

CC 03-18-2025

#8

City-Wide Policy Inventory

Supplemental Report



**ADMINISTRATIVE SERVICES DEPARTMENT**

CITY HALL  
10300 TORRE AVENUE • CUPERTINO, CA 95014-3255  
TELEPHONE: (408) 777-3220 • FAX: (408) 777-3109  
CUPERTINO.ORG

**CITY COUNCIL STAFF REPORT  
SUPPLEMENTAL 1**

Meeting: March 18, 2025

Agenda Item #8

Subject

*Citywide Policy Inventory and Gap Analysis Final Report and City Council Policy Inventory*

Recommended Action

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*

Background:

**Staff’s responses to questions received from councilmembers are shown in italics.**

Q1: May we please have links to the administrative policies in Item 8. (**Mayor Chao & Vice Mayor Moore**)

*Staff Response: Historically very few, if any governments make their internal policies available. They may, like San Jose, have a few high-level policies online, but policies and procedures are specific to the business entity and not for public consumption. It may also bring to light city processes that could be used against it for phishing.*

*Moss Adams, the City’s internal auditor has historically worked as the intermediary, reviewing and providing recommendation on administrative policies along with ensuring those recommendations are incorporated. This helps the city twofold, one it ensures people with subject matter expertise are reviewing the policies and ensuring we are up to date with best practices and two is it keeps the city safe from potential phishing attacks.*

**Attachments Provided with Original Staff Report:**

- A – *Citywide Policy Inventory and Gap Analysis Report*
- B – *City Council Policy Inventory*

CC 03-18-2025

#9

Council Subcommittee Report

Desk Item



**CITY MANAGER'S OFFICE**

CITY HALL  
10300 TORRE AVENUE • CUPERTINO, CA 95014-3255  
TELEPHONE: (408) 777-3223 • FAX: (408) 777-3366  
CUPERTINO.ORG

**CITY COUNCIL STAFF REPORT  
DESK ITEM**

Meeting: March 18, 2025

Agenda Item #9

Subject

Receive City Council Subcommittee report on July 4th fireworks and provide Council direction for next steps

Recommended Action

Receive the City Council Subcommittee report on July 4th fireworks and provide Council direction for next steps

Background:

**Staff's responses to questions received from councilmember are shown in italics.**

Q1: I'm perplexed by the lack of any report from staff or the subcommittee itself for Item 9 regarding Independence Day fireworks. Can you elaborate on why there is no report?  
**(Councilmember Fruen)**

*Staff Response: Mayor Chao requested the item to be added after the receipt of Councilmember Wang's email (Attachment A) on March 10. The email provided an update on the progress that Councilmember Wang and Vice Mayor Moore have been working on. Mayor Chao intends to consider a verbal report from either Councilmember Wang or the Vice Mayor and provide further direction.*

Attachments Provided with Original Staff Report:

A – Update: Fourth of July Celebrations

**From:** [R "Ray" Wang](#)  
**To:** [Liang Chao](#); [Pamela Wu](#)  
**Cc:** [Kitty Moore](#)  
**Subject:** UPDATE: FOURTH OF JULY CELEBRATIONS  
**Date:** Monday, March 10, 2025 6:05:04 PM

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Dear Mayor and City Manager

Kitty and I have met and explored the options in the subcommittee. We've also met with Rachelle and the team on March 5th.

In general, there are two options:

Option 1: Hyde Middle School

In this scenario, we would continue the morning traditions of the Pancake Breakfast at Quinlan and other related festivities. We would coordinate with DeAnza for other celebrations on site around Lunch. Staff is unable to staff a Blackberry Farm event.. We would work with local businesses to encourage a fireworks night activities before the fireworks to encourage dining around the city.

PROs: The venue is a known quantity. Residents are used to this motion and know where to park and watch. This venue is most likely a venue that will continue on into the future. Public safety and Sheriff's have been through this process. Funding has already been allocated.

CONs: Staff finds this option to be more work. Staffing for an optional Blackberry Farm set of activities would be more difficult and not possible in 2025

OPEN ISSUES: We are talking to a number of the school board members about hosting this on Hyde. They have reached out to the Superintendent who is expecting a meeting between Kitty and me or the Mayor and Kitty to iron out the details. While there is Solar panel work going on site, we should discuss preventive measures should we choose the option.

NEXT STEPS:

1. Set up a meeting with Stacy and the 2 Council Members along with the City Manager to formally make the request
2. Coordinate with local authorities
3. Reach out to the Business Community to plan the dine with us campaign.

Option 2: Fireworks at the Rise

In this scenario, we would continue the morning traditions of the Pancake Breakfast at Quinlan and other related festivities. We would coordinate with DeAnza for other celebrations on site around Lunch. Staff is open to bringing back events at BlackBerry Farm.

We would work with local businesses to encourage a fireworks night activities before the fireworks to encourage dining around the city.

PROs: The venue allows for bigger shells and is a once in a lifetime opportunity. Staffing would be available for a Blackberry Farm set of activities. The City would have less work but would actively promote.

CONs: The Rise would have to "fund" the fireworks.

OPEN ISSUES: We are talking with Reed Moulds at SandHill. We meet at 2pm Tuesday March 11th . Funding would come via sponsorships for the fireworks evening.

NEXT STEPS:

1. Set up a meeting with Reed Moulds and Kitty Moore and myself.
2. Work with Patrick Ahrens to find fundraising for the costs born by The Rise
3. Reach out to the Business Community to plan the dine with us campaign.
4. Work with The Rise to expedite Fire requirements

Hope this update helps.



**R "Ray" Wang**  
Councilmember  
City Council  
RWang@cupertino.gov



CC 03-18-2025

#10

Fiscal Years 2025-2027 City  
Work Program

First Ranking

Desk Item












F RUIEN

**Consolidated Revised Top 10 List - ALL Councilmembers**









#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>4th of July</b>							
1	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.	4	\$\$	👤👤👤	Parks and Recreation
<b>5G</b>							
2	RW	5G Ordinance	Update 5G Ordinance		\$	👤	Public Works/City Attorney's Office
<b>City Work Program</b>							
3	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP projects which are in process and their costs.		\$	👤👤	City Manager's Office/ALL DEPT
<b>Economic Development</b>							
4	SM	Business Revitalization	Explore options to support small businesses, fill empty storefronts, and encourage entry of new forms of retail to promote revitalization	10	\$\$	👤👤	City Manager's Office
5	JF	Small Business Revitalization 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.	10	\$\$	👤👤	City Manager's Office
6	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.		\$\$	👤👤	City Manager's Office
7	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: <ul style="list-style-type: none"> <li>- With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue</li> <li>- Find out what businesses generate B2B taxes in Cupertino and in other cities</li> <li>- Attract businesses that generate sales taxes to Cupertino</li> <li>- Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers</li> </ul>		\$\$	👤👤👤	City Manager's Office/Community Development Department/ Administrative Services Department/ City Attorney's Office
8	RW	Economic Development	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.		\$\$	👤	City Attorney's Office/City Manager's Office
9	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.		\$\$	👤👤👤	Community Development Department/City Manager's Office/Parks & Recreation









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<b>City Properties/EOC</b>							
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<b>Emergency Preparedness</b>							
11	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.		\$\$		Public Works/City Manager's Office
12	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a permanent position not consultant running the program.		\$\$		City Manager's Office/Sheriff's Office
13	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.		\$		Public Works/City Manager's Office
14	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.		\$		City Manager's Office
15	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.		\$\$		City Manager's Office
<b>Environmental/Trees</b>							
16	SM	Urban Forest Program	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		\$\$		Public Works/Community Development Department
17	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	1	\$\$\$		Public Works
18	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.	5	\$\$		Public Works/Community Development Department
<b>Environmental/Sustainability</b>							
19	KM	Water Conservation Policies (replaces city water conservation/turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	4	\$\$		Public Works
20	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.		\$		Information & Technology/ Community Development Department







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21	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.		\$\$		Administrative Services Department
<b>Heart of the City</b>							
22	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.	10	\$\$\$		Community Development Department
<b>Impact Fees</b>							
23	SM	Update City's Impact fees	Update governing policies and guidelines for all impact fees	7	\$\$\$		Community Development Department/City Attorney's Office/Public Works
24	KM	Impact Fees	Evaluate and realign impact fees.		\$\$\$		Community Development Department/City Attorney's Office/Public Works
25	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.		\$\$		Community Development Department/City Attorney's Office/Public Works
<b>Parks</b>							
26	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.	7	\$\$\$		Parks & Recreation/ Public Works/City Attorney's Office/Community Development Department
27	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the scope to under \$40M to only essential elements	4	\$\$		Parks & Recreation/ Public Works
28	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.		\$\$		Parks & Recreation/ Public Works










**Consolidated Revised Top 10 List - ALL Councilmembers**

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<b>Permitting</b>							
29	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.	7	\$		Community Development Department
30	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues		\$\$		Community Development Department
31	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.		\$		Community Development Department/ City Attorney's Office
<b>Public Engagement</b>							
32	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.	7	\$		City Manager's Office
33	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.		\$		Community Development/City Manager's Office
34	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	<p>* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted.</p> <p>* Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.</p> <p>* Consider additional notification requirements for any project application seeking concessions/waivers of existing standards, such as parking reduction, building height, setback, retail space reduction, and/or impact fees.</p> <p>For city-wide general plan amendment, such as multiple sites for the Housing Element, consider comparable notification methods as single sites, rather than only through the newspaper, which has been insufficient.</p>		\$		Community Development/City Manager's Office/City Attorney's Office

**Consolidated Revised Top 10 List - ALL Councilmembers**

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<b>Public Engagement</b>							
35	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art in Public and Private Areas": 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.		\$		Community Development/ City Attorney's Office/ City Manager's Office/Public Works/ Administrative Services
36	LC	Transparency for Commission Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda packet so that attendees who missed the meeting have access to them, such as the design docs for bike path projects.		\$		Innovation and Technology/City Manager's Office/ City Attorney's Office/City Clerk's Office/All Departments
37	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.	7	\$\$		Community Development/City Manager's Office
<b>Quarry</b>							
38	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.		\$\$		Community Development/City Manager's Office/City Attorney's Office
<b>Senior Services</b>							
39	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/ committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns re: housing, transportation, medical facilities.	1	\$		Parks & Recreation/City Attorney's Office/City Manager's Office
40	LC	Enhance Senior Services	Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.- - Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors - Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city. NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff. NOTE: Successful Aging Solutions & Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis		\$\$		Parks & Recreation

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<b>Taxes/Revenue</b>							
41	LC	Tax Measures on the 2026 Ballot	- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning - Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements - Sales tax (to be collected only if the county takes away the remaining 0.25%)		\$\$\$		City Attorney's Office/ Administrative Services/City Manager's Office
<b>Transportation</b>							
42	JF	Bicycle Facilities	Continue the existing CWP item.	4	\$		Public Works/Parks & Recreation
43	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)	1	\$		Public Works/SC County Sheriff's Office
44	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)	1	\$		Public Works
45	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)	4	\$		Public Works
46	JF	Active Transportation Plan	Continue the existing CWP item.	10	\$\$		Public Works
47	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact. Adopt requirements to ensure accountability of TDM (Traffic Demand Management) system since TDM often does not mitigate traffic impact as intended.		\$\$		Community Development/Public Works/City Attorney's Office
48	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on red near schools during school hours, street paving, and traffic enforcement of bikers, cars, and pedestrians.		\$\$		Public Works
<b>Unhoused</b>							
49	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review transitional housing outcomes in surrounding cities. Policies to include nimble contingency plans.	1	\$		Community Development/Public Works/City Attorney's Office/City Manager's Office

Don't have to vote on City Hall -  
make motion to place on CWP

Kitty M.

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Public Engagement + Transparency  
 Transportation  
 Housing  
 Quality of Life  
 Environmental Sustainability  
 Social Strategy

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<b>Parks</b>							
26	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.		\$\$\$	☺☺☺	Parks & Recreation/ Public Works/City Attorney's Office/Community Development Department
27	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the scope to under \$40M to only essential elements		\$\$	☺☺	Parks & Recreation/ Public Works
28	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.		\$\$	☺☺	Parks & Recreation/ Public Works

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**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Permitting</b>							
29	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.		\$		Community Development Department
105m 30	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues		\$\$		Community Development Department
31	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.	1	\$		Community Development Department/ City Attorney's Office
<b>Public Engagement</b>							
75m 32	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.		\$		City Manager's Office
75m 33	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.		\$		Community Development/City Manager's Office
34	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	<ul style="list-style-type: none"> <li>* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted.</li> <li>* Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.</li> <li>* Consider additional notification requirements for any project application seeking concessions/waivers of existing standards, such as parking reduction, building height, setback, retail space reduction, and/or impact fees.</li> </ul> For city-wide general plan amendment, such as multiple sites for the Housing Element, consider comparable notification methods as single sites, rather than only through the newspaper, which has been insufficient.	4	\$		Community Development/City Manager's Office/City Attorney's Office

**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Public Engagement</b>							
35	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art in Public and Private Areas": 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.	1	\$	👤👤	Community Development/ City Attorney's Office/ City Manager's Office/Public Works/ Administrative Services
36	LC	Transparency for Commisison Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda packet so that attendees who missed the meeting have access to them, such as the design docs for bike path projects.	4	\$	👤👤👤	Innovation and Technology/City Manager's Office/ City Attorney's Office/City Clerk's Office/All Departments
37	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.		\$\$	👤👤👤	Community Development/City Manager's Office
<b>Quarry</b>							
38	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	1	\$\$	👤👤	Community Development/City Manager's Office/City Attorney's Office
<b>Senior Services</b>							
39	SM	<del>Ad Hoc Senior Commission</del> <i>Coordination of Sr. Services</i>	Establish an <del>ad hoc senior commission/committee/</del> working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns re: housing, transportation, medical facilities.		\$	👤👤👤	Parks & Recreation/City Attorney's Office/City Manager's Office
40	LC	Enhance Senior Services	Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.- - Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors - Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city. NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff. NOTE: Successful Aging Solutions & Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis	7	\$\$	👤👤👤	Parks & Recreation

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**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Taxes/Revenue</b>							
41	LC	Tax Measures on the 2026 Ballot	- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning - Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements - Sales tax (to be collected only if the county takes away the remaining 0.25%)		\$\$\$	👤👤👤	City Attorney's Office/ Administrative Services/City Manager's Office
<b>Transportation</b>							
42	JF	Bicycle Facilities	Continue the existing CWP item.		\$	👤👤	Public Works/Parks & Recreation
43	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)	7	\$	👤👤	Public Works/SC County Sheriff's Office
44	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)	4	\$	👤	Public Works
45	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)		\$	👤	Public Works
46	JF	Active Transportation Plan	Continue the existing CWP item.		\$\$	👤👤	Public Works
47	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact. Adopt requirements to ensure accountability of TDM (Traffic Demand Management) system since TDM often does not mitigate traffic impact as intended.		\$\$	👤👤👤	Community Development/Public Works/City Attorney's Office
48	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on red near schools during school hours, street paving, and traffic enforcement of bikers, cars, and pedestrians.		\$\$	👤👤👤	Public Works
<b>Unhoused</b>							
49	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review transitional housing outcomes in surrounding cities. Policies to include nimble contingency plans.	10	\$	👤👤👤	Community Development/Public Works/City Attorney's Office/City Manager's Office












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**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>4th of July</b>							
1	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.		\$\$	👤👤👤	Parks and Recreation
<b>5G</b>							
2	RW	5G Ordinance	Update 5G Ordinance	4 <i>ok?</i>	\$	👤	Public Works/City Attorney's Office
<b>City Work Program</b>							
3	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP projects which are in process and their costs.	<del>X</del> <i>ok?</i>	\$	👤👤	City Manager's Office/ALL DEPT
<b>Economic Development</b>							
4	SM	Business Revitalization	Explore options to support small businesses, fill empty storefronts, and encourage entry of new forms of retail to promote revitalization		\$\$	👤👤	City Manager's Office
5	JF	Small Business Revitalization 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.		\$\$	👤👤	City Manager's Office
6	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.		\$\$	👤👤	City Manager's Office
7	LC	Strategies to Enhance Sales Tax Revenue <i>→ business revitalization</i>	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers	<i>10</i>	\$\$	👤👤👤	City Manager's Office/Community Development Department/ Administrative Services Department/ City Attorney's Office
8	RW	Economic Development	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	<del>X</del>	\$\$	👤	City Attorney's Office/City Manager's Office
9	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.	4	\$\$	👤👤👤	Community Development Department/City Manager's Office/Parks & Recreation







**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>City Properties/EOC</b>							
10	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	Revisit City Hall/Torre Annex Planning RE Seismic/EOC. Future planning strategies for Stockmeir house/garages, Blech House, Blue Pheasant. Goal of judicial use of city-owned properties. Investigate potential purchase of CUSD Finch/Phil property.	7	\$\$		Public Works/City Manager's Office
<b>Emergency Preparedness</b>							
11	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.	X CIP	\$\$		Public Works/City Manager's Office
12	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a permanent position not consultant running the program.	<del>10</del> op?	\$\$		City Manager's Office/Sheriff's Office
13	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.	X CIP	\$		Public Works/City Manager's Office
14	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	X op?	\$		City Manager's Office
15	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.	1 X op?	\$\$		City Manager's Office
<b>Environmental/Trees</b>							
16	SM	Urban Forest Program	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		\$\$		Public Works/Community Development Department
17	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	<del>10</del> 4	\$\$\$		Public Works
18	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.	<del>10</del>	\$\$		Public Works/Community Development Department
<b>Environmental/Sustainability</b>							
19	KM	Water Conservation Policies (replaces city water conservation/turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	7	\$\$		Public Works
20	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.	4	\$		Information & Technology/ Community Development Department

**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Financial Policies</b>							
21	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.	10	\$\$	2	Administrative Services Department
<b>Heart of the City</b>							
22	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.	7	\$\$\$	3	Community Development Department
<b>Impact Fees</b>							
23	SM	Update City's Impact fees	Update governing policies and guidelines for all impact fees		\$\$\$	3	Community Development Department/City Attorney's Office/Public Works
24	KM	Impact Fees	Evaluate and realign impact fees.		\$\$\$	3	Community Development Department/City Attorney's Office/Public Works
25	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	10	\$\$	3	Community Development Department/City Attorney's Office/Public Works
<b>Parks</b>							
26	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.		\$\$\$	3	Parks & Recreation/ Public Works/City Attorney's Office/Community Development Department
27	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the scope to under \$40M to only essential elements	1	\$\$	2	Parks & Recreation/ Public Works
28	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.		\$\$	2	Parks & Recreation/ Public Works

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<b>Permitting</b>							
29	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.		\$		Community Development Department
30	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues		\$\$		Community Development Department
31	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.	4	\$		Community Development Department/ City Attorney's Office
<b>Public Engagement</b>							
32	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.		\$		City Manager's Office
33	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.		\$		Community Development/City Manager's Office
34	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	<ul style="list-style-type: none"> <li>* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted.</li> <li>* Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.</li> <li>* Consider additional notification requirements for any project application seeking concessions/waivers of existing standards, such as parking reduction, building height, setback, retail space reduction, and/or impact fees.</li> </ul> For city-wide general plan amendment, such as multiple sites for the Housing Element, consider comparable notification methods as single sites, rather than only through the newspaper, which has been insufficient.	7	\$		Community Development/City Manager's Office/City Attorney's Office

Consolidated Revised Top 10 List - ALL Councilmembers							
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36	LC	Transparency for Commission Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda packet so that attendees who missed the meeting have access to them, such as the design docs for bike path projects.	<del>X</del>	\$	☺☺☺	Innovation and Technology/City Manager's Office/ City Attorney's Office/City Clerk's Office/All Departments
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<b>Quarry</b>							
38	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	<del>X</del> op?	\$\$	☺☺	Community Development/City Manager's Office/City Attorney's Office
<b>Senior Services</b>							
39	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/ committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns re: housing, transportation, medical facilities.		\$	☺☺☺	Parks & Recreation/City Attorney's Office/City Manager's Office
40	LC	Enhance Senior Services	Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.- - Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors - Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city. NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff. NOTE: Successful Aging Solutions & Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis	10	\$\$	☺☺☺	Parks & Recreation



**Consolidated Revised Top 10 List - ALL Councilmembers**

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41	LC	Tax Measures on the 2026 Ballot	- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning - Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements - Sales tax (to be collected only if the county takes away the remaining 0.25%)		\$\$\$	☺☺☺	City Attorney's Office/ Administrative Services/City Manager's Office
<b>Transportation</b>							
42	JF	Bicycle Facilities	Continue the existing CWP item.		\$	☺☺	Public Works/Parks & Recreation
43	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)		\$	☺☺	Public Works/SC County Sheriff's Office
44	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)	④ 1	\$	☺	Public Works
45	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)		\$	☺	Public Works
46	JF	Active Transportation Plan	Continue the existing CWP item.		\$\$	☺☺	Public Works
47	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact. Adopt requirements to ensure accountability of TDM (Traffic Demand Management) system since TDM often does not mitigate traffic impact as intended.	10	\$\$	☺☺☺	Community Development/Public Works/City Attorney's Office
48	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on red near schools during school hours, street paving, and traffic enforcement of bikers, cars, and pedestrians.	1	\$\$	☺☺☺	Public Works
<b>Unhoused</b>							
49	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review transitional housing outcomes in surrounding cities. Policies to include nimble contingency plans.	1	\$	☺☺☺	Community Development/Public Works/City Attorney's Office/City Manager's Office

## Consolidated Revised Top 10 List - ALL Councilmembers

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#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
4th of July							
1	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.	④	\$\$	👤👤👤	Parks and Recreation
5G							
2	RW	5G Ordinance	Update 5G Ordinance		\$	👤	Public Works/City Attorney's Office
City Work Program							
3	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP projects which are in process and their costs.		\$	👤👤	City Manager's Office/ALL DEPT
Economic Development							
4	SM	Business Revitalization	Explore options to support small businesses, fill empty storefronts, and encourage entry of new forms of retail to promote revitalization	7	\$\$	👤👤	City Manager's Office
5	JF	Small Business Revitalization 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.	5	\$\$	👤👤	City Manager's Office
6	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.		\$\$	👤👤	City Manager's Office
7	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers		\$\$	👤👤👤	City Manager's Office/Community Development Department/ Administrative Services Department City Attorney's Office
8	RW	Economic Development	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	8	\$\$	👤	City Attorney's Office/City Manager's Office
9	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.	9	\$\$	👤👤👤	Community Development Department/City Manager's Office/Parks & Recreation

## Consolidated Revised Top 10 List - ALL Councilmembers

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>City Properties/EOC</b>							
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<b>Emergency Preparedness</b>							
11	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.		\$\$	☺☺	Public Works/City Manager's Office
12	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a permanent position not consultant running the program.		\$\$	☺☺	City Manager's Office/Sheriff's Office
13	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.		\$	☺	Public Works/City Manager's Office
14	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.		\$	☺	City Manager's Office
15	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.		\$\$	☺	City Manager's Office
<b>Environmental/Trees</b>							
16	SM	Urban Forest Program	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		\$\$	☺☺	Public Works/Community Development Department
17	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.		\$\$\$	☺☺☺	Public Works
18	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.		\$\$	☺☺	Public Works/Community Development Department
<b>Environmental/Sustainability</b>							
19	KM	Water Conservation Policies (replaces city water conservation/turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.		\$\$	☺☺	Public Works
20	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.		\$	☺	Information & Technology/ Community Development Department

### Consolidated Revised Top 10 List - ALL Councilmembers

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Financial Policies</b>							
21	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.		\$\$	☺☺	Administrative Services Department
<b>Heart of the City</b>							
22	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.		\$\$\$	☺☺☺	Community Development Department
<b>Impact Fees</b>							
23	SM	Update City's Impact fees	Update governing policies and guidelines for all impact fees		\$\$\$	☺☺☺	Community Development Department/City Attorney's Office/Public Works
24	KM	Impact Fees	Evaluate and realign impact fees.		\$\$\$	☺☺☺	Community Development Department/City Attorney's Office/Public Works
25	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	4	\$\$	☺☺☺	Community Development Department/City Attorney's Office/Public Works
<b>Parks</b>							
26	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.		\$\$\$	☺☺☺	Parks & Recreation/ Public Works/City Attorney's Office/Community Development Department
27	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the scope to under \$40M to only essential elements	12	\$\$	☺☺	Parks & Recreation/ Public Works
28	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.		\$\$	☺☺	Parks & Recreation/ Public Works

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**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Permitting</b>							
29	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.	10	\$	👤👤	Community Development Department
30	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues		\$\$	👤👤👤	Community Development Department
31	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.	7	\$	👤👤	Community Development Department/ City Attorney's Office
<b>Public Engagement</b>							
32	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.		\$	👤	City Manager's Office
33	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.		\$	👤👤	Community Development/City Manager's Office
34	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	<ul style="list-style-type: none"> <li>* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted.</li> <li>* Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.</li> <li>* Consider additional notification requirements for any project application seeking concessions/waivers of existing standards, such as parking reduction, building height, setback, retail space reduction, and/or impact fees.</li> </ul> For city-wide general plan amendment, such as multiple sites for the Housing Element, consider comparable notification methods as single sites, rather than only through the newspaper, which has been insufficient.		\$	👤👤	Community Development/City Manager's Office/City Attorney's Office

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### Consolidated Revised Top 10 List - ALL Councilmembers

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Public Engagement</b>							
35	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art in Public and Private Areas": 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.		\$	2	Community Development/ City Attorney's Office/ City Manager's Office/Pubilc Works/ Adminstrative Services
36	LC	Transparency for Commisison Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda packet so that attendees who missed the meeting have access to them, such as the design docs for bike path projects.	10	\$	3	Innovation and Technology/City Manager's Office/ City Attorney's Office/City Clerk's Office/All Departments
37	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.	11	\$\$	3	Community Development/City Manager's Office
<b>Quarry</b>							
38	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.		\$\$	2	Community Development/City Manager's Office/City Attorney's Office
<b>Senior Services</b>							
39	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/ committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns re: housing, transportation, medical facilities.		\$	3	Parks & Recreation/City Attorney's Office/City Manager's Office
40	LC	Enhance Senior Services	Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.- - Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors - Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city. NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff. NOTE: Successful Aging Solutions & Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis		\$\$	3	Parks & Recreation

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### Consolidated Revised Top 10 List - ALL Councilmembers

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Taxes/Revenue</b>							
41	LC	Tax Measures on the 2026 Ballot	- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning - Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements - Sales tax (to be collected only if the county takes away the remaining 0.25%)		\$\$\$	☺☺☺	City Attorney's Office/ Administrative Services/City Manager's Office
<b>Transportation</b>							
42	JF	Bicycle Facilities	Continue the existing CWP item.		\$	☺☺	Public Works/Parks & Recreation
43	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)		\$	☺☺	Public Works/SC County Sheriff's Office
44	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)		\$	☺	Public Works
45	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)		\$	☺	Public Works
46	JF	Active Transportation Plan	Continue the existing CWP item.		\$\$	☺☺☺	Public Works
47	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact. Adopt requirements to ensure accountability of TDM (Traffic Demand Management) system since TDM often does not mitigate traffic impact as intended.	1	\$\$	☺☺☺	Community Development/Public Works/City Attorney's Office
48	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on red near schools during school hours, street paving, and traffic enforcement of bikers, cars, and pedestrians.	2	\$\$	☺☺☺	Public Works
<b>Unhoused</b>							
49	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review transitional housing outcomes in surrounding cities. Policies to include nimble contingency plans.		\$	☺☺☺	Community Development/Public Works/City Attorney's Office/City Manager's Office

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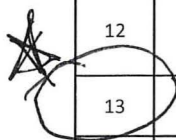
**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>4th of July</b>							
1	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.	1	\$\$	👤👤👤	Parks and Recreation
<b>5G</b>							
2	RW	5G Ordinance	Update 5G Ordinance	4	\$	👤	Public Works/City Attorney's Office
<b>City Work Program</b>							
3	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP projects which are in process and their costs.	1	\$	👤👤	City Manager's Office/ALL DEPT
<b>Economic Development</b>							
4	SM	Business Revitalization	Explore options to support small businesses, fill empty storefronts, and encourage entry of new forms of retail to promote revitalization	10	\$\$	👤👤	City Manager's Office
5	JF	Small Business Revitalization 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.	7	\$\$	👤👤	City Manager's Office
6	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.		\$\$	👤👤	City Manager's Office
7	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers		\$\$	👤👤👤	City Manager's Office/Community Development Department/ Administrative Services Department/ City Attorney's Office
8	RW	Economic Development	Restore economic development committee, explore grant writer position, attract startups and companies in the tech ecosystem.	7	\$\$	👤	City Attorney's Office/City Manager's Office
9	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.	4	\$\$	👤👤👤	Community Development Departmen/City Manager's Office/Parks & Recreation









**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>City Properties/EOC</b>							
10	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	Revisit City Hall/Torre Annex Planning RE Seismic/EOC. Future planning strategies for Stockmeir house/garages, Blech House, Blue Pheasant. Goal of judicial use of city-owned properties. Investigate potential purchase of CUSD Finch/Phil property.	7	\$\$		Public Works/City Manager's Office
<b>Emergency Preparedness</b>							
11	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.		\$\$		Public Works/City Manager's Office
12	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a permanent position not consultant running the program.	4	\$\$		City Manager's Office/Sheriff'S Office
13	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.		\$		Public Works/City Manager's Office
14	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	4	\$		City Manager's Office
15	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.		\$\$		City Manager's Office
<b>Environmental/Trees</b>							
16	SM	Urban Forest Program	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	10	\$\$		Public Works/Community Development Department
17	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.		\$\$\$		Public Works
18	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.		\$\$		Public Works/Community Development Department
<b>Environmental/Sustainability</b>							
19	KM	Water Conservation Policies (replaces city water conservation/turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.		\$\$		Public Works
20	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.		\$		Information & Technology/ Community Development Department









Consolidated Revised Top 10 List - ALL Councilmembers							
#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Financial Policies</b>							
21	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.		\$\$	☺☺	Administrative Services Department
<b>Heart of the City</b>							
22	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.	7	\$\$\$	☺☺☺	Community Development Department
<b>Impact Fees</b>							
23	SM	Update City's Impact fees	Update governing policies and guidelines for all impact fees	10	\$\$\$	☺☺☺	Community Development Department/City Attorney's Office/Public Works
24	KM	Impact Fees	Evaluate and realign impact fees.		\$\$\$	☺☺☺	Community Development Department/City Attorney's Office/Public Works
25	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.		\$\$	☺☺☺	Community Development Department/City Attorney's Office/Public Works
<b>Parks</b>							
26	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.	10	\$\$\$	☺☺☺	Parks & Recreation/ Public Works/City Attorney's Office/Community Development Department
27	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the scope to under \$40M to only essential elements	1	\$\$	☺☺	Parks & Recreation/ Public Works
28	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.	0	\$\$	☺☺	Parks & Recreation/ Public Works










**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Permitting</b>							
29	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.	10	\$		Community Development Department
30	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues		\$\$		Community Development Department
31	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.		\$		Community Development Department/ City Attorney's Office
<b>Public Engagement</b>							
32	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.	4	\$		City Manager's Office
33	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.	<del>4</del> 0	\$		Community Development/City Manager's Office
34	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	<ul style="list-style-type: none"> <li>* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted.</li> <li>* Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.</li> <li>* Consider additional notification requirements for any project application seeking concessions/waivers of existing standards, such as parking reduction, building height, setback, retail space reduction, and/or impact fees.</li> </ul> For city-wide general plan amendment, such as multiple sites for the Housing Element, consider comparable notification methods as single sites, rather than only through the newspaper, which has been insufficient.		\$		Community Development/City Manager's Office/City Attorney's Office

**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Public Engagement</b>							
35	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art in Public and Private Areas": 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.	1	\$		Community Development/ City Attorney's Office/ City Manager's Office/Pubilc Works/ Adminstrative Services
36	LC	Transparency for Commisison Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda packet so that attendees who missed the meeting have access to them, such as the design docs for bike path projects.		\$		Innovation and Technology/City Manager's Office/ City Attorney's Office/City Clerk's Office/All Departments
37	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.		\$\$		Community Development/City Manager's Office
<b>Quarry</b>							
38	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	1	\$\$		Community Development/City Manager's Office/City Attorney's Office
<b>Senior Services</b>							
39	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/ committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns re: housing, transportation, medical facilities.	7	\$		Parks & Recreation/City Attorney's Office/City Manager's Office
40	LC	Enhance Senior Services	Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.- - Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors - Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city. NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff. NOTE: Successful Aging Solutions & Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis		\$\$		Parks & Recreation

**Consolidated Revised Top 10 List - ALL Councilmembers**

#	Proposed By Council Member	Councilmember Submitted Title	Councilmember Proposed Project Description	Ranking	Est budget	Est staff hours	Lead Department(s)
<b>Taxes/Revenue</b>							
41	LC	Tax Measures on the 2026 Ballot	- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning - Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements - Sales tax (to be collected only if the county takes away the remaining 0.25%)		\$\$\$		City Attorney's Office/ Administrative Services/City Manager's Office
<b>Transportation</b>							
42	JF	Bicycle Facilities	Continue the existing CWP item.		\$		Public Works/Parks & Recreation
43	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)		\$		Public Works/SC County Sheriff's Office
44	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)		\$		Public Works
45	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)		\$		Public Works
46	JF	Active Transportation Plan	Continue the existing CWP item.		\$\$		Public Works
47	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact. Adopt requirements to ensure accountability of TDM (Traffic Demand Management) system since TDM often does not mitigate traffic impact as intended.		\$\$		Community Development/Public Works/City Attorney's Office
48	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on red near schools during school hours, street paving, and traffic enforcement of bikers, cars, and pedestrians.		\$\$		Public Works
<b>Unhoused</b>							
49	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review transitional housing outcomes in surrounding cities. Policies to include nimble contingency plans.		\$		Community Development/Public Works/City Attorney's Office/City Manager's Office

CC 03-18-2025

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Fiscal Years 2025-2027 City  
Work Program

Second Ranking

Desk Item

SR

## List of Priorities - For Ranking

#	Topic	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
1	Economic Development	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
2	Economic Development	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
3	Permitting	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
4	Financial Policies	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
5	Heart of the City	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
6	Impact Fees	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

## List of Priorities - For Ranking

#	Topic	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
7	Impact Fees	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$	Large	Community Development	21
8	Environmental / Sustainability	KM	Water Conservation Policies (replaces city water conservation/ turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	Sustainability and Fiscal Strategy	Public Works	\$\$	Medium	Public Works	18
9	Economic Development	JF	Small Business Revitalization 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.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	17
10	Parks	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.	Quality of Life	Parks & Recreation/City Attorney's Office/Public Works/CDD	\$\$\$	Large	Parks & Recreation	17



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#	Topic	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
11	Senior Services	LC	Enhance Senior Services	<p>Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.-</p> <p>- Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors</p> <p>- Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city.</p> <p>NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff.</p> <p>NOTE: Successful Aging Solutions &amp; Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis</p>	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	17
12	Economic Development	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.	Sustainability and Fiscal Strategy	CDD/City Manager's Office/Parks & Recreation	\$\$	Large	Community Development	15
13	City Properties / EOC	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	Revisit City Hall/Torre Annex Planning RE Seismic/EOC. Future planning strategies for Stocklmeir house/garages, Blech House, Blue Pheasant. Goal of	Quality of Life	Public Works/City Manager's Office	\$\$	Medium	Public Works	14
14	Emergency Preparedness	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a	Sustainability and Fiscal Strategy	City Manager's Office/SC County Sheriff's Office	\$\$	Medium	City Manager's Office	14
15	Environmental / Trees	SM	Urban Forest Program	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	Quality of Life	Public Works/CDD	\$\$	Medium	Public Works	14
16	5G	RW	5G Ordinance	Update 5G Ordinance	Quality of Life	Public Works/City Attorney's Office	\$	Small	Public Works	12

## List of Priorities - For Ranking

#	Topic	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
17	Permitting	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.	Quality of Life	CDD/City Attorney's Office	\$	Medium	Community Development	12
18	Unhoused	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review	Quality of Life	CDD/Public Works/City Attorney's Office/City Manager's Office	\$	Large	Community Development	12
19	City Work Program	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP	Sustainability and Fiscal Strategy	City Manager's Office/ALL DEPT	\$	Medium	City Manager's Office	11
20	Public Engagement	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.	Public Engagement and Transparency	City Manager's Office	\$	Small	City Manager's Office	11
21	Public Engagement	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted. * Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$	Medium	Community Development	11
22	Public Engagement	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.	Public Engagement and Transparency	CDD/City Manager's Office	\$\$	Large	Community Development	11
23	Transportation	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact.	Transportation	CDD/Public Works/City Attorney's Office	\$\$	Large	Community Development	11

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#	Topic	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
24	Transportation	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on	Quality of Life	Public Works	\$\$	Large	Public Works	11
25	Economic Development	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	10
26	Environmental / Trees	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.	Sustainability and Fiscal Strategy	Public Works/CDD	\$\$	Medium	Public Works	10
27	Impact Fees	KM	Impact Fees	Evaluate and realign impact fees.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$\$	Large	Community Development	10
28	Parks	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the	Sustainability and Fiscal Strategy	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	10
29	Transportation	JF	Active Transportation Plan	Continue the existing CWP item.	Transportation	Public Works	\$\$	Medium	Public Works	10

## List of Priorities - For Ranking

#	Topic	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
30	4th of July	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	9
31	Public Engagement	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art	Quality of Life	CDD/City Manager's Office/City Attorney's Office/Public Works/Administrative Services	\$	Medium	Community Development	9
32	Public Engagement	LC	Transparency for Commisison Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda	Public Engagement and Transparency	I&T/ALL DEPTS	\$	Large	Innovation & Technology	8
33	Senior Services	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/ committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns	Quality of Life	Parks & Recreation/City Manager's Office/City Attorney's Office	\$	Large	Parks & Recreation	8
34	Transportation	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)	Quality of Life	Public Works/SC County Sheriff's Office	\$	Medium	Public Works	8

## List of Priorities - For Ranking

#	Topic	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
35	Public Engagement	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.	Public Engagement and Transparency	CDD/City Manager's Office	\$	Medium	Community Development	7
36	Transportation	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	6
37	Environmental / Trees	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	Sustainability and Fiscal Strategy	Public Works	\$\$\$	Large	Public Works	5
38	Environmental / Sustainability	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.	Public Engagement and Transparency	I&T/CDD	\$	Small	Innovation & Technology	5
39	Emergency Preparedness	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	Quality of Life	City Manager's Office	\$	Small	City Manager's Office	4
40	Transportation	JF	Bicycle Facilities	Continue the existing CWP item.	Transportation	Public Works/Parks & Recreation	\$	Medium	Public Works	4
41	Transportation	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	4
42	Quarry	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$\$	Medium	Community Development	2

## List of Priorities - For Ranking

#	Topic	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
43	Emergency Preparedness	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.	Quality of Life	City Manager's Office	\$\$	Small	City Manager's Office	1
44	Parks	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.	Quality of Life	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	1
45	Economic Development	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers	Sustainability and Fiscal Strategy	City Manager's Office/CDD/Administrative Services/City Attorney's Office	\$\$	Large	City Manager's Office	0
46	Emergency Preparedness	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$\$	Medium	Public Works	0
47	Emergency Preparedness	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$	Small	Public Works	0
48	Permitting	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues	Sustainability and Fiscal Strategy	CDD	\$\$	Large	Community Development	0

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#	Topic	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
49	Taxes / Revenue	LC	Tax Measures on the 2026 Ballot	<ul style="list-style-type: none"> <li>- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning</li> <li>- Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements</li> <li>- Sales tax (to be collected only if the county takes away the remaining 0.25%)</li> </ul>	Sustainability and Fiscal Strategy	City Attorney's Office/Administrative Services/City Manager's Office	\$\$\$	Large	City Attorney's Office	0

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#	Topic	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
1	Economic Development	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
2	Economic Development	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
3	Permitting	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
4	Financial Policies	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
5	Heart of the City	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
6	Impact Fees	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



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7	Impact Fees	LC	Defensible Impact Fee Nexus Study for Traffic Impact Fee, Retail Impact Fee, BMR Impact Fee <i>realign</i>	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.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$	Large	Community Development	21
8	Environmental / Sustainability	KM	Water Conservation Policies (replaces city water conservation/ turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	Sustainability and Fiscal Strategy	Public Works	\$\$	Medium	Public Works	18
9	Economic Development	JF	Small Business Revitalization 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.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	17
10	Parks	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities. <i>EIR - Potential</i>	Quality of Life	Parks & Recreation/City Attorney's Office/Public Works/CDD	\$\$\$	Large	Parks & Recreation	17

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#	Topic	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
11	Senior Services	LC	Enhance Senior Services	Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.- - Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors - Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city. NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff. NOTE: Successful Aging Solutions & Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	17
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13	City Properties / EOC	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	<del>Revisit City Hall/Torre Annex Planning RE Seismic/EOC.</del> Future planning strategies for Stockmeir house/garages, Blech House, Blue Pheasant. Goal of	Quality of Life	Public Works/City Manager's Office	\$\$	Medium	Public Works	14 ①
14	Emergency Preparedness	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a	Sustainability and Fiscal Strategy	City Manager's Office/SC County Sheriff's Office	\$\$	Medium	City Manager's Office	14 ①
15	Environmental / Trees	SM	Urban Forest Program	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	Quality of Life	Public Works/CDD	\$\$	Medium	Public Works	14 ①
16	5G	RW	5G Ordinance	Update 5G Ordinance <i>Current WP / term</i>	Quality of Life	Public Works/City Attorney's Office	\$	Small	Public Works	12 ①

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18	Unhoused	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review	Quality of Life	CDD/Public Works/City Attorney's Office/City Manager's Office	\$	Large	Community Development	① 12
19	City Work Program	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP	Sustainability and Fiscal Strategy	City Manager's Office/ALL DEPT	\$	Medium	City Manager's Office	11
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27	Impact Fees	KM	Impact Fees	Evaluate and <u>realign impact fees.</u>	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$\$	Large	Community Development	10
28	Parks	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the	Sustainability and Fiscal Strategy	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	10
29	Transportation	JF	Active Transportation Plan	Continue the existing CWP item.	Transportation	Public Works	\$\$	Medium	Public Works	10

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34	Transportation	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)	Quality of Life	Public Works/SC County Sheriff's Office	\$	Medium	Public Works	8

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35	Public Engagement	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.	Public Engagement and Transparency	CDD/City Manager's Office	\$	Medium	Community Development	7
36	Transportation	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same) - <i>2M Grant applied</i>	Transportation	Public Works	\$	Small	Public Works	6
37	Environmental / Trees	KM	Tree Planting (replaces Tree List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	Sustainability and Fiscal Strategy	Public Works	\$\$\$	Large	Public Works	5
38	Environmental / Sustainability	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.	Public Engagement and Transparency	I&T/CDD	\$	Small	Innovation & Technology	5
39	Emergency Preparedness	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	Quality of Life	City Manager's Office	\$	Small	City Manager's Office	4
40	Transportation	JF	Bicycle Facilities	Continue the existing CWP item.	Transportation	Public Works/Parks & Recreation	\$	Medium	Public Works	4
41	Transportation	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	4
42	Quarry	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$\$	Medium	Community Development	2

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#	Topic	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
43	Emergency Preparedness	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.	Quality of Life	City Manager's Office	\$\$	Small	City Manager's Office	1
44	Parks	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.	Quality of Life	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	1
45	Economic Development	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers	Sustainability and Fiscal Strategy	City Manager's Office/CDD/Administrative Services/City Attorney's Office	\$\$	Large	City Manager's Office	0
46	Emergency Preparedness	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$\$	Medium	Public Works	0
47	Emergency Preparedness	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$	Small	Public Works	0
48	Permitting	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues	Sustainability and Fiscal Strategy	CDD	\$\$	Large	Community Development	0

## List of Priorities - For Ranking

#	Topic	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
49	Taxes / Revenue	LC	Tax Measures on the 2026 Ballot	<ul style="list-style-type: none"> <li>- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning</li> <li>- Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements</li> <li>- Sales tax (to be collected only if the county takes away the remaining 0.25%)</li> </ul>	Sustainability and Fiscal Strategy	City Attorney's Office/Administrative Services/City Manager's Office	\$\$\$	Large	City Attorney's Office	0



Lianey

### List of Priorities - For Ranking

#	Topic	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
1	Economic Development	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
2	Economic Development	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
3	Permitting	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
4	Financial Policies	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
5	Heart of the City	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
6	Impact Fees <sup>+7 +27</sup>	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

Sign Ordinance.

## List of Priorities - For Ranking

#	Topic	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
7	Impact Fees	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$	Large	Community Development	21
8	Environmental / Sustainability	KM	Water Conservation Policies (replaces city water conservation/ turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	Sustainability and Fiscal Strategy	Public Works	\$\$	Medium	Public Works	18
9	Economic Development	JF	Small Business Revitalization 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.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	17
10	Parks	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.	Quality of Life	Parks & Recreation/City Attorney's Office/Public Works/CDD	\$\$\$	Large	Parks & Recreation	17

## List of Priorities - For Ranking

#	Topic	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
11	Senior Services	LC	Enhance Senior Services	<p>Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.-</p> <p>- Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors</p> <p>- Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city.</p> <p>NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff.</p> <p>NOTE: Successful Aging Solutions &amp; Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis</p>	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	17
12	Economic Development	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.	Sustainability and Fiscal Strategy	CDD/City Manager's Office/Parks & Recreation	\$\$	Large	Community Development	15
13	City Properties / <del>EOC</del>	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	Revisit <del>City Hall/Torre Annex Planning RE Seismic/EOC</del> . Future planning strategies for Stockmeir house/garages, Blech House, Blue Pheasant. Goal of	Quality of Life	Public Works/City Manager's Office	\$\$	Medium	Public Works	14
14	Emergency Preparedness	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a	Sustainability and Fiscal Strategy	City Manager's Office/SC County Sheriff's Office	\$\$	Medium	City Manager's Office	14
15	<sup>126+37</sup> Environmental / Trees	SM	Urban Forest Program	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	Quality of Life	Public Works/CDD	\$\$	Medium	Public Works	14
16	5G CWP.	RW	5G Ordinance	Update 5G Ordinance	Quality of Life	Public Works/City Attorney's Office	\$	Small	Public Works	12

## List of Priorities - For Ranking

#	Topic	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
17	Permitting	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.	Quality of Life	CDD/City Attorney's Office	\$	Medium	Community Development	12
18	Unhoused	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review	Quality of Life	CDD/Public Works/City Attorney's Office/City Manager's Office	\$	Large	Community Development	12
19	City Work Program	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP	Sustainability and Fiscal Strategy	City Manager's Office/ALL DEPT	\$	Medium	City Manager's Office	11
20	Public Engagement	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.	Public Engagement and Transparency	City Manager's Office	\$	Small	City Manager's Office	11
21	Public Engagement	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	<p>* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted.</p> <p>* Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.</p>	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$	Medium	Community Development	11
22	Public Engagement	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.	Public Engagement and Transparency	CDD/City Manager's Office	\$\$	Large	Community Development	11
23	Transportation	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact.	Transportation	CDD/Public Works/City Attorney's Office	\$\$	Large	Community Development	11

## List of Priorities - For Ranking

#	Topic	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
24	→ 22 Transportation	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on	Quality of Life	Public Works	\$\$	Large	Public Works	11
25	Economic Development	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	10
26	Environmental / Trees	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.	Sustainability and Fiscal Strategy	Public Works/CDD	\$\$	Medium	Public Works	10
27	→ b Impact Fees	KM	Impact Fees	Evaluate and realign impact fees.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$\$	Large	Community Development	10
28	1 Parks	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the	Sustainability and Fiscal Strategy	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	10
29	Transportation CWP.	JF	Active Transportation Plan	Continue the existing CWP item.	Transportation	Public Works	\$\$	Medium	Public Works	10

## List of Priorities - For Ranking

#	Topic	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
30	4th of July	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	9
31	Public Engagement	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art	Quality of Life	CDD/City Manager's Office/City Attorney's Office/Public Works/Administrative Services	\$	Medium	Community Development	9
32	Public Engagement	LC	Transparency for Commission Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda	Public Engagement and Transparency	I&T/ALL DEPTS	\$	Large	Innovation & Technology	8
33	Senior Services	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns	Quality of Life	Parks & Recreation/City Manager's Office/City Attorney's Office	\$	Large	Parks & Recreation	8
34	Transportation	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)	Quality of Life	Public Works/SC County Sheriff's Office	\$	Medium	Public Works	8

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#	Topic	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
35	Public Engagement	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.	Public Engagement and Transparency	CDD/City Manager's Office	\$	Medium	Community Development	7
36	Transportation	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	6
37	Environmental / Trees	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	Sustainability and Fiscal Strategy	Public Works	\$\$\$	Large	Public Works	5
38	Environmental / Sustainability	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.	Public Engagement and Transparency	I&T/CDD	\$	Small	Innovation & Technology	5
39	Emergency Preparedness	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	Quality of Life	City Manager's Office	\$	Small	City Manager's Office	4
40	Transportation	JF	Bicycle Facilities	Continue the existing CWP item.	Transportation	Public Works/Parks & Recreation	\$	Medium	Public Works	4
41	Transportation	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	4
42	Quarry	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$\$	Medium	Community Development	2

## List of Priorities - For Ranking

#	Topic	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
43	Emergency Preparedness	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.	Quality of Life	City Manager's Office	\$\$	Small	City Manager's Office	1
44	Parks	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.	Quality of Life	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	1
45	Economic Development	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers	Sustainability and Fiscal Strategy	City Manager's Office/CDD/Administrative Services/City Attorney's Office	\$\$	Large	City Manager's Office	0
46	Emergency Preparedness	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$\$	Medium	Public Works	0
47	Emergency Preparedness	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$	Small	Public Works	0
48	Permitting	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues	Sustainability and Fiscal Strategy	CDD	\$\$	Large	Community Development	0



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#	Topic	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
49	Taxes / Revenue	LC	Tax Measures on the 2026 Ballot	<ul style="list-style-type: none"> <li>- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning</li> <li>- Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements</li> <li>- Sales tax (to be collected only if the county takes away the remaining 0.25%)</li> </ul>	Sustainability and Fiscal Strategy	City Attorney's Office/Administrative Services/City Manager's Office	\$\$\$	Large	City Attorney's Office	0

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### List of Priorities - For Ranking

#	Topic	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
1	Economic Development	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
2	Economic Development	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
3	Permitting	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
4	Financial Policies	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
5	Heart of the City	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
6	Impact Fees	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

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#	Topic	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
7	Impact Fees	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$	Large	Community Development	21
8	Environmental / Sustainability	KM	Water Conservation Policies (replaces city water conservation/ turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	Sustainability and Fiscal Strategy	Public Works	\$\$	Medium	Public Works	18
9	Economic Development	JF	Small Business Revitalization 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.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	17
10	Parks	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.	Quality of Life	Parks & Recreation/City Attorney's Office/Public Works/CDD	\$\$\$	Large	Parks & Recreation	17

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#	Topic	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
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13	City Properties / EOC	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	Revisit City Hall/Torre Annex Planning RE Seismic/EOC. Future planning strategies for Stockmeir house/garages, Blech House, Blue Pheasant. Goal of	Quality of Life	Public Works/City Manager's Office	\$\$	Medium	Public Works	14
14	Emergency Preparedness	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a	Sustainability and Fiscal Strategy	City Manager's Office/SC County Sheriff's Office	\$\$	Medium	City Manager's Office	14
15	Environmental / Trees	SM	Urban Forest Program	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	Quality of Life	Public Works/CDD	\$\$	Medium	Public Works	14
16	5G	RW	5G Ordinance	Update 5G Ordinance	Quality of Life	Public Works/City Attorney's Office	\$	Small	Public Works	12

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26	Environmental / Trees	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.	Sustainability and Fiscal Strategy	Public Works/CDD	\$\$	Medium	Public Works	10
27	Impact Fees	KM	Impact Fees	Evaluate and realign impact fees.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$\$	Large	Community Development	10
28	Parks	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the	Sustainability and Fiscal Strategy	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	10
29	Transportation	JF	Active Transportation Plan	Continue the existing CWP item.	Transportation	Public Works	\$\$	Medium	Public Works	10

## List of Priorities - For Ranking

#	Topic	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
30	4th of July	JF	Independence Day Celebration Enhancement	Identify and pursue low-hazard alternatives to the traditional fireworks presentation if no safe venue for traditional fireworks in Cupertino can be found.	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	9
31	Public Engagement	LC	Enhance Art In-Lieu Fee policy for better engagement	Each development project has to dedicate art in-lieu fee, but the selection process does not engage the public to benefit the city as a whole. Explore policies adopted in other cities for better public engagement. NOTE: To expand the current work program item "Art	Quality of Life	CDD/City Manager's Office/City Attorney's Office/Public Works/Administrative Services	\$	Medium	Community Development	9
32	Public Engagement	LC	Transparency for Commisison Meetings	Restore Hybrid Commission Meetings with both virtual and in-person public comments - with minimal staff support. Include presentations, design docs in the agenda	Public Engagement and Transparency	I&T/ALL DEPTS	\$	Large	Innovation & Technology	8
33	Senior Services	SM	Ad Hoc Senior Commission	Establish an ad-hoc senior commission/committee/working group to create channels of communication between the senior population, senior center, senior living facilities - and address concerns	Quality of Life	Parks & Recreation/City Manager's Office/City Attorney's Office	\$	Large	Parks & Recreation	8
34	Transportation	KM	Night time safety awareness	Coordinate public education and potential (private and/or public) grants for night time safety for bikes/peds/pets (Fall Bike Fest, SR2S, festivals)	Quality of Life	Public Works/SC County Sheriff's Office	\$	Medium	Public Works	8

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#	Topic	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
35	Public Engagement	SM	General Plan Community Meetings	Consider community meetings for any development or project that requires a GP amendment.	Public Engagement and Transparency	CDD/City Manager's Office	\$	Medium	Community Development	7
36	Transportation	KM	SV Hopper Feasibility	Determine a future funding source for this grant-funded program. Provide two ridership and financial updates per year. (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	6
37	Environmental / Trees	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	Sustainability and Fiscal Strategy	Public Works	\$\$\$	Large	Public Works	5
38	Environmental / Sustainability	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.	Public Engagement and Transparency	I&T/CDD	\$	Small	Innovation & Technology	5
39	Emergency Preparedness	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	Quality of Life	City Manager's Office	\$	Small	City Manager's Office	4
40	Transportation	JF	Bicycle Facilities	Continue the existing CWP item.	Transportation	Public Works/Parks & Recreation	\$	Medium	Public Works	4
41	Transportation	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	4
42	Quarry	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$\$	Medium	Community Development	2



## List of Priorities - For Ranking

#	Topic	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
43	Emergency Preparedness	RW	License Plate Readers	Deploy city-owned license plate readers and implement policies to allow neighborhood-owned ones.	Quality of Life	City Manager's Office	\$\$	Small	City Manager's Office	1
44	Parks	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.	Quality of Life	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	1
45	Economic Development	LC	Strategies to Enhance Sales Tax Revenue	Develop strategies to improve sales tax revenue, including, but not limited to: - With each infill redevelopment, provide transparency on the retail space and loss in retail categories and sales tax revenue - Find out what businesses generate B2B taxes in Cupertino and in other cities - Attract businesses that generate sales taxes to Cupertino - Explore potential incentives to attract them to Cupertino, such as tax breaks or fee waivers	Sustainability and Fiscal Strategy	City Manager's Office/CDD/Administrative Services/City Attorney's Office	\$\$	Large	City Manager's Office	0
46	Emergency Preparedness	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stocklmeir and Torre.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$\$	Medium	Public Works	0
47	Emergency Preparedness	RW	City Hail Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$	Small	Public Works	0
48	Permitting	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues	Sustainability and Fiscal Strategy	CDD	\$\$	Large	Community Development	0

## List of Priorities - For Ranking

#	Topic	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
49	Taxes / Revenue	LC	Tax Measures on the 2026 Ballot	<ul style="list-style-type: none"> <li>- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning</li> <li>- Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements</li> <li>- Sales tax (to be collected only if the county takes away the remaining 0.25%)</li> </ul>	Sustainability and Fiscal Strategy	City Attorney's Office/Administrative Services/City Manager's Office	\$\$\$	Large	City Attorney's Office	0

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### List of Priorities - For Ranking

#	Topic	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
1	Economic Development	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
2	Economic Development	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
3	Permitting	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
4	Financial Policies	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
5	Heart of the City	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
6	Impact Fees	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

## List of Priorities - For Ranking

#	Topic	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
7	Impact Fees	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 the city in order to collect impact fees since California Constitution does not allow unfunded mandates levied on cities.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$	Large	Community Development	21
8	Environmental / Sustainability	KM	Water Conservation Policies (replaces city water conservation/ turf conversion)	Reduce irrigation while increasing pollinator supporting vegetation (turf conversion). Optimize irrigation systems including CUSD use agreement sites.	Sustainability and Fiscal Strategy	Public Works	\$\$	Medium	Public Works	18
9	Economic Development	JF	Small Business Revitalization 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.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	17
10	Parks	SM	Blackberry Farms Pool and Picnic Area - CEQA Review	Eliminate the 100 day restricted operation of BB Farms picnic area facilities and swimming pool - and open all year. Current restrictions deprive city of fee revenues, and deprive public access to public facilities.	Quality of Life	Parks & Recreation/City Attorney's Office/Public Works/CDD	\$\$\$	Large	Parks & Recreation	17

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#	Topic	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
11	Senior Services	LC	Enhance Senior Services	<p>Due to the high cost of senior centers, many seniors have to "age in place", but do still need services typically provided in senior centers, in addition to common home maintenance.-</p> <p>- Utilizing the survey results conducted in 2022 and 2023 to meet the needs of Cupertino seniors</p> <p>- Consider consultant services similar to Palo Alto or Saratoga Senior Center to enhance services, while reducing cost to the city.</p> <p>NOTE: Cupertino Age-Friendly could make a presentation on the result of 2023 survey, in collaboration with the city staff.</p> <p>NOTE: Successful Aging Solutions &amp; Community Consulting (SASCC), who runs the Saratoga Senior Center could provide a free gap analysis and feasibility analysis</p>	Quality of Life	Parks & Recreation	\$\$	Large	Parks & Recreation	17
12	Economic Development	RW	Small Business Revitalization Ordinance	Streamline permitting process, explore more themed events like restaurant week and bobatino, attract more festivals, create a small business council, provide regulatory support.	Sustainability and Fiscal Strategy	CDD/City Manager's Office/Parks & Recreation	\$\$	Large	Community Development	15
13	City Properties / EOC	KM	City Properties: Planning for Optimal Use (Formerly City Properties 2.0)	Revisit City Hall/Torre Annex Planning RE Seismic/EOC. Future planning strategies for Stockmeir house/garages, Blech House, Blue Pheasant. Goal of	Quality of Life	Public Works/City Manager's Office	\$\$	Medium	Public Works	14
14	Emergency Preparedness	RW	Emergency Operations Readiness	Review fire, earthquake tornado, active shooter, Tsunami, hazardous transport accident policies; and ensure EOC is active and functioning with a	Sustainability and Fiscal Strategy	City Manager's Office/SC County Sheriff's Office	\$\$	Medium	City Manager's Office	14
15	Environmental / Trees	SM	Urban Forest Program	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	Quality of Life	Public Works/CDD	\$\$	Medium	Public Works	14
16	5G	RW	5G Ordinance	Update 5G Ordinance	Quality of Life	Public Works/City Attorney's Office	\$	Small	Public Works	12

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17	Permitting	RW	SFH permitting review process.	Improve turnaround times. Set SLA's for staff and outsourced reviewers, customer service KPI's, templates to reduce back and forth, internal staff expertise to reduce consulting expenses. Simplify permitting for small home upgrades.	Quality of Life	CDD/City Attorney's Office	\$	Medium	Community Development	12
18	Unhoused	KM	Unhoused Policies (Formerly Support for the Unhoused 2.0)	Continue this work program item. Determine best practices for limited budget smaller cities to manage the unhoused. Review RV practices in surrounding cities for impacts and potential adoption. Review	Quality of Life	CDD/Public Works/City Attorney's Office/City Manager's Office	\$	Large	Community Development	12
19	City Work Program	KM	Work Program Process	Review Work Program History, budget considerations and timing, key takeaways, best practices, mission and vision, goal categories, staff suggestions for process improvement and workload management. Include CIP	Sustainability and Fiscal Strategy	City Manager's Office/ALL DEPT	\$	Medium	City Manager's Office	11
20	Public Engagement	SM	Leadership Academy	Re-establish leadership program in collaboration with neighboring cities and non-profits - to educate the public on public policy issues, and encourage new participation in city's civic life.	Public Engagement and Transparency	City Manager's Office	\$	Small	City Manager's Office	11
21	Public Engagement	LC	Enhance Notification Methods for Development Projects and General Plan Amendments	* Consider a community meeting requirement for any major project application, especially those requiring a general plan amendment, as some other cities have adopted. * Consider increasing notification radius from 300 feet to 500 feet (or even 1000 feet for major projects) for any project application, especially those requiring a general plan amendment.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$	Medium	Community Development	11
22	Public Engagement	JF	Public Engagement Strategy and Policies in Support of Planning Initiatives	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 learned from the 6th RHNA Cycle Housing Element revision.	Public Engagement and Transparency	CDD/City Manager's Office	\$\$	Large	Community Development	11
23	Transportation	LC	Adopt LOS and improve TDM Accountability	Adopt LOS (Level of Service), in addition to VMT (Vehicle Miles Traveled), in any traffic assessment, since LOS is still a better measure of traffic impact.	Transportation	CDD/Public Works/City Attorney's Office	\$\$	Large	Community Development	11

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24	Transportation	RW	Major thoroughfare congestion study and road improvements.	Study De Anza, Stevens Creek, Stelling, Wolfe, Homestead, and Bollinger, Road improvement options include adaptive traffic signals, no turns on	Quality of Life	Public Works	\$\$	Large	Public Works	11
25	Economic Development	JF	Commercial Diversification Plan	Develop a plan and implementation strategy to diversify the range and types of medium-sized businesses operating in the city.	Quality of Life	City Manager's Office	\$\$	Medium	City Manager's Office	10
26	Environmental / Trees	JF	Urban Forest 10-Year Plan	Develop a plan and implementation strategy to increase the tree canopy in Cupertino to achieve at least 30% coverage in every city neighborhood by 2035 using climate-resilient species.	Sustainability and Fiscal Strategy	Public Works/CDD	\$\$	Medium	Public Works	10
27	Impact Fees	KM	Impact Fees	Evaluate and realign impact fees.	Sustainability and Fiscal Strategy	CDD/City Attorney's Office/Public Works	\$\$\$	Large	Community Development	10
28	Parks	LC	Reduce the Scope of Memorial Park Plan to under \$40M	The Memorial Park Plan like other plans tend to include too many features in one park, which the city cannot afford to accommodate. We should reduce the	Sustainability and Fiscal Strategy	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	10
29	Transportation	JF	Active Transportation Plan	Continue the existing CWP item.	Transportation	Public Works	\$\$	Medium	Public Works	10

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37	Environmental / Trees	KM	Tree Planting (replaces Tee List 2.0)	Increase tree canopy on city-owned properties with climate appropriate, preferably suitably CA native trees with volunteer tree-planting opportunities as feasible.	Sustainability and Fiscal Strategy	Public Works	\$\$\$	Large	Public Works	5
38	Environmental / Sustainability	KM	Environmental hazards	Add Geotracker and DTSC sites to the GIS mapping layers in the city to improve public awareness.	Public Engagement and Transparency	I&T/CDD	\$	Small	Innovation & Technology	5
39	Emergency Preparedness	RW	Public Safety - Block Leader and Neighborhood Watch	Strengthen Block Leader/Neighborhood Watch programs to ensure the leaders are active and expand the coverage of active neighborhoods.	Quality of Life	City Manager's Office	\$	Small	City Manager's Office	4
40	Transportation	JF	Bicycle Facilities	Continue the existing CWP item.	Transportation	Public Works/Parks & Recreation	\$	Medium	Public Works	4
41	Transportation	KM	Bus Stop Inventory	Inventory city bus stops and coordinate with VTA for improvements to seating, shading, and security (reworded, but the same)	Transportation	Public Works	\$	Small	Public Works	4
42	Quarry	SM	Lehigh Quarry	Continue to monitor quarry activities and present bi-annual updates to Council. Continued collaboration with County and neighboring cities is recommended.	Public Engagement and Transparency	CDD/City Manager's Office/City Attorney's Office	\$\$	Medium	Community Development	2

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44	Parks	RW	Memorial Park Renovation	Reduce plan or place in phases, consider revenue models such as concessions and services in the mix for the park.	Quality of Life	Parks & Recreation/Public Works	\$\$	Medium	Parks & Recreation	1
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46	Emergency Preparedness	SM	City Hall Seismic Safety Issues	Determine cost and feasibility options to deal with City Hall seismic safety: pros and cons of retrofit, remodel, lease temporary facility, purchase a new building. Include plans for Stockmeir and Torre.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$\$	Medium	Public Works	0
47	Emergency Preparedness	RW	City Hall Retrofit and EOC Readiness Plan	Implement the previously approved 2022 Council plan with EOC migration.	Sustainability and Fiscal Strategy	Public Works/City Manager's Office	\$	Small	Public Works	0
48	Permitting	SM	Expedite and/or streamline building permit and inspection permit processes	Remove gridlock in construction, repairs and remodeling by streamlining permitting process. When processes get cumbersome, they get circumvented. Delays impact property tax and permitting fees revenues	Sustainability and Fiscal Strategy	CDD	\$\$	Large	Community Development	0

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49	Taxes / Revenue	LC	Tax Measures on the 2026 Ballot	<ul style="list-style-type: none"> <li>- Real Estate Transfer Tax (similar to Mountain View, San Jose and other cities) for large transactions - to capture profits made as a result of upzoning</li> <li>- Head tax (similar to Mountain View and other cities) for large employers or renegotiate tax sharing agreements</li> <li>- Sales tax (to be collected only if the county takes away the remaining 0.25%)</li> </ul>	Sustainability and Fiscal Strategy	City Attorney's Office/Administrative Services/City Manager's Office	\$\$\$	Large	City Attorney's Office	0