



**AGENDA  
CITY COUNCIL RETREAT**

**JANUARY 26, 2012  
9:00 A.M.**

**SARATOGA PROSPECT CENTER - GRACE BUILDING  
19848 PROSPECT ROAD, SARATOGA**

**CALL MEETING TO ORDER – 9:00 A.M.**

**ROLL CALL**

**REPORT OF CITY CLERK ON POSTING OF THE AGENDA**

(Pursuant to Government Code 54954.2, the agenda for this meeting was properly posted on January 19, 2012)

**COMMUNICATIONS FROM COMMISSIONS & PUBLIC**

**Oral Communications on Non-Agended Items**

Any member of the public will be allowed to address the City Council for up to three (3) minutes on matters non on this agenda. The law generally prohibits the Council from discussing or taking action on such items. However, the Council may instruct staff accordingly regarding Oral Communications under Council Direction to Staff.

**AGENDA TOPICS**

- |    |            |  |                                  |
|----|------------|--|----------------------------------|
| 1. | 9:00 a.m.  | <u>Ice Breaker</u><br><i>Light Breakfast &amp; Coffee</i>        | Monica LaBossiere                |
| 2. | 9:30 a.m.  | <u>Community Development Department Work Plan</u>                | James Lindsay                    |
|    | 11:00 a.m. | BREAK  |                                  |
| 3. | 11:15 a.m. | <u>City of Saratoga Strategic Plan</u>                           | Mary Furey                       |
|    | 12:00 p.m. | WORKING LUNCH<br><i>Continue City of Saratoga Strategic Plan</i> |                                  |
| 4. | 1:15 p.m.  | <u>Social Media Policy</u>                                       | Crystal Morrow<br>Richard Taylor |
| 5. | 1:45 p.m.  | <u>Senior Services</u>   | Michael Taylor                   |

- 2:45 p.m.      BREAK
6.      3:00 p.m.      Mid-Year Budget & Forecast      Mary Furey
7.      3:30 p.m.      Environmental Sustainability      Kimberly Thomas
8.      4:00 p.m.      Retreat Wrap Up      Mayor Chuck Page  
Dave Anderson

## **ADJOURNMENT**

In accordance with the Ralph M. Brown Act, copies of the staff reports and other materials provided to the City Council by City staff in connection with this agenda are available at the office of the City Clerk at 13777 Fruitvale Avenue, Saratoga, CA 95070. Note that copies of materials distributed to the City Council concurrently with the posting of the agenda are also available on the City Website at [www.saratoga.ca.us](http://www.saratoga.ca.us). Any materials distributed by staff after the posting of the agenda are made available for public review at the office of the City Clerk at the time they are distributed to the City Council.

*In Compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the City Clerk at (408) 868-1269. Notification 24 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. [28 CFR 35.102-35.104 ADA title II]*

*Certificate of Posting of Agenda:*

*I, Crystal Morrow, City Clerk for the City of Saratoga, declare that the foregoing agenda for the meeting of the City Council was posted and available for public review on January 19, 2012, at the City of Saratoga, 13777 Fruitvale Ave., Saratoga, CA 95070 and on the City's website at [www.saratoga.ca.us](http://www.saratoga.ca.us)*

*Signed this 19<sup>th</sup> day of January 2012 at Saratoga, California.*

*Crystal Morrow  
City Clerk*



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** Community Development

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** CDD Staff

**DIRECTOR:** James Lindsay

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**SUBJECT: Draft 2012 Planning Commission Work Plan**

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### **RECOMMENDED ACTION:**

Review the draft work plan and provide direction to the Planning Commission and staff.

### **REPORT SUMMARY:**

During the December 6, 2011 Planning Commission Retreat the Commission prioritized the following tasks they would like to complete in 2012:

1. Develop a wireless telecommunications ordinance
2. Review the City's Green Building Regulations in relation to the current California Green Building Code
3. Review the height limit in the C-V Zoning District along Saratoga-Sunnyvale Road
4. Review the definition of building height

### **DISCUSSION:**

#### Wireless Ordinance

The Planning Commission identified the following objectives they would like addressed in a new wireless ordinance:

- Findings for Approval
- Location
- Height
- Materials
- Technology Improvements
- Peer Review (coverage requirement & correct technology)
- Radio Frequency Emission Reviews
- Technology Options
- Community Values

Staff briefly reviewed wireless ordinances of nearby cities including Monte Sereno, Los Gatos, Los Altos, Campbell, Cupertino, and Los Altos Hills. These ordinances have very similar objectives which strive to provide a comprehensive set of standards for the development, location, and installation of personal wireless services and facilities to reduce their aesthetic impact. Operation and maintenance standards are also established in some ordinances to regulate the ongoing maintenance of the wireless facilities after construction.

It is common for other cities to approve wireless facilities with a Conditional Use Permit. The following are example findings:

- The project is necessary to provide essential city services;
- The proposed project attains the objects of the general plan and the telecommunication policy;
- The proposed project will not be materially detrimental to the public welfare or injurious to the property, improvements or uses within the immediate vicinity;
- The site is physically suited for the project, and design and location alternatives have been determined to be infeasible.

The City of Saratoga currently uses the same design review process and findings to review wireless facilities as is used for new commercial buildings. A priority of the Planning Commission in developing a wireless ordinance is to create a set of findings that are more applicable to wireless facilities.

### Green Building Regulations

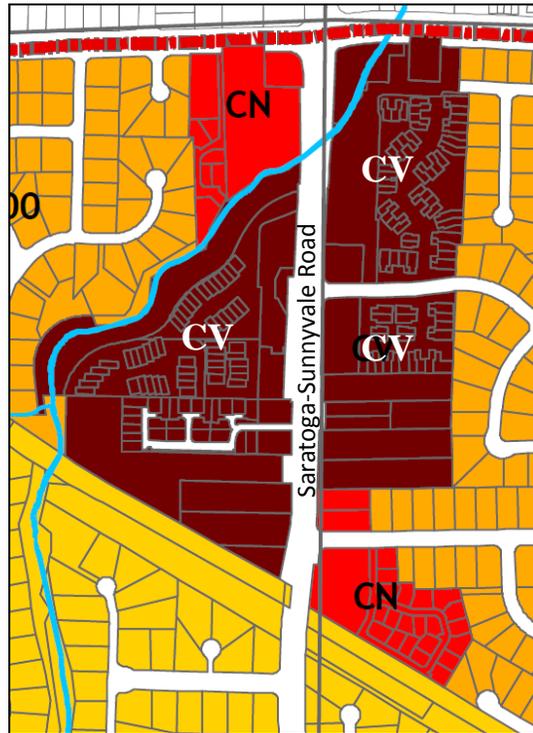
The City Council adopted a Green Building Ordinance in 2009 to increase the integration of green building practices for all new residential, commercial and public buildings throughout the City. The current minimum green buildings standards are:

- **New single-family and multiple-family dwellings** - 50 points under the GreenPoint rating system.
- **Commercial, mixed-use, and community facility buildings** - 15% more energy efficient than required by Part 6 of Title 24 of the California Code of Regulations.
- **Public buildings that are less than five thousand square feet in size** - 15% more energy efficient than required by Part 6 of Title 24 of the California Code of Regulations
- **Public buildings that are five thousand square feet in size, or larger** - LEED certified at a minimum silver level.

The State of California included green building measures as part of the 2010 State Building Code update. Compliance with these standards assures that new residential construction earns at least 50 points per the GreenPoint rating system. Therefore the City's requirements for new residential dwellings does not exceed the current minimum requirements under the State Code. New commercial, mixed-use, and community facility buildings in the City will continue to exceed the minimum requirements of the State energy code by 15%. The Planning Commission could consider updates to the minimum number of GreenPoints for new residential dwellings or a % energy efficiency increase over minimum State requirements to further increase green building practices in residential construction.

### Commercial Visitor (C-V) Zoning District Height Limit

The C-V Zoning District is located along Saratoga-Sunnyvale Road and is often referred to as the Gateway. Those guidelines are known as the Saratoga-Sunnyvale Road Gateway Design Guidelines and a set of design guidelines were adopted by the City Council in 2003 for this area.



The building height limits of all commercial districts are governed by the zoning ordinance. The Gateway Guidelines do not contain height regulations or height guidelines. The table below illustrates the building height limits in the City's commercial zoning districts.

Commercial Districts	Height Limits
C-N	20 ft.
C-N (RHD)	30 ft.
C-V	20 ft.
Multi-Family in C-V&N	30 ft.
C-H1	35 ft.
C-H2	26 ft.
P-A	30 ft.

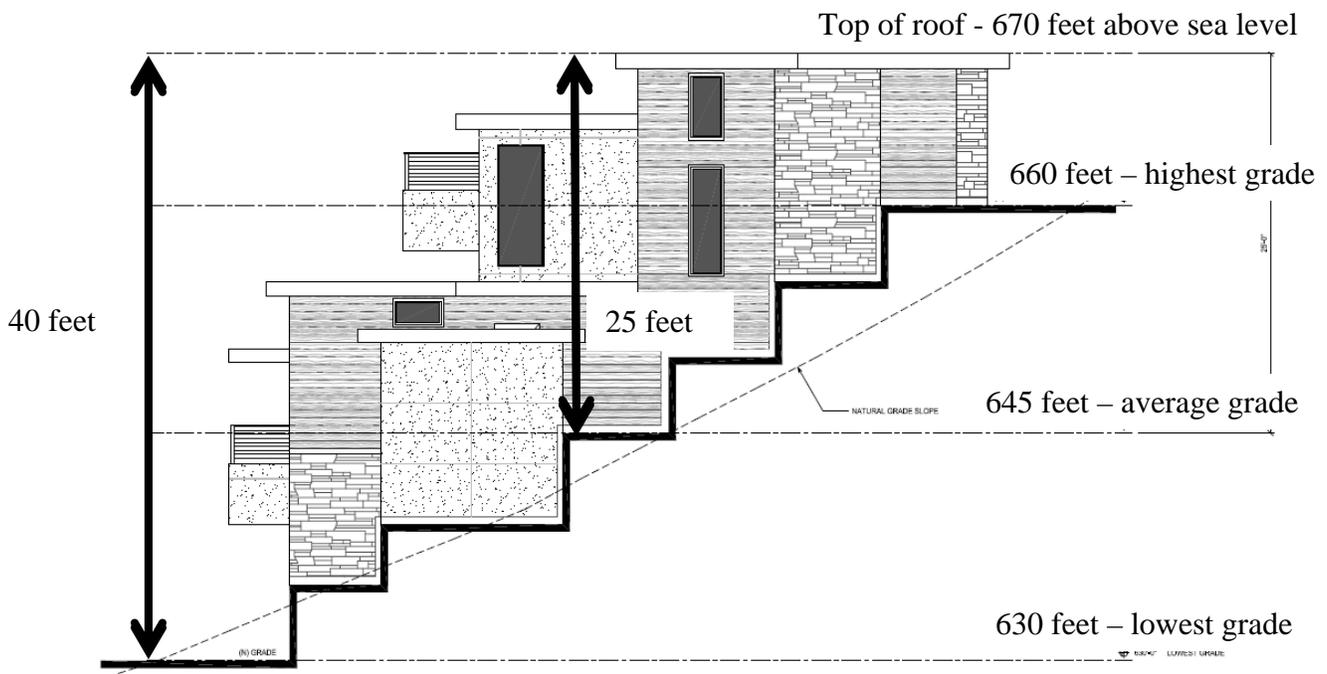
The Planning Commission would like to review the 20 foot building height limit's impact on attracting new commercial developments to this area.

### Building Height Definition

The current definition of building height in the zoning ordinance is:

"Height of building" means the vertical distance from the average of the highest and lowest point of the lot at the building's edge, measured from natural grade, of that portion of the lot covered by the building to the topmost point of the roof excluding appurtenances, unless otherwise specified in this Chapter. The Community Development Director, through the use of the best available information, such as tract grading plans, vegetation, and neighborhood topography or existing grades, shall determine natural grade.

The illustration below shows how the definition is applied to determine building height on a sloping lot:



In the example above the highest point of natural grade at the buildings edge is 660 feet above sea level. The lowest point of natural grade at the buildings edge is 630 feet. Pursuant to the definition of height, the average natural grade would be 645 feet and the height of the building measured at that point is 25 feet. Though the building appears short on one side of the property (10 feet) and appears much taller on the other side of the property (40 feet).

The Planning Commission would like to review the visual impacts of "stair-stepping" buildings down a sloping lot and compare the visual impacts along the creekside in the Village and in the hillsides. Stair-stepping down a slope allows buildings to technically meet the required height limit where certain portions of the building can appear taller than the height requirement.



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** Community Development

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** James Lindsay

**DIRECTOR:** James Lindsay

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**SUBJECT: CUP Reimbursement Program & Continuing Jurisdiction for CUPs**

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### RECOMMENDED ACTION:

1. Provide direction to staff on the amount of funding for the CUP Reimbursement Program next fiscal year if it will continue beyond June 30, 2012.
2. Provide direction to staff on the proactive use of the CUP continuing jurisdiction provisions to assist existing businesses.

### REPORT SUMMARY:

The cost and processing time to obtain or amend a Conditional Use Permit (CUP) is a common concern from prospective and existing businesses owners in the City. In 2009, the City Council helped address these concerns by creating the streamlined Administrative CUP process and by providing \$25,000 in funding for the CUP Reimbursement Incentive Program. Since July 2009, seven Administrative CUPs have been granted, and funding for the Incentive Program has assisted six businesses to date. St. Stan's Brewery withdrew their project and therefore \$4,700 remains in the program which is due to expire on June 30, 2012.

Address	Business Name	Business Type	Fees Refunded	Remaining Balance
				\$25,000
14482 Big Basin	Yolatea	Yogurt Shop	\$3,400	\$21,600
14598 Big Basin	Big Basin Vineyards	Wine Tasting	\$3,400	\$18,200
20490 Big Basin	Belltower Bistro	Bakery	\$3,400	\$14,800
Blaney Plaza	Farmer's Market	Outdoor Market	\$4,400	\$10,400
14598 Big Basin	Martella Wines	Wine Tasting	\$3,400	\$7,000
14572 Big Basin	Vine Life	Wine Sales	\$2,300	\$4,700

The specific uses eligible under the Program are listed below:

- Family style restaurant that serves breakfast, lunch, and dinner
- Bakery
- Grocery store
- Wine tasting
- Ice cream or yogurt store
- Arts & craft instruction activities including but not limited to art lessons or martial arts instruction
- Undesignated – Allows for a business that is consistent with the Council’s efforts to revitalize a commercial area that does not fit the above use types. The business would need to come before the City Council prior to submitting for a CUP for the incentive recommendation.

The CUP continuing jurisdiction provisions are contained within City Code Section 15-55.100. This provision allows either the Planning Commission or Community Development Director to independently review an existing CUP under certain conditions (e.g. preserving a substantial right of the applicant). This independent review does not require the submittal of an application or payment of fees to amend a CUP

**DISCUSSION:**

CUP Reimbursement Program

The CUP Reimbursement Incentive Program has provided financial assistance to certain business during this significant downturn in the economy. The local economy is slowly improving which is evident by the two new commercial developments proposed in the Village. Staff would like to receive direction from the City Council at the retreat if there is a desire to continue the Program in FY 12-13 so we can account for the costs in the draft budget.

Continuing Jurisdiction

The proactive use of the CUP continuing jurisdiction provisions could be utilized in-lieu of (or in addition to) the CUP Reimbursement Program by providing a no-application fee process to amend existing CUPs under certain conditions. The Director or Planning Commission could use this provision to proactively modify a CUP or groups of CUPs within a business segment to ensure operating conditions are applied equally across all permits and make any necessary updates to their conditions of approval. An example of how this could be applied is to normalize the hours of operation for the four wine tasting rooms approved over the past nine years.

Uncorked was issued the first CUP in 2003 and was conditioned to close at 10:00 PM, Cinnabar followed in 2006 and conditioned to close at 11:00 PM on Friday and Saturdays, Big Basin Vineyards was conditioned in 2010 to close at 7:00 PM, and the fourth tasting room approved in 2011 (to be located in the same building as Big Basin but not yet open) has no limit on their hours of operation.

Staff has met with the operators of the three existing tasting rooms and all are in agreement that the operating hours and other conditions should be equalized across all four permits. Since all four locations are less than 4,000 square feet the Community Development Director could call up the four CUPs for review and modification under the Administrative Use Permit process. There would be no charge for this review.



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** Community Development

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** CDD Staff

**DIRECTOR:** James Lindsay

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**SUBJECT: Miscellaneous Code Updates**

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### **RECOMMENDED ACTION:**

Review report and provide direction to staff.

### **REPORT SUMMARY:**

On an annual basis staff identifies specific city code sections that could be made to increase clarity, remove inconsistencies, or to address specific issues related to consistency with State laws or City priorities.

### **DISCUSSION:**

Proposed modifications to the zoning ordinance are as follows:

OUTDOOR MUSIC in C-H Section 15-19.050(j) – Add acoustic music to the list of activities that can occur outside a business in the C-H District.

CORNER LOT 15-06.420(b) -Revise the definition of “Corner Lot”. The current definition is confusing.

FENCES 15-06.670- Remove fences from the definition of “structure”

FENCES 15-29.010(a) - Change the text to indicate that a building permit shall be required for solid fences exceeding six feet in height so as to conform to the building code.

R-1 DISTRICTS 15-12.100(c) - Change “quasi-public facilities (QPF) to Community Facilities (CFS). The term Quasi Public Facility was removed from the GP LU Element and was replaced with CFS.

APPEALS 15-90.050 - Correct the ten day appeal time limit to 15 days so as to be consistent with other sections of the code.

MISC REGULATIONS AND EXCEPTIONS 15-80.030(d)(1) - State that an enclosed accessory structure, with a use permit, can be located six feet from a rear property line and the “side property line” when located within a rear setback area.

MISC REGULATIONS AND EXCEPTIONS 15-80.030(d)(2) - State that structures for the

keeping of animals can be located six feet from a rear property line and the “side property line” when located within a rear setback area.

Proposed modifications to the tree regulations are as follows:

DESIGN REVIEW FINDINGS FOR PROTECTED TREES 15-45.080 – Include protected trees in the findings for design review and update the referenced code sections

STREET TREE AUTHORITY 15-50.040- Revise to include all City maintained trees and clarify City responsibilities. Outline a schedule of inspections of City owned trees to determine maintenance priorities.



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012      **AGENDA ITEM:**  
**DEPARTMENT:** Community Development      **CITY MANAGER:** Dave Anderson  
**PREPARED BY:** Cynthia McCormick, AICP      **DIRECTOR:** James Lindsay

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**SUBJECT:** Council Policy regarding Community Grant Program

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### **RECOMMENDED ACTION:**

Review report and provide direction to staff.

### **DISCUSSION:**

**CDBG Program Changes:** Over the past two years, staff has advised the City Council that administration of the Community Development Block Grant program would be changing. These changes have taken effect for fiscal year 2012 and beyond. The County of Santa Clara has consolidated the Urban County CDBG grant process into a single online application funding and administration process. In the past, the City of Saratoga held public hearings to recommend which projects should get funded. However, under the new process, both Cities and public services providers must now apply directly to the County for funds. While the cities are guaranteed capital funding under the current JPA, public service providers (e.g., SASCC) must now compete on a competitive basis with other public service providers across the County.

**Saratoga Community Grant Program:** On May 1, 2008, the City Council established a policy to match the City's portion of CDBG public service funds with City Council contingency funds. However, because the City will no longer receive CDBG public service funding, there is no amount by which to base the City's Community Grant program funding level. Given these changes, the City Council should revise Council policy regarding the Community Grant Program. The Council could:

- 1) Fund the Community Grant Program at last year's level (\$28,348);
- 2) Fund the Community Grant Program at the estimated level that would have occurred this year if the CDBG program had no changes (approximately \$26,500);
- 3) Temporarily suspend the Community Grant Program; or
- 4) Discontinue the Community Grant Program.



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** Administrative Services

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** Mary Furey

**DIRECTOR:** Mary Furey

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**SUBJECT:** Strategic Planning

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### **RECOMMENDED ACTION:**

Accept Strategic Planning presentation and engage in objective/strategy development exercise.

### **REPORT SUMMARY:**

More and more, government organizations are utilizing 'Strategic Planning' as a best management practice in the effort to determine and bring commitment to an organization's direction and priorities. By articulating and documenting the organization's goals and objectives, priorities are established allowing efforts to be aligned, resources to be used efficiently, and decision-making to be simplified. Strategic Plans in substance provide succinct communication of Council's direction to staff and the community, as well as establishing continuity of direction through years of evolving Councils.

Simply put, strategic planning acts as a road map; it takes us from our goals (starting point), establishes specific short and long objectives to be achieved, successively identifying the 'how-to' methods, also known as strategies, to get there (destination).

Therefore, the development of a strategic plan requires that we:

- Identify the organization's overall goals
- Establish specific objectives (both short and long term) to achieve these goals
- Formulate the strategies to realize these objectives

At an internal level, the strategic plan document will include strategy implementation methods and the policies, practices, and procedures which support the implementation of the strategy. The intention for the retreat however, is to take a broader, tactical view by focusing on the three higher levels of the plan.

The Council Retreat presentation will cover several aspects of Strategic Plan Development: 1) in order to bring everyone to the same starting point, we will review what a strategic plan is (and isn't); 2) explain how Saratoga's Strategic Plan is structured for development purposes; 3) review the collective Council's (past and present) goals and objectives that we operate under today, and; 4) undertake an exercise to begin the development of additional short and long term objectives for integration into the City's Strategic Plan.

At this time, it is anticipated Council will review and provide direction for the Strategic Plan each year at the annual Council Retreat to keep it current and effective. After staff updates the plan with Council's input from this year's retreat, it will be "refined and beautified" into a presentation document that will be posted on the City's website; incorporated into the Council Candidate orientation process; and included in the Annual Operating and Capital Budget document.

**FISCAL IMPACTS:**

N/A

**CONSEQUENCES OF NOT FOLLOWING RECOMMENDED ACTION:**

N/A

**ALTERNATIVE ACTION:**

N/A

**FOLLOW UP ACTION:**

Incorporate Council's input into the City's Strategic Plan

**ADVERTISING, NOTICING AND PUBLIC CONTACT:**

Pursuant to Government Code 54954.2, this item was properly posted as a City Council agenda item and was included in the packet made available on the City's website in advance of the meeting. A copy of the agenda packet is also made available at the Saratoga Branch Library each Monday in advance of the Council meeting.

**ATTACHMENTS:**

To be provided at the Council Retreat.



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** City Manager's Office

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** Crystal Morrow  
City Clerk

**DIRECTOR:** Dave Anderson

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**SUBJECT:** Social Media Policy

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### **RECOMMENDED ACTION:**

Accept report and direct staff accordingly.

### **BACKGROUND:**

The term "social media" refers to the web-based and mobile technologies that allow for interactive dialogue, collaboration, and sharing. Samples of social media sites include Facebook, Twitter, and YouTube. In recent years, use of social media sites has grown dramatically and an increasing number of Americans use social media sites as their primary method for obtaining information and communicating with others.

With the widespread use of social media sites, many cities have started to take advantage of these sites to increase communications with their communities. A number of cities have used sites like Twitter and Facebook for a variety of purposes, including civic engagement, emergency notifications, and economic development.

The City Attorney has advised staff that a policy regulating City social media sites should be developed if the City would like to use social media sites. This policy, attached for Council consideration, outlines how City social media sites may be used and how they will be maintained.

### **FISCAL IMPACTS:**

N/A

### **CONSEQUENCES OF NOT FOLLOWING THE RECOMMENDED ACTIONS:**

N/A

### **ALTERNATIVE ACTION(S):**

N/A

**FOLLOW UP ACTION(S):**

Implement Council direction.

**ADVERTISING, NOTICING AND PUBLIC CONTACT:**

Pursuant to Government Code 54954.2, this item was properly posted as a City Council agenda item and was included in the packet made available on the City's web site in advance of the meeting. A copy of the agenda packet is also made available at the Saratoga Branch Library each Monday in advance of the Council meeting.

**ATTACHMENTS:**

Attachment A: Draft Social Media Policy

## **SUBJECT: Social Media Policy**

### **I. Introduction**

Many residents obtain information and communicate with one another through social media. Consequently, government organizations are finding that social media has become a useful tool for relaying information and communicating with the public.

### **II. Purpose**

This policy has been established to provide internal and external standards of use for social media sites that are created for City purposes. Social media includes, but is not limited to, internet-based websites that allow two-way communication between the City and the public, such as social networking websites (e.g. Facebook or Twitter), media sharing websites (e.g. YouTube or Flickr), blogs (e.g. WordPress), and wikis (i.e. Wikipedia). A social media site is created for City purposes when an account is established on a social media website in accordance with this policy. The City has an overriding interest and expectation in protecting the information posted on its social media sites and the content that is attributed to the City and its officials.

### **III. Policy**

#### **A. Creating and Maintaining City of Saratoga Social Media Sites**

1. City of Saratoga social media sites may be used as a supplement to the City of Saratoga website for:
  - a. Marketing/promotional purposes
  - b. Community engagement purposes
  - c. Communicating important City information quickly to a broad audience
2. The City of Saratoga website will remain the City government's primary and predominant internet presence.
3. Each City of Saratoga account established on a social media website must be approved by the City Manager or his/her designee.
  - a. For each City of Saratoga social media account, the following information will be provided to the City Clerk within one business day of opening the account and shall be updated within one day of making any changes to the account or account management responsibilities:
    - i. Account name and login information;
    - ii. Date established;
    - iii. Purpose of account;
    - iv. Employee primarily responsible for site management and maintenance; and

- v. Date account closed.
    - b. Department directors shall provide direction to department employees regarding the amount of time spent reviewing and/or participating in the City's social media sites.
    - c. Any use of social media sites not related to an employee's job duties is subject to the City of Saratoga Electronic Communications Resources Policy.
4. Each City of Saratoga social media site shall be regularly monitored by the employee designated as the site manager for site management and maintenance to ensure comments and postings on the City's social media sites are in compliance with this policy.
5. The City shall respond to all requests for City documents in accordance with the California Public Records Act.
6. In the event that a site receives a posting or other information of relevance to another City department, the employee primarily responsible for the site will promptly notify the other department of the fact.
7. City of Saratoga social media sites shall be periodically reviewed by the City Manager or his/her designee for compliance with this policy.
8. City of Saratoga social media posts shall be topic specific. Whenever possible, features on social media sites that allow for discussion on unrestricted topics shall be disabled. For example, the ability to post on the "Wall" of a City of Saratoga Facebook site will be disabled. Only designated department employee(s) shall make posts.
9. Whenever possible, information posted on City of Saratoga social media sites shall also be available on the City's website.
10. Whenever possible, postings on City of Saratoga social media sites shall contain links to the City website to provide the public with access to more in-depth information, forms, documents, or online services.
11. All City of Saratoga social media sites shall have City of Saratoga contact information and a link to site use policies prominently displayed.
12. The City may cancel or otherwise terminate any City of Saratoga social media site at any time, provided, however, that records of the site shall be maintained in accordance with the records retention program following cancellation or termination.

**B. Policies and Laws Applicable to City of Saratoga Social Media Sites**

1. All content posted to City of Saratoga social media sites shall comply with the City's Website Policy.
2. All content on City of Saratoga social media sites is subject to the California Public Records Act and subject to public disclosure.

3. All content on City of Saratoga social media sites is subject to the City's Records Retention Policy. Records must be maintained for at least two years or a longer retention period, as indicated in the City's Records Retention Policy, in a format that preserves the integrity of the record and is readily accessible.
4. Use of City of Saratoga social media sites by members of the City Council, City Commission, and other committees is subject to the Ralph M. Brown Act (California's open meeting law) shall comply with the City Council Electronic Communications Policy.
5. All content on City of Saratoga social media sites should comply with the City of Saratoga Code of Ethics and Values. City employees and officials who are using City social media sites are expected to represent themselves and the City in a way that is consistent with this policy.
6. City of Saratoga social media sites shall not be used to directly further any political campaign or ballot measure.

C. Acceptable Use of City of Saratoga Social Media Sites

1. Users of City of Saratoga social media sites should be aware that the purpose of these sites is to communicate with the public and promote services offered by the City.
2. The following forms of content shall not be allowed on City of Saratoga social media sites:
  - a. Comments not topically related to the particular site;
  - b. Comments not topically related to the content being commented upon;
  - c. Profane language or content;
  - d. Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation;
  - e. Sexual content or links to sexual content;
  - f. Solicitations of commerce;
  - g. Conduct or encouragement of illegal activity;
  - h. Personal information provided to the City by a private individual, with the reasonable expectation that the information will remain confidential;
  - i. Information that may tend to compromise the safety or security of the public or public systems;

- j. Content that violates intellectual property rights or other legal ownership interest of any other party, including but not limited to copyright, trade secrets, trademarks, and publicity rights; and
  - k. Content directly in support of, or in opposition to, any political campaigns or ballot measures.
- 3. The City reserves the right to restrict or remove any content that the City reasonably determined is or may be in violation of this policy or any applicable laws. Moreover, the City reserves the right to ban users who consistently violate this policy.
- 4. If a City of Saratoga social media site allows public comments, it will only allow comments that are topically related to the particular social media site and thus within the purpose of the limited public forum established by that site, with the exception of the prohibited content listed above.
- 5. All City of Saratoga social media sites that allow public comment shall contain the following notice: “All postings are subject to disclosure in accordance with the California Public Records Act. The views of the individuals posting comments on this site do not necessarily represent the views of the City.”



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** Recreation and Facilities

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** Michael Taylor

**DIRECTOR:** Michael Taylor

Recreation & Facilities Director

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**SUBJECT: Informational Status Update of Saratoga Area Senior Coordinating Council**

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### **RECOMMENDED ACTION:**

Accept report and direct staff accordingly.

### **REPORT SUMMARY:**

Since 1981, the City of Saratoga has had an agreement with the Saratoga Area Senior Coordinating Council (SASCC) for use of the Senior Center. The current agreement was executed in March 2009, and expires in June 2013. SASCC operates two distinct services, Adult Day Care and Senior Activities, with a total combined budget of \$425,300 in revenues and \$452,900 in expenses. Historically, the City has provided funding for the non-profit organization through in-kind services, community grants, and allocation of Community Development Block Grants (CDBG). Income is also realized through program fees and charges, memberships, and fundraisers. According to the Agreement, SASCC and the City Council will meet to determine the need for increased oversight and management in the event SASCC's net assets fall below \$920,000. The SASCC endowment has a current balance of ~\$624,853.

### **DISCUSSION:**

In response to the loss of the CDBG funding in 2012 and the dire nature of the operating budget, the SASCC Board held a retreat on December 20<sup>th</sup> to discuss the future of the organization. A number of options were discussed, including strategies for increasing revenues, reducing expenses, and an elimination of services. No consensus was achieved and another meeting is planned for January 24<sup>th</sup> to continue the discussion. The necessity of SASCC to present a plan to balance the operating budget and to prioritize their services to seniors is a critical conversation.

Mark Chapman, Chair of the SASCC Board, Finance Officer, Steve Wong, and Executive Director, Susan Huff, and other SASCC Board members plan to attend the Council retreat.

A joint meeting between SASCC and the Council is scheduled for March 21<sup>st</sup>.

### **FISCAL IMPACTS:**

N/A

**CONSEQUENCES OF NOT FOLLOWING RECOMMENDED ACTION:**

N/A

**OPTIONS / ALTERNATIVE ACTION:**

N/A

**FOLLOW UP ACTION:**

Undertake Council direction.

**ADVERTISING, NOTICING AND PUBLIC CONTACT:**

Pursuant to Government Code 54954.2, this item was properly posted as a City Council agenda item and was included in the packet made available on the City's website in advance of the meeting. A copy of the agenda packet is also made available at the Saratoga Branch Library each Monday in advance of the Council meeting.

**ATTACHMENTS:**

- A - SASCC Budget Options presented at December 20<sup>th</sup> Board of Directors meeting
- B – SASCC Organizational Options presented at December 20<sup>th</sup> Board of Directors meeting

## 2012-13 OPTIONS

	ACC	SC	1	2	3	4	5	6	7
			leave the same increase revs *	incr ACC fees SC same	incr ACC fees SC to City	close ACC SC expands	close ACC SC to RT	City takes all	#4 SC Clubhouse
<b>SOURCES OF INCOME</b>									
Govt Grants									
cdbg Saratoga	28,550		.						
cdbg Campbell	4,000		.						
City of Saratoga		21,000	21,000	21,000		21,000	21,000		
Saratoga Grant		18,000	18,000	18,000		18,000	18,000		
Corp/Group Donations									
St Andrews	4,200		4,200	4,200	4,200				
BAP	1,000	19,000	20,000	20,000	1,000	19,000	19,000		
Member and Individual Donations									
Dorothy fund	2,000	1,500	3,500	3,500	2,000	1,500	1,500		
Individual	1,000	3,500	4,500	4,500	1,000	3,500	3,500		3,500
Annual Appeal	8,000	8,000	16,000	16,000	16,000	16,000	16,000		16,000
Member Donations									
Restricted donations	25,000								
ACC Fees	162,000		162,000	200,000	200,000				
SC Membership Fees		23,500	23,500	23,500		23,500	23,500		23,500
Fund Raising	15,500	17,500	33,000	33,000	15,500	17,500	17,500		17,500
Member Programs and Classes									
Wed Lunch 5,200 from ACC		14,400	14,400	14,400		9,200	9,200		
SC Classes		7,700	7,700	7,700		7,700	7,700		
Exercise		22,400	22,400	22,400		22,400	22,400		
Dance		7,800	7,800	7,800		7,800	7,800		
Social Events		5,750	5,750	5,750		5,750	5,750		
American Century	4,000		4,000	4,000	4,000				
<b>Total Revenue</b>	<b>255,250</b>	<b>170,050</b>	<b>367,750</b>	<b>405,750</b>	<b>243,700</b>	<b>172,850</b>	<b>172,850</b>		<b>60,500</b>
<b>Total CurrentRevs ACC&amp;SC</b>	<b>425,300</b>								

## COSTS

BAP	500	500	1,000	1,000	500	1,000	1,000		
Dorothy fees/exercise	4,000	1,500	5,500	5,500	2,000	1,500	1,500		
Member and Individual Donations	1,000		1,000	1,000	1,000				
Bi Annual Appeal	1,500	2,000	3,500	3,500	3,500	3,500	3,500		3,500

Fundraising	2,600	3,350	5,950	5,950	2,600	3,350	3,350	3,350
Member Programs and Classes								
Wed Lunch	5,000	8,000	13,000	13,000		8,000	8,000	
SC Classes		3,500	3,500	3,500		3,500	3,500	
Exercise		11,200	11,200	11,200		11,200	11,200	
Dance		4,050	4,050	4,050		4,050	4,050	
Social Events	250	2,700	2,950	2,950		2,950	2,950	
All others								
ACC Program/Classes Costs	1,550		1,550	1,550	1,550			
ACC Food, supplies	14,750		14,750	14,750	12,750			
Insurance	7,155	7,156	14,311	14,311	7,155	7,156	7,156	7,156
Maintenance	800	1,000	1,800	1,800	800	1,000	1,000	1,000
marketing (ACCAC this year)	300	1,610	1,910	1,910	300	1,610	1,610	1,610
Services American Century	4,000	525	4,525	4,525	4,000	525	525	525
Outlook post,print, edit	400	4,500	4,900	4,900	2,500	4,500		
Volunteer Program	800	800	1,600	1,600	800	800	800	800
Administration								
Subscriptions & Dues	400	200	600	600	400	200	200	200
Audit	5,000	5,000	10,000	10,000	5,000	5,000	5,000	5,000
Bank fees	50	650	700	700	100	650	650	650
Consultants	900		900	900	900			
Licenses	175		175	175	175			
Office Supplies	2,250	2,000	4,250	4,250	2,250	2,000	2,000	2,000
Postage	500	600	1,100	1,100	500	600	600	600
Training	500	200	700	700	500	200	200	200
All others	300	600	900	900	300	600	600	600
Payroll Detail								
Division Managers	45,850	42,000	87,850	87,850	45,850	45,000	45,000	45,000
ED	36,750	36,750	73,500	73,500				
ACC Program Assistants								
lead	34,000		34,000	34,000	34,000			
1	27,000		27,000					
2	18,000		18,000	18,000	18,000			
3								
Social Worker					6,000			
Admin	13,000	13,200	26,200	26,200	28,000	28,000	28,000	28,000
Treasurer	5,000	5,500	10,500	10,500				
Chef (sp events only)		1,200	1,200	1,200		1,200	1,200	
Reception		15,000	15,000	15,000		15,000		
Dishwasher		1,500	1,500	1,500		1,500	1,500	
Facilities		2,500	2,500	2,500		2,500	2,500	
Payroll Taxes	16,820	11,495	28,315	28,315	16,820	11,495	11,495	6,570
Payroll Expenses	100	100	200	200	100	100	100	100

Health Allowance		5,400	5,400	10,800	10,800	5,400	5,400	5,400		5,400
<b>Total Costs</b>		256,600	196,286	452,886	425,886	203,750	174,086	154,586		112,261
<b>Total Current Costs ACC&amp;SC:</b>		<b>452,886</b>								
NET		(27,586)		(85,136)	(20,136)	39,950	(1,236)	18,264		(51,761)

All Scenarios assume the same contribution from City, but the reality is that our contract is up for renewal

\*1 Same as current, does not show areas of revenue increase

\*3 Assume social worker at 4 hrs/week

\*4 Does not demonstrate increased revs from programs, fundraising, fees etc

## SASC ORGANIZATIONAL OPTIONS

### 1. Keep the same. Increase Revenues

- A. Grant writers
- B. Continue working to make Wednesday lunch profitable
- C. Research new programs and services
- D. Increase BAP and other services
- E. Continue to increase membership recruitment
- F. Re-set fees in SC where possible
- G. Continue to develop fund raising activities
- H. Increase outreach to increase ACC counts
- I. VA approval (Jan. 2012)

### 2. Raise ACC fees to \$75/60 flat. Maintain minimum census of 12/day (60/wk) Keep SC the same with oversight through SASCC

#### Positives

- Can maintain NP status
- Can utilize crossover staffing for ACC from SC
- Continue to write grants to fill deficits
- More conducive to break-even

#### Challenges/Changes

- Must maintain minimum ACC census
- Have on-call staffing plan for ACC census increases
- Reduce ACC staff by 1 FTE; overflow covered by existing SC staff

### 3. Same scenario for ACC but:

Move SC operation entirely to City, no oversight from SASCC

#### Positives

- Eliminate all SC staff except Admin.
- Potentially increase space availability for ACC for expansion, ie Fireside

#### Challenges/Changes

- ACC absorbs all financial responsibilities: payroll, AR/AP, fundraising
- Needs to increase census and create additional revenue sources
- ACC Manager oversees all operations
- Hire .375 social worker
- Admin minimum of .75FTE Utilize outside payroll service
- SC loses "club" "senior community"
- Loss of outlet for frail seniors who will lose age-appropriate classes

### 4. Close ACC

SC expands to clubhouse concept. SASCC is delivery agent

#### Positives

- Expand SC space into ACC

#### Challenges/Changes

- Lose all ACC staff
- Must find alternative services for ACC clients
- Need stable support from City
- City no longer has service for the frail elderly living at home with help
- Maintain SC staffing but must recruit more volunteers
- Increase fundraising

5. Close ACC

SC goes under Rec. Track but maintains SASCC oversight

Positives

RT will track class attendance, create rosters, track space useage, access online registration

Eliminate all ACC staff

Eliminate Reception

Maintain membership requirement and allow discounts

Challenges/Changes

still requires some cash handling...through Rec? Cost?

Decreases the special care and sense of belonging to a "club" or "community". Less likely to drop in and hang out, because staff less often available.

May increase use by self-sufficient seniors and decrease use by more fragile seniors. May decrease visibility if all seniors now enter the Recreation Dept side of the building in order to sign up or sign in for classes/meetings.

Loss of SASCC income to pay Dept of Recreation for signup service.

Unclear if signups would increase or decrease to compensate for the Recreation Dept charges.

Fund raising ability decreased due to less staff to do it. Need to compensate by more volunteers fund raising.

Different fees for Saratogans and non-Saratogans.

Senior/non-Senior fees.

SASCC Membership/non-membership fees.

Do monies from all seniors who sign up go to SASCC or only from specific designated classes??

Decrease portion or all of Reception Desk time, portion of Administrative Assist time, and portion of Bookkeeper time.

6. City takes all.

ACC closed

Senior Center programs absorbed by Recreation

Positives

Recreation already has staff and systems in place to continue some existing programs, add others

Recreation now has increased space and opportunity

Recreation may potentially have endowment

Challenges/changes

Nonprofit status dissolved and assets moved to City or:

Merged with another organization (ie Live Oak)

Site managed by another nonprofit

Site managed by a for profit

Assets transferred to another NP at different location

Loss of all SC and ACC staff

Loss of special place, clubhouse, socialization for Saratoga seniors

Loss of ACC and respite care in Saratoga

What happens to senior memberships

Different fees for Saratogans and non-Saratogans.

Senior/non-Senior fees.



## SARATOGA CITY COUNCIL RETREAT

**MEETING DATE:** January 26, 2012

**AGENDA ITEM:**

**DEPARTMENT:** Administrative Services

**CITY MANAGER:** Dave Anderson

**PREPARED BY:** Mary Furey

**DIRECTOR:** Mary Furey

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**SUBJECT:** Mid-Year Budget Update and Five Year Forecast

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**RECOMMENDED ACTION:**

Accept Mid-Year Budget Status Update and Five Year Forecast presentation.

**REPORT SUMMARY:**

Each year, a mid-year budget status update report is brought to the City Council meeting following the Council's January retreat. The mid-year report will provide you with a status update for the FY 2011/12 revenue and expenditure budget in relation to expected year-end actuals, and a resolution to adopt any needed budget adjustments.

This presentation provides you with a preview of the General Plan's mid-year status. Additionally, from the starting point of this year's revenue and expenditure projections, we have prepared a five-year forecast for a longer term view of the City's financial position. The current budget year and five year forecast worksheet will be distributed to Council for review at the retreat.

The forecast projections incorporate the City's recent salary and benefit changes, currently budgeted employee levels, and any known General Fund revenue or expenditure impacts occurring in the future. Revenue and expenditure trends are based on historical data, economic reports, development information, and current service levels.

Council's review of the five-year forecast is designed to illuminate the General Fund's estimated funding sources and uses under the operational structure and level of services as provided in the current year's budget. The five-year forecast is not a projection of where we will actually be in five years' time; rather it is a static projection of current operations under anticipated revenue and expenditure trends. The intent is to provide us with a forewarning of the City's financial direction, and an understanding of the severity of changes needed in the future.

**FISCAL IMPACTS:**

N/A

**CONSEQUENCES OF NOT FOLLOWING RECOMMENDED ACTION:**

N/A

**ALTERNATIVE ACTION:**

N/A

**FOLLOW UP ACTION:**

Prepare Mid-Year Budget Report for City Council Meeting

**ADVERTISING, NOTICING AND PUBLIC CONTACT:**

Pursuant to Government Code 54954.2, this item was properly posted as a City Council agenda item and was included in the packet made available on the City's website in advance of the meeting. A copy of the agenda packet is also made available at the Saratoga Branch Library each Monday in advance of the Council meeting.

**ATTACHMENTS:**

To be provided at the Council Retreat.



## CITY OF SARATOGA

DATE: December 1, 2011

TO: Dave Anderson, City Manager

FROM: Kimberly S. Thomas, Assistant to the City Manager, City of Mountain View-MTEP Exchange Participant - Assistant to City Manager/Special Projects Manager, City of Saratoga

SUBJECT: ENVIRONMENTAL SUSTAINABILITY/CLIMATE ACTION UPDATE

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### **REPORT EXECUTIVE SUMMARY:**

*In advance of the Council Retreat, a goal was set to complete a targeted review and summary of the City's environmental initiatives. This report provides a summary report on the status of Saratoga's overarching environmental efforts. It follows on the work accomplished in 2009 and 2010. Specifically, it builds off the ICLEI Greenhouse Gas Emissions Inventory for the City's municipal facilities and related research by staff and volunteers, which provided the groundwork for framing realistic municipal greenhouse gas emission goals. The report clarifies the requirements of core laws and highlights all that has been accomplished to date in Saratoga with an emphasis on resource efficiencies that also help the environment and have cost-savings over time. In summary, the report presents: (1) background through a discussion of the required versus voluntary actions on GHG reduction, (2) best practice recommendations, (3) Saratoga actions to date and prospective resource savings, and (4) options for future consideration.*

### **INTRODUCTION**

Many cities in California are taking steps to be more sustainable by undertaking initiatives to reduce greenhouse gas (GHG) emissions. These formalized plans with specific targets for reduction are called Climate Action Plan (or CAP's). Climate Action Plans often address issues of energy use, renewable energy, waste reduction, and water conservation in addition to transportation and land use. Despite many challenges of the recessionary economy, cities are striving to do what they can to contribute to the betterment of the environment. The Saratoga City Council and City staff have been committed to implementing resource efficiencies that also help the environment as a matter of professional responsibility. While it is not currently a major City Council goal to develop a CAP, the City has committed to implementing proactive measures in support of environmental sustainability.

As a residential municipality with well-informed residents and businesses who have already proactively recognized and responded to containing the potentially disruptive effects of climate change—Saratoga has taken action. Though the Saratoga community footprint of just over 30,000 residents, just over 12 square miles, employing just over 50 City workers is relatively

small in the State, the City recognizes that local governments play a leading role in both reducing greenhouse gas emissions and mitigating the potential impacts of climate change. In its municipal operations, the City has taken proactive measures such as increasing energy efficiency in facilities and vehicle fleets, utilizing renewable energy sources, encouraging sustainable purchasing, waste reduction, and generally supporting alternative modes of transportation for employees, where feasible. The City also provides environmental sustainability information to its residents to further goals of limiting undue impacts of climate change through its communications products (website, newsletters, etc.)

The benefits of these measures may include lower energy bills, improved air quality, and more efficient government operations over time. Moreover, the City has begun its efforts to address the causes and effects of climate change with the assistance of the lead agencies and partners in the region such as, the Bay Area Air Quality Management District, the Silicon Valley Climate Protection Partnership, Joint Venture Silicon Valley, Sustainable Silicon Valley, local governments in San Mateo, Santa Clara, and Santa Cruz counties and ICLEI-Local Governments for Sustainability-USA.

### ***Scope and Methodology***

This summary report on the status of Saratoga's overarching environmental efforts incorporates interdepartmental environmental sustainability project input and use of the League of California Cities and Air Resources Board sources in its analysis. It builds on the ICLEI Gas Emissions Inventory (See Attachment 1), which analyzed GHG generated from sources over which the City has direct operational control. The ICLEI Gas Emissions Inventory was an important first step in the City of Saratoga's climate protection development process as it helped to establish: (1) a baseline emissions inventory against which to measure future progress, and (2) it provided an understanding of the scale of emissions from the various sources within government operations. These reports provide the groundwork for future consideration of municipal greenhouse gas emission goals as directed by the City Council.

## **BACKGROUND**

### ***California Climate Change Regulations – AB 32***

California passed AB 32 the “California Global Warming Solutions Act of 2006” establishing a program of regulatory and market mechanisms to achieve comprehensive reductions in greenhouse gas (GHG) emissions. AB 32 requires the State to reduce its greenhouse gas emissions to 1990 levels by 2020. AB 32 gave the California Air Resources Board (ARB) the authority to monitor and regulate sources of greenhouse gases in order to reach this goal. Specifically, “the ARB was given the authority to reduce GHG emissions from automobiles and light trucks by adopting regulations making the connection between land use development patterns, proximity to transit, vehicles miles traveled, and GHG emissions. (LCC Overview of SB 375 and Metropolitan Planning Organizations, [http://www.cacities.org/resource\\_files](http://www.cacities.org/resource_files)).

It also required the California Air Resources Board (ARB) to regularly inventory emissions at the state level and to create a plan for reducing these emissions. The bill authorized ARB to adopt and enforce regulations targeted at greenhouse gas emissions reductions in the public and private sectors. The resulting AB 32 Scoping Plan was adopted by ARB in December 2008

(with subsequent and on-going follow-up rulings). These actions include direct regulations, alternative compliance mechanisms, monetary and non-monetary incentives, voluntary actions, and market-based mechanisms such as a cap-and-trade system. AB 32 also authorizes the Air Resources Board (ARB) to adopt a schedule of fees to be paid by sources of greenhouse gas (GHG) emissions to support the administration costs of implementing AB 32. The AB 32 Cost of Implementation Fee Regulation (Regulation) was adopted pursuant to Health and Safety Code Section 38597 ([www.arb.ca.gov](http://www.arb.ca.gov)).

AB 32 Scoping Plan established a number of measures that the State anticipated taking to meet the greenhouse gas emissions reduction targets from cap-and-trade program to energy efficiency programs. AB 32 Scoping Plan “encourages” local governments to adopt a GHG emissions reduction goal consistent with the State’s overall goal of reducing Statewide emissions to 1990 levels by 2020 (an approximate 15% reduction from today’s levels). However, since 1990 data on may not be available, ARB suggested that local governments set their targets based on today’s levels, using the most current and best available GHG emissions data for their jurisdictions. Saratoga’s ICLEI Gas Emissions Inventory suggested a baseline year of 2005. The ARB offered, “early adoption goals for local governments” to encourage early action “give credit to entities that reduce GHG emissions before the full ARB program is in place.” ([www.arb.ca.gov](http://www.arb.ca.gov)). Governments will only be responsible to report emissions resulting from municipal operations.

### ***Required Actions versus Voluntary Actions – AB 32 and SB 375***

Local government requirements will be clarified upon full implementation of the AB 32 program in 2012. Currently, businesses and facilities such as natural resource and utility-related providers are subject to the ARB regulations and are required to report, as applicable: gallons of transportation fuels supplied or imported, therms of natural gas delivered to end users (excluding electricity generating facilities) from natural gas utilities and intrastate pipelines, therms received from interstate pipelines, megawatt hours delivered to the California transmission and distribution system, and emissions and fuels data. All required data and information must be reported using ARB’s online “Mandatory Reporting Tool” ([www.arb.ca.gov/cc/reporting/ghg-rep/ghg-tool.htm](http://www.arb.ca.gov/cc/reporting/ghg-rep/ghg-tool.htm)).

In addition to private industry reporting, the State must rely on local agencies and their exclusive authority over planning/permitting processes, local ordinances, public outreach and education efforts to realize the goals (Seven Things City Attorneys Should Know About Developments in State Law Related to Climate Change,” <http://www.cacities.org/index>). Therefore, there is a strong expectation that these goals will eventually be passed down to cities as formal regulations. Cities anticipate reporting requirements for the areas of local control such as energy use, renewable energy, waste reduction, and water conservation and transportation and land use. If required, Saratoga will want to have the ability to meet any applicable regulations. By way of example, perhaps this can be likened AB 939. In 1989, this legislation established guidelines to direct attention reduce waste. Cities and counties were required to meet diversion goals of 25% by 1995 and 50% by the year 2000. Incentive programs and disposal reporting systems were established and cities and counties began to address their waste problems and report to the State.

Of greatest impact to local governments at this time, related integral legislation, SB 375 Land Use and Transportation Planning, makes changes to transportation planning law due to its impact

on GHG, as well as to the housing element law and to CEQA. The legislation is based upon the premise that “it will be necessary to achieve significant additional greenhouse gas reductions from changed land use patterns and improved transportation. Without improved land use and transportation policy, the State will not be able to achieve the goals of AB 32.” SB 375 uses regional transportation plans developed by metropolitan planning organizations (MPO) to guide land use and transportation policy ([http://arb.ca.gov/cc/sb375/staffreport\\_sb375080910.pdf](http://arb.ca.gov/cc/sb375/staffreport_sb375080910.pdf)).

Under the new laws, ARB has developed GHG emissions reductions targets for each region covered by a metropolitan planning organization. Each metropolitan planning organization (the MPO disperses Federal and State funds for region-wide transportation basis) is required to adopt a “sustainable communities strategy” (SCS), which seeks to achieve those targets wherein cities have direct control. Streamlined CEQA processing is provided for development projects approved by cities and counties that are consistent with the SCS. The Council of Government’s (COG) regional housing allocation plan must be consistent with the SCS. Consistency between city and county General Plans and the SCS is not required (LCC Overview of SB 375 and Metropolitan Planning Organizations, [http://www.cacities.org/resource\\_files](http://www.cacities.org/resource_files) ).

In California, there are 17 metropolitan planning organizations covering 37 counties representing 97.7% of the statewide population. The Saratoga region is covered by the Metropolitan Transportation Commission (MTC), comprised of the the nine San Francisco Bay Area Counties that are also working with ABAG and BAQMD (LCC Overview of SB 375 and Metropolitan Planning Organizations, <http://www.cacities.org/index>). The regional targets are set forth as follows:

<b><u>ARB REGIONAL REDUCTION TARGETS*</u></b>	<b><u>2020</u></b>	<b><u>2035</u></b>
<b>MTC-ABAG (Bay Area) Targets</b>	7%	15%
(*Source: LCC Land Use, Planning, and Air Resource Board Regional Targets <a href="http://www.cacities.org/index.jsp?zone=locc&amp;section=util&amp;sub_sec=util_sitesearch&amp;app=search">http://www.cacities.org/index.jsp?zone=locc&amp;section=util&amp;sub_sec=util_sitesearch&amp;app=search</a> and <a href="http://arb.ca.gov/cc/sb375/staffreport_sb375080910.pdf">http://arb.ca.gov/cc/sb375/staffreport_sb375080910.pdf</a> )		

MTC has concluded that their recommended targets might be achieved through a more focused growth strategy and greater reliance on road pricing and other strategies than is reflected in their current plan. Concerning land use, MTC’s current plan builds on its regional “Blueprint Program” (known as *Focus*). For transportation, the Saratoga region’s current plan reflects investments of more than 80 percent of revenues into maintaining and operating the region’s existing transportation network that is one of the more innovative in the State for public transit [http://arb.ca.gov/cc/sb375/staffreport\\_sb375080910.pdf](http://arb.ca.gov/cc/sb375/staffreport_sb375080910.pdf). Participation in regional planning efforts and ensuring land-use and transportation plans and decisions conform to sustainable communities strategies, per SB 375 is an effective strategy. However, there has been debate over the targets and mandates that may come from this regional approach. Cities have concerns about the distinct differences between communities’ needs and resources, while understanding there are also benefits to be gained from working together such as combined resources or tracking/reporting mechanisms (this is exemplified by a regional CAP Template effort by San Mateo County that Santa Clara County may tie into).

## **BEST PRACTICES**

The best practices that are being employed by local cities to combat climate change vary. Some communities, such as San José, Palo Alto and Mountain View, have taken a comprehensive approach and developed CAP's and/or updated General Plans in accordance with SB 375. Other communities are taking a collaborative approach. For example, Cupertino partnered with San Mateo in developing a CAP Template. Most communities are collaborating regionally and striving to develop programs to maximize their return on investment while reducing greenhouse gas emissions. Some of the proactive efforts are being guided by the ARB recommendations to cities, as noted below. The ARB encourages these “early adoption” measures be taken and reductions “can be considered for credit against AB 32 obligations once the full program is in place.” [http://arb.ca.gov/cc/sb375/staffreport\\_sb375080910.pdf](http://arb.ca.gov/cc/sb375/staffreport_sb375080910.pdf)

<b><u>ARB RECOMMENDED ACTIONS FOR EARLY ADOPTION BY CITIES*</u></b>	
<b>Measure</b>	<b>Local Government (LG) Actions</b>
<b>Local Government Actions</b>	<ul style="list-style-type: none"> <li>• Set local GHG reduction goals by partnering with special districts that provide services within jurisdictions</li> <li>• Develop Climate Action Plans, or other comprehensive approach to reduce GHG emissions</li> <li>• Adopt Best Practices</li> </ul>
<b>Energy Efficiency</b>	<ul style="list-style-type: none"> <li>• Increase Utility Energy Efficiency Programs (either as municipal owners or partnership with local utilities) – New targets would be set for statewide energy demand reductions. These reductions could be achieved through enhancements to existing programs such as increased incentives.</li> <li>• Reduce energy consumption and install solar water heating systems within LG owned/operated facilities and operations</li> </ul>
<b>Renewable Portfolio Standard</b>	<ul style="list-style-type: none"> <li>• Achieve 33% renewables portfolio standard for LG owned utility (i.e., 33% of energy generation must come from renewable energy sources)</li> </ul>
<b>Green Buildings</b>	<ul style="list-style-type: none"> <li>• Facilitate green building construction, renovation, operation and maintenance of green buildings at LG owned/operated facilities</li> <li>• Implement the State adopted green building code (effective 2010) and provide training to local architects, engineers and developers</li> <li>• Site buildings close to public transportation and services, and providing amenities that encourage walking and cycling, offer further GHG reducing potential</li> </ul>
<b>Recycling and Waste</b>	<ul style="list-style-type: none"> <li>• Adopt Zero Waste and Environmentally Preferable Purchasing policies</li> <li>• Increase diversion from landfills (commercial recycling and compost/purchase of compost)</li> <li>• Control landfill methane emissions (for jurisdictions that own/operate landfill)</li> </ul>

<b>High GWP Gases</b>	<ul style="list-style-type: none"> <li>• Minimize/eliminate motor vehicle A/C refrigerant leakage through proper maintenance in fleet vehicles</li> <li>• Ensure proper handling/disposal of waste refrigeration units (through solid waste hauler)</li> </ul>
<b>Sustainable Forests</b>	<ul style="list-style-type: none"> <li>• Encourage land-use decisions that conserve forest lands</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>• Improve municipal water system energy efficiency/usage</li> <li>• Increase water recycling</li> <li>• Reuse urban runoff</li> </ul>
<b>Land-Use/Planning</b>	<ul style="list-style-type: none"> <li>• Participate in regional planning efforts and ensure land-use/transportation plans and decisions conform with sustainable communities strategies (SB 375)</li> <li>• Incorporate GHG reduction measures in General Plan, including funding and promotion of local transit systems, bike/walk infrastructure, local parking policies, car sharing, etc.</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>• Promote employee transit incentive programs, including, telework, carpooling, and parking cash-out policies</li> <li>• Promote public education to reduce vehicle travel</li> </ul>
<b>Vehicle Efficiency</b>	<ul style="list-style-type: none"> <li>• Fleet purchase/retrofits like the Hybridization of vehicles – fleet vehicles, transit buses</li> <li>• Fleet maintenance - properly inflate tires</li> </ul>
<b><i>Local Government Influence on Community Activities*</i></b>	
<b>Measure</b>	<b>Local Government Role</b>
<b>Energy Efficiency</b>	<ul style="list-style-type: none"> <li>• Promotion of following programs within the jurisdiction: Reduction in energy consumption (32,000Gwh and 800 million therms statewide) - Installation of solar water heating systems in homes/businesses (incentives for 200,000 statewide) - Incentives for building owners and developers to participate in “Million Solar Roofs” project for solar-electrical systems</li> <li>• Reductions have potential to deliver significant economic benefits</li> </ul>
<b>Green Buildings</b>	<ul style="list-style-type: none"> <li>• Promote (local government - “LG” to lead by example) by requiring all new LG buildings to exceed existing energy standards and meet nationally recognized building sustainability standards, such as LEED Gold standards.</li> </ul>
<b>Sustainable Forests/Urban</b>	<ul style="list-style-type: none"> <li>• Promote urban parks and forestry projects (shading/energy co-benefits)</li> <li>• Promote public investment to purchase and preserve forests and woodlands</li> </ul>
<b>Agriculture</b>	<ul style="list-style-type: none"> <li>• Promote/encourage manure digester systems at large dairies within jurisdiction</li> </ul>
*Source: <a href="http://www.arb.ca.gov/cc/localaction/meetings/030909/lg_ghg_reduction_action">http://www.arb.ca.gov/cc/localaction/meetings/030909/lg_ghg_reduction_action</a>	

**SARATOGA ACTIONS TO DATE**

As noted, though not mandated by ARB yet, Saratoga has proactively employed a number of the “voluntary early actions” as recommended. Many of these actions will reduce energy use, water use, and limit waste. As a result, the City can expect to save resources and reduce emissions over time, thereby realizing both financial and environmental benefits. Measures such as retrofitting existing public buildings with green technologies, and renewable energy can result in direct cost savings that may be quantified for tracking and reporting purposes as required. Other measures such as public outreach and community information program efforts can help foster environmentally conscious actions by employees, residents, and businesses in Saratoga. The charts below highlight measures implemented by the City in accordance with ARB’s recommendations.

<b><u>ARB RECOMMENDED LOCAL GOVERNMENT INITIATIVES THAT ARE REFLECTED IN SARATOGA:</u></b>		
<b>Local Government (LG) Actions Measure</b>	<b>Saratoga Proactive Actions</b>	<b>Resource Savings</b>
<b>Overall Local Government Actions</b>	<ul style="list-style-type: none"> <li>• Signatory to the U.S. Conference of Mayor’s Climate Protection Agreement</li> <li>• Signatory to Bay Area Climate Change Compact</li> <li>• Established a Green Purchasing / Environmentally Preferable Purchasing policy</li> <li>• Participated in Energy Upgrade California</li> <li>• Participation in Energy Watch Benchmarking and related staff training</li> <li>• “Go Green Saratoga” pages on the City’s website and have include various newsletter articles</li> <li>• Paperless Agenda processes</li> <li>• Staff outreach and education – using reusable materials (reusable mugs and utensils instead of paper or plastic cups), turning off lights, avoiding unnecessary printing and limiting undue travel.</li> <li>• Simple steps such as using tap water at public meetings instead of plastic bottled</li> </ul>	<p>The City has not addressed ARB’s recommendations to set a specific local GHG reduction goal and develop a Climate Action Plan. However, the measures and best practices outlined are expected to reduce GHG emissions and demonstrate the City’s commitment to reducing GHG. These actions have the potential to deliver economic and environmental benefits over time.</p>

	water.	
<b>Energy Efficiency</b>	<ul style="list-style-type: none"> <li>• Working with PG&amp;E, the City retrofitted exit lights, and replaced lighting ballasts and light bulbs with more energy efficient models</li> <li>• Converted all traffic lights to LED, as well as City facility “exit” signs.</li> <li>• Evaluating the feasibility of converting tree lights in the Village to LED</li> <li>• Energy-Star appliances and environmentally friendly appliances are being use wherever possible as appliances are replaced.</li> <li>• 9/80 employment schedule helps to conserve energy, reduce water use and reduce vehicle-miles traveled by City employees</li> <li>• Upgrade 15 of 45 HVAC systems and controls resulting in (~30% energy saving on those new units)</li> <li>• Roofing improvements—cool roofs have been installed</li> <li>• Replacement of windows at City Hall and window coverings at Prospect Center</li> <li>• Working with paint vendors and contractors to use paints with low Volatile Organic Compounds (VOCs) to limit emissions</li> <li>• Establishing a photovoltaic system on a City building roof in the near future</li> <li>• Using more recycled content and environmentally friendly chemicals and paper products City-wide</li> <li>• Replaced copiers using “environmentally friendly” criteria</li> </ul>	<p>These actions will result in reduced energy consumption by City owned/operated facilities and operations resulting in cost savings and economic benefits. For example, utility costs have decreased by an average of \$20k or more per year, since 2005.</p>

	<ul style="list-style-type: none"> <li>Plans to install electric vehicles charging stations in City</li> </ul>	
<b>Green Buildings</b>	<ul style="list-style-type: none"> <li>Distributing Green Building checklists at planning/building counters</li> <li>Building new trails, bike lanes to encourage environmentally friendly means of transportation</li> <li>Achieving Green Business Certification</li> </ul>	Most of Saratoga residential builders of new and improvement projects are on par or exceed green building construction standards. All Civic Center buildings are close to and most are centrally located to limit transportation impacts. The City has also led by example building sustainability standards and is designated a Green Business.
<b>Recycling and Waste</b>	<ul style="list-style-type: none"> <li>Funding a Household Hazardous Waste Collection Program</li> <li>New and more efficient Waste Management Franchise Agreement</li> <li>Construction and Demolition Debris Recycling Program</li> <li>Paperless Agendas</li> <li>Established at Green Purchasing / Environmentally Preferable Purchasing policy</li> </ul>	The new Waste Management Franchise Agreement is resulting in over 60 percent waste diversion rate. Decreases in waste will continue to bring savings over time.
<b>Sustainable Forests</b>	<ul style="list-style-type: none"> <li>Tree, landscaping, plantings</li> <li>Tree City USA</li> <li>Green friendly landscaping and gardening emphasis</li> <li>Heritage Orchard Preservation</li> <li>Parks Division reevaluating landscape surfaces to promote low maintenance</li> <li>Installing weather-station (“smart</li> </ul>	Through its arborist, the City promotes the investment and preservation of trees throughout the community. A “Tree City USA” the City encourages land-use decisions that trees and focuses on water re-use and green landscaping. The automated irrigation alone is expected to result in a 30% savings in water

	<p>irrigation controls” irrigation controllers on City medians, parks and property</p> <ul style="list-style-type: none"> <li>• Micro-spray sprinklers installed at the Orchard</li> <li>• Integrated Pest Management Program, providing for reduction or elimination of chemicals to the maximum extent practicable</li> </ul>	<p>use.</p>
<p><b>Water</b></p>	<ul style="list-style-type: none"> <li>• Use of well water, sprinkler nozzle replacement and low-flow water fixtures</li> <li>• Installing weather-station (“smart irrigation controls” irrigation controllers on City medians, parks and property</li> <li>• Micro-spray sprinklers installed at the Orchard</li> <li>• Participate in the West Valley Clean Water Program, which helps Saratoga comply and report on activities required by Saratoga’s regional water permit provisions.</li> <li>• The West Valley Clean Water Program also provides education and outreach to the community on water related activities and responds to violations involving dumping and storm water complaints, and educates Saratoga’s staff regarding storm water regulations.</li> <li>• The City holds two community creek clean-ups each year</li> <li>• Inspects building sites for erosion control and runoff prevention</li> <li>• Inspects City facilities for compliance with storm water runoff prevention</li> <li>• Provide outreach material for the community on water conservation, pest</li> </ul>	<p>These actions improve water quality, decrease usage (in some cases dramatically), and limits urban runoff and debris. Water costs have decreased every year for the City.</p>

	management, hazardous waste disposal and project BMP's to conform to state storm water regulations.	
<b>Land-Use/Planning</b>	<ul style="list-style-type: none"> <li>• City Code - 17-05.010 – Chapters and Sections of the City of Saratoga Municipal Code that Relate to Sustainability</li> <li>• “Residential Design Handbook” includes policies and techniques to “integrate structures with the environment” and to “design for energy efficiency”</li> <li>• City Ordinance allows only one wood-burning fireplace</li> <li>• Conditions for projects concerning pest reduction, drought tolerant plants, and storm water-related requirements are enforced</li> <li>• Offers the lowest-cost for permits for solar panels in Santa Clara County</li> <li>• Distributing “Green Building Checklist” at planning/building counters</li> <li>• Building new trails, bike lanes to encourage environmentally friendly means of transportation (limited transit)</li> </ul>	<p>Most residential projects in the City already exceed environmental guidelines and larger development projects would generally have an EIR as part of the project to conform to sustainable communities strategies (per SB 375).</p> <p>The City does monitor regional planning efforts to ensure compliance with land-use/transportation plans and decisions.</p>
<b>Vehicle Efficiency</b>	<ul style="list-style-type: none"> <li>• City fleet currently includes Natural Gas-fueled vehicles and two hybrid vehicles</li> <li>• Regularly replaces older City vehicles with new models to bring the City’s fleet up to date with better fuel-efficient vehicles</li> <li>• Fleet maintenance is routinely performed and on schedule</li> </ul>	Fuel savings result over time.

**OPTIONS FOR FUTURE CONSIDERATION**

The objective of this update was to summarize and update the proactive work accomplished toward environmental sustainability in Saratoga. This report builds off the City's ICLEI Greenhouse Gas Emissions Inventory that was a first step in addressing greenhouse gas emissions that affect climate change. While the City has taken proactive steps to reduce, greenhouse gas emissions through its actions, it has not taken additional steps toward environmental sustainability. Thus, the following are additional potential measures for the City to consider implementing:

- The City could pursue a five element process s advanced by ICLEI with the following steps: (1) Conduct a baseline emissions inventory and forecast; (2) formally adopt an emissions reduction target for the forecast year; (3) Develop a local climate action plan (CAP) (4) Implement the climate action plan or CAP, and (5) Monitor progress and report result.
  - However, this needs to be considered on balance as most residential projects in the City already exceed environmental guidelines and most proposed development projects have an EIR as part of the project to conform with sustainable communities strategies (per SB 375) there is less potential savings for Saratoga to contract for the development of a full CAP or update of the General Plan.
  - One cost-efficient option may be to pursue use of the partnership that may be authorized for Santa Clara County to partner on a CAP Template effort begun by San Mateo County. This template tool offers staff simple tracking software and a full report template for cities. This CAP template should include municipal and community inventory tracking and reporting options that will comply with ARB, as well as show costs and benefit analyses.
- Other measures Saratoga could undertake to promote sustainability, include, but are not limited to:
  - Create a Sustainability “Vision” for outreach and communication purposes
  - Develop environmental sustainability indicators Prepare a community-wide GHG inventory
  - Promote enhanced communications for the community as part of Saratoga's “Go Green” efforts
  - Continue to look at provider rebates and other other grant programs
  - Establish a volunteer Environmental Sustainability Intern Program to work on these efforts
  - Pursue residential solar power financing via City loans paid through property assessments
  - Increase Council’s Community Grant Program with an emphasis on environmentally focused programs
  - Other green initiatives such as single-use bags or polystyrene bans, compost uses, LEED certifications or checklists

## **REFERENCES / RESOURCE SAMPLES**

- Enabling legislation - AB 32 SB 375 [www.leginfo.ca.gov\](http://www.leginfo.ca.gov/)
- <http://baclimate.org/>
- <http://greenvision.sanjoseca.gov/>
- [http://jointventure.org/index.php?option=com\\_content&view=article&id=5&Itemid=46](http://jointventure.org/index.php?option=com_content&view=article&id=5&Itemid=46)
- <http://oag.ca.gov/>
- <http://www.arb.ca.gov/cc/implementation/implementation.htm>
- [http://www.arb.ca.gov/cc/scopingplan/document/final\\_supplement\\_to\\_sp\\_fed.pdf](http://www.arb.ca.gov/cc/scopingplan/document/final_supplement_to_sp_fed.pdf)
- <http://www.arb.ca.gov/cc/scopingplan/scopingplan.htm>
- <http://www.baaqmd.gov/>
- <http://www.calepa.ca.gov/>
- <http://www.cityofpaloalto.org/>
- <http://www.iclei.org/>
- <http://www.jointventure.org/>
- <http://www.sacbee.com/2011/10/21/3992504/california-board-approves-cap.html#ixzz1f2m86KYB>
- <http://www.sfenvironment.org/>
- LCC Land Use, Planning, and Air Resource Board Regional Targets-Bill Higgins and LCC Overview of SB 375 and Metropolitan Planning Organizations-Betsy Strauss
- League of California Cities (LCC) on-line database.
- Best practices, sample plans, and metrics (ICLEI, ILG, LCC, ICMA, HCD, Santa Clara County, City of San Jose, et al).
- City reports and policy samples, et al., from the City of Cupertino, Town of Los Gatos, City of Berkeley, City of San Jose, City of Menlo Park, and the City of Santa Clara
- “U.S. Cities Get Serious About Sustainability” Steve Attinger, Environmental Sustainability Coordinator for the City of Mountain View.
- Major utility providers including Chevron have offered their “knowledge networks” at [www.knowledgesharingnetwork.net/cities](http://www.knowledgesharingnetwork.net/cities)

