
**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 INFORMATIONAL MEMORANDUM**

Date: December 20, 2024

To: Cupertino City Council

From: Tina Kapoor, Interim Assistant City Manager

Re: Goal Setting Workshop Preparation – Council Top 10 Projects

The Council maintains a City Work Program (CWP) as a two-year effort, revisiting on an annual basis to adjust and redirect efforts. The informational memorandum published on November 14 (Attachment A) outlined the approach for the upcoming prioritization workshop. The next step in the process is to gather Council feedback on their top projects.

At the December 17 City Council meeting, Council provided the following direction:

1. Councilmembers to review the existing list of City Work Program (CWP) items to date and staff's draft list.
2. Councilmembers will propose a new and existing Top 10 Projects and submit by January 10 and Council and staff will also consider CWP projects for removal.
3. Council will conduct a study session at the Special City Council meeting on January 22, 2025 on the list of CWP projects;
4. The FY 25-27 CWP will be considered for adoption at a meeting in February.

As the next step in the CWP prioritization process, each Councilmember is invited to provide staff a list of up to 10 projects to be considered for the next two-year CWP. A potential CWP list is included in this memo (Attachment B) for Council consideration, which is a combination of the following:

- Items from the TBD list that Council has previously approved as potential CWP items.
- Previous CWP items that staff is proposing to be considered for FY 25-27 CWP
- Ongoing projects from the [current CWP](#)<sup>1</sup> that are expected to continue and complete into the next fiscal year.

The proposed list currently has 19 projects. Staff has developed a submission form (Attachment C) for each Councilmember to submit their top projects. In selecting their projects, councilmembers can either choose from the items listed in Attachment B or add new items. Councilmembers may also recommend removing any of the items from Attachment B. Projects should align with the five

<sup>1</sup> <https://www.cupertino.gov/Your-City/City-Council/City-Work-Program>

adopted [Council Goals](#)<sup>2</sup> as they help to focus the CWP items and ensure that the work completed remains aligned with expressed priorities.

Councilmembers are requested to email the completed forms (Attachment C) to Interim Assistant City Manager, Tina Kapoor at [tinak@cupertino.gov](mailto:tinak@cupertino.gov) by noon on January 10, 2025.

Staff will consolidate submissions into one list which will be provided to Council along with the Community Survey results as part of the materials for the January 22 City Council meeting. Staff will also provide rough estimates on staff time and budget resources needed for each item on the list for Council consideration. The final step in the process will be the CWP prioritization workshop would take place in February (date TBD) where the Council will collectively vote to narrow down the list and select final projects to be included in the FY 25-27 CWP.

**Sustainability Impact**

There are no sustainability impacts associated with this update.

**Fiscal Impact**

Although there will be fiscal impacts with the final selection of the CWP, there are no impacts associated with this update.

**California Environmental Quality Act**

Not applicable.

---

Reviewed by: Tina Kapoor, Interim Assistant City Manager

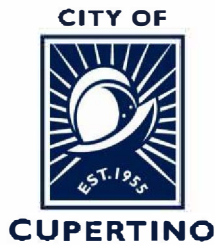
Approved by: Pamela Wu, City Manager

Attachments:

- A – November 14 informational memorandum
- B- List of Potential Items for FY 25-27 CWP
- C – Top 10 Projects Council Submission Form

---

<sup>2</sup> <https://www.cupertino.gov/Your-City/City-Council/City-Council-Goals>


**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 INFORMATIONAL MEMORANDUM**

Date: November 14, 2024

To: Cupertino City Council

From: Tina Kapoor, Interim Assistant City Manager

Re: Council Goal Setting and FY 2025-27 City Work Program Prioritization Workshop

*Purpose*

This memo provides an overview of the approach for the upcoming Council Goal Setting and FY25-27 City Work Program (CWP) Prioritization Workshop.

The Council maintains the CWP as a two-year effort, revisiting annually to adjust and redirect efforts. The bi-annual Council Goal-Setting Workshop is driven by the collective values and priorities of the current City Council and leads to the development and eventual adoption of a new CWP which:

- Guides the major efforts of the City.
- Informs the formulation of the annual budget for the upcoming fiscal year.
- Ensures that efforts are aligned with the goals set by the City Council, and thus, the community.
- Promotes transparency and accountability by focusing resources on strategies that best serve the community's needs and aspirations.

*Background*

In March 2023, the City Council participated in a workshop to reaffirm established City Council Goals presented below and to set new priorities for the next two fiscal years. At that session, the Council successfully selected and ranked top priority items to form the current CWP. In April 2024, as a mid-point check-in, the Council revisited and made minor modifications that can be viewed at [cupertino.org/cityworkprogram](https://cupertino.org/cityworkprogram).

The current CWP includes 20 items. Detailed updates on the current CWP were included in an informational memorandum published on October 24. Items that require significant staff effort can sometimes take more than one year to complete are marked as "ongoing" and may be included in the next CWP.

The next Council Goal Setting and Prioritization Workshop will occur in early 2025. This will provide a crucial opportunity for the Council to collaborate, establish or reaffirm goals, and outline

the strategic direction for the next two years. Council will also have a chance to review, and as necessary, adjust the City Council Goals as shown below.

*City Council Goals*

In February 2020, the City Council adopted five Goals to provide a framework for City priorities and to guide the development of the CWP. The current Council Goals are included as Attachment A and are also illustrated below.



**PUBLIC ENGAGEMENT & TRANSPARENCY**



**TRANSPORTATION**



**HOUSING**



**QUALITY OF LIFE**



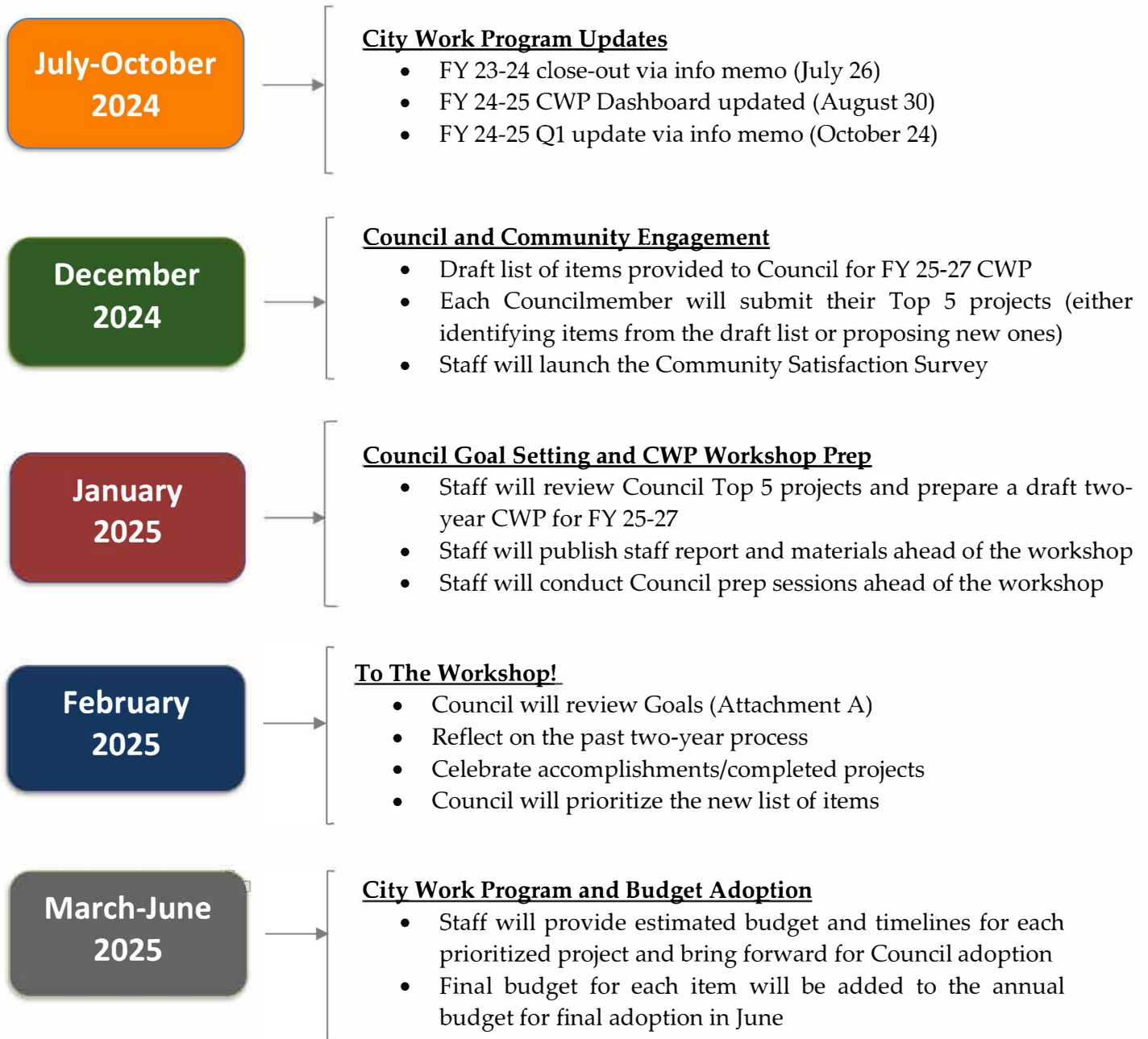
**SUSTAINABILITY & FISCAL STRATEGY**

These five City Council Goals help to focus the CWP items and ensure that efforts remain aligned with expressed priorities. While these are intended as multi-year goals, Council will review them at the upcoming workshop and may adopt the same goals or revise them as needed.

Staff is also conducting a community survey to gather feedback and will share the results of the survey with the Council prior to the 2025 workshop so that the Council has insights as to what is important to the residents.

*Workshop Approach*

To ensure a thorough and thoughtful prioritization and adoption process, staff has designed a comprehensive approach, an overview of which is illustrated below. This approach aims to engage staff and Council earlier than in previous years. Prior to the workshop, staff will gather Council feedback on priority items, outline the structure for the workshop and provide a draft list of CWP items for consideration.



**Sustainability Impact**

No sustainability impact.

**Fiscal Impact**

While there is no fiscal impact with this memorandum, staff will bring forward estimated resources and associated funding for items that are selected as the next two-year CWP. These costs will be added to the upcoming budget during the budget adoption process. This priority-based approach aligns funding to programs and services with Council priorities, allows the budget to meet the needs of the community, and focuses on outcomes.

**California Environmental Quality Act**

Not applicable.

---

Prepared by: Tina Kapoor, Interim Assistant City Manager

Reviewed by: Christopher Jensen, City Attorney

Approved by: Pamela Wu, City Manager

**Attachments:**

A – City Council Goals

## Attachment A

### Established Council Goals

- **Public Engagement and Transparency**
  - Creating and maintaining key conversations and interactions with the Cupertino Community.
- **Transportation**
  - Providing access to an efficient, safe multi-modal transportation system for our community, and advocating for effective, equitable mass transit in the greater region.
  - Improving Traffic Flow and Alleviating Congestion
- **Housing**
  - Contributing meaningfully and in a balanced manner to the housing inventory in support of our community needs, including affordable housing (from extremely low-income to moderate-income level housing) and addressing homelessness.
- **Sustainability & Fiscal Strategy**
  - Continuing Cupertino's commitment to building a sustainable and resilient community for future generations.
- **Quality of Life**
  - Furthering the health and well-being of all Cupertino community members.
  - Air Quality and Noise
  - Public Safety
  - Recreation
  - Access to Goods and Services

For more information, visit City Council Goals: <https://www.cupertino.org/our-city/city-council/city-council-goals>

List of potential items for FY 25-27 City Work Program						
Source	#	Title	Project	Status	Lead Department	Council Goal
TBD	1	Update City's Impact Fees	BMR, TIF, Park in-lieu, etc. and associated governing policies and guidelines. Nexus Study on TIF.	Added 6/18 CC meeting	City Attorney's Office	Sustainability and Fiscal Strategy
	2	City Treasurer Review	Review of City Treasurer Resolution including appointment, function, and process for ratifying accounts payable, as well as City Treasurer position in org chart	Added 6/18 CC meeting	Admin Services	Sustainability and Fiscal Strategy
	3	Financial, Investment, and Cashflow Policy Review	Review the City's financial policy and best practices. An item to discuss the investment policy and quarterly treasurers report where we also invite the entire audit committee to attend. Establish a cashflow management policy.	Added 9/17 CC meeting	Admin Services	Sustainability and Fiscal Strategy
	4	General Plan Community Meetings	Consider a community meeting requirement for any project requiring a general plan amendment, so when it comes to the Planning Commission or City Council, there is community input on the amendment.	Added 9/17 CC meeting	Community Development	Public Engagement and Transparency
	5	General Plan Notifications	Consider increasing radius notifications from 300 feet to 500 feet and adding notifications to affected neighborhoods for general plan amendments and rezoning ordinances	Added 9/17 CC meeting	Community Development	Public Engagement and Transparency
Staff Proposed/ Previous CWP Items	6	Lehigh Quarry	Monitor the County's Lehigh Quarry reclamation and development project	This item was previously on the FY 22-23 CWP, however the current scope is slightly different	Community Development	Quality of Life
	7	Heart of the City (HOC) Specific Plan update	1. Build on Housing Element goals to facilitate housing production in transit-oriented locations 2. Tailor permissible uses to revitalize local public-facing commercial uses (retail/restaurant/entertainment/professional office, etc.)	This item was ranked at medium priority for FY 2023-2025, but was placed on hold and not funded due to the City's budget reduction strategy.	Community Development	Housing
	8	Retention of commercial and industrial uses	Establish policy and associated zoning amendments.	New	Community Development	Quality of Life
	9	Privacy Screening and Balconies Code	Evaluate Muni Code (Ch.19.28: R-1 Zones) on Privacy Screening and Balconies and update privacy planting list as appropriate to be climate appropriate/native	This item was ranked at medium priority for FY 2023-2025, but was placed on hold and not funded due to the City's budget reduction strategy.	Community Development	Quality of Life
	10	Public Engagement Strategy	Research and develop a standardized city-wide process for public engagement.	This item was previously on the FY 22-23 CWP, however it was not prioritized at the time	City Manager's Office	Public Engagement and Transparency



List of potential items for FY 25-27 City Work Program						
Source	#	Title	Project	Status	Lead Department	Council Goal
Ongoing current CWP Items	11	Tree List CDD	Review and revise development tree list (per Ch. 14.18: Protected Trees) with an emphasis on appropriate trees and native species.	RFP currently out, expected to end by 12/31/25	Community Development	Sustainability and Fiscal Strategy
	12	Tree List PW	Review, revise, and communicate street tree list with an emphasis on appropriate trees and native species. Develop an Urban Forest program scope and cost for future consideration.	RFP currently out, expected to end by 12/31/25	Public Works	Sustainability and Fiscal Strategy
	13	Residential and Mixed Use Residential Design Standard	Create objective design standards for residential and mixed-use residential projects, including ensuring adequate buffers from neighboring low-density residential development.	Contract with Placeworks ongoing. Expected to end by 12/31/25	Community Development	Quality of Life
	14	Sign Ordinance	Update Sign Ordinance	RFP out, expected to be completed at end of 2025	Community Development	Quality of Life
	15	Active Transportation Plan	This item is a consolidation of existing and new transportation efforts aiming to further goals outlined in the City's Vision Zero Initiative, including: 1) Review and update the bike plan 2) Review and update the pedestrian plan 3) Review current Complete Streets Policy and propose adjustments to create a better interface between all modes of transportation	Agreement executed with Alta Planning. Expected to be completed by 6/20/26.	Public Works	Transportation
	16	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.	Arts and Culture Commission currently reviewing. Expected to complete by 6/30/25	Community Development	Quality of Life
	17	Preserve existing and develop new BMR/ELI	Explore opportunities to preserve existing expiring BMR housing. Develop ELI (Extremely Low Income) and BMR housing units for Developmentally Disabled individuals (IDD) on City-owned property as well as the County-owned sites.	Anticipate potential BMR projects on city and county owned sites.	Community Development	Housing
	18	5G Ordinance	Update 5G Ordinance	Staff has been internally preparing an ordinance that complies with Federal regulations.	Public Works	Quality of Life
	19	Bicycle Facilities	Increase the inventory of bicycle facilities and amenities, such as bike racks, citywide.	Staff working with Rotary to outreach with businesses. Purchasing and installing bike racks expected by 6/30/25	Public Works	Transportation



# Councilmember Top 10 City Work Program Project List

ATTACHMENT B

Please use this form to add items from Attachment B or propose new items and select the appropriate Council Goal. Please indicate on pg. 2 the items that you wish to remove from Attachment B.  
Please return the form by email to TinaK@Cupertino.gov by noon on January 10, 2025.

	Project Title	Description	Goal
<b>1.</b>			Public Engagement & Transparency
			Transportation
			Housing
			Sustainability & Fiscal Strategy
<b>2.</b>			Quality of Life
			Public Engagement & Transparency
			Transportation
			Housing
<b>3.</b>			Sustainability & Fiscal Strategy
			Quality of Life
			Public Engagement & Transparency
			Transportation
<b>4.</b>			Housing
			Sustainability & Fiscal Strategy
			Quality of Life
			Public Engagement & Transparency
<b>5.</b>			Transportation
			Housing
			Sustainability & Fiscal Strategy
			Quality of Life
<b>6.</b>			Public Engagement & Transparency
			Transportation
			Housing
			Sustainability & Fiscal Strategy
<b>7.</b>			Quality of Life
			Public Engagement & Transparency
			Transportation
			Housing
<b>8.</b>			Sustainability & Fiscal Strategy
			Quality of Life
			Public Engagement & Transparency
			Transportation
<b>9.</b>			Housing
			Sustainability & Fiscal Strategy
			Quality of Life
			Public Engagement & Transparency
<b>10.</b>			Transportation
			Housing
			Sustainability & Fiscal Strategy
			Quality of Life

Please provide a bulleted list of any items in Attachment A that you recommend for removal.

A large, empty rectangular box with a black border, intended for the user to provide a bulleted list of items recommended for removal.