds.



OPERATIONAL STRATEGIC AREAS OF FOCUS - HRD

- **Benefits**
 - Affordable Care Act Monitoring and Reporting
 - Pension Reform Compliance
- **Labor Relations**
 - Post Recession Bargaining Environment
 - Negotiate Successor MOUs with 5 Labor Associations
 - Negotiate Benefits to Better Manage Operations
 - Public Employment Relations Board (PERB) and Fact-finding
 - City Council Compensation Philosophy/Policy
- **Succession Planning**
 - Career Development Program/Citywide Training Program
 - Management Leadership
 - Promotional Recruitment Opportunities
- **Wellness Program**
 - Health Fair
 - Health Screenings and Flu Shots



OPERATIONAL PRIORITY AREAS - FIN

■ Trends In Finance

■ Fiscal Sustainability

- Adequate and strategic use of reserves
- Decision making within a long term framework

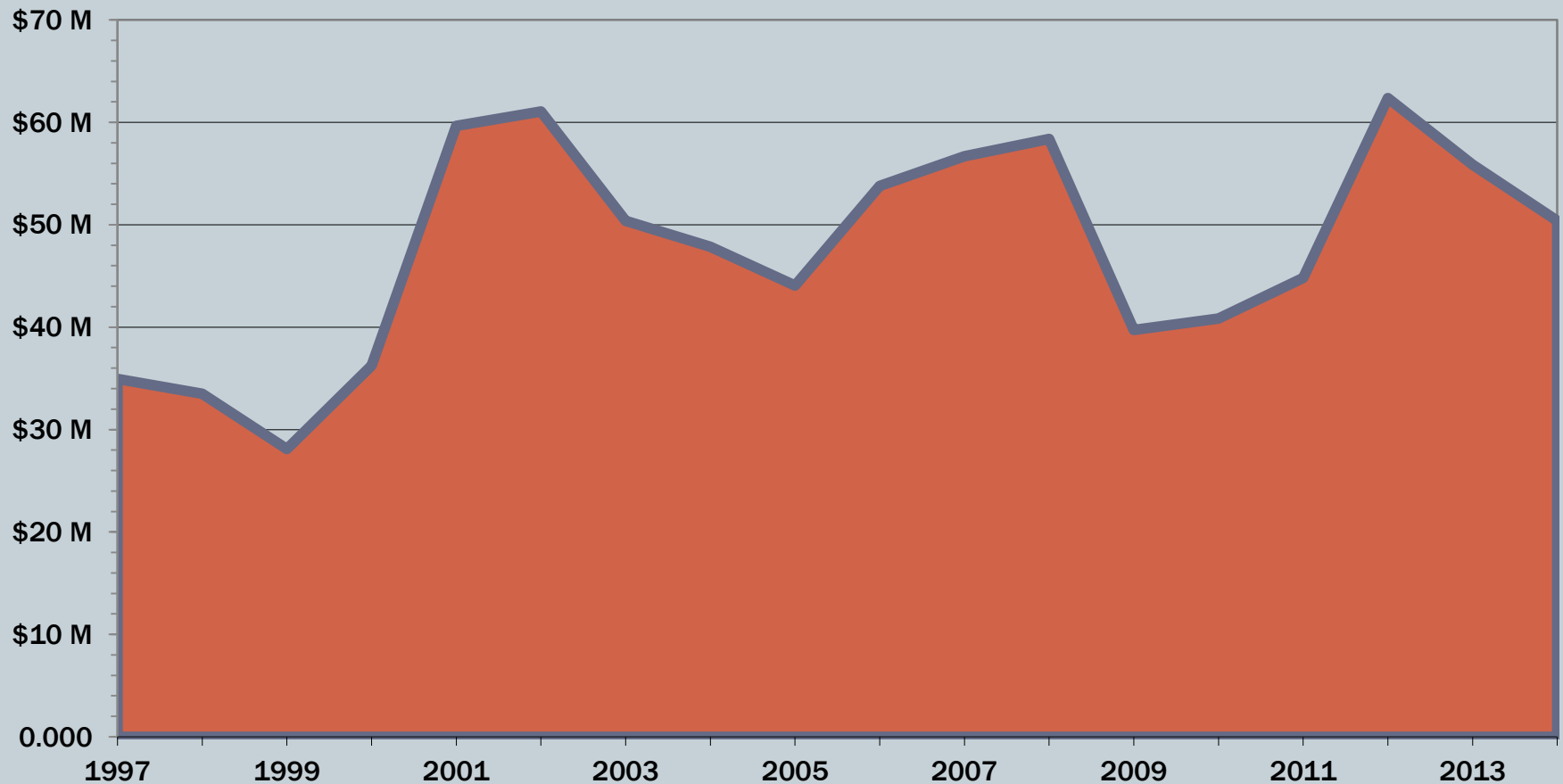
■ Legal and regulatory environment changing

- Pension reform
- Accounting standards
- Fee regulations (Prop 218)
- IRS and CalPERS reporting
- Bond disclosures, SEC requirements
- Public works contracting laws

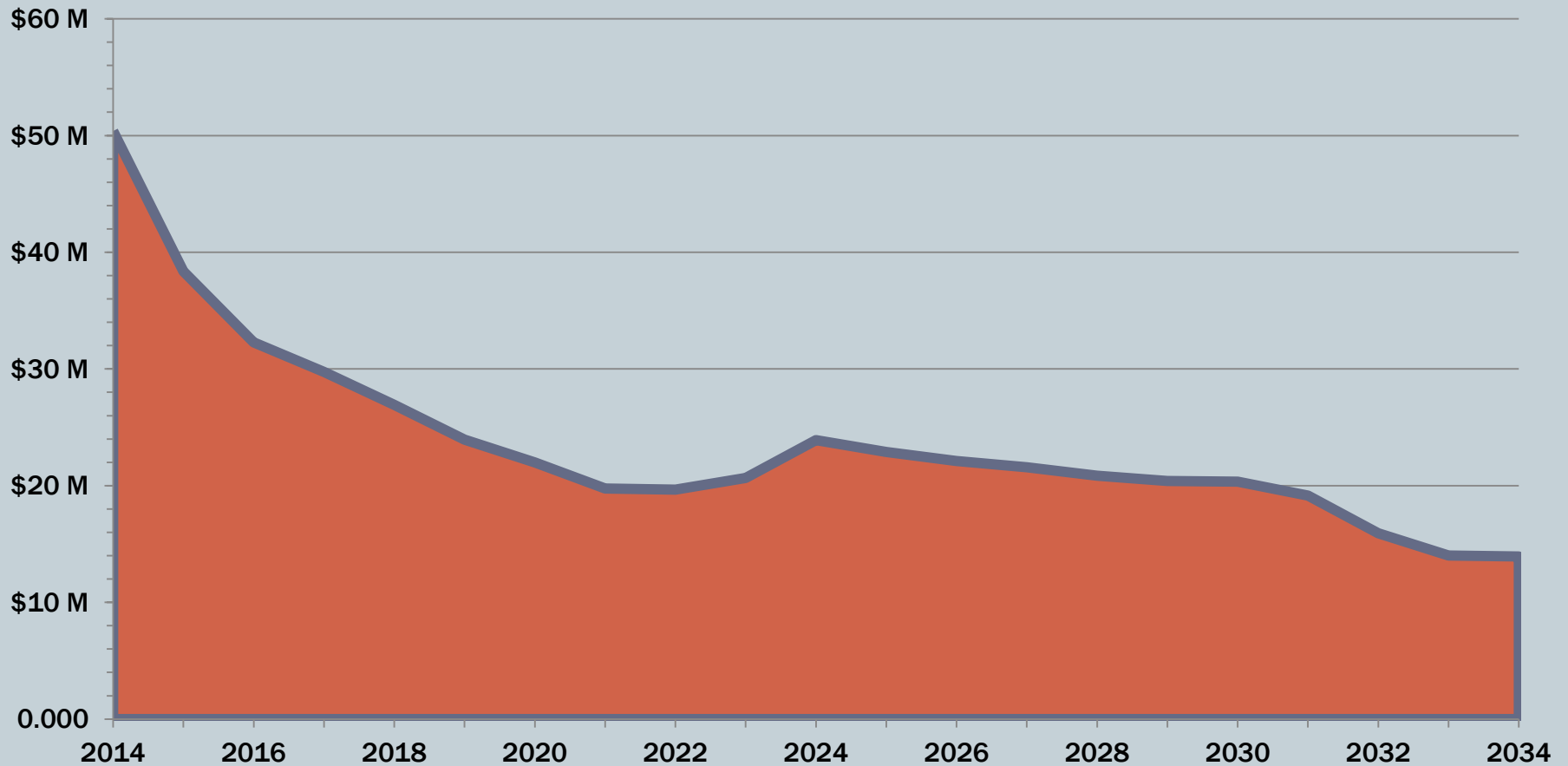
■ Eroding revenue base

- Sales tax, UUT modernization needed
- Property Tax growth limited
- Tax increment financing eliminated
- Major revenues subject to economic cycles
- Lagging general tax rates

BUDGET STABILIZATION FUND – HISTORICAL ACTUALS



BUDGET STABILIZATION FUND - FORECAST





OPERATIONAL PRIORITY AREAS - FIN

■ Trends In Finance (continued)

- Increasing demands from internal and external customers
 - Customers want more access to services and in different ways
 - More transparency demanded by public
 - More real time information to City data

■ Priority Service Areas

- Budget
- Accounting/Payroll
- Purchasing
- Debt Management
- Utility Billing
- City Billing & Collection
- Financial Management & Analysis



GAPS IN OPERATIONS - FIN

■ Technology is behind

- Core financial systems are antiquated
- Outdated functionality impacts operations citywide and constrains opportunities for process improvements

■ Staffing levels are not keeping pace with increasing demands

- Purchasing
- City billing & collection
- Grants accounting
- Budget & analysis

■ Succession planning

- 50% of Finance staff at retirement age
- Critical positions vulnerable to turnover



OPERATIONAL SERVICE AREAS OF FOCUS - FIN

■ Financial Systems Replacement

- Critical systems impact citywide operations
- Need to update technology to meet demands for service
- Process and integration review – how can we do things better/more efficiently

■ Maintaining Financial Sustainability

- Stabilize and grow revenue base
- Continue containing expenditures
- Identify creative solutions to meet increasing demands

■ Strengthening and Developing Finance Staff

- Identifying and growing employees with potential
- Strategic review of vacancies
- Increased training in complex areas of municipal finance



OPERATIONAL PRIORITY AREAS - ITD

■ Trends In Municipal Government Information Technology

- High Levels of Business Process Automation
- Big Data – Cross Linking Information Across Functions and Time For Improved Analytics
- Technology Tools That Promote Community Engagement
- Open Data - Self Service Access To Public Records
- A Wide Variety Of Services And Resources - Online and Mobile

■ Priority Service Areas

- Infrastructure Division - 850 PCs, 1000 phones, 100+ servers supported by 1 Manager, 8.5 FTE PC and Network technicians
- Application Support – 113 Business applications supported by 1 Manager, 8 Computer Programmers
- Administration – 11 Cell tower leases (9 more proposed), \$8+M budget and inventory, 4 Total Employees including Director



GAPS IN OPERATIONS - ITD

- Project Management Skills and Standards
- Lean Staffing on Projects
- Weak GIS Program
- Weak Records Management Practices
- Large Inventory of Old Systems
- Historically Poor Strategic Vision to Acquisitions
- Staff Capacity for New Community Engagement Tools



OPERATIONAL SERVICE AREAS OF FOCUS - ITD

- Improving IT Governance
- Removing Old Systems
- Interconnecting Remote Sites
- Integrating Systems
- GIS Assessment and Improvement
- Creating Infrastructure for Online Systems
- Preparing for Internal Use of Mobile Devices
- Website Redesign
- Improving Use of Online Community Engagement Tools



ADMINISTRATIVE SERVICES SUMMARY

- HR, FIN, and IT are critical support for direct service departments
- Strong financial planning and fiscal prudence has helped Sunnyvale weather the Great Recession without service eliminations or layoffs. We fared much better than other local governments.
- These departments require optimized service to maintain basic, backbone services that keep the City functioning.
- Workforce is our greatest asset and there are opportunities to strategically focus on succession planning, training, and programs that strengthen our workforce.
- Digital communications are a key component in helping local governments increase citizen and customer engagement and deliver relevant communications where and when they are most effective.



ADMINISTRATIVE SERVICES SUMMARY

Opportunities:

1. Stronger administrative infrastructure can strategically improve external service departments with direct services.
2. We have a strong framework for long term financial planning and making strategic investments in this context; we can continue to build on this foundation.
3. Increased resources are needed in the areas of technology, training, and staff numbers to improve efficient and effective service delivery and keep up with increased demands for service.
4. Financial systems replacement provides opportunity to review and improve how we operate and support the City.
5. New online tools can help us enhance and modernize our existing communications tactics making community engagement more effective.



ADMINISTRATIVE SERVICES SUMMARY

Challenges:

1. Service delivery commitments minimize the ability of line departments for special projects, sometimes critically so.
2. Legacy of “doing more with less” is not sustainable for some administrative services.
3. Technology enhancements have not kept pace, yet could make us more effective and efficient, as well as provide the type of service that the community desires.
4. Additional and increasingly complex regulations require constant vigilance and communication to ensure compliance.
5. Staff levels can’t keep up with the demand for services requested by customer departments.



Lead Depts:

**Library &
Community
Services**

Public Works

Key Partners:

Public Safety

NOVA

**Community
Development**

LIBRARY & COMMUNITY SERVICES AND PUBLIC FACILITIES

RESOURCES – LIBRARY & COMMUNITY SERVICES AND PUBLIC FACILITIES



BUDGET

- **Library & Community Services**
 - BPA – 100
 - (37 PT, 220 casual/seasonal)
 - Operating \$17.3M
 - Capital N/A
- **Public Works (Parks)**
 - BPA – 82
 - (1 PT, 48 casual/seasonal)
 - Operating \$12.4M
 - Capital \$5.8M

SERVICE DIVISIONS

- **Library & Community Services**
 - Library
 - Arts and Recreation
 - Youth and Family Services
- **Public Works**
 - Parks
 - Golf
 - Trees



OPERATIONAL PRIORITY AREAS - LCS

■ Trends In Library and Community Services

- Education and Learning
- Consumer Driven technology
- E-resources
- Changing demographics
- Special Needs Communities
- Fiscal Sustainability
- Partnerships and collaborations
- Programming to support school intersessions/vacations.
- Non traditional sports and interests
- Flexibly designed library buildings

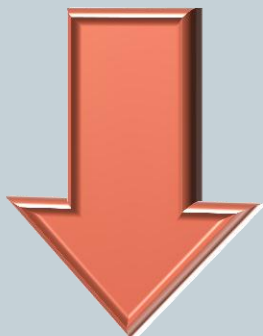


TRENDS IN SPORTS AND RECREATION

National Trends



Lacrosse
Fitness
Indoor Games
Rugby
Play pools

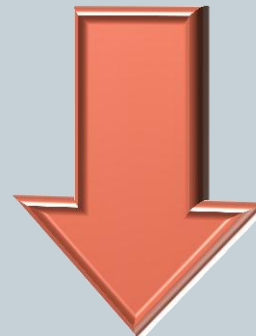


Golf
Snow Sports
Lap Pools

Sunnyvale Trends



Badminton
Cricket
Girl's softball
Indoor soccer (futsal)
Outdoor Soccer
Private swim lessons



Volleyball
Golf
Adult softball



PARTNERSHIPS

■ SENIOR CENTER

- Silicon Valley Healthy Aging Partnership – A Matter of Balance, Better Choices Better Health, Enhance Fitness classes
- Palo Alto Medical Foundation – Active Aging Week, lectures
- Palo Alto University – Inner Resources for stress, program run through students
- Sourcewise (formerly Council on Aging) – grant funding for care managers
- Santa Clara County Aging Services Collaborative – Peer Advocate Program

■ CNC

- The Health Trust – 6-Week Educational Workshops for Adults to Manage Chronic Diseases
- Community Health Awareness Council (CHAC) – Information, parent workshops, and services for families with children 0-5 years old.
- MayView Community Health Center – Medical services; Family medicine; Drop-In children's immunization

■ LIBRARY

- Morgan Autism Center- Autism resources and classes to the public
- The Chinese Honor Society – Chinese Storytimes
- Pro-Bono Society – Providing free 20 minute law consultations to the public



FLEXIBLE DESIGN





OPERATIONAL PRIORITY AREAS - LCS

■ **Priority Service Areas**

- Youth, Adult, Senior and Family Services
- Columbia Neighborhood Center
- Arts and Marketing
- Technical Services and Collections
- Sports, Aquatics and Facility Rentals
- Community Resources

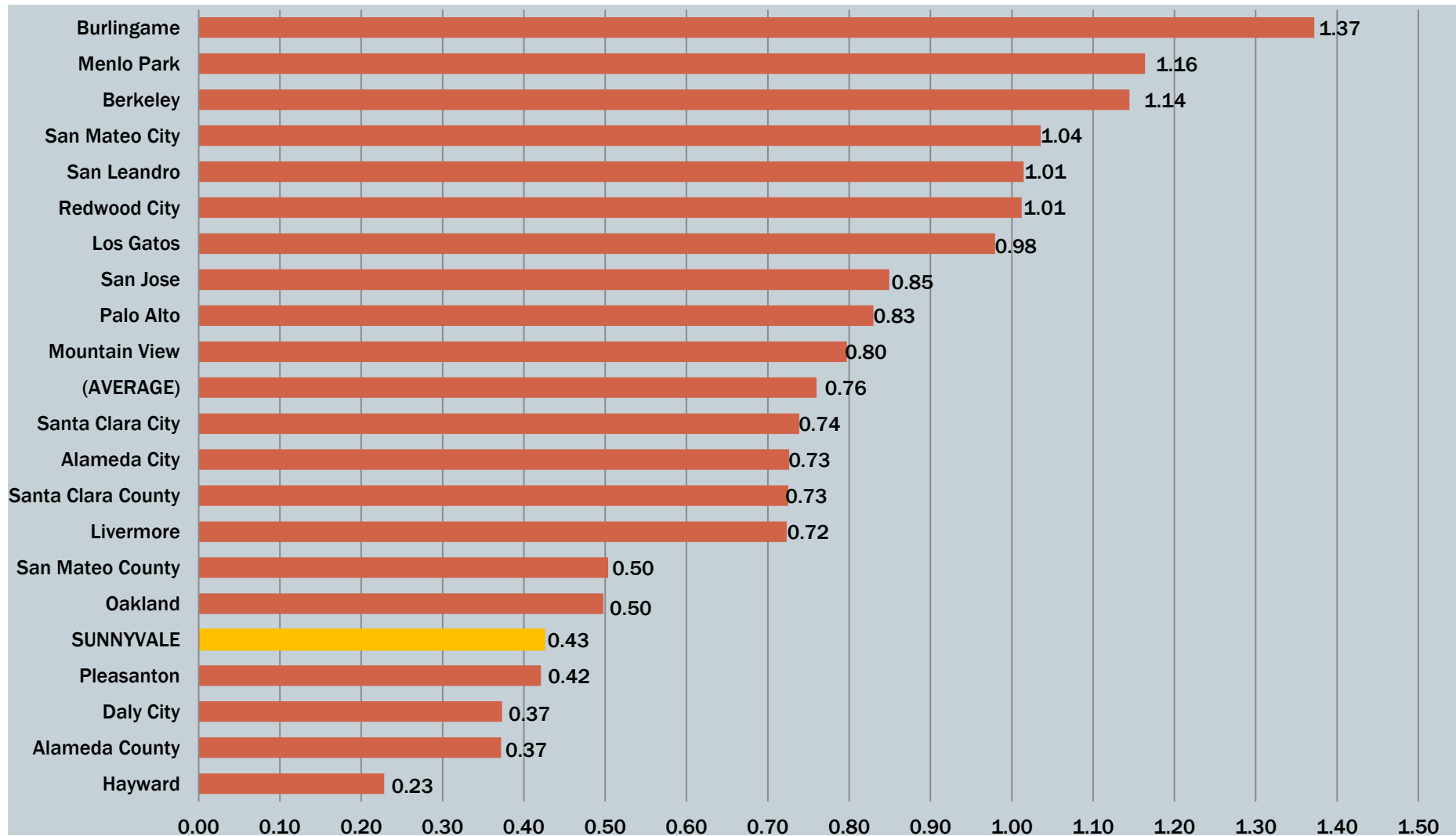


GAPS IN OPERATIONS - LCS

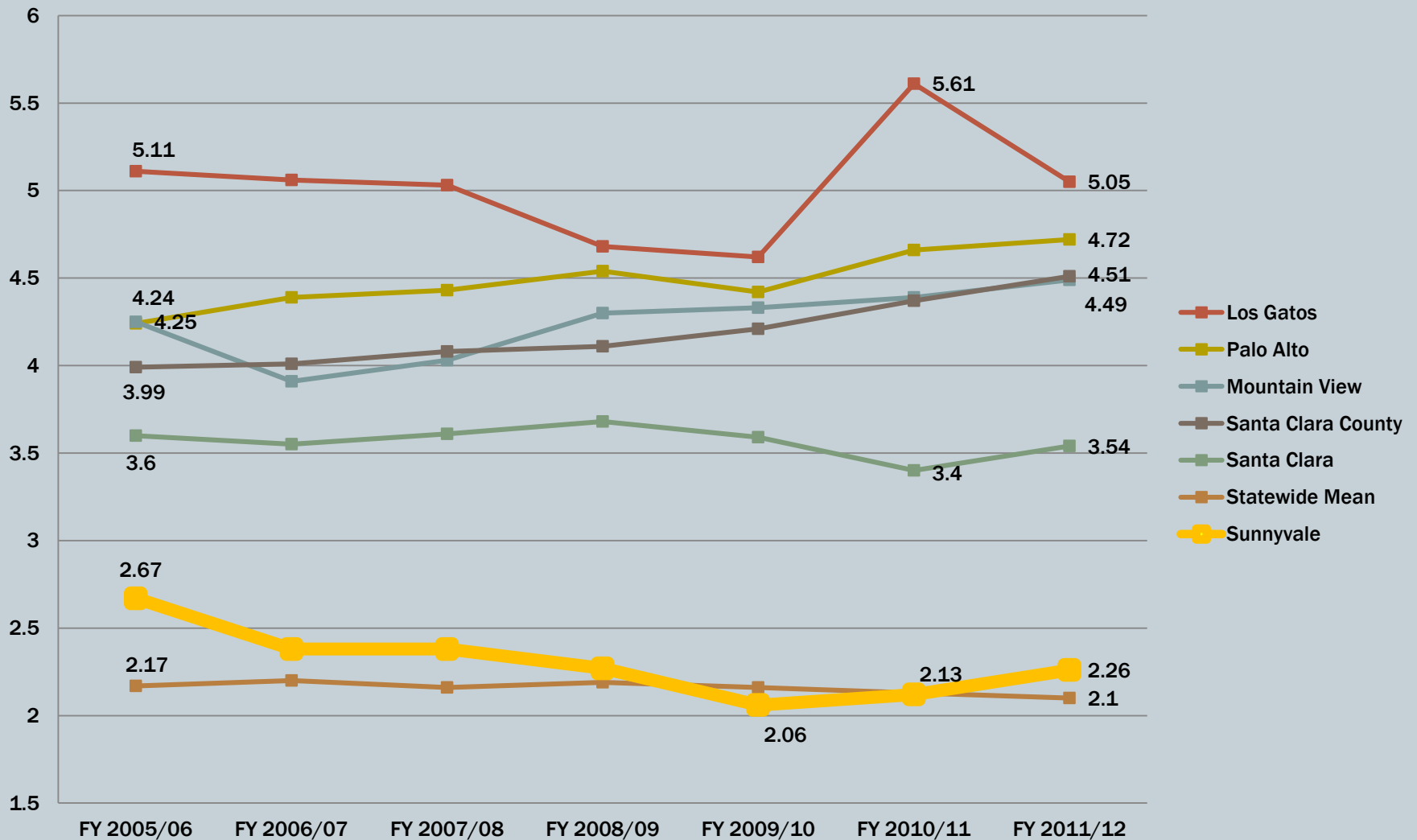
- Main Library
 - Space and Collections Per Capita
 - Facility issues
 - Technology
- Parks and Recreation facilities
 - Outdated buildings
 - Competition for field use
 - Technology
- Competing priorities for revenue generation and services.
 - Subsidies vs cost neutral vs revenue generation
- Fewer staff/Increasing expectations

PUBLIC LIBRARY SPACE IN ALAMEDA, SAN MATEO, AND SANTA CLARA COUNTIES

FY 2011/12 SQUARE FEET PER CAPITA

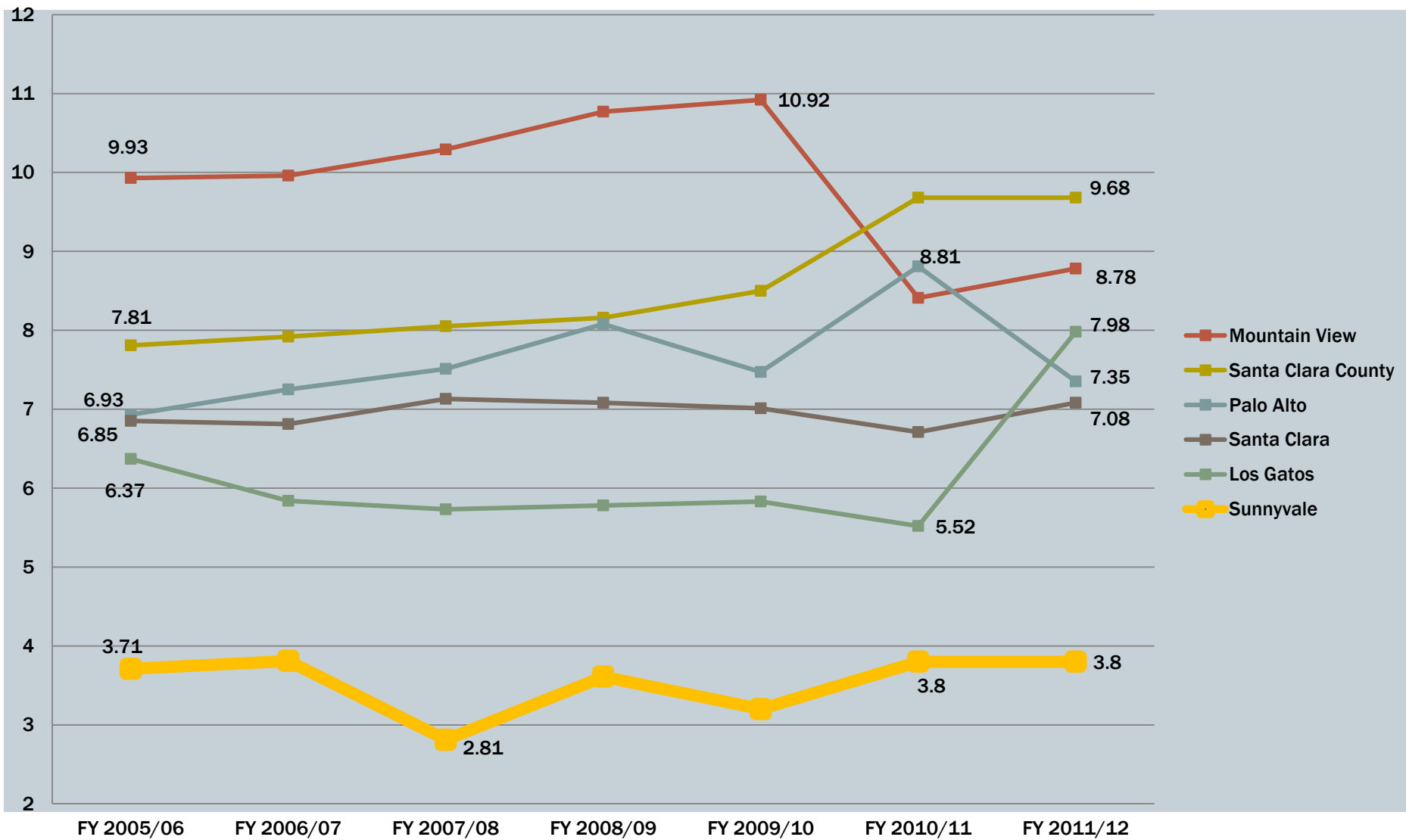


LOWEST MATERIALS PER CAPITA IN SANTA CLARA COUNTY





LOWEST MATERIALS PER CHILD IN SANTA CLARA COUNTY







OPERATIONAL SERVICE AREAS OF FOCUS - LCS

- Doing the best with current library infrastructure
 - Shifting collections
 - Expanding e-resources
 - Increased maintenance/janitorial
 - Volunteers

- Funding
 - Seeking partnerships
 - Expanding business sponsors

- Growing programs beyond traditional
 - Social Services
 - Adapting to changing community

- Addressing Achievement Gap

OPERATIONAL PRIORITY AREAS – DPW (PARKS, GOLF AND TREES)



■ Trends In Public Works

- Water conservation
- Slump in golf industry
- Aging infrastructure
- Increasing open space inventory



■ Priority Service Areas

- Renew open space agreements
- Park and rec. facility improvements
- Street tree services
- Ongoing park maintenance





GAPS IN OPERATIONS – DPW (PARKS, GOLF AND TREES)

- Golf program restaurants
- Park land acquisition strategy





OPERATIONAL SERVICE AREAS OF FOCUS – DPW (PARKS, GOLF AND TREES)

- Park and open space maintenance
- Maintenance management software
- Golf business development
- Street tree services





OPERATIONAL STRATEGIC AREAS OF FOCUS - DPW

■ Capital Project Implementation

- Branch Library Project
- Park improvements
 - Orchard Gardens Park
 - Fair Oaks Park
 - Lakewood Park
- Community Center renovation



LIBRARY & COMMUNITY SERVICES AND PUBLIC FACILITIES SUMMARY



- Sunnyvale enjoys its library and recreational services and residents would prefer more of them.
- Sunnyvale is behind most Bay Area cities in the provisions of library services.
- We have great parks but we need to update some of the facilities on them, such as the pools and buildings. Inadequate park and recreation infrastructure prevents LCS from providing a higher quality of service and meeting demand.

Opportunities:

1. Economy is improving. Window of opportunity for funding a new library. Other cities—Campbell, Cupertino, Mountain View planning new projects.
2. Robust development means increased Park Dedication Funds to ensure future improvements.

Challenges:

1. Providing funding for a new library building.
2. Pressure to balance fiscal sustainability with the needs and desires of the community.



TRANSPORTATION, STREETS AND INFRASTRUCTURE

Lead Dept:

Public Works

Key Partners:

Community
Development

Public Safety



RESOURCES – TRANSPORTATION, STREETS AND INFRASTRUCTURE

BUDGET

- Public Works
 - BPA - 98
 - Operating \$24M
 - Capital \$22.5M

SERVICE DIVISIONS

- Public Works
 - Administration
 - Engineering Services
 - Operations
 - Traffic and Transportation





OPERATIONAL PRIORITY AREAS - DPW

■ Trends In DPW

- Sustainable design features for capital projects
- Multi-modal level of service for traffic analysis
- Complete streets concepts (Green streets)
- Design-build contracting method
- ADA compliance
- e-Government services
- Caring for aging infrastructure
- Higher volume of development activity
- Increasing traffic volumes





OPERATIONAL PRIORITY AREAS - DPW

■ Priority Service Areas

- Street resurfacing program (PCI 80+)
- Waste Water Treatment Plant rebuild
- Development review services
- Civic Center facilities planning
- Traffic signal maintenance





GAPS IN OPERATIONS - DPW

- Sidewalk repair program – lengthy response time
- Neighborhood traffic calming program
- Website maintenance
- GIS data maintenance
- Traffic operations proactive oversight
- Long-range transportation planning
- Municipal Code updates
- Development review





OPERATIONAL STRATEGIC AREAS OF FOCUS - DPW

- Proactive Transportation Management
 - Staff augmentation
 - TDM program performance
 - Transportation sales tax measure
- Capital Project Implementation
 - Project management software
 - Accelerate ADA improvements
 - Promote sustainable features
- Regional Transportation Improvements
 - Stevens Creek Trail
 - East and West Channel Trails
 - Lawrence Expressway grade separation
 - Mathilda/237
- Asset Management
 - Evaluate City real estate
 - Street preventive maintenance





TRANSPORTATION, STREETS AND INFRASTRUCTURE SUMMARY

- Good regional and local collaborations
- Transportation continues to be a high concern for Sunnyvale residents.
- Address sidewalk program service levels
- Streamline workflow for project delivery

Opportunities:

1. Regional transportation funding availability
2. Expanding trails and open space
3. Extensive capital improvement program

Challenges:

1. Traffic congestion
2. Aging City facilities
3. Increase use of technology



Lead Dept:
Public Safety

Key Partners:
Public Works
Community
Development
Library &
Community
Services
NOVA

PUBLIC SAFETY SERVICES



RESOURCES – PUBLIC SAFETY

BUDGET

- **Public Safety**
 - BPA - 279
 - Operating - \$79.7M
 - Projects - \$4.5M
(Equipment and Recruitment)

SERVICE DIVISIONS

- **Public Safety**
 - Bureau of Police Services
 - Bureau of Fire Services
 - Bureau of Special Operations



OPERATIONAL PRIORITY AREAS - DPS

■ Trends

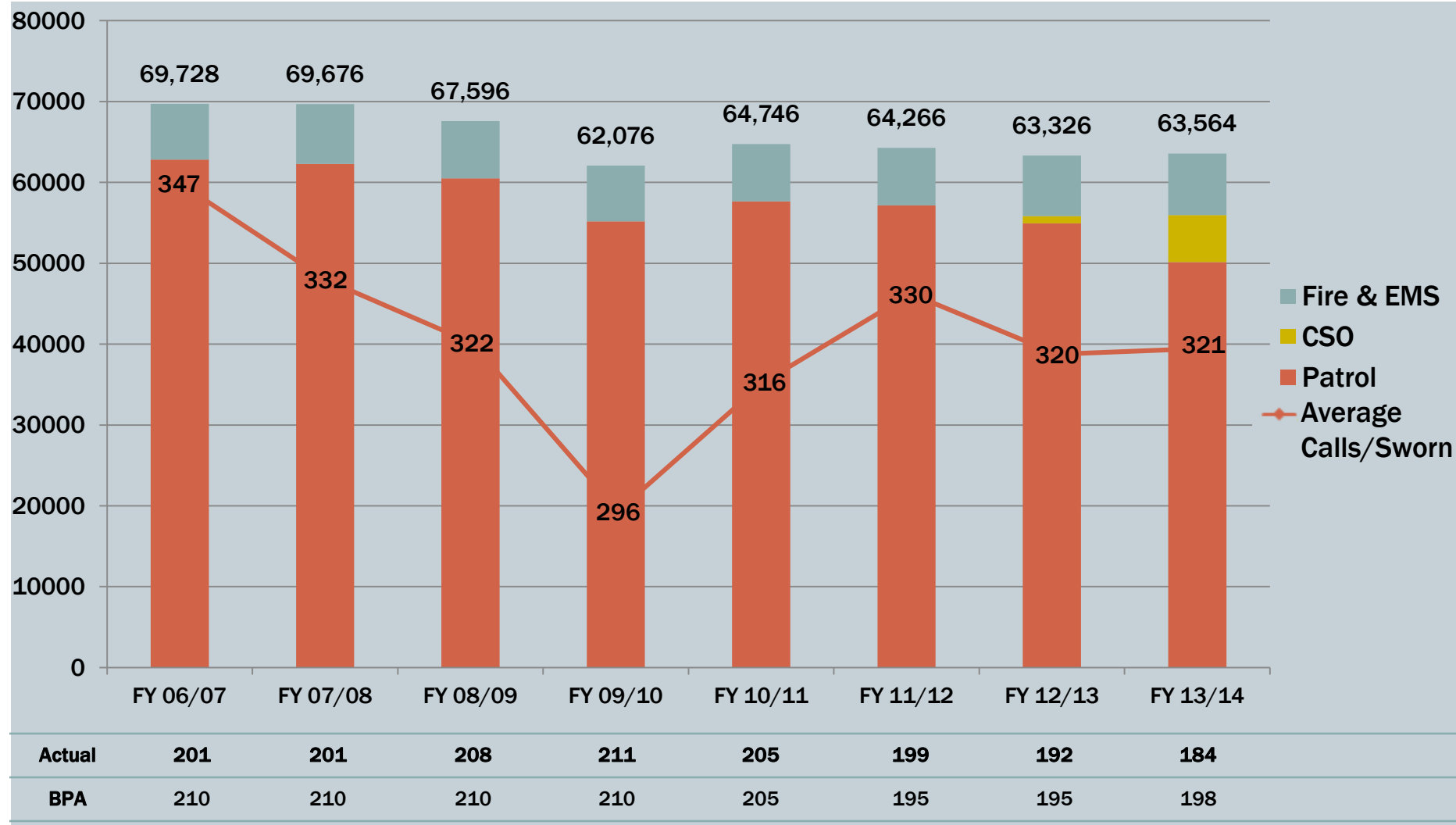
- Increased call volume into the Dispatch Center
- Increased need for department-wide overtime to provide basic service levels
- Public safety shared services/operational responses
- Civilianization efforts and opportunities (i.e. Paramedic Services)
- High number of retirements projected for both sworn and non-sworn
- Recruitment and hiring competition amongst public safety agencies

■ Priority Service Areas

- 911 Response
- Investigative follow-up
- Community public safety prevention services



CALLS FOR SERVICE WITH REDUCED SWORN STAFFING





GAPS IN OPERATIONS - DPS

■ Front line services

- Fire Staffing
- Street Crimes Unit
- Traffic Safety Unit

■ Recruitment and Hiring

- Funding for Anticipatory Hiring (sworn and non-sworn)
- Recruitment Unit Staffing



OPERATIONAL SERVICE AREAS OF FOCUS - DPS

- Interoperability
 - SVRIA
 - Shared Resources

- Levi's Stadium
 - Event related issues
 - Super Bowl 50

- High-rise/High risk response
 - Staffing
 - Equipment



PUBLIC SAFETY SUMMARY

- Increased efforts on recruitment and hiring
- Preparation for public safety response related to Levi Stadium
- Preparation for public safety response related to new development
- Continued review on potential service delivery options

Opportunities:

1. Use of savings from FY13/14 for recruitment project in FY14/15
2. Implementation of new County-wide Radio System
3. Addition of new Fire Station and Public Safety Training Center

Challenges:

1. Recruitment of highly qualified candidates in competition with other public safety agencies
2. Overtime requirements related to current staffing and regional events
3. Preparation and response to increased development
4. Short-Term need to fill vacancies and resolve staffing levels



ENVIRONMENT & SUSTAINABILITY

Lead Dept:

**Environmental
Services**

Key Partners:

CDD

Finance

Public Works

RESOURCES – ENVIRONMENT & SUSTAINABILITY



BUDGET

- **Environmental Services**
 - BPA - 117
 - Operating \$105.6 million
 - Capitol \$29.3 million

SERVICE DIVISIONS

- **Environmental Services**
 - Solid Waste Programs
 - Water & Sewer Systems
 - Water Pollution Control Plant
 - Regulatory Programs



OPERATIONAL PRIORITY AREAS - ESD

■ Trends In Solid Waste

- Continue increasing diversion/focus on organics (food)
- Emphasis on product stewardship

■ Trends in Water Supply

- Water supply shortages / emphasis on conservation
- Expansion of recycled water systems /new focus on potable reuse

■ Trends in Sewer Collection

- Sanitary sewer – reduce infiltration and overflows
- Storm sewers - moving beyond flood protection to water quality (new regulatory requirements, especially on trash)

OPERATIONAL PRIORITY AREAS – ESD (CONTINUED)



■ Trends in Wastewater Treatment

- Repurpose from waste treatment to resource management
- New process technologies and improved automation (new labor skills)

■ Trends in Regulations

- More holistic/integrated focus (water, air, waste)
- Applying a watershed perspective/reduction of nutrients into the Bay
- Reduction of greenhouse gases

■ Trends in Sustainability

- Use of the Climate Action Plan as umbrella concept
- Emphasis on energy efficiency and local energy production
- Dealing with climate change impacts including sea level rise
- Connection to South Bay Restoration

OPERATIONAL PRIORITY AREAS – ESD (CONTINUED)



■ Priority Service Areas

- Solid Waste Management
- Water Supply
 - Potable
 - Recycled
- Sewer Collection
 - Sanitary
 - Storm
- Wastewater Management
- Regulatory Compliance
- Sustainability





GAPS IN OPERATIONS – ESD



■ Solid Waste Management

- Separate organics collection (especially food)
- Update processing equipment (2021 rebuild)

■ Water Supply

- Funding for infrastructure
- Reliability and quality of recycled water

■ Sewer Collection

- Sewer lateral policy
- Funding and resources for stormwater system





GAPS IN OPERATIONS – ESD (CONTINUED)

■ Wastewater Management

- Resources needed to rebuild while operating
- Need for additional technology resources

■ Regulatory Compliance

- Need to keep up with rapidly expanding regulatory environment



■ Sustainability

- Funding for implementation of CAP
- Funding for analysis/possible implementation of CCA
- Existing fragile infrastructure may not support higher density growth



OPERATIONAL SERVICE AREAS OF FOCUS – ESD

- **Solid Waste Management – Zero Waste Strategic Plan**
 - Participate in product stewardship efforts
 - Prepare for 2021 (when contracts expire)/new SMaRT partnerships
- **Water Supply**
 - Potable – Potable Water System Master Plan
Need addition funding for infrastructure
 - Recycled – Recycled Water Feasibility Study
Potable reuse partnership with District
- **Sewer Collection – Sewer System Master Plan**
 - Sanitary – new lateral policy, reduce infiltration and overflows
 - Storm – new revenues



OPERATIONAL SERVICE AREAS OF FOCUS – ESD (CONTINUED)

■ Wastewater Management – Plant Master Plan

- Funding strategy
- Decision on secondary treatment (connected to potable reuse)

■ Regulatory Compliance

- Implement new stormwater regulations
- Compliance with new greenhouse gas requirements

■ Sustainability

- CAP implementation
- Possible CCA implementation (multi-city)





ENVIRONMENT & SUSTAINABILITY SUMMARY

- Strategic Planning for the Utilities is Complete
- Climate Action Plan is an Integrated Organizing Focal Point
- Increasing Emphasis on Energy
- Short and long term environmental issues impacting the State (eg, the drought, sustainability)

Opportunities:

1. Making a Zero Waste Leap in 2021
2. Repurposing the WPCP as a Resource Recovery Center
3. New Process Technologies/Bay Area leads in Environmental Initiatives

Challenges:

1. Funding (Especially for Infrastructure, Stormwater, and Climate Adaptation)
2. Rebuilding the WPCP While Maintaining Operations
3. Keeping up with New Regulations
4. Increasing Concerns about Water Supply

COMMUNITY, ECONOMIC & WORKFORCE DEVELOPMENT



Lead Depts:

**Community
Development**

NOVA

Key Partners:

**OCM's
Economic
Development**

COMMUNITY, ECONOMIC & WORKFORCE RESOURCES



BUDGET

- **Community Development**
 - BPA – 39 FTE
 - Operating \$7.3M
 - Capital N/A
- **Economic Development**
 - BPA—2 FTE
 - Operating \$381K
 - Capital N/A
- **NOVA Workforce**
 - BPA – 43
 - (41 FT, 2 PT, 19 casual)
 - Operating \$8.4M
 - (\$331,662 indirect costs)
 - Capital N/A

SERVICE DIVISIONS

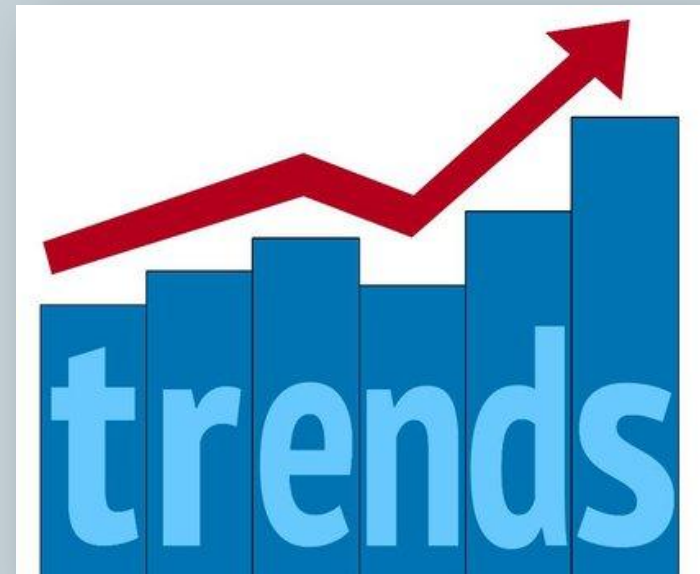
- **Community Development**
 - Building Safety
 - Planning
 - Housing/CDBG
- **Economic Development**
 - Business Attraction
 - Business Retention/Expansion
- **NOVA Workforce**
 - Job Seeker Services
 - Youth Services
 - Employer Services
 - Sector-driven Initiatives
 - Labor Market Intelligence

COMMUNITY, ECONOMIC & WORKFORCE TRENDS



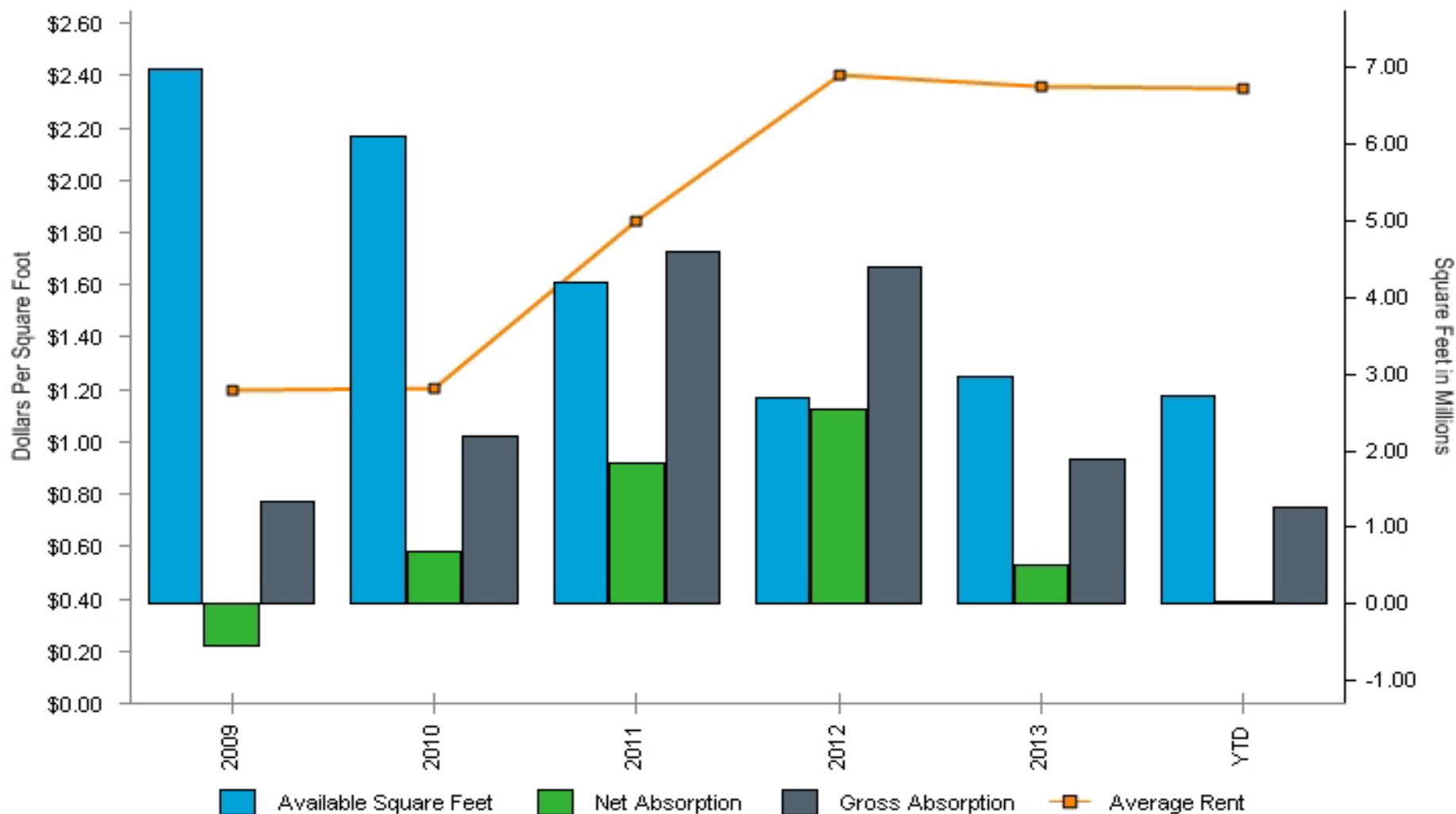
■ Market Trends

- Strong economic growth in residential and office sectors
- Interest in transit locations, lifestyle amenities and walkable neighborhoods
- Government incentives for recruitment and retention
- Building image and location drive lease rates





SUNNYVALE OFFICE/R&D MARKET TRENDS



COMMUNITY, ECONOMIC & WORKFORCE TRENDS



■ Workplace Trends

- Higher density offices
- Transportation options
- Sense of place
 - outdoor gathering spaces, walkability, activity nodes
- Conversion of older buildings to sustainable “cooler” spaces
- Workspace design for collaboration



COMMUNITY, ECONOMIC & WORKFORCE TRENDS



■ Employment Trends

- Labor market returning to pre-recession status
- Salary gap between high-tech and service sectors
- Employee lifestyle choices and live/work decisions
- Importance of workplace amenities and setting



COMMUNITY, ECONOMIC & WORKFORCE TRENDS



■ Housing Trends

- Diversity of population:
 - Age, household composition, ethnicity, lifestyle needs and preferences
- Higher density housing
- Transit-oriented, walkable neighborhoods
- Diminishing supply of affordable housing
- Community response to growth and change





PRIORITY SERVICE AREAS

■ Community Development

- One-Stop Permit Center
- Policy planning
 - General Plan, specific plans
- Development review
 - building/zoning code compliance
- Environmental compliance
- Affordable housing
- Human services
- Inter-agency coordination





PRIORITY SERVICE AREAS

■ Economic Development

- One-Stop Permit Center
- Business relationships
- Business growth, retention and attraction
- Employment growth
- Fiscal health





GAPS IN OPERATIONS

■ Community Development

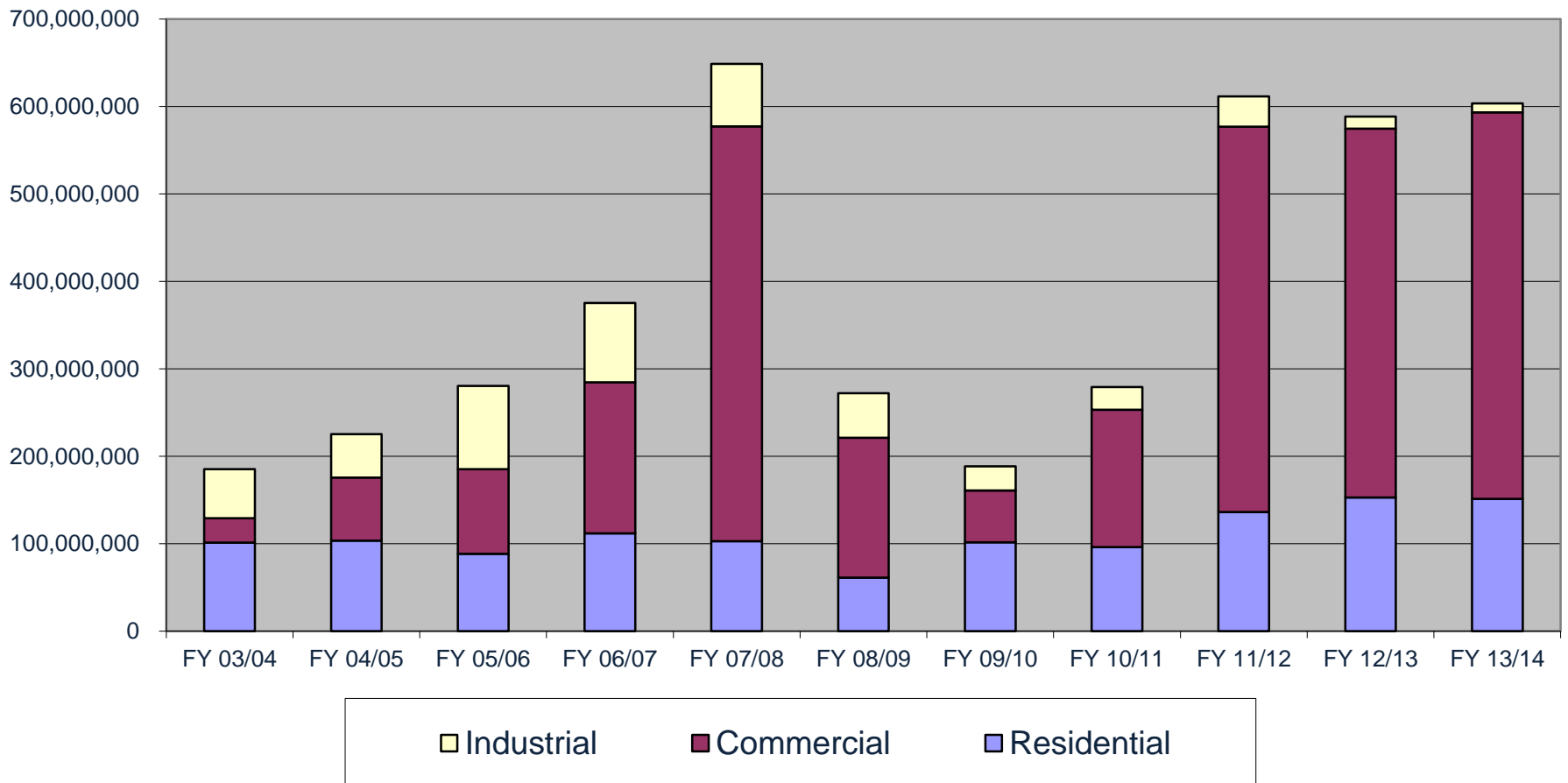
- Staff resources to meet service expectations
- Policy plans to define community vision and goals
- Resources and funding to meet housing needs
- Better social media/website tools for community engagement





GAPS IN OPERATIONS

Building Construction Valuation





GAPS IN OPERATIONS

■ Economic Development

- One Stop Permit Center needs modernizing
- More robust business and community engagement and consensus building
- More accessible business information (web, GIS)
- Community mobility and infrastructure improvements



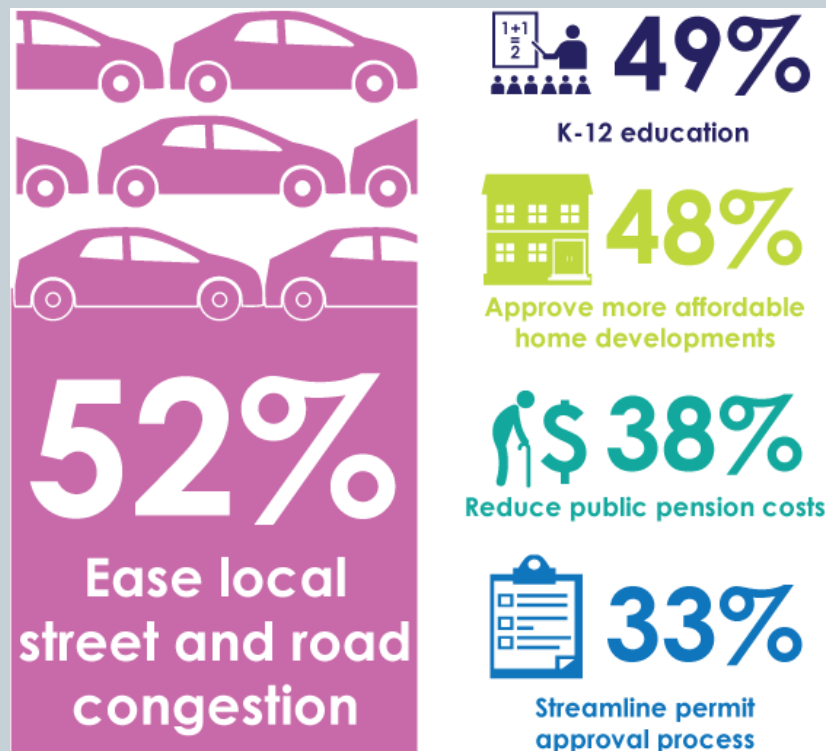


OPERATIONAL SERVICE AREAS OF FOCUS

■ Well-Planned Growth

- Transportation network
- Community facilities
- Diverse housing stock
- Jobs/housing balance
- Regional perspective
- Fiscal health
- Public participation

*Changes local government
could undertake to improve
business climate?*



Source: Silicon Valley Leadership Group

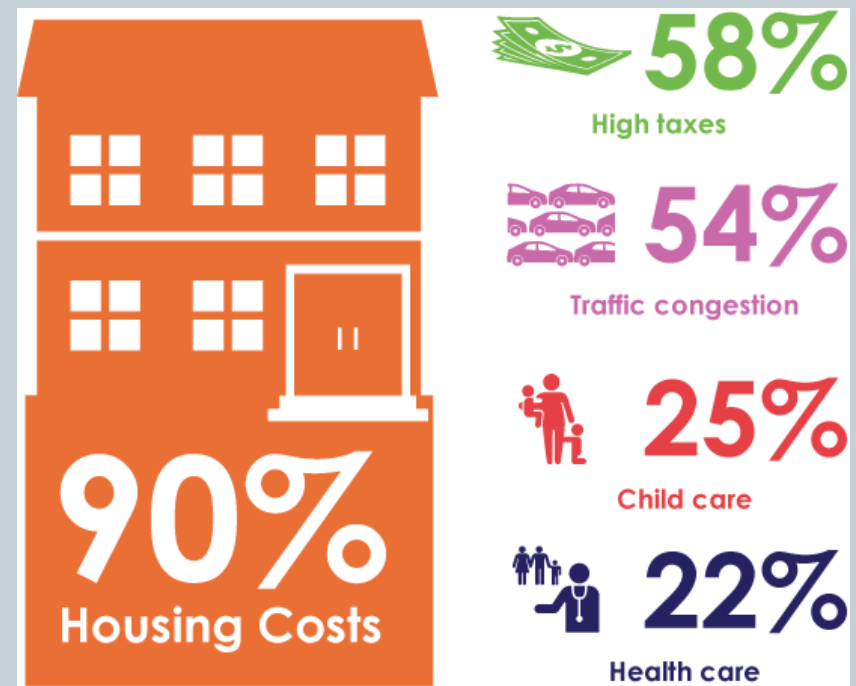


OPERATIONAL SERVICE AREAS OF FOCUS

■ Affordable Housing

- Housing Element goals
- Public/private partnerships
- Funding strategies
- New construction
- Preservation and renovation

Top living challenges in Silicon Valley for workers and families?



Source: Silicon Valley Leadership Group

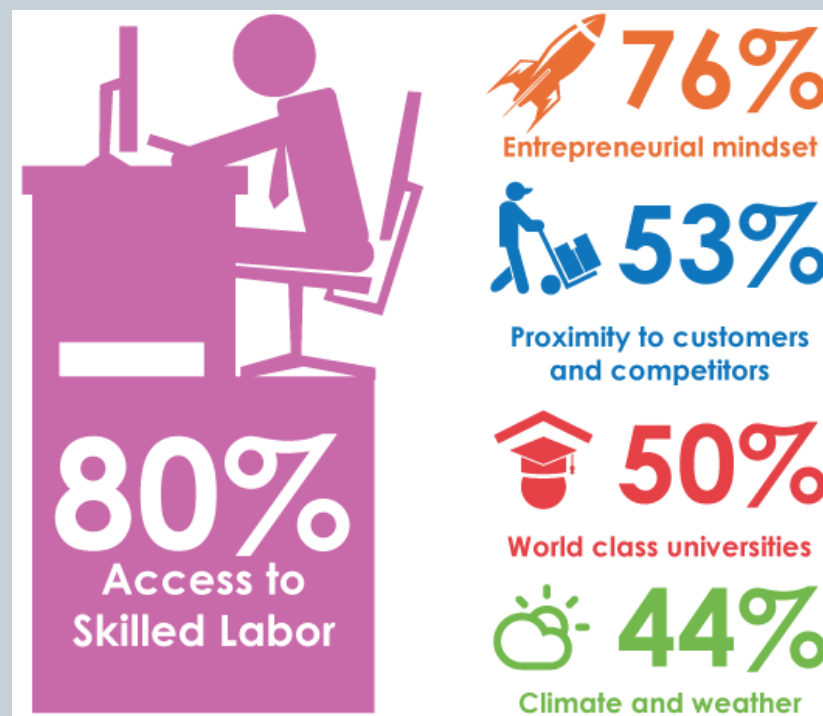


OPERATIONAL SERVICE AREAS OF FOCUS

■ Marketing Sunnyvale

- One Stop Permit Center
- Skilled labor force
- Business assistance
- Business attraction
- Quality of life
- Neighborhoods

*Top strengths of doing
business in Silicon Valley?*



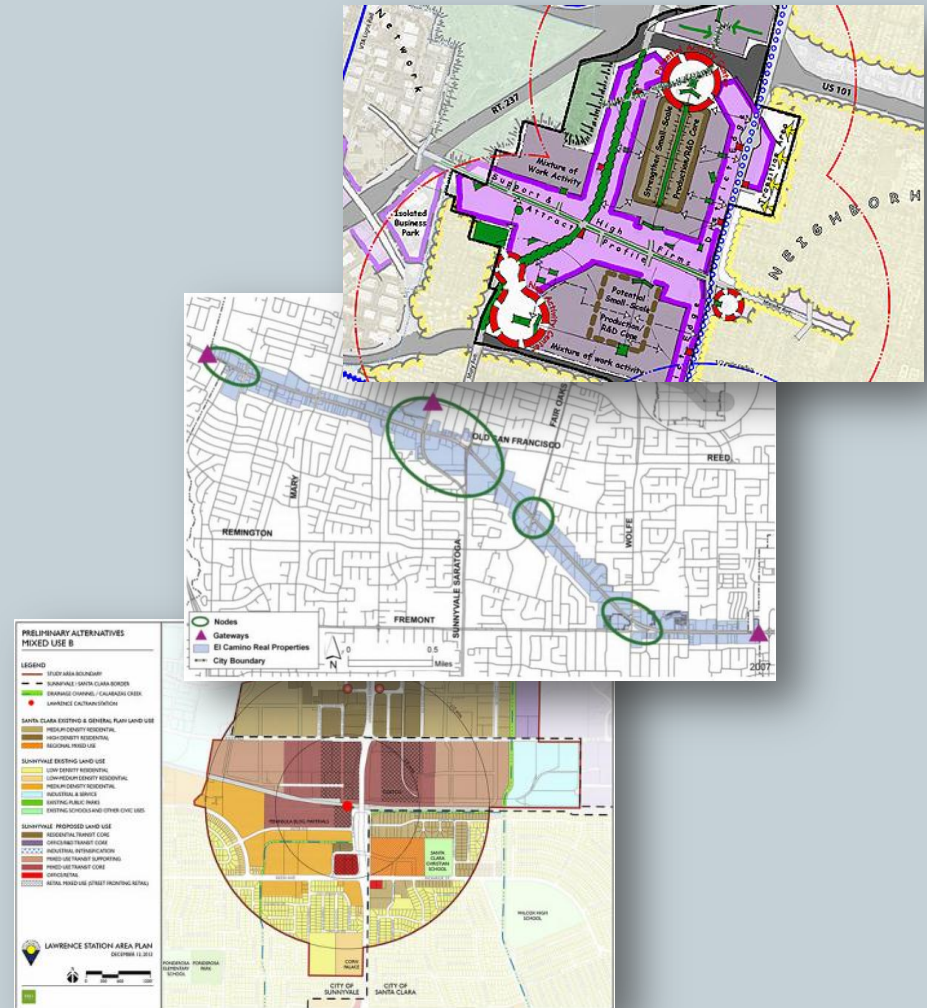
Source: Silicon Valley Leadership Group

■ Policy Planning

- General Plan
- Peery Park
- El Camino Real
- Lawrence Station

■ Permit Processing

- Streamlining regulations and processes
- Zoning Code Retooling
- Performance indicators
- Environmental review





OPERATIONAL SERVICE AREAS OF FOCUS

■ Community Character

- Walkability/connectivity
- Community amenities
- Quality architectural design
- Land use compatibility
- Urban forestry/landscaping
- Signage
- Building safety

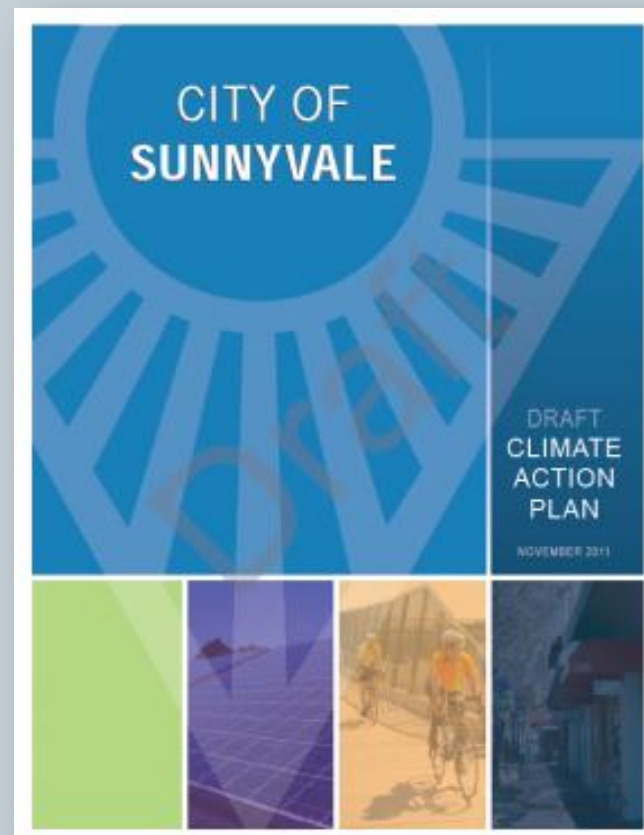




OPERATIONAL SERVICE AREAS OF FOCUS

■ Environmental Stewardship

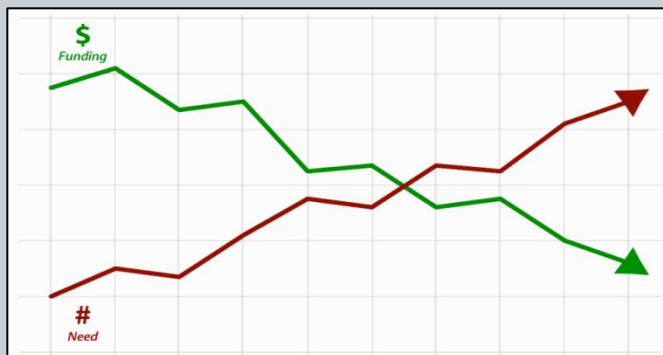
- Climate Action Plan implementation
- Environmental mitigation
- Green building program
- Regional regulations (air quality, stormwater)



WORKFORCE DEVELOPMENT TRENDS - NOVA



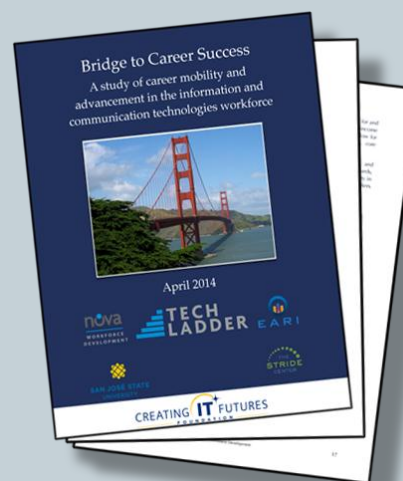
- Decline and volatility in federal and state funding
- Continued high demand for workforce services from residents
- Regionalism and more partnerships among local workforce investment areas





PRIORITY SERVICE AREAS - NOVA

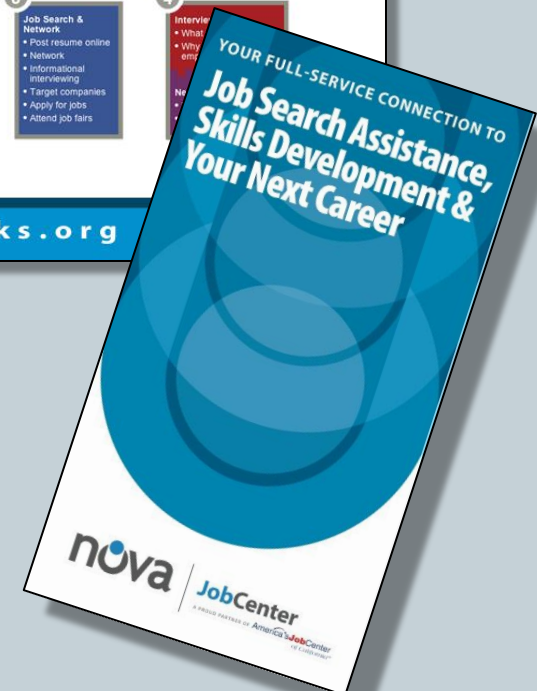
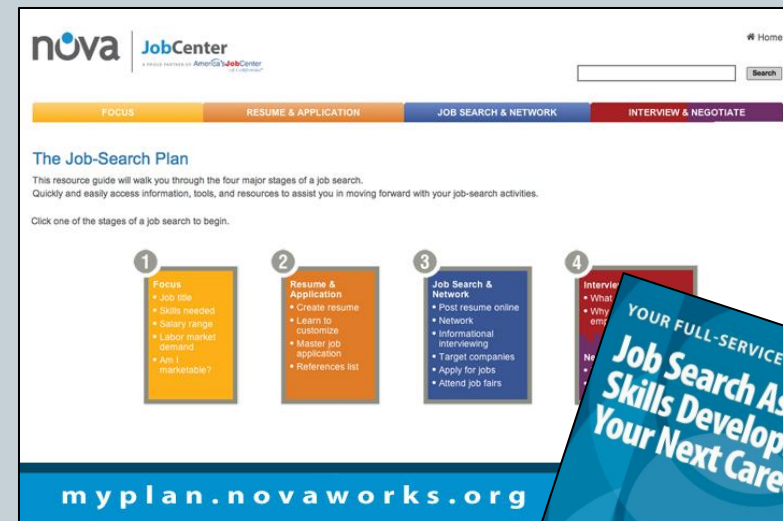
- Job Center
- Youth Services
- Employer Services
- Sector-driven Initiatives
- Labor Market Intelligence





GAPS IN OPERATIONS – NOVA

- Technology Solutions
- Services for Special Populations
- Labor Market Information (LMI) and reports





OPERATIONAL SERVICE AREAS OF FOCUS - NOVA

- Pursue funding opportunities
- Expand service capacity
- Partnerships and regionalism



COMMUNITY, ECONOMIC & WORKFORCE SUMMARY



- NOVA seeks to build on its services through innovation, enhanced technology and regional partnerships, with limited resources.
- NOVA depends on legislative renewal: this presents both challenges and opportunities and requires an emphasis on regionalism.

COMMUNITY, ECONOMIC & WORKFORCE SUMMARY



- Sunnyvale will continue to evolve and reflect changing trends in employment, demographics, and lifestyle choices.
- Economic growth will continue and Sunnyvale will remain a highly competitive location.
- Transportation, housing and workforce issues will shape the quality of life and economic health of the community.
- Robust community engagement is critical for responding effectively to growth and change.

COMMUNITY, ECONOMIC & WORKFORCE SUMMARY



Opportunities:

1. Community diversity a strong asset
2. Regional economic growth/local revenue benefits
3. Sustainable community and developments
4. Skilled labor force/job growth

Challenges:

1. Tension between balanced growth/jobs and housing
2. Improvements needed in transportation, infrastructure and community facilities
3. Fiscal constraints/volatile market conditions
4. Community consensus building
5. Permit Processing Software



CONCLUSION

City Council
City Manager



OPERATIONAL TRENDS & PRIORITIES

- We are fortunate that the City has a strong team and has managed high quality services during the recession.
- The City's fiscal condition is well-managed, but the 20 year outlook is tight and will not be able to address all of the various interests and/or needs. We must strategically prioritize.
- We need improvements in technology, workforce planning, and staff development to strengthen our workforce's strategic edge.
- Administrative Services is a key function to ensure highly-rated service delivery by our residents.
- Technology must transition to a dual role of maintaining backbone systems, while supporting the organization with innovative uses of technology that residents demand.



OPERATIONAL TRENDS & PRIORITIES

- Public Safety has modified its service delivery model with an increase in the use of CSOs; however, DPS has a high number of sworn vacancies that need to be filled.
- Maintaining water, sewer, solid waste disposal, and drainage facilities that are safe, efficient, and reliable is a challenge.
- The City is fortunate to have completed its major environmental policy strategy documents – including the Zero Waste Policy and Climate Action Plan – all the while rebuilding the WPCP while maintaining operations.



OPERATIONAL TRENDS & PRIORITIES

- The Silicon Valley region will continue to balance growth with jobs and housing. We must be focused on the urgent needs of transportation, infrastructure and community facilities.
- The City, though, will always evolve and reflect the changing trends in employment, demographics, and lifestyle choices among residents and workers.
- We have a broad range of operational priorities that help stabilize service delivery and position the City well for the future.
- Sunnyvale residents have a high quality of life and residents enjoy City services—with some demanding increased service levels. In 2013, 94% of residents surveyed rated Sunnyvale as a good or excellent place to live.
- In all, the City is well positioned to prioritize its operational focus areas and continue to preserve the City's reputation of good management and innovative approach to solving problems.



CONCLUSION

ATTACHMENT 4 - Day 2, Council Approved Study Issues

This attachment includes the following Sections:

1. Study Issues ranked at the January 2014 Study/Budget Issues Workshop
2. Study Issues deferred at the January 2014 Study/Budget Issues Workshop, which will automatically come back for Council consideration at the 2015 Study/Budget Issues Workshop.
3. New proposed Study Issues proposed for Council consideration at the 2015 Study/Budget Issues Workshop.

ATTACHMENT 4 - Day 2, Council Approved Study Issues

Section 1.

Study Issues ranked at the January 2014 Study/Budget Issues Workshop

2014 Council Study Issue

**OCA 14-03: Clarify Inclusion of Electronic Cigarettes in Smoking Regulations;
Expand Smoking Regulations to Prohibit Smoking near Doorways and
Outdoor Areas of Retail and Commercial Businesses**

Lead Department: OCA

Sponsor(s) Griffith, Hendricks

History 1 year ago: 2 years ago:

1. Scope of the Study

- a. What are the key elements of the study?

Mayor Griffith raised the issue of whether electronic cigarettes, commonly referred to as e-cigarettes, are included in the City's current smoking regulations, and, if not, whether the regulations should be amended to include e-cigarettes. Councilmember Hendricks expressed concern about businesses located in close proximity to each other, such as in strip shopping centers, where people smoke close to entrances and exits causing smoke to waft into businesses. This study issue would review the City's current regulations and identify amendments that would address the concern. The City's smoking regulations were recently reviewed and updated in March 2012 (RTC-12-072), when the City took action to prohibit smoking in City parks, excepting golf courses. At that time, staff also recommended amending the existing ordinance, which requires restaurants with outdoor dining to reserve at least sixty percent of the area for non-smokers, to completely ban smoking in outdoor dining areas. The Council did not approve a complete ban.

- b. What precipitated this study?

Some members of the business community have complained about smoke from customers of neighboring businesses wafting over into their businesses, requiring them to either close their doors or endure the smoke odor and impacts.

- c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

- i. Level of staff effort required (opportunity cost)

☐ Major ☐ Moderate x Minor

- ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

- iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☐ Board/Commission Review by

4. **Staff Recommendation**

a. Position: Support

b. Explanation:

Minimal effort would be required on staff's part to provide related study materials for Council's consideration. Revisiting RTC 12-072 with minor additions should be sufficient for Council to determine its preferred policy direction governing e-cigarettes and whether to expand smoking regulations for outdoor areas adjacent to commercial and retail businesses. Adopting this as a study issue would promote community awareness and input regarding the issue prior to Council action.

Reviewed By:

John A. Bohn 1/21/14

Department Director Date

Approved By:

Scott Walker 1-21-14

City Manager Date

2014 Council Study Issue

OCM 14-01

Consider Adopting A Local Minimum Wage Ordinance Modeled On The City Of San Jose Initiative

Lead Department OCM

Sponsor(s) Griffith, Moylan

History 1 year ago: n/a 2 years ago: n/a

1. **Scope of the Study**

a. What are the key elements of the study?

The study would look at requirements for adopting a minimum wage ordinance in the City of Sunnyvale, similar to the one recently adopted by the voters in San Jose. The study would consider the programmatic and community consequences of the ordinance, including costs of implementation, enforcement, impacts on businesses, and public outreach.

b. What precipitated this study?

At the June 11, 2013 City Council meeting, Councilmember Jim Davis recommended that the City put a ballot measure on the 2013 general election asking voters to increase minimum wage, in Sunnyvale, to \$10 per hour. Council did not approve putting this issue on the ballot. Vice-mayor Griffith and Councilmember Moylan asked that this item be considered as a study issue. Vice-mayor Griffith asked that staff look at adopting a minimum wage ordinance similar to the ordinance that was recently approved in San Jose.

c. Is this a multiple year project? Planned Completion Year: 2014

No. The study issue would be completed in one year; the program, if adopted, would be on-going.

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

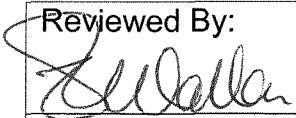

- ☐ Council-approved work plan
- ☒ Council Study Session
- ☐ Board/Commission Review by

4. **Staff Recommendation**

a. Position: Drop

- b. Explanation: AB 10 (Alejo) Minimum wage: annual adjustment. was signed by the Governor on September 25, 2013. This bill will increase the minimum wage in California, on and after July 1, 2014, to not less than \$9 per hour with a second increase on January 1, 2016 to not less than \$10 per hour.

Should Council rank this study issue in January 2014, staff estimates the timing to enact a local ordinance would likely result in the City adopting a \$10 per hour minimum wage ordinance only a few months before the state's mandated increase. Based on existing resources and the enactment of AB 10, staff recommends Council drop this study.

Reviewed By:		Approved By:	
	10-2-13		10/8/13
Department Director	Date	City Manager	Date

2014 Council Study Issue

CDD 13-02 Consideration of Useable Open Space in Required Front Yards

Lead Department Community Development

Sponsor(s) Planning Commission

History 1 year ago: Deferred 2 years ago: N/A

1. Scope of the Study

a. What are the key elements of the study?

Useable open space is required for multi-family residential projects in the city. By code, landscaped areas in the required front yard cannot be counted towards useable open space. This study would review open space regulations and evaluate whether there are instances or criteria that would permit required front yard areas to be counted towards required useable open space and not be deemed a deviation from the code.

b. What precipitated this study?

Small townhouse developments have requested and been approved by the Planning Commission the ability to count the required front yard area towards the minimum useable space requirement.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required- \$0

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

☒ No cost to implement.

☐ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

3. Expected participation in the process

☐ Council-approved work plan

☐ Council Study Session

☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Support

b. Explanation: Clarifying the open space requirements by specifically stating the conditions and situations where the front yard can be counted will streamline the review process.

Reviewed By:

Department Director

Date

10/28/13

Approved By:

City Manager

Date

10-30-13

2014 Council Study Issue

CDD 14-01 Explore the Use of Stacker and Tandem Parking Spaces to meet Parking Requirements

Lead Department Community Development

Sponsor(s) Griffith and Martin-Milius

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

There are no specific City regulations and policies that address the use of stacker or tandem parking spaces. Stacker parking is a variant of tandem parking. Stackers are vertically stacked, and traditional tandem spaces are horizontally configured (one behind the other). With the exception of mobile homes and single-family driveway aprons the zoning code parking regulations do not allow the use of tandem parking spaces to satisfy the parking requirement for a site. Tandem or stacker spaces are allowed provided they are in addition to required parking spaces. The prohibition is due to the difficulties in using the interior spaces (the outside vehicle has to be moved first). A similar issue exists for stackers where the lower car may need to be pulled out before the upper vehicle can be used. It may be appropriate to allow stacker parking spaces as well as tandem parking spaces in certain zoning districts or types of development.

The study would include:

- Review of current parking stall requirements in residential developments
- Survey of projects using stackers and tandem spaces
- Survey of standards from other cities that allow stackers and tandem spaces to satisfy required parking.
- Proposed parking management policies for using stackers and tandem spaces
- Consider allowing stackers/tandem spaces based on zoning or geography (e.g. high density residential, Downtown, Lawrence Station) or only in projects that provide affordable housing options
- Community outreach

b. What precipitated this study?

The City has received applications for higher density residential developments in the Downtown requesting the use of parking stackers to meet project parking requirements. These requests are an outcome of the increasing values of residential land and the desire to achieve higher unit counts.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

- i. Level of staff effort required (opportunity cost)
- ☐ Major ☒ Moderate ☐ Minor

- ii. Amount of funding above current budget required \$0

☐ Will seek budget supplement

☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

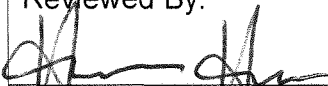
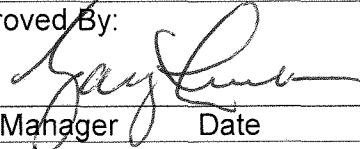
3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Support

- b. Explanation: Tandem and stacked parking may be appropriate in some areas of the city, such as those well served by transit. This option may allow households to park vehicles that are used less frequently but perhaps not on a routine basis, especially in areas well served by transit, or close to services such as stores, restaurants and jobs.

Reviewed By:	Approved By:
	
Department Director	City Manager
Date 5/15/13	Date 5-16-13

2014 Council Study Issue

CDD 14-02 Review City Policies Governing Housing Density and Bonus Density Calculations

Lead Department Community Development Department

Sponsor(s) Griffith, Martin-Milius

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

The study would review the criteria used to determine density or intensity of a residential project. Density is a method of determining the impacts a project would have on an area, including size, scale, traffic, etc. Currently, the number of units in a project determines the density, because density is calculated as units per acre. For instance, a 100 unit one-bedroom apartment complex has a higher density than a 50 unit two-bedroom complex, even if the overall square footage of the projects is the same. In addition to zoning requirements for land area per dwelling unit, zoning standards of height, setback, open space, etc. also affect the size of resulting structures developed on a site.

This study would review zoning methods used to consider the size and scale of a project in addition to the density based on the number of units. Floor area ratios, number of bedrooms, and average unit sizes are examples of density/intensity controls that will be examined. Density may not best define the size and scale of a project, but it provides a basis for estimating other impacts on a community such as traffic, noise and student generation. One notable exception is that numbers of bedrooms is the basis for determining required parking for residential projects. The study would also consider how the state density bonus law (for provision of affordable housing) would apply with new standards; state law refers to housing units.

b. What precipitated this study?

A project was reviewed by the Council where the requested density was reduced and the applicant needed to redesign the project. When the project returned, it had the same footprint and bulk as the previous project. The applicant reduced the number of housing units by increasing the number of two and three bedroom units while keeping the same building size and scale. The project ended up have a lower density calculation because housing projects are based on the number of units rather than the size and square footage of the buildings.

c. Is this a multiple year project? No Planned Completion Year: 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$0

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

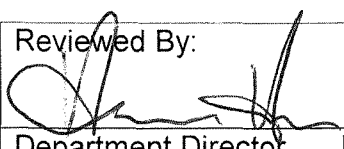
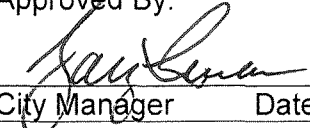
3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Support

b. Explanation: Providing the decision-makers with more information in reviewing residential development projects would clarify how projects are designed and the impact the project will have on an area.

Reviewed By:		Approved By:	
	8/15/13		8/19/13
Department Director	Date	City Manager	Date

2014 Council Study Issue
CDD 14-04 Study Individual Lockable Storage Requirements for Multi-Family Housing

Lead Department Community Development

Sponsor(s) Planning Commission

History 1 year ago: 2 years ago:

1. Scope of the Study

a. What are the key elements of the study?

The current code standard for 300 cubic feet has been in place since 1986. Staff has consistently applied this standard for both standard and larger “luxury” units throughout the community. In some cases an exception has been granted for units that provided significant interior storage such as large hall closets, separate full laundry rooms with additional storage, or large walk in closets. These exceptions are rare. Recent exceptions were granted for one-bedroom and studio units. For the most part, the current development standard has been effective and adequate where the storage areas are designed to be easily accessible. The 300 c.f. can be met by a 7.5w x 5d x 8h space or several smaller spaces combined to meet the standard.

The study could include:

- Review of storage needs of residents
- Review of dwelling unit sizes and whether it makes a difference on storage needs
- Survey of requirements from other cities
- Aesthetic impacts of inadequate storage (balcony storage)
- Community outreach

b. What precipitated this study?

In the current economic market, smaller rental dwelling units are being developed than in the past in order to meet the needs of the growing population of single tech workers. The expectation for storage for these smaller dwelling units has not been studied to determine if there is a difference in need.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

- i. Level of staff effort required (opportunity cost)
☐ Major ☒ Moderate ☐ Minor

- ii. Amount of funding above current budget required \$0
☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

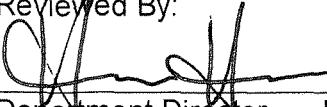
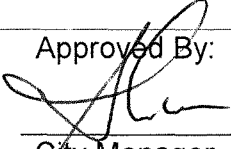
3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Support

b. Explanation: It is more common for multi-family residential complexes to include more one-bedroom units, in which case smaller storage units could make sense since fewer people are likely to live in those units. The study could provide policy for proper requirements for smaller rental units.

Reviewed By:		Approved By:	
	10/10/13		10/15/13
Department Director	Date	City Manager	Date

2014 Council Study Issue

CDD 14-08 Increase Noticing Distance and Related Submittal Requirements for Large Projects

Lead Department Community Development

Sponsor(s) Planning Commission

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

Recent projects larger and taller than typical for an area have created concerns from surrounding areas about the visibility of the new structures and concern about traffic impacts, visual impacts (e.g. loss of privacy, light and glare), and land use compatibility. Larger projects have the same submittal and noticing requirements as any other similar project, but the increased height and larger scale of these projects may affect more people.

The study could include:

- Review of current guidelines;
- Survey other city approaches;
- Consider additional submittal requirements for projects greater than a specific height (such as three stories or more). These could include photosimulations or other visualization tools of the proposed project from the surrounding area;
- Increase the noticing distance or other noticing options for projects over a specific size or height, such as a 500 foot or more notice for projects that are three stories or more;
- Consider a method of noticing that includes owners and occupants of any property with a view of the proposed project.

b. What precipitated this study?

Recent development projects near residential areas brought up concerns about how public hearing notices were sent and the visual impacts to a neighborhood. Current requirements are for a 300 foot notice.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$0

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☒ No cost to implement.
- ☐ Unknown. Study would include assessment of potential costs.
- ☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

- a. Position: Support and combine with CDD 14-13.
- b. Explanation: Requiring additional noticing requirements for larger scale projects is a reasonable solution to a relatively new concern in the city. These types of projects can create greater impacts for a broader part of the community, and increased noticing could ensure input is given.

It is a goal to have standard noticing requirements listed in the code. Care must be given when having different requirements for different types of uses to avoid confusion and inefficiency. Noticing distance requirements could change based on the application type and proximity to residential areas.

This study issue should be combined with related study issue CDD 14-13, which would consider methods for improving noticing for planning projects.

Reviewed By:

[Signature] 11/8/13

Department Director Date

Approved By:

[Signature] 11-8-13

City Manager Date

2014 Council Study Issue

CDD 14-09 Comprehensive Update of the Precise Plan for El Camino Real

Lead Department Community Development

Sponsor(s) Staff

History 1 year ago: 2 years ago:

1. **Scope of the Study**

- a. The current Precise Plan for El Camino Real was prepared and adopted in 2007. Since that time, more development interest has been raised along the El Camino Real corridor, and the Precise Plan's policies are not direct enough to cover the issues raised. The design guidelines are useful, but could also be reviewed, specifically to address mixed-use projects. Additionally, the Grand Boulevard Initiative was at its initial formation when the Precise Plan was written, and the Guiding Principles (which have been adopted as Council Policy) could be more specifically included in the Precise Plan.

Recently, the Council discussed whether commercial uses would be required for both commercial and residential-zoned property, and what level of commercial uses. The current Precise Plan is not clear how to address this issue, and the suggested update would address that issue by clarifying the policy and providing standards and/or guidelines.

The study would review:

- Determine appropriate proportion of commercial and residential uses for mixed-use sites;
- Determine what level of mixed use development can occur in node and non-node locations;
- Market analysis to determine expected changes and trends in the land use demands;
- Appropriate densities, heights and other development standards for mixed use projects;
- Appropriate mix of uses; commercial and residential;
- Sidewalk standards along the street;
- Specific requirements for Node versus non-Node locations;
- Updated implementation measures;
- Clarification of policies on certain uses, such as child care centers, fast food restaurants, and residential projects in mid-block locations;
- Review the sign design guidelines to ensure they meet current sign code and the aesthetic goals for the street;
- Negative declaration of the changes.

b. What precipitated this study?

Recent interest in large mixed-use projects along El Camino Real has shown a need to update the Precise Plan. The Precise Plan update could address issues that have arisen since the plan was adopted in 2007.

c. Is this a multiple year project? Yes Planned Completion Year 2015

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☒ Major ☐ Moderate ☐ Minor

ii. Amount of funding above current budget required \$50,000

☒ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost: \$50,000 for an environmental document, depending on the level of plan amendments.

b. Costs to Implement Study Results

☒ No cost to implement.

☐ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

☐ Council-approved work plan

☐ Council Study Session

☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Support contingent on approval of a budget modification of \$50,000 and combine with CDD 14-14.

b. Explanation: Much has changed since the Precise Plan was prepared in 2007, including a greater interest in mixed-use projects and anticipation of the new LUTE. The study would result in a revised precise plan, with clearer direction on the policy for mixed-use projects, understanding market trends for the corridor, and addressing aspects not currently described clearly in the existing plan.

This study issue should be combined with related study issue CDD 14-14, which only addresses whether commercial uses should be required for new non-commercial developments. Combining the two studies would result in an estimated cost of \$80,000.

Reviewed By:

Approved By:

Department Director

Date

City Manager

Date

2014 Council Study Issue

CDD 14-10 Update to the Murphy Avenue Design Guidelines

Lead Department Community Development

Sponsor(s) Heritage Preservation Commission

History 1 year ago: 2 years ago:

1. Scope of the Study

a. What are the key elements of the study?

The Murphy Avenue Design Guidelines were originally published in 1980 and included a development plan that incorporated significant public improvements to the street, as well as design guidelines to encourage renovations by private business owners.

By 1994, when an update to the Design Guidelines was completed, many of the buildings had been renovated or newly constructed. The 1994 revisions removed the development implementation measures of the plan, which had largely been completed by that time, and included minor modifications to the text, illustrations and graphics of the former document. The body of the guidelines was not substantially changed and no changes to policies were made. Streetscape standards were prepared in 2005.

It has been approximately 20 years since the adoption of the most recent design guidelines. With recent construction and several approved redevelopment projects underway in the surrounding downtown, the context of the historic 100 block of South Murphy Avenue has been transformed. The new study would reexamine the importance of maintaining Murphy Avenue's historical integrity and unique architectural characteristics. New guidelines could provide further design specificity to business owners as well as provide further direction to Heritage Preservation Commissioners and decision makers when considering new proposals for renovation. Consideration may also be given to expand the scope of the guidelines to future redevelopment south of Washington Avenue.

b. What precipitated this study?

During recent public hearing discussion, Commissioners have noted that the current Murphy Avenue Guidelines provide limited direction in certain areas and could be updated due to an evolving downtown. Discussion has also included a desire for more specificity with regards to color selection and the possible use of the Munsell Color System to better harmonize design and create connectivity along Murphy Avenue. The intent would be to provide more objective design criteria and improve the overall structure of the document.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

- ii. Amount of funding above current budget required \$25,000
☐ Will seek budget supplement ☐ Will seek grant funding
- iii. Explanation of Cost: Funds would be used to hire a consultant for the recommended limited scope with specific knowledge and experience in historic colors and materials across 100+ years.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

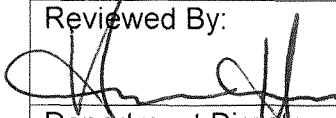
3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by
Heritage Preservation Commission

4. **Staff Recommendation**

- a. Position: Support contingent on approval of a budget modification up to \$25,000 for consultant cost
- b. Explanation: The 100 block of S. Murphy Avenue has been designated a Heritage Landmark District. The guidelines are intended to maintain a link to Sunnyvale's historic commercial area. Staff agrees that more direction and specificity on colors and materials would make the guidelines more useful and easier to implement. Consultants assistance would be required.

Reviewed By:


Department Director

Date

10/24/13

Approved By:


City Manager

Date

10/24/13

2014 Council Study Issue

CDD 14-13 Methods of Posting Public Notices on Development Projects

Lead Department Community Development

Sponsor(s) City Council

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

Currently, the zoning code requires notification of development applications to the community in different methods, including direct mailings, posting at public places and publication in a newspaper. For newspaper publication, the code requires publishing a copy of the notice at least once in a newspaper of general circulation in the city. The *Sunnyvale Sun* is typically the paper used for these postings.

Public notices in a newspaper may not be easily seen by the general public, and not all community members receive the local newspaper. The study would consider other methods of notifying the community about upcoming hearings and meetings, including other newspapers and electronic methods.

The study could include:

- Consider using other methods of newspaper notification other than the *Sunnyvale Sun*, including electronic methods or other newspapers;
- Improving how information on development projects are posted on the City's webpage;
- Revising mailed and posted public notices to include additional information, such as renderings or simulations.

b. What precipitated this study?

Recent development projects near residential areas brought up concerns about how effective the current method of public hearing notices.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$0

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☒ No cost to implement.
- ☐ Unknown. Study would include assessment of potential costs.
- ☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Support and combine with CDD 14-08.

b. Explanation: The goal for any noticing is to provide the public with the information necessary to understand a development proposal and decide how to be involved in the discussion. Although it is difficult to rely solely on email or social media notification because of the potential for messages to be undelivered or that not all people make use of the technologies, expanding the options for noticing could assist the public in participation for planning applications.

This study issue should be combined with related study issue CDD 14-08, which would consider increasing the notice and submittal requirements for larger projects.

Reviewed By:

Approved By:

Department Director

Date

City Manager

Date

2014 Council Study Issue

CDD 14-14 Address Non-commercial Properties in Precise Plan for El Camino Real

Lead Department Community Development

Sponsor(s) City Council

History 1 year ago: 2 years ago:

1. **Scope of the Study**

- a. The Precise Plan for El Camino Real, adopted in 2007, includes a policy that new mixed use projects should include a commercial component that is 25% of the floor area ratio (FAR) for the property. The purpose of that requirement is to maintain the street as an important commercial corridor for the community. This policy pertains to all properties along the corridor and does not distinguish between commercial and residential zoning. The ECR combining district only defines a 20% FAR requirement for commercially-zoned properties in the nodes.

Currently, approximately 17% of the land uses along the El Camino Real corridor in Sunnyvale is residential. Most of those properties are multi-family residential units, mainly apartments.

Recently, the Council discussed whether commercial uses should be required for both commercial and residential-zoned property, and what level of commercial uses. The current Precise Plan does not specifically address whether commercial uses would be required if a residential property is redeveloped. This study would consider that issue. It would also be appropriate to reevaluate the 20-25% FAR policy/requirement with consideration of the latest commercial and retail market trends.

- b. What precipitated this study?
Recently, properties along El Camino Real zoned residential are being considered for redevelopment. It has been debated whether these sites would be required to include a commercial component with the redevelopment.
- c. Is this a multiple year project? Yes Planned Completion Year 2015

2. **Fiscal Impact**

a. Cost to Conduct Study

- i. Level of staff effort required (opportunity cost)
☒ Major ☐ Moderate ☐ Minor

- ii. Amount of funding above current budget required \$30,000
☒ Will seek budget supplement ☐ Will seek grant funding

- iii. Explanation of Cost: \$30,000 for a market/economic analysis to assess the viability of commercial uses for the corridor.

b. Costs to Implement Study Results

- ☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

- a. Position: Support contingent on approval of a budget modification of \$30,000 and combine with CDD 14-09.
- b. Explanation: The revised Precise Plan should address recent interest regarding whether commercial uses should be required or optional for residentially-zoned properties along El Camino Real and provide guidelines or standards for this designation.

This study issue could be combined with related study issue CDD 14-09, which is a comprehensive review of the Precise Plan for El Camino Real. Combining the two studies would result in an estimated cost of \$80,000.

Reviewed By:

Approved By:

Department Director

Date

City Manager

Date

Jude Ryan 11/8/13

S. Walker 11-8-13

2014 Council Study Issue

CDD 14-15 Consideration of Appeal Process for Land Use Projects

Lead Department Community Development

Sponsor(s) City Council

History 1 year ago:

2 years ago:

1. **Scope of the Study**

- a. This study would examine the current regulations and procedures related to appeals of a planning permit decision. Currently the code provides that “any person aggrieved, including a member of the planning commission or city council, of a decision ... may file an appeal ...” This study would look at issues such as the valid grounds for filing an appeal (e.g. define an “aggrieved person”), the appropriate fee for an appeal and who must pay the fee, and whether “call-up” provisions by the City Council should be considered. The City costs for various types of appeals would be estimated and options on how high the fee should be would be provided. The study would also look at the scope of an appeal (limited to items raised in an appeal letter or a de novo hearing as is the current practice) and clarify circumstances under which a Councilmember should recuse him/herself.
- b. What precipitated this study? The City Council has recently considered several appeals of Planning Commission decisions. Some of those appeals have been from City Councilmembers and some have been from community members. Councilmember participation in the appeal process has differed based on the questions and possibly prejudicial statements contained in their appeal letter. The Council sponsored this study issue in order to clarify and resolve the issues covered above. A question was also raised about whether Councilmembers should pay the appeal fee and if the current fee (\$150.50) paid by appellants is sufficient to cover the staff cost for processing an appeal.
- c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

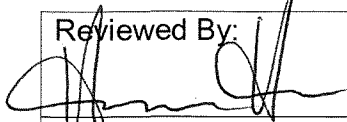
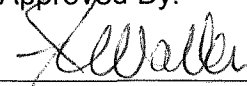
- a. Cost to Conduct Study
 - i. Level of staff effort required (opportunity cost)
☐ Major ☒ Moderate ☐ Minor
 - ii. Amount of funding above current budget required
☐ Will seek budget supplement ☐ Will seek grant funding
 - iii. Explanation of Cost:
- b. Costs to Implement Study Results
☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

- a. Position: Support. This study issue can be incorporated into the current Zoning Code Retooling effort.
- b. Explanation: Several of the issues raised are already planned to be addressed in the zoning code retooling. Staff could expand that component of the Zoning Code Retooling project to include the additional items.

Reviewed By:		Approved By:	
	12/19/13		12-20-13
Department Director	Date	City Manager	Date

2014 Council Study Issue

ESD 14-01: Ban on the Use of Gas-powered Leaf Blowers

Lead Department Environmental Services Department

Sponsor(s) Sustainability Commission

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

This study issue would examine banning two-cycle gasoline leaf blowers in the City. While popular among landscape management businesses and professionals, gas blowers are a major source of both air and noise pollution in Sunnyvale.

The California Air Resources Board (CARB) documents that gas leaf blowers emit 500 times the amount of hydrocarbons and 26 times the amount of carbon monoxide compared with newer cars. CARB also found that leaf blowers emit 8-49 times the particulate matter of a light duty vehicle. In addition to pollution from toxic exhaust fumes, gas leaf blowers blow mold, pollen, animal feces, pesticides and fertilizers into the air. Particulate matter remains suspended in the air for hours and is so small that it is easily assimilated into the lungs.

The Bay Area Air Quality Management District recommends nine things the public can do to make clean air choices every day. One of those is to "avoid using gas powered lawn mowers and leaf blowers."

California cities that have banned or restricted gas leaf blowers include Berkeley, Belvedere, Claremont, Del Mar, Indian Wells, Laguna Beach, Lawndale, Los Altos, Menlo Park, Malibu, Mill Valley, Piedmont, Santa Monica, Hermosa Beach, West Hollywood, Palo Alto and Los Angeles. Citizens in other cities such as Orinda and St Helena are working toward banning gas leaf blowers.

b. What precipitated this study?

This study issue was proposed by the Sustainability Commission.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

The cost associated with this study would be the result of staff time to study, craft an ordinance, and conduct outreach to the community. ESD staff would lead the study and coordinate potential ordinance development with Community Development and Office of the City Attorney staff. It is anticipated that the study can be incorporated as part of staff's annual workplan.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:


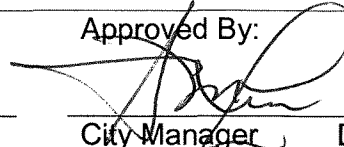
3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by the Sustainability Commission

4. **Staff Recommendation**

a. Position: Support

- b. Explanation: Staff supports the study to examine the feasibility of banning gas leaf blowers in Sunnyvale. Gas leaf blowers are a prevalent source of greenhouse gas emissions and contribute to overall air pollution as identified in the study scope. Alternatives exist in the marketplace to replace gas leaf blowers. An ordinance banning gas leaf blowers would be a proactive measure for reducing community greenhouse gas emissions and be consistent with goals and actions included in the draft Climate Action Plan. The CAP goal identified as Off-Road Equipment (OR) seeks to minimize emissions from off-road, lawns and garden and construction equipment.

Reviewed By:	Approved By:
	
10-2-17	10/8/13
Department Director	Date
	City Manager
	Date

2014 Council Study Issue

ESD 14-02 Community Choice Aggregation

Lead Department Environmental Services Department

Sponsor(s) Sustainability Commission

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

In development of Sunnyvale's Draft Climate Action Plan (CAP), it was identified that electricity use was the 2nd largest factor (after transportation) in GHG emissions in the city. The draft CAP identifies that significantly shifting energy consumption away from traditional electricity and natural gas would achieve over 50% of the targeted emission reduction goal. This can be done by creating or joining a Community Choice Aggregation (CCA) program. CCA is a system enabled by State legislation, which allows cities and counties to aggregate the buying power of individual customers in order to secure alternative or renewable energy supplies.

This study would evaluate and quantify multiple unknowns including:

- Which communities would likely join and partner in a South Bay CCA
- Costs and risks to the City should Sunnyvale participate in the establishment in a CCA
- Which actions of the draft CAP that might be assigned and implemented through the charter of a CCA to facilitate emission reductions for the City
- How would a CCA best be established (what agency or founding of an agency could lead the effort) and framework that would guide CCA establishment

b. What precipitated this study?

This study was proposed by the Sustainability Commission. The City created a Sustainability Commission CCA Subcommittee that has been researching CCA programs since August 2012. The Subcommittee performed extensive research on CCA and created a presentation that was provided to staff in preparation for a prospective informational meeting with the City Council in conjunction with the draft Climate Action Plan.

The Subcommittee has been following the progress of cities in Marin County who have been participating in a CCA for over 2 years and have experienced better than predicted results [add a couple examples of their success – e.g., higher than expected participation, better than expected cost of energy]. The Sonoma County Water Agency, after issuing RFPs for its planned CCA, has found that response and costs associated with establishing its CCA for Sonoma County are more attractive than forecast. The City and County of San Francisco has initiated operation of its CCA, CleanPowerSF.

The Subcommittee has found that the potential for the City of Sunnyvale to make a major reduction of GHG emissions through establishment and participation in a CCA appears strong.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$30,000

☐ Will seek budget supplement ☒ Will seek grant funding

iii. Explanation of Cost:

The cost associated with this study would be a preface to a full feasibility study on CCA. Based on early research, a full study is expected to cost between \$250,000 and \$300,000. This funding is likely to be recoverable should an entity proceed with implementing a CCA. The cost of the full study can be shared among multiple cities, this study issue would identify potential cost sharing partners interested in participating in the establishment of a CCA in the South Bay, identify the costs and risks Sunnyvale might have if it participated and develop a comprehensive outline of how a CCA would be established. An outside consultant would likely be engaged.

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

☐ Council-approved work plan

☒ Council Study Session

☒ Board/Commission Review by: Sustainability Commission

4. **Staff Recommendation**

a. Position: Support

b. Explanation: Staff recommends supporting this study. Community Choice Aggregation (CCA) is one action in the draft Climate Action Plan that can achieve more emission reductions than all other actions combined. It is a model that has been successfully implemented in Marin and soon to go into effect in Sonoma County and San Francisco. CCA offers an opportunity for community choice, has the potential to create permanent local jobs, fund local renewable energy projects, including accelerating local solar installations, and help fund energy efficiency programs for the community. If a grant is not awarded, a budget modification would be needed to fund the study.

Reviewed By:

Department Director

10-2-13

Date

Approved By:

City Manager

Date

10/8/13

2014 Council Study Issue

LCS 14-02 Review of Park Use Policies and Related User Fees

Lead Department: Library and Community Services

Sponsor(s) Parks and Recreation Commission

History 1 year ago: n/a 2 years ago: n/a

1. **Scope of the Study**

a. What are the key elements of the study?

This study would analyze existing City of Sunnyvale park use policies including special use permits and agreements, and related user fees. The intent of the analysis would be to determine if current policy sufficiently addresses the increasing demand for City of Sunnyvale parks and whether established priorities for issuing use permits and agreements to groups and organizations is effective. An analysis of user fees and policies would include collection of data from other municipalities for benchmarking purposes as well as compiling best practice information from professional organizations and associations.

b. What precipitated this study?

This Study was proposed by Parks & Recreation Commissioner Robert Harms, and approved unanimously by the Commission on 9/11/13. Municipal Code 9.62 (Public Parks) was last updated in 2003. Findings from the proposed study issue could determine if additional permitting requirements are needed to address the increased use of parks, and specifically for large user groups. In addition, the Parks and Recreation Commission agreed that the study of user fees would also be relevant in light of the improving economy and that an analysis of comparative user fees from other municipalities is recommended.

c. Is this a multiple year project? No Planned Completion Year: 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

Staff would conduct a comprehensive community outreach process to incorporate community input and feedback. Staff time will also be used for the collection of related benchmarking data and best practice information. The amount of staff time required to effectively address this issue will need to be balanced (and prioritized) with the existing staff workload.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:


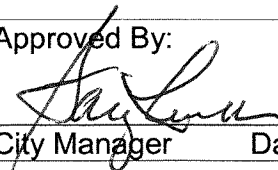
3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by Parks and Recreation Commission

4. **Staff Recommendation**

a. Position: Support

- b. Explanation: The proposed study issue could result in a new or revised City policy as well as potential changes to the City Municipal Code. In addition, it is anticipated that the City's ability to manage and maintain park sites and buildings would be improved by implementing policies that address the high demand for these facilities. Any change to existing park use policies would continue to preserve the rights of Sunnyvale resident's use of the park system. Revisions, if any, to the current fee structure would likely improve the City's fee generation and cost recovery rates. If the study issue is approved, City staff will provide Council with results of the study and related recommendations.

Reviewed By:	Approved By:
 10/3/13	 10/8/13
Department Director Date	City Manager Date

2014 Council Study Issue

LCS 14-04 Consider Creation of a Youth Commission

Lead Department Library and Community Services

Sponsor(s) Davis, Spitaleri

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

This study would evaluate the benefits of establishing a Youth Commission to act in an advisory capacity to the City Council. It would outline the steps and resources necessary to create and maintain such a Commission. This study would benchmark successful municipal models for teen engagement and evaluate the purpose and role of the proposed Youth Commission as compared to the City's existing Teen Advisory Committee (TAC).

b. What precipitated this study?

Councilmember Davis made the request at the December 17, 2013 Council Meeting.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

This study would primarily involve staff hours to conduct research and benchmark current practices.

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

Depending on the scope of a Youth Commission, and whether it would be in addition to the existing Teen Advisory Committee or in place of the Committee, there could be additional costs to staff and support a new commission. Additionally, there could be costs associated should there be Commission representation to the National League of Cities' Council for Youth, Education, and Families or the Institute for Youth, Education, and Families.

3. **Expected participation in the process**



- ☐ Council-approved work plan
- ☐ Council Study Session
- ☐ Board/Commission Review by

4. **Staff Recommendation**

a. Position: Support

b. Explanation:

Staff recommends studying the cost/benefit of establishing a Youth Commission in place of, or in addition to, the Teen Advisory Committee to determine if the formation of a Commission could result in a meaningful opportunity for Sunnyvale's youth population to advise City Council on issues related to youth.

Reviewed By:		Approved By:	
	1/16/14		1-16-14
Department Director	Date	City Manager	Date

2014 Council Study Issue

NOVA 14-01

Examine ways to increase local hiring in major developments

Lead Department NOVA Workforce Services Department

Sponsor(s) Griffith, Spitaleri

History 1 year ago: n/a 2 years ago: n/a

1. **Scope of the Study**

a. What are the key elements of the study?

The primary goal of the study would be to explore opportunities to increase local (within Santa Clara County) hiring in major private developments.

The study would evaluate and make recommendations on a variety of factors and approaches that could support this goal including:

How to emphasize to developers that this issue is important to the City;

How to interest the developers of these projects in emphasizing local employment;

Surveying other local jurisdictions to see if any have come up with a pragmatic solution to further this goal;

Outreach to Unions, Developers, and NOVA or other workforce programs.

b. What precipitated this study?

Concerns have been raised that, according to anecdotal information, some developers may be making heavy use of out-of-state labor and perhaps housing laborers in unfinished projects.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☐ Moderate ☒ Minor

ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

Staff time

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:


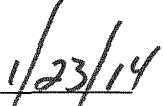
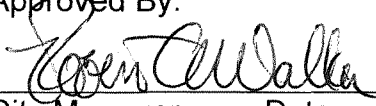
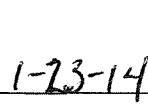
3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☐ Council Study Session
- ☐ Board/Commission Review by

4. **Staff Recommendation**

a. Position: Support

b. Explanation: Staff recommend supporting this study issue assuming it is kept limited and focused on finding some simple, practical steps that the City can take to emphasize with developers that local hiring matters and would be appreciated.

Reviewed By:		Approved By:	
			
Department Director	Date	City Manager	Date

2014 Council Study Issue

DPS 14-01 Recreational Hunting and Safe Access to Open Space

Lead Department: DPS

Sponsor(s): Whittum, Martin-Milius, Griffith

History 1 year ago: N/A 2 years ago: N/A

1. **Scope of the Study**

a. What are the key elements of the study?

This study issue would involve research of regulations related to recreational hunting and safe access to Moffett Channel Area of the San Francisco Bay Trail to include plans for improvement of existing signage and maintenance thereof. The purpose of the study would be to enhance safety for all users of the recreational area. This issue would include involvement of State and Federal Agencies with enforcement oversight and authority in adjoining recreational area.

b. What precipitated this study?

A member of the community and a recreational user of the area reported safety concerns associated with recreational hunters utilizing the space. Concerns involved hunting in non-approved areas, discharging of firearms from a lawful area but in the direction of non-hunting approved areas, safety of other recreational users who frequent the area (i.e. joggers, walkers, bicyclists), unclear signage, off-leashed dogs and destruction of levee's.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☐ Moderate ☒ Minor

ii. Amount of funding above current budget required \$

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation: Potential costs to create and maintain new signage.

3. **Expected participation in the process**

☐ Council-approved work plan

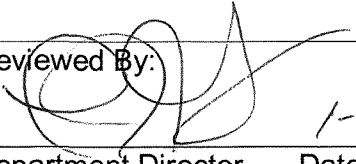
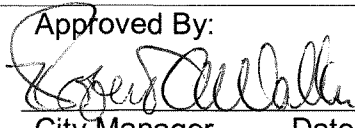
☐ Council Study Session

☒ Board/Commission Review by Parks and Recreation

4. **Staff Recommendation**

a. Position: Support

b. Explanation: Based upon initial outreach with State Fish and Wildlife, DPS believes that there is a legitimate safety concern related to this issue.

Reviewed By:		Approved By:	
	1-17-14		1-17-14
Department Director	Date	City Manager	Date

2014 Council Study Issue

DPW 14-05 Implementation of a Bike Share Program

Lead Department Department of Public Works

Sponsor(s) Bicycle and Pedestrian Advisory Commission

History 1 year ago: 2 years ago:

1. Scope of the Study

a. What are the key elements of the study?

This study would investigate costs, logistics, and efficacy of establishment of a Bike Share program in Sunnyvale. The study would examine successful models and other recent implementations of Bike Share programs in both local and national/international locations. The study would seek to identify a feasible concept for Sunnyvale and outline program components, capital outlay, ongoing maintenance and operational requirements, potential ridership, and revenue generation/required subsidy.

b. What precipitated this study?

The BPAC believes that bike sharing is a potentially effective means to reduce the number of motor vehicles on the roadway by providing convenient access to bicycles for short trips to local activity and transit centers.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$ 0

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost: If the scope of the study issue is limited to evaluating a bike share program at the City's Caltrain stations it could be completed within current staff resources.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

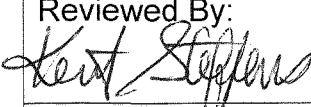

3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by BPAC,

4. **Staff Recommendation**

a. Position: Support

- b. Explanation: Evaluation of local models including the recently implemented bike share program in the Caltrain corridor may identify opportunities to bring this service to Sunnyvale. Evaluation of potential demand and cost effectiveness will provide important information for the Council when considering implementation of this type of program.

Reviewed By:	Approved By:
 10-8-13	 10/14/13
Department Director Date	City Manager Date

2014 Council Study Issue

DPW 14 - 14 Optimization of Wolfe Road for Neighborhood and Commuters via Reconfiguration and Signalization

Lead Department Department of Public Works

Sponsor(s) Councilmembers Whittum, Meyering

History 1 year ago: 2 years ago:

1. Scope of the Study

a. What are the key elements of the study?

This study would evaluate the reconfiguration of Wolfe Road roadway geometry and signalization between Homestead Road and Fremont Avenue. A set of alternative configuration concepts would be identified and evaluated for traffic, parking and bicycling impacts. Alternatives could include a 2-lane plus one reversible/two way left turn lane configuration, elimination of on-street parking to provide additional lanes, and managed lanes.

b. What precipitated this study?

There is a perception that significant congestion and queuing occurs in the peak commute hours. Also, concern has been expressed about the effects of Wolfe Road traffic on quality of life in the adjacent residential area, and that addition of a two way left turn lane in the non-commute hours could improve neighborhood quality of life. Also, a revised configuration could restore on-street parking previously removed to provide bike lanes, and allow for elimination of bike lane transitions around remaining parking areas.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$ 150,000

iii. ☒ Will seek budget supplement ☐ Will seek grant funding

iv. Explanation of Cost:

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by BPAC

4. **Staff Recommendation**

a. Position: Drop

- b. Explanation: Capacity issues on Wolfe Road in the proposed study area are driven by intersection capacity rather than the number of travel lanes and access. It is unlikely that alternatives exist to add capacity without acquiring additional right of way and widening intersections, notably at Wolfe Road and Homestead (which is in the City of Cupertino) and Wolfe Road at Fremont/El Camino Real (which was studied for widening previously and determined to be infeasible due to neighborhood concerns).

Installation of a reversible lane concept would decrease both commute direction and non-commute direction capacity by eliminating turn pockets in the commute direction and replacing them with a shared through/turn lane, and eliminating a lane of traffic in the non-commute direction. The configuration would also likely cause non-commute hour congestion given the current traffic volumes on Wolfe Road, which are too high to be accommodated in a single lane configuration.

Installation of bike lanes and reconfiguration of on-street parking "pockets" resulted in a series of striping tapers that has had a positive effect at lowering vehicle speeds and reducing the collision rate; the project would likely reverse this improvement. Restoration of on street parking would also increase the potential for dooring of bicyclists.

Signalized reversible lanes are an uncommon traffic feature that may cause driver confusion and reduce safety. Cost of installation of a system and modification of existing signals would be significant with likely negative impacts to both capacity and safety.

Elimination of on-street parking would likely result in parking demand not being able to be met by the off-street parking supply.

Parking supply and demand was studied in detail when bike lanes were installed on Wolfe Road, and the current on-street supply is optimized to on- and off- street demand.

Reviewed By:	Approved By:
<i>Kent Stephens</i> 12-11-13	<i>[Signature]</i> 12/11/13
Department Director Date	City Manager Date

2014 Council Study Issue

DPW 14-15 Feasibility of Entering Into a Joint-Use Agreement with the Santa Clara Unified School District for Open Space Areas at Peterson Middle School

Lead Department Public Works

Sponsor(s) Councilmembers Moylan and Meyering

History 1 year ago: None 2 years ago: None

1. Scope of the Study

a. What are the key elements of the study?

In 1994 the City entered into a 25 year joint-use agreement with the Santa Clara Unified School District (SCUSD) for the maintenance, improvement and use of open space areas adjacent to Braly and Ponderosa Elementary Schools. The basic terms of the agreement are the City improved and maintains the open space consisting of 4.0 acres at Braly School and 4.0 acres at Ponderosa School and has exclusive use of those areas during non-school hours. The open space areas include a large multi-purpose, natural grass athletic field and adjacent pathways and landscaping but does not include landscaping adjacent to school buildings or blacktop play areas and playgrounds.

Peterson Middle School is located at 1380 Rosalia Avenue in the City of Sunnyvale and is an active public school operated by the SCUSD, including the adjacent open space area. The open space area includes a 9.3 acre multi-purpose, natural grass athletic field with one baseball diamond, a 5.3 acre natural grass football field and track facility, and eight tennis courts. All facilities are currently in fair condition with limited public access.

This study would evaluate current use of the open space by the School District and other community members. Opportunities for increased usage would be explored. Staff would initiate discussions with the SCUSD to gauge their interest. Presuming SCUSD wants to consider such an agreement, the City would confer with them to develop an agreement outline to present to Council at a study session before drafting an agreement for Council approval. Increased capital and operating expenses will be evaluated as part of the study.

b. What precipitated this study?

Sunnyvale's Raynor Park is adjacent to the property parcel occupied by Peterson Middle School. Dunford Way separates the north end of Raynor Park from the southern border of the parcel with Full Circle Farms occupying a portion of the open space at Peterson Middle School. The City is in the process of selling the Raynor Activity Center. Neighbors and park users are concerned about the increased use of Raynor Park and are interested in the

City entering into a joint-use agreement with SCUSD for the open space areas at Peterson Middle School as one way to provide more open space opportunities in the neighborhood.

- c. Is this a multiple year project? No
Planned Completion Year 2014/15

2. Fiscal Impact

a. Cost to Conduct Study

- i. Level of staff effort required (opportunity cost)
☐ Major ☒ Moderate ☐ Minor
- ii. Amount of funding above current budget required \$0
☐ Will seek budget supplement ☐ Will seek grant funding
- iii. Explanation of Cost:

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

There would be no initial cost other than staff time to explore and possibly negotiate a joint-use agreement with the SCUSD. Presuming an agreement is entered into then there could be both operating and capital costs for improving and maintaining the open space areas. Those costs would be determined as part of the study. Current costs to maintain an acre of school open space is approximately \$10,000 annually. Capital costs would have to be determined after assessing current conditions and establishing the scope of work.

3. Expected participation in the process

- ☐ Council-approved work plan
☒ Council Study Session
☒ Board/Commission Review: Parks & Recreation Commission

4. Staff Recommendation

- a. Position: Support
- b. Explanation: Joint-use agreements with local school districts have been an effective way for the City to provide open space to the community without incurring the expense of purchasing land.

Reviewed By:	Approved By:
<i>Kent Steffens</i> 12-26-13	<i>[Signature]</i> 12-30-13
Department Director	City Manager
Date	Date

2014 Council Study Issue

DPW 14 - 17 Analysis of Reconfiguration or Other Capacity Improvement Alternatives for the Wolfe Road/El Camino Real/Fremont Avenue Intersection Complex

Lead Department Department of Public Works

Sponsor(s) Councilmember Whittum, Councilmember Hendricks

History 1 year ago: 2 years ago:

1. Scope of the Study

- a. What are the key elements of the study?

This study would evaluate existing and forecast traffic operations at the Wolfe Road/El Camino Real/Fremont Avenue intersections and identify and assess alternatives for the improvement of motor vehicle throughput. Alternatives could include but not be limited to signal timing or operational changes, or the addition of through or turn lanes.

- b. What precipitated this study?

This intersection features a unique geometric layout and the intersection of three major arterial streets, including El Camino Real, which is the heaviest travelled arterial street in the City, and Wolfe Road, which is subject to concentrated peak commute hour traffic. While the intersection complex has been studied in detail in the past, traffic studies have not been updated for 14 years. Changing traffic volumes and patterns and potential land development at the intersection have elicited interest on the part of City Council members to update traffic studies of the intersection complex.

- c. Is this a multiple year project? Yes Planned Completion Year
2015

2. Fiscal Impact

a. Cost to Conduct Study

- i. Level of staff effort required (opportunity cost)

☒ Major ☐ Moderate ☐ Minor

- ii. Amount of funding above current budget required \$ 100,000

☒ Will seek budget supplement ☒ Will seek grant funding

- iii. Explanation of Cost:

Consultant services for traffic analysis, conceptual design, cost estimating, environmental evaluation, public outreach, report and presentation material preparation.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

- ☒ Council-approved work plan
☒ Council Study Session
☒ Board/Commission Review by BPAC

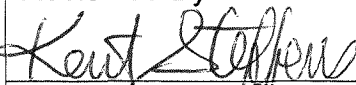
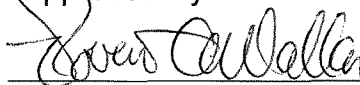
4. **Staff Recommendation**

a. Position: Support

- b. Explanation: The intersection of Wolfe Road/El Camino Real/Fremont Avenue has been studied in detail in the past, and City policy has been subject to extensive public and political debate. Studies completed in 1991 and 2000 identified a number of improvement alternatives, the most effective of which would require acquisition of right of way and roadway widening in the vicinity of residences. Public sentiment was strongly in opposition to the previous roadway widening project.

Currently the intersections operate at an acceptable level of service (Level D), although certain movements, particularly the northbound and southbound Wolfe Road movements are experiencing intermittent queuing during peak hours.

A detailed technical analysis has not been performed at the location for many years. An updated analysis that takes into account changed travel patterns and volumes, changes in signal technology, and potential geometric and/or operational improvements may yield low impact improvements that can improve traffic flow in the near term. The proposed study would seek to find alternatives not previously studied and consider new or innovative improvements to the intersections.

Reviewed By:	Approved By:
 1-23-14	 1-23-14
Department Director Date	City Manager Date

ATTACHMENT 4 - Day 2, Council Approved Study Issues

Section 2.

Study Issues deferred at the January 2014 Study/Budget Issues Workshop, which will automatically come back for Council consideration at the 2015 Study/Budget Issues Workshop.

2014 Council Study Issue

ESD 12-03 Impact of Sea Level Rise on Land Use

Lead Department Environmental Services Department

Sponsor(s) Sustainability Commission

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

This study issue was initiated by the Sustainability Commission. The Commission recommended a study to evaluate the potential environmental and economic impacts surrounding land use in Sunnyvale based on existing City Policy and General Plan statements in light of vulnerabilities associated with projected sea level rise. The outcome of this study is the creation of a whitepaper that may support a future study issue for recommendations of adaptation strategies.

b. What precipitated this study?

The Bay Conservation and Development Commission (BCDC) has developed a background report titled "Living with a Rising Bay: Vulnerability and Adaptation in San Francisco Bay and on the Shoreline" (April 7, 2009). The report identifies vulnerabilities in the Bay Area's economic and environmental systems, as well as the potential impacts of climate change on public health and safety. This background report provides the basis for all versions of the proposed findings and policies concerning climate change.

c. Is this a multiple year project? No Planned Completion Year: 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$ N/A

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost: No capital or operating costs would result from this study; anticipate study to be completed by staff. The study has the potential to inform the City by identifying vulnerabilities to Sunnyvale as a result of anticipated sea level rise. The study may provide information that allows the City to make General Plan and policy decisions based on the study results.

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

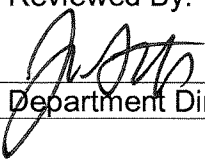
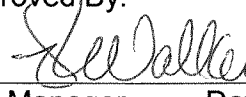
3. **Expected participation in the process**

- ☐ Council-approved work plan
- ☒ Council Study Session
- ☒ Board/Commission Review by Planning Commission, Sustainability Commission

4. **Staff Recommendation**

a. Position: Defer

- b. Explanation: Staff recommends deferral of this study. Staff believes that this study may be a worthy exercise when a regional framework has been identified. Additionally, the City is currently revising the Land Use and Transportation Element (LUTE) of the General Plan in which many policies may be changed and new policies added. To initiate this study at this time would be premature given the changes that are expected from the completion of the Horizon 2035 Committee's work on the LUTE and the Climate Action Plan

Reviewed By:		Approved By:	
	10-31-13		11-4-13
Department Director	Date	City Manager	Date

2014 Council Study Issue

ESD 14-04 Full Cost-Analysis and Carbon Pricing in City Operations

Lead Department Environmental Services Department

Sponsor(s) Sustainability Commission

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

In the evaluation of various options for choices made in city operations, the true cost of the alternatives does not monetize the environmental impacts as part of the analysis. For instance, in evaluating various vehicles purchases, the lifecycle cost used does not monetize environmental impacts; rather they are treated separately and somewhat optionally as quality measures. Clearly, as the climate changes, we are recognizing that there are economic impacts associated with the choices made, but those costs have not been related directly back to the actions.

Recently, James Hanson (former NASA director) suggested that measures of CO₂e can be used as one of these criteria. Dr. Hanson recommended that, today, a cost of \$20/metric ton of CO₂e be used, and that the cost be increased year by year at a rate greater than inflation until it reaches \$100/MTCO₂e at current currency rates. His recommendation was that for now a 6% increase per year would be sustainable and appropriate until that \$100 figure is achieved. (At \$100/MTCO₂e, if applied to gasoline, one gallon would cost roughly \$1.00 more over current prices.) Barbara Boxer, sponsor of Climate Protection Act S. 322 and Steven Chu, former Energy Secretary, both of California, have agreed that monetizing decisions is the single most effective way to rationalize environmental controls.

This study issue combines two related study issues proposed by the Sustainability Commission that would identify what the City can do to 1) determine, in monetary terms, the relative environmental impacts and comprehensive, true lifecycle costs of operational decisions and determine how these environmental costs can be factored into the City's decision making process, and 2) establish a reasonable price for carbon emissions (in \$/ton carbon over the lifecycle of the product) to be factored in when the City purchases vehicles and major equipment.

The study would develop the procedures and practices necessary to incorporate the environmental costs and price of carbon purchasing decisions starting with major purchases such as vehicles or major equipment. As part of this study, staff would determine:

- Operational activities where monetization would be required
- Basic methods and techniques to be used in regard to associating costs to GHG emissions, including a price for carbon
- Identify examples of recently implemented decisions that may be used as learning experiences by providing a contrasting analysis to decisions planned but not yet implemented
- Identify how existing carbon trading regulations might impact City operations in the future

b. What precipitated this study?

This study was proposed by the Sustainability Commission.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☒ Major ☐ Moderate ☐ Minor

ii. Amount of funding above current budget required \$25,000

☒ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost: If approved, costs associated with this study will be the result of consultant services to research this monetization concept and how it would apply to operational activities. Staff time would be associated with the consultant selection process and review of future impacts on City operations based on the consultant's work. Because the study includes the determination of a pricing value for carbon in purchasing decisions, it is expected that whatever price is determined will raise the City's cost of purchases (for lower carbon-emitting products or services) compared to current purchasing procedures.

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

☐ Council-approved work plan

☐ Council Study Session

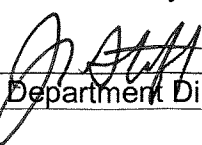
☒ Board/Commission Review by: Sustainability Commission

4. **Staff Recommendation**

a. Position: Drop

b. Explanation: Staff recommends dropping this study issue. Staff expects that this issue will be addressed after adoption of the Climate Action Plan. Resources will need to be identified in the budget for CAP implementation including this evaluation.

Reviewed By:

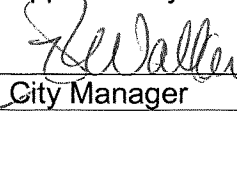


Department Director

10-31-13

Date

Approved By:



City Manager

11-4-13

Date

2014 Council Study Issue

FIN 14-01 Financing for Energy-Efficiency, Renewable-Energy and Water-Efficiency Improvements on Commercial Properties

Lead Department Department of Finance

Sponsor(s) Sustainability Commission

History 1 year ago: 2 years ago:

1. **Scope of the Study**

a. What are the key elements of the study?

This study would research the feasibility of implementing a financing program in Sunnyvale that would lend businesses money for energy-efficiency, renewable-energy and water-efficiency projects at no up-front cost to the business owner, and then are paid back through a regular payment made to the jurisdiction through utility or property tax bills.

This study would include identification of advantages, disadvantages, administrative requirements and any risks to the City. The study will evaluate organizations that provide turnkey Property Assessed Clean Energy (PACE) financing and also evaluate the possibility of the City acting as the lender. If feasible, this study would include a recommended pathway toward setting up a financing option for Sunnyvale businesses, including a preferred method of financing the loans and any associated costs to the City.

b. What precipitated this study?

This study issue was proposed by the Sustainability Commission. According to the U.S. Environmental Protection Agency, a significant amount of the energy used in commercial buildings is wasted, resulting in higher costs to businesses for energy than necessary.

The upfront investment needed to implement energy, water, and other resource efficiency measures is often cited as the reason more businesses do not pursue these types of improvements despite the potential for long-term financial savings. To overcome the initial investment barrier, some jurisdictions throughout the country and in California have implemented financing programs.

c. Is this a multiple year project? No Planned Completion Year 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$0

☐ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

The cost associated with this study is staff time required to research and evaluate the options and fiscal impacts of a financing program.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement.

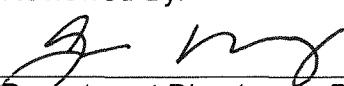
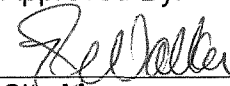
Explanation: Providing financing through the City would require significant upfront capital provided by the City. Like all loan programs, there is a level of risk involved with repayment and possible default that the City would need to evaluate as part of the study. Further, it is anticipated that there will be additional costs associated with administering the program, including significant staff time.

3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by: Sustainability Commission

4. **Staff Recommendation**

- a. Position: Drop
- b. Explanation: Staff recommends dropping this study issue. PACE programming is identified as a potential action in the draft Climate Action Plan and may be considered after Council consideration of the draft Climate Action Plan. Additionally, this type of financing is outside the City's core service scope, would require that significant upfront capital be provided by the City, and creates an unnecessary level of financial risk.

Reviewed By:	Approved By:
	
10/29/13	11-4-13
Department Director	City Manager
Date	Date

2014 Council Study Issue

CDD 11-02 Downtown Development Policies for Parking

Lead Department Community Development

Sponsor(s) Planning Commission

History 1 year ago: Deferred 2 years ago: Deferred

1. Scope of the Study

a. What are the key elements of the study?

Redevelopment of sites within the downtown is governed by both the Downtown Specific Plan (DSP) and the development standards contained within the Zoning Code. For individual projects, tensions can arise between meeting the goals and vision of the DSP and the standards in the Zoning Code. This study would examine those potential tensions with respect to parking requirements.

Downtown parking is a potential barrier to the redevelopment of smaller individual sites in the downtown, which may be more constrained in their options for locating the required on-site parking facilities. One such property owner has contacted staff on numerous occasions to request staff support for a deviation to the parking requirements or payment of an in-lieu fee.

This study would examine the City's downtown development policies to identify and explore alternative solutions for meeting future downtown parking needs, including alternative ways to achieve effective off-site parking downtown, including shared and joint-use parking. It could also examine the potential for providing additional parking supply in the Parking District, including a current needs assessment, exploration of financing options, and consideration of legal issues.

b. What precipitated this study?

Recent proposals for redevelopment projects in the downtown have highlighted tensions between the DSP and the Zoning Code. Parking is a particular challenge, as the City's Parking Maintenance Assessment District has limited capacity and there is no potential for expansion under current policies. As a result, redevelopment projects are required to use on-site parking to satisfy all additional parking requirements resulting from intensification of the site. This requirement has the potential to encourage development patterns that are not consistent with the City's overall vision for downtown, such as increased land area devoted to surface parking.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$ 25,000

☒ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost: Consultant cost estimated at \$25,000 for parking studies and an updated parking needs study for build-out of the uses in the Downtown Parking Maintenance District.

b. Costs to Implement Study Results

- ☒ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

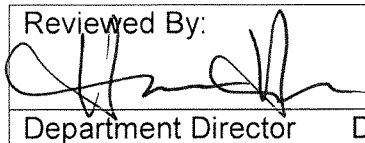
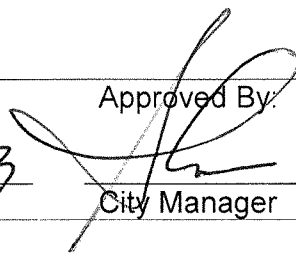
- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by Planning Commission

4. **Staff Recommendation**

a. Position: Defer

- b. Explanation: It is possible that the Town Center mix of uses and design will change to meet the new owners interests. Given this uncertainty, and lack of substantial active uses, deferring this item would ensure that the actual mix of uses and final development is better known in order to best analyze the parking situation.

Although this study issue has been deferred several years in a row, it may be worthwhile to continue to have it as part of the study issues in order to be prepared to rank it once the downtown redevelopment is further along. Staff recommends not dropping the issue, but to continue to defer it until further progress is made on the redevelopment of downtown.

Reviewed By:	Approved By:
	
10/28/13	10-20-13
Department Director	Date
Date	City Manager
	Date

2014 Council Study Issue

CDD 12-02 Possible Nomination of Non-Residential Properties to the Heritage Resource Inventory

Lead Department Community Development

Sponsor(s) Heritage Preservation Commission

History 1 year ago: Deferred 2 years ago: Deferred

1. Scope of the Study

a. What are the key elements of the study?

In 2009, a study was completed that identified new Heritage Resources and possible Heritage Districts. The study included a survey of homes and residential neighborhoods within the City. The Heritage Preservation Commission has recently suggested further research be completed of the City's non-residential development to identify possible additions into the City's Heritage Resource inventory. The study would examine such properties and structures to determine if additional protections are warranted based on the criteria for designation.

Similar to previous studies, a windshield survey would be conducted to map the various nonresidential properties. The Commission has noted that there are several examples of commercial architecture representative of the period that they were constructed throughout the City. A historic consultant would assist in the identification of possible notable architectural structures as well as research the history of any technological innovations that may have occurred at certain sites for possible incorporation to the Heritage Resource inventory.

In 2013, the Heritage Preservation Commission requested the addition of the following language to clarify the intent of the study: "The study could be used as a marketing tool and bring further awareness of Sunnyvale's key role in the development of Silicon Valley through the recognition of certain locations where technological and industrial innovations have occurred."

b. What precipitated this study?

The Heritage Preservation Commission sponsored the study during a meeting in 2011 after a discussion of notable commercial buildings throughout the City. Since a study had been recently completed of residential neighborhoods, recognition of non-residential structures and locations was considered worth further study. Although related to another previously considered study, Commissioners have noted that this study could recognize certain locations in Sunnyvale where historic technological events have taken place.

c. Is this a multiple year project? No Planned Completion Year 2014

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$ 25,000

☒ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

The funds would be used to hire a consultant to conduct the survey of the City's non-residential structures

b. Costs to Implement Study Results

- ☐ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☒ Some cost to implement. Explanation: There may be additional consultant costs if properties identified in the study are determined to need further historic evaluation.

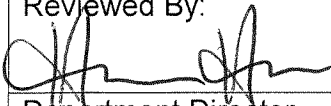
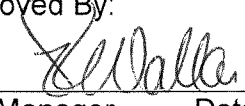
3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by

Heritage Preservation Commission

4. **Staff Recommendation**

- a. Position: Defer
- b. Explanation: A comprehensive study has not been conducted since the 1990s of the City's non-residential properties to determine whether such properties or structures warrant additional protections as those listed in the City's Heritage Resource Inventory. Staff is recommending deferral of the focused study due to budget constraints.

Reviewed By:		Approved By:	
	11/4/13		11-4-13
Department Director	Date	City Manager	Date

2014 Council Study Issue

DPW 13-12 Acquisition of Approximately 18 Acres of Land Bounded by Highway 85 and Stevens Creek

Lead Department Public Works

Sponsor(s) Councilmember Moylan and Councilmember Griffith

History 1 year ago: Deferred 2 years ago: None

1. **Scope of the Study**

a. What are the key elements of the study?

The study would examine the feasibility and costs associated with acquiring approximately 18 acres of land located within Mountain View and Sunnyvale city limits and bounded by Highway 85 and Stevens Creek, north of Fremont Avenue. The study would also evaluate potential public uses and analyze the cost benefit to the community of purchasing, developing, and managing said land.

Most of the land to be studied is located within Mountain View, owned by the City of Mountain View, and zoned for public facility. The Santa Clara County Assessor's map lists the area as part of the Stevens Creek Park Chain, which was a planning term coined for the original county park plans for the Stevens Creek Corridor in the 1960s. It is unclear whether there are any legally binding covenants to this designation, land and water conservation easements, or any other limits to the use of the property. The area is not currently used as part of the Stevens Creek Park Chain and is inaccessible to the public. Several parcels within the study issue area are owned by the City of Sunnyvale, the Santa Clara Valley Water District, and Pacific Gas and Electric.

This land will be evaluated for trail feasibility as part of the Stevens Creek Trail Joint Cities Feasibility Study. The City of Mountain View has also completed extensive environmental reporting on much of this area as part of its planning for the Stevens Creek Trail. They intend on utilizing about half their property, from the northern tip to approximately Remington Court, to construct the last reach of their trail as currently planned. The City of Sunnyvale also currently owns three parcels and a roadway easement in this area, totaling approximately 5 acres which will be considered in the trails study.

b. What precipitated this study?

This study issue was proposed by Councilmember Moylan, supported by Councilmember Griffith, and raised by members of the community for possible park and/or trail use.

c. Is this a multiple year project? No Planned Completion Year: 2014

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☐ Major ☒ Moderate ☐ Minor

ii. Amount of funding above current budget required \$25,000

☒ Will seek budget supplement ☐ Will seek grant funding

iii. Explanation of Cost:

Costs for staff can be absorbed within existing operating budgets. The study would require staff to coordinate with the City of Mountain View to evaluate the feasibility of a land acquisition. Should the purchase be possible, staff would obtain consultant services for any appraisals and environmental assessment of the land.

Funding would be required for obtaining title reports, appraisals and environmental reports. In addition, staff believes it may be helpful to obtain specialized brokerage consultant services to conduct a market analysis of public land.

b. Costs to Implement Study Results

- ☐ No cost to implement.
☐ Unknown. Study would include assessment of potential costs.
☒ Some cost to implement. Explanation:

If the City of Mountain View is amenable to selling their parcels to the City, the capital costs for purchasing the land could be several million. As part of the study issue analysis, staff will estimate the cost to purchase, develop, maintain, and manage the land.

3. **Expected participation in the process**

- ☐ Council-approved work plan
☐ Council Study Session
☒ Board/Commission Review by:

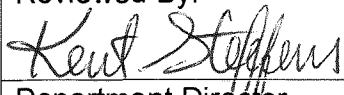
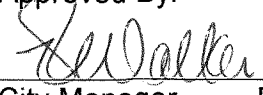
Bicycle and Pedestrian Advisory Commission,
Park and Recreation Commission

4. **Staff Recommendation**

a. Position: Defer

b. Explanation:

Staff recommends continuing to evaluate uses for the area as part of the Stevens Creek Trail Joint Cities Feasibility Study and partner with the City of Mountain View for joint use. This study is expected to be completed in early 2014. Upon completion of the study if ownership by Sunnyvale still looks desirable, further analysis as outlined in this study issue could be conducted. The Stevens Creek Trail Joint Cities Feasibility Study is anticipated to be considered by the four partner cities in Spring, 2014.

Reviewed By:	Approved By:
 10-31-13	 11-4-13
Department Director Date	City Manager Date

for

2014 Council Study Issue

DPW 14 - 13 Scoping of Grade Separations at Mary Avenue and Sunnyvale Avenue

Lead Department Department of Public Works

Sponsor(s) Councilmembers Whittum, Meyering

History 1 year ago: 2 years ago:

1. Scope of the Study

a. What are the key elements of the study?

This study would evaluate grade separation of the current at-grade crossings of Caltrain at Mary Avenue and Sunnyvale Avenue. The study would identify alternatives, costs, and limitations; over vs. under separation; right-of-way requirements; roadway operations, and potential environmental issues. Alternative concepts such as commute-hour reversible lanes could be considered. Commute hour capacity improvement due to grade separation would be evaluated to determine if roadway reconfiguration/lane reduction could be considered as an economizing measure.

b. What precipitated this study?

There is a perception that significant congestion and queuing results from commute hour crossing gate downtime. This may be exacerbated in the future with increased train frequency. Safety is a concern.

c. Is this a multiple year project? Yes Planned Completion Year
2015

2. Fiscal Impact

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost)

☒ Major ☐ Moderate ☐ Minor

ii. Amount of funding above current budget required \$ 450,000

☒ Will seek budget supplement ☐ Will seek grant
funding

iii. Explanation of Cost:

Consultant services for conceptual design, cost estimating, environmental evaluation, and public outreach

b. Costs to Implement Study Results

- ☐ No cost to implement.
☒ Unknown. Study would include assessment of potential costs.
☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

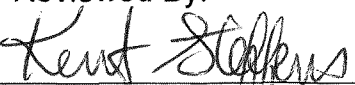
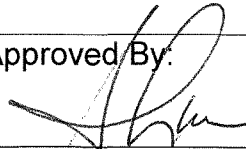
- ☒ Council-approved work plan
☒ Council Study Session
☒ Board/Commission Review by BPAC, Planning Commission

4. **Staff Recommendation**

a. Position: Drop

- b. Explanation: Many of the issues proposed to be examined are currently being evaluated by Caltrain as part of a modernization project or have been evaluated by the California High Speed Rail Authority. Impacts of gate downtime, alternative grade separation configurations, and right of way impacts have all been studied or are under study. While the proposed study by Sunnyvale would go into greater detail, many conclusions can currently be deduced from available information.

As an alternative to pursuing this study issue, staff recommends that a study session with Council be scheduled to share information from existing studies.

Reviewed By:	Approved By:
 12-9-13	 12-12-13
Department Director Date	City Manager Date

ATTACHMENT 4 - Day 2, Council Approved Study Issues

Section 3.

**New proposed Study Issues proposed for Council consideration at the 2015
Study/Budget Issues Workshop.**

2015 Council Study Issue

NUMBER: CDD 15-01

TITLE: Consider Imposing a Tax or Fee on Rental Property Owners to Provide a Revenue Source to Pay for Tenant-Landlord Dispute Resolution Services

Lead Department Community Development

Sponsor(s) ☒ Councilmember(s): Whittum, Martin-Milius
☐ City Manager
☐ Board/Commission(s):

History: 1 year ago: N/A 2 years ago: N/A

1. **Scope of the Study**

a. What are the key elements of the study?

Study ways to generate a stable source of funding for tenant-landlord dispute resolution services for Sunnyvale residents, landlords, and community members, such as imposition of a special tax or fee. Amount suggested by study issue proposer was \$3 per rental unit per year, payable by the rental property owners. Preliminary legal analysis indicates this charge would constitute a special tax under current California law¹, requiring voter approval of a local tax measure by 2/3 of the local electorate.

Staff suggests that the study would be conducted in two phases. The first phase would include the following elements:

- a) Determine the type and range of services to be provided (i.e., current dispute-resolution contract also handles disputes between neighbors, HOA members, mobile home park residents, residents and neighboring businesses, etc., although priority is given to cases involving tenant-landlord disputes);
- b) Study whether the desired services should be provided by city staff and/or city appointees, or contracted out, or a combination thereof;
- c) Estimate the level of demand for and potential cost to provide the desired services, and devise a method of distributing the estimated cost among the proposed payers (i.e., rental property owners), or in other words, determining the amount and application of the tax; and
- d) Outreach to key stakeholders, including rental property owners and the Tri-County Apartment Association.

Once the study of the above elements has been completed, staff would report back to Council with the findings and possible alternatives for a tax measure. If Council is interested in pursuing such a measure, the second phase of the study would involve Council direction to proceed with the next level of staff analysis, including appropriating funds, to complete the following work items:

- a) Work with the City Attorney's Office and City Clerk to prepare a proposal for a ballot measure;
- b) Conduct public opinion research to determine the likelihood of such a measure passing by the required 2/3 vote, or any further analysis that might be needed; and
- c) Conduct further outreach to key stakeholders regarding a possible ballot measure.

¹ Proposition 26 of 2010, the "Supermajority Vote to Pass New Taxes and Fees Act".

With the completion of the above analysis, staff would report back to Council and a decision could be made at that time to place a measure on the ballot and appropriate funds for the associated costs.

b. What precipitated this study?

Councilmember proposed study in response to request from Project Sentinel for increased City funding for FY 2014-15 for the tenant-landlord services it proposes to provide in Sunnyvale next fiscal year. Council approved \$45,000 in funding for Project Sentinel's services for FY 2014-15 on June 24, 2014.

c. Is this a multiple year project? Yes

Planned Completion Year: 2016

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost): Moderate

ii. Amount of funding above current budget required: up to \$50,000

Funding Source: ☒ Will seek budget supplement

☐ Will seek grant funding

iii. Explanation of Cost:

Staff would work closely with OCA to complete study. If any additional funding is required, it would most likely be either for outside counsel to provide legal advice on this matter, and/or a consultant to analyze the level of need and estimated costs for the desired services, or similar issues.

b. Costs to Implement Study Results

☐ No cost to implement.

☐ Unknown. Study would include assessment of potential costs.

☒ Some cost to implement. Explanation: The cost to implement the study would include the cost to complete both phases of the analysis described above, estimated in the \$40,000 to \$50,000 range, which would likely include a public opinion research firm and outreach costs. In addition, if Council decides to place a measure on the ballot, that would cost an additional \$45,000, approximately. Special tax measures may only be placed on the ballot during a general election in which there are already Council seats on the ballot, as required by Proposition 218, therefore the earliest it could be placed on the ballot would be November 2016.

3. **Expected participation in the process**

☐ Council-approved work plan

☒ Council Study Session


☒ Review by Board/Commission(s): Housing and Human Services

4. **Staff Recommendation**

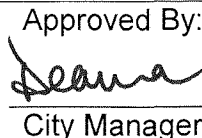
a. Position: **None**

b. Explanation: This is a matter of Council discretion.

Reviewed By:

 7/9/14
Department Director Date

Approved By:

 7/13/14
City Manager Date

2015 Council Study Issue

NUMBER: FIN 15-01

TITLE: Review Potential for a Utility Users Tax Ballot Measure and Discount Program for Low Income Customers

Lead Department Finance

Sponsor(s) ☒ Councilmember(s): Griffith, Whittum, Hendricks

☐ City Manager

☐ Board/Commission(s): _____

History: 1 year ago: N/A 2 years ago: N/A

1. **Scope of the Study**

a. What are the key elements of the study?

This study would research the pros and cons of a potential ballot measure to increase the rate and/or base of the City's Utility Users Tax (UUT) and explore discounts or programs that can be offered to mitigate the impact for low income utility customers.

UUT may be collected on a wide variety of utility services, including but not limited to electricity, gas, water, sewer, telecommunication, trash collection, and cable television. Sunnyvale's UUT is applied to only electricity, gas and intrastate telephone services at a rate of 2%. The rate, which was adopted in 1975, remains below the average of Santa Clara County cities and significantly below the statewide average. Any change to either the rate or the base would require voter approval.

Although UUT still represents one of the City's top five largest sources of revenue for the General Fund, UUT revenues are not expected to keep pace in the long-term. Specifically, the application of telecommunication UUT to certain intrastate phone services has been a topic of legal and legislative uncertainty due to changes in technology and federal law. As a result, future uncertainty exists in the application and scope of the City's telecommunication UUT which represents 25% of total UUT revenue.

Additionally, Council has requested staff to explore if there are discounts or programs that can be offered to help alleviate the impact on low income customers. As part of the study, staff will review the structure of a potential discount program.

b. What precipitated this study?

At the February 7, 2014 Study and Budget Issues Workshop, Council requested that staff provide a review of the City's UUT in time to consider a ballot measure for 2016, if Council determines to move forward. An analysis was last provided to Council in 2011. Council took no action at that time taking into consideration the economic conditions in assessing the chance of success for a measure.

c. Is this a multiple year project? No
Planned Completion Year: 2015

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost): Moderate

ii. Amount of funding above current budget required: \$ 0

Funding Source: ☐ Will seek budget supplement

☐ Will seek grant funding

iii. Explanation of Cost:

The cost associated with this study is staff time required to research and evaluate the options and fiscal impacts.

b. Costs to Implement Study Results

☐ No cost to implement.

☒ Unknown. Study would include assessment of potential costs.

☐ Some cost to implement. Explanation:

3. **Expected participation in the process**

☐ Council-approved work plan

☐ Council Study Session

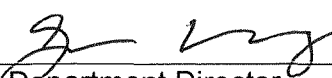
☐ Review by Board/Commission(s): _____

4. **Staff Recommendation**

a. Position: **Support**

b. Explanation: As Sunnyvale's UUT applies to only electricity, gas, and intrastate telephone the opportunity exists to broaden its base to other areas of coverage allowable under state law. It would be prudent to consider ways to increase and strengthen the City's General Fund revenue base.

Reviewed By:

 2/27/14
Department Director Date

Approved By:

 3-6-14
City Manager Date

2015 Council Study Issue

NUMBER: FIN 15-02

TITLE: Local Business Preference Relative to City Purchases

Lead Department Finance

Sponsor(s) ☒ Councilmember(s): Hendricks/Griffith/Martin-Milius
☐ City Manager
☐ Board/Commission(s):

History: 1 year ago: N/A 2 years ago: N/A

1. **Scope of the Study**

a. What are the key elements of the study?

The Sunnyvale Municipal Code grants local businesses a one percent preference when participating in competitive bidding for the City's purchase of *goods* (SMC §2.08.200). The one percent advantage is applied to the bid price to determine if its application results in the lowest bid for the local business, but the City pays the full price of the bid.

The one percent preference was adopted by Council in 1990 as a way to enhance the competitive status of local businesses when bidding for contracts, increase employment opportunities within the City, and encourage businesses to locate and remain in Sunnyvale thereby increasing overall tax revenue. In that the City receives a one percent share of the sales tax derived from business transacted in Sunnyvale, a one percent local preference was adopted on the basis of its cost neutrality – a higher preference would put the City at an economic disadvantage due to the loss of sales tax.

Council has requested that staff propose a Study Issue to extend the one percent local preference to the procurement of *services*. This study would focus on the pros and cons of such an application.

b. What precipitated this study?

The issue was precipitated by a Council contract award associated with the sale of a City-owned condominium, whereby staff selected a Cupertino realtor based on overall value of the firm to effect the transaction. Council inquired as to why the contract was not going to a Sunnyvale firm, which was echoed by a member of the public. Council then proposed a Study Issue to evaluate the merits of extending the City's one percent preference to the procurement of services.

c. Is this a multiple year project? No

Planned Completion Year: 2015

2. **Fiscal Impact**

a. Cost to Conduct Study

i. Level of staff effort required (opportunity cost): Moderate

ii. Amount of funding above current budget required: 0

Funding Source: ☐ Will seek budget supplement

☐ Will seek grant funding

iii. Explanation of Cost:

Existing staff can conduct a study at no additional cost to the City.

b. Costs to Implement Study Results

☐ No cost to implement.

☐ Unknown. Study would include assessment of potential costs.

☒ Some cost to implement. Explanation: Providing a one percent preference to businesses for the procurement of services would result in negative fiscal impacts to the City, particularly in terms of potential legal challenges more fully explained below.

3. **Expected participation in the process**

☐ Council-approved work plan

☒ Council Study Session

☐ Review by Board/Commission(s):

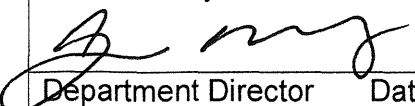
4. **Staff Recommendation**

a. Position: **Drop**

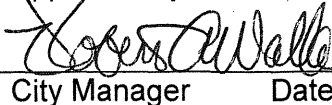
b. Explanation: Council has periodically considered broader application of the local preference, most recently in 2006 (Study Issue), 2007 (Study Issue follow up) and 2009 (Budget Issue). Following the study in 2006, and the follow up in 2007, Council opted not to expand the local preference. In 2009, Council decided to drop the Budget Issue. Expanding the local preference to services would be economically disadvantageous to the City and would be difficult/problematic to implement given the current Municipal Code requirements and potential legal challenges. In the case of goods purchases, applying the local preference is relatively straightforward because contract awards are always made to the lowest responsive and responsible bidder. Procuring services, on the other hand, typically involves a competitive Request for Proposals (RFP) process, whereby the services offered are evaluated on a variety of objective criteria (with price being one factor of many). In these instances, contract award is based on the best value, not the lowest bid, e.g., the City can pay a higher price than the lowest cost if the overall value is justified. Additionally, the final contract cost is negotiated in good faith with the top-rated proposer, in many cases resulting in pricing reductions. Providing a one percent price preference to a local firm that was not the top-rated proposer would give an unfair advantage over firm(s) that were more favorably evaluated, increasing the risk of legal challenges to the City's selection process. This would be particularly true for architectural and engineering design-related services, for which State law requires a Qualifications Based Selection (QBS) process before price can be negotiated.

Reviewed By:

Approved By:


Department Director

Date 3/25/14


City Manager

Date 3-27-14



City of Sunnyvale

Agenda Item

14-0738

Agenda Date: 1/30/2015

2015 COUNCIL STUDY ISSUE

NUMBER

LCS 15-01

TITLE Establishing a Library Impact Fee

BACKGROUND

Lead Department: Library & Community Services

Sponsor(s):

Board/Commission: Board of Library Trustees

History:

1 year ago: N/A

2 years ago: N/A

SCOPE OF THE STUDY

What are the key elements of the study?

This study would analyze the requirements to initiate library impact fees for the City of Sunnyvale. Staff would survey cities in California and elsewhere to see if there are similar fees placed on new development dedicated for library facility construction and improvements and provide a summary of such fees as well as the impact such fees have had on library capital projects and services.

What precipitated this study?

The Board of Library Trustees has become increasingly frustrated by the lack of funds to build a new library or to significantly increase library services since the library is solely dependent upon general funds. They are concerned that Sunnyvale offers the lowest library space per capita of any city in Santa Clara County and is the last city in Santa Clara County to have rebuilt or constructed a main library. They observed the model of park funding in the City (the Quimby Act) which authorizes local agencies to establish an ordinance requiring new development to pay a fee or dedicate land for park and recreation facilities. They have also observed development fees being assessed for other city services. Since increased development impacts usage of library services and buildings they would like a similar funding model to be considered by the city.

Planned Completion Year: 2015

FISCAL IMPACT

Cost to Conduct Study

Level of staff effort required (opportunity cost): Moderate

Amount of funding above current budget required: \$0

Cost to Implement Study Results

Unknown. Study would include assessment of potential costs.

EXPECTED PARTICIPATION IN THE PROCESS

Council-approved work plan: No

Council Study Session: No

Reviewed by Boards/Commissions: Board of Library Trustees

STAFF RECOMMENDATION

Position: None

Explanation: While the idea is innovative, it is unclear if this impact fee would be sufficient in the short term to fund large capital improvements without the need to still seek other funding sources. Staff also notes that there already exists a Council-approved study regarding the renovation or replacement of all Civic Center buildings, including the City's main library. If this study issue is conducted then staff recommends it be considered along with other funding opportunities being explored in the context of the civic center project (e.g., bond financing, or a public/private development partnership).

Prepared by: Lisa Rosenblum, Director, Library & Community Services

Reviewed By: Robert A. Walker, Assistant City Manager

Approved By: Deanna J. Santana, City Manager