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The City of East Palo Alto enjoys a favorable position in terms of its regional location by being in close proximity to employment centers like Silicon Valley, Stanford University and the East Bay, and because of its affordable housing stock. However, despite its strategic location, the City has not achieved its economic potential nor experienced the level of development that has occurred in other South Bay cities. In fact, the City of East Palo Alto lags behind many of its more affluent neighboring communities and suffers from many of the ills plaguing other urban communities, such as municipal budget deficits, high unemployment, crime, drugs, and declining education systems.

However, East Palo Alto believes it is now poised to capture its share of the economic growth that will occur in the South Bay because it is one of the few communities with larger undeveloped parcels of land. ABAG Projections 96 indicates that East Palo Alto will experience substantial job growth by 2015 (approximately 4,600 new jobs) because it is the last remaining section of the county with development potential.

When the residents of East Palo Alto sought incorporation in 1983, it was their desire to have more direct control over economic development of the City and to create a healthy, diverse economy, with a strong employment base, vibrant retail sector, and solid tax base. The Economic Development Element examines the opportunities, constraints and issues associated with the long-term development and economic future of East Palo Alto. Through the implementation of the Economic Development Element, East Palo Alto plans to

foster the types of growth and development which will ensure adequate revenues and services for all East Palo Alto residents and businesses.

Purpose of the Economic Development Element

The General Plan Guidelines define economic development as "the planned investment of the City's resources to induce private investments which advance specific community development goals." In East Palo Alto, the City's ability to attract private investment funds is critical to its economic development strategy. Because of the City's limited revenues, private investment dollars along with state and federal funds are key components in achieving economic development goals.

The primary purposes of this Economic Development Element are to ensure that growth and development in East Palo Alto will promote land uses, facilities and services that support the City's economic development goals, and that growth and development policies are consistent with community policy expressed in other elements of the General Plan. The Economic Development Element expresses the City's desire to enhance its vitality; promote a varied mix of land uses; improve employment opportunities; increase revenues for infrastructure and community improvements like roads, sewers, and parks; and upgrade the community image. The Economic Development Element will guide the City in making choices regarding projects

and uses that meet community economic development goals.

Scope and Content of the Economic Development Element

The Economic Development Element is provided in the General Plan as an optional element pursuant to the 1990 State of California General Plan Guidelines and Government Code Section 653023. Government Code Section 653023 provides that, "The general plan may include any other elements or address any other subjects which, in the judgment of the legislative body, relate to the physical development of the county or city". The City of East Palo Alto considers economic development to be a critical issue in terms of physical development and the fiscal future of the community.

The Economic Development Element is intended as a dynamic component of the General Plan which provides a broad policy framework, but allows for a variety of initiatives and flexibility in achieving the goals of the Plan. Although the Economic Development Element provides a long-term strategy for the City, it recognizes that capturing economic development and growth is affected by market conditions which have short-term windows of opportunity.

The Economic Development Element is comprised of three sections: 1) Introduction; 2) Issues, Goals and Policies; and 3) the Economic Development Plan. In the Issues, Goals and Policies section, major issues are discussed related to diversifying land uses in the City, generating development and revenues, and improving City image. The goals and policies which the City has established are also included in this section.

The Issues, Goals and Policies section also establishes the basis for the Economic Development Plan and the Economic Development Implementation Program.

In addition to serving as a source of information and statement of public policy on issues and matters related to economic development of the City, the Economic Development Element also provides a framework to assist the City Council in analyzing and evaluating matters affecting the local economic future. The goals and policies of the Economic Development Element serve as guides for a) planning economic development activities and prioritizing the use of limited resources; b) balancing housing with non-residential uses; c) assessing job creation; and d) coordinating with investment and development strategies of other local and regional jurisdictions.

The Plan explains how the goals and policies will be achieved and implemented. Specific implementation programs for the Economic Development Element are contained in the General Plan Implementation Program (Appendix A).

Related Plans and Programs

The Economic Development Element is based on information contained in a number of existing economic development reports and documents, current development trends or activities, and opportunities and constraints within the City of East Palo Alto. The major documents, plans and programs relevant to the Economic Development Element are summarized as follows:

**East Palo Alto
Overall
Economic
Development
Program**

In 1994 the East Palo Alto City Council endorsed the East Palo Alto Overall Economic Development Program which provided a comprehensive assessment of the

City's economic potential and constraints, and established the first East Palo Alto Overall Economic Development Program. The program provides: a) an assessment of the City's economy, social trends, housing, demographics, employment, resources, etc.; b) an overall economic development program strategy; c) an historical assessment of past development efforts; and d) constraints to development. The Program established the following eleven economic development policies:

1. The City shall work to ensure that the moneys brought into the community through new economic development projects are kept within the local economy for the maximum benefit of local business owners and residents who are employed within City boundaries. The recycling of funds through direct, indirect and induced impacts shall be highlighted whenever possible.
2. The City shall encourage the utilization of and professional improvement opportunities for the available labor force within its boundaries, including small business opportunities for residents.
3. The City shall actively encourage the development of new housing and rehabilitation of existing units which shall be affordable to very low and low income households based on East Palo Alto levels of affordability. Additionally, all residents displaced by

a redevelopment project shall be given the opportunity to live within City boundaries in housing they can afford.

4. The City shall support the retention and expansion of all viable and attractive tourist, retail trade, urban agriculture, consumer and business establishments and existing businesses.
5. The City shall work to maintain adequate environmental quality controls to preserve and provide an attractive and healthy environment and to maintain strong controls to enhance the viability of neighborhoods. The City shall use its historic preservation strategies wherever appropriate to blend new development into the strong character of the East Palo Alto landscape.
6. The City shall promote the continued growth of compatible industry on sites designated for industry and commerce and strengthen, however possible, this policy in the forthcoming update of its General Plan.
7. The City shall encourage the development of a sector of the local economy that is neighborhood-based, that provides jobs and services to residents within their neighborhoods.
8. The City is dedicated to government service procedures which work promptly and efficiently to meet the needs of business and commerce. On a parallel track, the City will work with institutions, organizations and companies in the local area within public/private partnerships, that use the area's economic strengths to benefit directly the citizens of East Palo Alto.

9. The City shall cooperate with regional organizations in their individual programs of economic development that directly benefit the citizens of East Palo Alto.
10. The County shall be encouraged to stimulate effective coordination and targeted allocation of available public and private resources for economic development.
11. Open space provides an element of livability which can encourage people of diverse economic backgrounds to move to East Palo Alto. In order to provide a variety of community benefits while preserving open space, the City should encourage economic uses of open space.

To implement the above policies, the East Palo Alto Overall Economic Development Program set forth the following implementation actions:

- Leverage federal, state, corporate, institutional, etc. financial resources.
- Institute concentrated efforts to abate crime.
- Improve education and technical/vocational training opportunities.
- Improve transportation systems and linkages.
- Empower residents and community organizations by providing technical assistance.
- Arrive at community consensus for Neighborhood Commercial Revitalization projects.
- Ensure that appropriate industrial

development occurs as a mechanism for improving the quality of life and sense of place in East Palo Alto.

- Provide incentives consistent with economic development strategies.

East Palo Alto Community Profile

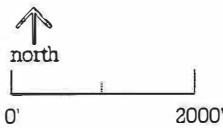
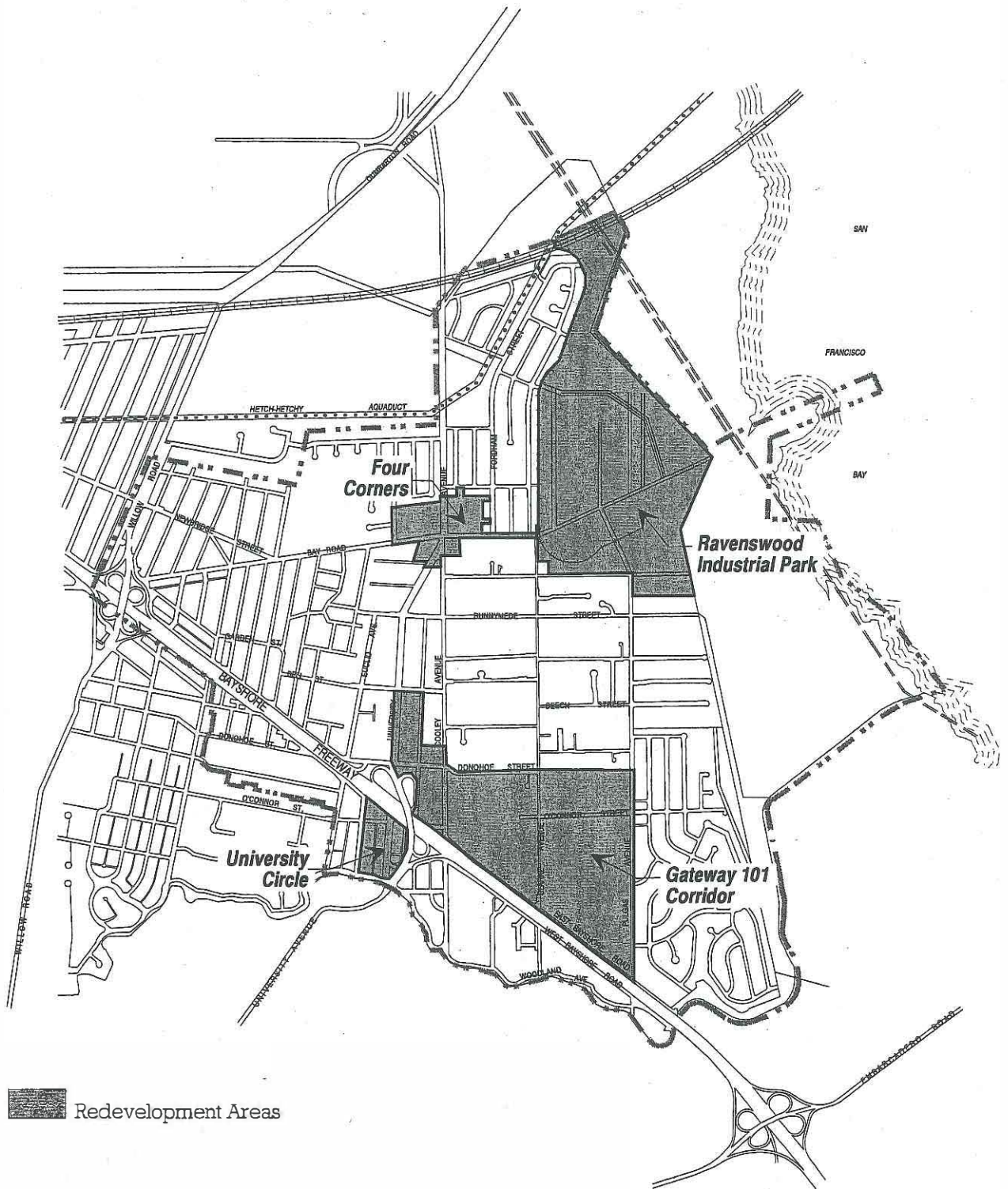
In 1995, the City and Regional Planning Department of California Polytechnic State University, San Luis Obispo prepared a Community Profile for East Palo Alto which reviewed land use, population, community services, environment, housing, economic, and governmental trends in the City. The report concluded that although future projections show only marginal improvement for residents of the City, if training and placement programs are effective, East Palo Alto residents would begin to prosper.

Redevelopment Projects

There are three redevelopment projects which could have a significant impact on the City's revenue base, as well as creating a substantial number of new jobs for local residents. These projects may change the mix of land uses and improve the City's housing stock, including the addition of new affordable housing units. The projects are the Gateway/101 Corridor, Ravenswood/Four Corners and University Circle. Each project is briefly described below and illustrated on the following page in Figure ED-1.

Gateway/101 Corridor Project

Located on an approximately 145 acres site near the University Avenue and Highway 101 interchange, the Project calls for the redevelopment of the area into a mixed-use neighborhood that would meet several of the



SOURCE: City of East Palo Alto

Figure ED-1
Redevelopment Project Areas

City's economic development objectives including: a) establishing a source of ongoing municipal revenues; b) providing new and improved retail opportunities; c) providing new affordable housing, including replacement housing for displaced residents; d) increasing employment opportunities for residents; and e) providing an attractive gateway into the City. The Project calls for general and neighborhood commercial, entertainment, residential and public open space uses.

The Gateway 101/Corridor Project is being developed to incorporate a number of existing residential, institutional and recreational facilities. The Project is expected to create 1,172 new jobs, which will primarily be in the retail and service sectors, and generate an estimated \$1.2 to \$1.5 million in tax revenues.

Ravenswood/Four Corners Project

Encompassing the primary industrially zoned area of the City, the Ravenswood portion of the Redevelopment Project consists of approximately 166 acres located in the northeasterly corner of the City between the Southern Pacific rail spur right-of way and Clarke Avenue, Weeks Street, and the Baylands. The Four Corners area consists of approximately 20 acres at the intersection of Bay Road and University Avenue. Although physically separated, Ravenswood and Four Corners are considered one redevelopment project. The Land Use Concept Plan for the project allows light industrial/research, office, general industrial open space and multi-family residential uses. The Four Corners portion of the project calls for mixed-use development which includes neighborhood commercial, multi-family and government uses.

University Circle Project

Often referred to as the Whiskey Gulch area, the University Circle Project consists of approximately 23 acres designated for mixed-

use commercial, retail and hotel uses and is located adjacent to the Bayshore Freeway on the southern boundary of the City. Under a 1991 litigation settlement agreement, the maximum levels of development for the Project are:

Office Uses: 460,000 gross square feet
Retail Uses: 15,000-45,000 gross square feet
Hotel Uses: 220-230 rooms and 190,000 gross square feet

Development of the site could generate between \$2,000,000 to \$3,000,000 in new tax revenues for the City.

Relationship to Other General Plan Elements

Although the Economic Development Element is an optional element, state law requires that it must be consistent with the other General Plan Elements. The Economic Development Element becomes an integral part of the general plan and has the same force and effect as the mandatory elements. This Element relates most closely to the Land Use Element, Circulation Element, Housing Element, Safety Element, and Conservation and Open Space Element

Land use designations must support the mix of uses necessary to achieve the economic development goals of diversifying land uses and generating additional revenues and jobs. The Economic Development Element Plan to improve the City's image through marketing its qualities is also supported by policies in both the Land Use and Conservation and Open Space Elements.

The Circulation Element includes policies to improve regional transportation routes which will be critical to attracting commercial and industrial development and for improving the City's image. Improvements in transportation linkages, as described in the Circulation Element, are also critical to the Economic Development Element because they address the need for residents to commute to work locations both in and outside of East Palo Alto, and for improving resident employment opportunities.

Issues, Goals and Policies



Since incorporation, East Palo Alto has continuously pursued a number of economic initiatives and strategies aimed at improving its financial revenue base and strengthening the City's economic position. ABAG has projected that East Palo Alto will experience significant development pressure by the year 2000 which will result in a tremendous increase in jobs in the City. These development opportunities should enable the City to reverse past trends which have left the City in a weaker position due to the lack of a sound retail base and having lower assessed property values. The projected growth should increase the amount of public revenues that are generated and enable the City to address the growing need for public improvements and municipal services.

Six major issues, and related goals and policies, address a broad range of long-term economic development issues faced by East Palo Alto. The goals and policies reflect the City's desire to establish a framework to address economic development issues. Economic development implementation actions are included in the Implementation Program section of the General Plan.

Economic Growth and Fiscal Solvency

Economic Development Issue 1: Need to use economic development as foundation for City improvement.

East Palo Alto needs to improve its revenue base so it will be able to provide basic city

services necessary to new businesses. Economic development will be an important tool in generating an improved revenue base for the City.

Economic Development Goal 1.0: Pursue neighborhood serving commercial business establishments which meet an identified need.

Policy 1.1: Encourage development of commercial businesses which are neighborhood-based and provide jobs, goods and services to residents within their neighborhoods.

Policy 1.2: Pursue commercial businesses which generate sales tax revenue by capturing both local and regional consumers.

Land Use Diversification

Economic Development Issue 2: Need to diversify mixture of land uses.

The City also needs to diversify its mix of land uses so it will be able to recapture a portion of the sales tax revenues that are being spent in other communities. To achieve this, the City will need to more proactively solicit the types of commercial and industrial development it desires. Additional sources of revenues required to support needed City services and infrastructure improvement programs, and to move the City to a solvent fiscal position, can be generated by diversifying the land uses in the City.

Economic Development Goal 2.0: Increase the City's ability to provide needed services and facilities by diversifying and expanding its revenue base.

Policy 2.1: Diversify the City's commercial and industrial base by targeting and soliciting firms in growth sectors such as environmental technology, high tech, bio-technology, research and development, and health care/health providers.

Policy 2.2. Encourage tourism as a local industry.

Policy 2.3. Encourage the location of tourist- and recreation-oriented commercial development along the freeway.

Policy 2.4: Ensure that the moneys brought into the community through new economic development projects are kept within the City's local economy for the maximum benefit of local business owners and residents.

Proactive Economic Development

Economic Development Issue 3: Need for pro-active approach to economic development.

East Palo Alto is one of the few communities in San Mateo and Santa Clara counties with reasonably priced lands available for commercial, industrial and residential development. The City is posed to capture its share of potential economic development if a pro-active approach to marketing its potential is taken.

Economic Development Goal 3.0: Actively pursue land uses which generate employment at levels comparable to Countywide-land job productivity.

Policy 3.1: Support the retention and expansion of all viable and attractive tourist, retail trade, urban agriculture, consumer and business establishments, and existing businesses.

Policy 3.2: Actively pursue targeted businesses and compatible industries for commercial and industrial development sites such as Gateway Center, Ravenswood Industrial, and University Circle areas.

Policy 3.3. Proactively pursue and attract land uses which serve regional needs.

Economic Development Issue 4: Need for cooperative economic alliances.

To achieve its economic development goals, East Palo Alto needs to establish alliances with other public and private sector partners. Such alliances will help the City overcome the inevitable obstacles to high quality growth and development.

Economic Development Goal 4.0: Develop public/private partnerships, public/public partnerships and cooperative alliances which promote East Palo Alto economic potential and support investment in the City.

Policy 4.1: Establish and streamline City's administrative procedures to promptly and efficiently meet the needs of business and commerce.

Policy 4.2: Coordinate and target allocations of available public and private resources for economic development.

*Local Employment Development
and Resident Employment*

Economic Development Issue 5: Desire to create additional employment opportunities in the community.

Economic development of East Palo Alto must include the development of its human resources. Improving the skills and education level of City residents is necessary to support consumption of basic neighborhood goods and services and to bolster the local economy. Improving employment and training opportunities enables residents to increase their incomes which results in greater levels of spending.

Economic Development Goal 5.0: Achieve a level of local resident employment for locally-produced jobs that is comparable to the other communities in San Mateo County (currently approximately 30 percent).

Policy 5.1: Encourage the utilization of and professional improvement opportunities for the available labor force within the City, including small business opportunities for residents.

Policy 5.2: Seek out businesses which employ workers at appropriate skill levels and which provide training to increase local skills for the full range of job opportunities.

*Resident Education and Job
Training*

Economic Development Issue 6: Need to improve skills and education level of

residents.

Local residents need to improve their education and skills levels to be competitive in the regional employment market.

Economic Development Goal 6.0: Improve the skill levels of local residents so they will be able to effectively compete for new permanent jobs available in East Palo Alto and adjacent communities.

Policy 6.1: Promote the availability and use of various job training and education programs, especially in high growth industries, to prepare East Palo Alto residents for meaningful and higher paying jobs.

Policy 6.2: Stress the importance of available education and training programs to City residents.

Economic Development Issue 7: Need to increase income level of residents.

Income levels in East Palo Alto are lower than surrounding communities. Elevating income levels of residents can result from the application of strong economic development measures.

Economic Development Goal 7.0: Increase resident income levels by encouraging new jobs with higher pay scales.

Policy 7.1: Promote commercial and industrial developments which create and maintain the higher-paying job opportunities for East Palo Alto residents, including professional/managerial employment opportunities

Policy 7.2: Encourage resident to pursue entrepreneurial and small business opportunities generated by new development.

City Image

Economic Development Issue 8: Desire to improve the City's image.

To successfully attract new businesses and to generate desired economic development, the City will need to improve its overall image.

Economic Development Goal 8.0: Improve the City's image through promotion of its desirable characteristics, including natural, human, and historical resources, and its locational characteristics (transportation, real estate, bridge, climate, bay views) and environmental features.

Policy 8.1: Maintain adequate environmental quality controls to preserve and provide an attractive and healthy environment, and maintain strong controls to enhance the viability of neighborhoods.

Policy 8.2: Actively promote the City's natural resources and open spaces as a means of encouraging economic use and attracting businesses and people of diverse economic backgrounds to East Palo Alto.

Economic Development Issue 9: Need to improve City infrastructure and access to natural resources.

Public infrastructure in East Palo Alto needs to be improved to support long-term growth and development. To make economic use of the City's natural features, public access to the shoreline and waterfront areas require improvement.

Economic Development Goal 9.0: Improve the business environment in the City by undertaking infrastructure and street improvements, enhancing blighted and under-developed areas, and creating identifiable destination points within the City.

Policy 9.1: Work cooperatively with local businesses and industry associations to improve the general business climate and to stimulate new business investment through public infrastructure and safety improvements.

Policy 9.2: Promote East Palo Alto as a destination point for non-residents by promoting on the City's unique shorelines and waterfront assets, baylands and historical resources.

Related Goals and Policies

The goals and policies described in the Economic Development Element are related to and support subjects included within other General Plan elements. In turn, many goals and policies from other elements directly or indirectly support the goals and policies of the Economic Development Element. These supporting goals and policies are identified in Table ED-1.

**Table ED - 1
Economic Development
Related Goals And Policies by Element**

Economic Development Issue Area	Related Goals and Policies by Element						
	Land Use	Circulation	Conservation and Open Space	Noise	Safety	Economic Development	Housing
Economic Growth and Fiscal Solvency	1.1, 1.2, 1.3	2.2, 5.1					
Land Use Diversification	1.1, 1.2, 1.3		2.4				
Proactive Economic Development	1.2		5.1				
Local Employment Development and Resident Employment	1.1, 1.2, 1.3						
Resident Education and Job Training	1.4						
City Image	2.1, 2.2, 3.1, 3.2, 3.3	2.1, 2.2	2.1, 2.2, 2.3, 2.4	1.1, 1.2, 2.1, 2.2			3.1

Achieving economic growth and development and improving the economic well being of East Palo Alto for the long-term is a complex process of balancing economic goals with other desired objectives. The City needs a proactive economic strategy oriented toward attracting the desired mix of businesses and high-growth industries by making land available and improving business conditions. The attraction of these businesses is needed to capitalize on current and future growth and development. Such businesses will increase sales tax and other revenues, and help diversify City land uses which are critical to long-term municipal financial stability. They will also provide opportunities for employment and job training for local residents.

This Plan, based on the goals and policies identified in the previous section, represents the City's economic development strategy for achieving its economic goals. The Economic Development Element Implementation Program, which is part of the General Plan Implementation Program, is an extension of the Economic Development Plan and contains specific programs and actions to implement the Element.

Economic Growth and Fiscal Solvency

Increasing East Palo Alto revenues and diversifying the sources of revenues must be the City's first priority. East Palo Alto's ability to attract new businesses and to stabilize and improve city services are directly

linked. Revenues must be enhanced so that public safety and infrastructure maintenance, services and improvements can be undertaken. Once these improvements are made and City services are enhanced, East Palo Alto will be in a better position to attract new businesses and new residents.

Since incorporation in 1983, East Palo Alto has struggled with severe limitations in terms of generating sufficient revenues to provide basic city services. General Fund Revenues are only 20% of the total City revenues and 60% of the general fund revenues are generated from property taxes. East Palo Alto has lower property values and one of the lowest property tax rates in the region, which only aggravates this situation. Special Revenue such as grants, special tax/fee assessments, and capital improvement revenues represent 77% of City's revenues. Special Revenue sources are subject to changes in government spending and other factors placing a significant portion of the City's budgetary funds in a tenuous position.

East Palo Alto suffers from an aging infrastructure system which includes: substandard roads, roadside improvements, traffic signals, storm drainage systems, parks, and recreational and community facilities. Developed primarily as an unincorporated community, the City of East Palo Alto is faced not only with maintaining existing facilities, but also upgrading substandard facilities and services to current urban standards.

From an economic standpoint, the City of East Palo Alto is an anomaly within the predominantly middle- and upper-income communities of San Mateo and Santa Clara counties. While San Mateo County had the

second highest mean household income (\$77,800) in the nine-county San Francisco Bay Area in 1995, the City of East Palo Alto had one of the lowest household incomes of any community in the Bay Area with a mean household income of \$45,900 (ABAG, "Projection '96"). Sales tax revenues generated in the City were also extremely low. Based on the California State Board of Equalization Taxable Sales Revenues Report, in 1995 East Palo Alto ranked 407th of 477 cities -- lower than many rural communities of comparable size.

East Palo Alto is a community of many contrasts:

- While most of its neighboring communities experience a favorable jobs/housing ratio, East Palo Alto has the highest number of unemployed residents and the lowest number of jobs. East Palo Alto has a .27 jobs per household which compared to .77 jobs per household in Menlo Park and .47 jobs per household in San Mateo County.
- East Palo Alto is located in one of the highest priced housing markets in the Bay Area; however the City has the highest percentage of affordable housing and above market rate housing is virtually non-existent. Property taxes represent 60% of the City's general fund revenues and a lower property tax rate coupled with lower property values aggravate the City's ability to generate more revenues.
- Most of the other South Bay cities do not have suitable parcels available for industrial/commercial development and their land cost and property taxes are high, making development costly. East Palo Alto has several large undeveloped or underdeveloped parcels available at lower costs, with one of the lowest property tax

bases; however, developer interest is low.

Land Use Diversification

The City lacks a solid retail base which poses a constraint on its ability to diversify and increase revenue sources. Additional commercial/retail development will enable the City to recapture some revenues lost annually to resident/business spending outside of East Palo Alto. The Overall Economic Development Program estimated the revenue lost to be \$76 million in 1994. By generating new commercial, industrial, and residential development, the City will generate additional sales and property tax revenues.

The most viable economic development tool available to the City is redevelopment. East Palo Alto currently has three redevelopment projects -- Gateway/101 Corridor, Ravenwood/Four Corners, and University Circle which once developed will greatly enhance the City's revenue stream and provide for retail and commercial land uses not currently present in the City. These new commercial and retail uses will generate both sales tax revenues to the City and higher property taxes. Increased tax increment will be generated from the development of these projects which will provide the City with additional revenue to pay for community needs, such as capital improvements and affordable housing. As development proposals are submitted for City consideration, these proposals will need to be conscientiously assessed and evaluated in terms of how they meet established economic goals.

There are several time-sensitive issues which need to be resolved. Approximately 20 years

of tax increment financing remains under the Ravenswood/Four Corners Project. Because minimal new development occurred during the early years of this redevelopment project, insufficient tax increments has been generated to fund public improvements. There are also issues related to whether existing redevelopment areas, such as University Circle and the Gateway 101/Corridor should be expanded and, if expanded, what areas should be included within the new boundaries.

Proactive Economic Development

East Palo Alto is one of the few communities in San Mateo and Santa Clara Counties with reasonably priced lands available for commercial, industrial and residential development. The City is ideally located with easy access to Silicon Valley, the East Bay and San Francisco. Thousands of commuters pass through the City daily commuting to and from work. The City posed to capture this potential economic benefit if it takes a proactive approach to marketing its potential. However, implementation of a proactive economic development strategy that aggressively solicits targeted businesses and promotes the City's access is the key.

The City needs to build on the momentum and interest in the Gateway and University Circle projects. The horizon for economic development is often short-term, typically within 3-5 years during an economic cycle.

Local Employment Development and Resident Employment

As of 1995 there were approximately 1,880

jobs in East Palo Alto which represents about .27 jobs per household as compared to approximately .77 jobs per household in San Mateo County and an estimated 1.3 jobs per household within a 12-mile radius of East Palo Alto. East Palo Alto residents hold only 12 percent of local jobs which is much lower than the ratio in other neighboring cities.

East Palo Alto is within a short commute of major firms that are part of the fast-growing Silicon Valley high technology industry. In the past, several firms have assessed East Palo Alto as a possible location for a corporate headquarters/campus location. Having a major firm locate with East Palo Alto would have a tremendous impact on the City's development, image, local employment and job training opportunities.

The City needs to take proactive steps to ensure that it does not remain a bedroom community to its neighbors. In addition to creating employment opportunities, the City needs to ensure that East Palo Alto residents secure a reasonable number of the jobs created. As appropriate, the City will make new businesses and development projects aware of its "City First Source Hiring Policy," which attempts to ensure that East Palo Alto residents are provided with an opportunity to apply for construction and permanent jobs.

The City will actively pursue businesses committed to the development of a broad base of local employment for East Palo Alto residents. This strategy provides an avenue for the upward mobility and advancement. East Palo Alto wants to capture the direct and indirect benefits generated from resident employment advances and salary increases, along with sales tax revenue and new business taxes.

Resident Education and Job Training

The City will work cooperatively with the School District and training service providers to ensure that East Palo Alto residents are properly prepared for employment, and have the skills and education levels needed to be competitive in the current job market. East Palo Alto will assess to what extent current job training programs are meeting the needs of residents to secure entry level jobs with major employers in the area. Training should also provide residents with upward mobility, advancement options, and additional opportunities to improve their skills and their income. Conversely, the City wants to ensure that training provided to local residents meets the needs of the high-growth employers in Silicon Valley.

City Image

The City will initiate a public relations campaign to promote the benefits of its location and work with regional economic development and transportation planning agencies to obtain a commitment to include East Palo Alto on promotional tours. To facilitate commercial and industrial development project processing, the City will establish an expedited permit process for projects consistent with economic development policy.

A public relations campaign will also be used to convince those inside and outside the community that substantial improvement is occurring in the City. Another important

factor related to improving image and attracting new businesses is to ensure that the public is aware of the City's strong commitment to public safety, and to promote the measures that have been implemented to improve public safety in the last several years. Continued efforts aimed at reducing crime and drugs and improving the physical and aesthetic environment in the community will also need to be maintained and enhanced. City efforts will include promotion of the community's natural, historic and environmental features.