

Community Vision - Citywide Goals

Long-range goals are the heart of the General Plan. Within this Community Vision, the goals are citywide in nature, and quite general. The long-range goals in each functional element of the General Plan are much more specific, focusing on the subject matter of that element. General Plan goals are long-range in nature and are generally mission based. They are comprehensive, covering the full range of physical, social and economic aspirations.

General Plan goals are generally not prioritized; each one is as important as all others in charting the long-range course for the city. The comprehensive and general nature of the goals give the General Plan a semblance of a constitution. Goals are the inspiration, constraints, touchstones, and context upon which unforeseen future decisions and actions may be based. Like the elements of a constitution, the goals are long lasting, and modified only infrequently through a comprehensive and potentially lengthy process.

Following are fifteen citywide goals which are reflective of the Community Vision and which provide context and direction for the more specific long range goals in each functional element.

- I. LONG-RANGE PLANNING: To engage in long-range physical, fiscal and economic development planning so as to create and sustain an outstanding quality of life in a community with appropriate balances between jobs and residences, development and supporting infrastructure, and the demand for services and the fiscal ability to provide them.**

Sunnyvale accepts the expected growth in its population and jobs over the next two decades, and plans to accommodate that growth in a manner which preserves the character of the city and its neighborhoods. By utilizing the principles of Smart Growth, the city will direct residential development to Downtown, to mixed use development in other nodes with high transit access, and to areas designated for conversion from industrial to residential uses. Job growth will be focused in the Moffett Park and Peery Park areas, both of which have excellent freeway access. Careful land use planning, and the imposition of transportation, park, housing, school and utility impact fees on new development, will assure that proper balances are maintained among uses and between uses and the public facilities which serve them.

- II. ATTRACTIVE COMMUNITY: To maintain and enhance the appearance of Sunnyvale, and to distinguish it from surrounding communities, through the promotion of high quality architecture, the preservation of historic districts and structures, the**

maintenance of a healthy urban forest, and the provision of abundant and attractive open space.

The physical attractiveness of a city is a major contributing factor and manifestation of its high quality of life. The form and features of the city should create a place with which residents identify and which visitors can understand. Lacking strong natural boundaries and natural landmarks, Sunnyvale must utilize manmade gateways, landmarks and special districts to establish its identity. Since much of the experience of the city is from and along public rights-of-way, a healthy canopy of attractive street trees and well landscaped medians and parkways can create a lasting positive impression. Likewise, the insistence upon well designed private development and a high level of maintenance of public spaces reflect the high standards of the city and its people.

III. ENVIRONMENTAL SUSTAINABILITY: To promote environmental sustainability and remediation in the planning and development of the city, in the design and operation of public and private buildings, in the transportation system, in the use of potable water, and in the recycling of waste.

Sustainability is a practice of meeting the needs of the present without compromising the ability of future generations to meet their own needs. It requires the utilization of natural resources at rates no greater than nature can replace them. There is a growing awareness that our planet's environment is fragile, and that every person and every community must do its part to protect the environment. Past environmental degradation must be remediated. The City will seek opportunities to utilize "green" practices in its operation and delivery of services, and encourage residents and businesses to adopt such practices. These might include reduced use of non-renewable energy, reduced emissions of greenhouse gases, greater recycling of waste and use of recycled materials, reduced per capita use of potable water, green building design, and reduced storm water runoff.

IV. SAFE AND HEALTHY COMMUNITY: To maintain Sunnyvale's traditional high level of public health and safety, so that all residents, employees and visitors feel safe at all times and in all places in the city.

The people and businesses of Sunnyvale take great pride and comfort in the city's high level of public health and safety. These feelings are attributable to a well balanced service delivery including effective law enforcement, a quality park and recreation system, an outstanding library, clean streets, vigilant code enforcement, and a community culture which does not tolerate anti-social behavior. The future challenge is not so much to improve public health and

safety as it is to maintain the high level of public health and safety which is currently enjoyed.

V. DIVERSE POPULATION: To celebrate the diversity of the population and to provide equal opportunity for all residents to participate fully in community life.

Sunnyvale's knowledge-based economy has attracted a diverse population in which individuals are judged more on their personal abilities and traits than upon their ethnicity, national origin, age or lifestyle. Despite this acceptance of diversity, there are few opportunities to celebrate our differences or learn more about each other's culture. Some groups in the community participate more fully in civic affairs than others, and wield more influence on public decision-making. Sunnyvale can create opportunities which will draw all residents to participate fully in the life of the community.

VI. AFFORDABLE HOUSING OPTIONS: To provide a variety of housing options by style, size, density and tenure, so that all segments of the population may find appropriate high quality housing in Sunnyvale that is affordable to them.

The City of Sunnyvale does not build housing, but through its land use regulations it can influence and control the type and quality of housing that is developed. Sunnyvale cannot have a major impact on the regional housing market which drives the high cost of housing, but it can take steps to provide and protect affordable housing within its boundaries. The City has historically lead the way in affordable housing and will continue to do so in the future.

VII. QUALITY EDUCATION: To support and work cooperatively with the educational institutions which serve Sunnyvale so as to provide the opportunity for a quality education for all youth, and life-long learning for all residents.

Excellent public education is an essential ingredient to a high quality of life. For many families with young children, the quality of the schools is a primary determinant of where they will chose to live. Although the City of Sunnyvale does not have jurisdictional authority over public education, it can help maintain a quality educational system by working closely with the school districts that serve the city. It can share facilities with the schools (as is now the case with school playfields), help schools build community partnerships, provide safe places for youth to gather for positive activity outside of school hours, and provide excellent public library services.

VIII. OUTSTANDING RECREATION, ARTS, AND CULTURE: To provide outstanding recreation programs, library services, and visual and

performing arts to meet the interests and needs of the diverse population.

A complete community provides its residents not only employment opportunities to realize income, but also leisure activities to stimulate the mind, body and spirit. Sunnyvale has long been recognized for its diverse recreational programs and popular library. Less well represented are visual and performing arts, to be enjoyed either as a participating artist or as a spectator. Sunnyvale residents must often travel to other nearby communities to enjoy theater, concerts or dance. This cultural and entertainment “leakage”, like the present leakage of retail purchases, provides an opportunity for development of more visual and performing arts programs and venues within the city.

IX. DYNAMIC DOWNTOWN: To create and support a strong and attractive traditional downtown which serves as the community’s central marketplace, common gathering place, and symbolic center.

The vitality and attractiveness of Sunnyvale are not reflected in its Downtown today. Vacant storefronts and a shuttered mall suggest a distressed community, lacking in positive identity. It is clear that both the desire of the public and the demand of the market are to recreate a traditional downtown of shops, restaurants, offices, and residences, as a common gathering place, central market place and symbolic center for the City of Sunnyvale.

X. ROBUST ECONOMY: To retain, attract and support strong and innovative businesses, which provide quality jobs for the city’s workforce, tax revenue to support public services, and a positive reputation for Sunnyvale as a center of creativity and productivity.

Sunnyvale sits in the very center of the Silicon Valley, world renowned for its innovative and entrepreneurial spirit. The businesses which have grown up in the community bring wealth to its residents and cutting edge products to the world market. But the competition for such businesses, among the cities of the region and among similar regions throughout the world, is intense. To maintain its position of predominance, Sunnyvale must continue to provide opportunities for strong and innovative businesses, both large and small, including start-up companies and headquarters of large successful companies, to locate in the city; and it must strengthen its reputation as a business friendly community.

XI. BALANCED TRANSPORTATION: To provide and maintain a balanced multi-modal transportation system which provides choice, convenience, and efficiency for the movement of people and goods.

A modern multi-modal transportation system consists of streets and freeways, mass transit, bikeways and walkways. While in the foreseeable future the

private automobile will continue to be the dominant mode of travel, a reasonable balance of the other modes is necessary to conserve energy, reduce air pollution, reduce congestion and provide convenient conveyance for those without ready access to an automobile. The system must have the physical capacity to expand as the city grows, and must have access to sufficient financial resources to support that expansion.

XII. SUPPORTIVE UTILITIES: To provide and maintain water, sewer, solid waste disposal, and drainage facilities that are safe, efficient, and reliable, and which can develop sufficient capacity to meet the expected growth of the city.

The health, safety, and quality of life of a city is dependent upon the quality of its supporting infrastructure, including water distribution, sanitary sewer system, solid waste collection and disposal, and surface drainage. Much of the utility infrastructure serving Sunnyvale has been in place for many years, requiring a high level of maintenance and replacement. In addition, the City must be prepared to expand the capacity of that infrastructure in step with population and economic growth so as to maintain the overall quality of life.

XIII. COMMUNITY IDENTITY: To foster a strong sense of community which promotes participation in civic affairs, community pride, and a sense of place.

A community's identity influences the willingness of residents to become involved, and ultimately the ability of the City to accomplish its municipal goals. Residents must take pride in their community, and have faith that they can make a difference; otherwise they will not participate and feel that they have a stake in the future. City-wide public events reinforce a sense of community, and physical landmarks, districts, and gateways help to create a sense of place.

Sunnyvale's goal is to create a community with which all residents identify, so that they are prepared to work together to plan and to take actions to build a better community.

XIV. CARING COMMUNITY: To provide support for those in the community who are not able to fully support themselves, so that all residents may enjoy the city's high quality of life.

Sunnyvale is fortunate that most residents are physically, mentally, and financially able to support themselves. A caring community provides support for those among them who are not fully self-supporting. Although responsibility for health and welfare programs rests primarily with the county, state, and federal governments, Sunnyvale can play a role to ensure that its residents have access to those services, to support local non-profit agencies

which fill gaps in those services, to provide facilities in targeted areas of need for delivery of those services (such as the Columbia Neighborhood Center), and to promote housing which is affordable to low-income households, the elderly, and those with special physical or mental needs.

XV. RESPONSIVE GOVERNMENT: To continue to provide local governance which meets the many and diverse needs of the people and businesses, which is managed to be efficient, effective and compassionate, and which welcomes public participation in an open and accountable public decision making process.

The Council-Manager form of governance has proven to be the right structure for the City of Sunnyvale. Through this structure, and through the commitment and innovation of elected and appointed leaders over time, the City has been able to attain a reputation as being responsive, efficient, and customer serving. It is also generally considered to be an open and accessible government. Such a reputation is difficult to build, but easy to lose unless the people of Sunnyvale and their elected and appointed leaders vigilantly demand that exceptional level of local governance.

1.0 Land Use and Transportation - Goals, Policies and Action Statements

THE CITY AS PART OF A REGION

GOAL R1 PROTECT AND SUSTAIN A HIGH QUALITY OF LIFE IN SUNNYVALE BY PARTICIPATING IN COORDINATED LAND USE AND TRANSPORTATION PLANNING IN THE REGION.

Policies

R1.1 Advocate the City's interests to regional agencies that make land use and transportation system decisions that affect Sunnyvale.

R1.2 Support coordinated regional transportation system planning and improvements.

R1.3 Promote integrated and coordinated local land use and transportation planning.

Action Statements

R1.3.1 Participate in intergovernmental activities related to regional and sub-regional land use and transportation planning in order to advance the City's interests.

R1.3.2 Promote shorter commute trips and ease congestion by advocating that all communities provide housing and employment opportunities.

R1.3.3 Monitor significant land use and transportation decisions pending in other communities to ensure that Sunnyvale is not adversely affected.

TRANSPORTATION

Policies

R1.4 Achieve an operating level of service (LOS) "E" or better for all regional roadways and intersections, as defined by the City functional classification of the street system.

R1.5 Maintain a functional classification of the street system that identifies Congestion Management Program roadways and intersections, as well as local roadways and intersections of regional significance.

R1.6 Preserve the option of extending Mary Avenue to the industrial areas north of U.S. Highway 101.

R1.7 Contribute to efforts to minimize region-wide average trip length, and single-occupant vehicle trips.

Action Statements

R1.7.1 Locate higher intensity land uses and developments so that they have easy access to transit services.

R1.7.2 Support regional efforts which promote higher densities near major transit and travel facilities, without increasing the overall density of land usage.

R1.7.3 Cooperate in efforts to study demand management initiatives including congestion-pricing, flexible schedules, gas taxes, and market-based programs.

R1.8 Support statewide, regional, and subregional efforts that provide for an effective transportation system.

Action Statements

R1.8.1 Endorse funding to provide transportation system improvements that facilitate regional and interregional travel.

R1.8.2 Advocate the preservation of railroad lines for both commuter and freight transit.

R1.8.3 Advocate improvements to state and county roadways serving Sunnyvale.

R1.8.4 Support efforts to plan and implement effective inter-jurisdictional transportation facilities.

R1.9 Support flexible and appropriate alternative transportation modes and transportation system management measures that reduce reliance on the automobile and serve changing regional and City-wide land use and transportation needs.

Action Statements

R1.9.1 Support state and regional efforts to provide High Occupant Vehicle (HOV) lanes, ridesharing, mass transit service, bicycling, and Intelligent Transportation Systems.

R1.9.2 Promote modes of travel and actions that reduce single occupant vehicle trips and trip lengths.

LAND USE

Policies

R1.10 Support land use planning that complements the regional transportation system.

Action Statements

R1.10.1 Encourage a variety of land use types and intensities on a regional level while maintaining and improving regional transportation service levels.

R1.10.2 Support alternative transportation services, such as light rail, buses, and commuter rail, through appropriate land use planning.

R1.10.3 Encourage mixed uses near transit centers.

R1.11 Protect regional environmental resources through local land use practices.

Action Statements

R1.11.1 Participate in state and regional activities to protect the natural environment.

R1.11.2 Protect and preserve the diked wetland areas in the Baylands, which serve as either salt evaporation ponds or holding ponds for the wastewater treatment plant.

R1.12 Protect the quality of life for residents and businesses in Sunnyvale by actively participating in discussions and decisions on potential uses of Moffett Federal Airfield.

Action Statements

R1.12.1 Comprehensively review any proposed aviation services at Moffett that could increase aviation activity or noise exposure.

R1.12.2 Encourage appropriate uses that best support business and residents' desire in Sunnyvale.

R1.12.3 Pursue annexation of that portion of Moffett Federal Airfield within Sunnyvale's sphere of influence.

THE CITY - Community Character

GOAL C1 PRESERVE AND ENHANCE AN ATTRACTIVE COMMUNITY, WITH A POSITIVE IMAGE AND A SENSE OF PLACE, THAT CONSISTS OF DISTINCTIVE NEIGHBORHOODS, POCKETS OF INTEREST, AND HUMAN-SCALE DEVELOPMENT.

Policies

C1.1 Recognize that the City is composed of residential, industrial and commercial neighborhoods, each with its own individual character; and allow change consistent with reinforcing positive neighborhood values.

Action Statements

C1.1.1 Prepare and update land use and transportation policies, design guidelines, regulations and engineering specifications to reflect community and neighborhood values.

C1.1.2 Promote and achieve compliance with land use and transportation standards.

C1.1.3 Require appropriate buffers, edges and transition areas between dissimilar neighborhoods and land uses.

C1.1.4 Require that commercial activities be conducted primarily within a building.

C1.2 Encourage nodes of interest and activity, such as parks, public open spaces, well planned development, mixed use projects, and other desirable uses, locations and physical attractions.

Action Statements

C1.2.1 Promote downtown as a unique place that is interesting and accessible to the whole City and the region.

C1.2.2 Encourage development of diversified building forms and intensities.

C1.2.3 Encourage development of multi-modal transportation centers.

C1.2.4 Maintain public open space areas and require private open space to be maintained.

APPROPRIATE HOUSING

GOAL C2 ENSURE OWNERSHIP AND RENTAL HOUSING OPTIONS IN TERMS OF STYLE, SIZE, AND DENSITY THAT ARE APPROPRIATE AND CONTRIBUTE POSITIVELY TO THE SURROUNDING AREA.

Policies

C2.1 Provide land use categories for and maintenance of a variety of residential densities to offer existing and future residents of all income levels, age groups and special needs sufficient opportunities and choices for locating in the community.

Action Statements

C2.1.1 Ensure consistency with the City's Housing and Community Revitalization Sub-Element.

C2.1.2 Permit and maintain a variety of residential densities; including:

- Low density (0-7 dwelling units per net acre)
- Low-Medium density (7-14 dwelling units per net acre)
- Mobile home park (up to 12 mobile home dwelling units per net acre)
- Medium density (14-27 dwelling units per net acre)
- High density (27-45 dwelling units per net acre)
- Very high density (45-65 dwelling units per net acre)

C2.1.3 Promote the maintenance and rehabilitation of existing housing.

C2.1.4 Support the transition of Industrial to Residential (ITR) areas as opportunities to increase housing variety and stock.

C2.1.5 Study housing alternatives; including, co-housing, live-work spaces, and transitional housing options to serve a changing population.

C2.2 Encourage the development of ownership housing to maintain a majority of housing in the city for ownership choice.

C2.3 Maintain lower density residential development areas where feasible.

Action Statements

C2.3.1 Study the potential rezoning of properties in the R-4 and R-5 zoning districts to other zoning districts.

C2.3.2 Promote and preserve single-family detached housing where appropriate and in existing single-family neighborhoods.

C2.3.3 Monitor the progress of the remediation efforts for Futures Site 5 (General Plan Category of ITR for Low Medium Density Residential) to determine if and when conversion to residential use is appropriate.

C2.4 Determine appropriate density for housing based on site planning opportunities and proximity to services.

Action Statements

C2.4.1 Locate higher density housing with easy access to transportation corridors, rail transit stations, bus transit corridor stops, commercial services, and jobs.

C2.4.2 Locate lower density housing in proximity to existing lower density housing.

EFFICIENT TRANSPORTATION

GOAL C3 ATTAIN A TRANSPORTATION SYSTEM THAT IS EFFECTIVE, SAFE, PLEASANT, AND CONVENIENT.

Policies

C3.1 Achieve an operating level-of-service (LOS) of "D" or better on the City-wide roadways and intersections, as defined by the functional classification of the street system.

Action Statements

C3.1.1 Maintain and update a functional classification of the street system.

C3.1.2 Monitor the operation and performance of the street system by establishing a routine data collection program and by conducting special data collection as the need arises.

C3.1.3 Require roadway and signal improvements for development projects to minimize decline of existing levels of service.

C3.1.4 Study and implement physical and operational improvements to optimize roadway and intersection capacities.

C3.1.5 Promote the reduction of single occupant vehicle (SOV) trips, and encourage an increase in the share of trips taken by all other forms of travel.

C3.1.6 Study the use of density, floor area limits, parking management, peak hour allocations, and other techniques to maintain or achieve acceptable levels of service on existing roadways.

C3.1.7 Minimize the total number of vehicle miles traveled by Sunnyvale residents and commuters.

C3.2 Integrate the use of land and the transportation system.

Action Statements

C3.2.1 Allow land uses that can be supported by the planned transportation system.

C3.2.2 Minimize driveway curb cuts, and require coordinated access when appropriate.

C3.2.3 Encourage mixed use developments that provide pedestrian scale and transit oriented services and amenities.

C3.2.4 Continue to evaluate transportation impacts from land use proposals at a neighborhood and City-wide level.

C3.2.5 Study potential transit station mixed use development.

C3.3 Optimize city traffic signal system performance.

Action Statements

C3.3.1 Maintain the signal system and respond quickly to signal breakdowns.

C3.3.2 Monitor traffic signal control performance.

C3.3.3 Interconnect groups of traffic signals where practicable.

C3.3.4 Make appropriate hardware and software improvements to traffic signals.

C3.3.5 Make the traffic signal system responsive to all users, including bicyclists and pedestrians.

C3.3.6 Install and remove signals when warranted and establish an implementation schedule.

C3.4 Maintain roadways and traffic control devices in good operating condition.

Action Statements

C3.4.1 Inventory and monitor roadway conditions and implement a regular program of pavement maintenance.

C3.4.2 Install permanent and painted pavement markings.

C3.4.3 Implement programs for repair of roadbeds, barriers, and lighting.

C3.4.4 Respond quickly to sign damages and losses.

C3.4.5 Develop and implement a program for long term transportation infrastructure replacement.

C3.4.6 Manage on-street parking to assure safe, efficient traffic flow.

C3.4.7 Conduct periodic analyses of roadway facilities and collision data in order to assure traffic safety.

C3.5 Support a variety of transportation modes.

Action Statements

C3.5.1 Promote alternate modes of travel to the automobile.

C3.5.2 Require sidewalk installation in subdivisions of land and in new, reconstructed or expanded development.

C3.5.3 Support land uses that increase the likelihood of travel mode split.

C3.5.4 Maximize the provision of bicycle and pedestrian facilities.

C3.5.5 Implement the City of Sunnyvale Bicycle Plan.

C3.5.6 Support an efficient and effective paratransit service and transportation facilities for people with special transportation needs.

C3.5.7 Ensure safe and efficient pedestrian and bicycle connections to neighborhood transit stops.

C3.5.8 Work to improve bus service within the City, including linkages to rail.

C3.6 Minimize expansion of the current roadway system, while maximizing opportunities for alternative transportation systems and related programs.

Action Statements

C3.6.1 Develop clear, safe, and convenient linkages between all modes of travel; including, access to transit stations and stops, and connections between work, home, and commercial sites.

C3.6.2 Promote public and private transportation demand management.

C3.7 Pursue local, state and federal transportation funding sources to finance City transportation capital improvement projects consistent with City priorities.

Action Statements

C3.7.1 Develop alternatives and recommendations for funding mechanisms to finance the planned transportation system.

C3.7.2 Develop a funding mechanism where new and existing land uses equitably participate in transportation system improvements.

STRONG ECONOMY

GOAL C4 SUSTAIN A STRONG LOCAL ECONOMY THAT CONTRIBUTES FISCAL SUPPORT FOR DESIRED CITY SERVICES AND PROVIDES A MIX OF JOBS AND COMMERCIAL OPPORTUNITIES.

Policies

C4.1 Maintain a diversity of commercial enterprises and industrial uses to sustain and bolster the local economy.

Action Statements

C4.1.1 Permit a variety of commercial and industrial uses, including:

- Neighborhood Shopping
- General Business
- Central Business Office
- Industrial/Research and Development

C4.1.2 Encourage businesses that provide a range of job opportunities.

C4.1.3 Promote commercial uses that respond to the current and future retail service needs of the community.

C4.1.4 Create a strong, identifiable central business district that provides regional and Citywide shopping opportunities.

C4.1.5 Study the feasibility of requiring residential developments to incorporate telecommuting infrastructure.

C4.2 Balance land use and transportation system carrying capacity necessary to support a vital and robust local economy.

Action Statements

C4.2.1 Permit industrial FARs up to 35% (and allow warehouse FARs up to 50%), and permit higher FARs in the Futures intensification areas.

C4.2.2 Study criteria to allow industrial FARs up to 45% by Use Permit in 35% zones, considering at a minimum including:

- the effect of the project on the regional or City-wide roadway system (e.g. strategies for reducing travel demand, proximity to transit centers, peak hour traffic generation)
- minimum development size
- redevelopment and/or lot consolidation
- that the project is intended primarily for a single user or has common/shared management
- mitigation of housing impacts
- the development will result in an overall positive community benefit

C4.2.3 Develop incentive programs to reduce parking demand, support alternative transportation, and reduce peak period traffic.

C4.3 Consider the needs of business as well as residents when making land use and transportation decisions.

C4.4 Encourage sustainable industries that emphasize resource efficiency, environmental responsibility, and the prevention of pollution and waste.

THE NEIGHBORHOODS

GOAL N1 PRESERVE AND ENHANCE THE QUALITY CHARACTER OF SUNNYVALE'S INDUSTRIAL, COMMERCIAL, AND RESIDENTIAL NEIGHBORHOODS BY PROMOTING LAND USE PATTERNS AND RELATED TRANSPORTATION OPPORTUNITIES THAT ARE SUPPORTIVE OF THE NEIGHBORHOOD CONCEPT.

Policies

N1.1 Protect the integrity of the City's neighborhoods; whether residential, industrial or commercial.

Action Statements

N1.1.1 Limit the intrusion of incompatible uses and inappropriate development into city neighborhoods.

N1.1.2 Foster the establishment of neighborhood associations throughout Sunnyvale to facilitate community building.

N1.1.3 Use density to transition between land use, and to buffer between sensitive uses and less compatible uses.

N1.1.4 Anticipate and avoid whenever practical the incompatibility that can arise between dissimilar uses.

N1.1.5 Establish and monitor standards for community appearance and property maintenance.

N1.2 Require new development to be compatible with the neighborhood, adjacent land uses, and the transportation system.

Action Statements

N1.2.1 Integrate new development and redevelopment into existing neighborhoods.

N1.2.2 Utilize adopted City design guidelines to achieve compatible architecture and scale for renovation and new development in Sunnyvale's neighborhoods.

N1.2.3 Develop specific area plans to guide change in neighborhoods that need special attention.

N1.3 Support a full spectrum of conveniently located commercial, public, and quasi-public uses that add to the positive image of the City.

Action Statements

N1.3.1 Review development proposals for compatibility within neighborhoods.

N1.3.2 Study the adequacy/deficiency of bicycle and pedestrian access and circulation within neighborhoods.

N1.3.3 Design streets, pedestrian paths, and bicycle paths to link neighborhoods with services.

RESIDENTIAL

Policies

N1.4 Preserve and enhance the high quality character of residential neighborhoods.

Action Statements

N1.4.1 Require infill development to complement the character of the residential neighborhood.

N1.4.2 Site higher density residential development in areas to provide transitions between dissimilar neighborhoods and where impacts on adjacent land uses and the transportation system are minimal.

N1.4.3 Encourage and support home businesses that accommodate changing technologies and lifestyles, while remaining secondary to the nature of the residential neighborhood.

N1.4.4 Promote small-scale, well-designed, pedestrian-friendly spaces within neighborhoods to establish safe and attractive gathering areas.

N1.4.5 Require amenities with new development that serve the needs of residents.

N1.5 Support a roadway system that protects internal residential areas from City-wide and regional traffic.

Action Statements

N1.5.1 Have internal residential neighborhood streets adequately serve traffic that is oriented to that neighborhood.

N1.5.2 Utilize the City's residential neighborhood "Traffic Calming" techniques to address specific neighborhood traffic concerns.

N1.5.3 Discourage non-neighborhood traffic from using residential neighborhood streets by accommodating traffic demand on city-wide and regional streets.

N1.5.4 Coordinate with adjacent communities to reduce and minimize commute traffic through Sunnyvale's residential neighborhoods.

INDUSTRIAL/RESEARCH AND DEVELOPMENT

Policies

N1.6 Safeguard industry's ability to operate effectively, by limiting the establishment of incompatible uses in industrial areas.

N1.7 Support the location of convenient retail and commercial services (e.g., restaurants and hotels) in industrial areas to support businesses, their customers and their employees.

N1.8 Cluster high intensity industrial uses in areas with easy access to transportation corridors.

Action Statements

N1.8.1 Require high quality site, landscaping, and building design for higher intensity industrial development.

N1.9 Allow industrial, residential, commercial, and office uses in the Industrial to Residential (ITR) Futures sites (Sites 4a, 4b, 6a, 6b, 7, 8, and 10).

COMMERCIAL/OFFICE

Policies

N1.10 Provide appropriate site access to commercial and office uses while preserving available road capacity.

Action Statements

N1.10.1 Locate commercial uses where traffic can be accommodated, especially during peak periods (e.g., lunch time and commute times).

N1.10.2 Encourage commercial enterprises and offices to provide support facilities for bicycles and pedestrians.

N1.11 Recognize El Camino Real as a primary retail corridor with a mix of uses.

Action Statements

N1.11.1 Use the Precise Plan for El Camino Real to protect legitimate business interests, while providing sufficient buffer and protection for adjacent and nearby residential uses.

N1.11.2 Minimize linear "strip development" in favor of commercial development patterns that reduce single-purpose vehicle trips.

N1.12 Permit more intense commercial and office development in the downtown, given its central location and accessibility to transit.

Action Statements

N1.12.1 Use the Downtown Specific Plan to facilitate the redevelopment of downtown.

N1.13 Promote an attractive and functional commercial environment.

Action Statements

N1.13.1 Discourage commercial uses and designs that result in a boxy appearance.

N1.13.2 Support convenient neighborhood commercial services that reduce automobile dependency and contribute positively to neighborhood character.

N1.13.3 Provide opportunities for and encourage neighborhood-serving commercial services in each residential neighborhood.

N1.13.4 Encourage the maintenance and revitalization of shopping centers.

N1.13.5 Provide pedestrian and bicycling opportunities to neighborhood commercial services.

PUBLIC AND QUASI-PUBLIC

Policies

N1.14 Support the provision of a full spectrum of public and quasi-public services (e.g., parks, day care, group living, recreation centers, religious institutions) that are appropriately located in residential, commercial, and industrial neighborhoods and ensure that they have beneficial effects on the surrounding area.

Action Statements

N1.14.1 Encourage carpooling to public and quasi-public services to minimize adverse traffic and parking impacts on neighborhoods.

N1.14.2 Ensure the provision of bicycle support facilities at all major public use locations.

N1.14.3 Encourage multiple uses of some facilities (e.g. religious institutions, schools, social organizations, day care) within the capacity of the land and the roadway system.

N1.14.4 Encourage employers to provide on-site facilities such as usable open space, health club facilities, and child care where appropriate.

N1.14.5 Maintain and promote convenient community centers and services that enhance neighborhood cohesiveness and provide social and recreational opportunities.

N1.14.6 Promote co-locating government (federal, state, county, city) activities to improve access to the community-at-large.

NEW POLICY FOR THE ALLOCATION OF STREET SPACE

Modal Balance

Appropriate accommodations for motor vehicles, bicycles, and pedestrians shall be determined for City streets to increase the use of bicycles for transportation and to enhance the safety and efficiency of the overall street network for bicyclists, pedestrians, and motor vehicles.

All modes of transportation shall have safe access to City streets.

The City should consider enhancing standards for pedestrian facilities.

Transport Versus Non-Transport Uses

City streets are public space dedicated to the movement of vehicles, bicycles and pedestrians. Providing safe accommodation for all transportation modes takes priority over non-transport uses. Facilities that meet minimum appropriate safety standards for transport uses shall be considered before non-transport uses are considered.

Parking is the storage of transportation vehicles and shall not be considered a transport use.

Historical precedence for street space dedicated for parking shall be a lesser consideration than providing street space for transportation uses when determining the appropriate future use of street space.

Parking requirements for private development shall apply to off-street parking only.

Action statement: Incentives to offset impacts of roadway changes to non-transportation users shall be considered when retrofitting roadways.

Use of Engineering/Planning Criteria

When decisions on the configuration of roadway space are made, staff shall present options, including at a minimum an option that meets minimum safety-related design standards for motor vehicles, bicycles and pedestrians.

Bike retrofit projects shall be evaluated based on the merits of each project in the context of engineering and planning criteria.

Action Statement: The City shall maintain engineering and planning criteria with respect to roadway geometry, collisions, travel speed, motor vehicle traffic volume, and parking supply and demand (on and off street) to guide decisions on the provision of bike lanes.

The City Council shall make the final decisions on roadway space reconfiguration when roadway reconfiguration will result in changes to existing accommodations.

Public input on roadway space reconfiguration shall be encouraged and presented independently of technical engineering and planning analyses.

Design Standards/Safety

If street configurations do not meet minimum design and safety standards for all users, than standardization for all users shall be priority.

Safety considerations of all modes shall take priority over capacity considerations of any one mode.

Action Statement: For each roadway space retrofit project, a bike and pedestrian safety study shall be included in the staff report to evaluate the route in question.

Approved by City Council (RTC 97-470) on November 11, 1997

Amended by City Council (RTC 09-085) on April 28, 2009, Resolution 375-09

2.2 Open Space and Recreation – Goals and Policies

Note: The following policies are specific to open space and recreational services, facilities and amenities in the City of Sunnyvale. Open space and recreational services, facilities and amenities are subject to additional policies that can be found in other City documents. In particular, no fiscal policies regarding open space and recreation are included below. Instead, fiscal policies for the entire City are found in the Fiscal Management Sub-Element. Similarly, no policies related to public input are included as part of the Open Space and Recreation Sub-Element. Those related City-wide policies can be found in the Community Participation Sub-Element.

GOAL 2.2A. OPEN SPACE

The City strives to provide and maintain adequate and balanced open space and recreation facilities for the benefit of maintaining a healthy community based on community needs and the ability of the city to finance, construct, maintain, and operate these facilities now and in the future. It is the City’s policy, therefore, to:

Policy 2.2.A.1. Follow management and preventive maintenance strategies to extend the usable life of open spaces and recreation facilities, such as planning for and implementing “non-use times” for open space and facilities in order to assure adequate maintenance and regeneration time.

Policy 2.2.A.2. Adopt management, maintenance and development practices that minimize negative impacts to the natural environment, such as supporting and enforcing the Integrated Pest Management System; and landscaping in ways which minimize the need for water.

Policy 2.2.A.3. Pursue the acquisition of appropriate federal lands currently located at the former Moffett Naval Air Station.

Policy 2.2.A.4. Maintain existing park and open space tree inventory through the replacement of trees with an equal or greater number of trees when trees are removed due to disease, park development or other reasons.

Policy 2.2.A.5. Maintain park and open space tree inventory on a system wide basis rather than a site-by-site basis with an understanding that there is no single optimum number of trees for a particular site.

Policy 2.2.A.6. Maintain a working fruit orchard throughout the largest portion of Orchard Heritage Park for as long as practical.

Policy 2.2.A.7. Conduct a cost/benefit analysis to determine whether the general community would be well-served during non-school hours by capital improvements to school-owned open space and/or recreational facilities. The cost/benefit analysis should take into account ongoing maintenance costs and responsibilities. When it is determined that the community would be well served by the capital improvement, the City will consider funding a share of the costs of those improvements proportionate to the City's use. (See also Fiscal Management Sub-Element for fiscal policies.)

Policy 2.2.A.8. Support the acquisition or joint use through agreements with partners of suitable sites to enhance Sunnyvale's open spaces and recreation facilities based on community need and through such strategies as development of easements and right-of-ways for open space use, conversion of sites to open space from developed use of land, and landbanking.

Policy 2.2.A.9. Refrain from engaging in the development of open space and/or recreational facilities without prior assurance that ongoing maintenance needs will be addressed.

Policy 2.2.A.10. Facilitate and encourage pedestrian traffic in public recreational open spaces and utilize the Santa Clara Valley Transportation Authority's Pedestrian Technical Design guidelines whenever appropriate and feasible.

Policy 2.2.A.11. Support the acquisition of existing open space within the City limits as long as financially feasible.

GOAL 2.2.B. PROGRAMMING

The City strives to develop and implement passive and active recreation and enrichment programs that: provide constructive opportunities for fitness, well-being, healthy coping and stress management; highlight cultural practices and traditions reflective of a diverse community; promote activities that foster interaction among diverse parts of the community; encourage creative expression, education, skill development, and personal enrichment; contribute to the creation of a healthy community; and promote community participation in recreation for all ages. It is the City's policy, therefore, to:

Policy 2.2.B.1. Design programs to meet the needs of residents, allowing for non-resident participation as long as it does not take away from opportunities or resources for residents (Exceptions are services that are intended to serve as profit centers, such as golf and tennis, which are addressed in the Fiscal Management Sub-Element).

Policy 2.2.B.2. Provide school-aged youth-oriented recreation and enrichment programs and services during non-school hours.

Policy 2.2.B.3. Provide recreation and enrichment programs and services for school-aged youth during school hours, such as during recess or lunch periods, only by special agreement approved by City Council.

Policy 2.2.B.4. Use entrepreneurial strategies to identify and reach new markets for programs, services and revenue generation, and to strengthen relationships within existing markets.

Policy 2.2.B.5. Develop and implement programs in order to meet the developmental and social needs of specific targeted populations (e.g., youth, teens, seniors, disabled).

Policy 2.2.B.6. Leverage available resources by pursuing co-funded and/or cooperative agreements for provision and maintenance of programs, facilities, and services, in order to maximize benefits to the community. Partners may include, but are not limited to, school districts, non-profit groups, governmental agencies and businesses.

Policy 2.2.B.7. Encourage the use of recreational and open space facilities and services for educational activities of schools that serve Sunnyvale students first, and secondarily the schools that serve students of surrounding communities.

Policy 2.2.B.8. Provide reservation advantages to resident participants over non-resident participants in recreational programs and activities.

Policy 2.2.B.9. Consider Sunnyvale employees as Sunnyvale residents for the purposes of determining eligibility for reservation advantages.

Policy 2.2.B.10. Develop such fiscal practices as pricing, fee structures and cost recovery targets for open space and recreation programs and services consistent with the City's Fiscal Management Sub-Element policies.

Policy 2.2.B.11. Require all participants of designated City recreation programs and activities to sign liability waivers prior to participation.

Policy 2.2.B.12. Require all participants of designated City recreation programs and activities to sign photo releases prior to participation, unless an exemption is granted by the Director of Parks and Recreation.

Policy 2.2.B.13. Limit the display and distribution of printed material at recreational buildings and facilities to those programs and events that are sponsored by the City of Sunnyvale and have received prior approval by staff; and post compatible non-City materials as space is available as determined by staff.

GOAL 2.2.C. REGIONAL APPROACH

The City embraces a regional approach to providing and preserving open space and providing open space and recreational services, facilities and amenities for the broader community. It is the City's policy, therefore, to:

Policy 2.2.C.1. Support activities and legislation that will provide additional local, county, and regional park acquisition, development, and maintenance and recreational opportunities.

Policy 2.2.C.2. Support public and private efforts in and around Sunnyvale to acquire, develop and maintain open space and recreation facilities and services for public use.

Policy 2.2.C.3. Encourage School Districts to make available school sites in and around Sunnyvale for community open space and recreation programs.

Policy 2.2.C.4. Support a regional trail system by coordinating with adjacent jurisdictions to facilitate trail connections wherever possible. (See also City of Sunnyvale Bicycle Plan.)

~~**Policy 2.2.C.5.** Determine that a regional trail connection within the Stevens Creek corridor in Sunnyvale is not feasible and should not be constructed along the Stevens Creek corridor on the Sunnyvale side (within City limits). Coordinate with neighboring jurisdictions on determining potential surface street trail alignments between the City of Mountain View and the City of Cupertino to ensure a regional trail connection. (This does not preclude consideration of creating Sunnyvale access points to the Mountain View Stevens Creek Trail Segment 2, Reach 4, between Heatherstone and Fremont Avenues.)~~

Policy 2.2.C.5 was struck by City Council Resolution 376-09 on April 28, 2009.

GOAL 2.2.D. PRIORITIZATION

The City strives to ensure equal opportunities for participation and to provide for a range of structured and unstructured uses, and a variety of general and special interest uses in parks and facilities. The City also provides a wide range of program choices, open space, amenities and facility offerings to meet the recreational needs of a diverse and changing population, including identified subgroups and special populations. Policies related to acquiring and/or developing open space facilities and amenities are also included here. Competing interests and finite resources, however, require the City to set some priorities. All other things being equal, it is the City's policy, therefore, to:

Policy 2.2.D.1. Give priority to services, facilities and amenities that are not readily available through other providers within or near Sunnyvale.

Policy 2.2.D.2. Give priority to services, facilities and amenities benefiting under-served populations as identified in the US Census and through community input.

Policy 2.2.D.3. Give priority to services, facilities and amenities that fulfill a basic need or teach basic skills (e.g., non-competitive, developmental sports instruction such as learn to swim given priority over competitive sports programming).

Policy 2.2.D.4. Give priority to services, facilities and amenities in which the community demonstrates interest.

Policy 2.2.D.5. Give priority to services, facilities and amenities that benefit a greater number of residents.

Policy 2.2.D.6. Give priority to governmental entities, schools and non-profits.

Policy 2.2.D.7. Give priority to services, facilities and amenities that can be used by multiple users or serve multiple purposes.

Policy 2.2.D.8. Give priority to acquiring/developing open space and recreational amenities and programs in areas which are heavily impacted by daytime or business use.

Policy 2.2.D.9. Give priority to acquiring/developing open space and recreational amenities and programs where similar amenities and programs do not already exist.

Policy 2.2.D.10. Give priority to acquiring/developing open space and recreational amenities where the current number of households within specified distances relying on the open space or recreational amenity is greater.

Policy 2.2.D.11. Give priority to acquiring/developing open space and recreational amenities where the projected number of households within specified distances which will be relying on the open space or recreational amenity is greater.

Policy 2.2.D.12. Give priority to acquiring/developing open space and recreational amenities and programs where the needs are greatest and/or which will meet the greatest needs.

Policy 2.2.D.13. Give priority to acquiring/developing open space and recreation facilities at school sites that, if sold by the District for purposes other than open space, would represent a serious loss to the City's ability to meet its open space and recreation goals.

Policy 2.2.D.14. Give priority to safety first when performing maintenance on facilities and within the open space system, followed by usability and then by attractiveness, recognizing that attractiveness is often a factor in usability.

GOAL 2.2.E. ACCESS

The City strives to maximize access to all of its services, facilities and amenities. It is the City's policy, therefore, to:

Policy 2.2.E.1. Locate services at schools, parks and recreational facilities throughout the City and utilize strategies, such as the mobile recreation concept, to make programs geographically accessible.

Policy 2.2.E.2. Comply with the Americans with Disabilities Act, and create an environment of inclusion in all recreation programs where reasonable.

Policy 2.2.E.3. Provide recreation and enrichment programs, services, facilities and amenities to underserved areas and/or populations of the City. Underserved areas and/or populations could be due to factors such as: geography, gender, economics or ethnicity.

Policy 2.2.E.4. Utilize the Senior Center for senior programming and services exclusively between 8 a.m. and 6 p.m. Mondays through Fridays unless special permission is granted by the Director of Parks and Recreation.

Policy 2.2.E.5. Utilize the Senior Center Pavilion and Recreation Center Ballroom exclusively for rental use from 6 p.m. Fridays through 8 a.m. Mondays unless special permission is granted by the Director of Parks and Recreation.

Policy 2.2.E.6. Require that all participants in Senior Center designated programs and services for seniors be at least 50 years of age, unless special permission is given by the Director of Parks and Recreation.

Policy 2.2.E.7. Provide opportunities for non-reserved use of picnic tables at each site within the open space system that has reservable picnic sites.

Policy 2.2.E.8. Allow opportunities for non-reserved, unstructured use of open space.

Policy 2.2.E.9. Allow in-line skating, bicycles and skateboarding on hard-surface sidewalks and pathways throughout the park system, as long as the skateboarders, cyclists and in-line skaters do not pose a hazard to themselves or other forms of traffic such as pedestrians or joggers.

Policy 2.2.E.10. Provide public access to Orchard Heritage Park to the greatest extent possible while meeting the goal of maintaining a working fruit orchard at the park.

Policy 2.2.E.11. Allow exclusive use permits for open space sites as per Appendix U, Exclusive Use Permits Guidelines.

(Adopted by Resolution 201-06; RTC 06-032(1/24/2006))

2.3 Housing & Community Revitalization

Goals and Policies

This section of the Housing and Community Revitalization Sub-element presents the goals and policies the City intends to implement to address Sunnyvale’s identified housing needs.

Provision of New Housing

Goal A Assist in the provision of adequate housing to meet the diverse needs of Sunnyvale’s households of all income levels.

Policy A.1 Encourage diversity in the type, size, price and tenure of residential development in Sunnyvale, including single-family homes, townhomes, apartments, mixed-use housing, transit-oriented development, and live-work housing.

Policy A.2 Facilitate the development of affordable housing through regulatory incentives and concessions, and/or financial assistance.

Policy A.3 Utilize the Below Market Rate (BMR) Housing requirements as a tool to integrate affordable units within market rate developments, and increase the availability of affordable housing throughout the community.

Policy A.4 Continue to require office and industrial development to mitigate the demand for affordable housing.

Policy A.5 Work with Sunnyvale’s major employers, educational and health care institutions to facilitate and encourage the development of workforce housing. Promote the City’s affordable housing programs with local employers.

Policy A.6 Provide first time homebuyer assistance to low and moderate income households, with priority to buyers who currently work and/or live in Sunnyvale.

- Policy A.7** Support collaborative partnerships with non-profit organizations, affordable housing builders, and for-profit developers to gain greater access to various sources of affordable housing funds.

Housing Conservation and Maintenance

Goal B Maintain and enhance the condition and affordability of existing housing in Sunnyvale.

- Policy B.1** Encourage property owners to maintain rental and ownership units in sound condition through the City's neighborhood preservation and housing rehabilitation programs.
- Policy B.2** Provide community outreach and comprehensive neighborhood improvement programs within Sunnyvale's Neighborhood Enhancement areas to improve housing conditions and the overall quality of life.
- Policy B.3** Strengthen multi-family neighborhoods through partnership with non-profit housing organizations in the acquisition and rehabilitation of older residential properties and maintenance as long term affordable housing.
- Policy B.4** Work with property owners, tenants, and non-profit purchasers to facilitate the preservation of publicly-assisted rental housing to maintain affordability to lower income households.
- Policy B.5** Support the provision of rental assistance by the Santa Clara County Housing Authority to lower income households.
- Policy B.6** Preserve Sunnyvale's mobile home parks as an affordable housing option. Maintain at least 400 acres of mobile home park zoning.
- Policy B.7** Regulate the conversion of rental apartments to condominium ownership, and only permit conversions when the citywide vacancy rate for rental units warrants, and a benefit to the overall housing supply can be shown.

Removal of Governmental Constraints

Goal C **Minimize the impact of governmental constraints on the maintenance, improvement and development of housing.**

Policy C.1 Monitor all regulations, ordinances, departmental processing procedures and fees related to the rehabilitation and construction of housing units to assess the impact on housing costs and/or future supply.

Policy C.2 Revise the City’s Zoning Code to clarify provisions for supportive and transitional housing, and emergency shelters.

Policy C.3 Establish reduced and modified parking standards for special needs housing and housing in close proximity to public transit

Provision of Adequate Housing Sites

Goal D **Provide adequate sites for the development of new housing through appropriate land use and zoning to address the diverse needs of Sunnyvale’s residents and workforce.**

Policy D.1 Provide site opportunities for development of housing that responds to diverse community needs in terms of density, tenure type, location and cost.

Policy D.2 Continue to direct new residential development into specific plan areas, near transit, and close to employment and activity centers.

Policy D.3 Require new development to build to at least 75 percent of the maximum zoning density, unless an exception is granted by the City Council.

Policy D.4 Assist residential developers in identifying sites through dissemination of the sites inventory, and assist in consolidation of parcels within Redevelopment Project Areas.

Policy D.5 Provide opportunities and incentives for mixed use, multi-family infill, and transit-oriented development in Downtown Sunnyvale as part of the City’s overall revitalization strategy for the area.

- Policy D.6** Provide expanded areas for higher density housing through the conversion of underutilized industrial areas to residential use, if the sites are consistent with General Plan standards for residential uses (i.e., no health hazards exist).
- Policy D.7** Take advantage of existing infrastructure and public improvements to provide additional housing by allowing accessory living units within residential neighborhoods.

Equal Housing Opportunities and Special Needs

Goal E Promote equal housing opportunities for all residents, including Sunnyvale’s special needs populations, so that residents can reside in the housing of their choice.

- Policy E.1** Support the provision of fair housing services and tenant/landlord mediation to residents.
- Policy E.2** Implement City ordinances regarding prohibition of discrimination in housing.
- Policy E.3** Continue to address the special housing needs of seniors through provision of affordable housing, and housing-related services, such as home rehabilitation programs, paint grants, and maintenance, shared housing match, and housing counseling (i.e. reverse mortgage counseling, etc.) and various referral services.
- Policy E.4** Continue to address the special needs of persons with disabilities through provision of supportive housing, accessibility grants, and development of procedures for reasonable accommodation.
- Policy E.5** Encourage the provision and distribution of residential care facilities throughout the community.
- Policy E.6** Participate in the County Collaborative on Affordable Housing and Homeless Issues to provide a continuum of care of services and facilities for the homeless. Facilitate and sponsor the provision of housing for homeless people if the Onizuka base

conversion plan is approved by the federal agencies. Support local service providers that offer facilities and support services to homeless individuals and families, and persons at risk of homelessness.

Neighborhood Quality

Goal F Maintain sustainable neighborhoods with quality housing, infrastructure and open space that fosters neighborhood character and the health of residents.

Policy F.1 Continue efforts to balance the need for additional housing with other community values, including preserving the character of established neighborhoods, high quality design, and promoting a sense of identify in each neighborhood.

Policy F.2 Promote neighborhood vitality by providing adequate community facilities, infrastructure, landscaping and open space, parking, and public health and safety within new and existing neighborhoods.

Policy F.3 Continue a high quality of maintenance for public streets, rights-of-way, and recreational areas, and provide safe pedestrian, bike, and transit linkages (accessibility) between jobs, residences, transportation hubs, and goods and services.

Policy F.4 Continue to implement a citizen-oriented, proactive education program regarding neighborhood preservation. Encourage resident involvement in identifying and addressing neighborhood needs in partnership with the City.

Policy F.5 Promote the preservation of historically and architecturally significant buildings and neighborhoods through land use, design and housing policies.

Policy F.6 Encourage use of sustainable and green building design in new and existing housing.

Policy F.7 Continue to permit and encourage a mix of residential and job-producing land uses, as long as

there is neighborhood compatibility and no unavoidable environmental impacts.

2.4 Seismic Safety & Safety

Mission Statements (Goals), Policies and Key Incentives (Action Statements)

MISSION STATEMENT A: ENSURE THAT NATURAL AND HUMAN-CAUSED HAZARDS ARE RECOGNIZED AND CONSIDERED IN DECISIONS AFFECTING THE COMMUNITY, AND THAT LAND USES REFLECT ACCEPTABLE LEVELS OF RISK BASED ON IDENTIFIED HAZARDS AND OCCUPANCY.

Policy A1 Land Use

Evaluate and consider existing and potential hazards in developing land use policies. Make land use decisions based on an awareness of the hazards and potential hazards for the specific parcel of land.

Key Incentives:

- A.1.1** Encourage coordination of planning decisions, concerns and information sharing among the neighboring cities, affected agencies and interested citizen groups.
- A.1.2** Retain existing residential sprinkler and fire resistive roofing requirements.
- A.1.3** Encourage and cooperate with seismic and geologic investigations in the Sunnyvale planning area by agencies such as the United States Geological Survey, the California Division of Mines and Geology, and Association of Bay Area Governments.
- A.1.4** Require geotechnical reports for new developments and redevelopments in the City.
- A.1.5** Continue to adopt and enforce the latest State building and fire codes, and ensure staff receives adequate training to apply the latest codes.

Policy A2 Flood Hazards

Take measures to protect life and property from the effects of a 1% (100 year) flood.

Key Incentives:

- A.2.1** Encourage the Santa Clara Valley Water District to reevaluate the capacity of Stevens Creek, Calabazas Creek, Sunnyvale East, West and El Camino Flood Control Channels in relation to a 1% (100 year) flood.

- A.2.2** Encourage and monitor the work of the Santa Clara Valley Water District (SCVWD) in maintaining all creeks and channels in Sunnyvale free of flow inhibiting vegetation, debris and silt.
- A.2.3** Encourage SCVWD to maintain their dikes and levees at least 3 feet above the 1% flood level and to provide continued inspection and repair from damage caused by burrowing animals.
- A.2.4** Maintain the flood plain management practices as outlined by the Federal Emergency Management Agency and the Army Corps of Engineers.
- A.2.5** Participate in the National Flood Insurance Program.

Policy A3 Hazardous Materials

Promote a living and working environment safe from exposure to hazardous materials.

Key Incentives:

- A.3.1** Maintain current information on the hazardous materials used in Sunnyvale businesses and their potential hazards to the community.
- A.3.2** Participate in future development of proposed state and local code changes in storage and handling methods for hazardous materials.
- A.3.3** Maintain the City’s status as a Unified Program Agency as certified by the Environmental Protection Agency

Policy A4 Aviation Hazards

Make planning decisions that establish and/or maintain a safe mix of aviation and land use for the areas affected by NASA/Ames Moffett Field.

Key Incentives:

- A.4.1** Oppose any effort to promote Moffett Field for civil/general aviation.

Policy A5 Essential Services

Maintain lifelines in good operating condition to lessen damage and increase survivability after a major disaster.

Key Incentives:

- A.5.1** Encourage the state and county to maintain and/or improve their over crossings to increase their ability to survive a major seismic event.
- A.5.2** Encourage Pacific, Gas and Electric and AT&T to assess maintain and, if necessary, improve their facilities to increase their ability to survive a major seismic event.

- A.5.3** Study, evaluate and fund the improvements needed to the levee system at the Water Pollution Control Plant to increase its ability to survive a major earthquake.
- A.5.4** Actively pursue funding for the under groundling of utilities in accordance with the principals and guidelines of Public Utilities Commission and PG&E Tariff Rule 20 -A.

MISSION STATEMENT B: ENSURE THAT THE CITY, ITS COMMUNITY MEMBERS, BUSINESS, INDUSTRY, FAITH-BASED ORGANIZATIONS, COMMUNITY ORGANIZATIONS, AND SPECIAL NEEDS POPULATIONS ARE PREPARED TO EFFECTIVELY RESPOND TO MAJOR EMERGENCIES.

Policy B1 Emergency Response Facilities

Construct or maintain City facilities utilized for emergency response to Essential Services Buildings, so that they remain operable after a major seismic event.

Key Incentives:

- B.1.1** Inspect City owned facilities to ensure compliance with seismic safety/safety standards as needed. Fund capital projects when necessary to bring critical facilities up to seismic standards.
- B.1.2** Construct new City facilities as Essential Services Buildings to meet or exceed seismic safety/safety standards so that they will remain operable after a major earthquake or disaster.

Policy B2 Emergency Management Organization

Provide for the emergency management of the City in order to respond effectively and to assure life and property safety in the event of a disaster.

Key Incentives:

- B.2.1** Provide annual and just-in-time training for those persons assigned to the Emergency Management Organization.
- B.2.2** Frequently review the EMO chart, responsibilities and tasks so that it reflects sound emergency management principles.
- B.2.3** Maintain an Emergency Operations Center for direction and control of disaster response and recovery.
- B.2.4** Develop an alternate EOC site, in the event of loss of the primary site.

Policy B3 Emergency Planning & Coordination

Provide an integrated approach to planning and management for emergencies and disasters.

Key Incentives

- B.3.1** Identify, assess and maintain data on hazards to the community.
- B.3.2** Maintain an Emergency Plan and update it as necessary.
- B.3.3** Identify and maintain communications and coordination with community resources that will provide assistance during emergencies.
- B.3.4** Coordinate planning and training with other agencies and jurisdictions to provide an effective and coordinated response to any emergency/disaster.
- B.3.5** Train employees and operational units in emergency preparedness and disaster response procedures appropriate to their job function.
- B.3.6** Maintain communication with and provide training exercises to improve coordination between City staff and private support organizations.
- B.3.7** Evaluate City resources and make recommendations for improving City self-reliance during emergencies.
- B.3.8** Provide assistance to residents and businesses in emergency preparedness.
- B.3.9** Identify and evaluate the role of faith-based and other community-based organizations, and determine their role in an emergency
- B.3.10** Integrate the needs of special needs populations into the planning, prevention, response, mitigation and recovery phases of emergency management.
- B.3.11** Evaluate and improve interoperability of communications systems to facilitate the effective use of radio and data information exchange during emergencies and disasters

Policy B4 Schools

Provide information to public/private schools and day care centers to assist in their planning and preparedness for emergencies and disasters.

Key Incentives:

- B.4.1** Assist schools and day care centers in emergency preparedness.
- B.4.2** Encourage private schools and day care centers not constructed under the Field Act to evaluate and improve their buildings for seismic safety.
- B.4.3** Assist in the development of emergency preparedness curriculum and training materials for schools and day care centers.

Policy B5 Business and Industry

Provide information and assistance to business and industry to encourage their own planning and preparedness for emergencies and disasters.

Key Incentives:

- B.5.1** Provide available emergency preparedness information to businesses and industries that request assistance.

- B.5.2** Encourage business and industry to plan for recovery from catastrophic events.

Policy B6 Community

Provide the community members of Sunnyvale information, encouragement and assistance with emergency planning and preparedness.

Key Incentives:

- B.6.1** Provide community members with information on self-help before, during and after a disaster.
- B.6.2** Provide speakers for emergency preparedness talks to interested community members and community groups.
- B.6.3** Identify and coordinate community volunteers that wish to participate in planning, prevention, preparedness, response and recovery activities.

Policy B7 Communications

Provide emergency radio or other communication devices for coordination of emergency response and the capability to communicate with outside agencies and community members.

Key Incentives:

- B.7.1** Periodically review emergency radio capabilities to enhance survivability during a major disaster.
- B.7.2** Assist and encourage volunteer amateur radio operators to participate actively during a disaster or emergency as part of SARES.

Policy B8 Grant Funding

Actively seek and apply for grant funding from available governmental and private sources that would enhance emergency preparedness

Key Incentives:

- B.8.1** Periodically participate in a needs assessment of emerging concepts involving emergency preparedness that could be met with grant funding
- B.8.2** Enhance and upgrade existing emergency preparedness equipment and practices utilizing grant funding.

Mission Statement C: ENSURE THAT THE CITY, ITS COMMUNITY MEMBERS, BUSINESS AND INDUSTRY ARE PREPARED TO RECOVER FROM DISASTERS.

Policy C1 City Government

Provide for the continuation of City government and services following a major disaster as quickly as feasible.

Key Incentives:

- C.1.1** Maintain a thorough and current Emergency Plan that provides information for the continuation of City government immediately following a disaster.
- C.1.2** Plan for the recovery and resumption of all City operations after a disaster.

Policy C2 Community Members and Business/Industry:

Encourage community members and business/industry to plan for recovery from disasters as quickly as feasible.

Key Incentives:

- C.2.1** Provide assistance to local businesses in planning for recovery and resumption of business after a disaster.
- C.2.2** Provide guidance to community members on disaster recovery through brochures, talks and other outreach methods.
- C.2.3** Encourage community members/businesses to purchase earthquake or other catastrophic insurance coverage.

(Adopted by Resolution 187-93 (9/28/1993); (Clerical/clarity update, Policy Update Project 7/2005), RTC 08-178 (June 10, 2008))

2.5 Community Design - Goals, Policies and Action Statements

City's Image

GOAL A: PROMOTE SUNNYVALE’S IMAGE BY MAINTAINING, ENHANCING AND CREATING PHYSICAL FEATURES WHICH DISTINGUISH SUNNYVALE FROM SURROUNDING COMMUNITIES AND BY PRESERVING HISTORICAL BUILDINGS, SPECIAL DISTRICTS AND RESIDENTIAL NEIGHBORHOODS WHICH MAKE THE CITY UNIQUE.

Policy A.1 Identify the boundaries of the City with attractive and distinctive features.

Action Statements

A.1a. Encourage unique and uniform roadway landscaping and, where possible, median improvements to distinguish the City's boundaries.

A.1b. Continue to enhance the visibility, accessibility and use of the San Francisco Bay on the City's northern boundary.

A.1c. Consider studying ways to minimize the barrier impact of highways and expressways by developing design approaches which relate these roadways to the rest of the community.

A.1d. Continue to develop a comprehensive gateway improvement program to select major gateways for improvements such as special landscaping, signage, visitor information centers, patterned pavement, monuments or artwork and unique private development standards.

A.1e. Consider installing new City of Sunnyvale monument signs at major gateways into Sunnyvale and developing a comprehensive sign program to identify major attractions within the City.

A.1f. Locate City of Sunnyvale signs in attractive surroundings and, whenever possible, in medians with distinctive landscaping.

A.1g. Encourage distinctive and attractive buildings and site design at major gateways into Sunnyvale.

A.1h. Maintain a compatible scale with the roadway when designing gateway improvements.

Policy A.2 Ensure that new development is compatible with the character of special districts and residential neighborhoods.

Action Statements

A.2a. Maintain design guidelines and policies for new construction in historic districts which define acceptable building styles, shapes, rooflines, colors, materials, fenestration and setbacks and develop new guidelines as needed.

A.2b. Continue to maintain and develop zoning standards which preserve the quality of residential neighborhoods.

A.2c. Continue to encourage infill development or redevelopment which is compatible with the use, density, setbacks, height and, where possible, the predominant building style and size of the surrounding district or neighborhood.

A.2d. Continue to identify and adopt methods of preserving historic resources and special districts.

Policy A.3 Support measures which enhance the identity of special districts and residential neighborhoods to create more variety in the physical environment.

Action Statements

A.3a. Encourage diversity and develop programs to emphasize the unique features of special districts and neighborhoods.

A.3b. Consider development of specific plans or design guidelines for the El Camino Real Commercial District and Mathilda Avenue corridor and study the feasibility of specific plans or guidelines for portions of Evelyn Avenue.

A.3c. Continue to preserve buildings with unique historic or architectural value.

A.3d. Protect historic landmarks by discouraging adjacent development which hides or overwhelms their unique qualities.

A.3e. Encourage new landmarks and features to distinguish districts and neighborhoods.

A.3f. Strengthen the downtown as the visual as well as functional focus of Sunnyvale.

A.3g. Consider design features that help locate the downtown district and emphasize the roadways and intersections leading downtown.

A.3h. Encourage distinctive projects at major nodes which have a coherent spatial relationship and create dynamic spaces at these intersections.

A.3i. Maintain existing programs and study new programs which promote the maintenance and quality of residential neighborhoods.

The View From The Road

GOAL B: CREATE AN ATTRACTIVE STREET ENVIRONMENT WHICH WILL COMPLIMENT PRIVATE AND PUBLIC PROPERTIES AND BE COMFORTABLE FOR RESIDENTS AND VISITORS.

Policy B.1 Maintain and provide attractive landscaping in the public right-of-way to identify the different types of roadways and districts, make motorists more comfortable and improve the enjoyment of residential neighborhoods.

Action Statements

B.1a. Continue to maintain and provide landscaped medians on major thoroughfares where it is physically and financially feasible.

B.1b. Maintain and provide professionally designed medians with an interesting and attractive variety of ornamental, deciduous and evergreen trees and plants which are predominantly water-wise and drought resistant.

B.1c. Continue to design landscape medians for easy and safe maintenance.

B.1d. Encourage tree selection in the right-of-way which is in scale with the type of roadway and emphasizes important gateways.

B.1e. Consider uniform and cohesive landscape themes for districts, major thoroughfares, City boundaries and neighborhoods.

B.1f. Continue to choose roadway trees based on the planting site micro climate, whether the tree species is disease and insect resistant, location of utility wires, size of the planting site, root system potential for sidewalk damage, pruning requirements and the appropriateness of the visual characteristics of the trees.

B.1g. Encourage trees which do not obscure business signage in commercial districts.

B.1h. Continue to provide attractive canopy trees in residential districts.

B.1i. Investigate new varieties of trees for use in the City right-of-way.

B.1j. Continue to plant and maintain street trees along the public right-of-way and identify areas which require replanting or replacement trees.

Policy B.2 Provide a safe and comfortable system of pedestrian and bicycle pathways.

Action Statements

B.2a. Continue to maintain City sidewalks and study ways to prevent root damage.

B.2b. Consider studying alternatives or modifications to monolithic sidewalks to provide traffic buffers for pedestrians.

B.2c. Consider installing street trees next to the curb along major thoroughfares with significant pedestrian activity or in special areas which would benefit from a unified landscape theme.

B.2d. Cooperate in regional efforts to establish a bay trail around San Francisco Bay.

B.2e. Consider installing benches on sidewalks where there are shady resting spots or scenic vistas.

Policy B.3 Minimize elements which clutter the roadway and look unattractive.

Action Statements

B.3a. Maintain the requirements for undergrounding overhead utility wires.

B.3b. Maintain and develop programs to achieve more attractive private fencing facing the public right-of-way.

B.3c. Continue to work with County and State agencies to choose appropriate colors, textures and landscaping for sound walls on freeways and expressways.

B.3d. Encourage soundwall location and design which emphasizes important gateways into Sunnyvale.

B.3e. Maintain a sign ordinance to assure that signage is attractive, compatible with the district and not distracting to motorists.

B.3f. Continue to ensure that signage is used to identify businesses rather than advertise them.

Private Development

GOAL C: ENSURE THAT BUILDINGS AND RELATED SITE IMPROVEMENTS FOR PRIVATE DEVELOPMENT ARE WELL DESIGNED AND COMPATIBLE WITH SURROUNDING PROPERTIES AND DISTRICTS.

Policy C.1 Place a priority on quality architecture and site design, which will enhance the image of Sunnyvale and create a vital and attractive environment for businesses, residents and visitors, and be reasonably balanced with the need for economic development to assure Sunnyvale's economic prosperity.

Action Statements

C.1a. Continue to improve the design review process by using design professionals on staff and developing design guidelines to direct developers and assist the City in architectural and site review.

C.1b. Consider developing handout and summaries of design policies, guidelines and regulations to assist developers early in the project design process.

C.1c. Continue to insure that projects have amenities which make them attractive and that these features are not sacrificed to maximize development potential.

Policy C.2 Review site plans to insure the design is compatible with the natural and surrounding built environment.

Action Statements

C.2a. Encourage site design which preserves scenic vistas and maximizes solar orientation for heating and cooling.

C.2b. Continue to monitor and develop standards for the preservation of mature trees and landscaping and encourage the preservation of landscaping to be considered early in the site design.

C.2c. Continue to require that sites be designed so that the building locations, driveways, parking, exterior mechanical equipment, auxiliary structures and service access areas are attractive and compatible with adjoining properties and the public right-of-way.

C.2d. Continue to require that on-site lighting be energy efficient, unobtrusive and located to minimize off-site glare while providing adequate night time safety.

C.2e. Encourage site plans to be integrated with the adjoining road pattern, and at important junctures, provide view corridors into the project or other interesting features which will engage people.

C.2f. Continue to review project design to insure minimum noise impacts to adjoining properties and reduce noise impacts from off-site sources, such as traffic.

C.2g. Consider studying areas where the street and building setback relationship could be improved.

C.2h. Encourage new construction to be compatible with the open space characteristics between buildings in districts or neighborhoods.

C.2i. Continue to require landscaped buffers on commercial or residential properties which provide adequate protection for adjoining residential properties.

C.2j. Consider prohibiting wing walls or other blank, high walls on buildings in order to create attractive transition zones between buildings.

C.2k. Continue to require the screening of exterior mechanical equipment.

Policy C.3 Ensure that site design creates places which are well organized, attractive, efficient and safe.

Action Statements

C.3a. Encourage sites to have obvious and easy to locate entries.

C.3b. Encourage site plans to have a legible organization including focal points and features which provide direction and clarity about the use of the site.

C.3c. Encourage multiple family residential projects to have differentiated outdoors spaces, including private entries which provide individual identity, semi-private transitional spaces and common areas with unrestricted and easy access.

C.3d. Encourage integrated site plans which have clear boundaries, similar detailing for all the elements and a complementary relationship with the building.

C.3e. Encourage design elements which are pleasant to the senses.

C.3f. Continue to require adequate, attractive, water-wise, drought tolerant and efficiently irrigated landscaping and routinely review landscape standards.

C.3g. Consider investigating innovative approaches to parking lot landscaping which provide shade and vertical relief to large asphalt areas.

C.3h. Continue to require full perimeter landscaping around parking lots whenever possible.

C.3i. Encourage outdoor areas for relaxation or eating which are protected from noise and traffic.

C.3j. Encourage sites to be designed with a sense of mystery so that the design is interesting and engaging.

C.3k. Continue to require visible and attractive artworks for new private development at gateways and on large commercial and industrial properties.

C.3l. Encourage reciprocal ingress-egress easements between commercial properties whenever feasible to minimize curb cuts, increase landscaping and improve vehicular safety.

C.3m. Continue to require site plans with good public visibility of entries, adequate night time lighting, safe on-site circulation systems and quick, unobstructed access routes for fire and police services.

C.3n. Continue to require sites plans to be easily navigated by people with handicaps and for some projects consider innovative features in excess of minimum state standards for handicap access.

Policy C.4 Encourage quality architectural design which improves the City's identity, inspires creativity and heightens individual as well cultural identity.

Action Statements

C.4a. Encourage easily identified and attractive building entrances which are oriented to the street.

C.4b. Consider eliminating floor area ratio restrictions on entrances which enhance the architecture of the building and cannot be converted to work space.

C.4c. Require roof elements to wrap around the building so that the element looks integrated and not just pasted on.

C.4d. Encourage clear glass windows at the pedestrian level for commercial buildings to provide visibility of the activities inside stores and restaurants and visibility of pedestrian activity outside.

C.4e. Continue to require mechanical equipment to be fully screened and integrated with the architecture of the building.

C.4f. Encourage building windows to have a shape and spacing consistent with the building style.

C.4g. Encourage below grade parking to be unobtrusive and integrated with the building architecture by continuing the same materials and colors as the building, screening auto entrances from public view and using landscaping and berming to reestablish a natural relationship with the ground.

C.4h. Consider developing zoning ordinance standards for minimum depths of below grade parking and avoid at grade parking under buildings.

C.4i. Encourage buildings with two or more stories to have architectural elements which create a pedestrian scale on the ground level, such as variations in the textures and materials, differentiated piers and columns, recessed entries and windows, awnings or offset planes.

C.4j. Avoid tall buildings which create a tunnel effect and where necessary step the building back above the second level or stagger setbacks on the street.

C.4k. Encourage buildings to have interesting articulation on all sides through changes in the building plane and height and the addition of elements such as deeply recessed or bay windows, porticos or dormers which create shadow and texture.

C.4l. Avoid blank walls on the ends of buildings facing the roadway and provide detail and articulation on these elevations.

C.4m. Encourage the spacing and size of doors and windows to have a rhythm compatible with the architectural style.

C.4n. Encourage buildings where each of the building elements, such as windows, roofs and walls, are in proportion with each other.

C.4o. Encourage high quality, durable materials for buildings which create texture.

C.4p. Avoid piecemeal embellishment, frequent changes in materials or materials that are incompatible with the building style.

C.4q. Encourage exterior building materials to wrap around corners and any change in materials only to be made in locations where there is a change in the building plane or where a change in materials is effectively used to identify the base of the building.

C.4r. Review building colors in the context of the scale of the building and avoid strong colors which may be overwhelming at larger scale.

C.4s. Encourage buildings where all of the design elements, such as colors, materials, style and ornamentation are unified and create cohesive, attractive and distinctive architecture.

Policy C.5 Ensure that buildings are appropriate to their context and designed to be compatible with surrounding properties and special districts.

Action Statements

C.5a. Encourage new construction to be consistent with the horizontal or vertical building orientation or building shape of special districts or streetscapes.

C.5b. Encourage roof styles which are similar to surrounding buildings or unique districts.

C.5c. Avoid buildings which do not have a similar scale or height as surrounding properties, except at gateways or for landmark structures.

C.5d. Consider studying floor area ratio limitations for residential and commercial districts.

C.5e. Avoid building colors which are not compatible with adjoining properties or special districts.

C.5f. Encourage new construction to be designed so that it minimizes the impact on the privacy of adjoining residential properties.

C.5g. Avoid tall buildings which substantially shade adjoining residential properties.

C.5h. Continue to require additional setbacks for new construction when necessary to preserve the light, air, views and privacy of adjoining residential properties.

Public Facilities

GOAL D: PROVIDE PUBLIC FACILITIES WHICH ARE ACCESSIBLE, ATTRACTIVE AND ADD TO THE ENJOYMENT OF THE PHYSICAL ENVIRONMENT.

Policy D.1 Ensure that Sunnyvale's public facilities are easily identified, accessible, attractive and representative of the community's values and aspirations.

Action Statements

D.1a. Consider implementing a comprehensive sign program for public facilities and City of Sunnyvale entry signs which may include maps to show the location of City facilities.

D.1b. Establish a consistent design vocabulary for all public signage including fixture type, lettering, colors, symbols and logos.

D.1c. Consider providing for the use of well designed banners for City events, holidays and other special occasions.

D.1d. Consider implementing ways to increase the visibility of the Civic Center on Mathilda Avenue and El Camino Real and consider better identification for the Community Center along Remington Avenue.

Policy D.2 Maintain beautiful and comfortable outdoor public places which provide a shared sense of ownership and belonging for Sunnyvale residents, business owners and visitors.

Action Statements

D.2a. Continue to provide public parks where people can enjoy nature, exercise, socialize and relax.

D.2b. Continue to provide courtyards and public plazas around City buildings and encourage at least one large plaza downtown.

D.2c. Encourage public courtyards and plazas to have: comfortable, shady places to sit; protection from automobile noise and fumes; defined boundaries; and, where appropriate, water elements and artworks.

D.2d. Choose water elements, such as fountains or water sculptures, which will look attractive when water is not available because of drought conditions.

D.2e. Continue to acquire public artworks which contribute to the public identity of outdoor places and provide pleasure and enrichment for Sunnyvale residents.

D.2g. Encourage selection of public artworks which have a broad appeal and capture the aspirations or social and cultural heritage of the community.

D.2h. Insure that some public artworks are meant for children and for touching and playing.

D.2i. Insure that the scale and subject of public art is appropriate to its location.

D.2j. Encourage some commercial activities in public plazas downtown.

D.2k. Continue to encourage pedestrian and commercial activity on the sidewalks of the historic 100 block of Murphy Avenue.

D.2l. Encourage new redevelopment downtown to be oriented to increase the visibility and use of the small courtyard on Washington Avenue by the parking structure.

D.2m. Support the parking assessment district downtown.

D.2n. Encourage below grade parking downtown and avoid parking structures which hide important buildings and districts or block the view into the downtown from major roadways.

Policy D.3 Work with outside government agencies to achieve attractive public and quasi-public facilities consistent with the quality of development in Sunnyvale.

Action Statements

D.3a. Encourage adequate, attractive and legible signage for public and quasi-public facilities not owned by Sunnyvale.

D.3b. Cooperate with the Santa Clara Water District to develop programs to improve the appearance of flood control channels and drainage swales.

D.3c. Cooperate with the City and County of San Francisco on improvements to the Hetch Hetchy right-of-way to make better use of this large open space area.

D.3d. Encourage PG&E and Southern Pacific Railroad to improve the appearance of transmission line easements and the railroad lines.

3.1 Water Resources - Goals, Policies and Action Statements

Goals and Policies

The following policies reflect updates to the 1996 policies. Three new policies and associated action strategies have been added to reflect the increased attention expected to be paid to recycled water use, conservation and infrastructure improvements over the next 10 years (Policy A.2, Policy B.1 and Policy C.2, respectively).

GOAL A: Water Supply – Acquire and manage water supplies so that existing and future reasonable demands for water, as projected in the 20-year forecast, are reliably met.

Policy A.1: Manage water supply to meet demands for potable water through the effective use of water supply agreements.

Action Strategies

A.1a: Negotiate for long-term supply commitments, using future demands as projected by 20-Year Water Forecast and Water Model software.

A.1b: Support future reasonable, cost-effective, and environmentally sound water supply enhancement projects of San Francisco Public Utilities Commission (SFPUC), the Bay Area Water Supply and Conservation Agency (BAWSCA), the Santa Clara Valley Water District (SCVWD) and the Bay Area Regional Water Recycling Program (BARWRP).

A.1c: Investigate possibilities to increase well water sources within the City.

A.1d: Co-ordinate with the California Water Supply Company (Cal Water) to assure that sufficient water is available for emergency response, including emergency interties as necessary, in areas of Sunnyvale that receive their basic water from Cal Water.

A.1e: Purchase potable water utilizing the most cost-effective source(s) within contractual requirements with suppliers, based on projected calculations in the 20-Year Water Forecast.

Policy A.2: Maximize recycled water use for all Title 22 approved purposes both within and in areas adjacent to the City, where feasible.

Action Strategies

A.2a: Extend service to and retrofit City and private irrigation sites within close proximity of existing recycled water distribution pipelines.

A.2b: Coordinate with SCVWD, SFPUC, Mountain View, and Palo Alto to provide service to Moffett Field Golf Course and proposed new development at NASA Ames.

A.2c: Investigate recycled water interties and agreements to improve system reliability and to facilitate regional recycled water deliveries.

A.2d: Pursue developer commitments to provide recycled water facilities in new and redevelopment projects for irrigation and dual plumbing, where feasible.

A.2e: Coordinate with the WPCP long-term Strategic Implementation Plan to identify additional facilities needed to increase recycled water production capacity, reliability, and/or storage to meet projected peak City-wide recycled water demands.

A.2f: Update the 2000 Recycled Water Master Plan to provide a current roadmap for potential expansions to the City's recycled water system.

A.2g: Provide for annual inspection of recycled water usage sites and backflow prevention devices and for annual reporting to regulatory agencies.

A.2h: Pursue opportunities for external funding for existing and future recycled water projects by supporting the efforts of regional water quality and recycling organizations such as BARWRP as they seek and apply for funding for expansion and continued support of recycled water and water quality in the region.

Policy A.3: Provide enough redundancy in the water supply system so that minimum potable water demand and fire suppression requirements can be met under both normal and emergency circumstances.

Action Strategies

A.3a: Maintain a Supervisory Control and Data Acquisition (SCADA) system that can respond swiftly to water demands and can also be utilized to optimize the mix of all sources, based on projections in the 20-Year Water Forecast.

A.3b: Utilize multiple water sources/providers to ensure water availability at all times.

A.3c: Secure agreements with surrounding suppliers and water retail agencies to provide water when a Sunnyvale source is unavailable.

A.3d: Develop and maintain City-owned wells to be used as a water source when other supplies are unavailable, under peak or emergency conditions and for future needs.

GOAL B: Water Conservation – Promote more efficient use of the City’s water resources to reduce the demands placed on the City’s water supplies

Policy B.1: Lower overall water demand through the effective use of water conservation programs designed to increase water use efficiency in the residential, commercial, industrial and landscaping arenas, partnering with our wholesalers.

Action Strategies

B.1a: Develop staged conservation plans that will effectively respond to periods of water shortages or droughts. The plans will include the use of restrictions tailored to the level of conservation required, and will be coordinated with other concerned agencies.

B.1b: Keep the community regularly advised as to the status of the City’s water supply, how they can achieve conservation goals, and how the community is progressing toward those goals.

B.1c: Develop partnerships with other agencies and participate in their programs to achieve regional water conservation goals.

B.1d: Support the Ahwanne Water Principles put forward by the Local Government Commission (LGC) in 2005 and participate in the continued update of the principles to promote the efficient use of the City’s water resources.

B.1e: Develop comprehensive plans that employ tools such as individual water metering and demand based pricing to encourage conservation.

GOAL C: Water Distribution – Proactively maintain the water distribution system infrastructure to ensure the reliable and safe delivery of water under normal and emergency conditions to both current and future customers.

Policy C.1: Maintain a preventive maintenance program that provides for reliability of potable and recycled water systems.

Action Strategies

C.1a: Provide, implement and keep up-to-date a maintenance management system.

C.1b: Provide for periodic inspection and assessment of water system components.

C.1c: Perform preventive maintenance on all system components per AWWA standards, to eliminate the need for major unscheduled repairs or replacements.

C.1d: Maintain accurate and up-to-date records and maps that can be swiftly updated.

Policy C.2: Maintain a proactive Long Range Infrastructure Plan that identifies, schedules, funds, and implements needed system upgrades and replacements before facilities exceed their effective useful lives.

Action Strategies

C.2a: Annually update the 20-year Long Range Infrastructure Plan with current projects, costs, and schedules.

C.2b: Proceed with projects as identified in the Plan to replace aging facilities before the end of their useful life as funding permits.

C.2c: Identify opportunities to coordinate planned infrastructure improvements with other City development or repair projects.

Policy C.3: Maintain an up-to-date emergency water operations plan.

Action Strategies

C.3a: Develop and maintain a water-modeling software program (hydraulic network analysis) that will allow staff to check the adequacy of storage facilities and distribution system on a periodic basis.

C.3b: Provide sufficient storage and backup power to meet minimum requirements for water during emergencies.

C.3c: Periodically assess the need for additional backup power at key water facilities and establish capital projects as needed to provide for the necessary addition(s).

C.3d: Maintain sufficient emergency interconnections with other water utilities.

C.3e: Maintain standard operating procedures for responding to losses of supply or during water contamination events.

C.3f: Develop and maintain standard operating procedures for notifying the public during losses of supply or water contamination events.

GOAL D: Water Quality – Ensure that all water meets state and federal standards for aesthetics, quality and health.

Policy D.1: Maintain and update a comprehensive water quality-monitoring program that meets or exceeds all state and federal requirements, while also meeting specific City and residents’ needs.

Action Strategies

D.1a: Monitor state and federal legislation to ensure that the City’s sampling and testing procedures meet all requirements.

D.1b: Work in collaboration with water suppliers to ensure that all purchased water meets or exceeds all required standards.

D.1c: Provide staff with adequate certification training as required by California Department of Health.

D.1d: Provide the public with information and seek public input relative to the City's water quality program.

Policy D.2: Maintain an aggressive inspection and preventive maintenance program that ensures that backflow from potentially contaminated water services is prevented.

Action Strategies

D.2a: Ensure that adequate backflow prevention devices are installed.

D.2b: Monitor annual backflow devices testing program.

D.2c: Perform backflow investigations and inspections as required by state regulations.

D.2d: Investigate the potential for the City owning all backflow devices, thereby ensuring their proper function and maintenance.

Policy D.3: Provide appropriate security and protection of water facilities.

Action Strategies

D.3a: Actively work with the SCVWD to identify all private wells in the city and advise the owners of health risks, adequate quality testing, etc.

D.3b: Encourage proper abandonment of private wells and hook up to the City's water system.

D.3c: Evaluate susceptibility of potential terrorist and criminal threats in light of post 9/11 vulnerability assessments and take corrective actions prescribed by the findings of future assessments that can reduce or mitigate the risk of serious consequences from natural disasters and adversarial actions (e.g., vandalism, acts of terrorism).

Policy D.4: Maintain and update an action plan that responds to and protects water supplies from contamination.

Action Strategies

D.4a: Maintain an emergency action plan to isolate and halt delivery of known or suspected contaminated water to customers.

D.4b: Maintain a program to notify customers of known or suspected contaminated water and of the City's action plan.

3.2 SOLID WASTE SUBELEMENT

3.2 Solid Waste Management - Goals, Policies and Action Statements

GOAL A: Ensure that all municipal solid waste generated within the city is collected and transported in a manner that protects public health and safety.

Policy A.1. Provide convenient, competitively priced solid waste collection services.

Action Statements

A.1a. Establish, enforce, and periodically update collection service standards.

A.1b. Provide collection services that meet the needs of elderly and disabled residents.

A.1c. Evaluate methods of achieving increased efficiencies in solid waste collection.

A.1d. Compile and analyze information regarding collection operations to ensure that existing operations are operated in a safe, sanitary, and efficient manner and that collection costs are necessary and reasonable.

Policy A.2. Ensure that standards of Customer Service Excellence policies are met by those providing solid waste collection service.

Action Statements

A.2a. Provide and publicize convenient methods by which customer complaints can be filed.

A.2b. Investigate all complaints regarding solid waste collection and maintain records of complaint resolution.

GOAL B: REDUCE SOLID WASTE DISPOSAL TO 50% OR LESS OF THE AMOUNT GENERATED IN 1990 (AS ADJUSTED TO REFLECT POPULATION AND ECONOMIC CHANGES) IN THE MOST COST-EFFECTIVE MANNER.

Policy B.1. Reduce generation of solid waste by providing source reduction programs and promoting source reduction behavior.

Action Statements

B.1a. Provide source reduction programs that reduce the generation of solid waste.

B.1b. Encourage and facilitate private source reduction programs, services, and facilities.

B.1c. Provide comprehensive and ongoing public education programs to encourage source reduction behavior by Sunnyvale residents and businesses.

B.1d. Continue to monitor the effectiveness of unlimited residential refuse collection.

Policy B.2. Maximize diversion of solid waste from disposal by use of demand management techniques, providing and promoting recycling programs, and encouraging private sector recycling.

Action Statements

B.2a. Continue to use demand management in determining refuse collection rates and policies.

B.2b. Provide, or facilitate the provision of, recycling collection services to residential, commercial, and industrial customers in a cost-effective way that allows achievement of the 50% diversion goal.

B.2c. Provide comprehensive and ongoing public education and promotion programs to encourage residents and businesses to participate in recycling programs.

B.2d. Make City facilities models of source reduction and recycling behavior by stating that all employees are expected and empowered to incorporate source reduction and recycling in their work practices.

B.2e. Compile and analyze information regarding recycling and disposal amounts, program costs, and customer satisfaction to evaluate the City's progress toward achieving its disposal diversion goal.

Policy B.3. Meet or exceed all federal, state, and local laws and regulations concerning solid waste diversion and implementation of recycling and source reduction programs.

Action Statements

B.3a. Periodically update the Sunnyvale Source Reduction and Recycling Element (SRRE), and perform related tasks as required by state law.

B.3b. Continue to implement the source reduction and recycling programs described in the SRRE.

B.3c. Continue to monitor the City's compliance with waste diversion laws and regulations.

Policy B.4. Increase demand for recycled materials by advocating local, state and federal legislation that will increase use of recycled content products.

Action Statements

B.4a. Identify and support proposed laws and administrative actions that would increase the demand for and value of recycled materials in a cost effective manner.

GOAL C: Encourage residents to maintain clean neighborhoods by preventing unsightly accumulations of discarded materials and illegal dumping of municipal solid waste.

Policy C.1. Provide periodic opportunities for residents to dispose of refuse at discounted or no charge.

Action Statements

C.1a. Periodically provide "extended curbside collection" of bulky residential refuse.

C.1b. Periodically provide City residents free disposal of refuse at the SMaRT Station.

C.1c. Provide disposal services for neighborhood cleanup events.

GOAL D: DISPOSE OF SOLID WASTE GENERATED WITHIN THE CITY IN AN ENVIRONMENTALLY SOUND, DEPENDABLE, AND COST EFFECTIVE MANNER.

Policy D.1. Assure that the City possesses a minimum of five years of refuse disposal capacity at all times.

Action Statements

D.1a. Annually assess the amount of disposal capacity available with existing disposal arrangements and projected disposal amounts.

D.1b. When available disposal capacity equals ten years or less, initiate actions to arrange for sufficient capacity to accommodate present and projected City needs.

Policy D.2. Reduce the amount of refuse being disposed, generate recycling revenues, and minimize truck travel to the disposal site through use of the Sunnyvale Materials Recovery and Transfer (SMaRT) Station.

Action Statements

D.2a. Achieve economies of scale in the operation of the SMaRT Station.

D.2b. Continue to monitor SMaRT Station operations to ensure compliance with all performance standards and regulatory requirements.

D.2c. Research developments in refuse transfer, materials recovery equipment and operations, and markets for recovered materials, and implement appropriate changes to SMaRT Station equipment and operations.

GOAL E: MINIMIZE POTENTIAL FUTURE CITY LIABILITY FOR WASTES GENERATED IN THE CITY.

Policy E.1. Select disposal methods and sites for solid and hazardous wastes that incorporate technologies and practices most likely to eliminate or minimize future City liabilities.

Action Statements

E.1a. Obtain and review permits, reports, and other information related to disposal facilities to verify compliance with laws, regulations, and prudent practices.

E.1b. Whenever practical, select to dispose of hazardous wastes by reuse, recycling, incineration, and landfilling, in that order.

Policy E.2. Minimize impact on future rate payers of potential liability for past disposal practices.

Action Statements

E.2a. Evaluate existing reserve funds and potential liabilities and adopt appropriate reserve fund policies.

E.2b. Seek changes to federal law to minimize the City's potential liability for disposal of municipal solid waste.

Policy E.3. Minimize illegal and inappropriate disposal of Household Hazardous Waste (HHW).

Action Statements

E.3a. Encourage use of HHW source reduction practices by providing promotion and public education.

E.3b. Provide and promote convenient HHW disposal services.

Policy E.4. To meet or exceed all federal, state, and local laws and regulations concerning Household Hazardous Waste (HHW) and implementation of HHW programs.

Action Statements

E.4a. Periodically update the Sunnyvale Household Hazardous Waste Element (HHWE) and perform related tasks as required by state law.

E.4b. Implement the HHW programs described in the HHWE.

GOAL F: MAINTAIN SOUND FINANCIAL STRATEGIES AND PRACTICES THAT WILL ENABLE THE CITY TO PROVIDE COMPREHENSIVE SOLID WASTE MANAGEMENT SERVICES TO THE COMMUNITY WHILE KEEPING REFUSE RATES AT OR BELOW COUNTYWIDE AVERAGES FOR CITIES USING COST OF SERVICE PRICING.

Policy F.1. Establish refuse collection and disposal rates in a manner that equitably allocates program costs among rate payers and promotes rate stability.

Action Statements

F.1a. Periodically restructure refuse collection and disposal rates to incorporate demand management, minimize demand for services, and reflect actual costs.

F.1b. Annually survey refuse rates and rate-setting methods for comparable Santa Clara County cities to determine City's relationship to countywide averages.

Policy F.2. To the greatest extent possible, anticipate changes required in refuse collection rates in response to changes in laws, regulations, and economic factors affecting the solid waste management system.

Action Statements

F.2a. Prepare budgets that reflect costs for anticipated legislation and regulations, new programs, and modifications to existing programs.

F.2b. Annually establish refuse collection rates that use long-range budget projections to maximize the predictability of future rates.

F.2c. Identify, and work to modify, proposed laws and legislation that have potential financial impacts on the solid waste management program.

Policy F.3. Identify additional revenue sources and, where possible, increase revenues from solid waste programs, services, and facilities without jeopardizing program goals and customer service quality.

Action Statements

F.3a. Seek grant funding from the State and other sources where the cost of obtaining and maintaining the grant does not negate its value.

F.3b. Identify and pursue potential customers for any unused capacity of the SMaRT Station.

F.3c. Review and audit revenue sources to ensure that all appropriate revenues are being received.

F.3d. Evaluate revenues of existing and proposed programs as decisions are being made regarding those programs.

GOAL G: CONTRIBUTE TO AN ECONOMIC DEVELOPMENT ENVIRONMENT THAT IS SUPPORTIVE OF A WIDE VARIETY OF BUSINESSES.

Policy G.1. Provide solid waste services desired by businesses at competitive rates.

Action Statement

G.1a. Conduct periodic surveys to verify that businesses receive useful services at a competitive price.

GOAL H: Manage the closed Sunnyvale landfill in a manner that protects the public health and safety and the environment, promotes enjoyable public use of the site, and assists in the achievement of other goals of the solid waste sub-element.

Policy H.1. Ensure compliance with federal, state, and local laws and regulations.

Action Statements

H.1a. Continue to monitor and manage leachate, groundwater, and landfill gas.

H.1b. Continue to monitor and manage the landfill cap, slopes, and surface vegetation.

H.1c. Maintain post-closure maintenance financial assurance mechanism in compliance with regulations.

Policy H.2. Extract available resources from the refuse buried at the landfill.

Action Statements

H.2a. Provide landfill gas of a quality and at a flow rate suitable for energy recovery.

H.2b. Continue to monitor new technologies for further opportunities to extract buried resources.

Policy H.3. Provide for safe, enjoyable recreational access to portions of the landfill.

Action Statements

H.3a. Maintain environmental control systems to provide for safe public access to open space portions of the site.

H.3b. Maintain a vegetative screen along Caribbean Drive and Borregas Ave. to enhance the aesthetics of the landfill, as viewed from the adjacent industrial area.

H.3c. Provide information to visitors regarding the site's history and relationship to other nearby City-operated environmental management facilities.

Policy H.4. Provide for facilities and activities on portions of the landfill that support achievement of the City's solid and household hazardous waste goals and policies.

Action Statements

H4a. Continue to provide for concrete and asphalt recycling.

H.4b. Consider long-term use of the Carl Road Recycling Center as a household hazardous waste facility.

H.4c. Provide a disposal area for dried sewage sludge from the Water Pollution Control Plant.

H.4d. Evaluate the benefits to the solid waste program of other waste diversion facilities and activities proposed to be located on the landfill.

Policy H.5. Generate revenues from post-closure uses of the landfill.

Action Statements

H.5a. Periodically evaluate the possibility of increasing revenues generated by existing facilities located on the landfill.

H.5b. Evaluate the suitability and revenue potential of proposed revenue-generating uses of the landfill.

3.3 WASTE WATER SUBELEMENT - Goals, Policies and Action Statements

The goals, policies and action statements are based on the following assumptions:

1. Address current and future water quality requirements and regulations.
2. Ensure that the Water Pollution Control Plant and wastewater collection system operate effectively and efficiently.
3. Maintain the financial stability of the Wastewater Management Revenue Fund.
4. Ensure that processed wastewater meets all water quality standards.
5. Ensure that recycled water meets all water quality standards.
6. Maintain the wastewater collection system and Water Pollution Control Plant to support the ongoing ability to meet collection and treatment objectives.
7. Develop and maintain proactive energy management and by-product reuse programs.
8. Engage in active pretreatment programs to encourage source reduction.
9. Plan, schedule, fund and implement replacement of the aging wastewater management system and Water Pollution Control Plant infrastructure.

GOALS, POLICIES AND ACTION STATEMENTS

GOAL 3.3A: ENSURE THAT THE QUALITY AND COMPOSITION OF WASTEWATER GENERATED IN THE CITY DOES NOT EXCEED THE CAPABILITIES OF THE WASTEWATER COLLECTION SYSTEM AND WATER POLLUTION CONTROL PLANT

Policy 3.3A.1 Water Pollution Control Plant improvements should be designed, constructed and maintained and the quantity of industrial wastes should be controlled so that the plant does not have to be expanded in excess of its capacity of 29.5 MGD.

Action Statements

3.3A.1a Monitor the generation of industrial wastes by new industries and enlargements of existing industries to ensure that the safe treatment capacity is not exceeded at any time.

3.3A.1b If the average flow reaches 75% of design flow, review projected flows and existing plant capacity to determine the advisability of imposing a wastewater discharge moratorium.

3.3A.1c Maintain a fair and equitable allocation system of Water Pollution Control Plant treatment capacity to land use categories.

Policy 3.3A Ensure that wastes discharged to the wastewater collection system can be treated by existing treatment processes of the Water Pollution Control Plant.

Action Statements

3.3A.2a Provide adequate pretreatment monitoring to ensure that discharge standards are met by the discharger community.

3.3A.2b Maintain an active information program to inform wastewater management users of prohibited discharges, pretreatment methods, and reporting requirements.

GOAL 3.3B: CONTINUE TO OPERATE AND MAINTAIN THE WASTEWATER COLLECTION SYSTEM SO THAT ALL SEWAGE AND INDUSTRIAL WASTES GENERATED WITHIN THE CITY ARE COLLECTED AND CONVEYED UNDER SAFE AND SANITARY CONDITIONS TO THE WATER POLLUTION CONTROL PLAN.

Policy 3.3B.1 Inspect critical points in the wastewater management system annually to ensure that the proper level of maintenance is being provided and that the flow in sewers does not exceed design capacity.

Action Statements

3.3B.1a Jet flush the wastewater collection system on a regular basis.

3.3B.1b Monitor locations where the capacity is critical in the wastewater collection system.

3.3B.1c Continue the program of minimizing illegal storm connections on private property to the City wastewater collection system.

3.3B.1d Continue the program of locating and correcting points of infiltration in the wastewater management system.

3.3B.1e Continue to provide an optimum level of maintenance to the wastewater management system.

3.3B.1f Develop and maintain accurate, up-to-date maps and records of the wastewater management system.

3.3B.1g Ensure that the City's 50-year infrastructure plan provides for necessary capital improvements and replacements.

GOAL 3.3C: CONTINUE TO OPERATE AND MAINTAIN THE WATER POLLUTION CONTROL PLAN USING COST EFFECTIVE METHODS, SO THAT ALL SEWAGE AND INDUSTRIAL WASTES GENERATED WITHIN THE CITY RECEIVE SUFFICIENT TREATMENT TO MEET THE EFFLUENT DISCHARGE AND RECEIVING WATER STANDARDS OF REGULATORY AGENCIES

Policy 3.3C.1 Monitor water pollution control plant operations and maintenance to meet regulatory standards.

Action Statements

3.3C.1a Continue to provide water pollution control facilities, personnel, materials and utilities so that sewage and industrial waste generated within the City can be treated to meet the regulatory standards.

Policy 3.3C.2 Coordinate operating procedures with the City energy policy to optimize an alternative energy program so that minimum use and reliance are placed on outside energy sources.

Action Statements

3.3C.2a Maximize production and use of landfill gas for power production.

3.3C.2b Maximize production and use of digester gas for power production.

3.3C.2c Implement necessary changes to allow power production with use of landfill, digester, or natural gas, or a combination of any of the three.

Policy 3.3C.3 Actively participate in the watershed management approach to solving water quality issues of the Santa Clara Basin Watershed and the South Bay.

Action Statements

3.3C.3a Continue to work with neighboring cities, state and federal agencies, and through the Watershed Management. Initiative to mutual water quality problems.

3.3C.3b Support the development of environmental regulations that have a sound scientific basis and allow for reasonable implementation.

Policy 3.3C.4 Produce quality recycled water and seek to maximize the use of this resource.

Action Statements

3.3C.4a Produce recycled water, fulfilling California Code of Regulations Title 22 water quality standards, to meet the demand of recycled water customers.

3.3C.4b Maximize the efficiency of recycled water production and distribution.

3.3C.4c Market recycled water to potential new customers and maximize the use of recycled water within existing distribution area.

3.3C.4d Annually review the usage of recycled water and the feasibility of expanding its use and distribution.

3.3C.4e Monitor effects of water reuse and its relationship on discharge to San Francisco Bay.

3.3C.4f Study feasibility of recycled water for restoration and/or enhancement of marshlands.

GOAL C4: MAINTAIN A FINANCIALLY-STABLE WASTEWATER MANAGEMENT FUND THROUGH A USER-BASED FEE SYSTEM.

Policy3.3D.1 Assess connection fees to new system users to recoup the costs of excess system capacity constructed for their eventual use.

Policy3.3D.2 Assess user fees based on quantity and composition of wastewater generated

Policy3.3D.3 Establish appropriate reserves to ensure reliable rates and to provide capital improvements and infrastructure replacement needs.

Policy 3.3D.4 Annually review the wastewater rate structure.

Policy3.3D.5 Bi-annually review the 50-year plan for capital improvement and replacement needs.

Policy3.3D.6 Continue to make landowners responsible for maintenance of sewer laterals, with the exception that the City will make repairs to laterals between property line and sewer mains caused by broken pipes and street tree roots.

Policy3.3D.7 Properties outside the City limit that are served by the Sunnyvale wastewater collection system shall pay the full cost of wastewater management service. In addition to a higher rate for such special service, outside customers should also pay all costs for special maintenance and necessary repairs. This includes the use of outside plumbers, delivery of service at call back times, any expenses to the City of Sunnyvale from other jurisdictions connected to the provision of service (i.e. franchise fees), and costs for improvements to the system.

Policy 3.3D.8 Explore agreements with neighboring cities where the Water Pollution Control Plant would treat interjurisdictional wastewater for a fee as long as these agreements: 1) create no capacity issues 2) do not hinder future development and 3) are economically advantageous.

3.4 Surface Runoff - Goals, Policies and Action Statements

GOAL A: ASSURE THE REASONABLE PROTECTION OF BENEFICIAL USES OF CREEKS AND SAN FRANCISCO BAY, ESTABLISHED IN THE REGIONAL BOARD'S BASIN PLAN, AND PROTECT ENVIRONMENTALLY SENSITIVE AREAS.

Policy A.1. Continue to support the identification and development of BMPs suitable for use in the City through participation in the SCV NPS Control Program, American Public Works Association's Stormwater Quality Task Force, the Bay Area Stormwater Management Agencies Association, and similar organizations.

Policy A.2 Comply with regulatory requirements and participate in processes which may result in modifications to regulatory requirements.

Action Statements

A.2a. Conduct internal audits in order to continue to improve environmental programs.

A.2b. Implement appropriate pollution prevention activities for targeted pollutants to comply with regulatory requirements.

A.2c. Review proposed changes in regulatory requirements and comment as appropriate.

A.2d. When evaluating pollutant control measures, consider all potential impacts including effects on the storm drain system, sanitary sewer system, and groundwater.

Policy A.3. Ensure that BMPs are implemented to reduce the discharge of pollutants in storm water to the maximum extent practicable.

Action Statements

A.3a. Inspect industrial and commercial businesses for potential discharges to storm drains as part of industrial pretreatment inspections for the WPCP.

A.3b. Modify Industrial Pretreatment permits to also require BMPs to control the discharge of pollutants to city-owned storm drains.

A.3c. Use the City newsletter and utility billings to disseminate information regarding the proper disposal of waste and to encourage the public to participate in reducing pollutants in storm water runoff.

A.3d. Continue outreach programs to industrial and commercial businesses to educate them on proper disposal of waste to the sanitary sewer and storm drains.

A.3e. Label approximately 1060 municipal storm drainage inlets a year until all inlets are labeled and maintain labels as necessary to educate the public on the fate of material discharged to storm drains.

A.3f. Encourage private property owners to label storm drain inlets.

A.3g. Conduct surveys during public events to track public awareness of the SCV NPS Control Program.

A.3h. Obtain copies and use the Statewide Best Management Practices Manual (to be available around the beginning of 1993 as guidance).

A.3i. Modify new development and re-development permitting procedures to require developers and contractors to implement BMPs before, during, and after construction to minimize pollutants discharged in storm water runoff. The report titled "Storm Water Quality Controls for New Developments in Santa Clara Valley and Alameda County: A Guide for Controlling Post-Development Runoff" will be used as guidance to achieve post-development controls.

A.3j. Continue to participate with the SCV NPS Control Program to hold workshops to notify developers, consulting firms, and contractors of the General Construction Activity Storm Water Permit; to notify industries of industrial NPDES storm water permit requirements and everyone about the requirements of the City's area-wide municipal storm water NPDES permit.

A.3k. Continue to develop and maintain accurate maps of the storm drain system owned and operated by the City.

A.3l. Track existing municipal government activities which remove pollutants prior to discharge to storm drains such as the number of storm drain inlets cleaned, curb miles swept, and amounts of material removed.

A.3m. In addition to sweeping streets for aesthetic purposes, sweep to prevent pollutants from entering storm drain inlets. Similarly, in addition to cleaning storm drain inlets to prevent flooding, clean inlets to remove pollutants from the storm drain system. The "BMPs for Street Cleaning and

Storm Drainage Facilities" developed by the Alameda County Urban Runoff Clean Water Program may be used as guidance.

A.3n. Track creek and South San Francisco Bay water quality data collected by the SCV NPS Control Program, WPCP and other environmental monitoring programs, for changes resulting from the implementation of BMPs.

A.3o. Continue to detain storm water runoff in the Pump Station No. 2 basin to settle sediment and associated pollutants prior to discharge to receiving waters.

A.3p. Monitor influent and effluent from the basin to determine percent removal of pollutants in order to evaluate the effectiveness of the detention basin in removing pollutants.

A.3q. Test pollutants in the basins, and develop and implement a maintenance plan to assure that sediment is periodically removed and properly disposed.

Policy A.4. Effectively prohibit illicit discharges and improper disposal into the storm drain system.

Action Statements

A.4a. Encourage all residents, industrial and commercial facilities, and public agencies to report spills and illegal dumping incidents to the WPCP in order to initiate an immediate response and log spills.

A.4b. Perform tests and inspections to discover unauthorized discharges into storm drains.

A.4c. Track reports of spill incidents received at the WPCP.

A.4d. Locate and eliminate illicit connections.

A.4e. Consider possible improvements to ordinances to more clearly spell out the requirements for implementing BMPs and for providing the authority to request monitoring or technical reports that might be necessary from dischargers to the City's storm drainage system.

Policy A.5. Prevent accelerated soil erosion.

Action Statements

A.5a. Require developers and contractors to implement Association of Bay Area Governments (ABAG) soil erosion control measures.

A.5b. Encourage property owners to maintain vegetative cover.

GOAL B: MAINTAIN STORM DRAIN SYSTEM TO PREVENT FLOODING.

Policy B.1 Maintain and operate the storm drain system so that storm waters are drained from 95% of the streets within one hour after a storm stops.

Action Statements

B.1a. Inspect and clean as necessary all storm drainage inlets at least once a year prior to the rainy season.

B.1b. Clean drop inlets in response to flood complaints.

B.1c. When cleaning storm drain inlets and lines, maximize removal of material at the nearest access point to minimize discharges to watercourses.

B.1d. Inspect storm water pump stations weekly and maintain as needed.

B.1e. Assure proper disposal of all material cleaned from storm drain inlets and lines.

Policy B.2. Respond to storm drain emergencies.

Action Statements

B.2a. Respond to all emergency calls within 20 minutes during storms and within 45 minutes during other periods.

B.2b. Inspect and eliminate unauthorized discharges into the storm drain system.

GOAL C: ENSURE THAT FLOOD HAZARDS ARE RECOGNIZED.

Policy C.1 Operate and maintain the storm drainage system at a level to minimize damages and ensure public safety.

Action Statements

C.1a. Update maps of the storm drain system after new developments and/or redevelopments and storm drainage additions.

C.1b. Maintain records of incidents of local flooding and budget for system improvements.

Policy C.2 Prevent flooding to protect life and property.

Action Statements (primarily from the Seismic Safety & Safety Sub-Element)

C.2a. Encourage the SCVWD to periodically reevaluate the capacity of creeks and channels.

C.2b. Encourage the SCVWD to maintain creeks and channels to remove flow-inhibiting vegetation, debris and silt.

C.2c. Encourage the SCVWD to maintain dikes and levees at least 3 feet above the 1% flood level and to inspect and repair damage caused by burrowing animals.

C.2d. Continue to maintain the flood plain management practices outlined by the Federal Emergency Management Agency (FEMA) and the Army Corps of Engineers.

C.2e. Continue participation in the National Flood Insurance Program.

Policy C.3 Monitor and plan for hydraulic changes due to global warming, earthquakes and/or subsidence.

Action Statements

C.3a. Track sea level elevations at tide gauge locations maintained by the US Coast Guard, National Oceanic and Atmospheric Administration, and the San Francisco Bay Conservation and Development Commission to monitor changes in sea level.

C.3b. Monitor compaction, water level, and land surface elevation data compiled by the SCVWD for possible land subsidence.

C.3c. Encourage the SCVWD to consider installing tide gates in channels and creeks to prevent flooding during high tides.

C.3d. Budget for and construct additional storm drainage detention and pumping facilities as needed to assure continued ability to discharge surface runoff into the various SCVWD facilities and San Francisco Bay.

C.3e. When designing structures along shorelines, consider future sea level changes.

C.3f. Ensure that private developers adequately plan and construct buildings to protect property in low lying areas.

C.3g. Review FEMA maps when they are updated every 3-5 years, and incorporate information on flood prone areas into future land use plans.

GOAL D: MINIMIZE THE QUANTITY OF RUNOFF AND DISCHARGE OF POLLUTANTS TO THE MAXIMUM EXTENT PRACTICABLE BY INTEGRATING SURFACE RUNOFF CONTROLS INTO NEW DEVELOPMENT AND REDEVELOPMENT DECISIONS.

Policy D.1 Consider the impacts on the water quality of surface runoff as part of land use and development decisions and implement BMPs to minimize the total volume and rate of runoff.

Action Statements

D.1a. Study and determine the appropriateness of a particular parcel of land to support selected BMPs for removing pollutants prior to discharge.

D.1b. Assure that all applicable development projects (those disturbing 5 acres or greater of land) obtain coverage under the State Water Board's general construction activity storm water NPDES permit or under a similar Regional Board permit if one is adopted in the future.

D.1c. Assure that a reference list of BMPs and copies of appropriate BMP manuals and/or guidelines are available at City libraries and City offices.

Policy D.2 Consider the ability of a land parcel to detain excess storm water runoff in flood prone areas and require incorporation of appropriate controls.

Action Statement

D.2a. Land use decisions should also consider the ability of a parcel to detain excess storm water in areas prone to flooding through use of oversized collection systems and detention facilities.

GOAL E: CONSIDER ALTERNATIVE METHODS OF GENERATING REVENUE TO SUPPORT THE CITY'S SURFACE RUNOFF QUALITY IMPROVEMENT ACTIVITIES.

Policy E.1. Develop a revenue program that will ensure funding to:

1. Implement BMPs;

2. Conduct public information and participation outreach activities;
3. Inspect and eliminate illicit discharges, and inspect industrial and commercial facilities;
4. Meet storm drain operational and maintenance needs to improve surface runoff quality;
5. Monitor storm water quality;
6. Participate in general SCV NPS Control Program activities; and
7. Provide appropriate reserves.

Action Statements

E.1a. Evaluate the ability of the existing sanitary sewerage revenue program to provide adequate support for the City to comply with activities mandated by the area wide municipal storm water NPDES permit and with the other surface runoff control activities included in the SCV NPS Control Program.

E.1b. Review the rate structure annually and consider appropriate changes.

3.6. Noise - Goals, Policies and Action Statements

GOAL A: MAINTAIN OR ACHIEVE A COMPATIBLE NOISE ENVIRONMENT FOR ALL LAND USES IN THE COMMUNITY (LAND USE COMPATIBILITY).

Policy A.1 Prevent significant noise impacts from new development by applying state noise guidelines and Sunnyvale Municipal Code noise regulations in the evaluation of land use issues and proposals.

Action Statements

A.1a Apply the Sunnyvale Municipal Code noise regulations in the evaluation of land uses and proposals. Acoustical analysis may be required to determine if mitigation measures shall be required for the new development. If required, mitigation measures shall be incorporated into the new developments that bring the proposed development into conformance with the noise regulations in the Sunnyvale Municipal Code.

A.1b Consult the Noise Condition Map (Appendix A) to determine noise levels throughout the City.

A.1c Comply with the "Noise and Land Use Compatibility Guidelines" (Table 2) for the compatibility of land uses with their noise environments, except where the City determines that there are prevailing circumstances of a unique or special nature.

A.1d Use Table A.1d to determine if proposed development results in a "significant noise impact" on existing development.

Table A.1d Significant Noise Impacts from New Development on Existing Land Uses	
Ldn of Existing Development ^[1]	Significant Noise Impact Increase in Ldn of Existing Development from New Development
"Normally Acceptable" ^[2]	more than 5 dBA, but noise level still in the "Normally Acceptable" category
"Normally Acceptable"	more than 3 dBA and the noise level exceeds the "Normally Acceptable" category
exceeds "Normally Acceptable"	more than 3 dBA
<p>[1] The Ldn shall be measured at any point along the property line shared by the proposed development and existing land uses.</p> <p>[2] "Normally Acceptable" as defined by the State of California "Noise and Land Use Compatibility Guidelines", summarized in this Sub-Element.</p>	

A.1e Use the CEQA and the discretionary permit processes to protect existing land uses from significant noise impacts due to new development. Acoustical analysis required as part of the CEQA or discretionary permit process, master plans, and/or design review shall determine if significant noise impacts occur from proposed development on existing land uses. If significant noise impacts occur, then mitigation measures shall be required to minimize the impact of the new development on existing land uses.

A.1f Supplement the "Noise and Land Use Compatibility Guidelines" (Table 2) for residential uses by attempting to achieve an outdoor Ldn of no greater than 60 dBA for common recreation areas, backyards, patios, and medium and large-size balconies. These guidelines should not apply where the noise source is a railroad or airport. If the noise source is a railroad, then an Ldn of no greater than 70 dBA should be achieved in common recreation areas, backyards, patios, and medium and large balconies. If the noise source is from aircraft, then preventing new residential uses within areas of high Ldn from aircraft noise is recommended.

Policy A.2 Enforce and supplement state laws regarding interior noise levels of residential units.

Action Statements

A.2a Enforce Title 24 Noise Insulation Requirements for all new hotels, motels, apartments, condominiums group care homes, and all other dwellings, except single-family detached homes.

A.2b Apply Title 24 Noise Insulation Requirements to all new single-family detached homes.

A.2c Attempt to achieve a maximum instantaneous noise level of 50dBA in bedrooms and 55dBA in other areas of residential units exposed to train or aircraft noise, where the exterior Ldn exceeds 55dB.

Policy A.3 Consider techniques which block the path of noise and insulate people from noise.

Action Statements

A.3a Use a combination of barriers, setbacks, site planning and building design techniques to reduce noise impacts, keeping in mind their benefits and shortcomings.

A.3b Consider compiling and distributing information to residents of noise-impacted areas about what they can do to protect themselves from noise.

A.3c Proposed sound walls or other noise reduction barriers should be reviewed for design, location, and material before installing the barrier. Sound readings should be taken before and after installing the noise reduction barrier in order to determine the efficacy of the noise reduction barrier. Measurement techniques shall be similar to procedures used by Caltrans to measure efficiency of sound walls.

GOAL B: PRESERVE AND ENHANCE THE QUALITY OF NEIGHBORHOODS BY MAINTAINING OR REDUCING THE LEVELS OF NOISE GENERATED BY TRANSPORTATION FACILITIES (TRANSPORTATION NOISE).

Policy B.1 Refrain from increasing or reduce the noise impacts of major roadways.

Action Statements

B.1a Identify and mitigate roadway noise impacts as part of local land use plans and proposals.

B.1b Regulate the location, design and capacity of local roadway improvement projects to mitigate their noise impacts.

B.1c Use local traffic management techniques to reduce or protect noise levels. (For example, the City can place truck routes away from neighborhoods. Commuters can be diverted from residential streets. Note that some techniques may address one problem but cause others. For instance, stop signs can improve safety but they can also raise noise levels. In such cases, the City must balance its goals to the extent possible.)

B.1d Advocate that neighboring cities should identify and mitigate roadway noise impacts that affect Sunnyvale as part of their land use plans.

B.1e Advocate that public agencies should identify and mitigate noise impacts as part of their transportation system improvement projects.

B.1f Support state legislation to reduce vehicle noise levels.

B.1g Continue to enforce state muffler and exhaust laws.

Policy B.2 Support efforts to reduce or mitigate airport noise.

Action Statements

B.2a Support the retention of the Airport Land Use Commission.

B.2b Support the right of private citizens to sue airports for noise impacts.

B.2c Encourage airport operation policies and procedures which reduce the level and frequency of noise as well as other policies and federal funding to alleviate the effects of aircraft noise.

Policy B.3 Support activities that will minimize the noise impacts of Moffett Federal Airfield.

Action Statements

B.3a Monitor the annual number of flight operations and evaluate any increases in activity.

B.3b Encourage NASA to seek ways to minimize flights over the community and manage practice landings.

B.3c Encourage NASA to continue to direct flight operations over the Bay during evening and nighttime hours.

B.3d Encourage NASA to continue flight, landing and maintenance procedures which lower noise levels.

B.3e Encourage NASA to establish a complaint record and response program.

B.3f Support the continuation of NASA's public information program.

B.3g Oppose any effort and/or expenditure of public funds to promote Moffett Federal Airfield for non-federal purposes.

B.3h Support efforts to limit non-essential air traffic at Moffett Federal Airfield.

B.3i Support federal legislation that requires military and federal aircraft to meet Stage 3 noise requirements similar to commercial aircraft.

Policy B.4 Support activities that will minimize and/or reduce the noise impacts of San Jose International Airport.

Action Statements

B.4a Monitor the annual number of passengers and evaluate trends in activity at San Jose International Airport.

B.4b Monitor plans for expansion of San Jose International Airport terminals and evaluate the resulting increases in activity.

B.4c Consider encouraging the City of San Jose to install a local noise monitoring station in the Lakewood area.

B.4d Encourage the City of San Jose to promote the use of Stage 3 aircraft.

B.4e Encourage the City of San Jose to maintain strict control over flight patterns which influence noise in Sunnyvale.

B.4f Encourage the City of San Jose to educate pilots and seek their cooperation in using cockpit techniques that reduce noise levels.

B.4g Support federal legislation to lower the noise levels of civilian aircraft.

B.4h Support state legislation to lower the noise levels of civilian airports.

Policy B.5 Encourage activities that limit the noise impacts of helicopters.

Action Statements

B.5a Encourage NASA to direct helicopter flight operations and flight patterns so that they occur over industrial, not residential, areas.

B.5b Allow the use of airborne helicopters at construction sites on a limited basis as permitted by the FAA and the Caltrans Division of Aeronautics.

Policy B.6 Mitigate and avoid the noise impacts from trains.

Action Statements

B.6a Monitor plans and projects which would increase the number of commuter trains, and evaluate their noise impacts and seek mitigation for any change that worsens local conditions.

B.6b Monitor plans and projects which would increase the number of freight trains, and evaluate their noise impacts and seek mitigation for any change that worsens local conditions.

B.6c Avoid construction of new residential uses where the outdoor Ldn is greater than 70 dBA as a result from train noise.

B.6d Educate owners of older homes on ways to reduce noise levels from trains.

B.6e Support legislation to reduce the noise level of trains.

B.6f Seek the cooperation of train engineers to avoid unnecessary and prolonged use of air horns except for safety purposes.

Policy B.7 Monitor and mitigate the noise impacts of light rail facilities.

Action Statements

B.7a Monitor regional plans for light rail facilities in Sunnyvale to ensure that noise impacts are identified and mitigated.

GOAL C: MAINTAIN OR ACHIEVE ACCEPTABLE LIMITS FOR THE LEVELS OF NOISE GENERATED BY LAND USE OPERATIONS AND SINGLE-EVENTS (COMMUNITY NOISE).

Policy C.1 Regulate land use operation noise.

Action Statements

C.1a Monitor the effectiveness of operational noise regulations every five years by referring to related community condition indicators.

C.1b Apply conditions to discretionary land use permits which limit hours of operation, hours of delivery and other factors which affect noise.

C.1c Continue interdepartmental procedures to respond to complaints about operational noise.

C.1d Instantaneous noise measurements taken for the purpose of enforcing the noise regulations in the Sunnyvale Municipal Code shall be taken at the property line of the property generating the noise and in a location and time(s) that fairly represents the noise.

Policy C.2 Regulate select single-event noises and periodically monitor the effectiveness of the regulations.

Action Statements

C.2a Monitor the effectiveness of limits on deliveries hours and hours of operation of powered equipment on properties adjacent to residentially zoned properties every five years by referring to related community condition indicators.

C.2b Continue efforts by the Department of Public Safety and Neighborhood Preservation to mediate complaints about single-event noise that is not regulated by the Sunnyvale Municipal Code.

3.7 Air Quality - Goals, Policies and Action Statements

GOAL A: IMPROVE SUNNYVALE'S AIR QUALITY AND REDUCE THE EXPOSURE OF ITS CITIZENS TO AIR POLLUTANTS.

Policy A.1 Require all new development to utilize site planning to protect citizens from unnecessary exposure to air pollutants.

Action Statements

A.1a. Evaluate new development with potential sources of odors or criteria air pollutants to determine whether it is appropriate for them to be located near existing or planned residential development or sensitive receptors.

A.1b. New residential zones or residential development in non-residential zones should not be permitted near existing sources of TAC's, unless it can be shown through a Health Risk Assessment that no unacceptable health risk is created.

A.1c. New residential development should be located at least 15 feet from the property line along major streets or intersections unless a lesser distance can be demonstrated to not expose residents to unhealthful pollutant concentrations.

Policy A.2 Reduce automobile emissions through traffic and transportation improvements. Since traffic congestion delays increase the level of emissions, congestion management has air quality benefits.

Action Statements

A.2a. Develop and maintain a balanced transportation system in Sunnyvale by promoting pedestrian, bicycle and transit modes of travel.

A.2b. The City should give high priority to traffic improvements that improve vehicle operating conditions (average speed, delay) such as signal timing improvements, signal synchronization, turn lanes, etc. BAAQMD guidance developed for the CMP program deficiency plans defines such improvements.

GOAL B: REDUCE AIR POLLUTION IMPACTS FROM FUTURE DEVELOPMENT.

Policy B.1 Utilize land use strategies to reduce air quality impact.

Action Statements

B.1a. Promote extension of transit systems, and locate higher density development/redevelopment along transit corridors.

B.1b. Promote mixed land use development that provides commercial services such as day care, restaurants, banks and stores near employment centers, reducing auto trip generation by promoting pedestrian travel. Promote neighborhood commercial and park uses within residential developments to reduce short auto trip generation by making pedestrian and bicycle trips feasible (for example, require sidewalks, bike trails and bicycle parking areas).

Policy B.2 Assist employers in meeting requirements of Transportation Demand Management (TDM) plans for existing and future large employers and participate in the development of TDM plans for employment centers in Sunnyvale.

Action Statements

B.2a. Enforce the provisions of the City's TDM ordinance covering businesses employing 100 or more persons.

B.2b. Amend the City's existing TDM ordinance to comply with the BAAQMD's Trip Reduction Rule.

B.2c. At the appropriate time, the City should explore the feasibility of seeking delegation of regulations which would affect smaller employers located within multi-tenant complexes, which are not included in the Trip Reduction Rule authority from the Bay Area Air Quality Management District.

Policy B.3 Apply the Indirect Source Rule to new development with significant air quality impacts. Indirect Source review would cover commercial and residential projects as well as other land uses that produce or attract motor vehicle traffic.

Action Statements

B.3a. Increase densities near transit stations.

B.3b. Develop requirements for bicycle and pedestrian facilities.

B.3c. Require site design to encourage transit circulation and stops/waiting areas for transit and carpools.

B.3d. Consider controls to decrease vehicle idling emissions caused by "drive-through" operations.

GOAL C: MAKE A CONTRIBUTION TOWARDS IMPROVING REGIONAL AIR QUALITY.

Policy C.1 The City should actively participate in regional air quality planning.

Action Statements

C.1a. The City should work with regional air quality planning agencies such as the Bay Area Air Quality Management District, Metropolitan Transportation Commission, Association of Bay Area Governments, and Congestion Management Agency in the development and implementation of regional air quality strategies.

C.1b. Continue to monitor federal and state legislation regarding air quality issues.

Policy C.2 Improve opportunities for citizens to live and work in close proximity.

Action Statements

C.2a. In the long term, the City should encourage a better balance between jobs and housing than currently exists in Sunnyvale to reduce long distance commuting.

C.2b. The City should encourage affordable housing.

Policy C.3 Contribute to a reduction in Regional Vehicle Miles Traveled.

Action Statements

C.3a. The City should support and actively promote the expansion and improvement of local and regional transit systems providing service to Sunnyvale.

C.3b. The City should be a leader in implementing the Transportation Control Measures (TCM's) that are included in the Bay Area '91 Clean Air Plan, the regional plan required under the California Clean Air Act. The Plan currently includes 23 TCMs. Of these the following identify cities as an implementing agency:

TCM 1: Expand Employer Assistance Programs

TCM 2: Adopt Employer-Based Trip Reduction Rule

TCM 9: Improve Bicycle Access and Facilities

TCM 12: Improve Arterial Traffic Management

TCM 13: Transit Use Incentives

TCM 15: Provide Carpool Incentives

TCM 16: Indirect Source Control Program

TCM 18: Zoning for Higher Densities Near Transit Stations

TCM 10: Air Quality Elements for General Plans

Policy C.4 Reduce Emissions from City of Sunnyvale fleet vehicles

Action Statements

C.4a. As a large employer, the City will provide leadership in the implementation of air quality programs such as the Trip Reduction Ordinance.

C.4b. The City will evaluate the development and implementation of a program to introduce and expand the use of alternative, cleaner fuels in its fleet of vehicles.

4.1 Law Enforcement - Goals, Policies and Action Statements

GOAL A: PROVIDE A SAFE AND SECURE ENVIRONMENT FOR PEOPLE AND PROPERTY IN THE COMMUNITY.

Policy A.1 Provide rapid and timely response to all emergencies.

Action Statements

A.1a Study resource deployment variables which impact response time.

A.1b Provide training to certify personnel in First Aid and Cardiopulmonary Resuscitation.

A.1c Assist in the implementation and evaluation of the Emergency Preparedness Plan.

A.1d Maintain, train, and equip special response teams for extraordinary or extremely hazardous emergency incidents.

Policy A.2 Control conduct recognized as threatening to life and property.

Action Statements

A.2a Provide on scene services to restore the peace and prevent further injury to life or property.

A.2b Investigate all reported criminal actions.

A.2c Study and implement methods whereby response to service calls can be managed more effectively in order to permit better utilization of non-committed patrol time.

A.2d Effectively structure and use preventive patrol time in order to accomplish specific patrol objectives.

A.2e Limit the amount of time administrative tasks detract from patrol operations, thereby increasing the amount of time available for other activities such as preventive patrol.

A.2f Enhance crime analysis techniques and capabilities in order to provide timely information which identifies evolving or existing social

problems and crime patterns, so as to provide supporting data for improved allocation of resources.

A.2g Study methods to further enhance community/problem oriented policing.

A.2h Identify evolving and existing gang activity and gang involved crime problems that impact the quality of life in the community.

A.2i Develop information and strategies in order to proactively impact current and evolving gang activity.

Policy A.3 Provide investigative services directed toward successful prosecution and conviction of criminal offenders.

Action Statement

A.3a Provide for quality preliminary investigations that will enhance the success of follow-up investigation and subsequent court presentation.

A.3b Provide for selective screening of cases to be investigated past the preliminary investigation stage.

A.3c Investigate all major FBI Part I crimes (murder, rape, robbery, and burglary).

A.3d Provide continuous monitoring of the effectiveness and efficiency of the investigative process.

A.3e Strengthen the investigator/victim/witness relationship.

A.3f Maintain a cooperative liaison with the prosecuting attorney.

Policy A.4 Reduce crime by strengthening the police/community partnership.

Action Statements

A.4a Continue and enhance neighborhood based crime prevention activities.

A.4b Continue and enhance programs designed to reinforce positive juvenile behavior and prevent juvenile delinquency.

A.4c Continue and enhance loss prevention programs in the commercial and industrial sectors.

A.4d Continue and enhance programs designed to prevent and reduce drug and alcohol abuse.

A.4e Identify geographical areas or population groups experiencing noticeable crime victimization in order to improve effectiveness of crime prevention efforts.

A.4f Develop citizen involvement in all phases of prevention programs.

A.4g Provide early intervention through education of youth, families, school staff and other community members on gang recognition and prevention.

Policy A.5 Facilitate the safe movement of pedestrians, bicyclists and vehicles.

Action Statements

A.5a Provide traffic enforcement to deter traffic violations.

A.5b Provide traffic enforcement in congested areas during commute hours to enhance the safe flow of traffic.

A.5c Provide vehicle and pedestrian accident analysis to determine common locations and causes so as to properly plan selective enforcement.

A.5d Provide bicyclist accident analysis to determine common locations and causes so as to properly plan selective enforcement.

A.5e Participate in Citywide Bicycle Plan.

A.5f Maintain liaison with the Traffic Engineering Department in studying and solving traffic problems.

A.5g Participate in activities that enhance the successful detection, apprehension, rehabilitation and prevention of persons driving under the influence of alcohol/drugs.

A.5h Participate in prevention and enforcement activities directed at minimizing personal injury in traffic collisions.

A.5i Maintain liaison with schools and Traffic Engineering Department to determine locations where crossing guards are required during the school year. Hire, train and deploy crossing guards.

GOAL B: PROVIDE COMMUNITY ORIENTED SERVICES THAT ARE RESPONSIVE TO CITIZEN'S NEEDS IN TRADITIONALLY NON-CRIMINAL AREAS.

Policy B.1 Aid those who cannot care for themselves (intoxicated, addicted, mentally ill, physically disabled, the young, the old).

Action Statements

B.1a Identify and maintain list of current community referral agencies.

B.1b Provide emergency transportation or commitment to medical, mental health, or other appropriate facilities.

B.1c Maintain liaison with social services agencies providing support to indigent persons.

Policy B.2 Provide crisis intervention and conflict management and resolution.

Action Statements

B.2a Identify and maintain list of current referral agencies.

B.2b Provide diversion programs and referrals for juvenile offenders.

B.2c Monitor repeat juvenile offenders and identify them to the proper authorities such as juvenile probation and the Juvenile Court system.

B.2d Develop programs aimed at violence prevention.

B.2e Develop programs that are aimed at reducing domestic violence.

B.2f Maintain liaison with appropriate support groups for victims of domestic violence and other traumatic crimes.

B.2g Provide training for Officers on the resolution of personal and interpersonal conflicts.

B.2h Facilitate civil conflict resolutions by intervention/referral.

GOAL C: INCREASE AND MAINTAIN PUBLIC CONFIDENCE IN THE ABILITY OF THE PUBLIC SAFETY DEPARTMENT TO PROVIDE QUALITY POLICE SERVICES.

Policy C.1 Provide for assessment of changing community needs and expectations.

Action Statements

C.1a Identify means of measuring citizen satisfaction with Police services.

C.1b Provide analysis of crime data so as to adequately plan enforcement strategies.

C.1c Provide for data systems enhancements to improve data used for resource allocation strategies.

Policy C.2 Provide inspection and control of personnel and Department operations which is responsive to citizen concerns.

Action Statements

C.2a Maintain Department policies for control and internal discipline.

C.2b Maintain Internal Affairs policies and procedures.

C.2c Facilitate the process of handling citizen complaints.

C.2d Promote public awareness of the Citizen's Inquiry process.

GOAL D: CONDUCT PLANNING AND ADMINISTRATION THAT INCORPORATES INTERACTION WITH OTHER CITY DEPARTMENTS AS WELL AS OTHER AGENCIES, BOTH PUBLIC AND PRIVATE, WHERE MUTUAL CONCERNS EXIST WHICH COULD HAVE IMPACT ON THE DELIVERY OF LAW ENFORCEMENT SERVICES.

Policy D.1 Coordinate law enforcement planning with local, regional, State and Federal plans.

Action Statements

D.1a Identify and maintain liaison with appropriate intergovernmental agencies and organizations.

D.1b Maintain close liaison with Community Development Department, City Attorney, Public Works, other City Departments and community organization in order to develop a problem solving team approach to resolving issues that contribute to crime and disorder in the City.

D.1c Encourage the development of neighborhood organizations and maintain close liaison with these organizations in order to determine the citizen's concerns about the well-being of their neighborhoods.

D.1d Establish and maintain agreements (plans) for Mutual Aid and participate in statewide Law Enforcement Mutual Aid Plan.

D.1e Establish and train in local and statewide Mutual Aid procedures.

D.1f Participate in Major Disaster Preparedness planning at all levels of government.

Policy D.2 Provide effective and efficient management of Public Safety resources.

Action Statements

D.2a Monitor actions of appropriate governmental legislative and regulatory bodies which impact Department planning and operations.

D.2b Develop proposals and apply for appropriate governmental grants.

D.2c Provide professional input to assist Council when considering community position on legislative issues.

D.2d Monitor the development of technology and apply appropriate technology in order to enhance Police Services.

GOAL E: SUSTAIN A HIGHLY TRAINED POLICE SERVICES DIVISION IN ORDER TO ASSURE THAT POLICE SERVICES ARE PROVIDED IN A QUALITY AND EFFICIENT MANNER.

Policy E.1 Train and develop employees to meet state and local standards.

Action Statements

E.1a Provide skills training to employees to enhance performance.

E.1b Provide in-service training to maintain proficiency and provide technical development to personnel.

4.2 Fire Services – Goals, Policies and Action Statements

GOAL A: PROVIDE A FIRE SERVICE RESPONSE SYSTEM THAT WILL CONTROL THE SPREAD OF FIRE IN BUILDINGS AND OTHER PROPERTIES AND MAINTAIN MINIMAL CASUALTIES AND PROPERTY LOSS FROM FIRE AND OTHER RELATED EMERGENCIES.

Policy A.1. Assure that equipment and facilities are provided and maintained to meet reasonable standards of safety, dependability, and compatibility with fire service operations.

Action Statements

A.1a. Work cooperatively with the appropriate City Departments in issues related to the acquisition, use and maintenance of equipment and facilities. Assign highest priority to emergency equipment.

A.1b. Research new equipment and replacement needs and recommend purchases with specifications that meet industry standards, local needs, and Public Safety requirements.

A.1c. Meet or exceed the manufacturers' recommended standards for the frequency of testing of apparatus and equipment, and correct deficiencies.

A.1d. Conduct effective in-service maintenance and inspection of facilities and equipment.

A.1e. Work cooperatively with the appropriate City Departments in issues related to the acquisition, use, maintenance, and modification of facilities.

Policy A.2. Provide training that is adequate for required duties.

Action Statements

A.2a. Provide coordination for all training activities within the Fire Services Division.

A.2b. Identify in-service training requirements by test and inspection and by observing performance at emergencies.

A.2c. Meet or exceed recommended or mandatory training standards for the fire service.

A.2d. Provide specialized training to establish a high level of expertise for extremely hazardous or critical operations.

A.2e. Study the effectiveness of a firefighters physical fitness program and the impacts it may have on job performance.

Policy A.3. Respond to requests for services.

Action Statements

A.3a. Give highest priority to emergency calls so that responses are made within an average time of 5.6 minutes or less and within 6 minutes or less 90% of the time.

A.3b. Coordinate with the Department of Public Works to provide traffic signal controllers, street signing, and other methods which reduce response times.

A.3c. Seek improvement of dispatch and response policies, provide resources, and implement changes that may favorably affect response times. Analyze response time data.

A.3d. Annually review data in regard to calls for service, response times, and changing risk probabilities. If annual data reveals a deterioration in service levels, consider initiating needs analysis for additional or relocated facilities, additional apparatus and/or additional personnel

A.3e. Investigate and identify factors that cause or may cause injuries or property damage when responding to calls and take corrective actions.

Policy A.4. Conduct field operations and emergency scene management in a safe, effective, and efficient manner.

Action Statements

A.4a. Be sensitive to conditions that may be potential fire or safety hazards in buildings and other properties and maintain liaison with appropriate departments and agencies to correct those conditions.

A.4b. Maintain a system of pre-fire surveys for selected buildings and provide critical information that is immediately available to responding emergency personnel should an incident occur. Consider electronic technology to provide survey information “on-line” at emergency scenes.

A.4c. Maintain liaison with the Department of Public Works to assure an adequate and well-maintained water supply system for fire suppression purposes.

A.4d. Identify and adopt methods and policies which provide safety, improve communications, and enhance command and control of emergency incidents. Adopt State Emergency Management System (SEMS).

A.4e. Maintain policies and agreements with other agencies that provide for mutual emergency assistance when required.

A.4f. Take measures that reduce the number of false or malicious alarm reports.

A.4g. Participate in regional efforts to create utilities geo-base with on-scene access to digital mapping.

GOAL B: PROVIDE EFFECTIVE RESPONSE CAPABILITY FOR NON-FIRE INCIDENTS THAT MAY DIRECTLY ENDANGER THE LIVES, PROPERTY AND WELL BEING OF THE COMMUNITY.

Policy B.1. Provide immediate life support to those who are threatened by situations requiring emergency medical services or rescue.

Action Statements

B.1a. Meet or exceed mandated minimum standards of training for emergency medical response personnel.

B.1b. Study, and where feasible, provide alternate methods of emergency medical service delivery when it is determined to be more efficient and beneficial to those in need. Consider EMT-P level training.

B.1c. Maintain liaison with the County Emergency Medical Services Agency and other agencies involved in the Emergency Medical System.

B.1d. Monitor performance results of EMS providers to assure adequate levels of service delivery and if appropriate study feasibility of city operated EMS.

B.1e. Participate in joint agency mass casualty and medical disaster drills and maintain capability for response to actual situations.

B.1f. Participate in County EMS Design Committee.

Policy B.2. Operate a response system that will provide effective control and investigation of hazardous materials emergencies.

Action Statements

B.2a. Provide a specially trained and equipped response team capable of mitigating emergencies resulting from hazardous materials leaks, spills and discharges and conduct related inspections and permit activities.

B.2b. Complete required reports and conduct follow-up investigations when necessary.

B.2c. Consider electronic technology to provide Hazardous Materials Management Plan (HMMP) information “on-line” at emergency services.

B.2d. Consider regional hazardous materials response system.

B.2e. Study potential impacts of emerging bio-technology on response capabilities and related inspection and permit activities.

GOAL C: REDUCE THE DEMAND FOR FIRE SUPPRESSION AND HAZARDOUS MATERIALS RESPONSE, REDUCE THE SEVERITY OF THE INCIDENTS AND PROVIDE PROTECTION FOR THE LIVES, WELFARE, AND ENVIRONMENT OF PEOPLE WITHIN THE COMMUNITY.

Policy C.1. Apply demand management principles to control hazards through enforcement of fire and life safety codes, ordinances, permits and field inspections.

Action Statements

C.1a. Revise and adopt appropriate codes, ordinances, and policies significant to fire and life safety issues.

C.1b. Assist local industry and residents by timely review of building plans and applications for permits in order to enhance understanding and consistency in interpreting code requirements.

C.1c. Review proposals for new or rehabilitated properties so that minimum protection standards for access, water supply, fire resistive construction, exiting, fire protection equipment, and control of hazardous processes are considered.

C.1d. Conduct building and permit inspections for safety at a frequency sufficient to promote compliance with appropriate codes and ordinances.

C.1e. Provide a fire investigation system that will determine the course of fires and provide adequate collection of data. Pursue the arrest and prosecution of those responsible for arson.

Policy C.2. Coordinate a comprehensive program designed to control and mitigate harmful effects resulting from the storage, use and transport of hazardous materials.

Action Statements

C.2a. Conduct inspection and permit activities consistent with laws and requirements governing the use and storage of hazardous substances.

C.2b. Participate in cooperative efforts directed toward remedying problems associated with hazardous materials.

C.2c. Make appropriate notifications and maintain liaison with other agencies and departments concerned with or responsible for testing, monitoring and cleaning up hazardous contamination. Maintain records concerning status.

C.2d. Secure evidence and pursue prosecution and/or cost recovery for illegal or negligent activities concerning the use, storage and transport of hazardous materials.

C.2e. Participate with business in local, regional and state initiatives to streamline the regulatory process.

Policy C.3. Heighten public consciousness of fire and life safety in ways citizens can not only prevent fires from starting and react properly to emergencies when they occur lowering the demand for services.

Action Statements

C.3a. Provide a means to assist local business and industry with their in-house fire prevention programs where possible.

C.3b. Participate with schools in a comprehensive fire safety and fire education program targeted at early elementary school students.

C.3c. Sponsor an annual fire safety awareness campaign which involved active participation by elementary school students.

C.3d. Maintain effective liaison with the news media.

C.3e. Provide appropriate talks, tours, and demonstrations regarding fire safety and suppression methods.

C.3f. Disseminate fire and life safety information materials. Release special public warning notices when necessary to inform of a particular or unusual hazard.

C.3g. Coordinate fire and life safety education activities through the Community Services Bureau.

GOAL D: PROVIDE PLANNING AND ADMINISTRATION WHILE MAINTAINING LIAISON WITH OTHER AGENCIES AND ORGANIZATIONS TO PROVIDE A QUALITY LEVEL OF FIRE SERVICES TO THE COMMUNITY.

Policy D.1. Adjust to changing service requirements, new laws, regulations, policies, technologies, and changes occurring in the community.

Action Statements

D.1a. Develop and maintain data processing systems capable of providing information for operational and management analysis.

D.1b. Cost effectively allocate personnel and equipment to each fire district and all fire service activities.

D.1c. Review and apply new regulations and legislative requirements that affect emergency service delivery, planning, and program operations.

D.1d. Develop and apply internal planning, policies and procedures consistent with operational needs.

D.1e. Evaluate personnel, facilities and equipment through periodic inspections.

D.1f. Provide a work environment that encourages personal growth, challenge and participation. Participate in City-wide Continuous Quality Improvement activities.

Policy D.2. Work cooperatively with other agencies and organizations when addressing issues that affect fire services.

Action Statements

D.2a. Study benefits of participating future ISO Rating Schedule evaluations.

D.2b. Maintain professional memberships and participation with appropriate fire service and public administration organizations.

D.2c. Participate in Emergency and Disaster Preparedness planning at all levels of government. Participate in the City's Emergency Management Organization.

D.2d. Provide fire station facilities for civic and charitable uses consistent with City policy.

Policy D.3 Take all viable opportunities to include the principles of demand management in decision-making processes.

Action Statements

D.3a. Incorporate market-based pricing to the extent possible when fees are being set or adjusted.

D.3b. In decision making with regards to proposed expansion or creation of services thoroughly analyze demand and the implications of the proposal on future demand.

D.3c. Modify or revise unit definitions and performance indicators which may be demand creating wherever applicable.

4.3 Support Services – Goals, Policies and Action Statements

GOAL A: SUSTAIN A QUALITY WORKFORCE IN ORDER TO ASSURE THAT PUBLIC SAFETY SERVICES ARE PROVIDED IN A QUALITY AND EFFICIENT MANNER.

Policy A.1 Train and develop employees to meet state and local standards.

Action Statements

A.1a. Provide skills training to employees to enhance performance.

A.1b. Provide recruit and basic training to ensure the highest quality of entry-level personnel.

A.1c. Provide in-service training to maintain proficiency.

Policy A.2 Maintain a recruitment and selection process that ensures a highly competent work force meeting City affirmative actions goals.

Action Statements

A.2a. Select candidates based on merit and fitness.

A.2b. Actively recruit women and minorities for vacancies in the Department.

GOAL B: FACILITATE QUALITY DECISION MAKING THROUGH PLANNING AND RESEARCH.

Policy B.1 Maintain knowledge of technological advances, current trends and issues that impact Public Safety services.

Action Statements

B.1a. Review Public Safety related literature to maintain an awareness of innovations in Public Safety service delivery.

B.1b. Monitor citizen perception of the quality of Public Safety service delivered.

B.1c. Maintain active representation in professional organizations to facilitate information exchange.

Policy B.2 Provide alternative options to enhance the effectiveness of Public Safety operations.

Action Statements

B.2a. Compile and analyze statistical data to ascertain the effectiveness of Public Safety operations

B.2b. Research the impact of proposed service level changes.

B.2c. Periodically review the current public safety concept to assure that it is a viable alternative to the provision of services.

GOAL C: ENHANCE AND FACILITATE DEPARTMENT OPERATIONS BY PROVIDING DOCUMENT MANAGEMENT, DATA PROCESSING AND ALL OTHER INFORMATION MANAGEMENT FUNCTIONS.

Policy C.1 Provide accurate and efficient document management.

Action Statements

C.1a. Store documents in the most appropriate medium to ensure accessibility depending upon the demand for the information.

C.1b. Ensure all records are made available for the public upon request and in compliance with all laws and ordinances relating to their release.

C.1c. Destroy official records in a timely manner consistent with all laws and ordinances regulating such destruction.

Policy C.2 Provide program support and statistics.

Action Statements

C.2a. Provide statistics and report generation in a timely and efficient manner in response to requests.

C.2b. Create "user friendly" system to enable staff to generate customized reports on an as-needed basis.

C.2c. Provide staff training to enable end users to access on-line information.

GOAL D: PROVIDE EMERGENCY COMMUNICATIONS SERVICES.

Policy D.1 Provide emergency communications services 24 hours a day 100% of the time

Action Statements

D.1a. Assure the answering of emergency telephone calls to the Department 24 hours a day.

D.1b. Assess the need for emergency translation services for non-English speaking requestors of emergency Public Safety services.

D.1c. Assure effective deployment of sworn personnel through radio communications.

D.1d. Implement appropriate Department standards to assist in more efficient, timely emergency response.

D.1e. Provide staff training to optimize emergency response actions.

GOAL E: ASSURE THAT THE PROPERTY, SAFETY AND PHYSICAL NEEDS OF THE DEPARTMENT ARE MET.

Policy E.1 Assure that City facilities used by the Department are safe, well maintained and contribute to the efficient delivery of services.

Action Statements

E.1a. Monitor trends and changes within the community and the Department.

E.1b. Monitor the physical condition of Public Safety facilities and coordinate corrections as needed.

E.1c. Provide a work environment with adequate equipment and supplies to support department activities.

Policy E.2 Provide personal safety equipment consistent with legal requirements and City policy.

Action Statements

E.2a. Maintain equipment that will enhance the productivity and safety of employees.

E.2b. Identify and evaluate personal safety equipment needs.

Policy E.3 Catalog, store and monitor evidence and property to support Public Safety operations.

Action Statements

E.3a. Maintain a system of property management to assure compliance with state law and local policy.

E.3b. Monitor evidence and property to assure proper disposition.

E.3c. Assure that all evidence and property is safely and securely stored.

5.0 Socio-Economic - Goals, Policies and Action Statements

Demographics and Neighborhoods

GOAL A: PRESERVE AND ENHANCE THE PHYSICAL AND SOCIAL ENVIRONMENT AND FACILITATE POSITIVE RELATIONS AND A SENSE OF WELL-BEING AMONG ALL COMMUNITY MEMBERS, INCLUDING RESIDENTS, WORKERS AND BUSINESSES.

Policy A.1 Encourage citizen and business participation in City policy decisions and civic affairs and assure that all of the City's residents have equal opportunities to participate. (Refer to the Community Participation Subelement for related goals and policies.)

Policy A.2 Strive to assure that all residents have equal access to City services.

Policy A.3 Ensure an integrated planning approach that considers all elements of the City's General Plan in establishing long- or short--range plans, goals and objectives for the City.

Policy A.4 Maintain City facilities and City properties to a high standard of maintenance and promote a positive aesthetic appearance in the neighborhoods.

Policy A.5 Maintain City neighborhoods as safe, healthy places to live.

Policy A.6 Encourage neighborhood patterns that encourage social interaction and avoid isolation.

Economy and Employment

GOAL B: MAINTAIN AND ESTABLISH POLICIES THAT PROMOTE A STRONG ECONOMY WHICH PROVIDES ECONOMIC OPPORTUNITIES FOR ALL SUNNYVALE RESIDENTS WITHIN EXISTING ENVIRONMENTAL, SOCIAL, FISCAL AND LAND USE CONSTRAINTS.

Policy B.1 Provide existing employers with opportunities to expand employment within land use constraints and in accordance with regional planning goals.

Policy B.2 Participate in partnerships with local industry/businesses in order to facilitate communication and address mutual concerns.

Policy B.3 Monitor the effect of City policies on business development and consider the effects on the overall health of business within the City.

Policy B.4 Participate in regional efforts to respond to transportation and housing problems caused by economic growth in order to improve the quality of life and create a better environment for business to flourish.

Action Statements

B.4a Support land use policies to achieve a healthy relationship between the creation of new jobs and housing.

B.4b Support regional revenue raising efforts to fund needed highway and transit improvements.

B.4c Support transportation demand management programs and other ride sharing programs county-wide.

GOAL C: ENDEAVOR TO MAINTAIN A BALANCED ECONOMIC BASE THAT CAN RESIST DOWNTURNS OF ANY ONE ECONOMIC SECTOR.

Policy C.1 Support efforts to establish Sunnyvale's downtown area as a strong commercial center for the City.

Policy C.2 Monitor revenues generated by different economic sectors on an on-going basis.

Policy C.3 Maintain an attractive business community.

Policy C.4 Promote business opportunities and business retention in Sunnyvale.

Policy C.5 Support land use policies that provide a diversified mix of commercial/industrial development.

Policy C.6 Consider development of a strong business retention program.

GOAL D: SUPPORT EFFORTS TO CREATE EMPLOYMENT OPPORTUNITIES FOR ECONOMICALLY DISADVANTAGED INDIVIDUALS, DISABLED INDIVIDUALS, MINORITIES, WOMEN, YOUTH AND OTHERS WITH SPECIAL EMPLOYMENT NEEDS.

Policy D.1 Support reforms to the welfare system that will provide positive incentives to those on welfare to enter the workforce and decrease welfare dependency.

Policy D.2 Support federal programs, such as JTPA, aimed at increasing employment opportunities for groups with special employment needs.

Education and Training

GOAL E: SUPPORT EFFORTS TO IMPROVE THE AVAILABILITY AND QUALITY OF EDUCATION MADE AVAILABLE IN SUNNYVALE.

Policy E.1 Support educational reforms that will cost-effectively result in better education.

Policy E.2 Support unification of school districts within the Sunnyvale City limits.

Policy E.3 Support legislation that will provide appropriate state funding for kindergarten through 12th education in Sunnyvale, including funding for extracurricular activities.

Policy E.4 Support reforms to the State's school formula based upon average daily attendance to recognize actual needs of funding for schools.

Policy E.5 Support legislation returning more local control to boards of education.

Policy E.6 Support and/or consider the feasibility of attracting higher education into Sunnyvale and the region.

Policy E.7 Support reforms to improve educational quality.

Policy E.8 Support appropriate funding for community colleges serving Sunnyvale.

GOAL F: PROVIDE JOB TRAINING AND EMPLOYMENT SERVICES, WITHIN CONSTRAINTS OF OPERATIVE FEDERAL REGULATIONS AND AVAILABLE FEDERAL FUNDING, TO ADDRESS THE LOCALLY--DETERMINED EMPLOYMENT AND TRAINING NEEDS OF ECONOMICALLY DISADVANTAGED RESIDENTS AND OTHERS WITH SPECIAL NEEDS.

Policy F.1 Participate in JTPA as a service delivery area as long as adequate Federal and State funding for the program is available, legislation remains essentially intact and the program can be cost--effectively administered.

Action Statements

F.1a Develop an annual job-training plan responding to local economic needs.

F.1b Support strong private sector involvement (through the Private Industry Council) in developing local program goals and objectives.

F.1c Develop program alternatives to address the unique needs of special populations, such as youth, seniors, the disabled, welfare recipients and others.

F.1d Develop a comprehensive, flexible delivery system oriented to placing participants in employment opportunities with future potential.

F.1e Cooperate to the maximum extent feasible with other Federal, State and local agencies providing similar services or serving common clients.

F.1f Stress performance outcomes in setting program objectives and monitor and evaluate performance in relation to those targets on an on--going basis.

F.1g In event that federal/state funding for job training services is insufficient to continue City sponsorship of a Service Delivery Area, the City will consider alternative delivery systems that will assure effective delivery of job training services to Sunnyvale residents.

Policy F.2 Support Federal job training and related legislation that maintains the primary role of local governments for serving economically disadvantaged and others with special needs.

Action Statements

F.2a Support legislation that establishes an active participating role for the Private Industry Council.

F.2b Support legislation that establishes local service delivery areas responsive to local needs.

F.2c Support adequate funding for the program, based upon a formula that is realistically based on the needs of the local areas.

Health and Social Services

GOAL G: ENHANCE THE PROVISION OF HEALTH AND SOCIAL SERVICES TO SUNNYVALE RESIDENTS BY PROVIDING OPPORTUNITIES FOR THE PRIVATE MARKETPLACE TO MEET THE HEALTH AND SOCIAL SERVICE NEEDS OF CITY RESIDENTS.

Policy G.1 Encourage the co--location of health and social service providers in Sunnyvale to facilitate the availability of such services.

Policy G.2 Provide incentives, such as co--location privileges or rent subsidies, to attract private agencies to provide needed health and social services.

Policy G.3 Support measures to reduce the number of individuals who are uninsured for medical coverage, including catastrophic illnesses.

Action Statements

G.3a Develop and maintain an active policy on health insurance, that establishes a national or statewide plan of coverage, but does not unnecessarily burden employers with the financial responsibility for covering the added costs.

GOAL H: IDENTIFY PRESSING HEALTH AND SOCIAL NEEDS OF THE SUNNYVALE COMMUNITY, ENCOURAGING APPROPRIATE AGENCIES TO ADDRESS THESE NEEDS IN AN ADEQUATE AND TIMELY MANNER.

Policy H.1 Support efforts to increase the availability, quality and affordability of childcare in North Santa Clara County.

Action Statements

H.1a Support involvement of employers in the provision of childcare services for their workers.

H.1b Support measures that increase the number of childcare programs available to Sunnyvale residents and workers.

H.1c Support state and federal measures that provide financial subsidies to low income workers for childcare.

H.1d Support the availability of information and resource referral services in North County.

H.1e Support appropriate legislation that will increase the availability and quality of childcare.

H.1f Develop and maintain an active childcare policy that specifies City role in the child care area.

Policy H.2 Support non--discriminating efforts to cure catastrophic diseases (such as AIDS) and prevent their spread in the community.

Action Statements

H.2a Support state and federal legislation to provide health care to AIDS patients.

H.2b Participate in organized efforts to educate the general public about AIDS.

H.2c Support adequate state, federal and private sector funding directed at the cure and treatment of AIDS.

Policy H.3 Encourage the provision of services for older adults in Sunnyvale.

Action Statements

H.3a Continue to provide incentives to co-locate services at City facilities serving seniors.

H.3b Consider matching support for County-wide programs that serve the nutritional needs of low-income seniors.

H.3c Consider incentives to attract private "senior day care" services.

H.3d Support senior escort services for low-income seniors.

H.3e Support programs that provide low-cost housing alternatives to Sunnyvale seniors.

H.3f Continue to provide transportation services for seniors.

Policy H.4 Support programs that co-operate closely with the City's Public Safety program in providing crisis intervention/emergency services.

Policy H.5 Support programs that decrease drug and alcohol use and dependence in the community.

Action Statements

H.5a Target drug and alcohol education and enforcement efforts to youth and schools.

Policy H.6 Support the provision of emergency shelter to Sunnyvale residents.

Action Statements

H.6a Support regional efforts to provide and develop emergency shelters in North County for the homeless. (Refer to the Housing and Community Revitalization Sub element for additional policies.)

Policy H.7 Encourage the provision of programs that provide assistance in the acculturation and assimilation of refugees into the community.

Action Statements

H.7a Support federal and state funding of language programs.

H.7b Support federal and state funding of employment assistance programs.

H.7c Support cooperative programs with local school districts.

Policy H.8 Encourage programs that assist at-risk youth in obtaining an education and learning job skills.

Action Statements

H.8a Support cooperative programs with local school districts.

H.8b Develop employment services through NOVA that assist at-risk youth in obtaining basic skill competencies.

Policy H.9 Encourage programs and services that address the special needs of the disabled population and assure that disabled individuals have access to services.

Action Statements

H.9a Maintain an active City policy that assures that disabled individuals have access to City programs and services.

H.9b Strive to assure that outside group contract agencies have non-discrimination policies and practices.

H.9c Maintain an assisted recreation program to address the special recreational needs of the disabled.

H.9d Encourage and support efforts to allow disabled individuals to live independently.

H.9e Provide special job training services for the disabled through JTPA funds and seek out special grants for additional services.

H.9f Support efforts to inform disabled individuals about services that are available.

H.9g Support county, state and federal legislation which addresses the needs of the disabled.

H.9h Encourage and support efforts to provide residential, transitional facilities for disabled residents.

Policy H.10 Encourage adequate provision of health care services to Sunnyvale residents.

Action Statements

H.10a Encourage the provision of residential health care services for seniors by the private sector.

H.10b Assure that adequate medical care facilities are available to Sunnyvale residents.

H.10c Support fiscally reasonable legislation that will provide all citizens with health care insurance.

H.10d Review land use policies to assure that consideration is given to senior care facilities.

H.10e Support an active role in El Camino Hospital District and assure that its services address community needs.

Policy H.11 Encourage the adequate provision of social services to Sunnyvale residents.

Action Statements

H.11a Assist appropriate agencies, such as the County and United Way, in assessing social service needs.

H.11b Coordinate funding of outside agencies with County and United Way funding and other funding sources.

H.11c Participate in joint planning efforts with appropriate agencies.

H.11d Provide support to enhance the service capabilities of a local community services organization.

GOAL I: MONITOR HUMAN SERVICE NEEDS OF THE COMMUNITY IN ORDER TO IDENTIFY APPROPRIATE RESPONSES AND ENCOURAGE THE PROVISION OF NEEDED SERVICES.

Policy I.1 Maintain an active "Outside Groups Funding Policy" relating to the City's standards and requirements for accepting applications for funding from non--profit agencies.

Action Statements

I.1a Assure that groups receiving City funds are held accountable for contract performance.

I.1b Assure that the performance of groups receiving funds are monitored in an on-going basis.

I.1c Maintain an annual process for acceptance and evaluation of applications for human service groups.

I.1d Consider providing limited financial support to those agencies/programs that are closely related with existing General Plan goals and objectives.

GOAL J: ENCOURAGE AND SUPPORT A NETWORK OF HUMAN SERVICES THAT PROVIDES FOR THE BASIC NEEDS OF SUNNYVALE'S RESIDENTS.

Policy J.1 The City shall seek to have as many Human Service needs as possible met through other resources in the following priority:

- self-help private non-profit organizations other government agencies

Policy J.2 The City shall assume an advocate role to manage the use of its resources to meet Human Services needs in Sunnyvale.

Action Statements

J.2a Encourage and advocate coordination and cooperation among organizations providing human services in Sunnyvale.

J.2b Advocate, encourage, and wherever possible, facilitate the co--location of human service providers.

J.2c Actively pursue the cooperation of federal, state, county and other agencies to enhance the quality of availability of human services to citizens of Sunnyvale.

Policy J.3 The City may assume the role of a direct service provider of human services when:

Specifically targeted intergovernmental funds (such as JTPA, CDBG) are available for which the City could most cost--effectively administer the human service programs (rather than outside groups) to address significant community needs; direct service provider role will terminate when such funds are no longer available; or Specific community needs are identified and the General Plan, City policies or action plans provide for the City to take on such a role.

Policy J.4 The City may assume the role of an indirect service provider of human services when specifically targeted intergovernmental funds (i.e. JTPA, CDBG) are available to the City but another agency could most cost--effectively administer the human service program to be addressed by the funds. Funding to the provider will terminate when such funds are no longer available, or the provider can no longer provide the service, or the specific community need has been fulfilled or the City determines to take on the service directly.

Policy J.5 The City may provide limited financial assistance to qualified outside groups if:

The program proposed for funding does not duplicate existing services, addresses a significant community need or facilitates the co--location of human service providers in the City of Sunnyvale; augments (but does not duplicate) service provided directly by the City, provides the service at a cost lower than the City can provide or is the most logical service provider; and provision of such services is compatible with the City's General Plan, policies or action plans; and The program for which funding is requested is qualified under the City's Outside Groups Funding Policy.

6.2 Library - Goals, Policies and Action Statements

LIBRARY COLLECTION

GOAL A: PROVIDE A BROAD AND DIVERSE COLLECTION OF BOOKS AND OTHER LIBRARY MATERIALS TO MEET THE VARIED INTERESTS AND NEEDS OF THE COMMUNITY.

Policy A.1 Provide a collection of materials in print, audiovisual and electronic formats in support of all Library services

Action Statements

A.1a. Provide a collection of adequate size, quality and diversity that reflects the changing needs of its customers

A.1b. Acquire and maintain current and relevant materials in response to community interest and demand

A.1c. Explore the addition of new formats as technologies change and customer interest indicates

A.1d. Provide collection formats commensurate with those in the high quality public libraries in California

Policy A.2 Give high priority to the collection of materials for children and their parents, teachers and caregivers

Action Statements

A.2a. Select multiple copies of most wanted titles for children

A.2b. Promote childhood literacy

A.2c. Provide materials about non-fiction subjects at multiple reading levels to meet the changing needs of children who are learning English as a second language

A.2d. Keep the children's collection attractive, up-to-date and representative of the best in children's literature by replacing worn and dated materials with new items

A.2e. Support the efforts of parents and caregivers to find children's materials

Policy A.3 Give high priority to the development of the collection that supports reference service

Action Statements

A.3a. Provide a current and relevant collection of reference resources

A.3b. Promote community economic development and the financial well-being of residents by providing business and investment materials

A.3c. Provide a collection of patents and trademarks

A.3d. Cooperate with the City Department of Employment Development to provide resources and services to local employers and job seekers

A.3e. Promote the appreciation of local history through a Sunnyvale Collection

A.3f. Examine the needs of the community for new specialized collections

Policy A.4 Give high priority to providing educational support for library users of all ages

Action Statements

A.4a. Provide materials and services for students in formal education programs

A.4b. Provide materials and services for independent learners engaged in seeking knowledge and skills through self-directed endeavors

A.4c. Explore the provision of Library materials and services through an adult literacy program with special focus on English as a second language

A.4d. Support and advise the schools to encourage them to develop school libraries

Policy A.5 Give high priority to developing the Library's collection of Popular Materials

Action Statements

A.5a. Provide multiple copies of titles that are in demand, such as customer requests and bestseller lists

A.5b. Provide popular materials in languages that reflect languages read and spoken in Sunnyvale

A.5c. Provide a collection of media

A.5d. Provide a current and changing collection for Teens

A.5e. Provide large print and recorded books for older residents and the visually impaired

A.5f. Emphasize the acquisition of materials of general interest

FINDING AND USING MATERIALS AND INFORMATION

GOAL B: PROVIDE LIBRARY SERVICES TO HELP THE COMMUNITY FIND AND USE THE MATERIALS AND INFORMATION THEY NEED

Policy B.1 Give high priority to providing reference services for library patrons of all ages

Action Statements

B.1a. Provide current and accurate reference information service

B.1b. Provide reader's advisory service to guide readers to materials in the collection

B.1c. Provide community information and referral services

B.1d. Provide patent reference services based on demand and financial self-sufficiency for Sc[i]3 services

B.1e. Provide research assistance for City department staff projects

B.1f. Continue to provide free reference services

B.1g. Explore opportunities to be an entrepreneurial library and provide extra fee-based services

Policy B.2 Organize and present materials so library users can find what they need

Action Statements

B.2a. Provide an online integrated Library system

B.2b. Provide onsite and remote access to the Library catalog

B.2c. Adhere to international standards for classification and cataloging procedures

B.2d. Encourage the development of industry standards to expand access and resource sharing

B.2e. Classify materials and provide catalog access with the end result of a user-friendly system

B.2f. Provide for fast and accurate reshelving of materials to their proper location for maximum convenience to users

Policy B.3 Ensure lending procedures that are convenient to Library users

Action Statements

B.3a. Maintain liberal and flexible conditions of use; place limits on number of items borrowed when absolutely necessary

B.3b. Evaluate the need and purpose for library overdue fines and library fees

B.3c. Make as many materials as possible available for use outside the Library

Policy B.4 Provide outreach services at times and locations to meet needs of customers who do not travel to the Main Library

Action Statements

B.4a. Explore the most effective methods for getting library services and materials out into the community (the Bookmobile, for example)

B.4b. Cooperate with other City departments in neighborhood programs and City facilities to reach residents of Sunnyvale

B.4c. Explore methods through which Library users can receive Library materials and services at home or in the workplace

B.4d. Explore providing Library services through other facilities (schools, for example)

PROGRAMS AND PUBLICATIONS

GOAL C: PROVIDE LIBRARY PROGRAMS AND PUBLICATIONS TO EDUCATE, ENRICH AND ENLIGHTEN LIBRARY USERS

Policy C.1 Promote life-long use of the Library and love of reading through programs for children

Action Statements

C.1a. Provide programs for children and their caregivers which develop interest and skills in reading

C.1b. Explore means of enhancing educational opportunities in day care by providing guidance for caregivers in selecting stories and planning activities

C.1c. Provide programs for children that reflect the wide cultural diversity of the community

C.1d. Encourage visits from school classes to emphasize Library services and collections for children

C.1e. Recognize the family as a customer service unit

C.1f. Explore options to meet the demand for preschool programs

Policy C.2 Provide programs for teens and adults to reflect and expand the broad range of interests of community residents

Action Statements

C.2a. Provide programs which emphasize the enjoyment of reading and enhancement of knowledge

C.2b. Provide an opportunity for teens and adults to connect with experts in areas where they seek skills and knowledge

C.2c. Deepen customer awareness of Library resources through programs

C.2d. Provide programs for teens and adults that reflect the cultural diversity of the community

Policy C.3 Give high priority to helping library visitors learn how to use the library and its resources

Action Statements

C.3a. Provide instructional classes about Library services and collections

C.3b. Provide instructional classes in using Library computer resources

C.3c. Promote information literacy and evaluation skills for customers working independently in the Library

Policy C.4 Promote and Publicize the Library so collections and services are known to a wide range of Sunnyvale residents and businesses

Action Statements

C.4a. Publicize Library materials through displays, booklists and flyers

C.4b. Inform local businesses of Library services and resources

C.4c. Explore the use of cable television to inform residents about the Library and to present Library services

C.4d. Provide opportunities to make the Library visible during community events

C.4e. Utilize media and computer capabilities to promote and publicize the Library

FACILITIES

GOAL D: MAINTAIN LIBRARY FACILITIES AND MATERIALS THAT ARE EASILY OBTAINABLE AND APPROPRIATE BASED ON CHANGING COMMUNITY NEEDS.

Policy D.1 Provide access to the Library and materials

Action Statements

D.1a. Place materials on open shelves so users may serve themselves to all materials in the collection

D.1b. Arrange and display materials so they are easily accessible to all library visitors of different ages and mobility

D.1c. Review the need to provide library signs in languages other than English

D.1d. Monitor changing community needs and patterns of Library use and adjust hours as indicated

Policy D.2 Maintain a full service Library adequate to meet community needs

Action Statements

D.2a. Study the space needs of the library as the population grow and diversifies and recommend the most appropriate configuration for services and facilities

D.2b. Provide a variety of areas in the Library to permit individual and group study, browsing and comfortable seating for recreational reading

D.2c. Provide a children's room environment unique to the needs of children and families

D.2d. Give high priority to developing Library facilities where the Library is a common focal area for the community and to provide meeting spaces for community activities, public discussion and programs for groups of different sizes

D.2e. Explore the feasibility of retail and/or food/beverage service and space for Library customers

D.2f. Periodically assess the adequacy of public points of contact for library services

TECHNOLOGY

GOAL E: USE NEW TECHNOLOGY TO OPTIMIZE THE DEVELOPMENT AND DELIVERY OF LIBRARY SERVICES

Policy E.1 Serve as an access point in the distribution of information in digital formats and other formats that evolve in the future

Action Statements

E.1a. Give high priority to assisting Library users to evaluate and manage information found on the Web and other digital resources

E.1b. Continue to provide opportunities to read and learn as digital formats evolve

E.1c. Provide up-to-date reference information in electronic format

E.1d. Provide a Library Web page and other internet content for Library customers and explore other ways to maximize library information through the internet as it evolves

E.1e. Use systems that will allow patrons to tailor information to their needs

E.1f. Monitor the development of new technologies that will enhance efficient and effective delivery of information

Policy E.2 Evaluate new technologies to improve the delivery of library services

Action Statements

E.2a. Integrate new technologies that meet customer needs in order to be more effective and efficient in delivering services

E.2b. Continuously develop an infrastructure for technology-based library services

E.2c. Further develop the online integrated library system to maximize its capabilities

E.2d. Explore the potential for resource sharing and cost savings among libraries through compatible automation systems

COLLABORATION AND CUSTOMER FOCUS

GOAL F: FOSTER A COLLABORATIVE ORGANIZATION TO ATTAIN A HIGH PERFORMANCE AND CUSTOMER-FOCUSED LIBRARY

Policy F.1 Establish cooperative relationships to maximize the effectiveness of Library services

Action Statements

F.1a. Partner with local businesses and educational institutions to accomplish mutual goals

F.1b. Collaborate with City of Sunnyvale departments to achieve municipal goals

F.1c. Participate in regional and statewide library cooperative activities to strengthen library services for Sunnyvale residents

F.1d. Cooperate with other libraries to provide access for Sunnyvale residents to the total library resources of the area and participate in the State of California universal borrowing program enabling Sunnyvale residents check out materials at no charge from participating public libraries in California

F.1e. Support activities of the Sunnyvale Board of Library Trustees in its advisory role to the City Council including Library policy review, receiving input from Library users, and advocacy for the Library

F.1f. Cooperate with such organizations as the Friends of the Sunnyvale Library in their efforts to support and promote library services

F.1g. Participate in the City Volunteer Program

F.1h. Explore the establishment of a Library Foundation

F.1i. Seek grant funding to enhance library services

F.1j. Work with library organizations to support free access to information in all formats for library users through copyright law advocacy related to issues such as first sale and fair use principles

Policy F.2 Incorporate community input and use other tools to assess the effectiveness of library effectiveness

Action Statements

F.2a. Study outcomes in other libraries to assess if we are meeting state and nationwide standards of library quality and services

F.2b. Seek community input regularly to assess resident opinion and experience of library services and use this information to continuously improve library customer service

F.2c. Analyze statistical data to obtain a clear picture of Library use and to continuously improve the collection and services

Policy F.3 Maximize the skills and knowledge of the Library staff to deliver high quality Library services

Action Statements

F.3a. Provide staff training and development to achieve a high level of customer service

F.3b. Encourage a team approach to accomplishing library goals

F.3c. Provide a flexible career path and advancement opportunities for Library staff

F.3d. Recognize the need to create new leaders in a changing library environment

Policy F.4 Adopt practices and systems which streamline workflow to make library services and materials available to the public

Action Statements

F.4a. Value the multiple demands on customers' time and provide services efficiently

F.4b. Encourage customers to be self-sufficient when possible in order to allow Library staff to do what is most important to serve the customers

F.4c. Provide careful assessment of new initiatives and the resources needed to accomplish them

6.3 Heritage Preservation – Goals, Policies and Action Statements

GOAL 6.3A: TO PROMOTE KNOWLEDGE OF, AND APPRECIATION FOR, SUNNYVALE’S HERITAGE AND TO ENCOURAGE BROAD COMMUNITY PARTICIPATION IN HERITAGE PROGRAMS AND PROJECTS

Policy 6.3A.1. Provide information on Sunnyvale’s heritage to schools, civic groups, neighborhood organizations, business organizations and other established organizations.

Action Statements

6.3A.1a. Consider development of partnerships with the Sunnyvale Historical Society and other interested organizations and individuals to prepare a plan for a comprehensive multi-media informational resource package on Sunnyvale’s heritage resources and programs.

6.3A.1b. Use informational materials provided by other sources, such as the Sunnyvale Historical Society and Sunnyvale Historical Museum.

6.3A.1c Seek out funding sources to develop multimedia presentation resources.

6.3A.1d Publish and distribute written materials.

6.3A.1e Provide copies of all materials, including materials and information developed as a result of historical research, to the library for the Sunnyvale historical archive.

6.3A.1f Consider making presentations on Sunnyvale’s heritage preservation resources and programs to school boards and to school classes and/or make materials available to teachers.

6.3A.1g Consider making presentations on Sunnyvale’s heritage preservation resources and programs to organizations such as the Chamber of Commerce and groups such as the Murphy Avenue business owners, as well as to interested neighborhood and community groups.

6.3A.1h Mail monthly meeting agendas and announcements of heritage preservation events to interested organizations and individuals

Policy 6.3A.2. Develop and expand cooperative working relationships with schools, civic groups, neighborhood organizations, business organizations and other established organizations to share in the promotion of heritage programs and projects.

Action Statements

6.3A.2a. Provide training to assist Heritage Preservation Commissioners who wish to make presentations to other local government agencies and private organizations about Sunnyvale’s heritage preservation resources and programs.

6.3A.2b. Encourage Heritage Preservation Commissioners to act as liaisons to other organizations such as the Sunnyvale Historical Society, in order to maintain current and effective communication and maximize the benefits of mutual cooperation.

Policy 6.3A.3. Promote the understanding that heritage preservation enhances property values and provides financial and economic benefits to property owners, neighbors and the City.

Action Statements

6.3A.3a. Collect information on the economic development and vitality of Murphy Avenue.

6.3A.3b. Research and document the link between preservation and enhanced property values and/or economic development.

6.3A.3c. Integrate economic benefit information with other information provided in presentations and written materials.

Policy 6.3A.4. Consider development of a comprehensive outreach program to encourage involvement of a broad spectrum of the community in heritage preservation issues and projects.

Actions Statements

6.3A.4a. If demographic changes indicate the need to do so, consider development of multi-lingual information materials for distribution.

6.3A.4b. Develop ongoing relationships with the local press to maximize publicity opportunities for heritage preservation programs and projects.

6.3A.4c. Use the community access channel to publicize programs and events.

Policy 6.3A.5. Provide helpful and efficient customer service to persons interested in heritage resources.

Action Statements

6.3.A.5a. Maintain current data on heritage resources.

6.3.A.5b. Provide written materials on heritage resource regulations, procedures, projects and programs for distribution.

6.3A.5c. Maintain public records related to heritage preservation in an organized, systematic manner.

6.3.A.5d. Provide a California and local history collection that meets the needs of historical research and in archival in school for Sunnyvale and the Santa Clara Valley.

6.3.A.5e. Work with the Sunnyvale Historical Society in studying the feasibility of establishing a Sunnyvale Historical Archive Collection.

Policy 6.3A.6. Keep all informational materials, whether write, visual or graphic, as current as possible.

Action Statements

6.3A.6a. Update the Cultural Resources list each time there has been a change in the properties listed on the Cultural Resources Inventory.

6.3A.6b. Revise and republish the Cultural Resources Inventory every five years, or as needed.

6.3A.6c. Revise and republish the Murphy Avenue Design Guidelines every ten years, or as needed.

6.3A.6d. Review the Heritage Preservation Sub-Element periodically to determine if it should be updated.

6.3A.6e. Consider republication of the book Images

6.3A.6f. Acknowledge and use all appropriate resources, including oral traditions, when developing informational materials.

Policy 6.3A.7. Ensure that appropriate and effective public notification and access are provided for all heritage preservation commission activities and all heritage preservation programs and projects.

GOAL 6.3B: TO ENHANCE, PRESERVE AND PROTECT SUNNYVALE'S HERITAGE INCLUDING NATURAL FEATURES, THE BUILT ENVIRONMENT AND SIGNIFICANT ARTIFACTS

Policy 6.3B.1. Preserve existing landmarks and cultural resources and their environmental settings.

Action Statements

6.3B.1a. Continue to monitor and review development on Murphy Avenue, to preserve its heritage resources and encourage the maintenance of an environment that attracts both visitors and local residents, thereby encouraging Murphy Avenue's ongoing commercial vitality.

6.3B.1b. Use the review process to encourage the development and maintenance of appropriate settings and environments for heritage structures, to the greatest degree feasible.

6.3B.1c. Protect the architectural and spatial development characteristics of cultural resource streetscapes, to the greatest degree feasible.

6.3B.1d Encourage ongoing maintenance and appropriate use of heritage properties.

6.3B.1e. Consider instituting a “Partners” program for older neighborhoods containing a number of cultural resource structures where there is evidence that structures in the neighborhood may be deteriorating due to poor maintenance and lack of repairs.

Policy 6.3B.2. Provide owners of heritage resource properties with information on the various tax and other financial benefits that may be available to them, and when needed, assist them with applying for these benefits.

Action Statements

6.3B.2a. Identify all potential tax and other financial incentives to encourage the preservation and proper maintenance of heritage properties and keep this information current.

6.3B.2b. Prepare and distribute a mailer on financial incentives to owners of heritage resource properties.

6.3B.2c. Provide financial incentives information to potential owners and those inquiring about renovating their properties.

6.3B.2d. If needed, assist owners in preparing required historic documentation.

6.3B.2e. At owner’s request, consider Mills Act contracts with owners of residential landmark properties.

Policy 6.3B.3. Enhance the visual character of the City by preserving diverse as well as harmonious architectural styles, reflecting various phases of the City’s historical development and the cultural traditions of past and present residents.

Action Statements

6.3B.3a. Identify architectural features and styles which are historical, architectural or cultural interest and encourage the preservation of these features and styles whenever possible, even when building or streetscape has not been specifically designated as a heritage resource. The Citywide Design Guidelines and the design review process can be used to support this approach.

6.3B.3b. When new residents wish to make changes that will affect the architectural character of older homes which have distinctive architectural features or style, encourage them to retain the most significant architectural features.

Policy 6.3B.4. Identify and work to resolve conflicts between the preservation of heritage resources and alternative land uses.

Action Statements

6.3B.4a. When the proposals are received which could involve removal of heritage resources or significantly affect such resources or their environments, including cultural resources streetscapes, such proposals should be reviewed by a heritage resources committee, composed of staff from various divisions of the Community development Department, to ensure that decisions that are made consider all significant factors. The committee should seek the advice of the Heritage Preservation Commission when appropriate.

6.3B.4b. Consider providing more flexibility in the zoning code to provide for adaptive reuse of heritage structures when existing uses are not economically feasible and alternative uses would not be allowed under existing zoning regulations.

Policy 6.3B.5. Seek out, catalog and evaluate heritage resources which may be significant.

Action Statements

6.3B.5a. Conduct surveys of older residential neighborhoods and those containing homes built by well-known architects and/or containing homes of a distinctive design to determine if such homes and streetscapes should be considered for inclusion in the Cultural Resources Inventory.

6.3B.5b. Identify structures or other resources which are not designated as “cultural resources” but which have qualities that may make them eligible for landmark status.

6.3B.5c. Identify trees, sites and artifacts which should be considered for cultural resource status.

6.3B.5d. Where it has been determined that a structure, streetscape or other heritage resource should be considered for designation as a cultural resource or as a landmark, institute the process to designate them accordingly.

Policy 6.3B.6. Whenever a local landmark may have qualities that might make it eligible for a State or National Landmark status, encourage the owner of the landmark to apply for the status and actively assist with the application process.

Policy 6.3B.7. Encourage a commercially strategic mix of uses on Murphy Avenue.

Action Statements

6.3B.7a. Consider the current use pattern to determine if the use mix is in balance or whether more diversity is needed.

6.3B.7b. Solicit and encourage a commercially desirable mix of uses.

Policy 6.3B.8. Maintain current information on all State and Federal programs, projects, policies and funding sources which could affect or enhance Sunnyvale's heritage programs.

Policy 6.3B.9. Maintain the heritage preservation ordinance and its regulations and procedures as part of the Sunnyvale Municipal Code, making minor modifications as necessary but keeping its principle functions intact, including the maintenance of the Heritage Preservation Commission's roles and functions.

Policy 6.3B.10. Archeological resources should be preserved whenever possible.

Action Statements

6.3B.10a. Whenever construction is proposed in an area which may contain archeological resources, a condition of approval for the project should provide that construction should cease and a qualified archeologist be called in the event that evidence of archeological resource is found.

Policy 6.3B.11. Provide a qualified Heritage Preservation Commission whose members have the skills and expertise needed to perform their roles properly.

Action Statements

6.3B.11a. Actively recruit individuals with the desired qualifications and expertise to serve on the Heritage Preservation Commission

6.3B.11b. Encourage Commissioners to attend relevant workshops, seminars and conferences

6.4 Arts - Goals, Policies and Action Statements

GOAL A: ENSURE THE FINANCIAL VIABILITY OF ARTS PROGRAMMING, SERVICES AND FACILITIES IN SUNNYVALE THROUGH PARTNERSHIPS WITH THE PRIVATE AND PUBLIC SECTOR THAT ENABLE THE CITY TO LEVERAGE RESOURCES WHILE MAINTAINING HIGH STANDARDS OF CUSTOMER SERVICE.

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

Action Statements

A.1.a. Seek sponsorships for arts programming and special events.

A.1.b. Expand partnerships with school districts to enhance arts education and enrichment programs for all youth.

A.1.c. Work in partnership with neighborhood associations and other community organizations in the provision of community arts programs and services.

A.1.d. Explore partnerships with other arts related agencies to further regional support for the Arts.

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

A.1.f. Explore partnership opportunities to provide or facilitate multi-cultural celebrations.

A.1.g. Explore opportunities to partner with the Sunnyvale Library to provide multi-cultural and arts related programs and services including literature and poetry readings.

A.1.h. Work with the Economic Development Division to identify the economic benefits of the Arts to the Sunnyvale community.

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

Action Statements

A.2.a. Annually establish actions in the Arts Commission's work plan to enhance its role as an advisory body to the City Council in actively overseeing and promoting the advancement of the Arts.

A.2.b. Annually establish actions in the Arts Commission's work plan to enhance its role in promoting the education of citizens and citizens' groups as to the needs, opportunities, and potentials of arts programs, facilities and services throughout the community.

A.2.c. Develop and utilize arts steering committees, teen and other community advisory committees and focus groups, as appropriate, to evaluate community needs for arts programming, facilities and services.

A.2.d. Provide meaningful opportunities and training for volunteer involvement in the provision of arts programs, facilities and services, and recognize their contributions in a variety of ways.

A.2.e. Conduct a comprehensive assessment of needs and use of programs, facilities, and services in conjunction with the needs assessment related to the updating of the Recreation and Arts Sub-Elements.

A.2.f. Provide mechanisms to solicit, receive and respond to public comments on the quality, variety and effectiveness of and customer satisfaction with arts programs, facilities and services in conjunction with budget performance measures.

A.2.g. Increase outreach to establish partnerships and increase communication between the City and multi-cultural groups within the community.

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

Action Statements

A.3.a. Continue Co-sponsorship of arts-related non-profit groups to the degree financially feasible and provide opportunities for new arts groups to become co-sponsored.

A.3.b. Evaluate availability of rehearsal, performance and studio space for local artists and multi-cultural events and consider ways the City can facilitate that provision.

A.3.c. Provide a distribution/referral/publicity center for local arts groups to publicize their activities, services and performances.

A.3.d. Evaluate potential barriers to attracting and retaining arts related groups and ventures in the City.

A.4.e. Explore ways to communicate the City's receptivity to the Arts and arts-related ventures in the community.

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

Action Statements

A.4.a. Work with community groups to identify appropriate sites to create art projects such as community murals in public settings including City and school facilities and open spaces, consistent with financial constraints and priorities of the City.

A.4.b. Develop and implement processes for community involvement in selecting artists for City-commissioned art work.

A.4.c. Explore with Arts Commission and Planning Commission ways to encourage continuation of a sense of community identity through the Arts.

A.4.d. Encourage use of art landmarks and references in publications about the City.

A.4.e. Evaluate and consider implementing arts and multi-cultural events, such as the Hands on the Arts Festival, as a way to develop community identity.

A.4.f. Explore with the Economic Development Division and Sunnyvale Chamber of Commerce ways and means for art programs and services to be used in attracting and retaining business and industry.

A.4.g. Identify opportunities for the City to assume an advocacy and leadership role on behalf of the need for and benefits of the Arts and arts funding at the local, regional, state and federal levels.

GOAL B: PROMOTE THE PHYSICAL AND MENTAL WELL BEING OF THE COMMUNITY AND ENSURE EQUAL OPPORTUNITY FOR PARTICIPATION BY PROVIDING OPPORTUNITIES WITHIN GIVEN RESOURCES AND EXERCISING STRONG CUSTOMER SERVICE FOR HIGH QUALITY INVOLVEMENT - BOTH PASSIVE AND ACTIVE - IN ARTS PROGRAMS AND SERVICES.

Policy B.1. Provide balanced performing and visual arts programs and services within given resources, meeting high customer service standards and addressing the needs and interests of a culturally diverse community.

Action Statements

B.1.a. Provide a balanced array of opportunities for both passive and active participation in arts programs and services including: dance, drama, music, literary and visual arts.

B.1.b. Within given resources, continue to provide exhibition opportunities featuring local artists showing a variety of art styles and mediums.

B.1.c. Consider development of an annual exhibit to showcase arts instructors' talents.

B.1.d. Develop, modify, enhance or reduce programs and services based upon the findings of periodic market surveys, trends in the Arts, needs assessments and customer feedback.

B.1.e. Explore access to KSUN and/or other government access television stations to include arts programming and participation opportunities.

B.1.f. Actively seek ways to ensure that programming of the visual, musical, literary and performing arts reflect community diversity.

Policy B.2. Implement art program offerings within given resources and meeting high standards of customer service to meet the needs of identified groups within the population recognizing the rich cultural diversity of the community.

Action Statements

B.2.a. Continue offering arts classes tailored for Older Adults utilizing the Multi-Purpose Senior Center as well as encouraging intergenerational activities.

B.2.b. Continue to provide and develop arts programs for individuals with disabilities.

B.2.c. Meet or exceed requirements of the Americans with Disabilities Act, making programmatic adjustments where necessary, to provide equal access to arts programs, events, and services.

B.2.d. Take into account family and school schedules, supervision needs and availability of transportation when planning arts programs and classes.

B.2.e. Evaluate a decentralized approach to offering arts programs and services, using the Columbia Neighborhood Service Center as a model.

Policy B.3. Promote awareness, understanding and communication among different cultures and identified groups with the community through the use of the Arts.

Action Statements

B.3.a. Provide opportunities for exposure to and participation in art programs representative of an array of cultures.

B.3.b. Focus on the commonalities of art in differing cultures when offering programs and services.

B.3.c. Identify cultural groups in the community and explore ways to facilitate and build partnerships for the provision of culturally diverse arts-related programs.

GOAL C: POSITIVELY IMPACT THE DEVELOPMENT OF YOUTH BY PROVIDING A STRONG FOUNDATION IN THE ARTS WHICH CAN SERVE AS INTERVENTION AND PREVENTION THROUGH OPPORTUNITIES FOR HIGH QUALITY INVOLVEMENT -BOTH PASSIVE AND ACTIVE - IN ARTS PROGRAMS AND SERVICES WITHIN GIVEN RESOURCES.

Policy C.1. Develop and implement, within available resources, art programs and services that positively impact youth development through reduction of unsupervised time, so as to minimize and deter future high risk behavior.

Action Statements

C.1.a. Continue and seek partnerships with local school districts to offer after-school programming with a strong focus on the Arts.

C.1.b. Explore the City's role in providing or facilitating instrumental music instruction for elementary and middle school age children.

C.1.c. Consider and implement arts and enrichment programs for elementary, middle, and high school youth which address developmental needs for structure, creativity, role models, positive values, skill building, community involvement, and socialization and which supplement curriculum offerings.

C.1.d. Consider an art component to the program offerings at the new Columbia Neighborhood Service Center.

C.1.e. Explore with Public Safety ways that art can be used as an intervention for at-risk youth and other youth becoming involved in the criminal justice system.

C.1.f. Provide children with performing arts experiences which develop long-term appreciation of the Arts and encourage future audience participation.

GOAL D: MAINTAIN SOUND FINANCIAL STRATEGIES AND PRACTICES THAT WILL ENABLE THE CITY TO PROVIDE A COMPREHENSIVE ARTS PROGRAM TO A MAXIMUM NUMBER OF CITIZENS WHILE SUPPORTING THE CONCEPT AND OBJECTIVES OF THE COMMUNITY RECREATION ENTERPRISE FUND.

Policy D.1. Support the concept and objectives of the Community Recreation Fund as a means to increase self-sufficiency of arts programs and services while reducing reliance on the City's General Fund.

Action Statements

D.1.a. Enhance the use of entrepreneurial strategies to strengthen the position of the Arts in the community and identify and reach new markets for arts programs and services.

D.1.b. Explore establishment of a non-profit supportive "friends" organization that can raise funds and solicit resources on behalf of arts programming and services, consistent with the City Council's goals and policies.

Policy D.2. Identify additional non-General Fund revenue sources and, where possible, increase revenues from arts programs, services and facilities without jeopardizing the integrity and infrastructure of related facilities and with a commitment to providing excellent customer service.

Action Statements

D.2.a. Leverage available resources by pursuing co-funded and/or cooperative agreements for both expansion and maintenance of arts programs, facilities, and services, in order to maximize benefits to the community.

D.2.b. Seek outside financial support from foundations or through gifts for facilities and program initiatives, where the cost of obtaining and maintaining the grant does not negate its value.

D.2.c. Explore potential sponsors for expanded Concerts in the Park Program and Downtown Concert Series.

D.2.d. Explore potential partners for ongoing support of after school programs, such as the Sunnyvale YES! Express.

D.2.e. Explore additional partnerships and/or funding sources for the Sunnyvale Creative Arts Center Gallery.

Policy D.3. Utilize available pricing and promotion tools in order to maximize participation and/or use related to arts programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

Action Statements

D.3.a. Utilize market-based pricing in the establishment of arts-related fees, and continually evaluate the effectiveness of pricing strategies.

D.3.b. Continue to use sound promotional strategies related to arts programs, facilities, and services.

D.3.c. Evaluate the use of current and emerging technologies as a means of encouraging and enabling participation.

D.3.d. Continue support of the City's philosophy to be a customer driven organization through staff training and other supervisory policies and practices.

GOAL E: CREATE AN AESTHETICALLY PLEASING ENVIRONMENT FOR SUNNYVALE THROUGH USE OF FUNCTIONAL AND DECORATIVE ART.

Policy E.1. Encourage alternative funding sources, funding strategies and incentives to provide and encourage the provision of art in public and private development.

Action Statements

E.1.a. Explore cost effective alternatives to incorporate art into development projects, including the use of functional art.

E.1.b. Explore potential private sector funding for Art in Public Places.

E.1.c. Consider review of existing code requirements for Art in Private Development for effectiveness and compatibility with City goals and modify as appropriate, looking at incentive-based alternatives to requirements.

E.1.d. Explore a process to work with Public Works and Community Development Departments on development projects, so that an integrated art component is recognized as a goal early in the planning process where financially feasible.

Policy E.2. Provide and encourage the incorporation of art - both functional and decorative - in public and private development.

Action Statements

E.2.a. As non-general fund resources allow, develop a new Master Plan for Public Art.

E.2.b. Look for opportunities to participate in County and/or regional projects to incorporate art, such as with the planning of the station design for the Tasman Light Rail Project.

E.2.c. Work with Department of Public Works to include public art components as part of Interpretive Signage Project at SMaRT Station/WPCP Complex.

E.2.d. Identify and consider opportunities for art components to parks development and/or redevelopment projects, such as at Baylands Park.

E.2.e. Identify appropriate sites for placement and inclusion of public art, with an eye to visible sites on publicly owned property with an even geographic distribution, such as neighborhood centers, parks and special use facilities.

GOAL F: PROVIDE AND MAINTAIN ARTS FACILITIES BASED ON COMMUNITY NEED AND THE CITY'S ABILITY TO FINANCE, CONSTRUCT, MAINTAIN, AND OPERATE THEM.

Policy F.1. Provide, maintain, and operate arts facilities within financial constraints such as the Community Center Theatre, Creative Arts Center, artists' studios, gallery and public art collection in a safe, clean and usable condition with attention to customer satisfaction.

Action Statements

F.1.a. Conduct periodic surveys and evaluations of use patterns and customer satisfaction in order to provide arts facilities which most effectively meet the community's needs.

F.1.b. Adhere to a regular schedule of inspection and maintenance of facilities to ensure that high standards of safety, quality, appearance, comfort and customer satisfaction are met in arts facilities for both citizens and City staff.

F.1.c. Plan and implement appropriate non-use times for arts facilities which will ensure adequate maintenance time.

F.1.d. Conduct ongoing surveys of special populations related to facilities in order to provide maximum accessibility.

F.1.e. Evaluate opportunities to utilize regional arts facilities and resources.

7.1 Fiscal – Long Range Goals & Policies

LONG RANGE GOALS

I. To make financial decisions over a 20-year planning horizon to allow decision-makers to consider the long-range implications of short-range budgeting decisions.

II. To operate a performance based budget system which provides Council and management with data on accurate measures of key successes of service, products and product costs, and motivation to continuously improve overall productivity, cost effectiveness, and quality of service.

III. To design and maintain capital improvements to assure cost efficiency, accomplish City goals and policies, and focus on prevention so as to minimize or reduce future operating costs.

IV. To maintain sufficient reserves so as to maintain service levels during periods of economic downturn.

V. To fund only those programs and projects which are consistent with the General Plan and which are anticipated to most cost-effectively implement the Plan.

VI. To undertake full cost accounting for all City services to facilitate accurate resource allocation decisions and fee recovery.

VII. To ensure accuracy and policy consistency in City processes and reporting through regular financial and performance audits of programs.

VIII. To facilitate the smooth and timely purchase of needed goods and services while maintaining sufficient competitive bidding processes to deliver the lowest prices.

IX. To ensure proper and diverse investments of the City's idle funds based upon the principles, in priority order, of safety, liquidity and return on investment.

X. To prudently utilize the issuance of debt to minimize costs, maximize cash flow, and ensure that future users are responsible for costs as appropriate.

XI. To maintain a diversified and stable revenue base that generates the resources necessary to sustain essential City services over the Long Term Financial Plan.

FINANCIAL POLICIES

7.1A Budget Policies

A.1: Development of the Budget and Resource Allocation Plan

A.1.1 The public will be encouraged to participate fully in the budget process.

A.1.2. A Fiscal Issues Workshop will be held each year prior to preparation of the City Manager's Recommended Budget to consider budget issues for the upcoming Resource Allocation Plan.

A.1.3. A balanced Twenty-Year Resource Allocation Plan shall be presented to the City Council annually.

A.1.4. The Twenty-Year Resource Allocation Plan shall be prepared on a two-year Operating Budget cycle.

A.1.5. The Operating Budget shall be approved annually with the second year approved in concept.

A.1.6. A proposed budget shall be recommended to the City Council by the City Manager no less than thirty-five days before the beginning of the fiscal year, in accordance with the City Charter.

A.1.7. At least one public hearing shall be held after the City Manager's Recommended Budget is presented to the Council in order to solicit public input before adoption.

A.1.8. Boards and Commissions should review the annual budget as appropriate to their area of interest and make recommendations to the City Council.

A.1.9. The City Council shall adopt the City Manager's Recommended Budget, with any changes desired, by resolution before June 30th of each year.

A.1.10. Resources will be allocated in direct relation to General Plan goals.

A.1.11. The Resource Allocation Plan shall be prepared by General Plan element to link city resources with the accomplishment of General Plan goals.

A.1.12. New or expanded services should support the priorities reflected in the General Plan.

A.1.13. All competing requests for City resources should be weighed within the formal annual budget process.

A.1.14. Final actions on study items with significant financial impacts should be withheld until they can be made in the full context of the annual budget process.

A.2: Long Term Financial Planning

A.2.1. The City shall maintain a long term fiscal perspective by annually preparing a Twenty-Year Long Term Financial Plan for each fund. Those funds which account for intergovernmental grants will only include known entitlements.

A.2.2. Major financial decisions should be made in the context of the Twenty-Year Long Term Financial Plan.

A.2.3. Long term financial planning should enable the current service level provided to be sustained over time through the strategic use of reserves.

A.2.4. The Long Term Financial Plans should be used to communicate the fiscal impact of City decisions to all stakeholders whenever possible.

A.3: Performance-Based Budget System

A.3.1. The operating budget will be prepared and managed on a program basis.

A.3.2. All costs attributable to a budgeted program will be fully reflected in program budgets (with the exception of capital costs of general-use public buildings and facilities).

A.3.3. An emphasis should be placed on achieving maximum work productivity to ensure an optimal allocation of human and fiscal resources for Council approved services and programs.

A.3.4. All operating programs must identify the service provided, the service level, and the resources necessary to accomplish the specific service level.

A.3.5. A performance measurement system will be maintained and used to evaluate quality of service and to report results.

A.4: Budget Monitoring and Modification

A.4.1. Expenditures for each department are legally limited to the amount authorized by the City Council in the Budget Resolution, plus subsequent changes individually approved by the City Council through Budget Modifications.

A.4.2. The City's annual budget may be modified at any Council meeting by a majority vote of the City Council.

A.4.3. The City's budget appropriation control shall be by program within the same fund for operating programs in the General Fund and Special Revenue Funds. For the Proprietary and Internal Service Funds, expenditures cannot exceed actual revenues plus the planned use of reserves.

A.4.4. Appropriations for capital and special projects shall be limited to the amounts contained on the Budget Resolution for each project. All modifications to project budgets require Council approval.

A.4.5. Budget reappropriations among programs within a Department and Fund may be authorized by the City Manager if service levels as approved by City Council are maintained.

A.4.6. Any unexpended appropriations shall expire at fiscal year-end unless specifically reappropriated by the City Council for expenditure during the new fiscal year.

7.1B Revenue Policies

B.1: Revenue Base

B.1.1. The City will maintain a diversified and stable revenue base, not overly dependent on any land use or external funding source.

B.1.2. Taxes levied by the City will be used for the purpose of financing services performed for the common benefit.

B.1.3. Taxes should be held at their lowest possible level, while maintaining Council-approved service levels.

B.1.4. When considering a new tax or revenue source or an increase in an existing tax or revenue source, the following criteria should be considered:

- Community/voter acceptance
- Competitiveness with surrounding communities
- Efficiency of revenue collection and enforcement
- Effectiveness in generating sufficient revenues in the short and long-term to justify its establishment
- Enhancement of revenue diversity to promote stability and provide protection from downturns in business cycles
- Equity/Fairness in distribution of the revenue burden on various segments of the community

B.1.5. Reliance on any restricted and/or inelastic sources of revenue will be avoided.

B.1.6. One-time revenues should not be used for ongoing expenditures.

B.1.7. Revenue should not be targeted for a specific program, unless a revenue source has been established for the sole purpose of financing a particular expenditure.

B.1.8. Potential new revenue sources will be investigated periodically to ensure that the City's revenue base is stable and diversified.

B.1.9. Donations, contributions, and sponsorships may be accepted if they are in accordance with City policy and General Plan priorities.

B.2: Revenue Forecasting and Monitoring

B.2.1. All revenue estimates must be conservative, objective and reasonable.

B.2.2. Revenue forecasts should be based on detailed information regarding historical performance and economic conditions whenever possible.

B.2.3. At least ten years data for all tax revenue sources will be maintained.

B.2.4. Revenues will be estimated for the budget year and for each planning year in the Twenty-Year Resource Allocation Plan.

B.2.5. Methods to maximize the accuracy of revenue forecasts will be established.

B.2.6. Estimated revenues from grant sources will be projected only to the specific date on which the entitlement will end.

B.2.7. Estimated intergovernmental revenues for which the City is eligible (but which are not guaranteed) will be forecast to assure that local matching funds will be available if the revenues are realized.

B.3: Revenue Collection

B.3.1. The City will seek all possible Federal and State reimbursement for mandated projects and/or programs.

B.3.2. An aggressive collection system for all accounts receivable, including utility receivables, will be utilized to assure that monies due to the City are received in a timely fashion.

B.3.3. Monthly reviews and periodic audits of Transient Occupancy Tax returns will be conducted.

B.3.4. Monthly reviews and periodic audits of all major locally administered revenue sources will be conducted.

B.3.5. Periodic point-of-sale audits for Sales Tax will be conducted.

B.4: Grants and Intergovernmental Assistance

B.4.1. The use of intergovernmental grant assistance for routine programs will be discouraged. Intergovernmental grants may be used for

special projects which strengthen a program, have a definable starting and ending date, and do not expand a service in such a way as to require the substitution of local funds to continue part or all of the service once intergovernmental assistance ends.

B.4.2. Intergovernmental assistance may only be used to establish or expand a program when the Twenty-Year Resource Allocation Plan meets the following conditions:

- The program is eliminated at the end of the intergovernmental funding period, or
- The program continues with the requisite local funding in the Twenty-Year Resource Allocation Plan upon completion of intergovernmental funding

B.4.3. A uniform grants application process must be utilized to assure that the City Council has the information necessary to make a decision regarding a potential intergovernmental grant. Staff should present to Council a Notice of Intent regarding a possible grant source which shall include at least the following information:

- The grant being pursued and the use to which it would be placed
- The objectives or goals of the City which will be achieved through use of the grant
- The local match required, if any, plus the source of the local match
- The increased cost to be locally funded upon termination of the grant
- The ability of the City to administer the grant

B.5: User Fees

B.5.1. User fees should be used to recover the cost of services that benefit specific segments of the community.

B.5.2. User fees should be reviewed and adjusted at least annually to avoid sharp changes.

B.5.3. User fees and charges should not exceed the City’s full cost of providing the service.

B.5.4. User fees should be established at a level which reflects the full cost of providing those services.

B.5.5. The City Council may determine for any service whether a subsidy from the General Fund is in the public interest.

B.5.6. User fees shall only be used when the cost of providing the service can be readily calculated and administered.

B.5.7. User fees should be adopted by Council resolution and included in the Annual Fee Schedule.

*Note: For additional user fee policies specific to the Utility Funds or the Community Recreation Fund, please see those sections under Enterprise Fund policies.

7.1C Capital Improvement Policies

C.1: Capital Improvement Plan

C.1.1. An updated Twenty-Year Capital Improvement Plan shall be prepared on a two-year budget cycle.

C.1.2. The City shall fund only those Capital Improvement Projects that are consistent with the adopted Capital Improvement Plan, City priorities, and General Plan goals.

C.1.3. High priority should be given to replacing capital improvements prior to the time that they have deteriorated to the point where they are hazardous, incur high maintenance costs, negatively affect property values, or no longer serve their intended purposes.

C.1.4. New or expanded capital improvements should maximize value and avoid duplication whenever possible by partnering with other entities to pool resources or share facilities.

C.1.5. Priority will be given to the repair and replacement of existing infrastructure as compared to the provision of new or expanded facilities.

C.1.6. The decision on whether to repair or to replace an existing capital asset will be based on which alternative is most cost-effective or provides the best value to the City.

C.1.7. The operating impact of proposed capital projects, including ongoing operating expenditures, capital outlay, debt service, and infrastructure replacement will be identified in the Capital Budget and considered in the selection of projects for funding.

C.1.8. Staff will identify the estimated costs, potential funding sources, return on investment, project schedule and relationship to the General Plan for each capital project proposal before it is submitted to the Council for approval.

C.1.9. Capital improvements should be maintained to the level required to adequately protect the City's capital investment and to minimize future maintenance and replacement costs.

C.1.10. A Capital Projects Fund shall be used to account for major capital acquisition or construction projects associated with the General Fund and other governmental funds. The capital projects of the Utility Enterprise Funds shall be accounted for within the respective fund.

C.1.11. The Infrastructure Renovation and Replacement Fund shall be used to account for projects related to the City's Long-Range Infrastructure Plan for the renovation and replacement of existing general City assets. Infrastructure projects related to the City's utilities shall be accounted for in the respective utility fund.

C.2: Funding

C.2.1. Governmental capital improvements should be funded on a "pay-as-you-go" basis in most cases. Alternate financing strategies may be considered in light of the specific project and the consequences of each financing strategy.

C.2.2. Development-related improvements such as sidewalks, curbs and gutters, street lights, and water and sewer lines should be funded by those directly benefiting from the improvements.

C.2.3. The City will seek out and use intergovernmental funding sources for capital improvements, as is consistent with City priorities and General Plan goals.

C.2.4. Funds for the replacement of City assets originally paid for by a developer should be included in the Capital Improvement Plan of the appropriate City fund.

C.3: Design and Evaluation

C.3.1. The planning and design of capital improvements should be based on standards that minimize construction costs, while assuring acceptable useful life and reducing maintenance requirements. Value engineering processes will be utilized when necessary and appropriate.

C.3.2. Budgeting for capital projects must reflect when the expenditures are scheduled to occur, using multi-year planning to ensure a reasonable time frame for projecting costs.

C.3.3. Improvements should be designed with the following goals: to maximize energy efficiency, require minimal maintenance, create an efficient physical relationship for those working in the facility, provide adequate capacity for the projected useful life, and to have the ability to accommodate future expansion with minimum remodeling costs.

7.1D Land Policies

D.1: Acquisition, Disposition and Leasing of City-Owned Real Property

D.1.1. A high priority will be given to acquiring undeveloped land needed to meet City goals before it is developed.

D.1.2. Developed land should be acquired in reasonable proximity to the time the property is required for City purposes.

D.1.3. Every effort shall be made to acquire property through negotiation, reserving the use of eminent domain for those circumstances when immediate possession is required and the property cannot be acquired through negotiation at a cost approximating market value.

D.1.4. The purchase, sale or lease of real property where the purchase or sale price or lease cost is more than \$75,000, per the Sunnyvale Municipal Code, shall be approved by the City Council.

D.1.5. The purchase, sale or lease of real property where the purchase or sales price or lease cost is less than \$75,000, per the Sunnyvale Municipal Code, shall be approved by the City Manager.

D.1.6. The lease of city property which results in revenue to the City and the term is less than or equal to 55 years shall be approved by the City Manager.

D.1.7. The lease of city property for a term longer than 55 years shall be authorized by the City Council by resolution following a public hearing.

D.1.8. Property leased to outside entities should be based on market rents except when the Council finds that there is a public purpose for leasing at a lower rate.

D.1.9. The net proceeds from the disposition of surplus City property owned by the General Fund shall be placed into the General Fund Reserve for Capital Improvements.

D.1.10. Proceeds from the sale of land or facilities originally purchased with monies from a specific fund should be kept within that fund.

7.1E Reserve Policies

E.1: General Fund Reserves

E.1.1. The City shall maintain a General Fund Contingency Reserve of at least 20% of operating expenditures to cover emergencies or disasters.

E.1.2. The sale of surplus property owned by the General Fund and any other one-time revenues shall be placed into a Reserve for Capital Improvement Projects to be used for capital improvement or expansion.

E.1.3. The Twenty-Year Resource Allocation Plan (RAP) Reserve shall be used to levelize economic cycles and maintain stable service levels over the long term.

E.1.4. The Twenty-Year RAP Reserve should be balanced to zero in the twentieth year of the Long Term Financial Plan. This means that the

reserve increases during periods of economic growth and has planned draw-downs during low periods of the economic cycle.

E.1.5. The Service Level Set-Aside will be used to provide ongoing funds to increase service levels or add new services. Once used, this Set-Aside may be replenished according to economic conditions.

E.1.6. Any other reserves may be established to segregate funds which are legally restricted to specific purposes.

E.2: Internal Service Fund Reserves

E.2.1. The City will establish and maintain an Equipment Replacement Reserve to provide for timely replacement of the City's fleet, furniture and fixtures, technology and communication equipment.

E.2.2. Reserve levels for each type of equipment will be established based on the lifecycle of existing assets accounted for in the appropriate Sub-Fund of the General Services Fund.

E.2.3. Equipment replacement expenses should be amortized through the use of rental rate charges to be fully funded by users.

E.2.4. The Workers' Compensation Reserve shall be maintained at a level deemed adequate to meet projected liabilities as determined by an actuarial evaluation.

E.2.5. The Liability and Property Reserves will be maintained at a level which, together with purchased insurance policies, will adequately indemnify the City's property and liability risk. A qualified actuarial firm shall be retained in order to recommend appropriate funding levels.

E.2.6. An Actuarial Retiree Medical Reserve will be maintained at a level that is deemed adequate to meet projected liabilities as determined by an actuarial evaluation. This Reserve should meet the GASB reporting requirements for these future costs.

E.2.7. Rate Uncertainty Reserves will be funded for those employee benefits expenditures exhibiting high volatility or significant increases. The reserves will ensure adequate funding while minimizing the effect on the funding of other City operations.

7.1F Debt Management Policies

F.1: Debt Limits and Debt Capacity

F.1.1. Total bonded indebtedness supported by General Fund revenues should not exceed 5% of assessed valuation of property within the City. Bond issues supported by the General Fund should be restricted to annual debt service of 5% of General Fund revenue.

F.1.2. Land based financings should maintain a minimum property value-to-debt ratio of 3:1, with exceptions made for special circumstances at Council's discretion.

F.1.3. Debt service should not affect the City's ability to meet future operating, capital and reserve requirements.

F.2: Debt Issuance

F.2.1. Debt should be used only to finance improvements that cannot be paid for with current revenues, unless the purpose of the debt is to spread improvement costs over a longer period of time and ensure that future users become responsible for portions of the cost.

F.2.2. There should be no short-term (debt) borrowing to support routine operations unless (a) the borrowing will be at a lower interest rate than the rate on invested funds, and (b) funds are available for routine operations.

F.2.3. An internal feasibility analysis will be prepared for each long-term financing which analyzes the impact on current and future budgets.

F.2.4. Bond issues should be scheduled to equalize annual debt service requirements to the degree that borrowing costs can also be minimized.

F.2.5. Generally, the method of financing selected for debt issuance should be based on who will benefit and who should pay for the cost of improvements. The following are guidelines:

- General Obligation Bonds – For major improvements that are of community-wide benefit and use, such as general municipal facilities and parks. These are funded by ad valorem taxes and require 2/3 voter approval.

- Assessments - For new subdivision improvements and for City improvements where the Council has determined that a specific benefiting group should be responsible for payment.
- Tax Increment Bonds - For improvements in the Redevelopment Project Area where rehabilitation or redevelopment is required. These bonds are financed by tax increment from the project to be developed.
- Certificates of Participation - Where backing by the full faith and credit of the City is the most cost-effective method. If this method is proposed, a full cost analysis will be done.
- Revenue Bonds (IDBs) – All City utility-related improvements shall be funded only from revenues of the respective utilities.
- Industrial Development Bonds – Issued to finance the construction or purchase of industrial, commercial, or manufacturing facilities to be leased or purchased by a private user. All IDBs shall be backed only by the credit of the user.

F.2.6. The maximum term of each bond issue should be no longer than the expected useful life of the asset financed.

F.2.7. Refunding of outstanding bond issues shall be considered if the net present value savings is at least 3%, or if it is necessary to remove a burdensome or restrictive bond covenant.

F.2.8. The City will consider requests for conduit financing on a case-by-case basis, taking into consideration the borrower’s credit worthiness, the purpose of the borrowing and its relationship to City priorities, and any impact on the City’s financial position.

F.2.9. Debt financings will generally be conducted on a competitive basis. However, negotiated financings may be used due to market volatility or the existence of an unusual or complex financing or security structure.

F.2.10. Fixed or variable rate financing may be used, depending on the cost benefit to the City of each option.

F.3: Debt Management

F.3.1. The City will diligently monitor its compliance with bond covenants and ensure adherence to federal arbitrage and disclosure regulations.

F.3.2. Debt financing should not exceed the anticipated useful life of an improvement.

F.3.3. The City will seek to maintain and, if possible, improve its current bond rating(s) in order to minimize borrowing costs and preserve access to credit.

F.3.4. A Debt Service Reserve shall be maintained for each debt issue as required by the respective bond covenants.

7.1G Accounting Policies

G.1: Accounting Principles

G.1.1. A Comprehensive Annual Financial Report (CAFR) will be prepared each year within six months of the close of the previous fiscal year.

G.1.2. The CAFR shall be prepared in accordance with generally accepted accounting principles applicable to local governments, and shall receive an unqualified opinion by the City's independent auditor each year.

G.1.3. The Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting should be pursued annually.

G.1.4. The accounting system shall provide a mechanism to fund accrued benefits liabilities.

G.1.5. Pension obligations will be fully funded annually and current pension contributions will not be deferred to balance current expenditures.

G.1.6. An integrated accounting and budgeting system will be maintained so that production and cost for each activity can be calculated and evaluated.

G.1.7. The City Council shall be provided with periodic summary financial reports, by fund, comparing actual revenues and expenditures to budgeted amounts.

G.1.8. The City shall maintain a full cost accounting system.

G.1.9. A city-wide Cost Allocation Plan shall be developed to identify the cost of administrative support for all City departments and special funds.

G.1.10. The “modified approach” to account for streets infrastructure capital assets, as defined by GASB No. 34, shall be utilized for the City’s street network. The City Council will establish a range of acceptable condition levels for the street network on a biennial basis and the City Manager will set the actual target condition level(s) each year.

G.1.11. The City shall establish such separate funds as required by law to account for grant funding and other revenues limited to specific use.

G.1.12. Internal Service Funds shall be used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City.

G.1.13. Internal Service Funds shall be used to equitably distribute facility, vehicle and equipment replacement and maintenance costs among City user departments and to assure that adequate funding is on hand to replace/maintain assets and pay liabilities.

G.1.14. Internal Service Funds shall be maintained to account for employee benefits and to provide a mechanism to fully fund accrued benefit liabilities.

G.2: Internal Controls

G.2.1. A system of effective internal controls shall be maintained that assures only properly authorized expenditures, recordings of financial transactions, and accounting entries are executed and provides for the physical security of City funds and assets.

G.2.2. The City’s Internal Audit function should conduct its work in accordance with generally accepted government auditing standards to ensure the independence of its findings.

G.2.3. Periodic financial reviews will be conducted to assure that adequate internal controls exist, at a reasonable cost, and that fiscal

practices are in compliance with Federal, State and City rules and regulations.

G.2.4. Operational audits will be conducted to evaluate the efficiency and effectiveness of City functions.

G.2.5. Performance audits will be conducted regularly on a schedule set by Council to verify that the performance data reported by each Department is complete, valid and accurate.

G.2.6. The City's cash handling practices shall be reviewed at least quarterly, as required by the City Charter, in order to safeguard the City's cash assets.

7.1H Purchasing Policies

H.1: Centralized Purchasing System

H.1.1. Whenever possible, purchases will be made through a competitive bid or proposal process.

H.1.2. Purchasing policies and procedures will be as fair and open as possible so that everyone involved will understand the elements of the process, including procedures, timelines, expectations, requirements, and criteria for supplier selection.

H.1.3. A preference of 1% shall be given to local businesses in the evaluation of bids and proposals in the procurement of goods. Contracts exempt from this preference are:

- Emergency procurement
- Sole source contracts
- Contracts funded from grants, donations, or gifts with special conditions that specify otherwise

H.1.4. Purchases of goods and services will be made from locally owned businesses whenever possible, in accordance with purchasing regulations.

H.1.5. The City will actively seek opportunities to participate with other public agencies in the development of competitive bids that combine purchasing power to achieve volume pricing.

H.1.6. City staff shall not use their position for personal gain in any procurement.

H.1.7. Environmentally responsible procurement policies will be used where possible, to encourage recycling, reduce waste, conserve energy and natural resources and protect environmental quality.

H.1.8. Technological advances that present more efficient and effective ways to purchase goods and services will be encouraged.

H.1.9. An efficient and effective system of inventory management for City-stocked items and for sale or disposal or surplus items will be maintained.

7.1I Enterprise Fund Policies

I.1: Utility Fund Policies

I.1a: Accounting and Fund Management

I.1a.1. The financial activities of each utility should be accounted for in a separate fund.

I.1a.2. The City will assure that all direct and indirect costs of each utility are fully cost-accounted.

I.1a.3. Expenses which are incurred to support more than one utility should be allocated to each utility in a manner that reasonably reflects the benefit received.

I.1a.4. Each utility fund shall reimburse the General Fund, and/or other applicable funds, for the full cost of general government support services provided to that utility.

I.1a.5. The user fees established for each utility will be reviewed annually and set at a level that will support the total costs of the utility, including direct and indirect costs and contributions to reserves set by Council policy.

I.1a.6. In the event that any utility requires one-time resources from other City funds to support its operations, or that the utility provides resources to an unrelated program, the use of these funds should be accounted for as an inter-fund loan.

I.1a.7. Debt service coverage should be maintained for each bond issue as required by the bond covenants.

I.1a.8. No utility resources shall be used to fund unrelated General Fund services.

I.1b: Capital Program

I.1b.1. Capital improvements associated with the existing infrastructure of a utility should be primarily funded from two sources: rate revenue and debt financing.

I.1b.2. New improvements or expanded capacity in any utility should be funded by those benefiting through specific charges, such as connection fees, impact fees, or mitigation fees.

I.1b.3. Local, state, and federal funding sources, such as grants and contributions, should be pursued for utility-related capital improvement projects consistent with City priorities.

I.1b.4. Water and wastewater improvements should be designed and constructed to the size required to serve the City's capacity needs when fully developed plus any required redundancy to assure reliable operation and provision of service.

I.1b.5. Bonded debt financing should be used for capital improvements as appropriate to:

- Make cost recovery of an asset more consistent with its useful life
- Equitably assign cost over multiple generations of customers who use the assets
- Smooth near-term rate impacts of the project

I.1b.6. Total bonded debt should equal no more than 30% of the utility's fixed assets.

I.1b.7. Resources for the capital requirements of each utility such as bond proceeds or connection fees should be dedicated only for capital projects and not be used for ongoing maintenance and operations.

I.1b.8. The annual depreciation expense of the assets of each utility should be set aside into a Rehabilitation and Replacement Reserve as a minimum funding level for system replacement.

I.1c: Reserves

I.1c.1. A Contingency Reserve of 25% of operating expenses shall be maintained in the Water and Wastewater Funds to allow approximately 90 days of working capital in case of emergency.

I.1c.2. A Contingency Reserve of 10% of operating expenses shall be maintained in the Solid Waste Fund. This lower reserve is appropriate because the asset value of the Solid Waste Fund is substantially smaller than the other city utilities, and because operations are performed by contract, with insurance and bonding requirements as part of the contract assuring the continued operation in the case of an emergency.

I.1c.3. In the event that the Contingency Reserve of any utility fund is used it shall be replenished by the end of the following fiscal year or as soon as practical thereafter considering the circumstances that prompted the need to use the reserve.

I.1c.4. A Capital Replacement Reserve shall be maintained in the SMaRT Station Replacement Fund to account for contributions from the three participating cities for the replacement of City-owned SMaRT Station equipment.

I.1c.5. A Rate Stabilization Fund shall be maintained in each utility fund to levelize the rates and annual rate increases in light of fluctuations in financial requirements from year-to-year.

I.1c.6. A Capital Rehabilitation and Replacement Reserve for each utility should be established to provide resources for the infrastructure replacement needs of the respective utility system. This reserve should act as a sinking fund for annual depreciation expense of the utility assets.

I.1c.7. Debt service reserves should be maintained for each bond issue as required by the bond covenants.

I.2: Community Recreation Fund Policies

I.2a: Fund Management

I.2a.1. The General Fund subsidy received by the Community Recreation Fund shall be fixed at the FY 2006/2007 level as the base year and increased annually by the inflation factor included in the recommended budget for the upcoming year.

I.2a.2. Any increase in service levels by City Council not covered by an increase in revenues will result in a corresponding increase to the General Fund subsidy.

I.2a.3. Any action by City Council to decrease revenues of the Community Recreation Fund not covered by a decrease in operating costs will result in a corresponding increase to the General Fund subsidy.

I.2a.4. The infrastructure rehabilitation and replacement of all facilities on park land, including the golf courses and tennis center, will be funded first through the Park Dedication Fund if funds are available.

I.2a.5. A Fee Waiver system should be provided to allow persons who are economically disadvantaged to participate in and utilize programs, facilities, and services provided by the Community Recreation Fund. The criteria for eligibility in this system shall be established by Council policy.

I.2b: User Fees

I.2b.1. Golf fees shall be set annually utilizing market-based comparisons and included in the City's Annual Fee Schedule adopted by Council resolution.

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

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

I.2b.3. The fees established administratively by the Director of Parks and Recreation shall be published at least twice a year.

I.2c: Reserves

I.2c.1. The Community Recreation Fund shall maintain a Twenty-Year Resource Allocation Plan Reserve to stabilize economic cycles and maintain service levels over the long term.

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

I.2c.3. The Community Recreation Fund will maintain a Co-op Sports Reserve to administer the after school intra-mural sports league programs at Sunnyvale Middle School and Columbia Middle School as required by agreement with the Sunnyvale School District.

7.2 Community Engagement — Goals, Policies and Action Strategies

When City Council adopts the General Plan Sub-elements, it is adopting the related goals and policies; the action strategies included in this document inform Council and the public regarding the initial operational steps which staff proposes to implement the goals and policies adopted by Council. Staff may create new action strategies and revise others without action by City Council. Action strategies are short-range in nature. The action strategies translate the long-range goals and adopted policies into decisions and actions which address community engagement needs in Sunnyvale. They are the critical link between long-range planning and current decision-making.

GOAL A: ACHIEVE A COMMUNITY IN WHICH ALL COMMUNITY MEMBERS ARE WELL INFORMED ABOUT LOCAL ISSUES, CITY PROGRAMS AND SERVICES.

Policy A.1 – Assure that all community members have reasonable access to City information, services and programs within budgeted resources.

Action Strategies

A.1a. Provide reasonable and cost effective access to City facilities, programs and services.

A.1b. Develop suitable customer feedback mechanisms for City programs to assess quality and customer service issues and opportunities for improvement.

A.1c. Monitor legislative and regulatory trends regarding public access and information issues.

A.1d. Utilize community and business organizations to assist in informing the community about City Services and programs.

A.1e. Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.

A.1f. Assist the news media in receiving information regarding coverage of City issues.

A.1g. Identify communications media and communications technology which are appropriate and cost effective to provide information to and access for the community.

A.1h. Monitor communications technology and policy developments and evaluate their potential impact on public information activities to improve communications, reduce duplication of effort, and enhance cost-effectiveness.

A.1i. Monitor the City communications policy to guide utilization of technology for public participation and community involvement.

A.1j. Continue to provide and support a central information center in City Hall to assist community members in locating and using City services.

Policy A.2 – Provide accurate and thorough information in a timely manner to ensure that community members have an opportunity to respond effectively.

Action Strategies

A.2a. Respond in a timely manner to all resident inquiries or concerns regarding City services.

A.2b. Identify residents, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information enabling participation in planning and decision-making processes.

A.2c. Ensure that effective public notification and access, in accordance with relevant laws and City Council policies, are provided to enhance meaningful community participation in the policy making process.

A.2d. Notify community members of opportunities for involvement in policy making and program planning.

A.2e. Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.

A.2f. Provide opportunities for community members to participate in the development of relevant public policy decisions.

A.2g. Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues.

A.2h. Produce periodic comprehensive publications on City affairs that are readily available and distributed to all City residents and businesses.

A.2i - Publish and distribute timely and accurate information regarding City programs and services, City Council actions, and policy issues.

A.2j. Encourage comprehensive, accurate and timely media coverage of City actions, services and programs.

A.2k. Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.

Policy A.3 – Ensure an integrated approach to informing community members about local issues, City programs and services that reaches segments of a diverse community.

Action Strategies

A.3a. Provide appropriate language translation assistance and translated materials to residents seeking City services.

A.3b. Enhance the ability of City programs and staff to serve community diversity.

A.3c. Provide information and outreach through various mechanisms in order to effectively inform and engage community members.

A3d. Encourage the development of and support community organizations and networks for public information.

A3e. Work with businesses, local institutions, school districts, and other public agencies to develop informational networks serving the community and assist in informing the community about City services and programs.

A3f. Provide community organizations and networks with information regarding City events, programs and services and encourage distribution throughout the City.

A.3g. Develop mechanisms to assess community needs in provision of services.

A.3h. Regularly update a coordinated database for information distribution.

A.3i. Periodically evaluate City public information materials, activities and plans, to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution, and respond to community needs.

A.3j. Assess the effectiveness of public information about City programs and services and the fiscal impact.

GOAL B: ACHIEVE A COMMUNITY IN WHICH ALL COMMUNITY MEMBERS CAN BE ACTIVELY INVOLVED IN SHAPING THE QUALITY OF LIFE AND PARTICIPATE IN LOCAL COMMUNITY AND GOVERNMENT ACTIVITIES.

Policy B.1 - Encourage community involvement in the development and implementation of City and community activities, programs and services.

Action Strategies

B.1a. Support community participation in City programs and services and develop materials to assist and encourage involvement.

B.1b. Promote involvement of businesses in City and community activities, programs and services.

B.1c. Promote public awareness and understanding of financial and other constraints on municipal services, and involve community members in identifying solutions which balance public demand for services with limited resources.

B.1d. Support communication throughout the community to create and strengthen relationships.

Policy B.2 – Simplify processes and procedures to make it easy and convenient for community members to participate in City activities and programs.

Action Strategies

B.2a. Provide community outreach programs throughout the City to improve service delivery and communication with community members.

B.2b. Facilitate the development of relationships and partnerships among community organizations and the business community to achieve common goals.

B.2c. Encourage grass-roots efforts to identify and develop solutions for community problems.

B.2d. Evaluate public involvement measures to ensure their utility as policy making and program planning tools.

Policy B.3 – Promote the importance and benefits of community involvement.

Action Strategies

B.3a. Work with local school districts and community organizations to encourage student involvement in local government, community activities and issues.

B.3b. Support City and corporate employee involvement in community activities.

B.3c. Identify and build on opportunities for partnerships between the City and community members which can leverage resources to meet community needs.

B.3d. Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.

B.3e. Facilitate the ability of businesses to support or supplement public resources to achieve community goals.

B.3f. Publicly recognize business community involvement, contributions and achievements.

Policy B.4 – Promote and encourage volunteerism in City and community affairs.

Action Strategies

B.4a. Continue to support and evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.

B.4b. Identify opportunities and mechanisms for community members to maintain and/or enhance City programs, services and assets through volunteer endeavors.

B.4c. Publicly recognize City volunteer involvement, contributions and achievements.

B.4d. Support efforts to implement and foster effective volunteerism throughout the City.

Policy B.5 – Plan for and develop wide representation of the community when obtaining public input for policy decisions.

Action Strategies

B.5a. Identify and strengthen contacts between the City and community organizations.

B.5b. Support the development of a comprehensive directory of community organizations and resources to strengthen relationships throughout the City.

B.5c. Identify opportunities and develop plans for City personnel to meet and interact with community groups regarding City issues.

B.5d. Provide opportunities for community input and monitor feedback.

B.5e. Identify feedback mechanisms to provide the optimal level of community input in public decision making.

Policy B.6 – Provide opportunities for and encourage involvement from community members that reflect the diversity of the City.

Action Strategies

B.6a. Develop specific criteria and plans to obtain a diversity of representation in community engagement activities.

B.6b. Encourage a diverse pool of applicants for membership on boards, commissions, advisory committees and task forces to reflect the diversity of the community.

B.6c. Use surveys and/or other methods to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.

Goal C: CREATE A STRONG, POSITIVE COMMUNITY IDENTITY, RICH IN CULTURAL DIVERSITY

Policy C.1 – Actively encourage public and professional recognition of the City through awards and promotion of significant City and community accomplishments and innovations.

Action Strategies

C.1a. Identify opportunities for recognition of City achievements, innovations, personnel, and programs and services.

C.1b. Maintain a commitment to excellence and continuous improvement of City programs and services.

Policy C.2 - Encourage celebrations which help to create a strong, positive community identity and recognize cultural diversity.

Action Strategies

C.2a. Facilitate the efforts of community members to provide safe, well-organized community-wide special events which strengthen a positive community identity.

Policy C.3 - Engage in regional, state, national and international activities which promote a positive community identity for the City of Sunnyvale.

Action Strategies

C.3a. Exchange ideas and innovations with other communities.

C.3b. Facilitate the exchange of technical assistance between the City and other agencies and the private sector.

Policy C.4 – Foster an environment of awareness, respect and understanding that encourages community engagement with different cultures.

Action Strategies

C.4a. Encourage and celebrate the diverse cultures that represent the Sunnyvale community.

(Adopted by Resolution 116-95; RTC 95-058 (2/7/95); RTC 07-359 (10/30/07))

7.3 Legislative Management - Goals, Policies and Action Statements

GOAL A : ASSESS COMMUNITY CONDITIONS AND MAKE APPROPRIATE CHANGES TO LONG-RANGE, MID-RANGE AND SHORT-RANGE PLANS.

POLICY A.1 Utilize the General Plan as the City's principal long-range planning tool; utilize the Resource Allocation Plan and Program Outcome Statements as the City's principal mid-range planning tool; and utilize the Council Study Calendar as the City's principal short-range planning tool.

Action Statements

A.1a Link the Resource Allocation Plan, program outcome statements and the Council Study Calendar with the Goals, Policies and Action Statements of the General Plan.

A.1b Monitor and assess community conditions on an on-going basis, and adjust long-range, mid-range and short-range plans to reflect the changing conditions.

A.1c Review and update each General Plan subelement every 5-10 years.

A.1d Maintain the Resource Allocation Plan as a 10-year planning budget, 2-year budget plan, and 1-year operating budget.

A.1e Annually evaluate and report City performance.

POLICY A.2 Establish advisory committees and boards and commissions as necessary to assist Council in planning and policy development.

Action Statements

A.2a As community conditions change, add, delete or change non-charter boards and commissions as necessary.

A.2b Provide appropriate orientation and training to board and commission members.

A.2c Have boards and commissions participate in the Planning and Management System, including budget issues, legislative issues and other related matters.

A.2d Adopt an annual work plan for boards and commissions consistent with Council priorities.

GOAL B : ASSURE THAT CITY POLICY IS ESTABLISHED, DOCUMENTED AND ENACTED ACCORDING TO ESTABLISHED PROCEDURES AND LEGAL PRINCIPLES.

POLICY B.1 Periodically conduct Charter reviews to recommend appropriate changes to the Charter.

POLICY B.2 Maintain official records of City action and policy in a retrievable manner, according to legal convention.

POLICY B.3 Prepare and update ordinances to reflect current community issues and concerns in compliance with state and federal laws.

Action Statements

B.3a Update the Municipal Code at least annually to reflect new and changed ordinances.

B.3b Consider changes to ordinances to reflect changes in community standards and state and federal laws.

POLICY B.4 Prepare and update the Legislative Action Policies as the shorter-term policies that support the General Plan and guide Council and staff on intergovernmental matters.

POLICY B.5 Conduct elections in accordance with the Charter and state laws.

Action Statements

B.5a Consolidate elections whenever possible.

B.5b Provide voters with information about election procedures and candidates.

B.5c Provide Council candidates with information to inform them of current City issues.

B.5d Explore ways to increase voter turnout in local elections, such as mail ballots.

GOAL C: PARTICIPATE IN INTERGOVERNMENTAL ACTIVITIES, INCLUDING NATIONAL, STATE AND REGIONAL GROUPS, AS A MEANS TO REPRESENT THE CITY'S INTERESTS, INFLUENCE POLICY AND LEGISLATION, AND ENHANCE AWARENESS.

POLICY C.1 Represent City policy in intergovernmental activities in accordance with adopted policy guidelines.

Action Statements

C.1a Monitor regional, state and federal issues affecting the City and provide current information to Council.

C.1b Provide appropriate staff support to Council members designated as Council lead on intergovernmental issues and to Council members serving on intergovernmental assignments.

GOAL D : MAINTAIN A QUALITY WORK FORCE, CONSISTENT WITH STATE AND FEDERAL LAWS, CITY CHARTER, AND ADOPTED POLICIES IN ORDER TO ASSURE THAT CITY SERVICES ARE PROVIDED IN AN EFFECTIVE, EFFICIENT, AND HIGH QUALITY MANNER.

POLICY D.1 Maintain a recruitment and selection process that ensures a highly competent workforce.

Action Statements

D.1a Maintain a competitive pay and benefit package for employees.

D.1b Fill vacant positions in a timely manner.

D.1c Assure that selection process complies with legal requirements.

D.1d Select candidates based on merit and fitness.

POLICY D.2 Strive to develop a workforce that reflects the composition of the community labor force.

Action Statements

D.2a Monitor and maintain workforce composition data.

D.2b Actively implement the City's equal employment opportunity policies in recruiting for City vacancies.

D.2c Maintain non-discrimination standards.

POLICY D.3 Train and develop employees to enhance job performance.

Action Statements

D.3a Provide skills training to enhance job performance.

D.3b Provide opportunities for professional development of employees.

D.3c Encourage promotability within the organization.

D.3d Maintain a system of planning and documenting work expectations and evaluating employee performance against expectations.

D.3e Maintain the management Pay-for-Performance system.

POLICY D.4 Assure that employees are provided timely and adequate information so that they can carry out their responsibilities and effectively communicate their concerns and ideas for improving services and conditions.

Action Statements

D.4a Communicate City policies, work standards and other regulations to all employees.

D.4b Develop communications methods that improve employees' knowledge of City operations and community conditions.

D.4c Develop communications methods that enhance the ability of employees to share information, concerns, and solutions to improve the work environment and municipal services.

D.4d Periodically evaluate employee communications methods and systems to assess their effectiveness and to make improvements.

GOAL E : PROVIDE APPROPRIATE FACILITIES AND EQUIPMENT IN ORDER TO ENSURE THAT CITY EMPLOYEES FUNCTION IN A SAFE, EFFECTIVE MANNER.

POLICY E.1 Maintain facilities and equipment in a clean, safe, cost-effective manner.

Action Statements

E.1a Budget for new equipment and replacement in the 20--year plan.

E.1b Repair and restore equipment and facilities in a timely manner.

E.1c Utilize equipment that will enhance the productivity of employees.

GOAL F : CONTINUALLY STRIVE TO ENHANCE THE QUALITY, COST AND CUSTOMER SATISFACTION OF SERVICE DELIVERY.

POLICY F.1 Provide a work environment that supports all staff in continually seeking ways to enhance the efficiency, effectiveness and quality of City services.

Action Statements

F.1a Actively pursue continuous improvement by finding ways to removing barriers to the provision of high quality, cost-effective services.

F.1b Provide consulting, facilitation and training support to ensure the effective staff use of continuous improvement tools and methodologies.

GOAL G : PROVIDE LEGAL SERVICES TO COUNCIL, STAFF AND BOARDS AND COMMISSIONS IN ORDER TO ASSURE COMPLIANCE WITH STATE AND FEDERAL LAWS, CITY CHARTER, AND MUNICIPAL CODE AND ENSURE THAT CITY PROGRAMS AND POLICIES ARE EFFECTIVELY IMPLEMENTED.

POLICY G.1 Provide adequate legal counsel to support City activities.

Action Statements

G.1a Provide legal counsel at all City Council meetings and Planning Commission meetings as well as at other Board and Commission meetings as warranted.

G.1b Provide legal advice when requested by Council, Boards, Commissions and staff or where otherwise appropriate.

G.1c Assist the staff in preparation of analysis, recommendations and advocacy to State and Federal legislative bodies pertaining to proposed legislation.

G.1d Provide legal representation in administrative and court proceedings.

G.1e Consider methods of increasing efficiency and effectiveness in providing legal services.

GOAL H : PROVIDE RISK MANAGEMENT PROGRAMS, EXPOSURE REDUCTION PROGRAMS AND APPROPRIATE POLICIES IN ORDER TO MINIMIZE DAMAGE AND LIABILITY EXPOSURE.

POLICY H.1 Minimize liabilities, risks and damages to the extent possible, pursuant to adopted policies.

Action Statements

H.1a Maintain an active risk and exposure reduction program.

H.1b Ensure that City assets are maintained in good condition.

H.1c Defend tort claims against the City, where appropriate.

H.1d Ensure the mitigation of safety hazards in a timely manner.

H.1e Train and educate staff in liability and safety awareness.

POLICY H.2 Provide adequate loss protection in a cost-effective way.

Action Statements

H.2a Maintain liability and property coverage.

H.2b Establish adequate reserves to protect against reasonable losses if insurance coverage is inadequate.

H.2c Lobby for tort reform.

GOAL I : PROVIDE, MANAGE, AND SUPPORT INFORMATION TECHNOLOGY EQUIPMENT AND SERVICES FOR ALL CITY DEPARTMENTS IN THE AREAS OF COMMUNICATIONS, COMPUTING, ELECTRONIC OFFICE EQUIPMENT, RECORDS MANAGEMENT, PRINT AND COPY SERVICES, AND MAIL SERVICES IN RESPONSE TO CHANGING GOVERNMENTAL AND TECHNOLOGY TRENDS IN ORDER TO FACILITATE AND ENHANCE CITY OPERATIONS.

POLICY I.1 Provide and maintain cost-effective and efficient communications systems to assist City departments in providing valuable services to the City and its citizens and businesses.

Action Statements

I.1a Serve as regulator, service provider and facilitator of communications systems to ensure the availability of high quality services that are compliant with established standards.

I.1b Enhance City staff and citizen self-directed access to information by providing and maintaining a variety of communications resources.

I.1c Apply and utilize appropriate and cost-effective communications resources to support government operations and enhance the economic vitality of Sunnyvale.

POLICY I.2 Provide, manage and maintain the City's computing resources to facilitate sharing of information.

Action Statements

I.2a Provide, manage and maintain the City's internal computing infrastructure and associated hardware and software to promote consolidation, sharing and accessibility of relevant information.

I.2b Provide, manage and maintain the City's computing resources to provide citizens with access to timely and relevant information.

I.2c Participate in community partnerships that extend the City's resources and promote economic vitality in the community.

POLICY I.3 Provide and maintain appropriate electronic office equipment and services to maximize productivity of staff.

POLICY I.4 Maintain a cost-effective and efficient records management system that meets legal requirements, assures adequate retrieval capabilities, and provides for appropriate security.

Action Statements

I.4a Establish and promote compliance with records retention guidelines to ensure that records management resources are utilized efficiently.

I.4b Provide for the secure and confidential destruction of records.

I.4c Develop, provide, manage and maintain records management systems consistent with changing technology, such that technology can be leveraged to enhance the accessibility, cost-effectiveness, and efficiency of records management services.

POLICY I.5 Assure that information resources, databases, and public records developed or maintained by the City are recognized as valuable and sensitive public assets, and are managed appropriately and affirmatively for the benefit of the organization and the community.

Action Statements

I.5a Explore opportunities and collaborations with other organizations to use City information resources to improve public services or return revenue to the City, while protecting the privacy of citizens.

POLICY I.6 Provide cost-effective and efficient duplication services to enhance the development and production of printed information.

Action Statements

I.6a Provide cost-effective duplication of information through in-house or vended printing, copying and related services.

I.6b Leverage technology to increase the efficiency of City staff by enhancing duplication and document design consulting services.

I.6c Explore and pursue partnerships for document preparation and duplication services that result in cost savings or cost recovery.

POLICY I.7 Provide mail services to City departments to facilitate communication and distribution of materials among departments, City facilities and the public.

Action Statements

I.7a Pick up, deliver and sort internal City mail to facilitate the timely distribution of information and materials.

I.7b Pick up, deliver and sort the City's U.S. Postal Service mail to facilitate City business.

I.7c Provide a distribution point for package pick-up and delivery by third party couriers to facilitate City business.

POLICY I.8 Provide training for information technology equipment and services to ensure that City staff can effectively utilize the technologies available.

Action Statements

I.8a Provide a variety of training methods, environments and tools to empower City employees to perform their jobs more efficiently through the application of technology.

I.8b Support the development of a Citywide competency skill level for all employees.

POLICY I.9 Provide consulting services to leverage technology in the reengineering of City business processes to realize benefits in cost-effectiveness, efficiency and improved citizen access.

GOAL J: ASSURE THAT FRANCHISES THAT MAKE USE OF PUBLIC ASSETS FOR COMMERCIAL OR PRIVATE PURPOSES ARE ADMINISTERED TO PROVIDE PUBLIC BENEFIT, PROTECT PUBLIC INVESTMENT, AND PROVIDE REVENUE TO THE CITY WHEN POSSIBLE.

POLICY J.1 Seek opportunities in partnership with utilities, other local governments, and the Legislature to improve benefits to the community as a result of franchise agreements that allow use of local public rights-of-way.