

CC 03-18-2025

#8

City-Wide Policy Inventory

Presentation

City-Wide Policy Inventory and Gap Analysis and City Council Policy Inventory

March 18, 2025



**CITY OF
CUPERTINO**

Agenda



Background –Whole City Policy Review

- FY 2023-24 Council Work Program item:
Repeat the 2013 process of compiling and reviewing all City Policies including 1) Administrative and 2) Council policies and provide recommendations/updates
- Engage City's Internal Auditor

Internal Auditor Report

City's Administrative Policies



CUPERTINO



Project Scope

- Policies and procedures (P&Ps) available as of October 2023 through June 2024 from the following City departments:
 - Administrative Services
 - City Manager's Office
 - Community Development
 - Innovation and Technology
 - Law Enforcement
 - Parks and Recreation
 - Public Works
 - Capital Improvement Program
- Finance and accounting functional areas not included
 - These topics addressed in our report titled "Fiscal Policy Inventory and Gap Analysis" from May 2022
- City Council P&Ps and P&Ps adopted by Council Resolution were also not included

Project Methodology

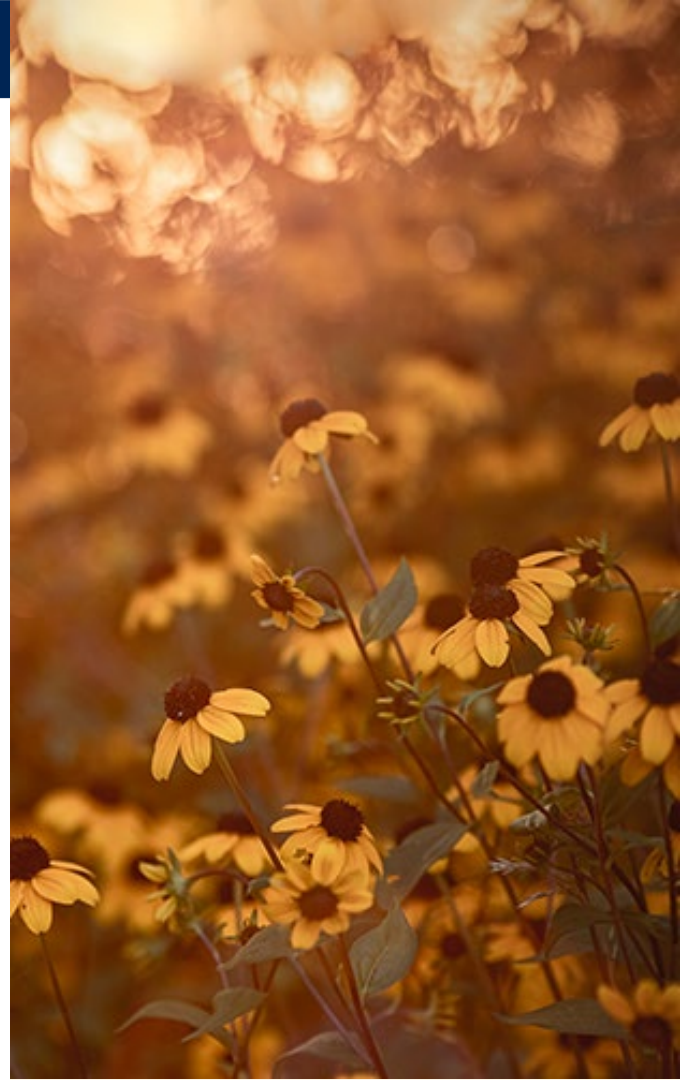
For each department listed on the Project Scope slide, we performed the following:

P&P Inventory

- Obtained all available P&P documents.
- Documented a full inventory of existing P&Ps, including a summary of the coverage areas and age of each P&P.
- Discussed the full inventory of results with the City to ensure that all P&Ps were provided and included in the inventory for each applicable department.

P&P Gap Analysis

- Identified potential gaps in coverage
- Assessed P&Ps for improvement opportunities.
- Summarized gaps identified.
- Categorized significance and extent of identified gaps as follows: full gaps, major gaps, minor gaps, or update needed.
- Categorized risks of gaps as high, medium, or low.



Project Results Summary

Assessed Risk Level	Category Description	Recommended Phase/Timing
High Risk (1 P&P)	<ul style="list-style-type: none">Area is inherently high riskGaps identified were either full gaps (i.e., no P&P coverage) or major gapsArea is a high priority for the City's operations and structure	Phase One (within 6 months of fiscal year end – June 2025)
Medium Risk (15 P&Ps)	<ul style="list-style-type: none">Area is inherently high or medium risk; however, a lack of documented P&Ps may only represent a medium risk to the CityGaps identified were either full gaps or major gapsArea is a high priority for the City's operations and structure	Phase Two (within 12 months of fiscal year end – December 2025)
Low Risk (63 P&Ps)	<ul style="list-style-type: none">Area is inherently low riskGaps identified were either minor in significance or magnitude, or the area only needed review or updatingArea is a low priority for the City's operations and structure	Phase Three (within 18 months of fiscal year end – June 2026)

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City Council Adopted Policies

Inventory Process



CUPERTINO

City Council Adopted Policy Inventory

- Collaboration between Administrative Services, City Manager's Office, City Clerk, City Attorney, and Innovation Technology Departments

City Council Policy Inventory

- Methodology
 - IT Staff developed a platform that leveraged machine learning to enable staff to search for policies dating back to 1955
 - 194 Policies have been identified and included in Attachment B

Recommendations

1. Receive the Citywide Policy Inventory and Gap Analysis Report
2. Review the City Council Policy Inventory and authorize Moss Adams LLP (“Moss Adams”) to include gap analysis as part of the FY 2025-26 Internal Audit Work Plan

Questions?



CC 03-18-2025

#10

Fiscal Years 2025-2027 City
Work Program

Presentation

Finalize FY 2025-2027 City Work Program (CWP)

03/18/2025

Tina Kapoor, Deputy City Manager



Recommended Actions for Tonight

1. Accept staff recommended language for the two new City Council Goals.
2. Accept Proposed Consolidated List with Timelines to Finalize the Fiscal Years 2025-2027 City Work Program

New City Council Goals

- **Environmental Sustainability:** Maintaining Cupertino's commitment to building a sustainable and environmentally resilient community for future generations.
- **Fiscal Strategy:** Ensuring financial stability by continuing responsible fiscal management practices throughout all city-wide operations.



Proposed List



COUNCIL SELECTED PROJECTS (Attachment B)

ATTACHMENT B

Council Selected Projects from March 3 Workshop								
Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Council Goal	Lead Department	Est budget	Est staff hours	Lead Department(s)	Total Ranking
RW	Economic Development	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	Sustainability and Fiscal Strategy	City Attorney's Office/City Manager's Office	\$\$	Small	City Attorney's Office	27
SM	Business Revitalization	Explore options to support small businesses, fill empty storefronts, and encourage entry of new forms of retail to promote revitalization	Sustainability and Fiscal Strategy	City Manager's Office	\$\$	Medium	City Manager's Office	27
JF	Permit Streamlining and Simplification for Small Home Upgrades	Develop a suite of improvements to (1) improve access to, and (2) speed the processing of permits for small home upgrades so as to enhance compliance and improve overall efficiency.	Quality of Life	CDD	\$	Medium	Community Development	27
LC	Financial, Investment, and Cashflow Policy Review (TBD item)	Review and assess the City's investment policy and best practices with an analysis of quarterly treasurers report. Establish a cashflow management policy with the goal to reduce the total percentage in cash from 20% to 2% and to reduce the total percentage in cash and cash-equivalent to at most 10%, on par with other cities.	Sustainability and Fiscal Strategy	Administrative Services	\$\$	Medium	Administrative Services	24
JR	Heart of the City Specific Plan Update	Revise the Heart of the City Specific Plan and relevant neighboring planning areas to focus residential growth on major corridors to better support commercial activity, and an increased tax base as well as the creation of "third spaces" for community building, while bringing homes, amenities, and jobs closer together to reduce vehicle miles traveled and improve the attractiveness of active transportation options.	Quality of Life	CDD	\$\$\$	Large	Community Development	24
SM	Update City's Impact fees	Update governing policies and guidelines for all impact fees	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$\$	Large	Community Development	21
LC	Defensible Impact Fee Nexus Study for Traffic Impact Fee, Retail Impact Fee, BMR Impact Fee	With almost every infill project approval and revision, we are losing almost all retail with almost zero parking. New units tend to provide more town homes, rather than much needed smaller starter units or senior flats. With potential challenges to waive impact fees and design standards, a defensible Nexus study is necessary to protect	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$	Large	Community Development	21

STAFF PROPOSED DESCRIPTIONS/TITES (Attachment D)

ATTACHMENT D

Staff Proposed Descriptions				
#	Councilmember Title	Staff Proposed Title	Councilmember Project Description	Staff Proposed Descriptions
1	Economic Development	Economic Development Committee	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	Restore the Economic Development Committee
2	Economic Development	Grant Management	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	Explore grant analyst position
3	Small Business Revitalization Plan	Startups, Small Business, and Placemaking Plan	Develop a plan and implementation strategy to support (1) new small business establishment; (2) preservation of existing small businesses in order to improve placemaking in the city and the city's revenue stream.	Develop a plan to attract and support small businesses and startups in order to improve placemaking in the city and the city's revenue stream.
4	Defensible Impact Fee Nexus Study for Traffic Impact Fee, Retail Impact Fee, BMR Impact Fee	No Change	With almost every infill project approval and revision, we are losing almost all retail with almost zero parking. New units tend to provide more town homes, rather than much needed smaller starter units or senior flats. With potential challenges to waive impact fees and design standards, a defensible Nexus study is necessary to protect the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	Proceed with nexus studies to review a range of impact fees and other means of offsetting conversion of commercial land uses to residential.
5	5G Ordinance	No Change	Update 5G Ordinance	Prepare an ordinance that regulates small cellular facilities in the public right of way.
6	Urban Forest Program	No Change	Expand tree list review in current CWP to include specifics to develop an urban forest plan to increase trees, landscaping and greenery in all parts of the city	Create an Urban Forest Master Plan that includes an updated and expanded tree list which will increase the number of trees, enhance the City's tree canopy, and promote landscaping throughout the City.
7	Public Engagement Strategy and Policies in Support of Planning Initiatives	No Change	Consolidate existing CWP (Attachment B Item 10) and proposed CWP public engagement-related items (Attachment B Items 4 and 5) to establish more focused policies governing public outreach and engagement with respect to General Plan amendments and rezonings with special consideration to lessons	Review existing public noticing requirements for General Plan Amendments and rezonings and State law requirements. Develop strategy to provide earlier, more focused outreach to neighborhoods most directly affected by proposed General Plan and zoning changes.

CURRENT ONGOING CWP PROJECTS (Attachment E)

ATTACHMENT E

Current City Work Program Updates for Year 2 Projects from Fiscal Years 2023-2025					
#	Project	Description	Goal	Update	Staff Recommendation
1	Tree List (CDD)	Review and revise development tree list (per Ch. 14.18: Protected Trees) with an emphasis on appropriate trees and native species.	Environmental Sustainability	RFP is complete. Staff received four proposals in December 2024. Staff recommends this item be part of Urban Forest Master Plan.	Staff recommends removing this item and accepting Urban Forest Master Plan for the upcoming CWP.
2	Tree List (PW)	Project Phases: 1) Review, revise, and communicate street tree list with an emphasis on appropriate trees and native species. 2) Develop an Urban Forest program scope and cost for future consideration.	Environmental Sustainability	RFP is complete. Staff received four proposals in December 2024. Staff recommends this item be part of Urban Forest Master Plan.	Staff recommends removing this item and accepting Urban Forest Master Plan for the upcoming CWP.
3	Public Safety (License Plate Readers)	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.	Quality of Life	City adopted a policy and authorized an MOU with the County. Camera's will be installed upon County's adoption of MOU and policy.	Project expected to be fully completed before the end of FY 25. Staff recommends not including this item in the upcoming CWP.
4	Public Safety (Block Leader)	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	Quality of Life	Staff developed a framework to engage with block leaders and provide \$300 block party grants. Staff will continue ongoing promotion until the funds are depleted.	Project has launched and has become operational. Staff recommends not including this item in the upcoming CWP.
5	Preserve existing and develop new BMR/ELI Housing	Explore opportunities to preserve existing expiring BMR housing. Develop ELI (Extremely Low Income) and BMR housing units for Developmentally Disabled individuals (IDD) on City-owned property as well as the County-owned sites.	Housing	Council selected developer for Mary Ave site in February. Staff working to finalize Disposition and Development Agreement by Summer 2025.	Project expected to continue until December 2025. Staff recommends including this project into the upcoming CWP.
6	Whole City Policy Review	Repeat the 2013 process of compiling and reviewing all City Policies including 1) Administrative and 2) Council policies and provide recommendations/updates, e.g. Green Purchasing, Property Acquisition	Public Engagement and Transparency	Project expected to come to Council on March 18.	Project expected to be fully completed before the end of FY 25. Staff recommends not including this item in the upcoming CWP.
7	Fiscal Procedures and Policies Handbook	Develop the handbook to ensure standardization of accounting, budget, investment, procurement policies, procedures, rules and regulations.	Fiscal Strategy	Fiscal Procedures and Policies Handbook has been completed.	Project Completed, no need to add to upcoming CWP.
8	Support for the unhoused	Collaborate and fund jointly with West Valley efforts to address regional needs and find workable support for the Unhoused.	Housing	The City of Cupertino has joined with other West Valley Cities to study opportunities to address unhoused issues.	Staff recommends continuing this item as part of the new unhoused item on the upcoming CWP.
9	Municipal Water System	To analyze and recommend options for the continued operation of the system currently and at the end of lease with San Jose Water Company in September 2024.	Environmental Sustainability	This project is now complete. City Council approved a new 12-year lease agreement in July 2024.	Project Completed, no need to add to upcoming CWP.
10	5G Ordinance	Update 5G Ordinance	Quality of Life	This item is in progress.	Staff recommends continuing this item as part of the 5G item on the upcoming CWP.
11	Residential and Mixed Use Residential Design Standards	Create objective design standards for residential projects, including ensuring adequate buffers from neighborhood low-density residential development	Quality of Life	Planning Commission and City Council will review and approve project by December 2025.	Project expected to continue until December 2025. Staff recommends including this project into the upcoming CWP.
12	Art in Public and Private Areas (Proposed by Arts & Culture Commission)	Revisit Municipal Code standards for art in public and private development, including the standards in the Municipal Code and developing an Art-in-lieu fee policy.	Quality of Life	Planning Commission and City Council to review Arts & Culture Commission recommendations in Spring 2025.	Project expected to be fully completed before the end of FY 25. Staff recommends not including this item in the upcoming CWP.
13	Speed Limit Lowering (AB 151)	Lower speed limits where feasible pursuant to state adopted Assembly Bill 43	Transportation	Municipal Code amendments to be adopted by end of calendar year 2025 upon completion of City-wide study	Project expected to continue until November 2025. Staff recommends including this project into the upcoming CWP

PROPOSED LIST (Attachment F)

ATTACHMENT F

Proposed List for FY 2025-2027 CWP									
#	Councilmember Title	Staff Proposed Title	Councilmember Project Description	Staff Proposed Descriptions	Council Goal	Est budget (Not including staff costs)	Est staff hours	Lead Department(s)	Estimated Timeline
1	Economic Development	Economic Development Committee	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	Restore the Economic Development Committee	Quality of Life	\$0 0.5 FTE will be requested during proposed budget	Small	City Manager's Office	Year 1 to restore. Beyond to continue.
2	Economic Development	Grant Management	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	Explore a Grant Analyst position	Fiscal Strategy	\$0 1 FTE will be requested during proposed budget	Medium	Administrative Services	Year 1 to hire. Beyond to continue.
3	Business Revitalization	No Change	Explore options to support small businesses, fill empty storefronts, and encourage entry of new forms of retail to promote revitalization	No Change	Quality of Life	\$10,000	Medium	City Manager's Office	Year 1 start Year 2 end
4	Small Business Revitalization Plan	Startups, Small Business, and Placemaking Plan	Develop a plan and implementation strategy to support (1) new small business establishment; (2) preservation of existing small businesses in order to improve placemaking in the city and the city's revenue stream.	Develop a plan to attract and support small businesses and startups in order to improve placemaking in the city and the city's	Quality of Life	\$25,000	Medium	City Manager's Office	Year 1 start Year 2 end
5	Permit Streamlining and Simplification for Small Home Upgrades	No Change	Develop a suite of improvements to (1) improve access to, and (2) speed the processing of permits for small home upgrades so as to enhance compliance and improve overall efficiency.	No Change	Quality of Life	\$250,000	Medium	Community Development	Year 1 start Year 2 end
6	Financial, Investment, and Cashflow Policy Review	No Change	Review and assess the City's investment policy and best practices with an analysis of quarterly treasurers report. Establish a cashflow management policy with the goal to reduce the total percentage in cash from 20% to 2% and to reduce the total percentage in cash and cash-equivalent to	No Change	Fiscal Strategy	\$25,000	Small	Administrative Services	Year 1

Recommended Actions for Tonight

1. Accept staff recommended language for the two new City Council Goals.
2. Accept Proposed Consolidated List with Timelines to Finalize the Fiscal Years 2025-2027 City Work Program

Thank you!