

## 7.0 CITY OF SANTA CLARA

The following services provided by the City are discussed within this service review:

- Wastewater
- Solid Waste
- Parks and Recreation
- Storm Water Drainage
- Law Enforcement
- Library
- Electricity
- Cemetery

### 7.1 LOCATION, ADMINISTRATION, AND OPERATIONS

The City of Santa Clara is located approximately 45 miles southeast of San Francisco and 3 miles north of downtown San Jose. It is situated in the northern part of the County and occupies approximately 19.3 square miles. The City's sphere is coterminous with its boundary, and the City is completely bounded by other cities, as shown in Figure 7.1.

The City of Santa Clara is a charter city incorporated in 1852. The City has a Council/Manager form of government. City voters elect six councilpersons and a Mayor, who serve a term of four years each and who, in turn, appoint a City Manager. City Council meetings are regularly held two times per month on Tuesdays at 7:00 p.m. at City Hall in the Council Chambers. Complete agenda packets with back-up reports for the meetings are available at the City library beginning on Saturday before the Tuesday meetings and at the City Clerk's office on weekdays. To provide for public participation, the City has the following advisory committees to assist in meeting City objectives:

- Citizens Advisory Committee
- Board of Library Trustees
- Civil Service Commission
- Cultural Advisory Committee
- Historical and Landmarks Commission
- International Exchange Commission
- Parks and Recreation Commission
- Senior Citizens Advisory Commission
- Youth Commission

Registered voters (and young residents for the Youth Commission) who reside within the City are eligible for participation on these committees. All of the committees meet publicly on a regularly scheduled basis. Agendas and minutes for these meetings are available in the same manner as City Council meetings. The City also reaches out to residents by the use of surveys such as the recent Cable Customer Survey, which was used to help assess the cable service needs of the community. In

addition, the City publishes a recreational activity guide three times per year and a quarterly newsletter. The newsletter provides information on topics such as new developments within the City, the City budget, public meetings, City services, and community activities.

Per the City Charter, the City Council adopts an annual operating budget on or before June 30. The budget is prepared by City staff and reviewed by the City Manager, who then submits the draft to the City Council for review and revision. Public hearings are conducted to obtain public comments. Following the hearing, the budget is adopted by the City Council.

The Proposed FY 2005–2006 Budget states that the City is facing a long-term financial challenge, which includes its fourth straight year of deficits in the General Operating Fund. The City had deficits of \$2.9 million and \$9.2 million in FY 2002–2003 and 2003–2004, respectively. FY 2004–2005 and 2005–2006 are forecast to have deficits of \$9.4 million and \$2.1 million, respectively. The deficits are to be funded from the use of working capital reserves.

Likewise, the City's 2006–2007 through 2010–2011 Financial Plan projects that the Working Capital Reserves will be essentially depleted by the end of FY 2009–2010. It also forecasts that the City will not be able to maintain its Working Capital Reserves, equal to 90 days of budgeted expenditures during the 2006–2007 through 2010–2011 period.

The proposed budget states that it will take sustained efforts over several budget cycles to successfully resolve these issues. The City has implemented several measures to address the financial situation: holding operating budgets flat, which incorporates previous expenditure reductions, fee increases, delay or elimination of capital projects, hiring freeze, and the use of City reserves. Since FY 2003–2004, a total of 33.75 full-time equivalent positions have been deleted from the budget or frozen. The proposed FY 2005–2006 budget freezes an additional 2.17 positions and deletes 2.0 positions. All of the vacant positions have resulted from retirements or resignations, none of which have resulted from layoffs. City staff is continually identifying long-term measures that can be taken to address the City's financial situation.

The City also adopts an annual CIB. The projects that are included in the FY 2005–2006 CIB are a result of a formal review process. In light of the existing budget issues, the review has ensured that only those projects that have a direct impact on the health and safety of the public or are essential to maintaining existing levels of service and either replace aging infrastructure or have a contractual or regulatory obligations are included. The CIB document provides a description of each project as well as project justification, project status, and revenue source. Some of these projects are listed below:

- Replacement of Fire Station No. 4
- Street resurfacing projects
- Repairs and improvements to recreational facilities
- Utility system repairs
- Repairs and maintenance to historic and City buildings
- Construction of a ballroom for the convention center
- Continue construction of the San Tomas Aquino Creek Trail

The City has received the Excellence in Budgeting Award for the FY 2004–2005 CIP Budget and the Excellence in Operational Budgeting Award from the California Society of Municipal Finance Officers. Recipients of these rewards must exceed criteria regarding comprehensiveness and quality of the budget documents. It is the fifth year that the City has received this award for its annual budget and ninth year for its CIB.

The City has adopted a purchasing policy in order to guide procurement of City-needed goods and services. The policy details procedures for bidding and contracts. This involves having a centralized Purchasing Division that is under the supervision of the City Manager. The objective of the policy and structure of purchasing is to maximize cost-savings opportunities.

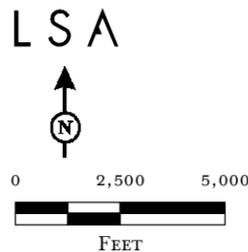
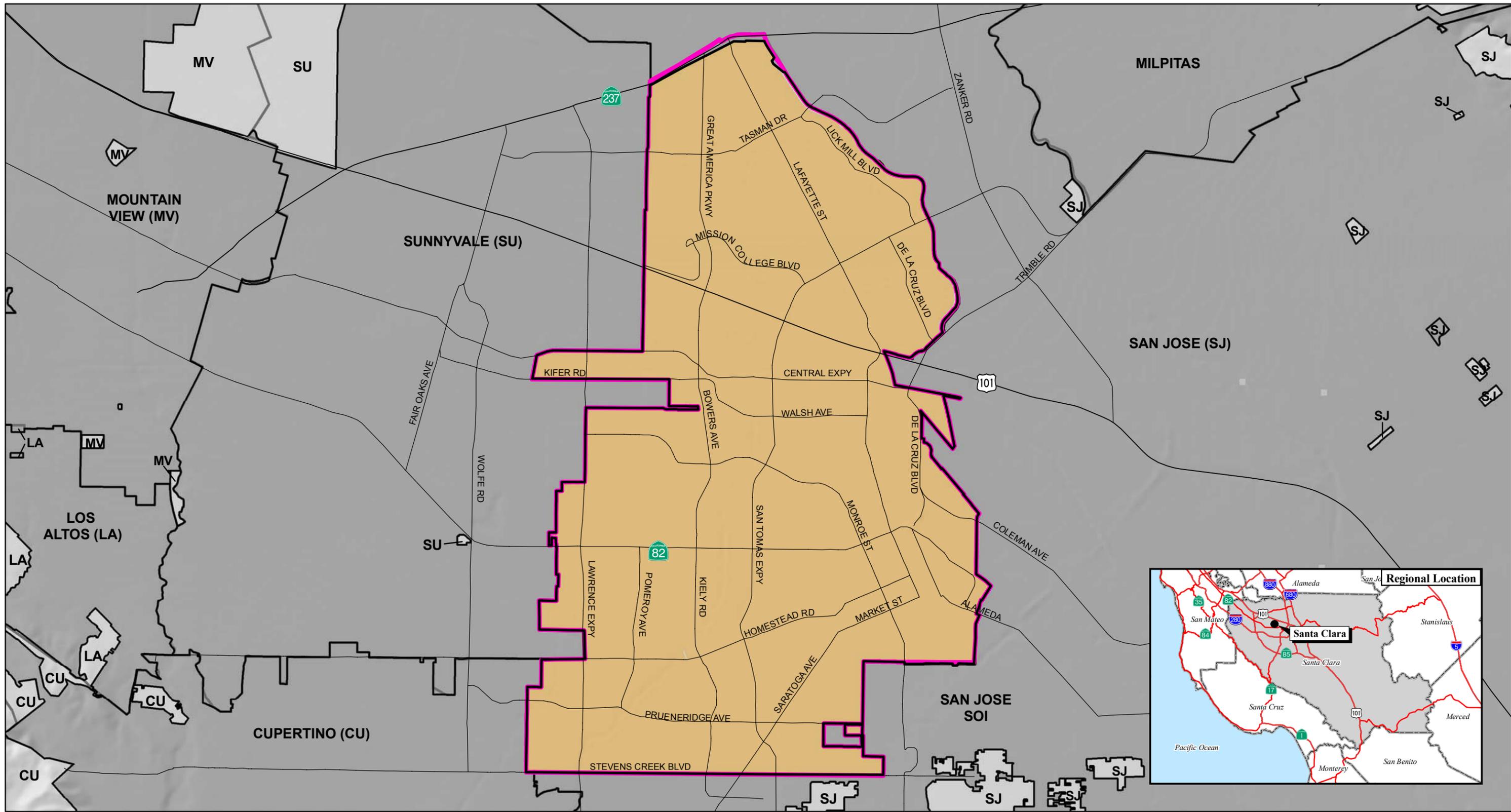
Likewise, the City has an investment policy that directs the investment of funds in a manner that will provide the highest investment return with the maximum security while meeting the daily cash-flow demands of the City. The primary objectives of the policy are safety, liquidity, and return on investment. The policy also requires the Director of Finance to provide monthly investment reports to the City Council.

In an effort to provide the numerous services in the most cost-effective manner, the City has several joint projects with other agencies to provide additional services. For example, the City and the Santa Clara Unified School District have several cooperative agreements to provide community facilities. The agreements between the City and District provide the community with greater recreational opportunities at costs much below what would otherwise be required. These agreements are listed below:

- The agencies are currently developing a new 350-seat community theater at the Wilcox High School located at 3250 Monroe Street. Construction of this facility is currently underway. The project is being administered by the District.
- The agencies have an agreement to utilize a portion of the Curtis school site as a dog park.
- The District has provided land at the Cabrillo Intermediate School property, and the City has constructed a Community Youth Activity Center. The City operates and maintains the facility.
- The agencies have a general cooperative agreement for the shared use of facilities, including playground areas, gymnasiums, meeting rooms, and other facilities.

The City also has an agreement with the West Valley College District for the joint development and use of multipurpose athletic facilities at Mission Campus. The facility was developed in 1977, and the City and District still jointly use and maintain the facility.

The San Jose-Santa Clara Water Pollution Control Plant is owned and operated by a JPA, which is comprised of the Cities of San Jose and Santa Clara. San Jose is the administering agency for the plant. The agreement allows for the cities to share one wastewater treatment facility.



- Legend
- City of Santa Clara
  - City of Santa Clara Sphere of Influence
  - Santa Clara Urban Service Area
  - Surrounding City Limits
  - Surrounding City Sphere of Influence
  - Unincorporated Areas

FIGURE 7.1

SOURCE: Santa Clara County  
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## **7.2 CITY PLANNING BOUNDARIES AND GROWTH**

### **7.2.1 Planning Boundaries**

#### **Urban Pockets**

LAFCO has identified seven urban unincorporated pockets within the City. All of these are less than 150 acres and may be annexed under the streamlined provisions of State law. LAFCO has provided maps of the islands to the City and are also available on LAFCO's website. As of the time of this service review, the City is not actively pursuing annexation of these island areas.

### **7.2.2 City Growth**

As discussed, the City cannot expand outwardly because it is bounded by other cities. In addition, the City is essentially built out. The 2002 General Plan states that in 2000, the City had 498 acres of vacant land, which is 4 percent of the City's total acreage. However, most of the vacant land had already been approved for specific development.

The growth potential that remains is for in-fill development, redevelopment and expansion, which would result in an increase in density. For example, some industrial plants in the City have reserved land for future expansion at their current sites. Parking structures are becoming more common as buildings replace surface parking.

As shown in Table 2.C, ABAG's growth projections are 1.23 for population and 1.55 for employment annually through 2025. This is an average growth rate compared to the other cities reviewed in this service review.

## **7.3 WASTEWATER SERVICES**

Wastewater services within Santa Clara are provided by the City. There are approximately 25,531 service connections. Wastewater flows are collected and transported through more than 277 miles of sewer mains by way of six pumping stations to the San Jose-Santa Clara Water Pollution Control Plant located in the City of San Jose. The City's current average daily flow and peak flow to the wastewater treatment plant are 15.2 and 22 mgd, respectively.

The San Jose-Santa Clara Water Pollution Control Plant is one of the largest advanced wastewater treatment facilities in California. It has the capacity to treat 167 mgd. It treats the wastewater generated in a 300-square-mile area encompassing San Jose, Santa Clara, Milpitas, Campbell, Cupertino, Los Gatos, Saratoga, and Monte Sereno. The cities share in the capital and operating costs on a pro rata basis. In 1959, the Cities of San Jose and Santa Clara entered into a JPA to jointly own and operate the plant. Under this agreement, San Jose serves as the administering agency and is responsible for operating and maintaining the Plant. Because San Jose is the administering agency, additional detail regarding the plant is located in Section 6.3.

The City of Santa Clara integrates growth projections into the City's Urban Water Management Plan by utilizing City standard generation factors for residential, commercial, and industrial land uses. The City then develops projections for wastewater flows based on a proportion of the projected water

demand. To ensure adequate capacity, the City requires all new development to be reviewed to determine the projected wastewater demand and available capacity before zoning approval or permits are granted. New or upgraded infrastructure that is necessary for new development is financed by developers based upon the increased demand that would be created by the project.

The City has stated that there are no existing wastewater infrastructure deficiencies. Likewise, the City stated that as long as infrastructure is upgraded and expanded in conjunction with new development, growth will continue to be accommodated adequately.

### Wastewater Rate Comparison

Residential customers are charged a set monthly rate for services, while commercial and industrial customers are charged rates that are based on the type of business and the percentage of sewage compared to the amount of water used. Table 7.A compares Santa Clara’s sewer rates to those of nearby jurisdictions.

**Table 7.A: Existing Monthly Wastewater Rates**

	<b>Santa Clara</b>	<b>San Jose</b>	<b>Milpitas</b>
Residential: single-family	\$9.94	\$20.70	\$25.13
Residential: multifamily	\$9.94 per unit	\$11.84 per unit	\$18.24 per unit
Commercial and industrial	\$0.761–\$2.686 per HCF <sup>1</sup> ; calculated depending on use.	\$1.66–\$4.88 per HCF <sup>1</sup> ; calculated depending on use.	Calculated depending on use.

On May 13, 2003, the Santa Clara City Council approved a two-year increase of 6 percent each year. These increases were required to fund several capital projects to upgrade facilities at the San Jose-Santa Clara Water Pollution Control Plant. Hence, effective July 1, 2006, the residential rates listed above will increase to \$10.54 per month per unit, and commercial and industrial rates will also increase. Even with these increases, Santa Clara’s sewer rates remain the lowest when compared to other cities.

## 7.4 SOLID WASTE SERVICES

Solid waste service is provided by the City via contract with Mission Trail Waste Systems. The solid waste that is collected within the City of Santa Clara is hauled to the following landfills. These facilities are Class III, which accept construction/demolition waste and mixed municipal refuse. Additional detail regarding these facilities is located in Appendix A.

<sup>1</sup> Hundred Cubic Feet

- Foothill Sanitary Landfill
- Forward Landfill, Inc.
- Zanker Material Processing Facility
- Ox Mountain Sanitary Landfill
- Newby Island Sanitary Landfill
- Vasco Road Sanitary Landfill
- Kirby Canyon Recycling & Disposal Facility
- Guadalupe Sanitary Landfill
- John Smith Road Landfill
- Altamont Landfill & Resource Recovery

In 2000 (the most recent data posted by CIWMB) the City of Santa Clara disposed of 197,306 tons of solid waste. CIWMB shows that the solid waste disposal generation factor for the City is 1 pound per resident per day and 7.4 pounds per employee per day.

Diversion rates are defined as the percentage of total solid waste that a jurisdiction diverted from being disposed in landfills through reduction, reuse, recycling programs, and composting programs. The California Public Resources Code (PRC 41780) requires all jurisdictions to achieve 50 percent solid waste diversion after the year 2000. Per CIWMB, the City was slightly below this goal and had a 49 percent diversion rate in 2003 (the most recent data posted).

The City's rate for solid waste services is dependent upon the type of residence (e.g., single unit, multiunit, condo), number of trash bins, and number of pickups per week. Commercial rates are based on the refuse bin size and by number of pickups per week. The City has recently approved a rate increase for solid waste services. The rate increase is 1.8 percent and became effective July 1, 2005. The new rates are reflected in the Table 7.B below, which provides a comparison of City solid waste service rates.

**Table 7.B: Monthly Solid Waste Rates**

	<b>Santa Clara</b>	<b>Gilroy</b>	<b>Milpitas</b>
<b>Residential</b>			
Single-Family	32 gallon can at \$13.25	32 gallon can at \$22.79	\$47.10
Multi-Family	32 gallon can at \$13.25	32 gallon can at \$22.79	\$59.50-\$1,275.55
Townhouse/Condo	32 gallon can at \$7.78	—	—
<b>Commercial</b>			
	\$8.53-\$1,889.67 Dependent on size of bin and number of pickups per week	\$22.79-\$2,367.57 Dependent on size of bin and number of pickups per week	\$25.51-\$1,636.68 Dependent on size of bin and number of pickups per week

## 7.5 PARK AND RECREATION SERVICES

The City of Santa Clara provides park and recreational services to its residents. The City has numerous existing park and recreational facilities, as listed in Table 7.C.

**Table 7.C: City of Santa Clara Park and Recreational Facilities**

<b>Facility and Location</b>	<b>Amenities</b>	<b>Acreage</b>
Agnew Park 2150 Agnew Road	Building, picnic area, restrooms, basketball courts, play area	2
Bowers Park 2582 Cabrillo Avenue	Building, picnic area, barbeques, restrooms, play area	7
Bracher 2560 Alhambra Drive	Picnic area, barbeques, restrooms, basketball courts, play area	3.5
Central Park 909 Kiely Boulevard	Building, picnic area, barbeques, restrooms, swimming pool, lighted basketball courts, lighted softball fields, lighted tennis courts, play area	52
City Plaza Park Lexington Street & Main Street	Picnic area	1
Civic Center Park Lincoln Street & El Camino Real	Passive park	3
Earl R. Carmichael Park 3445 Benton Street	Picnic area, barbeques, restrooms, basketball courts, lighted tennis courts, play area	10.5
Everett Alvarez Park 2280 Rosita Drive	Picnic area, restrooms, basketball courts, play area	1.5
Fairway Glen Park 2051 Calle de Primavera	Picnic area, barbeques, basketball courts, tennis courts, play area	4
Fremont Park 1303 Fremont Street	Play area	7
Fuller Street Park 61 Fuller Street	Picnic area, barbeques, restrooms, play area	2.4
Henry Schmidt Park 555 Los Padres Boulevard	Building, picnic area, barbeques, restrooms, basketball courts, softball fields, lighted tennis courts, play area	8
Homeridge Park 2985 Stevenson Street	Picnic area, barbeques, restrooms, basketball courts, play area	6
Jenny Strand Park 250 Howard Drive	Picnic area, barbeques, restrooms, basketball courts, tennis courts, play area	5
Larry J. Marsalli Park Lafayette Street & El Camino Real	Picnic area, barbeques, restrooms, lighted softball fields, play area	7
Lick Mill Park 4750 Lick Mill Boulevard	Building, picnic area, barbeques, restrooms, basketball courts, tennis courts, play area	7.5

<b>Facility and Location</b>	<b>Amenities</b>	<b>Acreage</b>
Live Oak 4025 Rivermark Parkway	Play area, picnic area, restroom, large turf areas	11
Machado Park 3360 Cabrillo Avenue	Building, picnic area, barbeques, restrooms, basketball courts, play area	3.5
Mary Gomez Park & Pool 651 Bucher Avenue	Picnic area, barbeques, restrooms, swimming pool, basketball courts, tennis courts, play area	8
Marywood Park 3330 Pruneridge Avenue	Building, picnic area, barbeques, restrooms, lighted tennis courts, play area	9.5
Memorial Cross Park Martin Avenue & De La Cruz Boulevard	Passive park	0.5
Montague Park 3595 MacGregor Lane	Building, picnic area, barbeques, restrooms, swimming pool, basketball courts, tennis courts, play area	5.5
Parkway Park 3675 Forest Avenue	Picnic area, barbeques, restrooms, play area	3.5
Rotary Park 1490 Don Avenue	Picnic area, barbeques, play area	1
Sesquicentennial Park 1590 El Camino Real	Passive park	0.25
Steve Carli Park 1045 Los Padres Boulevard	Restrooms, basketball courts, play area	3
Thamien Park Lick Mill Boulevard	Currently under construction; will have play areas, restrooms, tennis court, basketball court, turf areas	3.5
Ulistac Natural Area 4901 Lick Mill Boulevard	Walking trails	40
Warburton Park 2250 Royal Drive	Picnic area, barbeques, restrooms, swimming pool, basketball courts, play area	6
Westwood Oaks Park 460 La Herran Drive	Building, picnic area, barbeques, restrooms, basketball courts, play area	1.5
<b>Total Park Acreage</b>		<b>224.15</b>

The City's park development impact fee is based on a standard of 3 acres of parkland per 1,000 population and 3.36 persons per dwelling unit. Based upon the parkland listed above in Table 7.C and the California Department of Finance 2005 population data for the City (109,106), the City currently provides 2.05 acres of parkland per 1,000 population, and is below this standard for provision of facilities.

In addition to the City's parks, several County park facilities are located near the City. These parks supplement the facilities that are provided by the City. These County parks are detailed below in Table 7.D.

**Table 7.D: County Parks Near the City of Santa Clara**

<b>Park and Location</b>	<b>Amenities</b>	<b>Acreage</b>
Alviso Marina Mill Street & Alviso North San Jose	Bird watching, hiking, mountain biking, picnic areas	17
Ed Levin County Park 3100 Calaveras Road Milpitas	Multiple use trails, fishing, hiking, cycling, horseback riding, picnic areas, hang-gliding	1,539
Hellyer County Park 985 Hellyer Avenue San Jose	Multiple-use trails, bicycling, fishing, hiking, running, skating, nine-hole public golf course, Olympic-size velodrome	205
Los Gatos Creek County Park 1250 Dell Avenue Campbell	Multiple-use trail, fishing, hiking, picnic area, remote-control model boating	80
Motorcycle County Park 300 Metcalf Road San Jose	Over 20 miles of OHV trail and tracks, picnic areas	459
Penitencia Creek County Park	Multiple-use trail, cycling, equestrian staging area, hiking, nature center, picnic areas	134
Sunnyvale Baylands Park Sunnyvale	Over 70 acres of developed parkland, including picnic areas and pathways	70
Vasona Lake County Park 333 Blossom Hill Road Los Gatos	Multiple-use trails, cycling, fishing, hiking, miniature train rides, nonpower boating, Youth Science Institute	150

The City park system is augmented by agreements to utilize the facilities of the local school district. Almost all of the elementary schools provide space for a softball field, two basketball and two volleyball courts, and grass playground for free play. The elementary school playgrounds are never locked. Intermediate schools have at least one baseball and one football field, 8–10 basketball courts, and a large gym. The high schools have the same facilities plus a swimming pool and gym that seats 700 people. All of these facilities are available to the City recreation program and private groups when not needed by the school district.

### **Recreation**

In addition to the facilities listed above, the City has a Senior Center, Youth Activity Center, and Golf and Tennis Club. The 18,000-square-foot Senior Citizens Center is located in Fremont Park. The facility has many activity rooms, a large auditorium, billiards and card rooms, lapidary room, kitchen, woodshop, and fitness center. The Senior Center offers a variety of recreation and social service programs.

The Youth Activity Center is located on the Cabrillo Middle School campus. The 20,000-square-foot facility was developed jointly by the City and the Santa Clara Unified School District. The facility consists of a gymnasium, two recreation activity rooms, and offices.

The Santa Clara Golf & Tennis Club was developed by the City on 155 acres of City-owned property. The golf and tennis facility is operated under a management agreement with American Golf Corporation. The facility includes an 18-hole golf course, a lighted driving range, practice putting green, 7 lighted tennis courts, a golf and tennis pro shop, locker room and shower facilities, and a restaurant.

The City offers a wide variety of recreation programs throughout the year for City residents. Programs are advertised three times per year in the City Activity Guide that is mailed to all City residences. In addition, the City holds special events such as the Easter Egg Hunt, July 4th Celebration, International Swim Meet, the Art and Wine Festival, concerts in the park, and the Halloween Party. The types of programs that the City offers are below.

- Aerobics
- Aquatics classes
- Art
- Ceramics
- Dancing
- Day camps
- Drama/theater
- Fine arts camp
- Fitness
- Golf
- Gymnastics
- Library services
- Preschool learning
- Senior Citizens Center
- Skate park
- Sports classes
- Tennis
- Youth activities

## 7.6 STORM WATER DRAINAGE SERVICES

The City of Santa Clara provides local storm water drainage services within the City. The majority of storm water runoff is collected by an underground piping system and drained into local streams through several pump stations. Additionally, flood-prone areas within the City occur in low-lying lands between stream levees; these areas are mainly located north of the Bayshore Freeway. Due to this, storm water in this area is conveyed into two large retention basins prior to being pumped into the streams. Throughout the City, runoff in excess of a 10-year storm is carried in the streets.

Storm water infrastructure deficiencies exist in southern areas of the City that were annexed from the County having no drainage infrastructure. Other areas within the City have also been identified as needing infrastructure upgrades in order to provide a 10-year flow capacity. A Citywide Master Storm Drain System Study is currently being planned that will analyze and identify the inadequacies of the system. The study will determine the system improvements necessary to provide 10-year capacity throughout the City and the system improvements needed to mitigate areas that are subject to 100-year flooding.

The current FY 2005–2006 CIB identifies several storm water drainage projects that consist of constructing supplemental lines and various pump station upgrades. Generally, facilities that would be needed for infill development are not expected to require major infrastructure because most of the City has storm drainage facilities that should accommodate infill development. New development within the City is required, through a Development Ordinance, to provide drainage that is capable of carrying runoff from a 10-year storm and to provide development impact fees.

New or upgraded storm water drainage facilities are currently financed by either development impact fees or the City CIB. However, some of the needed new or upgraded facilities are beyond the scope of the City's current financing capabilities. The existing revenue sources are not adequate to maintain and/or supplement the existing system to the City's desired standards. In addition, major capital facilities may be required to reduce storm water runoff from entering the San Francisco Bay.

An Assessment District is currently under consideration to help finance needed facilities. This is specifically needed to provide infrastructure in the large areas located in the southern end of the City. However, implementation of the Assessment District can only occur with two-thirds voter approval, and the City's Public Works Department has stated that currently the interest to proceed is low.

## **7.7 LAW ENFORCEMENT SERVICES**

The City of Santa Clara provides law enforcement services to the area within the City limits. The Department has 148 sworn officers, 48 civilian employees, and 32 reserves. The Police Department responds to approximately 56,000 calls for service each year and is divided into several divisions, as detailed below.

The Field Operations Division (Patrol) responds to the vast majority of calls for service and is made up of patrol teams, a motorcycle traffic unit, traffic and hit-and-run investigators, community service officers, parking control and abandoned vehicle abatement personnel, and the Special Enforcement Team. Also in Field Operations is the Reserve Police Officer program, which consists of 32 sworn Reserve Officers. Of the Department's 148 sworn officers, 100 are in the Field Operations Division.

The Administrative Services Division is made up of the Chief's Office, the Community Services Unit, the Professional Standards Unit, the Temporary Holding Facility, and the Records Unit. Community Services Unit is responsible for Neighborhood and Business Watches, Crime Prevention, Police Activities League, permits, and various school services (DARE, School Resource Officers, and crossing guards). Professional Standards Unit is charged with hiring and training all departmental personnel, conducting Internal Affairs investigations, and cataloging, storing, and arranging for the disposition of all property and evidence. The Temporary Holding Facility is used to process individuals arrested in the City. Records tracks and processes all police-related paperwork and the numerous requests received from outside agencies for copies of documents.

The Emergency Communications Division is the primary 9-1-1 public safety answering point for the City of Santa Clara. The Division is staffed by 18 dispatchers, an Operations Manager, and an Administrative Analyst. All dispatchers are trained to handle police, fire, and medical emergencies. The center is manned by a minimum of four Dispatchers at all times. All Dispatchers are certified in Emergency Medical Dispatch, which means that they have the specialized training to triage medical calls based on a series of questions. They can also deliver detailed instructions for CPR, childbirth, and minor first aid. The City is currently planning to construct a dispatch center at the Police Administration building. Dispatch currently operates out of the Emergency Operations Center.

The Department utilizes a combination of response times and ratio of service calls to officers to ensure adequate service levels. The Department's standard response time and maximum acceptable response time is 2-4 minutes.

The Department participates in the Law Enforcement Mutual Aid Plan coordinated by the State Office of Emergency Services. The Department also implements the Santa Clara County 15 response protocols that include active shooters, child abuse, elder abuse, officer-involved accidents, and missing persons. Likewise, the Department has several cooperative agreements with other agencies to enhance services. For example, the Department is a member of the Silicon Valley Regional Radio Interoperability Project and has an agreement to allow this project to operate out of a City facility. In addition, the Department has been an active member in several regional task forces, including Santa Clara County Specialized Enforcement Team, Regional Hi-Tech/Technology Crime Unit, Regional Auto Theft Task Force, and the Sexual Predator Unit. However, due to current funding and personnel shortages, the Department withdrew from these task forces in September 2005. The Department anticipates additional opportunities for sharing facilities and equipment in implementing Homeland Security measures.

The operations of the Department are evaluated internally on a periodic basis through audits on systems and performance. The evaluations are generally performed at the mid-management level. In the past five years, the Department has accomplished several noteworthy achievements, including the 2001 recipient of Cop West's "Best Police Building Design," and in 2004, the Department implemented the "Every 15 Minutes" Anti-DUI Program for the Santa Clara Unified School District.

## **7.8 LIBRARY SERVICES**

The City provides library services to the community. The library currently has the following two branches.

Central Park Library  
2635 Homestead Road  
Santa Clara, CA 95051

Mission Library  
1098 Lexington Avenue  
Santa Clara, CA 95050

The Central Park Library is the largest and newest Santa Clara City Library facility. The library opened in 2004 and has 80,000 square feet of floor space and, as of August 2005, 363,698 items, which is the majority of the Library's collection. Some of the Central Park Library's amenities include group study rooms, large community rooms accommodating 100 and 125 persons, public art, more than 100 public computers, high-speed Internet connection for personal laptops, a computer training facility, a café, and a bookstore.

The Mission Library Branch is 8,500 square feet and opened in 1956. It currently has 26,288 items. This facility was the first library in the City. However, since the opening of the Central Park Library, it serves as a smaller branch. It currently has a family reading center program.

The City's Library System objective is to provide 3.0 books per capita. In FY 2004–2005, the library system had 2.84 books per capita. City library resources are heavily used, particularly at the Central Library. Within the last year, the usage of the library has increased by approximately 20 percent. In the FY 2003–2004 the Library's total circulation was 2,187,318, and in FY 2004–2005, the circulation increased to 2,630,001. In addition to material and facility usage, the library provides programs for people of all ages. In FY 2003–2004, 26,482 people attended programs at the library; over 95 percent of the participants were children.

An additional library facility of 15,708 square feet has been proposed to serve the Northside area of the City. The branch is proposed to contain approximately 62,745 items. Per the Northside Branch Building Program, a collection of this size will enable the library to provide 3.5 volumes per capita at build out of this neighborhood. A branch in this area has been considered for many decades. There are currently redevelopment agency funds proposed to build the library, but funding for operations has not been identified. Per the FY 2005–2006 CIP Budget, this branch is budgeted for FY 2010–2011, with design to begin in 2010.

The City’s Library System has several agreements and partnerships with other agencies to supplement services, as detailed below.

- Silicon Valley Library System Joint Exercise of Powers Agreement: This is a consortium of some city and the County libraries that allows residents to search and use materials at all of the libraries. A website has been implemented that provides information on all of the facilities and materials that are available. This provides for streamlined research.
- Santa Clara County Historical and Genealogical Society Agreement: The Society donates genealogy materials to the library and provides volunteer assistance in the Local History Pavilion.
- Kaiser Permanente Hospital Agreement/Partnership. This partnership established and maintains the Health and Wellness Library, which is a health education resource that is located in the Central Park Library.
- Santa Clara Unified School District Partnership. Even Start Family Literacy Program is a partnership in which classes are held twice per week for 60 adults and their preschool children, all of whom have limited English language skills.
- Foundation and Friends of the Santa Clara City Library. This is a non-profit organization that supplements public funding to expand and enhance the library’s programs and services.

## 7.9 ELECTRIC SERVICES

The City of Santa Clara’s Electric Department, known as Silicon Valley Power, serves the residents and businesses of the City by providing reliable, low-cost electricity services. Silicon Valley Power was founded in 1896. The basic service information is listed below in Table 7.E.

**Table 7.E: City of Santa Clara’s Electricity Services**

Number of meters	48,573 meters
Miles of high voltage lines	475 miles
Number of substations	14
Maximum annual demand	405,000 megawatts (mW)
Total annual energy	2,507,000 mW
Number of industrial accounts	1,800
Industrial account percentage of total load	87 percent
Electric department staff	144 employees

The City of Santa Clara's municipal electric utility owns, operates, and participates in more than 380 mW of electric-generating resources and serves a peak load of approximately 460 mW. Although the City has been providing electricity since 1896, in 1980 Santa Clara launched its 6 mW Cogen No. 1 power plant, making the City a generator of electricity for the first time. In 1983, the 110 mW Northern California Power Agency Geothermal Joint Agency Project began providing service with Santa Clara as a lead partner, having a 55 percent share of electricity. The City also operates a network of substations and distribution lines to supply electricity. In addition, the City purchases wholesale electric power from various participants of the Western Systems Power Pool (WSPP), M-S-R Public Power Agency, Pacific Gas & Electric (PG&E) Company, and Western Area Power Administration. The City has many fixed-price power purchase contracts with various suppliers, with terms ranging from six months to five years.

Much of the electricity the City provides is obtained through the following joint electricity projects:

- The Northern California Power Agency: was formed in 1968 as a JPA in the State of California. Its membership consists of 11 cities, 1 irrigation district, 1 public utility district, 1 port authority, and 7 other associate member entities. This agency is generally empowered to purchase, generate, transmit, distribute, and sell electrical energy.
- The Transmission Agency of Northern California is a JPA entered into by 15 California utilities. The purpose of this agency is to plan, acquire, construct, finance, operate, and maintain facilities for electric power transmission.
- The M-S-R Public Power Agency is a JPA formed in 1980 by the Modesto Irrigation District, City of Santa Clara, and the City of Redding to develop or acquire and manage electric power resources. The participation share in this agency is as follows: Modesto Irrigation District: 50 percent; City of Santa Clara: 35 percent; and City of Redding: 15 percent.

In addition, Silicon Valley Power is a participant in mutual aid agreements with numerous electric utilities throughout California. These agreements include California Utilities Emergency Association Mutual Assistance Agreement and the North/South Municipal Utilities.

To meet power needs by utilizing self-generated power, the City has recently completed constructing a \$165 million 147 mW power generation facility, the Donald Von Raesfeld Power Plant. The gas turbine plant began operating in June 2005 and produces approximately one-third of Santa Clara's electricity. In addition, the City has finished construction of a 115 kilovolt (kV) Northern Receiving Station to upgrade the electric distribution system and to meet additional demand for service.

Another major project for Silicon Valley Power was to design and construct 230 kV bus and transmission lines to connect to the Northern Receiving Station. Interconnecting the distribution system to the area transmission system at 230 kV increased the load-carrying capacity and reduced transmission access charges. This project was completed on May 18, 2005.

In addition to the conventional methods of producing electricity as discussed above, in 1975 the City of Santa Clara took a leading role in the development and promotion of the use of solar energy. The City supplies, installs, and maintains solar water-heating systems for residents and businesses within Santa Clara, recovering the costs through monthly utility charges. In addition, the City also installed solar energy equipment at its own municipal facilities. Central Park has two of the largest solar

systems in the country: the Community Recreation Center heating system and the International Swim Center solar-heated pool.

### Electricity Rates

The City of Santa Clara is a not-for-profit municipal electric utility, and the City Council oversees pricing. Thus, it is able to keep rates lower than other service providers without sacrificing quality and availability. All of the providers below utilize a tiered rate system based on usage. The system encourages conservation because rates increase as usage increases. Tables 7.F and 7.G below compares the City’s electricity rates to the State-regulated rates of PG&E, Edison, and San Diego Gas and Electric.

**Table 7.F: City of Santa Clara Electricity Rates**

Rates	Per Meter Per Month
Customer charge	\$2.17
Energy charge (to be added to the customer charge) first 300 kilowatt hours (kWh)	\$0.06456 per kWh
Excess over 300 kWh	\$0.07458 per kWh

Source: www.siliconvalleypower.com

**Table 7.G: Electricity Rates for PG&E, Edison, and San Diego Gas and Electric**

Tiers	PG&E	Edison	San Diego Gas & Electric
Tier 1	\$0.126 per kWh	\$0.13 per kWh	\$0.134 per kWh
Tier 2	\$0.143 per kWh	\$0.152 per kWh	\$0.159 per kWh
Tier 3	\$0.193 per kWh	\$0.197 per kWh	\$0.168 per kWh
Tier 4	\$0.236 per kWh	\$0.237 per kWh	\$0.177 per kWh
Tier 5	\$0.258 per kWh	\$0.259 per kWh	\$0.193 per kWh

Source: www.cpuc.ca.gov

### 7.10 CEMETERY SERVICES

The City owns and operates a 30-acre cemetery that is located on North Winchester Boulevard. The cemetery is one of only a few municipally owned and operated cemeteries in California. The services offered for cemetery needs include placement, records, and cemetery maintenance. The cemetery includes an office, a chapel, two mausoleums, Sarah Fox community vault, and a service center. Personnel are available for cemetery arrangements and needs, including in-ground burial, in-ground or niche placement of cremated remains, or mausoleum placement. The cemetery includes a children’s area, and the chapel is available for cemetery-related services. Gravesite services are allowed.

## **7.11 SERVICE REVIEW DETERMINATIONS FOR THE CITY OF SANTA CLARA**

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the CKH Act. Based on the above information, following are the written determinations for the City.

### **Infrastructure Needs and Deficiencies**

1. In light of existing City budget issues, the City CIP only includes projects that have a direct impact on the health and safety of the public, are essential to maintaining existing levels of service, replace aging infrastructure, or have a contractual or regulatory obligations.
2. The City currently provides 2.05 acres of parkland per 1,000 population, which is below the City standard of 3 acres of parkland per 1,000 population.
3. Storm water infrastructure deficiencies exist in southern areas of the City that have no drainage infrastructure. Other areas within the City have also been identified as needing infrastructure upgrades in order to provide a 10-year flow capacity. A Citywide Master Storm Drain System Study is currently being planned that will analyze and identify the inadequacies of the system.
4. In FY 2004–2005, the City’s libraries had 2.84 books per capita, which is slightly lower than the City’s objective to provide 3.0 books per capita.
5. A library facility has been proposed to serve the Northside area of the City. A branch in this area has been considered for many decades because this area is far from the City’s existing branches. Per the Northside Branch Building Program, the proposed library would provide 3.5 volumes per capita at build out of this neighborhood.

### **Growth and Population**

1. The City of Santa Clara is essentially built out and cannot expand outwardly because it is bounded by other cities. The growth potential that remains is for in-fill development, redevelopment, and expansion on underdeveloped parcels.
2. The growth projections most recently adopted by ABAG show population in the City growing by 1.23 percent annually. This is an average growth rate compared to the other cities reviewed in this service review.

### **Financing Constraints and Opportunities**

1. The Proposed FY 2005–2006 Budget states that the City is facing a long-term financial challenge, which includes its fourth straight year of deficits in the General Operating Fund. The deficits have been and will continue to be funded from the use of working capital reserves. However, the City’s 2006–2007 through 2010–2011 Financial Plan projects that the City’s Working Capitol Reserves will be essentially depleted by the end of FY 2009–2010. These issues may constrain

the City's ability to continue to provide services at existing service levels and finance future infrastructure needs.

2. Due to current funding and personnel shortages, the Police Department withdrew from all regional task forces in September 2005.
3. A library facility is proposed to serve the Northside area of the City. There are currently redevelopment agency funds proposed to build the library, but funding for operations has not been identified. This funding issue has constrained development of the new facility.
4. The City levies development impact fees to offset the cost of service increases related to development within the City.
5. The City has identified needed storm water infrastructure projects that are beyond the scope of current financing capabilities. The existing revenue sources are not adequate to maintain and/or supplement the existing system to the City's desired standards.
6. An Assessment District is currently under consideration to finance needed storm water drainage facilities. However, the Public Works Department has stated that public approval is currently below the two-thirds vote needed for implementation.

### **Cost-Avoidance Opportunities**

1. The City has implemented several cost-avoidance measures to address the existing financial situation, including holding operating budgets flat in order to incorporate previous expenditure reductions, delay or elimination of capital projects, and implementing a hiring freeze.
2. City staff is continually identifying long-term measures that can be taken to address the City's financial situation and reduce costs.
3. The City has numerous cooperative agreements with both public agencies and private organizations that provide and/or supplement services to the community while avoiding costs. The services that benefit from these agreements include police, wastewater, library, and park and recreation.
4. The objective of the City's centralized purchasing division is to maximize cost-savings opportunities.
5. The City's participation in joint electricity projects supplies electricity in a cost-effective manner, as multiple agencies share costs.

### **Opportunities for Rate Restructuring**

1. The City regularly reviews rates for services and adjusts them as necessary. The City recently approved rate increases for both wastewater and solid waste services. Even with these increases, Santa Clara's rates remain low when compared to other cities.

2. The City of Santa Clara is a not-for-profit municipal electric utility and is able to keep rates lower than other service providers. The City utilizes a tiered rate system, which encourages conservation because rates increase as usage increases. The City evaluates electricity rates regularly.

### **Opportunities for Shared Facilities**

1. In an effort to provide the numerous services in the most cost-effective manner, the City has several joint projects with other agencies to provide additional services. Partnering agencies include Santa Clara Unified School District, West Valley College District, and the City of San Jose.
2. The Police Department has several cooperative agreements with other policing agencies to share facilities, knowledge, and training. Likewise, the Department anticipates additional opportunities for sharing facilities and equipment while implementing Homeland Security measures.
3. The City is a participant in several joint electricity projects that supply much of the electricity that the City distributes. Likewise, the City is a participant in mutual aid agreements with numerous electric utilities throughout California.

### **Government Structure Options**

1. In order to implement more appropriate and efficient service and planning boundaries, the City should consider pursuing the annexation of the seven existing urban unincorporated pockets that have been identified by LAFCO.

### **Evaluation of Management Efficiencies**

1. The operations of the Police Department are evaluated internally on a periodic basis through performance audits, which are generally performed at the mid-management level.
2. The structure of the City's centralized purchasing division provides for efficient management of City purchases.
3. The City's joint projects with other agencies provides management efficiencies in the provision of services.

### **Local Accountability and Governance**

1. The City actively solicits community input through advisory committees, use of surveys, and publication of a quarterly newspaper and recreational activity guides.

## **7.12 SOI RECOMMENDATION FOR THE CITY OF SANTA CLARA**

### **Current SOI Boundary**

The City's existing SOI, which was adopted in 1984, is coterminous with its boundary. The City of Santa Clara is completely bounded by the City of Sunnyvale to the west and the City of San Jose to the north, south, and east.

### **SOI Recommendation**

As the existing Santa Clara SOI is coterminous with the City limit and fully bounded by other cities, no further outward expansion is possible. Therefore, it is recommended that LAFCO reaffirm the existing SOI for the City of Santa Clara.

## **7.13 SOI DETERMINATIONS FOR THE CITY OF SANTA CLARA**

As detailed previously in Section 1.1.2, Government Code section 56425 requires written determinations with respect to the following four factors to update an agency's SOI. Based upon the information above, the following determinations are provided to update the existing Santa Clara SOI.

### **1. The Present and Planned Land Uses in the Area, Including Agricultural and Open-Space Lands**

The Santa Clara SOI is coterminous with the boundaries of the City; therefore, all of the land within the SOI is within the City. The City's existing land uses, as listed in the 2002 General Plan, include 37 percent residential, 26 percent industrial, and 6 percent commercial. A substantial portion of land use (30 percent) is for public facilities. Approximately 4 percent of land within the City is vacant. Planned land uses in the City include a similar mix of land uses.

Finding: The Santa Clara SOI is coterminous with the boundaries of the City. Planned land uses in the City are consistent with existing land uses.

### **2. The Present and Probable Need for Public Facilities and Services in the Area**

The City is expected to experience modest growth mostly through in-fill development and redevelopment of underdeveloped parcels. Similarly, the need for a full range of public facilities and services is expected to grow modestly in the future.

Finding: The need for a full range of public facilities and services is expected to grow modestly in the future.

### **3. The Present Capacity of Public Facilities and Adequacy of Public Services That the Agency Provides or Is Authorized to Provide**

The properties within the City receive a full range of public services from the City. For the most part, the present capacity of public facilities appears to be adequate. However, storm water infrastructure upgrades are needed in some areas of the City, and a library facility located in the Northside area of the City would increase service provision in the community.

Finding: For the most part, the present capacity of public facilities appears to be adequate.

### **4. The Existence of Any Social or Economic Communities of Interest in the Area if the Commission Determines That They Are Relevant to the Agency**

The City's SOI is coterminous with the City limit and USA, which is fully bounded by other cities.

Finding: All communities of interest within the USA and City limit are included within the SOI.