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Sent: Thu, September 15, 2011 8:13:52 AM
Subject: Candidate Questions

Dear 2011 City Council Candidates:

As agreed by each of you in the Invitation to the S.N.A.I.L. and San Miguel Neighborhood Association joint forum, following are the questions that you are being asked to answer in writing.

Question 1:

Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.

Revenues for FY10 were projected at \$126.5M the third highest ever; actual figures may come in as the 2nd highest ever. For FY11 we are projecting \$131M, the 2nd highest ever. Meanwhile the approved budget projects salary and benefits for FY11 that are higher by \$1.5M (safety) + \$2.9M (miscellaneous) = \$4.4M. That is a 4.5% increase over FY10 total salary and benefits of \$97.7M. This may come in as low as \$1.8M for the actual miscellaneous increase, for a total of \$3.3M or a 3.3% increase.

What this all means is: it is wrong to think we need do "with less". Revenues are not in bad shape. Control of personnel costs is the challenge. If we can manage to control those costs to keep them in line with revenues, we can restore services, not reduce them.

Question 2:

Sunnyvale takes pride in calling itself a "Green City." The Charles Street Community Garden (CSG) has been an amazing success building community participation since being founded in 2006. CSG not only offers members of our community (who have very little space in condos/apartments), a place to raise their own food but also affords educational opportunities. Free classes held at CSG regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer.

If elected would you commit to giving the Charles Street Garden "Permanent" status?

I would support a long term lease. We are presently looking at such an arrangement for a housing use at the Armory site.

Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

I enthusiastically support identification of future garden and farm sites, and application of park dedication fees for needed capital improvements where permissible. Note that without Council's action to raise the park dedication requirement from 1.25 acres per 1000 residents, to 5 acres per 1000, the City would not be in a position to provide funding for open space uses.

Many sites are conceivable. I can't tell in advance which are appropriate and public input is needed, and discussions with other agencies. We have unimproved properties by Fair Oaks, at Central and 237, by Iowa and Mathilda and elsewhere. Private property we could one day make an offer on includes the Orchard by El Camino and Wolfe and the last 8 acres of the Corn Palace if the owners wish to discuss this. There are numerous Santa Clara Valley Water District Properties (SCVWD) properties that are fenced off and could be improved and made safe for access. South of El Camino there are lots that will remain undeveloped due to PG&E easements.

If need be please review the CSG mission statement: " We are a group of gardeners in Sunnyvale with an interest in organic vegetable and fruit growing. Our approach is one of sustainability--giving back to the earth as much as it gives to us. The origin of this group is "The Valley of Heart's Delight (VHD)" project which aims to reconnect people living in the Silicon Valley with the sources of their food. "

Question 3:

How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?

I strongly support public access TV to promote cohesiveness and communication and accountability in our community. Wide public discussion and input are the best means to insure an accountable local government. Meantime, I support expanded public engagement, and an expanded presence for our commissions, including video/webcast, to provide the widest range of public exposure and input to the workings of City Hall.

Question 4:

What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify

cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.

The new leadership team in City Hall takes this seriously. The new "contact us" form is a good first step. We can do more.

Question 5:

A Multi-part Question: Please answer by part.

Part 1: Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety **extremely higher salaries** than these cities that have crime rates that are astronomical compared to Sunnyvale?

We need to adjust employee expectations for increases in pay and benefits. Expenses need to trend under revenues, not above them. This is arithmetic. The fact that the personnel cost of public safety comes to about \$862 per household is not a factor. It is a question of what we can afford. Perhaps if our retail sector were on its feet we could afford more.

Meanwhile let us understand that our employees don't vote themselves pay raises. Our elected Council approves the contracts. Our employees didn't take these jobs to get high salaries. They are recruited because this is a challenging and important job and they are the best.

Our employees are doing an excellent job. I was very happy that the NexCycle fiasco in the Lowlanders neighborhood was resolved in August thanks to our Public Safety Department. And they are working on the Brass Rail related violence in Orchard Gardens. Public safety is fixing our worst neighborhood problems, in conjunction with the Neighborhood Enforcement Action Team (NEAT) effort, and helping our kids enjoy a safe environment via the Neighborhood Resource Officer (NRO) program, and the Challenge Team Effort.

Part 2: The retirement benefits given City employees, **especially Public Safety**, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are **out of line** with cities with higher crime, fire rates, and population? And **"We"** the citizens, voters, and residents foot the bill through less services.

It's really the whole package that needs to be controlled. The mix is up to negotiation in the process of meet and confer. I don't have specific numbers in mind for different portions such as raises, retirement contributions, years of

service. What is needed is a Council that is willing to back up the basic arithmetic -- as provided by staff -- during the negotiation process. A Council that wilts under pressure will fail the community.

A Councilmember needs to be able to turn on their light to pull a consent calendar approval off the calendar, in a room where employees are lining the back of the room. Then, they need to be able to explain why they are voting against the memorandum of understanding (MOU) before them. If there are four Council members willing to do that, then that kind of situation will be avoided entirely and the MOUs that are finally brought forward to public session will respect the arithmetic of our budget.

A procedural reform that would help would be to put an item on the public agenda prior to starting the negotiation process, to put the public on notice as to what process is beginning, and to give the public a chance to appear, on camera, and speak on the subject. This public involvement would help to provide a stabilizing influence on the process.

Part 3: *Would you be in favor of reducing salaries of "All" City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?*

I understand the idea, and I looked at that in 2008, using a spreadsheet of employee salaries. This would save about \$3.5M using that (calendar) year figures, and assuming the \$111,000 is applied to the base pay figure, not overtime or benefits.

What I realized however is that just slowing down the large increases we see would help a great deal. As I mentioned earlier, our projected budget shows our personnel costs are increasing for this FY over last by about the same amount \$3-4M. Why not a zero year?

Our department heads and our City Manager have voluntarily taken three zero years. I took three zero years myself as a council member.

Question 6: *"The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification? If you do not pass the EIR, what is your plan to mitigate the traffic from Moffett Field to Sunnyvale and other cities, for the people working in Moffett Field area?"*

My decision on the EIR will be to approve it, if it and our process is in compliance with the California Environmental Quality Act (CEQA).

It is important to understand that generically there are two checks on a project: 1)environmental clearance and 2)consistency with the General Plan. For a City sponsored project there is a third discretionary matter: 3)cost/benefit.

If the EIR process is navigated correctly, a decision on what project to pursue will hinge on all of 1,2,3. The EIR process ideally would analyze a reasonable range of alternatives, but this point is my main concern at this point.

In favor of a positive outcome is the following. We have a new team now, a new City Manager, Gary Luebbers, and a new Public Works Director, Kent Steffens. They are taking a fresh look at our Transportation Strategic Program and the issues that have arisen in discussions of Moffett Park, Mountain View and NASA/Ames.

When they come forward with an EIR, I expect that it should be thorough, that it will accurately portray the existing conditions, and accurately apply our adopted standards to evaluate impacts of the project(s) considered.

However, against this we have to weight the relative disengagement of Council on this issue. I am not confident that the EIR will have analyzed a reasonable range of alternatives. There seems to be a prejudice emanating from somewhere in the organization that a bike bridge at the end of Mary is not a possible ingredient to a collection of measures that would, on the whole, serve as an alternative accomplishing the objectives of the project.

I am concerned that Council should be clear in its endorsement of thorough, serious consideration of alternatives. I don't believe Council is adequately engaged in this question and it needs to be. I am glad to see that SWNA is engaged in brainstorming on this subject. To be most effective, the needs of the entire community need to be addressed.

Keep in mind that the Mary Avenue Extension Project (MAEP) while much discussed in numerous documents, is only proposed as the sole mitigation of impacts in one place, in

the D/FSEIR for the Moffett Towers project. The impact it is proposed to mitigate is:

"Implementation of the proposed Project would result in additional congestion and increased weaving maneuvers on Moffett Park Drive between Innovation Way and Mathilda Avenue"

Recently I have forwarded questions to staff on the possible role of the southern part of the Onizuka site in alleviating this issue.

Question 7: If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.

I have several years of experience working through big disagreements and enjoying it. I hope folks find that I can be counted on to apply some simple and reliable ideas to our work:

The government of the City of Sunnyvale will be fair and remember that it serves and does not rule.

I am a servant.

Remember what it is like to stand at the lectern before Council, hoping someone will listen.

Listen. To all sides. And to staff. And fellow councilmembers, without whom you are only a talking head.

Consider the Golden Rule frequently.

Go to where the conflict is, see the site, knock on the door, talk to the persons. What are the facts?

In framing this problem did we ask the right question(s)?

Is this ready for a decision? Are we being presented with the right selection of alternatives to choose from?

Is this arithmetic or is this policy? By which I mean, is this a technical question with only certain correct

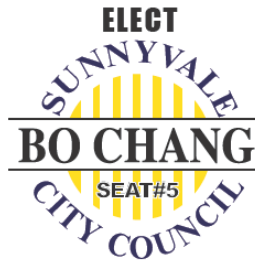
technical solutions, or is this a question with many possible approaches depending on where community values and priorities stand.

Have opponents - or can i - articulate the proponents side and vice versa? In between can we find a win-win?

If a principle is at stake, stand up for it, and represent. If a mistake is going to be made, sound off.

Explain a controversial decision. Think that you could be wrong, and you are explaining how you got there, so as to check your thinking, publicly, and to be sure that, if you are wrong, your colleagues have a chance to point out where you went wrong.

Don't waste air time. If it has already been said, good enough.



Candidate Name: Bo Chang

Candidate for: Sunnyvale City Council, Seat #5

Election Day: Tuesday, November 8, 2011

Subject: Candidate response to questions received S.N.A.I.L. and San Miguel Neighborhood Association joint forum Questionnaire

Question 1: Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.

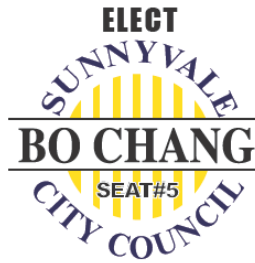
The City Charter shows the services that we are responsible for our residents. I will be working together with staff, organizations and residents in getting the cuts necessary to get a balanced budget. The solution when all alternatives have been tried is cut staff and raising taxes & fees. This solution should be the last resort and should be taken in the most sensitive way.

Currently, we have cut cost by not hiring new staff to replace the retire ones and had no raises in the last several years. But, if we need to make cuts we need to do it by reviewing staff past performance and how they have been using their budgets.

In July, we have implemented the new set of fees for the 2011-2012 year cycle. The fee increases are comparable with other cities. We need the input of our business community and see how we can add services that comes with additional fees. Shop Sunnyvale program has been visible and in a way helped our retail businesses. Therefore, we need these types of services for a win win situation.

Question 2: Sunnyvale takes pride in calling itself a "Green City." The Charles Street Community Garden (CSG) has been an amazing success building community participation since being founded in 2006. CSG not only offers members of our community (who have very little space in condos/apartments), a place to raise their own food but also affords educational opportunities. Free classes held at CSG regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer. If elected would you commit to giving the Charles Street Garden "Permanent" status?

The Charles Street Community Garden has been a great source of education and enrichment of sustainable practices in our city. We need more programs like Charles Street Community Garden that can bring the best in our community. When I get elected, I will be working with our Community Garden and staff to find a way to support more programs that help the environment and bring the community together.



Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

I will be working with staff to sponsor a study issue to find another location in North of Sunnyvale for another Community Garden.

If need be please review the CSG mission statement: " We are a group of gardeners in Sunnyvale with an interest in organic vegetable and fruit growing. Our approach is one of sustainability--giving back to the earth as much as it gives to us. The origin of this group is "The Valley of Heart's Delight (VHD)" project which aims to reconnect people living in the Silicon Valley with the sources of their food. "

Question 3:

How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?

We live in a representative form of government. City council members are accountable to the public by many ways. The Brown Act makes public all the decisions and processes used by City officials. In addition, Citizens have the power to recall

Question 4:

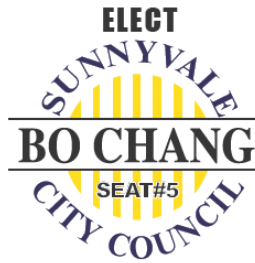
What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.

Our City Staff is working hard to make sure that we have an efficient government. The Planning Department has e-Licensing website which one of the first of its kind where permit process is done through the website. These types of reduction of processes can be make government work efficiently. We need to work together in trying to make our government work better in our community.

Question 5:

A Multi-part Question: Please answer by part.

Part 1: Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety extremely higher salaries than these cities that have crime rates that are astronomical compared to Sunnyvale?



Our Safety Department is unique because a Police officer can be a fireman and vice versa. We have the only Department that is able to do both. This setup has been the hallmark of Sunnyvale and has been working well since our founding. Any increases in compensation are been compared with comparable cities in our region. When I get elected, I will review our policy of compensation compared to other cities.

Part 2: The retirement benefits given City employees, especially Public Safety, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are out of line with cities with higher crime, fire rates, and population? And "We" the citizens, voters, and residents foot the bill through less services.

The retirement benefits given to City employees are part of long term contract agreement. We need to work together in order to address the budget issues. The major issues right now is low revenues and high cost of pension plans. Our city has implemented a 2 tier pension plan for the current public employees. There is cooperation between public employees and the city. Both parties are working on the issue with mutual cooperation. I want to take this foundation of cooperation so that we can achieve a balance budget in the years to come.

Part 3: Would you be in favor of reducing salaries of "All" City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?

I will be working together with staff, organizations and residents in getting the cuts necessary to get a balanced budget.

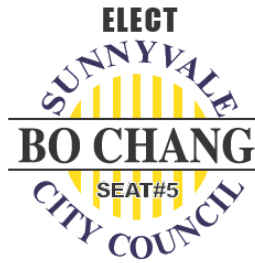
The solution when all alternatives have been tried is cut staff and raising taxes & fees. This solution should be the last resort and should be taken in the most sensitive way.

Currently, we have cut cost by not hiring new staff to replace the retire ones and had no raises in the last several years. But, if we need to make cuts we need to do it by reviewing staff past performance and how they have been using their budgets.

Question 6: "The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification?"

If you do not pass the EIR, what is your plan to mitigate the traffic from Moffett Field to Sunnyvale and other cities, for the people working in Moffett Field area?"

The Mary overpass issue affects a large number of residents that live in that street and nearby. There are many public places of gathering like schools and churches that will affect the flow of traffic. The



EIR has been challenged and a portion of the EIR that deals with traffic has been overturned. City staff is working in getting the new EIR ready.

The issue at hand is the build out of the Moffet Towers in the north side of town. We commercial park in Moffett has grown exponentially and now has one of the largest number of top tier companies in the country. This large number of companies has made Sunnyvale their home and we as residents have benefitted from their contribution. The increase of businesses and jobs has created the transportation issue that we have today. There have been many studies on how to alleviate this issue and many roads has been identified and one of them was Mary Av..

In addition, just recently new construction plans has been approved in anticipation that the Mary Av. overpass will be completed. When the towers were constructed many years ago, the project had already identified the overpass as the solution to the traffic problem. Therefore, this issue is not a matter of if but when.

Question 7: If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.

I will use my 3 C's in moving forward in controversial issues. My first C is Communication because we need exchange ideas and point of views. My second C is Cooperation because we need help each other understand and educate about issues. And my third C is Commitment because we need to move forward to the final solution. My personal attributes will be my hallmark in dealing with controversial issues that come to the council.

Pat Meyering

Neighborhood Assn. Question 1:

Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.

We have to have the crosswalks painted all across the City, not just where neighbors are organized and able to do it themselves. Sunnyvale does have the funds to paint curbs and crosswalks. The \$265 million annual budget has to be allocated to provide the services needed by residents.

Overly generous wages paid to councilmembers, the city manager, the city attorney and department heads have resulted in a lack of money to pay for critical services to the residents. Employee salaries consume 82% of the city's general fund operations:

http://sunnyvale.ca.gov/Portals/0/Sunnyvale/FIN/FY%2011-12%20R%20Volume%20I%20-%20Summary%20and%20Operating%20Budget_vF_part%20I.pdf

It appears we are currently in a long term economic slowdown. The best strategy to survive this situation is to be financially conservative. This is the approach families all across Sunnyvale have adopted. The 48% pay raise the city council members have taken, and the lifetime medical reimbursement they voted for themselves must be revoked. We must reduce the annual compensation packages for the highest paid city employees to match surrounding cities and the private sector.

http://www.sccourt.org/court_divisions/civil/cgj/2010/CitiesMustReinInUnsustainableEmployeeCosts.pdf

We also need to generate more tax revenue by bringing more companies and jobs to the City. I will propose a first-year waiver of Sunnyvale's business license tax for any new business that moves to or starts in the city.

Question 2:

If elected would you commit to giving the Charles Street Garden "Permanent" status? Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

Yes, to both questions. Community gardens provide a place for residents with limited open space, to grow their own fresh fruits and vegetables. But, these gardens also foster nutritional awareness around food consumption and healthy food options. In addition, gardens have been shown to promote a sense of community, connection to the environment, and neighborhood improvement as well as provide educational opportunities. In Sunnyvale there are many opportunities for community gardens to partner with local schools and companies. I would encourage the gardens to create plots with raised growing beds to allow physically-challenged gardeners to participate.

Pat Meyering
Neighborhood Assn. Question 3.

What is your plan for salaries and retirement benefits for city employees?

We must reduce the \$320,000+ annual compensation packages for the city manager and city attorney (and similar packages for department heads) to match surrounding cities and the private sector.

The city currently does not have the resources to provide ordinary services to residents. The City council has cut street paving in half, cut two nights per week from the library schedule, eliminated tree trimming, cut the job match program at the Senior Center and left 20 police officer positions vacant.

This is the 4th consecutive year in which the council has approved a budget deficit. Money was taken out of reserves to pay for operating expenses, including the councilmembers' 48 % pay raise. This is not sustainable. A one-year, temporary percentage pay cut for all employees making above a certain amount may be advisable to maintain essential city services.

Question 4.

What is your plan for traffic congestion management?

The council faces a choice of continuing to try to expand roads and highways for ever-increasing single-occupant auto traffic OR to embrace the multiple benefits of building an infrastructure and culture which supports clean, convenient and pervasive public transportation.

As a councilmember I will work to halt the \$3,700,000 study of building 2600 feet of highway at the end of Mary Ave. I will urge that we allocate the money to the creation of park + ride lots by Sunnyvale-Saratoga Rd. and highway 280. A park + ride lot already exists by Mathilda Ave. and highway 237.

The city should collaborate with large nearby companies (i.e. Google, Yahoo, Apple, which already own and operate fleets of modern shuttle buses) to arrange to move people between south and north Sunnyvale throughout the day. There should be nonstop express buses at 5-minute intervals during the commute periods.

I will work to focus the council's attention, time and resources on creating a clean, convenient and pervasive public transit system.

Pat Meyering

Neighborhood Assn. Question 5:

How will the city government be held accountable?

The primary example of the need to hold city government officials accountable is the downtown development project. Our downtown should be a place of vitality, where residents can go to work in local jobs and to buy products and services at local stores.

The repeated failure of the downtown development was caused by a series of short-sighted decisions by the Council. The councilmembers' errors have cost Millions of Dollars in lost sales tax revenue, money that would have paid to fill the 20 vacant police and fire positions.

There have been years of delay by a revolving door of developers. The most recent developer gave thousands of dollars in contributions to current city council members, who then voted **not** to enforce penalties against that developer, when he stopped the project. We need to hold the developer accountable through court action. The conflict of interest that council members have, seriously disadvantages City residents. We need to hold council members to traditional ethical standards and make it illegal for them to take money from individuals and groups, that do business with the City.

We need to have a council that reflects the integrity of the city's residents. Sunnyvale's potential is unlimited. We have so many talented people in such a wide variety of fields. We need to engage the residents to create a vibrant and productive downtown in Sunnyvale.

Steve Hoffman

Candidate for Sunnyvale City Council Seat 6

(408)981-7290

www.SteveHoffman.org

SHoffman@BackProject.com

Question 1:

Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.

Even without a budget deficit, it is always good practice to do more with less. This is exactly what successful companies and individuals in the private sector do, and there is no reason why government, if run correctly, should not be able to do.

With regard to the specific examples raised, I can foresee some issues with allowing residents to paint curbs and crosswalks. i.e. safety, liability, conformity, legality, etc. On the other hand, I can foresee many other programs that residents can get involved with, that will greatly benefit the City financially while providing educational benefits for teens and purpose for adults. These programs could:

- Keep library hours open longer while keeping costs down.
- Keep the City clean while keeping costs down.
- Help maintain trees, parks and landscape while keeping costs down.
- Keep teens off the road and out of trouble.
- Create a real sense of community in our beloved City.

Question 2:

Sunnyvale takes pride in calling itself a "Green City."

The Charles Street Community Garden (CSG) has been an amazing success building community participation since being founded in 2006. CSG not only offers members of our community (who have very little space in condos/apartments), a place to raise their own food but also affords educational opportunities. Free classes held at CSG regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer.

If elected would you commit to giving the Charles Street Garden "Permanent" status?

Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

If need be please review the CSG mission statement:

"We are a group of gardeners in Sunnyvale with an interest in organic vegetable and fruit growing. Our approach is one of sustainability--giving back to the earth as much as it gives to us. The origin of this group is "The Valley of Heart's Delight (VHD)" project which aims to reconnect people living in the Silicon Valley with the sources of their food. "

In principal the Charles Street Community Garden is brilliant. I personally love growing vegetables and have done so on and off for about 20 years. Creating a sustainable environment is not only worthy but flat out necessary for society.

Making a commitment on this or any other issue prior to the moment, at which a formal vote is necessary, is contrary to having an open mind and equivalent to shooting from the hip in many cases.

I hope that understanding how I make important decisions, combined with my general opinions on the various issues, is far more valuable to you than potentially empty campaign "promises".

Question 3:

How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?

I would love to create a mechanism for citizens to hold elected officials accountable to their promises. I can think of ways to make their empty promises public, but how to make them actually personally accountable is something I have not yet figured out. If you have any ideas, please let me know. I really have been thinking about this for many years. My mobile phone number is (408)981-7290.

Question 4:

What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.

My experience has been that Sunnyvale's bureaucracy is minimal compared to other cities. I do not understand the example provided. Please contact me to further discuss this. My mobile phone number is (408)981-7290.

Question 5:

A Multi-part Question: Please answer by part.

Part 1: Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety **extremely higher salaries** than these cities that have crime rates that are astronomical compared to Sunnyvale?

I think that we all can agree that in general, the quality and productivity (i.e. results) an employer can expect of an employee is in direct relationship to the employee's job satisfaction. Furthermore, job satisfaction is in part related to the amount of compensation received from the employer. Based on this alone, there is some logic that in Cities where public safety has less funding, then results will be lower (higher crime rates), and in cities where funding is high, results will be high (lower crime rates).

Of course related to all this we must not forget the law of diminished returns which state that in all productive processes, adding more of one factor of production, while holding all others constant, will at some point yield lower per-unit returns.

Part 2: The retirement benefits given City employees, **especially Public Safety**, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are **out of line** with cities with higher crime, fire rates, and population? And **"We"** the citizens, voters, and residents foot the bill through less services.

A primary goal of mine when on the City council will be to get public employee salaries in line with the private sector. Both my contenders and I agree that compensations are out of control.

The question then is who you feel will best negotiate these new contracts. Will it be a former public employee and president of an employee union? We already have one former union member on the council. Will it be an engineering project manager? We already have numerous engineers on the council. Or do you want it to be a CEO who has year of successful experience managing and working with employees, negotiating contracts, interacting with lawyers, accountants, consultants, clients, vendors, employees, service providers, city, county, state and federal government agencies and many more.

Part 3: Would you be in favor of reducing salaries of **"All"** City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?

Making pre-conditions to negotiations is not conducive to achieving the goals. When done by politicians they get the sound bite, and unfortunately sometimes is just a show to get the vote. No body like stuff shaved down their throats and neither will City employees. My approach is to "sell" them on the benefits of the reductions we will negotiate so that it will be their decision to accept lower pay rather than being dictated. I can guarantee that we will get better result this way and cause far less damage in the process.

Question 6: "The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification?

If you do not pass the EIR, what is your plan to mitigate the traffic from Moffett Field to Sunnyvale and other cities, for the people working in Moffett Field area?"

I totally oppose any motor vehicle bridge that would extend Mary Avenue over 101 and 237. I do not oppose a pedestrian / bicycle bridge as long as parking is not permitted on the south side for users of the properties on the North side. Of course if the residents along Mary Avenue and all other affected routes want such a motor vehicle bridge, then I will reconsider my position.

Question 7: If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.

In evaluating a candidate for any office, here are the questions I would ask, together with my answers:

List your personal attributes relating to decision making and achieving your goals.

1. I am very analytical.
2. I am level headed and calm
3. I do not shoot from the hip.
4. I do not lose my temper.
5. I am always open to be convinced to change my position, when (and only when) new data is presented.
6. I do not allow my ego to get in the way of achieving my goals.
7. I am results oriented. I do not need to win every battle.

8. I am always professional, courteous, and open to new ideas, even when confronted with aggression.

Describe how you make decisions.

1. In all aspects of my life, making decisions on any issue is a process that is continuous until the very moment that a commitment needs to be made.
2. At no point am I fixated on my opinions, which means that I am always open to change my position if new verifiable data is presented.
3. My positions will not be influenced by any ulterior interests.

List the special interest groups that have contributed money to your campaign or have paid money for any activity which is intended to assist in your election. Group them by sector. i.e. public employees, developers, etc.

I have not and will not accept any contributions, so you can be assured that I have only Sunnyvale interests in mind.

Of course it is only natural that those contributors will have better access to you once elected. How will you prevent that from influencing your positions?

Not applicable.

What will your primary goals as Council Member be?

1. Get the City's finances back in order, while minimizing, if not totally preventing, disruptions.
2. Change City Hall's culture of "We are the leaders – Residents are the subordinates" to "Residents are the owners – We are serving them".

Question 1: *Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.*

I will exam all suggestions that are submitted as ways to reduce costs. Volunteerism has always been a hallmark of Sunnyvale's Government. We use volunteers where practical. In the example given, however, having volunteers do work such as painting creates potential liabilities and might not result in any cost savings. In reality, the City often contracts out that type of work to private contractors who submit bids and are selected on the basis of the lowest responsible bid.

Question 2: *Sunnyvale takes pride in calling itself a "Green City." The Charles Street Community Garden (CSG) has been an amazing success building community participation since being founded in 2006. CSG not only offers members of our community (who have very little space in condos/apartments), a place to raise their own food but also affords educational opportunities. Free classes held at CSG regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer.*

If elected would you commit to giving the Charles Street Garden "Permanent" status? Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

If need be please review the CSG mission statement:

" We are a group of gardeners in Sunnyvale with an interest in organic vegetable and fruit growing. Our approach is one of sustainability--giving back to the earth as much as it gives to us. The origin of this group is "The Valley of Heart's Delight (VHD)" project which aims to reconnect people living in the Silicon Valley with the sources of their food. "

As I recall, the property that is currently being used as the Charles Street Garden was an unused parcel that the City owned but had no immediate plan to make use of. I also seem to remember that the garden use was permitted as a temporary use with the understanding that if and when the City needed to use it the garden would not be able to continue. Since that was by mutual agreement, I see no reason to alter that agreement. If the City does find that it needs that parcel for another use, I've no problem trying to find a replacement location.

Question 3: *How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?*

I'm not sure how to answer this question. Obviously, issues are presented, debated and decided in public so that the citizens can observe and comment on Council actions. By charter, Council members are required to stand for election after 4 years and step down after 8. That seems imminently reasonable to me and an excellent method of accountability. If citizens are sufficiently disturbed by the actions of a Council member, I suppose a recall election would be possible. I'm unaware if that has ever been attempted or, if it has, successful.

Question 4: *What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.*

I'm not sure the Sunnyvale bureaucracy needs "busting". My personal experiences with the bureaucracy have generally been positive. Sunnyvale has a long tradition of using performance-based measures to determine the effectiveness of the provided services. For some years, an attempt was made to develop an outcome-based management approach was tried. The thinking behind that was that doing a great job providing a service that didn't achieve the desired outcome wasn't necessarily a good result; it was more important to identify outcomes that accomplished what the citizens wanted. This approach proved to be unwieldy and paperwork-intensive and I suspect that it has largely been abandoned. I would be interested in reviewing the current management systems to see if we can renovate those management systems to be more responsive and targeted. The intensive paperwork systems that these approaches traditionally create may be better addressed via computer based solutions.

Question 5: A Multi-part Question: Please answer by part.

Part 1: *Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety **extremely higher salaries** than these cities that have crime rates that are astronomical compared to Sunnyvale?*

This is an oddly worded question. I guess that if paying a high salary gave me a safer City, why would I object? I'd have a bigger objection if Sunnyvale was less safe than those cities that paid less. Someone will have to define "extremely higher salaries" given that the cost of living in Sunnyvale is probably higher than Detroit or Chicago. The previous management thinking was that to attract the best candidates, the City would need to pay a slightly higher wage than equivalent Cities in the Bay Area. A formula was derived based upon that thinking and used to determine the salaries for not only Public Safety but also City workers in general. I believe that we should pay a fair wage for a fair day's work but it might be worthwhile to revisit the formula and the underlying assumptions.

Part 2: *The retirement benefits given City employees, **especially Public Safety**, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are **out of line** with cities with higher crime, fire rates, and population? And **"We"** the citizens, voters, and residents foot the bill through less services.*

It would be so much easier if these problems could be distilled easily into a 90 second sound bite. The pension liability issue is the single biggest issue the City faces since no matter what we do, it will always be there. Currently, it effectively doubles or triples the cost of city positions. There is no simple political solution. I believe it will take a combination of negotiation and state pension reform to get to a point where we are not over-burdened.

Part 3: *Would you be in favor of reducing salaries of **"All"** City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?*

I would be in favor of benchmarking city salaries against both public and private sector positions and adjusting salaries accordingly. If less draconian controls to reduce the

budget deficit fail then I would be willing to look at salary reductions. I have no problem hiring a Sunnyvale resident if they are fully qualified and the best candidate for a particular position, just as in the private sector.

***Question 6:** "The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification? If you do not pass the EIR, what is your plan to mitigate the traffic from [Moffett Field](#) to [Sunnyvale](#) and other cities, for the people working in Moffett Field area?"*

It would be impractical for me to give a decision on an EIR that I've not seen. The point of an EIR is not to pass or not pass it; it's to publish an EIR that adequately identifies the potential environmental impacts of a given project. As for my "plan", I would respectively reply that I don't propose plans in a vacuum. I would want to look at the EIR and the related reports to determine what would be the best approach to mitigate traffic in and out of Moffett Park. Previously, I strongly advocated for transportation demand management for the Moffett Park area. My advocacy led directly to the formation of the Moffett Park Business and Transportation Association (<http://www.mpbta.org>). I will continue to look at non-traditional means, where feasible, to address Moffett Park transportation issues.

***Question 7:** If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.*

I have always worked collaboratively with colleagues. That would include fellow Council members, City Staff, residents and business owners. I would continue that philosophy. My experience is that often citizens don't fully understand the details of an issue and I have always made a point to explain my understanding of the issue and to discuss what I perceive the options are. Working with and for the citizens of Sunnyvale, to my view, is an important priority. As for making a decision, I have always looked for the best solution to an issue and supported it, even if it wasn't mine. Some of the best solutions have come from members of the public. Council decisions are rarely just a matter of yes or no. In the situation where I am in disagreement with a majority of the Council, I would look for mitigations that would address as many of my concerns as possible. If in the end I couldn't find enough common ground to support a decision I would oppose it.

S.N.A.I.L. & San Miguel Neighborhood Association Candidate Forum, 2011

Respectfully submitted by Jim Davis, Candidate for Seat #6 Sunnyvale City Council

Question 1

Considering the City budget deficit, what changes will you make to the way our City is run in order to do more with less? For example, allow and even encourage a citizen action in areas that they care about such as painting curbs and crosswalks when the City doesn't have the funds to do it.

We already tell citizens that they are responsible for fixing their sidewalks. We tell citizens that they need to prune and care for the City trees on the parkways. If we can find citizens willing to take on projects like painting curbs then I am all for it. Ron Swegles was a proponent of having organizations adopt a park. The bigger issue is finding a way to generate income for our community. We need to give incentives to property owners to redevelop their properties so that we have buildings that companies need and desire, thus drawing in new business and income.

Question 2

Sunnyvale takes pride in calling itself a Green City. The Charles Street Community Garden has been an amazing success building community participation since being founded in 2006. Charles Street Garden not only offers members of the community a place to raise their own food but also affords educational opportunities. Free classes held at Charles Street Garden regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer. If elected would you commit to giving the Charles Street Garden a Permanent status?

I support the concept of community gardens. There are currently several plans involving the redevelopment of the Civic Center Complex that could have an impact on the Charles Street Garden. I can not commit to providing a permanent status to the Charles Street Garden. I will commit to supporting a permanent Community Garden in our City.

Question 3

How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that they promise?

I plan to hold community meetings in different locations in the City during my term of office. I would expect citizens to tell me how I am doing during those meetings. Ultimately you will hold me accountable in four years with your vote.

Question 4

What specific steps will you put in place to reduce the bureaucracy in our local government? For example asking citizens to help identify cumbersome aspects of our City that need to be overhauled, ranking these in a few ways and then systematically busting the bureaucracy.

The Council already has a study issue process where ideas that are put forth are ranked and studied by the management team and the Council. Our Budget process is also based on outcome levels. The Council sets expectations that the City Manager and staff are expected to meet each year. These expectations are monitored on a regular basis. Additionally the only way we can be successful is if we empower others to be successful.

Question 5

A Multi-Part Question. Please answer by part.

Part 1: *Sunnyvale claims to be one of the safest cities in the United States. Yet when compared to crime in Detroit, Chicago and especially New York, how do you as candidates justify paying our Public Safety Extremely higher salaries than these that have crime rates that are astronomical compared to Sunnyvale?*

You can not compare Sunnyvale to New York, Chicago and Detroit. We compare our salaries to 12 other cities in the BAY AREA. We take the average of the top 8 cities that we compare with and then we add a 11% differential to determine a fair wage for our officers. The differential compensates our officers for their advance training and service not only as Police Officers but as Fire Fighters and Emergency Medical Technicians. The Public Safety concept saves Sunnyvale millions of dollars each year when you figure the additional personnel it would take for separate Police and Fire Departments to operate.

Part 2: *The retirement benefits given City employees, especially Public Safety, seem obscene to the "Public," that employs our officers and city staff. What are your plans to correct these "Entitlements" that are out of line with cities higher crime fire rates and population? And WE the citizens, voters and residents foot the bill through less services.*

Based on the economic climate in the Bay Area and the service levels that our employees provide I feel very comfortable with the compensation levels we have negotiated with our employees.

Part 3: *Would you be in favor of reducing salaries of ALL City Employees that make \$111,000 per year, or more, 10% "Across the Board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?*

No.

Question 6

The City is preparing the EIR for the Mary Ave Extension Project again. What will be your decision when the EIR come to the Council floor for it's certification?

I will consider it's merits and make an informed decision.

If you do not pass the EIR what is your plan to mitigate the traffic from Moffett Field area?

There are currently discussion with the City of Mountain View to upgrade the Ellis Street exit.

Question 7

If selected you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and the other members of the Council reach a decision.

For the past 36 years it has been my job to arbitrate disputes and find answers to thorny questions. I will apply those skills in my decision making process.

Snail/San Miguel Candidate forum, 10/1/2011
written questions and answers
Candidate: FRED FOWLER

Question 1:

Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.

My initial approach will be to advocate for a return to measuring and managing the city's efficiency. In the mid 1990s, Sunnyvale could demonstrate that it got 35% more value out of a tax dollar than any other nearby city. Today we've slipped back and now get results roughly the same as other cities. If we could get even 10% more value out of our budgetary dollars it would greatly ease our difficulties.

As for asking more citizens to help the city voluntarily, I'm all for that. One of the things I accomplished the last time I was on the City Council was to help get the "Volunteers in Public Safety" (V.I.P.S.) program in place.

Question 2:

Sunnyvale takes pride in calling itself a "Green City." If elected would you commit to giving the Charles Street Garden "Permanent" status?

YES

Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

YES. The LVNA is currently evaluating the possibility of locating a community garden in either Lakewood Park or Fairwood Park.

Question 3:

How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?

During this campaign I have answered in writing many questions from many groups. If elected I will post the questions and answers on my web site and leave them there. I will post my e-mail address and invite anyone to e-mail me about any matter where they feel I have failed to keep my word.

Question 4:

What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.

I've been thinking of ways to do this for some time. One way I've come up with is to create a "secret shopper" type of program where volunteers attempt to work with the city on routine matters and then report their experiences to the City Council. The only way to manage anything is to devise a way of measuring the results you want to see. We need a way to measure the effects of "bureaucratic red tape" so we can do something about it.

Question 5:

A Multi-part Question: Please answer by part.

Part 1: Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety extremely higher salaries than these cities that have crime rates that are astronomical compared to Sunnyvale?

There are several reasons.

First, we ask our Public Safety officers to do three jobs instead of one. Each one is a police officer, a fire fighter, and an emergency medical responder.

Second, we hire only the best. By hiring and retaining outstanding people, we can keep the city safer than other surrounding cities with fewer officers and at a lower overall cost. For instance, Santa Clara is a smaller city than Sunnyvale, but their separate Police and Fire headcounts are larger than Sunnyvale's combined department, and their overall costs are higher as well.

Third. One of the main reasons we have a lower crime rate than the other cities mentioned is that we have higher quality Public Safety officers than they do. I'm willing to pay our officers a little more in exchange.

Part 2: The retirement benefits given City employees, especially Public Safety, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are out of line with cities with higher crime, fire rates, and population? And "We" the citizens, voters, and residents foot the bill through less services.

This past Spring the current City Council negotiated a new agreement with the Sunnyvale Public Safety Officers Association about pension benefits. I have not been able to review the details of that agreement as of yet. I will not have the opportunity to vote on a revised agreement until this new one expires, or until the PSOA agrees to reopen the discussion.

Part 3: Would you be in favor of reducing salaries of "All" City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?

I would consider that as a temporary measure if the City were facing an immediate fiscal crisis. In the long run, however, the city needs to have capable people in positions of responsibility and needs to pay them a competitive salary.

Question 6: "The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification?"

I cannot make a decision about the EIR until it is ready and has been presented to the Council and the community for certification.

If you do not pass the EIR, what is your plan to mitigate the traffic from Moffett Field to Sunnyvale and other cities, for the people working in Moffett Field area?"

Passing or disapproving the EIR has to do with its accuracy and completeness, not about the implications of its content. The purpose of an EIR is to make sure the City Council makes an informed decision about the proposal at hand and that it has considered all relevant aspects of the project. The previous EIR was thrown out by the courts because it did not accurately describe all of the project's impacts.

The most important potential impact of the project will be its effect on traffic on Mary Avenue. The most important part of the EIR will be the part that describes where traffic in the morning rush hour will come from, and where traffic in the evening rush hour will go. The Council must make sure that the traffic will flow along roadways designed to handle it. In my opinion, Mary Avenue below Evelyn Avenue is not currently designed to handle a greatly increased traffic flow. We'll have to wait and see what the EIR tells us.

Question 7: If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.

I have some experience dealing with controversial issues, and I know the key is patience, openness, and the ability to listen. One issue that I think I handled well in the past was the question of the Fremont Pool. At one point the city staff recommended killing the idea, and I was able to win a 4-3 vote on the council to keep the project alive. A year later, the pool was approved in a 6-0 vote. I was hardly the only person involved in the year long effort to make the case for the pool, but I was very proud that I helped turn a split council into a united one on this issue.



SNAIL questions for Forum—Tara Martin-Milius

- 1. Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.**

I love the idea of citizen action, and can see some problems with it, too. People have painted their curb strips blue to keep other cars away, others have been painted red or yellow without approval. Unless it is controlled, there are real opportunities for abuse. Specially targeted goals for citizens to raise money for the city, like Friends of the Library work well for me. Something like this is being tried with the Pottery Center.

- 2. Sunnyvale takes pride in calling itself a "Green City."**
 - a. The Charles Street Community Garden (CSG) has been an amazing success building community participation since being founded in 2006. CSG not only offers members of our community (who have very little space in condos/apartments), a place to raise their own food but also affords educational opportunities. Free classes held at CSG regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer.**

If elected would you commit to giving the Charles Street Garden "Permanent" status?

As an organic gardener myself, I certainly support community gardens. They build community and provide wonderful opportunities for people to learn and to grow things organically. The Charles Street Garden is managed under a 5 year agreement. City Council has extended that agreement to reflect that the City doesn't need to use the land now. As long as the land is not needed for city facilities, I support keeping the Gardens there. If a city use arises, it would depend on the specifics of what the use is. Independent of that, I would support the Gardens existing somewhere in the City!

- b. Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?**

Absolutely would love to have another community garden location. Sunnyvale is pretty built out already, and some of the open areas are not very good for growing, so locations are scarce. We do have the John Christian Greenbelt close to an area dominated by condos, apartments, mobile homes which do not have yards for gardens. This could be a great opportunity for an organization like Sunnyvale Sustainable Gardens to step in to offer to manage a northern garden. I suspect the city would be happy to sponsor one on the greenbelt if there were an organization to manage it.

c. If need be please review the CSG mission statement:

"We are a group of gardeners in Sunnyvale with an interest in organic vegetable and fruit growing. Our approach is one of sustainability--giving back to the earth as much as it gives to us. The origin of this group is "The Valley of Heart's Delight (VHD)" project which aims to reconnect people living in the Silicon Valley with the sources of their food. "

3. How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?

One of the best ways I know to get accountability is to engage in constant resident outreach, to articulate the reasons for my votes, and to make sure I spend the time to get community input before I vote.

4. What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.

The City has a City Manager for this very reason. He's done an impressive job of overhauling the City and eliminating redundancies. A Council Member can contribute to this in two ways: one, by creating new initiatives and new processes only when they serve a useful purpose, and not otherwise; two, by listening to constituents to learn when things simply are not working well, and then follow-up to get things fixed.

5. Multi-parts

a. Part 1: Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety extremely higher salaries than these cities that have crime rates that are astronomical compared to Sunnyvale?

Sunnyvale has a model where we pay our officers more so we can operate the city with a lot fewer officers. We have only 2/3 the police and fire officers that Santa Clara does, despite being 20% larger than Santa Clara, and we pay our officers 11% above the median in order to reduce headcount by 1/3. That's a win-win for everyone, especially since the result is an extremely low crime rate and it saves us about \$20M per year total. None the less, we have a structural deficit, and everyone has to make cuts in these tough times. Our PSOA did step up and offer cuts last year, SEA has not received any increases in several years. So, that speaks well for their willingness to help the City through these difficulties.

- b. **Part 2: The retirement benefits given City employees, especially Public Safety, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are out of line with cities with higher crime, fire rates, and population? And "We" the citizens, voters, and residents foot the bill through less services.**

Sunnyvale has to make solving the structural deficit its highest priority. Working with bargaining units to curb retirement cost has to be a major focus of Council over the next few years.

- c. **Part 3: Would you be in favor of reducing salaries of "All" City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?**

Solving the structural deficit is the primary issue. There are a couple of ways this could be addressed. Council signs off on new contracts and wage concessions and this is where we would be making decisions on improving the 'bottom line.'

6. **The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification? If you do not pass the EIR, what is your plan to mitigate the traffic from Moffett Field to Sunnyvale and other cities, for the people working in Moffett Field area?"**

It would be wonderful if the recent Jay Paul deal involving the Ellis off-ramp might make the overpass a moot point. Some residents have already made their stance clear—they are against the project. The EIR is already in the works, so that part is a done-deal. There are already mitigation plans for traffic in that area that are related to restructuring various intersections. The decision regarding the overpass depends on a lot of details I don't yet have. I would not be responsible to commit to a decision without having those facts. I am, however, hopeful that the Ellis off ramp in conjunction with Mountain View may eliminate the need for the whole overpass project.

7. **If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.**

I'm a great believer in win-win solutions, balance for both sides and listening to hear the underlying concerns to be addressed. These are great skills for diffusing the positional, my-way-or-the-highway sorts of issues. I bring a systems view to the job. I look for the negative unintended consequences to decisions and the impacts of those decisions now and in future.

**S.N.A.I.L & San Miguel Neighborhood Association Forum
October 1, 2011**

**Candidate Questionnaire Responses
by Maria Pan (Seat 7)**

Question 1: Considering the city budget deficit, what changes will you make to the way our city is run in order to do more with less? For example, allow and even encourage citizen action in areas that they care about such as painting curbs and crosswalks when the city doesn't have the funds to do it.

The challenge in overcoming the city budget deficit is in managing personnel costs which amounts to 82% of the fiscal year 2011/2012 General Fund operating budget. The City has a budget stabilization fund which is like a savings account to be used when overdrafts occur in expenditures. The City also has a 20-year budget planning system, so that the Public Works department will not be in a situation where funds are not available for basic street maintenance needs. However, if personnel costs are not contained, the savings account is forecasted for depletion in the next decade.

Question 2: Sunnyvale takes pride in calling itself a "Green City." The Charles Street Community Garden (CSG) has been an amazing success building community participation since being founded in 2006. CSG not only offers members of our community (who have very little space in condos/apartments), a place to raise their own food but also affords educational opportunities. Free classes held at CSG regarding organic gardening and sustainable practices draw large numbers of people. There is also a long waiting list of those who wish to join and it is getting longer.

If elected would you commit to giving the Charles Street Garden "Permanent" status? Further, would you commit to finding another location (city property) in North Sunnyvale for the establishment of another Community Garden?

I would support giving Charles Street Garden "Permanent" status as a symbol of the city's commitment to sustainable living. An expansion is needed for CSG and I would commit to finding another city property in North Sunnyvale for another Community Garden.

If need be please review the CSG mission statement: " We are a group of gardeners in Sunnyvale with an interest in organic vegetable and fruit growing. Our approach is one of sustainability--giving back to the earth as much as it gives to us. The origin of this group is "The Valley of Heart's Delight (VHD)" project which aims to reconnect people living in the Silicon Valley with the sources of their food. "

Question 3: How will you enable the citizens that elect you to hold you and your fellow council members accountable to the things that you promise?

My positions will not shift unless I have other information or I am educated differently on the issue. I am also not beholden to special interest groups which frees me to hold on to my promises.

Question 4: What specific steps will you put in place to reduce the bureaucracy in our local government? For example, asking citizens to help identify cumbersome aspects of our city that need to be overhauled, ranking these in a few ways (number of citizens affected, cost to change, etc.) and then systematically busting the bureaucracy.

The City would need to know what specific processes have become too cumbersome. I would hold a town hall meeting to give citizens the opportunity to voice their grievances and to make recommendations on how to solve the problems. The staff will do a study and then propose alternatives to streamline the process in question.

Question 5: A Multi-part Question: Please answer by part.

Part 1: Sunnyvale claims to be one of the safest cities in the United States. Yet, when compared to crime in Detroit, Chicago, and especially New York, how do you as Candidates justify paying our Public Safety extremely higher salaries than these cities that have crime rates that are astronomical compared to Sunnyvale? Sunnyvale Public Safety salaries are based on wage data in twelve surrounding agencies. The lowest four are deleted and the remaining eight are averaged. To this amount 11% is added for Sunnyvale Public Safety.

The criminal justice system is undermined if a judicial officer is making less than a patrol officer. Therefore, some legislation is needed at the State or Federal level to address this discrepancy.

Part 2: The retirement benefits given City employees, especially Public Safety, seem obscene to the "Public" that employs our officers, and city staff. What are your plans to correct these "Entitlements" that are out of line with cities with higher crime, fire rates, and population? And "We" the citizens, voters, and residents foot the bill through less services.

Effective July, 2011, the city adopted a two-tier pension system for Public Safety employees. The pension formula for new employees will be 3%@55, raising the age from 50. Additionally, a 3% employee contribution to the pension fund will be phased in over the next two years. The pension benefit had been part of the total public safety compensation package.

Sunnyvale Management Association (SMA) has agreed to an *additional* 2% employee contribution to the pension fund from 1%. A two-tier pension system will also be adopted.

I would recommend further increases in the *employee share* of the total employee contribution to pension funds in future negotiations, to reduce the city's burden.

Part 3: Would you be in favor of reducing salaries of "All" City Employees that make \$111,000.00 per year, or more, 10% "Across the board" and use these monies to either reduce the City debt and/or hire Sunnyvale residents with these savings?

In the City Manager's budget transmittal of May, 2011, Mr. Luebbers stated that the City's Executive Leadership team took no salary increase in fiscal years 09/10, 10/11, and will likewise be in 11/12.

Sunnyvale Management Association will be taking a 3% increase in July, 2011. Sunnyvale Employees Association will be taking a 2% increase in October, 2011. There will then be a two year salary freeze for both bargaining units in FY 12/13 and FY 13/14.

Public Safety will be taking a 4% increase this year down from 4.6%. After 2015, the increase will be 3% until FY 20/21. Thereafter, the salary increase will revert back to 4% for the remaining 20-year planning period ending in FY 21/30.

The City needs to draw on its budget stabilization fund to meet these salary increases. More negotiations need to be made with Public Safety to bring them closer in line with all other city employees.

Question 6: "The city is preparing the EIR for the Mary Ave Extension Project, again. What will be your decision, when the EIR comes to the council floor for its certification? If you do not pass the EIR, what is your plan to mitigate the traffic from Moffett Field to Sunnyvale and other cities, for the people working in Moffett Field area?"

I would like to have the opportunity to study the report first before making a decision on its certification.

Traffic may be mitigated by implementing the Land Use and Transportation Element R1.3 which is "to promote integrated and coordinated land use and transportation planning." The area may be rezoned for housing developments so that the number of commuters into the area may be reduced.

Question 7: If selected, you will be part of a 7 member decision making group that has impact on all residents of Sunnyvale and in part, Santa Clara County. Many of the issues that will be brought forward will be controversial. Explain some of your own personal attributes that would help you and other members of Council reach a decision.

My personal attributes are that I believe in being impartial in the decision-making process and in hearing all the facts and related information before arriving at a decision. I also believe in being a team player and I will work with council members on formulating the best policies for the city.