



# 12. Implementation

## Overview

This section describes the implementation program for the General Plan. Implementation actions are generally one-time actions needed to mobilize and execute specific policies within the General Plan, such as creating an ordinance or updating a master plan. The chapter also includes indicators to track the implementation of the General Plan over time.

## Plan Implementation and Administration

The General Plan will be implemented over an extended period of time (20+ years, with a time horizon of 2035). During this time, long-range planning efforts will continue using the goals and policies as a guide. However, the General Plan is a living document. State law allows it to be updated and refined over the coming decades. It encourages annual review of implementation actions and recommends that the entire General Plan be thoroughly reviewed every five years to ensure that it is still consistent with the community’s goals.

Any part of a General Plan may be amended to accommodate changing conditions. Property owners, the Planning Commission, the City Council, or City staff may propose amendments. Proposed changes must be reviewed by the Planning Commission and the City Council at public hearings and the potential of environmental impacts must be evaluated in accordance with the California Environmental Quality Act.

## Chapter Organization

This implementation chapter includes the following three components, each organized by General Plan chapter:

- **Implementation Programs.** These include programmatic actions to be completed by the City, such as updating plans, completing studies, or implementing new programs.
- **Physical Improvements.** These include physical infrastructure or facility improvements that should be completed to implement the general plan vision.
- **Community Indicators.** The indicators are levels of service or numeric standards that can be tracked over time to monitor the City’s progress on various initiatives and efforts.

Each implementation program and physical improvement identifies the responsible City departments, a level of priority (high, medium, or low) and a suggested time frame, as described in Table 12-1. Implementation actions are intended to be consistent with the Ravenswood TOD Specific Plan and other key Specific/Master Plans updated on a regular basis, reflecting changing social, economic, and environmental conditions, the completion of certain tasks, and changes in funding and department priorities.

Table 12-1: Time Frame Guide	
Estimated Date of Completion	
Short	1 – 5 years
Medium	5 – 10 years
Long	10+ years
Ongoing	Recurring or continuous action

## Implementation Programs

The table below identifies programs, policy updates, planning efforts, coordination efforts, and other actions that will help implement the General Plan’s vision and policies. Programs are organized by General Plan chapter, and are consistent with each chapter’s goals and policies.

Table 12-2: Land Use and Urban Design Programs				
	Description	Priority	Time Frame	Responsibility
1.	<b>Review and evaluation.</b> Work with department managers and directors in evaluating the effectiveness of the General Plan in its role in guiding city operations, development review, master planning, and budgeting. A summary of this discussion and evaluation shall be reported to the City Council on an annual basis.	High	Medium	Planning
2.	<b>Specific Plan Consistency.</b> Following adoption of the General Plan, review the existing, adopted Specific Plans and make changes to ensure consistency with the General Plan.	High	Short	Planning/CEDD
3.	<b>Weeks Design guidelines.</b> Update the existing design guidelines for infill projects in the Weeks neighborhood.	Medium	Medium	Planning
4.	<b>Citywide design guidelines.</b> Update and adopt citywide design guidelines.	Medium	Medium	Planning
5.	<b>Way-finding and signage.</b> Release an RFP to develop a way-finding program that provides directional signage, boundary markers, and monument signs for important institutions and activities within the community.	High	Short	Public Works

Table 12-3: Economic Development Programs				
	Description	Priority	Time Frame	Responsibility
1.	<b>Economic development strategic plan.</b> Develop a long-term economic development strategic plan that develops and retains businesses and a strong middle class.	High	Long	Planning/CEDD
2.	<b>Local hire.</b> Support local hiring and local businesses by implementing the City’s First Source Hiring and Local Business Enterprise policies. Review and update (if necessary) the First Source Hiring Ordinance and policies to acknowledge the effects of the dissolution of the Redevelopment Agency.	High	Medium	CEDD & Administrative Services
3.	<b>Small business support.</b> Develop and staff a program that supports small and local businesses. Prepare and circulate a small business assistance resource guide.	Medium	Ongoing	Planning & Administrative Services

**Table 12-4: Transportation Programs**

	Description	Priority	Time Frame	Responsibility
1.	<b>Update City Street Standards.</b> Update existing standards for City streets, focusing on achieving traffic safety, complete streets, and livability goals.	Medium	Medium	Planning/Public Works
2.	<b>Transportation Demand Management Requirements.</b> Review and update the City’s Transportation Demand Management requirements for existing and new development.	High	Short	Planning
3.	<b>Transportation Impact Fee Nexus Study.</b> Establish a transportation impact fee on new development, to raise funds for needed improvements to all modes of transportation.	High	Short	Planning/Public Works
4.	<b>Neighborhood Traffic and Parking Management Plans.</b> Conduct neighborhood traffic and parking management plans for areas with reported parking and circulation problems to identify appropriate parking management programs (such as Residential Parking Permits and Parking Benefit Districts) and/or traffic calming measures.	High	Long	Planning/Public Works
5.	<b>Complete Streets Projects.</b> Conduct and implement complete streets projects along priority traffic calming corridors and in conjunction with implementation of other bicycle, pedestrian and transit improvements.	Low	Long	Planning/Public Works
6.	<b>Performance Monitoring.</b> Periodically monitor the performance of Plan implementation using service standards and targets included in the Circulation Element.	Medium	Ongoing	Planning/CEDD/ Public Works
7.	<b>Update Bicycle Plan.</b> Update and implement the Interim Bicycle Transportation Plan (2011).	Low	Long	Planning/Public Works
8.	<b>Pedestrian Master Plan.</b> Complete a Pedestrian Master Plan that helps close key gaps in the pedestrian network and improve the pedestrian realm.	Low	Long	Planning/Public Works
9.	<b>Bay Access Master Plan.</b> Update and implement the Bay Access Master Plan.	Low	Long	Planning/Public Works
10.	<b>University Avenue Alternatives Study.</b> Conduct an Alternatives Study for the redesign of University Avenue, focusing on complete streets concepts.	Medium	Long	Planning/Public Works
11.	<b>Wayfinding Plan.</b> Develop and implement a bicycle and pedestrian wayfinding program.	Low	Long	Planning/Public Works
12.	<b>Additional SR2S projects.</b> Prepare grant applications for future SR2S and SRTS cycles based upon “Existing Conditions” report.	High	Short	Public Works

Table 12-5: Health & Equity Programs				
	Description	Priority	Time Frame	Responsibility
1.	<b>Citywide “health check-up.”</b> Every five years, conduct a community health assessment regarding the overall health and quality of life of those who live and work in East Palo Alto.	Medium	Long	Planning
2.	<b>Health fitness challenges.</b> Create and implement health fitness challenges for City employees to encourage healthy living.	Medium	Short	City Manager
3.	<b>Soda tax ordinance.</b> Explore the possibility of a sugar sweetened beverage tax in the City. Revenue generated from the tax could be appropriated for wellness and health programs in the City.	High	Short	City Manager
4.	<b>Residential smoking ordinance.</b> Adopt an ordinance to prohibit smoking in multi-family buildings.	High	Short	City Manager
5.	<b>Public smoking ordinance.</b> Adopt an ordinance to prohibit smoking in public spaces, including parks, plazas, and on public property.	High	Short	City Manager
6.	<b>Living wage ordinance.</b> Adopt an ordinance that ensures that all businesses in the City pay their employees a wage that can support a family at, or above, the poverty level.	High	Short	City Manager
7.	<b>Year-round farmer’s market.</b> Pursue funding and partner with local organizations to provide a year-round farmers market in the City, and seek out additional vendors to participate in the market.	Medium	Medium	Planning
8.	<b>Annual health fair.</b> Host an annual Health Day Fair with information, health care screenings and services, and activities celebrating an active lifestyle. The event should be sponsored by the City and involve a wide range of service providers.	Low	Ongoing	Planning
9.	<b>Healthy food at city buildings and events.</b> Develop guidelines to require that healthy foods that are served at city-sponsored events and in City vending machines.	Medium	Short	City Manager/Administrative Services
10.	<b>Town hall meetings.</b> Hold bi-annual town hall meetings to implement the General Plan. Publicize the meetings widely and in multiple languages.	Low	Ongoing	City Manager

**Table 12-6: Parks, Open Space, and Conservation Programs**

	Description	Priority	Time Frame	Responsibility
2.	<b>Coordination with the San Francisquito Creek Joint Powers Authority (JPA).</b> Work with the JPA on the construction of a new park or open space between Camelia Drive and the levee (south of O’Connor St).	High	Short	Public Works
3.	<b>Shared use agreement with School District.</b> Create a formal shared use agreement with the Ravenswood City School District whereby the public and organizations (such as youth and adult intramural leagues) can access school fields/property after normal school hours.	High	Short	City Manager
4.	<b>Agreement with Don Edwards San Francisco Bay National Wildlife Refuge.</b> Establish a formal cooperative agreement with the Don Edwards San Francisco Bay National Wildlife Refuge and develop programs to encourage public recreational use of the Bay Trail and trails in and adjacent to the Baylands Nature Preserve and the South Bay Salt Pond Restoration Project.	Medium	Medium	City Manager
5.	<b>Agreement to Manage Cooley Landing.</b> Continue to maintain an agreement for a non-profit or other entity to manage Cooley Landing	Medium	Ongoing	City Manager
6.	<b>Bird-safe design.</b> Adopt bird-safe design guidelines for new buildings and structures adjacent to the Bay.	Medium	Medium	Planning
7.	<b>Light pollution guidelines.</b> Adopt guidelines for outdoor lighting located adjacent to wildlife areas that will keep the amount of light that reaches wildlife habitat areas to a minimum.	Low	Medium	Planning
8.	<b>Community space fund.</b> Maintain development fee programs to accumulate funds for the acquisition and improvement of parks and public gathering places and facilities.	Medium	Medium	City Manager/ CEDD
9.	<b>Tree Planting program.</b> Partner with local non-profit organizations to implement a tree planting program (planting of trees on City owned property).	High	Short	Public Works
10.	<b>Citizen reporting.</b> Create a program and/or methods for residents to monitor and report vandalism along with maintenance issues in parks and public Right-of-Way.	High	Short	Public Works
11.	<b>Feral Cat Program.</b> Work with partners to consider establishment of a year round cat program or fund one as cats prey on the salt water harvest mouse which is a Federally protected species in accordance with the ESA. This condition originates in the Cooley Landing environmental clearance document.	Medium	Medium	Public Works

Table 12-7: Infrastructure, Services, and Facilities Programs				
	Description	Priority	Time Frame	Responsibility
<b>PUBLIC FACILITIES</b>				
1.	<b>Development impact fees.</b> Adopt nexus-based impact fees that mitigate the cost of providing infrastructure and public facilities to serve new development. Address infrastructure improvements that are necessitated by new development – including for water, sewer, stormwater, and utilities. Seek additional funding mechanisms as necessary.	High	Ongoing	Planning/CEDD/ Public Works
2.	<b>Outside community funding.</b> Create an outreach program or plan to match Silicon Valley donors and funding dollars to community needs such as schools, public space improvements, jobs training, or support for artists.	Medium	Ongoing	City Manager
3.	<b>TOT program evaluation.</b> Seek an independent evaluation of the Measure C Program/Transient Occupancy Tax program.	Low	Short	City Manager
4.	<b>New teen center.</b> Work with local service providers, such as the YMCA, to create a “teen center” for East Palo Alto teens. The teen center could provide tutoring and mentorship programs and provide a safe and affordable place for youth after school and on weekends.	High	Long	City Manager

PUBLIC SAFETY				
1.	<b>Crime reduction plan.</b> Develop a long-term crime reduction plan that addresses: Prevention, Intervention, Enforcement, and Sustainability. The plan will also identify the role of the community and City in the strategy, and identify the resources necessary to implement strategy.	High	Short	Police
2.	<b>Emergency Preparedness Plan.</b> Update the City’s Emergency Preparedness Plan every 5 years.	Medium	Ongoing	Police
3.	<b>Community-based policing.</b> Implement the community-based policing initiative championed by the Police Chief, including attendance at community meetings, having the Police Department participate in community events and beautification projects, and leading programs such as Neighborhood Watch.	Medium	Ongoing	Police
4.	<b>Data-Driven policing.</b> Continue to use technology to track and target gun violence.	Medium	Ongoing	Police
5.	<b>CERT Program.</b> Develop a community emergency response team (CERT) training program to provide training to City personnel and conduct informational workshops for the community. Provide additional information to the community about available resources and materials.	High	Short	Police/ Community Programs
6.	<b>Comprehensive crime analysis.</b> Complete the comprehensive analysis of crime in the City (utilizing the RIMS system).	Medium	Short	Police
7.	Signal pre-emption for emergency response. Install traffic signal pre-emption technology for police/emergency vehicles.	High	Short	Police
8.	<b>Anti-graffiti program.</b> Implement an anti-graffiti program, which includes identifying all locations in the City with chronic graffiti, establishing a removal program, and exploring civil sanctions against chronic violators.	Low	Medium	Police/Public Works
9.	<b>Multi-media emergency notification system.</b> Adopt and fund system to increase timely and accurate notifications to the community. Seek an adequate cost-effective system to replace the current system.	Low	Short	Police
10.	<b>Crime Prevention through Environmental Design.</b> Develop a development manual to provide basic requirements and incentives for the inclusion of design features in new development to reduce potential for crime. These features could include well-lighted parking areas, open landscaping, limited access into and between buildings, and limited access to rooftops.	Medium	Short	Planning



WATER INFRASTRUCTURE				
1.	<p><b>Emergency water connections.</b> Explore the feasibility of establishing an emergency intertie with the following outside water systems:</p> <ul style="list-style-type: none"> <li>• City of Palo Alto</li> <li>• Palo Alto Park Mutual Water Company</li> <li>• O’Connor Tract Co-op Water Company</li> </ul> <p>The City currently has no source of water if the City’s connection with the Hetch Hetchy Aqueduct is severed.</p>	High	Short	Public Works
2.	<p><b>Groundwater Management Plan.</b> Complete the Groundwater Management Plan, as required by State law. Oversee the completion of the Plan and provide materials and resources as needed.</p>	Medium	Short	Public Works
3.	<p><b>Urban Water Management Plan.</b> Develop an updated Urban Water Management Plan (UWMP) to support long-term water resource planning and ensure adequate water supplies are available to meet existing and future water demands of the land uses contemplated under the Land Use Element.</p>	Low	Ongoing	Public Works
4.	<p><b>Water Master Plan.</b> Update the 2010 Water Master Plan to guide the implementation of appropriate water supply and water distribution projects (must be updated per statutory requirements every ten years).</p>	Low	Long	Public Works
5.	<p><b>Water supply.</b> Develop additional domestic water supplies to address current and future needs, including:</p> <ul style="list-style-type: none"> <li>• Completing the Gloria Way Well and treatment facility</li> <li>• Exploring additional municipal wells such as Pad D</li> <li>• Completing the monitoring program</li> <li>• Exploring storm water capture and reuse</li> <li>• Explore recycled water generation and distribution facilities and opportunities</li> <li>• Explore water demand offset regulations for new and intensified development</li> <li>• Evaluate the contract with American Water Enterprises and formulate future strategy.</li> </ul>	High	Ongoing	Public Works
6.	<p><b>Water conservation and recycling.</b> Update the building code to allow and encourage water recycling, graywater use, water efficiency, and other conservation measures not already permitted under CalGreen.</p>	Medium	Medium	Planning
7.	<p><b>Water user fees.</b> Update existing user fees for water to fund needed system upgrades and explore water demand offset regulations for new or intensified development.</p>	Medium	Medium	Planning/ CEDD

SEWER/STORMWATER INFRASTRUCTURE				
1.	<b>Sewer and Stormwater user fees.</b> Update existing user fees for sewer and stormwater to fund needed system upgrades and, to the extent feasible, allow for waste water recycling and stormwater capture for beneficial use.	Medium	Medium	Planning

FLOODING				
1.	<b>Levee and creek maintenance.</b> Negotiate an agreement with Santa Clara Valley Water District (SCVWD) for maintenance of the San Francisquito Creek enhanced levee and creek banks from Highway 101 to the border with Menlo Park.	Medium	Short	Public Works
2.	<b>Coastal flooding analysis.</b> Complete an analysis of the City’s vulnerability to coastal flooding and sea level rise. Inspect and review the levees in the Baylands.	Low	Short	Public Works
3.	<b>Upstream San Francisquito Creek flood protection project.</b> Work with the San Francisquito Creek Joint Powers Authority (SFCJPA) on the planning and design of flood control improvements upstream of Highway 101.	High	Long	Public Works

**Table 12-8: Safety and Noise Programs**

	Description	Priority	Time Frame	Responsibility
1.	<b>Flood control master plan.</b> Prepare a flood control master plan to assess the adequacy of the City’s flood control system as a whole. Implement improvements as warranted and as feasible. Seek outside funding as available to implement improvements.	High	Short	Public Works
2.	<b>Fire buffer zones.</b> Work with property owners near hazard areas to implement and maintain buffer zones from the riskiest areas and adopt fire code revisions when appropriate.	Medium	Short	Planning
3.	<b>Hazard Mitigation Planning.</b> Adopt and develop both a Multi-hazard Mitigation plan and a Recovery Action Plan to guide growth and development in the event of a widespread destructive event.	High	Short	Planning
4.	<b>Coordinated emergency response.</b> Implement coordinated emergency response planning with the Menlo Park Fire Protection District, major transportation agencies, and adjacent jurisdictions.	Medium	Ongoing	Police/City Manager/Public Works
5.	<b>Hazardous emergency plan.</b> Develop and implement a multi-hazard emergency plan for accidents involving hazardous materials.	Medium	Medium	Public Works
6.	<b>Noise Ordinance.</b> Amend the Noise Ordinance to require that interior noise levels attributable to exterior sources shall not exceed 45 dB (Ldn or CNEL) when the outdoor noise level exceeds 60 dB (Ldn or CNEL) <sup>1</sup> for all new hotels, motels, dormitories, apartment houses, and single-family dwellings.	Medium	Short	Planning
7.	<b>Quiet asphalt.</b> Select a “quieter” pavement that also meets other criteria established by the City for pavements for use in resurfacing roadways. Require its use in future capital projects.	Low	Medium	Public Works
8.	<b>Public disaster training.</b> Conduct training exercises about earthquakes, fires, floods, and other natural and man-made disasters that are most likely to strike East Palo Alto.	Medium	Ongoing	City Manager/Community Programs

<sup>1</sup> Ldn means average day-night noise level – or a noise level measured over a 24 hour period. Similarly, CNEL is a 24 hour weighted noise average.

## Physical Improvements

The table below identifies physical improvements to implement the General Plan’s vision and policies, organized by Plan Chapter. Physical improvements are consistent with each chapter’s goals and policies, though not every chapter has associated physical improvements.

Table 12-9: Transportation Physical Improvements				
	Description	Priority	Time Frame	Responsibility
1.	<b>Highway 101 Pedestrian / Bicycle Overcrossing.</b> This project is intended to link the residents of the Woodland Neighborhood with City services and recreation opportunities on the other side of the freeway. Coordinate with Caltrans on the design and construction and seek grant funding for construction costs.	High	Medium	Public Works
2.	<b>University Avenue Interchange.</b> This project will provide for the widening of the University Avenue/US 101 overpass to provide safer pedestrian and bicycle travel and more efficient vehicle travel.	High	Medium	Public Works
3.	<b>Bay Road improvements.</b> Coordinate with PG&E and East Palo Alto Sanitary District on the Bay Road Improvement Phase II/III. Construct the necessary roadway and infrastructure improvements in order to revitalize the Ravenswood TOD Specific Plan area and provide the foundation for an active “main street” environment, including street paving, pedestrian and bicycle improvements, landscaping improvements, streetscape improvements, and undergrounding of utilities.	High	Medium	Public Works
4.	<b>Street Light Upgrade Project.</b> Complete the Street Light Upgrade Project, including a luminosity study to identify locations where additional new street lights need to be installed, and the installation of LED lights.	High	Medium	Public Works
5.	<b>Signage and Striping Improvements.</b> Install new signage and striping to improve vehicular, pedestrian and bicycle safety throughout the City.	Medium	Medium	Public Works
6.	<b>Pedestrian Accessibility Improvements.</b> Improvements include but are not limited to corner ramps. Americans with Disabilities Act (ADA) and California State Law require these improvements.	Medium	Medium	Public Works
7.	<b>Institute Traffic Calming Program.</b> This includes the planning and construction of speed bumps, bulb outs and other traffic calming devices to reduce speed through residential zones and to increase safety, with priority corridors identified in Figure 7 of the Circulation Element, in coordination with other City Departments.	High	Medium	Public Works
8.	<b>Bay Road Phase II.</b> Build the Bay Road Phase II project, which will build a multimodal roadway with attractive streetscape along Bay Road between Clarke Ave. and the entrance to Cooley Landing.	High	Medium	Public Works

**Table 12-10: Parks, Open Space, and Conservation Physical Improvements**

	Description	Priority	Time Frame	Responsibility
1.	<p><b>Develop new citywide parks.</b> Create new, formalized park space in the following locations:</p> <ul style="list-style-type: none"> <li>• Vacant parcel to the north of Martin Luther King Park</li> <li>• The informal open space at the termination of Purdue St and Demeter St</li> <li>• Vacant parcel adjacent to Verbena Dr</li> <li>• Part of the existing Palo Alto Park Mutual Water Association land at Oakwood Dr and Garden St.</li> </ul>	Medium	Ongoing	Planning
2.	<p><b>Finalize Richard May field.</b> Coordinate with the St. Francis of Assisi Church to facilitate the construction of the Richard May fields.</p>	High	Short	Planning
3.	<p><b>Bay Trail Access.</b> Improve access to the Bay Trail in the locations below. Add signage, seating, and other amenities.</p> <ul style="list-style-type: none"> <li>• Eastern end of Weeks St</li> <li>• Eastern end of Beech St</li> <li>• Eastern end of Cypress St</li> <li>• Eastern end of Daphne St</li> <li>• Southern end of Verbena Dr.</li> </ul>	Medium	Ongoing	Public Works
4.	<p><b>Right-of-way conversions.</b> Convert the following into public linear parks:</p> <ul style="list-style-type: none"> <li>• Hetch Hetchy right-of-way between Rutgers St and Purdue Ave (Hetch Hetchy Aqueduct Linear Park)</li> <li>• UP railroad right-of-way near the Ravenswood Family Health Annex</li> <li>• Abandoned alley that runs along the back of parcels between Holland St and East Bayshore Rd</li> <li>• Alley that runs diagonally from East Bayshore Rd and Laurel Ave</li> <li>• Unused alley between rear of lots and Menlo Park city limits (behind Albern St).</li> </ul>	High	Varies by project	Planning
5.	<p><b>Bay Access Master Plan.</b> Complete the trails identified in the Bay Access Master Plan, including the Ravenswood Bay Trail link, and along SF Creek between O’Connor and University Avenue.</p>	High	Medium	Planning

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6.	<p><b>Park access.</b> Improve access to the following parks and fields, by unlocking gates, adding entrances, removing fences or improving sidewalks/paths and bathrooms:</p> <ul style="list-style-type: none"> <li>• Martin Luther King Junior Park</li> <li>• Cesar Chavez Elementary/Richard May Field</li> <li>• Track/sports field at Costano Elementary School.</li> </ul>	Medium	Medium	Public Works
7.	<p><b>Bay Trail viewing platforms.</b> Construct elevated viewing platforms along the Bay Trail.</p>	Medium	Medium	Public Works
8.	<p><b>No-feeding signage.</b> Post signs notifying the public that feeding of wild animals, including feral cats, is prohibited.</p>	Medium	Medium	Public Works
9.	<p><b>Wildlife-proof waste containers.</b> Provide animal-proof garbage containers in wildlife areas where human activity is or may be frequent, including at Cooley Landing and entry points to the Bay.</p>	Medium	Medium	Public Works
10.	<p><b>Cooley Landing.</b> Complete the final phase of the Cooley Landing project (construct elevated viewing piers or platforms and improve access to the waterfront). Identify and secure funding for this phase.</p>	Medium	Medium	Public Works
11.	<p><b>Park improvements.</b> Implement various upgrades identified in the Community Facilities &amp; Parks Master Plan (FA-01) in the following parks:</p> <ul style="list-style-type: none"> <li>• <b>Joel Davis Park.</b> Identified needs are to upgrade the picnic area, replace playground equipment, install bathrooms and upgrade the playfield.</li> <li>• <b>Jack Farrell Park.</b> Identified needs are to install new play equipment, security cameras, security fencing, a concrete seat wall, upgrades to the existing building, upgrades to the picnic area and upgrades to existing playfields and courts.</li> <li>• <b>Bell Street Park.</b> Identified needs are new park lighting, a concrete stage, new restrooms, security cameras, security fencing, new bathrooms, new play equipment, new picnic area, a drinking fountain and upgraded playfields.</li> </ul>	Low	Long	Public Works
12.	<p><b>New Ravenswood trails.</b> Construct the approximately 4.5 miles of trails and improved pedestrian sidewalks identified in the Ravenswood TOD Specific Plan.</p>	Low	Long	Public Works
13.	<p><b>San Francisquito Creek park/trail.</b> Convert the land bordering San Francisquito Creek into a neighborhood park and/or trail.</p>	Medium	Medium	Public Works
14.	<p><b>Baylands Park.</b> Construct improvements to enhance access and usability of existing open space in the Baylands. Resolve issues related to site ownership structure, liability, uses of the site, access to the site and facilities, operation of programs, planning, development, construction, and maintenance costs.</p>	Low	Long	Public Works
15.	<p><b>New Ravenswood parks.</b> Build the approximately 25 acres of open space and parks identified in the Ravenswood TOD Plan.</p>	Low	Long	Public Works

**Table 12-11: Infrastructure, Services, and Facilities Physical Improvements**

	Description	Priority	Time Frame	Responsibility
<b>PUBLIC FACILITIES</b>				
1.	<b>Police Department and Corporation Yard.</b> Relocate the Police Station at 141 Demeter Street and the Corporation Yard at 150 Tara Street to a different location outside of the Special Flood Hazard Area or in an area that will have continual access.	High	Short	Public Works
2.	<b>New facilities in Ravenswood TOD Specific Plan Area.</b> Construct the three major community facility improvements identified in the Ravenswood TOD Specific Plan: a recreation center, a community center at 4 Corners and a library expansion. Issue RFPs for design, construction, and management of these new facilities.	Medium	Long	City Manager
3.	<b>Performing arts center.</b> Develop a performing arts center and/or cultural center(s) that includes indoor and outdoor performance areas.	Low	Long	City Manager
4.	<b>Community Development building improvements.</b> Improve the physical condition of the Community Development Department building through needed upgrades.	High	Short	Public Works
<b>WATER INFRASTRUCTURE</b>				
1.	<b>Gloria Way well retrofit.</b> Assess the hydrological condition of the existing well at Gloria Way / Bay Road and install the necessary treatment systems to utilize this well for additional water supply.	High	Short	Public Works
2.	<b>New water storage tanks.</b> Construct two new storage tanks with the capacity to meet emergency supply needs for the current and anticipated future population of the City. Identify potential locations for one storage tank on the east side of Highway 101 and one storage tank on the west side of Highway 101.	High	Medium	Public Works
3.	<b>Second groundwater well.</b> Construct a 1,000 gallon per minute (GPM) groundwater well and associated iron-manganese treatment system to supplement the City’s existing water supply (in addition to Gloria Way).	High	Medium	Public Works
4.	<b>Water main replacement.</b> Continue to replace deficient water mains in the City’s water delivery system as funding is secured, improving available fire flow throughout the system.	High	Ongoing	Public Works
5.	<b>Water meter replacement.</b> Replace water meters, water meter boxes, and lids as specified in the Water System Master Plan.	High	Ongoing	Public Works
6.	<b>Water valve replacement.</b> Perform regular maintenance on or replace the 908 existing valves in the City’s water system.	Medium	Ongoing	Public Works
7.	<b>Groundwater monitoring.</b> Install a monitoring network to monitor saline levels and other factors that could impact the City’s groundwater resources.	High	Short	Public Works

PUBLIC SAFETY				
1.	<b>New Police Department building.</b> Establish and/or construct a permanent facility for the East Palo Alto Police Department (current facility is leased). Seek grant funding for this project.	Medium	Long	Police
SEWER/STORMWATER INFRASTRUCTURE				
1.	<b>Martin Luther King Jr. Park stormwater project.</b> Construct a storage chamber, tertiary treatment system and irrigation pump at Martin Luther King Jr. (MLK) Park to reuse storm water to irrigate the park.	Low	Medium	Public Works
2.	<b>O'Connor Pump Station improvements.</b> Complete recommended safety and reliability improvements to the existing pump station. Replace the existing pump station during San Fransiquito Creek levee construction.	High	Short	Public Works
3.	<b>O'Connor Pump Station replacement.</b> Replace the existing pump station during San Fransiquito Creek levee construction.	Medium	Long	Public Works
4.	<b>Runnymede Storm Drain.</b> Complete the second phase of the Runnymede project, which consists of dredging the existing storm drainage canal from the Runnymede Street outfall to the detention pond at the O'Connor Pump Station, and extending culverts from Bay Road.	High	Short	Public Works
5.	<b>University Village outfalls.</b> Complete the repair and maintenance of three storm drain outfalls located near the University Village neighborhood (eastern end of Purdue Avenue, the northern end of Fordham Street and the eastern end of Stevens Avenue).	Medium	Medium	Public Works
6.	<b>Storm Drain Master Plan implementation.</b> Implement necessary improvements to the City's storm drain system identified in the Storm Drain Master Plan. Utilize the master plan for making long-term strategic decisions on new drain infrastructure investments, and regularly update.	High	Long	Public Works
7.	<b>Sewer Master Plan implementation.</b> Implement the necessary improvements to the City's sanitary sewer system identified in the 2015 Sewer Master Plan Update for the East Palo Alto Sanitary District.	Medium	Long	Public Works



## Community Indicators

The numerical indicators presented below are organized by chapter and topic. They are intended to be tracked over time to monitor the City’s progress in implementing

the General Plan and achieving the vision for the City. Indicators may be adjusted or changed over time as new data becomes available.

**Table 12-12: Indicators**

Topic	Indicator (unit)	Current Status (2015)	2035 Target
<b>LAND USE AND HOUSING</b>			
Land Use Mix	% land devoted to Single-fam Residential, Multi-fam Residential, Commercial, Lodging, Office, Institutional or Public, Industrial, Parks and Open Space, Vacant	42.0% <i>sf res</i> , 8.5% <i>mf res</i> , 4.6% <i>com</i> , 0.3% <i>lodging</i> , 1.1% <i>office</i> , 8.3% <i>institutional</i> , 5.3% <i>industrial</i> , 20.6% <i>parks open space</i> , 9.4% <i>vacant</i>	
Transit-Oriented Development	% of housing units within ¼ mile of frequent transit		
Elementary and Middle School Access	% of population within ½ mile of school		
Access to Neighborhood Services	Residential parcels within ¼ mile of a neighborhood service such as a restaurant, convenience store, childcare center or dry cleaner		
Affordable Rental Housing	Number of housing units subject to the Rent Stabilization Ordinance		
Income-restricted Affordable Housing	Number of income-restricted, permanently affordable housing units		
<b>ECONOMIC DEVELOPMENT</b>			
Employed Residents	Resident labor force employment rate		
Unemployment	Unemployment rate of labor force	4.7%	
Jobs	Number of jobs in East Palo Alto	2,750	
Jobs/Housing Balance	Ratio of jobs to the number of employed residents	0.23	
Retail Health	Per capita sales tax revenue	\$105 per capita	
Retail Health	Square feet of retail space		
Retail Health	Leakage on annual basis (estimated)	\$115 million	
Industrial/R&D Vacancy	Industrial vacancy rates		
Property Values	Annual property tax	\$9,411,000	
Lodging Revenue	Annual TOT	\$2,453,000	

Topic	Indicator (unit)	Current Status	2035 Target
<b>TRANSPORTATION</b>			
Single Occupancy Commuting	% of trips to work made in single occupancy vehicle	69%	20% reduction by 2035.
Combined Bicycle and Pedestrian Mode Share	% of trips to work made by bicycle or walking	8%	20% by 2035.
School Transportation	% of trips to and from school made by bicycle or walking		15% by 2035.
Transit Mode Share	Increase transit mode share, which currently is 6% for journey to work trips.	6%	15% by 2035.
Traffic Fatalities	Number of annual traffic fatalities		Zero fatalities by 2030.
Traffic Non-fatal Collisions	Number of non-fatal collisions		50% reduction in non-fatal collisions by 2030.
Bicycle Facilities	Ratio of bicycle facility miles to road miles		Increase by 100% by 2030.
Pedestrian Facilities	% of streets with sidewalks	66% of streets have sidewalks on both sides; 15% have sidewalks on one side; 19% have no sidewalks.	Increase such that 85% of all linear feet of roadways have sidewalks on both sides by 2030.
Vehicle Trips	Vehicle miles traveled per capita		Decrease per capita VMT

Topic	Indicator (unit)	Current Status	2035 Target
<b>HEALTH AND EQUITY</b>			
Overall Health	Average Life Expectancy	62 years	<i>Average life expectancy at or higher than the County average life expectancy</i>
Air Quality	Days per year exceeding state PM <sub>10</sub> maximum		<i>TBD</i>
Gun Violence	Non-fatal Firearm hospitalization rate	19.8 (year 2010)	<i>TBD</i>
Asthma Rate	Asthma hospitalization incidents per 100,000 residents (zip code 94303)	15.0	<i>20% reduction in asthma rate</i>
Diabetes Rate	Number of diabetes hospitalizations (East Palo Alto)	56 (year 2010)	<i>20% reduction in diabetes rate</i>
Youth Obesity	% of Youth Under 18 Classified as Obese		<i>Less than one in four children are classified as obese</i>
Food Environment	% of households within ¼ mile walk of healthy food outlets		<i>Increase by 5%</i>
Access to Primary Health Care Provider	# of Primary Care Physicians		<i>10% increase in quantity of primary care physicians within city</i>
Employment	Ratio of jobs to employed residents		<i>1:1 ratio of jobs to employed residents</i>
Employment training	Number of residents receiving vocational training		<i>Increase by 10%</i>
Brownfield Sites	Number of brownfield sites remediated		<i>Increase by 10%</i>

Topic	Indicator (unit)	Current Status	2035 Target
<b>PARKS, OPEN SPACE, AND CONSERVATION</b>			
Park Access	Acres of parks per 1,000 residents	1 acre per 1,000 people	<i>1.5 acres of park per 1,000 people</i>
Number of Community Gardens	Number of community gardens		<i>5 active community gardens</i>
Park Access	% of Residents within ¼ mile walk distance of parks	33%	<i>50% of residents are within ¼ mile walk from park</i>
Open Space Conservation	Acres of protected and/or conserved land lands		<i>Increase by 2%</i>
Energy conservation	Average per capita energy consumption		<i>Decrease by 5%</i>
Household Retrofits	Number of household energy retrofits		<i>Increase by 5%</i>
Household Energy Audits	Improved energy audit outcomes		<i>Increase by 5%</i>
Greenhouse Gas Emissions	Metric tons of CO <sub>2</sub> emitted	140,500 (year 2005)	<i>Decrease by 15%</i>
Street Trees	Number of vacant street tree sites	1,480 vacant tree locations	<i>1,000 trees planted within 5 years. (200 trees per year)</i>
Trees in Critical or Poor Health	Number of trees in poor and critical health	584 were found to be in poor health, and 6 were critical	<i>Fewer than 100 city-owned trees in critical or poor health</i>

Topic	Indicator (unit)	Current Status	2035 Target
<b>INFRASTRUCTURE, FACILITIES, AND SERVICES</b>			
Stormwater Quality or Treatment	Stormwater ppm standard or citywide effluent maximum		
Water Supply	Total water supply and reserves		
Water Quality	Tbd		
Residential Water Usage	Gallons used per capita household		<i>Maintain at current levels</i>
Agricultural Water Usage	Total gallons used for agricultural land and irrigation of parks and public spaces		<i>Maintain at current levels</i>
Park Water Conservation	Potable water used for city parks		
Solid Waste	Diversion rate		
Sustainable Infrastructure	Number of projects meeting high ratings by the Institute of Sustainable Infrastructure		
School Performance	Percent of students graduating from high school		
Police Service	Average emergency response time; number of officers per 1,000 residents		
Fire Service	Average response time; number of employees per 1,000 residents		
Violent Crime	Violent crimes per 10,000 residents (FBI Uniform Crime Reporting)	<i>115.8 (year 2012)</i>	