SANTA CLARA CITY COUNCIL

Principles and Priorities 2009-2011

(Adopted August 18, 2009)

The City Council priority is to focus on successful completion of existing City projects, postpone new City projects and proposals, and operate within Council adopted budget principles and priorities, with the goal of guiding the City successfully to economic recovery.

Demonstrate Environmental Leadership	Exceptional Services & Fiscal Responsibility	Connect with Community	Pro-active Economic Development & Entertainment
Proactively extend recycle water project using economic stimulus grants and other resources	Complete General Plan for 2010-2035, including Housing Element, General Plan, Zoning & related Council policies	Expand recognition programs, including "Those Who Inspire" to acknowledge individuals' long term commitment to City	Develop sports & leisure program strategy
Develop Master Plan to expand creek trails in City	Actively pursue economic recovery stimulus grants to maintain & improve City's infrastructure & provide Capital Improvement funding opportunities	Re-emphasize volunteer program "Volunteer Santa Clara"	Complete next milestones for stadium proposal, including completion of EIR, ballot measure to voters and Disposition & Development Agreement
Complete San Tomas Aquino/Saratoga Creek Trail	Continue to focus on fiscal responsibility & balanced budget	Review options for Internet outreach for community input to Council decision making; and review options for enhanced communication with residents	Create Citywide retail strategy, with special focus on supermarkets
Study pedestrian/bicycle access to Central Park	Replenish City's General Fund Emergency Reserves	Conduct senior needs assessment through collaboration with Senior Advisory Commission & non-profit agencies	Work with Chamber of Commerce to promote small business development & retain existing businesses & attract new businesses
Focus on solar energy partnership options including assessment of Plasma Arc Technology & solar roofs revolving fund	Maintain lowest combined electric, water & sewer rates in the nine Bay Area counties with emphasis on reliability and excellent customer services	Consider additional Sister Cities and/or Friendship Cities to create more opportunities for international good will & cultural, educational opportunities	Re-visit Downtown Revitalization Master Plan & develop schedule to re-initiate efforts to move forward

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Proactively extend recycle water projects using economic stimulus grants and other resources

City's Value: Professional; Fiscally Responsible

Project Manager Responsible for Implementing the Council Priority: Director of Water & Sewer Utilities

Action Items Related and Brief Description of Tasks Involved:

- The U.S. Bureau of Reclamation (USBR) selected the San Jose/Santa Clara Water Pollution Control Plant's South Bay Water Recycling (SBWR) projects with a total value of $25.82 million for funding from the American Recovery and Reinvestment Act of 2009 (ARRA). All SBWR projects were selected and are slated to receive 25% of project costs, totaling $6.46 million in Reclamation funding once the reimbursement agreement is executed. The City of Santa Clara's Water Department and SBWR developed and submitted four of the ten package projects with an approximate value of $12.25 million of which $3.05 million is eligible to be funded by this federal grant.

- Water Department to coordinate with the San Jose / Santa Clara Water Pollution Control Plant through the City of San Jose as the Administering Agency in completing the environmental clearance (CEQA, NEPA) required for the execution of the reimbursement agreement with the Bureau of Reclamation.

- Finalize and execute Amendment No. 6 to the Design, Construction and Construction Services Agreement between the cities of Santa Clara and San Jose to reimburse Santa Clara for engineering, design and construction of recycled water facilities in Santa Clara.

- Water Department engineering staff to design and construct several pipeline packages using in-house design and construction staff. The Public Works Department will perform construction management and inspection services for public bid projects.
    - Package 1: Santa Clara Central Park
    - Package 2: Santa Clara Industrial 1 – Norman Avenue, Duane Ave and Comstock Avenue.
    - Package 3: Santa Clara Industrial 2 – Walsh Avenue and Martin Avenue
    - Package 4: Santa Clara Industrial 3A – US101/Bowers/Walsh
    - Package 5: Santa Clara Industrial 3B – Duane Avenue/Space Park Drive

- Work with the City of San Jose to obtain additional funds from the Bureau of Reclamation and/or the San Jose / Santa Clara Water Pollution Control Plant to fully fund the construction of Packages 4 & 5.

- Collaborate with existing customers along these new pipeline projects to convert to recycled water for irrigation and industrial cooling towers.

- Review City's existing policies on the use of recycled water for development with the goal of expanding the system including review of requirement for all decorative uses of water in areas where recycled water is available.

Timeline for Implementation:

- The upcoming reimbursement agreement with the Bureau of Reclamation typically requires the complete expenditure of project costs by September 2011 to receive the full 25% reimbursement grant based on the American Recovery and Reinvestment Act of 2009.

- Water Department will track the progress of each pipeline package in a quarterly status report as detailed in the attached table.

- Obtain Environmental Clearance (CEQA & NEPA): February 2010

- Amend Agreement with the City of San Jose to reimburse Santa Clara for the ARRA recycled water pipeline projects: December 2009

- Water Construction Crews installing recycled water pipelines: Early Start January 2010 (dependent on completion of NEPA and USBR Reimbursement Agreement)

- Initiate Public Bidding of ARRA Projects –March 2010

- Complete the construction of ARRA Stimulus Funded Projects by September 2011.

Council Priority Area:	Demonstrate Environmental Leadership
Council Priority:	Proactively extend recycled water project using economic stimulus
Project Manager Responsible for Implementation:	Director of Water and Sewer Utilities
Quarterly Progress Status Report:	South Bay Water Recycling Project Phase I-C $12,650,000
Key Critical Path Project Schedule Items:	1) CEQA/NEPA environmental clearance (February 2010) 2) Finalizing Amendment to Agreement for engineering, construction, and construction services between Santa Clara and San Jose (December 2009)

PACKAGE	SCHEDULE	CURRENT STATUS
Package 1: Santa Clara Central Park (SC-6)		
SANTA CLARA CENTRAL PARK Design and construction of approximately 10,900 feet of recycled water pipeline to serve Central Park, Santa Clara Swim Center, Milikin Elementary School, Central Library, Santa Clara High School, Haman School, and Steve Carli Park.	•Bid Project (early spring 2010) •Construction by Contractor and City Water Crews (late summer 2010) •Substantial completion (early 2011)	•Design is 90% complete.
Package 2: Santa Clara Industrial 1 **(SC-9: Norman Avenue, and SC-2 Phase I: Duane Avenue and Comstock Avenue)**		
NORMAN AVENUE Design and construction of approx 920 feet of recycled water pipeline to serve a large industrial cooling tower.	•Construction by City Water Crews (spring 2010) •Substantial completion (summer 2010)	•Water Department in-house design is 99% complete.
DUANE AVENUE Design and construction of approx 1,200 feet of recycled water pipeline for cooling towers at high-tech data center.	•Construction by City Water Crews (late 2009) •Substantial completion (Spring 2010)	•Design is 99% complete.
COMSTOCK AVENUE Design and construction of approx 600 feet of recycled water pipeline for cooling towers at high-tech data center(s).	•Construction by City Water Crews (spring 2010) •Substantial completion (late summer 2010)	•Design is 90% complete.
Package 3: Santa Clara Industrial 2 **(SC-8: Walsh Avenue)**		
WALSH AVENUE Design and construction of approx 5,500 feet of recycled water pipeline to serve industrial customers	•Construction by Contractor •Substantial completion (fall 2010)	•Design is 90% complete.
MARTIN AVENUE Design and construction of approx 1,700 feet of recycled water pipeline to serve industrial customers	•Construction by City Water Crews (late 2010) •Substantial completion (spring 2011)	•Water Department in-house design is 75% complete.
Package 4: Santa Clara Industrial 3A **(SC-3: US 101/Bowers/Walsh Loop)**		
US 101/BOWERS/WALSH Design of approx 14,000 feet of recycled water pipeline from Mission College Boulevard to Walsh Avenue to provide additional reliability for future customers.	•Design funded (design completed by Summer 2010) •Authorization of construction contingent on appropriation of additional funds by CSJ.	•Design is 30% complete.
Package 5: Santa Clara Industrial 3B **(SC-2 Phase 2: Duane Avenue/Space Park Drive)**		
DUANE AVE/SPACE PARK DRIVE Design of up to 8,300 feet of recycled water pipeline to serve industrial customers along Duane Avenue and Space Park Drive.	•Design funded (design completed by Summer 2010) •Authorization of construction contingent on appropriation of additional funds by CSJ.	•Design is 30% complete.

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Develop Master Plan to expand creek trails in the City.

City's Value: Service-Oriented

Project Manager Responsible for Implementing the Council Priority: Director of Public Works.

Action Items Related and brief description of tasks involved:

A consultant will be hired to develop a Feasibility Study and then a Master Plan to build trails along Calabazas Creek and Saratoga Creek. The Feasibility Study will determine whether it is possible to construct a trail along Calabazas and Saratoga Creeks when taking into consideration Santa Clara Valley Water District requirements and design constraints. If feasible, the Master Plan will include cost estimates and identify possible outside funding sources. A Master Plan has been developed for San Tomas Aquino Creek already and construction of the off-street trail portion is complete. There is also an existing trail on the east side of Guadalupe Creek in San Jose.

Timeline for Implementation:

Feasibility Study	
Develop Scope and Issue RFP	January 2010
Review Proposals and Consultant Contract	March 2010
Complete Feasibility Study	November 2010
Master Plan	
Develop Scope and Issue RFP	January 2011
Review Proposals and Consultant Contract	March 2011
Draft Master Plan	October 2011
Final Master Plan	January 2012
City Council Approval	March 2012

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Complete San Tomas Aquino/Saratoga Creek Trail.

City's Value: Service-Oriented

Project Manager Responsible for Implementing the Council Priority: Director of Public Works.

Action Items Related and brief description of tasks involved:

The San Tomas Aquino/Saratoga Creek Trail has a Master Plan for construction, and is identified in the Santa Clara Valley Transportation Authority's (VTA) Countywide Bicycle Plan. The identified trail alignment begins north of State Route 237 at the intersection of San Tomas Aquino/Saratoga Creek and the San Francisco Bay Trail proceeds south through Santa Clara, Cupertino and ends at Prospect Road in San Jose. The identified segments along the off-street trail adjacent to San Tomas Aquino/Saratoga Creek have been completed from the San Francisco Bay Trail to Cabrillo Avenue. A Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA) grant has been obtained to study and construct the on-street portion on Pruneridge Avenue from Pomeroy Avenue to the west City Limit with Cupertino. A consultant will be hired to develop plans and specifications for the remaining on-street portion of the San Tomas Aquino/Saratoga Creek Trail alignment. Construction of the remaining on-street portion would occur as grant funding is secured.

Timeline for Implementation:

Pruneridge Avenue	
Develop Scope and Issue RFP	November 2009
Review Proposals and Consultant Contract	January 2010
Complete Study and Neighborhood Outreach	June 2010
Complete Plans and Specifications	November 2010
Bid and Award	January 2011
Construction Complete	June 2011

Remaining On-Street Portion	
Develop Scope and Issue RFP	February 2010
Review Proposals and Consultant Contract	April 2010
Complete Plans and Specifications	November 2010
Bid, Award, and Construction	Dependent on Grant Funding

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Study pedestrian/bicycle access to Central Park.

Project Manager Responsible for Implementing the Council Priority: Director of Public Works.

Action Items Related and brief description of tasks involved:

A consultant will be retained to review and study pedestrian access and bicycle access to Central Park, including feasibility of Benton Street connection and over/under crossing of Kiely Boulevard. Study will include reviewing bicycle and pedestrian facilities and amenities, ADA access, recommend improvements and enhancements, way finding signage, safety, and other modifications to encourage non-motorized travel to Central Park. The scope will also include the access to new housing development at 900 Kiely Boulevard (old Kaiser site) through an under/over-crossing at Kiely Boulevard. This part of the study will be funded by a combination of funds from the City and from the developer which may occur in late Spring 2010. Study may include preparation of feasibility study, coordination with other agencies and departments, develop preliminary construction plans, cost estimates, and identification of outside funding sources for construction.

Timeline for Implementation:

Develop Scope and Issue RFP	May 2010
Review Proposals and Consultant Contract	August 2010
Complete Study	March 2011

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Focus on solar energy partnership options including assessment of Plasma Arc Technology & solar roofs revolving fund.

City's Value: Progressive; Collaborative

Project Manager Responsible for Implementing the Council Priority: Director of Electric Utility.

Action Items Related and brief description of tasks involved:

Solar Partnership Options:

- Northern California Power Agency (NCPA) solar projects – two (2) 1 Mw projects completed and are being dedicated.

- Exploring and developing a partnership with SolarTech, which will be brought forward for future Council consideration, to access Jenny Strand Park land as a potential development for a solar research and development (R&D) park. Jenny Strand Park is a five (5) acre plot of land situated near Agilent Technologies at Lawrence Expressway and Stevens Creek Blvd. The R&D Park would give local solar companies the opportunity to field test new technologies. This could be very attractive to the industry, as this kind of facility has been asked for throughout the industry. This location would be an outstanding location for said park, as we have local control over the utility with enough flexibility to accommodate the "out-of-the-box" field testing that may be needed. Additionally, we have the land and interconnection capability located in the heart of Silicon Valley.

- Solar Electric Rebates are being offered as incentives to make installing and generating electricity from PV systems more affordable for our customers in the form of cash rebates to Santa Clara residents and businesses for new installations of photovoltaic (PV) systems.

- Working with a local solar R&D company to install 1000 of their panels on City's closed landfill.

- Neighborhood Solar Program: A program to help build a solar future by helping to place solar electricity systems at non-profit facilities in Santa Clara for an optional nominal monthly contribution added to retail customers' utility bill.

- Working with a variety of solar installers as well as financing firms to explore solar development options on the rest of the available land on the City's closed landfill.

- Habitat for Humanity: Gianera Street Project Phase II consists of six, single family homes for very low-income (below 50% of area median) households located on the property adjacent to three Habitat for Humanity homes that were constructed and dedicated in 2004 as part of Phase I. Available funds are from the Public Benefits Capital Account.

- Working with Modesto-Santa Clara-Redding Energy Authority (M-S-R) and NCPA to assess large scale solar off-take opportunities in California and the Southwest.

- Continuing to explore opportunities to incorporate solar installations on City facilities. The City has submitted a stimulus application that if approved, would provide funding for a photovoltaic (PV) installation at Henry Schmidt Park at Saratoga and Los Padres.

Plasma Arc Technology:

- Explore the applicability of Plasma Arc Technology to the regional closed landfills.

- Collect additional information regarding the benefits and difficulties of using Plasma Arc Technology.

Solar Roofs Revolving Fund:

- Assessing the AB 811 property tax solar financing program (Berkeley solar roofs revolving fund).

Renewable Resources:

- Continue focus on other renewable energy resources, such as, wind and solar power.

Timeline for Implementation:

- SolarTech project at Jenny Strand Park – In approximately nine (9) months, the feasibility and anticipated plans for the park should be complete. Within that time period, recommendations can be made if there is a good business case for developing the park.

- Continuing research for each of these items will be pursued. Further updates will be brought forward as information becomes available.

Council Principles & Priorities
Exceptional Services & Fiscal Responsibility
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Complete General Plan for 2010-2035, including Housing Element, Zoning & related Council policies.

City's Value: Organized; Collaborative; Progressive

Project Manager Responsible for Implementing the Council Priority: Director of Planning and Inspection.

Action Items Related and Brief Description of Tasks Involved:

- Complete General Plan Steering Committee (GPSC) annotated outline review and input for draft document preparation
- Conclude State review process of draft Housing Element
- Present Draft General Plan for public review
- Complete Draft Environmental Impact Report (EIR) for public review
- Present Draft General Plan to City Boards and Commissions for Comment
- Revise Draft General Plan and Prepare Final Environmental Impact Report in response to public input
- Conduct public hearings on General Plan Update
- Certify EIR and Adopt Comprehensive General Plan, including Housing Element
- Complete Draft Zoning Code Update for public review
- Conduct public hearings on Zoning Code Update

Timeline for Implementation:

- Set Joint Council, Planning Commission and Steering Committee meeting to review draft General Plan for 1st Quarter 2010
- Circulate Draft General Plan for public review for 1st Quarter 2010
- Circulate Draft EIR in 1st Quarter 2010
- Present Draft General Plan for City Boards' and Commissions' review for 2nd Quarter 2010
- Certify EIR and Adopt General Plan in 3rd Quarter 2010
- Adopt Comprehensive Zoning Code Update in 2nd Quarter 2011

State Council Priority: Actively pursue economic recovery stimulus grants to maintain & improve City's infrastructure & provide Capital Improvement funding opportunities.

City's Value: Professional; Fiscally Responsible

Project Manager Responsible for Implementing the Council Priority: Director of Public Works.

Action Items Related and Brief Description of Tasks Involved:

City has already applied for stimulus funding grants under various categories such as Transportation, Community Development Block Grant, Public Safety, Environmental Enhancement. Staff will explore options to tap additional grant sources under the federal stimulus package for City's infrastructure projects. The option of retaining a professional consultant to identify sources and assistance with the application process will also be explored.

Timeline for Implementation:

Ongoing. Staff will keep the City Council informed on a quarterly basis.

Council Principles & Priorities
Exceptional Services & Fiscal Responsibility
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Continue to focus on fiscal responsibility and balanced budget.

City's Value: Fiscally responsible; Ethical

Project Manager Responsible for Implementing the Council Priority: Acting Director of Finance.

Action Items Related and Brief Description of Tasks Involved:

- Implemented charging overhead costs to various CIP projects in Fiscal Year 2009-10 for Public Works projects – consider expanding this for all departments.

- Determine alternatives for financing for the State budget action in Fiscal Year 2009-10. The State budget action will affect two key areas: $3.1 million property tax revenue as Prop 1A loan that affects the General Fund, and a $11.8 million take away from RDA ($9.8 million in FY 2009-10 and $2 million in FY 2010-11).

- An Executive Management Budget Committee, consisting of department heads, was formed to address the structural imbalance between revenues and expenditures. The committee developed ideas for increasing revenues such as an increase in taxes and user fees, as well as decreasing expenditures such as attrition savings, evaluation of services/process streamlining of services, etc. Develop alternative financing mechanisms such as certificate of participation (COPs), bond financing, etc., for capital financing and for large projects. Reconvene the Budget Committee to consider implementing earlier recommended financial alternatives, and develop additional options for 2010/2011 City budget and Five Year Financial Plan.

Timeline for Implementation: On-going. Staff will report the status on a quarterly basis.

Council Principles & Priorities
Exceptional Services & Fiscal Responsibility
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Replenish City's General Fund Emergency Reserves.

City's Value: Fiscally Responsible; Organized

Project Manager Responsible for Implementing the Council Priority: Acting Director of Finance.

Action Items Related and Brief Description of Tasks Involved:

- If excess revenues are available, set aside $3.0 million per year for the next five years in the General Fund Emergency (Working Capital) Reserve;
- If excess revenues are available above the level of $3.0 million, deposit the remaining excess funds in the Capital Project Reserve; and
- Reallocate interest earnings from the Land Sale Reserve to the Emergency Reserves when not needed to balance the General Fund.

Timeline for Implementation: Staff is in the process of finalizing the City's audited financial information and reports, and will return to City Council in late fall with updated information on the City's General Fund Contingency Reserves along with recommendations for reserve replenishment, as determined by City Council policy.

Council Principles & Priorities
Exceptional Services & Fiscal Responsibility
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Maintain lowest combined electric, water and sewer rates in the nine Bay Area counties and maintain low rates for garbage collection/disposal including recycling with emphasis on reliability and excellent customer services.

City's Values: Fiscally responsible; Service-oriented

Project Manager Responsible for Implementing the Council Priority: **Director of Electric Utility**, Director of Water & Sewer and Director of Street and Automotive Services.

Action Items Related and Brief Description of Tasks Involved:

- Maintain lowest combined electric, water and sewer rates in the nine counties:

  Please see graph and supporting table comparing 105 Bay Area agencies. Note that current City utility rates are the lowest in the survey.

- Reliability ratings:

  SVP consistently ranks in the top quartile for several key measures of reliability, according to an ongoing nationwide reliability benchmarking survey done by PA Consulting Group called Reliability Best Practices Report.

  The Water Utility balances the use of groundwater and imported water supplies to provide for supply reliability and control water production costs.

  The California Department of Public Health performed their Annual 2009 Sanitary Survey of our Drinking Water Program and Water Utility. The result of this inspection and audit was favorable and the City continues to receive high marks with no notice of violations or notices of correction.

- Excellent customer services:

  Every year SVP participates in customer satisfaction surveys, alternately for residential and business. The current business customer satisfaction survey is currently in process. Customer satisfaction surveys have typically ranked at the top end of municipally run utilities, as well as investor owned utilities.

  Take a proactive approach to customer service and reliability based on the benchmarking resulting from the annual surveys. In this manner, action plans can be initiated to continue to support these goals in the areas of reliability and satisfaction.

The City of Santa Clara's Sanitary Sewer Management Plan (SSMP) was completed by staff and adopted by Council on April 21, 2009 as mandated by state and regional agencies. The purpose of the SSMP is to provide sufficient planning, description of resources and direction for staff to maintain, manage and repair the City's sanitary sewer collection and conveyance system. The SSMP requires the completion of sewer capacity analysis and assessments of critical facilities to extend their useful life.

Complete negotiations with Mission Trail Waste Systems for the Exclusive Franchise Agreement for residential and commercial garbage customers. The agreement will provide 96-gallons a week of single-stream recycling at no cost to all commercial customers, and set commercial recycling rates for containers larger than 96-gallons at levels that provide economic incentive to recycle. The agreement will also require Mission Trail Waste Systems to replace its current fleet of diesel fuel powered collection vehicles with new residential side-loading and commercial front-loading collection vehicles that run on cleaner burning, compressed natural gas (CNG). An annual special collection around Santa Clara University after the school year ends, the incorporation of residential household battery collection into the tariff structure, and the creation of Leadership in Energy and Environmental Design (LEED) debris bins will be included in the agreement, as well.

Implement residential single stream recycling program that will enable residents to co-mingle their paper and cardboard materials with their glass, plastics, aluminum, and other recyclable materials into a single container.

Timeline for Implementation:

- Next quarter: Results from current customer satisfaction survey.
- Continue to monitor utility rates.
- Continue to monitor reliability ratings.
- Sewer Utility staff to review and develop plans as indicated by the analysis and assessments referred to above.
- Complete negotiations with Mission Trails Waste System in November, 2009, and submit Agenda Report to Council. Continue to monitor service to residents and commercial customers.
- Single stream recycle program implemented by December, 2009. Continue to monitor service to residents. Provide Council report on new program results after first 6 months implementation: July 2010.

2009 Comparison with 105 Cities (Electric, Water & Sewer Utilities)

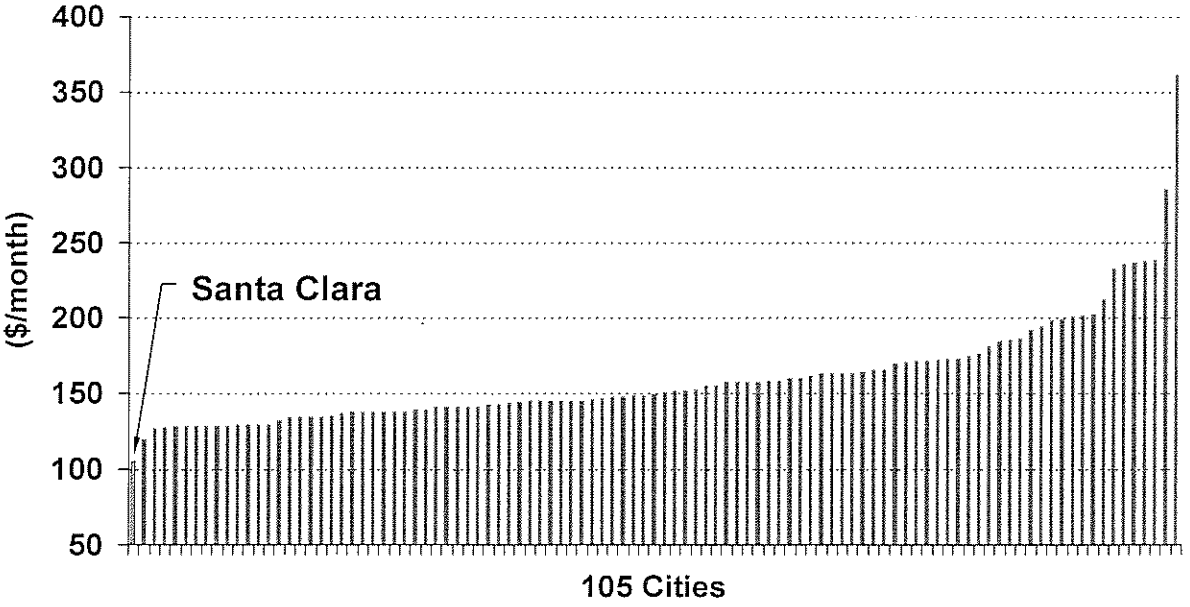

Table for 2009 Comparision with 105 Cities & Communities

Community	Combined Utility Charges
SANTA CLARA	$103.41
GILROY	$119.36
ANTIOCH	$128.64
HAYWARD	$127.84
FREMONT	$128.37
NEWARK	$128.37
UNION CITY	$128.37
SAN LORENZO	$128.47
SAN JOSE	$128.68
VACAVILLE	$134.23
PLEASANTON	$129.17
MENLO PARK	$129.47
SAN RAFAEL	$129.50
SUNNYVALE	$129.91
CASTRO VALLEY	$132.06
NAPA	$134.04
FAIRFIELD	$134.32
CLOVERDALE	$134.36
NOVATO	$134.82
MOUNTAIN VIEW	$135.56
HAYWARD	$136.95
CAMPBELL	$137.63
MONTE SERENO	$137.63
SARATOGA	$137.63
CUPERTINO	$144.68
SAN JOSE	$137.79
SAN RAMON	$137.98
PLEASANT HILL	$139.72
WALNUT CREEK	$139.72
PITTSBURG	$140.73
CLAYTON	$140.78
CONCORD	$140.78
ALAMEDA	$141.10
SAN JOSE	$141.37
CUPERTINO	$142.28
DUBLIN	$142.97
PALO ALTO	$143.46
ST HELENA	$144.52
ALAMO	$144.97
DANVILLE	$144.97
LAFAYETTE	$144.97
MORAGA	$144.97
ORINDA	$144.97
SAN RAMON	$144.97
VALLEJO	$145.87
SANTA ROSA	$147.09
SAN PABLO	$147.65
EL SOBRANTE	$147.65
SAN LEANDRO	$148.22
MORGAN HILL	$148.51
LIVERMORE	$149.33
OAKLEY	$150.78
BENICIA	$151.24
HERCULES	$151.79

Community	Combined Utility Charges
PIEDMONT	$152.57
REDWOOD CITY	$155.04
EMERYVILLE	$155.32
RODEO	$157.22
ATHERTON	$157.26
ATHERTON	$157.26
EL CERRITO	$157.57
MARTINEZ	$158.06
CROCKETT	$158.22
MILL VALLEY	$159.99
MILPITAS	$165.54
SEBASTAPOL	$161.19
KENSINGTON	$162.82
FAIRFAX	$163.06
KENTFIELD	$163.06
SAN ANSELMO	$163.06
ALBANY	$163.70
OAKLAND	$165.37
SO SAN FRANCISCO	$165.55
PINOLE	$169.97
LOS GATOS	$170.60
RICHMOND	$170.90
CORTE MADERA	$171.57
LOS ALTOS HILLS	$172.28
LOS ALTOS	$172.83
FOSTER CITY	$173.13
MILLBRAE	$174.83
BRENTWOOD	$175.98
LARKSPUR	$181.24
SAN CARLOS	$184.79
SAUSALITO	$185.49
SAN MATEO	$185.69
SONOMA	$192.01
BERKELEY	$193.97
BELMONT	$198.76
DALY CITY	$198.79
ROHNERT PARK	$200.87
COTATI	$201.83
WINDSOR	$202.32
SAN BRUNO	$211.89
BURLINGAME	$216.82
SAN FRANCISCO	$235.80
HILLSBOROUGH	$237.02
HEALDSBURG	$237.77
PETALUMA	$238.72
PACIFICA	$284.96
HALF MOON BAY	$361.27
BRISBANE	N/A
TIBURON	N/A
BELVEDERE	N/A
EAST PALO ALTO	N/A

FOOTNOTES:
(1) Based on water usage of 15 HCF per month, 5/8" x 3/4" meter.
(2) Based on residential electric usage of 500 Kwh per month.

Council Principles & Priorities
Connect with Community
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Expand recognition programs, including "Those Who Inspire" to acknowledge individuals' long term commitment to City.

City's Value: Collaborative

Project Manager Responsible for Implementing the Council Priority: Deputy City Manager.

Action Items Related and Brief Description of Tasks Involved:

Review all City recognition programs, including "Those Who Inspire" policy and procedure No. 040, to look for potential opportunities for expansion and/or improvement, including consideration of those actions which may help to increase public trust, consistent with the City's Code of Ethics & Values.

Review recognition programs for other local cities.

Make recommendations for Council consideration for potential revisions to the "Those Who Inspire" policy and procedure, and other recognition programs as appropriate.

Find ways to leverage existing recognition programs to inspire additional nominations in all categories, and to reinforce recognized community values.

Include in the City's *Mission City SCENES* publication information on the nomination process to nominate a resident that has a long-term commitment to the City through giving of their personal time and/or resources to make Santa Clara a better place.

Timeline for Implementation:

Review all City recognition programs, including "Those Who Inspire" policy and procedure No. 040, to look for potential opportunities for expansion and/or improvement: Fall, 2009

Review recognition programs for other local cities: Fall, 2009

Make recommendations for Council consideration for potential revisions to the "Those Who Inspire" policy and procedure, and other recognition programs as appropriate: Fall, 2009

Find ways to leverage existing recognition programs to inspire additional nominations in all categories: Fall, 2009

Council Principles & Priorities
Connect with Community
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Re-emphasize volunteer program "Volunteer Santa Clara".

City's Value: Collaborative; Service-oriented

Project Manager Responsible for Implementing the Council Priority: Administrative Analyst to City Manager and Acting City Librarian.

Action Items Related and Brief Description of Tasks Involved:

- Develop list of existing Santa Clara City volunteer opportunities available for citizen participation.
- Implement new and enhanced methods of publicizing *Volunteer Santa Cara* opportunities, including, but not limited to the Internet.
- Establish goals and policies based on best practices of similar agencies and consistent with the City's Code of Ethics and Values.
- Connect the community with additional opportunities to volunteer in Santa Clara at local, state, and national levels, with endorsement and participation from Council.
- Research opportunities for volunteer recognition that fit within existing budget.

Timeline for Implementation:

- Develop list of existing volunteer opportunities available for citizen participation: Fall 2009.
- Implement new and enhanced methods of publicizing *Volunteer Santa Clara* opportunities, including but not limited to the Internet: Winter, 2010.
- Establish goals and policies based on best practices of similar agencies and consistent with the City's Code of Ethics and Values: Fall, 2010.
- Connect the community with additional opportunities to volunteer in Santa Clara at the local, state, and national level, with endorsement and participation from Council: Winter, 2011.
- Research opportunities for volunteer recognition that fit within existing budgets: Spring, 2011.
- Recognize volunteers at City Council meeting during National Volunteer Week held annually in April.

State Council Priority: Review options for Internet outreach for community input to Council decision making; and review options for enhanced communication with residents.

City's Value: Communicative; Progressive

Project Manager Responsible for Implementing the Council Priority: Director of Information Technology, Acting City Librarian, Electric Utility Division Manager and **Deputy City Manager**.

Action Items Related and Brief Description of Tasks Involved:

- Develop list of existing City utilization of Internet for community input and outreach.
- Develop inventory and status of currently available online City services.
- Consistent with the City's Code of Ethics & Values, develop goals, policies and procedures for Internet input and outreach. Analyze resource requirements to support these developments.
- Investigate Internet best practices for municipal government.
- Recommend and implement additional program(s) for Internet outreach for community input to Council decision making, and for enhanced communication with residents, consistent with developed goals, and emphasizing the City brand.

Timeline for Implementation:

- Develop list of existing City utilization of Internet for community input and outreach: Fall 2009.
- Develop inventory and status of currently available online City services: Fall 2009.
- Develop goals, policies and procedures for Internet outreach: Winter 2010.
- Investigate Internet best practices for municipal government: Winter 2010.
- Recommend and implement program(s) for Internet outreach for community input to Council decision making: Winter/Spring 2010. Budget, if required, to be proposed for FY 2010-11.
- Recommend next steps for enhanced communication and delivery of online services, and to emphasize the City brand: Winter/Spring 2010. Budget, if required, to be proposed for FY 2010-11.

Council Principles & Priorities
Connect with Community
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Conduct senior needs assessment through collaboration with Senior Advisory Commission and non-profit agencies.

City's Value: Service-oriented; Communicative

Project Manager Responsible for Implementing the Council Priority: Director of Parks and Recreation.

Action Items Related and Brief Description of Tasks Involved:

- Establish survey working group (staff, Senior Advisory Commission, non-profit agency representing different senior service providers, i.e. Heart of the Valley).
- Develop "survey tool(s)."
- Mail senior survey tool in coordination with City utility billing.
- Summarize data collected from survey tools.
- Develop draft report of results for Senior Advisory Commission review and comment.
- Forward report to City Council for review and comment.

Timeline for Implementation:

- November 2009-Establish survey working group.
- January 2010- Develop "survey tool(s)."
- June 2010 -Mail senior survey tool through City's Utility Bill.
- July & August 2010-Summarize data.
- September 2010- Draft report to Senior Advisory Commission.
- November 2010-Report to City Council.

Council Principles & Priorities
Connect with Community
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Consider additional Sister Cities and/or Friendship Cities to create more opportunities for international good will and cultural, educational opportunities.

City's Value: Collaborative; Communicative

Project Manager Responsible for Implementing the Council Priority: Public Communications Manager.

Action Items Related and Brief Description of Tasks Involved:

- Reexamine existing Sister City policy and bring recommendations to Council for updates, as necessary, to define and include Friendship Cities.
- Coordinate exchange support from additional community groups and organizations.
- Plan for Limerick Ireland visit in March 2010
- Determine City involvement regarding feasible upcoming exchange activities; and develop budget recommendations for 2010-2011.

Timeline for Implementation:

- Reexamine existing Sister City policy: Fall 2009
- Coordinate additional exchange support: Winter/Spring 2010
- Plan for Limerick visit: Winter/Spring 2010
- Determine City involvement/budget: Spring 2010

Council Principles & Priorities
Pro-Active Economic Development & Entertainment
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Develop sports & leisure program strategy.

City's Value: Service-oriented

Project Manager Responsible for Implementing the Council Priority: **Assistant City Manager** and Director of Parks and Recreation.

Action Items Related and Brief Description of Tasks Involved:

- Inventory current providers of sports and leisure services (for profit/non-profit, City/School, College/University, amateur/professional) by identifiable sport and leisure activity
- Inventory existing City facilities, resource capabilities and available capacity
- Identify existing activities that generate revenue, and potential new revenue opportunities (tournaments, special events, trade shows)
- Collaborate with Santa Clara Chamber of Commerce & Convention-Visitors Bureau on developing niche marketing strategies and develop draft program strategy plan
- Prepare Summary of City's Exercise, Health and Wellness Programs
- Continue partnership with Santa Clara Unified School District on our recreational program partnerships and our mutual use of resources to focus on the needs of Santa Clara residents

Timeline for Implementation:

- February 2010- complete inventory of providers, facilities
- July 2010-conduct trend analysis
- November 2010-review data
- January 2011-develop proposed niche marketing strategies
- May 2011-present draft plan to Council
- Using City promotional materials, publicize Exercise, Health & Wellness Programs to encourage participation

Council Principles & Priorities
Pro-Active Economic Development & Entertainment
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Complete next milestones for stadium proposal, including completion of EIR, ballot measure to voters and Disposition and Development Agreement.

City's Value: Progressive; Organized

Project Manager Responsible for Implementing the Council Priority: Assistant City Manager.

Action Items Related and Brief Description of Tasks Involved:

- Complete the EIR certification process for the proposed stadium, thereby allowing for a binding vote on the project.

- Place a measure on the ballot for the approval of the Term Sheet for a proposed football stadium in Santa Clara and, if SB 43 is not signed into law, a ballot measure for a change to City Charter Section 13.10 related to public bidding. *(Council decision pending. Editor's Note: At time of goal adoption.)*

- Negotiate the terms and conditions of a Disposition and Development Agreement (DDA) and related documents with the San Francisco 49ers.

Timeline for Implementation:

- Complete the EIR certification process for the stadium proposal:
    - Complete the review period for the Draft EIR: Fall 2009
    - Evaluate and prepare written responses to public comments: Fall 2009
    - Circulate Final EIR and hold public hearings: Late Fall2009/Winter 2010
    - Council certification of Final EIR: Fall 2009/Winter 2010

- Ballot measure(s) between March 2010 or June 2010 election:
    - Call for election
    - Draft ballot language and related materials
    - Hold election: March or June 2010

- Negotiate terms and conditions of DDA and related documents: Spring 2010
    - Continue weekly meetings with staff, 49ers representatives, consultants.
    - Provide updates to Council and the public through periodic information reports at "Committee of the Whole" City Council meetings.

Council Principles & Priorities
Pro-Active Economic Development & Entertainment
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Create Citywide retail strategy, with special focus on supermarkets.

City's Values: Professional; Service-Oriented.

Project Manager Responsible for Implementing the Council Priority: Economic Development Team with lead assignment to **Assistant City Manager** and Director of Planning & Inspection.

Action Items Related and Brief Description of Tasks Involved:

- Define current retail conditions in City of Santa Clara; prepare an inventory of retail sites, including deficiencies and opportunities
- Select economic/fiscal consultant
- Use General Plan information to identify existing and potential sites in City with supermarkets

Timeline for Implementation:

- Secure an economic consultant in 1st Quarter 2010 to define current retail conditions in relation to economic fiscal situation.
- Provide a preliminary report on findings and recommendations to the Mission City 21 Council Economic Development Committee in 3rd Quarter 2010
- Present final recommendations to Council for adoption of Citywide Retail Strategy Program in 4th Quarter 2010
- Implement Citywide Retail Strategy Program in 2011

Council Principles & Priorities
Demonstrate Environmental Leadership
Implementation Plan & Timeline
September 29, 2009

State Council Priority: Work with the Chamber of Commerce to promote small business development and retain existing businesses and attract new businesses.

City's Values: Progressive; Collaborative; Professional

Project Manager Responsible for Implementing the Council Priority: **Director of Electric Utility** and Director of Planning and Inspection

Action Items Related and brief description of tasks involved:

- Set up periodic meetings with the Chamber to discuss a strategic and tactical plan for small business attraction and retention; outreach to current business
- Explore strategies to facilitate planning entitlements and permit processing for small businesses
- Working with the Chamber, survey small businesses regarding business start-up challenges
- Prepare a comprehensive Small Business Vitality Program for review by Council Economic Development Committee "MC 21"
- Provide Chamber with updated business energy efficiency program information, SVP Fiber Brochure, and SVP rate comparison slides when available
- Include Chamber materials in our new business welcome package
- Contribute articles for publishing in the Chamber newsletter
- Collaborate with Chamber in holding a Commercial Broker Workshop in 2010
- Promote and Co-promote the benefits of Santa Clara to new and existing businesses
- Develop new energy efficiency programs including green technologies directed toward small businesses
- Include Chamber logo and link to their webpage on the "MovetoSantaClara" webpage tabs (http://www.movetosantaclara.com/city.htm)

Timeline for Implementation:

Most tasks are already in process.

Chamber logo and link to Chamber webpage added to “MovetoSantaClara” webpage: Complete by November 1, 2009

Commercial Broker Workshop: Begin planning in January 2010.

Initiate work with Chamber of Commerce on Small Business Vitality Program in February 2010.

Council Principles & Priorities
Pro-active Economic Development and Entertainment
Implementation Plan - Timeline
September 29, 2009

State Council Priority: Re-visit the Downtown Revitalization Master Plan (Master Plan) and develop a schedule to re-initiate efforts to move forward.

City's Value: Progressive

Project Manager Responsible for Implementing the Council Priority: Assistant City Manager.

Action Items Related and brief description of tasks involved:

- Evaluate the fiscal and development assumptions contained in the existing Master Plan in light of the current and projected economic environment.
- Update the tax increment projection study for the University Project Area, particularly in light of recent State budget actions.
- Complete the Citywide Retail Strategy Council priority with its focus on opportunity areas for retail development that would include the Downtown Revitalization area.
- Re-evaluate the overall Master Plan concept with the information gathered from (a.), (b.) and (c) above.
- Proceed with a Request for Qualifications process to a broad segment of the vertical, mixed-use project development community.
- Proceed with a Request for Proposal process after short-listing development companies through a competitive process.
- Select a Master Developer for the Downtown Revitalization Project.

Timeline for Implementation:

- Engage a fiscal/economic consultant to evaluate current and projected economic conditions as they pertain to financing the current Master Plan retail/housing, mixed-use project: 1st Quarter 2010
- Engage a fiscal/economic consultant to update the tax increment projection study for the University Project Area: 1st Quarter 2010
- Complete the Citywide Retail Strategy Council priority with its focus on opportunity areas for retail development that would include the Downtown Revitalization area: 1st through 4th Quarters 2010

- Engage a land use consultant and a fiscal/economic consultant to re-evaluate the overall Downtown Master Plan concept with the information gathered from (a.), (b.) and (c) above: 1st Quarter 2011

- Proceed with a Request for Qualifications process to a broad segment of the vertical, mixed-use project development community: Target 3rd Quarter 2011

- Proceed with a Request for Proposal process after short-listing development companies through a competitive process: Target 4th Quarter 2011

- Select a Master Developer for the Downtown Revitalization Project: Target 4th Quarter 2011