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The General Plan Implementation Program provides a guide to implement adopted General Plan policy and plans for the public and City elected officials and staff. The purpose of the Implementation Program is to ensure that the overall direction provided in the General Plan for City growth and development is translated from general terms to specific actions.

A series of actions, procedures and techniques that carry out the General Plan policy through implementing a standard or program, each implementation measure will need further City Council action. This action can either occur on a City-wide basis, (e.g., zoning ordinance amendment or adoption of development review criteria), or in individual subareas for actions, (e.g., capital improvement projects). The City Council, by relating the Implementation Program to the General Plan, recognizes the importance of long-range planning considerations in day-to-day decision making.

Implementation of the specific programs will be subject to funding constraints.

The Implementation Program is organized in six subsections that correspond to the General Plan elements. Each of the subsections is comprised of programs that directly relate to the policies and plans of the corresponding General Plan element.

Use of the General Plan Implementation Program

The Implementation Program is intended for use as the basis for preparing the Annual Report to the City Council on the status of the City's progress in implementing the General Plan, as described in Section 65400 of the Government Code. Because many of the individual actions and programs described in the Implementation Program act as mitigation for significant environmental impacts resulting from planned development identified in the General Plan, the annual report can also provide a means of monitoring the application of the mitigation measures as required by CEQA Section 21081.6. This Implementation Program should be updated annually with the budget process and whenever the City's General Plan is amended or updated to ensure continued consistency and usefulness.

Land Use Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and plans identified in the Land Use Element. The Land Use Element Implementation Program is a series of actions, procedures, and techniques that carry out the Land Use policy.

The Land Use Goals and Policies section of the Element identifies the goals and policies of the City. The Land Use Element Implementation Program section identifies programs which will be utilized to carry out land use policy in East Palo Alto.

Balance of Land Uses

LU-1. Annual Review of General Plan and Land Use Policy Map

Review implementation of General Plan and Land Use Policy Map to identify the effect of land development and use in the community on City revenues and costs of providing public facilities and services.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: Annually with budget process
Related Policies: 1.1

Image and Identity

LU-2. Image Enhancement

Develop a design and improvement plan as part of the City's capital improvement plan that includes strengthened landscaping, identification graphics and entrance signs, and other physical improvements to enhance public entrances and corridors along University Avenue, Bay Road, Willow Road and Newbridge Street.

Responsible Agency/Department: Community Development
Funding Source:
Time Frame: 2000/2001
Related Policies: 2.1

LU-3. Density and Intensity Bonuses

Amend the Zoning Ordinance to allow density or intensity up to the maximum level allowed by the General Plan where proposed projects offer exceptional design quality, important public amenities or benefits, or other factors that promote important goals and policies of the General Plan.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: 2000/2001
Related Policies: 2.2

Enhance Neighborhood Character

**LU-4. Area
Planning**

Area or Specific Plans should be prepared for neighborhoods identified in the General Plan to guide future development and redevelopment proposals creating improvements or enhancements compatible with the physical character of each area.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: 2000/2001 and future years
Related Policies: 3.1, 3.2

**LU-5. Code
Enforcement**

Provide adequate resources to enforce the Zoning and other ordinances to achieve the desired level of physical quality in the City.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 3.1

**LU-6. Graffiti
Removal and
Prevention**

Implement a program to remove and prevent graffiti to avoid its negative impacts on the community.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: Ongoing

Related Policies: 3.1

**LU-7.
Rehabilitation
of Residential,
Commercial,
and Industrial
Properties and
Buildings**

Provide incentives, such as streamlined permitting, rehabilitation funding and formal recognition of contribution to overall City development quality.

Responsible Agency/Department: Community Development
Funding Source: General Fund, Community Development Block Grants
Time Frame: 2000/2001
Related Policies: 3.3

*Adequate Public Facilities and
Services*

**LU-8. Public
Facilities/
Services
Technical
Advisory
Network**

Establish a technical advisory network composed of staff representatives of local public facility and service providers to ensure that community needs are being met.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 4.1

Circulation Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and plans identified in the Circulation Element. The Circulation Element Implementation Program is a series of actions, procedures, and techniques that carry out the Circulation policy.

The Circulation Goals and Policies section of the Element identifies the goals and policies of the City. The Circulation Element Implementation Program section identifies programs which will be utilized to carry out circulation policy in East Palo Alto.

Regional Transportation Facilities

C-1. Interjurisdictional Coordination

Coordinate planned development in the City with needed improvements to the regional circulation system in San Mateo, Santa Clara and

Alameda counties.

Responsible Agency/Department:

Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 1.1, 1.2

City Roadways

C-2. Circulation Element Roadway Improvements

Improve the Circulation Element roadways to maintain efficient vehicular movement.

Responsible Agency/Department: Community Development

Funding Source: Development fees, gas tax revenue, other state and federal sources

Time Frame: Ongoing

Related Policies: 2.1, 2.2

Public Transit and Other Travel Methods

C-3. Improved Transit Service

Work with SamTrans to improve local transit service and encourage ridership.

Responsible Agency/Department: Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 3.1

**C-4. Regional
Public
Transportation
Facilities**

Work with MTC, SamTrans, and Caltrans to develop new regional public transportation facilities.

Related Policies: 4.1, 4.2, 4.3

*Transportation System
Efficiency*

Responsible Agency/Department:
Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 3.2

**C-5. Bicycle
and Pedestrian
Linkages**

Improve the bicycle and pedestrian circulation systems.

**C-7.
Transportation
System
Management**

Implement traffic signal coordination, capacity improvements at key intersections and other operational measures to maximize the efficiency of the

circulation system.

Responsible Agency/Department:
Community Development

Funding Source: General Fund, development fees

Time Frame: 2000/2001 and future years

Related Policies: 3.3

Responsible Agency/Department:
Community Development

Funding Source: Development fees, gas tax revenue, other state and federal sources

Time Frame: Ongoing

Related Policies: 5.1, 5.2

Neighborhood Traffic Safety

**C-6. Protect
Local Streets**

Use signage and streetscape improvements to identify arterials for through traffic, as well as diverters, speed humps, and other techniques to protect local streets.

Responsible Agency/Department:
Community Development

Funding Source: Development fees, gas tax revenue, other state and federal sources

Time Frame: Ongoing

Conservation and Open Space Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and plans identified in the Conservation and Open Space Element. The Conservation and Open Space Element Implementation Program is a series of actions, procedures, and techniques that carry out the Conservation and Open Space policy.

The Conservation and Open Space Goals and Policies section of the Element identifies the goals and policies of the City. The Conservation and Open Space Element Implementation Program section identifies programs which will be utilized to carry out conservation and open space policy in East Palo Alto.

Cultural Resources

COS-1. Cultural Resource Conservation and Protection

Assess public and private development proposals for impacts to significant historic, archaeological and paleontologic resources and require feasible mitigation.

Responsible Agency/Department: Community Development
Funding Source: Development fees, General Fund
Time Frame: Ongoing
Related Policies: 1.1, 1.2

Natural Resources

COS-2. Natural Resources Conservation and Protection

Assess public and private development proposals for impacts to natural resources (water, plant and animal habitat, large trees and soil) and require feasible mitigation.

Responsible Agency/Department: Community Development
Funding Source: Development fees, General Fund
Time Frame: Ongoing
Related Policies: 2.1, 2.2

Solid Waste

COS-3. Solid Waste Reduction

Support a Source Reduction and Recycling Program pursuant to the state Integrated Waste Management Act.

Responsible Agency/Department: Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 3.1

**COS-4.
Regional
Landfill Siting**

Support regional efforts to study expanding the capacity of regional landfills and to develop new landfills.

Responsible Agency/Department:
Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 3.1

Air Quality

**COS-5.
Regional Air
Quality
Program
Participation**

Work with the Bay Area Air Quality Management District and Association of Bay Area Governments to implement the Clean Air Plan with the following measures:

- Allow mixed uses (commercial, office and residential) in its General Commercial, Neighborhood Commercial and Office land use designations.
- Promote infill development in areas where higher density housing already exists, adjacent to commercial or industrial land uses, and in areas served by public transit.
- Provide pathways linking residential, commercial and employment uses.
- Promote a balance between jobs and housing within the community.
- Locate new air pollution point sources, such as manufacturing facilities at appropriate distances away from

residential areas.

- Use 20% housing set-aside for redevelopment tax increment for affordable housing.
- Recruit low- or non-polluting industries for economic restructuring and job training programs.
- Encourage employers to hire workers from within the community.
- Establish solid waste recycling programs.
- Coordinate intercity pedestrian and bicycle trails.
- Implement the traffic and air-pollution reduction measures included in the Countywide congestion management program (CMP).
- Provide a bicycle and pedestrian circulation system as an alternative to vehicular transportation.
- Seek funding to implement a "Smart Shuttle" system that promotes public transit use.
- Participate with neighboring jurisdictions in subregional planning activities to improve air quality.
- Utilize the provisions of the AQMD *Air Quality and Urban Development: Guidelines for Assessing Impacts of Project and Plans* into development project review procedures.

Responsible Agency/Department:
Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 4.1, 4.2, 4.3

Human Resources

COS-6. Community Participation in Major Projects

Actively solicit citizen input during the early stages of major public or private development projects and regulatory programs.

Responsible Agency/Department: City Manager, Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 5.1

COS-7. Appointment of Community Members

Utilize community groups, business groups, and interested individuals as sources of volunteers for important appointed positions on City commissions, boards, committees and task forces.

Responsible Agency/Department: City Manager, Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 5.2

COS-8. Communication Advancement

Develop a communication strategy to take advantage of various media opportunities, including newsletters, information brochures, cable television programming, radio and newspaper announcements, internet, and presentations to community groups.

Responsible Agency/Department: City Manager, Community Development
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 5.3

Recreation

COS-9. Recreation Plan

Develop and periodically update a Recreation Plan to meet community needs focusing on retrofitting and improving existing facilities and constructing new facilities in a cost-effective manner.

Responsible Agency/Department: Community Services
Funding Source: General Fund, development fees, state and federal sources
Time Frame: 2000/2001
Related Policies: 6.1

COS-10. Parkland Acquisition

Utilize alternative parkland acquisition methods, such as development fees, open space easements, leaseholds, and land donations.

Responsible Agency/Department: Community Development
Funding Source: General Fund, development fees, state and federal sources
Time Frame: Ongoing
Related Policies: 6.1

**COS-11.
Recreational
Facilities and
Programs**

Provide recreational facilities and programs to meet community needs.

East Palo Alto, such as school districts and water districts.

Responsible Agency/Department: Community Development

Funding Source: General Fund, development fees, state and federal sources

Time Frame: Ongoing

Related Policies: 8.1

Responsible Agency/Department: Community Development

Funding Source: General Fund, development fees, state and federal sources

Time Frame: Ongoing

Related Policies: 6.2, 6.3

Economic Use of Open Space

**COS-12.
Economic Use**

Promote the use of available public and private land for open space uses that provide an economic return, such as nurseries, horticulture, and community gardens.

**COS-14. Open
Space and
Recreation
Access**

Responsible Agency/Department: Community Development

Funding Source: General Fund, development fees, state and federal sources

Time Frame: Ongoing

Related Policies: 8.2

Responsible Agency/Department: Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 7.1

*Access to Open Space and
Recreation*

**COS-13. Joint
Use
Agreements**

Enter into joint use agreements for open space and recreational land and facilities with other public agencies in

Noise Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and plans identified in the Noise Element. The Noise Element Implementation Program is a series of actions, procedures, and techniques that carry out the noise policy.

The Safety Goals and Policies section of the Element identifies the goals and policies of the City. The Noise Element Implementation Program section identifies programs which will be utilized to carry out noise policy in East Palo Alto.

Noise and Land Use Planning

Use noise and land use compatibility standards to guide future planning and development decisions.

N-1. Compatible Development

Responsible Agency/Department:
Community

Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 1.1

N-2. Acceptable Noise Levels

Ensure that new development and redevelopment is not exposed to unacceptable noise levels.

Responsible Agency/Department:

Community Development

Funding Source: Development fees

Time Frame: Ongoing

Related Policies: 1.2

N-3. Noise Insulation Standards

Enforce provisions of the State Noise Insulation Standards (Title 24) that specify acceptable indoor noise levels for residential and non-residential development.

Responsible Agency/Department:
Community Development

Funding Source: Development fees

Time Frame: Ongoing

Related Policies: 1.2

Transportation and Other Noise

Reduce noise impacts from transportation activity to enhance the quality of life in the community with noise control measures, such as sound walls and earthen berms.

N-4. Roadway Noise Reduction

Responsible Agency/Department:
Community Development

Funding Source: Development fees

Time Frame: Ongoing

Related Policies: 2.1

N-5. Noise Reduction Information

Provide written information describing methods of retrofitting existing structures and properties to reduce noise impacts, including sound insulation, double-pane glass windows,

sound walls, berming and other measures.

Responsible Agency/Department:

Community Development

Funding Source: General Fund

Time Frame: 2000/2001

Related Policies: 2.1, 2.2

**N-6. Control
Truck Noise**

Periodically review truck routes in the City for noise impacts to residential and other sensitive land uses.

Responsible Agency/Department:

Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.1

**N-7. Vehicle
Noise Control**

Enforce the California Vehicle Code pertaining to standards for cars, trucks, and motorcycles.

Responsible Agency/Department:

Community Development, Police

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.1

**N-8. Rail
Noise Control**

Support construction of noise barriers along existing residential areas that may be impacted by future commuter rail service.

Responsible Agency/Department:

Community Development, rail owners and operators

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.1

**N-9 Airport
Noise**

Participate in determining flight paths from airports affecting East Palo Alto to protect neighborhoods from noise intrusion.

Responsible Agency/Department:

Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.1

**N-10. Noise
Ordinance**

Adopt and enforce the City Noise Ordinance to protect residents from excessive noise levels from stationary sources.

Responsible Agency/Department:

Community Development

Funding Source: General Fund, development fees, state and federal sources

Time Frame: 2000/2001

Related Policies: 2.2

Safety Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and plans identified in the Safety Element. The Safety Element Implementation Program is a series of actions, procedures, and techniques that carry out the Safety policy.

The Safety Goals and Policies section of the Element identifies the goals and policies of the City. The Safety Element Implementation Program section identifies programs which will be utilized to carry out safety policy in East Palo Alto.

Natural Hazards

S-1. Natural Hazards Risk Reduction

Reduce the risk of natural hazards, such as geologic conditions, seismic activity, fire and flooding by requiring feasible mitigation of such impacts on new development and redevelopment.

Responsible Agency/Department: Community Development
Funding Source: Development fees
Time Frame: Ongoing
Related Policies: 1.1, 1.2

S-2. Open Space Easements for Geologic Hazards

Where geologic instability or presence of faulting is identified, use open space easements and other regulatory techniques to prohibit development and avoid public safety

hazards.

Responsible Agency/Department: Community Development
Funding Source: General Fund, development fees
Time Frame: Ongoing
Related Policies: 1.1

S-3. Structural Design

To minimize damage from earthquakes and other geologic activity, implement the most recent state seismic requirements for structural design of new development and redevelopment.

Responsible Agency/Department: Community Development
Funding Source: General Fund, development fees
Time Frame: Ongoing
Related Policies: 1.1

S-4. Soil and Geologic Surveys

During review of development and redevelopment proposals, require surveys of soil and geologic conditions by state-licensed engineering geologists where appropriate.

Responsible Agency/Department: Community Development
Funding Source: Development fees
Time Frame: Ongoing
Related Policies: 1.1

S-5. Disaster Preparedness

Promote disaster preparedness in the community with the disaster simulation program. Adopt a disaster preparedness plan and continue to conduct simulation exercises.

Responsible Agency/Department: Community Services, Police

Funding Source: General Fund, Menlo Park Fire District, school districts

Time Frame: Ongoing

Related Policies: 1.1, 1.2

S-6. Flood Control Insurance

Continue to participate in the National Flood Insurance Administration (NFIA) program.

Responsible Agency/Department: Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 1.2

S-7. Flood Control System

Investigate the availability of federal funds for levee reconstruction.

Responsible Agency/Department: Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 1.2

Human Activity Hazards

S-8. Human-Related Hazards Risk Reduction

Reduce the risk of human-related hazards, such as aircraft overflights, hazardous materials, fire and criminal activity by requiring feasible mitigation of such impacts on new development and redevelopment.

Responsible Agency/Department: Community Development

Funding Source: Development fees

Time Frame: Ongoing

Related Policies: 2.1, 2.2, 2.3, 2.4, 2.5

S-9. Airport Land Use Plan (ALUP) Consistency

For proposed projects within the planning area for the Palo Alto Municipal Airport, as defined in its ALUP, ensure consistency with the ALUP; and participate in any future amendments to the ALUP.

Responsible Agency/Department: Community Development

Funding Source: General Fund, development fees

Time Frame: Ongoing

Related Policies: 2.1

S-10. Hazardous Materials

Minimize public health and environmental risks from the use, transport, storage and disposal of hazardous materials with the following approaches:

- Cooperating with federal, state and local agencies to effectively regulate the management of hazardous materials and hazardous waste;
- Cooperating with San Mateo County to implement applicable portions of the County Hazardous Waste Management Plan; and
- Developing an emergency response plan for accidents involving hazardous materials.
- Develop a process in which East Palo Alto would: a) actively monitor the development of the San Mateo County Hazardous Waste Management Plan to ensure that the Plan is sensitive to East Palo Alto concerns regarding the siting and operation of hazardous waste facilities; and b) review ways to prevent expansion or additional siting of facilities within East Palo Alto.

Responsible Agency/Department: Community Development, County of San Mateo

Funding Source: General Fund, federal/state/local regulatory agencies

Time Frame: Ongoing

Related Policies: 2.2, 2.6

S-11. Fire Protection Promote fire protection by working closely with the Menlo Park Fire District, coordinating with local water districts, adopting and implementing Uniform Fire Code provisions.

Responsible Agency/Department: Community Development, Menlo Park Fire District

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.3

S-12. Criminal Activity Reduction Protect residents and businesses from criminal activity by providing substantive levels of police protection and educating the public about methods to reduce criminal activity. Measures such as Community Watch, community policing, anti-gang actions, and use of the concept of defensive space in the development/redevelopment of property in the City are examples of ways to reduce criminal activity.

Responsible Agency/Department: Police, Community Development

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.5

Hazards Response

S-13. Emergency Preparedness Plan Maintain an emergency preparedness plan to maximize the efforts of emergency service providers (e.g., fire, medical and law enforcement) and minimize human suffering and property damage during disasters.

Responsible Agency/Department: Police, Menlo Park Fire District

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 3.1

S-14. Emergency Preparedness Education Educate residents and businesses to take appropriate action to safeguard life and property during and immediately after emergencies through distribution of brochures, presentations to community groups, and instruction in local schools.

Responsible Agency/Department: Police,
Menlo Park Fire District
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 3.2

Economic Development Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and plans identified in the Economic Development Element. The Economic Development Element Implementation Program is a series of actions, procedures, and techniques that carry out the Economic Development policy.

The Economic Development Goals and Policies section of the Element identifies the goals and policies of the City. The Economic Development Element Implementation Program section identifies programs which will be utilized to carry out economic policy in East Palo Alto.

Economic Growth and Fiscal Solvency

ED-1. Neighborhood-Serving Commercial Business

Identify areas where neighborhood serving commercial businesses should be located, actively promote these locations to the retail development community, and encourage residents to establish businesses in the community.

Responsible Agency/Department: Community Development, Redevelopment Agency and City Manager

Funding Source: Redevelopment tax increment, Community Development Block Grant funds, General Fund

Time Frame: 2000/2001

Related Policies: 1.1, 2.4, 7.2

Land Use Diversification

ED-2. Compatible Industries and Business Targeting

Create an economic development strategy which targets business and industries desired in the City and promotes the City as a place to do business and work. Develop an economic development plan of action which is supported and endorsed by the City leaders.

Responsible Agency/Department: Redevelopment Agency, Community Development Department, City Manager's Office and City Council

Funding Source: Redevelopment tax increment, Community Development Block Grant funds, General Fund

Time Frame: 2000/2001

Related Policies: 2.1, 2.2, 3.1, 3.3

Proactive Economic Development

Utilize all available economic development tools, including redevelopment powers to attract targeted businesses, new revenue and job generating businesses to East Palo Alto. Utilize the economic development

ED-3. Targeting Resources and Incentives

strategy to target and prioritize allocation of public and private resources.

Responsible Agency/Department: Redevelopment Agency, Community Development Department, City Manager and County

Funding Source: Redevelopment tax increment, Community Development Block Grant, State and Federal sources

Time Frame: Ongoing

Related Policies: 3.2 and 4.2

**ED-4.
Administrative
Procedures
Streamlining**

Streamline City's Administrative review and permit processing to facilitate processing and completion of projects associated with targeted businesses and

industries that promote the City's economic development goals.

Responsible Agency/Department: Community Development, Public Works, Redevelopment Agency, City Manager

Funding Source: General Fund Redevelopment tax increment

Time Frame: 2000/2001

Related Policies: 2.1, 4.1, 4.2

*Local Employment Development
and Resident Employment*

**ED-4.
Administrative
Procedures
Streamlining**

**ED-5. Local Resident
Hiring Incentives**

Use the City's local hiring policy for projects assisted by City revenues. Encourage business locating to

East Palo Alto to hire local residents and institute programs allowing for workforce advancement and training, particularly for

local resident employees.

Responsible Agency/Department: Redevelopment Agency, Public Works, Community Services and Community Development

Funding Source: Redevelopment tax increment, General Fund

Time Frame: Ongoing

Related Policies: 5.1

**ED-6.
Businesses
Committed to
Development
of Local
Employment**

Establish a task force of targeted businesses to assess what incentives would be attractive to businesses to encourage them to locate and make a commitment in East Palo Alto and how East Palo Alto can better

position its residents for employment opportunities in these industries.

Responsible Agency/Department: City Council, City Manager, Community Services

Funding Source: Economic Development Administration grant and other state and federal grant funds

Time Frame: 2000/2001

Related Policies: 5.2

*Resident Education and Job
Training*

**ED-7. Job
Training
Programs and
Job Ready
Residents**

Market the education and training programs to targeted businesses/industries as a source of job ready residents.

Responsible Agency/Department: Community Services Department, Redevelopment Agency, City Manager and Community Development Department.

Funding Source: Redevelopment tax increment, General Fund, state and federal sources

Time Frame: 2000/2001

Related Policies: 6.1, 6.2 and 7.1

City Image

ED-8. City Image Improvement

Develop a marketing plan which promotes East Palo Alto as a good place to live, work, do business and have fun by highlighting its desirable characteristics, including its natural, human, and historical resources, desirable characteristics (transportation, real estate, climate, bay views) and environmental features.

Responsible Agency/Department: City Manager, Redevelopment Agency, Community Development Department

Funding Source: General Fund

Time Frame: 2000/2001

Related Policies: 8.2 and 9.2

ED-9. Tourist and Recreational Promotion

Promote East Palo Alto tourist-oriented and recreation-oriented locations such as its unique shorelines and waterfront assets, baylands and historical resources and encourage expansion along the freeway. Institute measures to protect and enhance the environmental and aesthetic features of these designations.

Responsible Agency/Department: City Manager, City Council, Redevelopment Agency, Community Development Department.

Funding Source: Existing staff time plus tax increment, user fees, business sales taxes.

Time Frame: 2000/2001

Related Economic Development Policies: 2.2, 2.3, 8.1, and 9.2.

ED-10. Infrastructure and Public Safety Enhancements

Work with local business and residents to establish an infrastructure and public safety enhancement priority list which supports economic development and improves the City's image.

Responsible Agency/Department: City Manager, City Council, Redevelopment Agency, Community Development Department.

Funding Source: Existing staff time plus tax increment, user fees, business and sales taxes.

Time Frame: 2000/2001

Related Economic Development Element Policies: 9.1

Housing Element Implementation Program



The Implementation Program provides strategies to implement the adopted policies and programs identified in the Housing Element. The Housing Element Implementation Program is a series of actions, procedures and techniques that carry out housing policy.

The Housing Goals, Policies and Programs section of the Element identifies the goals and policies of the City. The Housing Element Implementation Program section identifies programs which will be utilized to carry out housing policy in East Palo Alto.

Fair Share Housing Production

H-1 Developer Outreach

Meet with the local development community, key lenders and local civic and community groups to promote the City's interest in working cooperatively to increase housing development activity to provide housing for people of all income levels.

This program is designed to improve the City's image as a viable housing location to increase private construction to satisfy existing and future housing needs for people of all income levels.

Responsible Agency/Department: City Manager's Office, Community Development Department, and Redevelopment Agency
Funding Source: General Fund
Time Frame: Conduct meeting annually
Related Policies: 1.1

H-2 Second Units

Publicize the Second Unit Program to increase public awareness. This program is intended to increase production of second units as an affordable housing alternative. Average four new secondary units annually, or twelve units between 1998 and 2000.

Responsible Agency/Department: Community Development Department
Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 1.1

H-3. Encourage Use of Planned Unit Development (PUD) Zoning

Implement the City's Planned Development Ordinance which provides development standard incentives to encourage affordable and innovative housing. Incentives include allowance for clustered development and flexible unit sizes, setbacks, lot coverage. Designate sites suitable for PUD zoning as a means of facilitating affordable housing, and develop brochures to publicize program parameters.

This program is designed to increase development flexibility and allow for increased densities on selected sites.

Responsible Agency/Department: Community Development Department

H-4. Manufactured Housing

Funding Source: General Fund
Time Frame: Ongoing
Related Policies: 1:1

Continue to approve

this housing type on permanent foundations in single-family neighborhoods subject to design review. This program is intended to provide for affordable housing options.

Responsible Agency/Department:

Community Development Department

Funding Source: Building Permit fees

Time Frame: Ongoing

Related Policies: 1.1

H-5. Review Status of Agricultural Land for Residential Uses

Establish appropriate timing for phasing lands out of agricultural uses and rezoning these properties for residential development (see Table H-12 Residential Site Inventory for parcels identified and feasibility

ranking).

This program is designed to create appropriate alternate uses for lands likely to be removed from agricultural uses due to Redevelopment Agency activity or other factors.

Responsible Agency/Department:

Community Development Department, Redevelopment Agency

Funding Source: General Fund, Redevelopment tax increment

Time Frame: Develop approximate time frame and residential development capacity by the end of 2000

Related Policies: 1.1

H-6. Land Use/ Residential Site Inventory

In conjunction with Program H-5, annually monitor and update the residential site inventory for dissemination to the development community. The land inventory, developed as part of this housing element update, provides the means to monitor the availability of vacant and underutilized land to accommodate housing.

Responsible Agency/Department:

Community Development Department

Funding Source: General Fund

Time Frame: Update and distribute site inventory annually.

Related Policies: 1.1

H-7. Rezone Identified Sites for Increased Density and Mixed-Use Residential Development

The East Palo Alto Zoning Ordinance currently allows mixed office/residential development in areas designated for OR (Office Residential Mixed Use District) uses. Mixed use developments where residential uses are integrated with other nonresidential uses are not permitted in other zoning districts under the City's current Zoning Ordinance.

Consistent with the City's General Plan Land Use Policy Map, the residential site inventory identifies parcels that are appropriate for increased density and for mixed use residential development. Commercial/residential mixed use will now be permitted in the Office (O), Neighborhood Business (C1), and General Commercial (C2) districts, and live/work space will be permitted in the Industrial Buffer (MB) district.

The City's Zoning Ordinance and map need to be revised to maintain consistency with the General Plan in order to accommodate the City's regional housing needs and replacement housing obligations.

This program is intended to increase the supply of residential uses and reduce effective cost to operate small businesses.

Responsible Agency/Department:

Community Development Department

Funding Source: General Fund

Time Frame: Complete zoning revisions by the end of 2000

Related Policies: 1.1

Housing Affordability

H-8. Affordable Housing Production

Direct private and nonprofit housing developers to San Mateo County HOME Program Consortium and the CDBG Program for application for HUD funds. Program funds can be used for new development, rehabilitation and special housing needs.

This program will continue to promote or facilitate the development and rehabilitation of housing in East Palo Alto. To provide partial funding for an average of ten new affordable units annually with a priority on family housing.

Responsible Agency/Department:

Community Development Department, City Manager's Office

Funding Source: General Fund

Time Frame: In connection with funding cycles

Related Policies: 2.1, 2.2, 2.3

H-9. Non-Profit and Affordable Housing Developer Outreach

Meet with local non-profit and private developers to promote the affordable housing programs outlined in this Housing Element. Provide interested developers with the inventory of vacant and underutilized sites, explain procedures for utilizing City programs, and provide information on affordable housing funding sources.

This program is designed to establish a positive image and role in the development community as a City interested in assisting with affordable housing development.

Responsible Agency/Department:

Community Development Department

Funding Source: General Fund

Time Frame: Conduct meeting annually

Related Policies: 2.1, 2.2, 2.3

H.10. Fee and Permit Waiver

Discretionary waiving of building and planning fees and potential exactions and/or dedications for nonprofit developers of projects affordable to very-low and low-income households. This program is intended to encourage the development of affordable housing.

Responsible Agency/Department: City Council

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.1

H.11. Priority Review for Affordable Housing

Provide priority review status to affordable housing projects. Expedite development review process for affordable housing in order to reduce holding

and administrative costs.

Responsible Agency/Department:

Community Development Department

Funding Source: None required

Time Frame: Ongoing

Related Policies: 2.1

H.12. Mortgage Credit Certificate Program (MCC)

Participate in the County of San Mateo MCC Program to enhance the affordability of both new and existing homes for first-time low- to moderate-income homebuyers. The

County currently has up to seven MCCs set aside for East Palo Alto residents.

This program is designed to educate prospective buyers about the program by distributing materials with a goal of allocating seven MCCs to East Palo Alto homebuyers annually.

Responsible Agency/Department:

Community Development Department

Funding Source: County MCC program funds

Time Frame: Ongoing

Related Policies: 2.1, 2.2

H.13. First-Time Homebuyer Program

In compliance with the requirements of the Community Reinvestment Act (CRA), lending institutes are required to

aggressively market lending in lower and moderate income neighborhoods and to lower and moderate income households. Citibank and Bank of America have contacted the City of East Palo Alto, requesting coordinated efforts to market the banks' first-time homebuyer programs.

The City will help market the first-time homebuyer programs established by Citibank and Bank of America. This program will provide affordable homeownership opportunities for first-time buyers.

Responsible Agency/Department:

Community Development Department, City Manager's Office

Funding Source: Bank financing - below market interest rates

Time Frame: Ongoing

Related Policies: 2.1

H.14. Ensure the Continued Affordability of Subsidized Projects

Monitor actions by the Congress regarding appropriations for extensions of Section 8 contracts and termination of mortgage use restrictions for preservation. Maintain regular communication with property owners of projects at risk of conversion to market rate. Coordinate with nonprofit housing organizations to identify nonprofit entities interested in purchasing at-risk housing projects should they become available and maintaining them as long-term affordable housing. This program is designed to conserve the 172 subsidized units identified as at risk.

Responsible Agency/Department:

Community Development Department, Rent Stabilization Department

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.2

H.15. Revise the Below Market Rate (Inclusionary) Housing and Density Bonus Programs

The City has recently revised its 1994 Below Market Rate (Inclusionary) Housing Ordinance to address the concerns of the development community and of the State Department of Housing and Community Development Department. The City plans to further revise its Below Market Rate (Inclusionary) Housing and Density Bonus programs to address the following issues:

- Evaluate the feasibility of providing inclusionary units for very low income households in for-sale housing project.
- Evaluate the feasibility of the 5 percent inclusionary requirements for various income groups.
- Work with local nonprofit housing groups and the private development community to determine the feasibility of inclusionary requirements.
- Include provisions to assist households in inclusionary units to phase out of inclusionary housing as their household incomes increase to levels that exceed the income limits for the units.
- Allow provisions to relax inclusionary requirements when such requirements conflict with the state redevelopment law or other significant state/federal housing programs such as the Low Income Housing Tax Credits and HOME programs.
- Revise the Density Bonus program to

comply with state density bonus law and to work with the Below Market Rate (Inclusionary) Housing program as revised. Revisions will address key issues including:

- proportion and income distribution of units needed to qualify for density bonus;
- affordability controls on units used to qualify for density bonus; and
- density bonus provisions for senior housing.

This program is intended to create affordable housing and an affordable housing fund to assist in achieving the City's affordable housing goals.

Responsible Agency/Department: Community Development Department

Funding Source: General Fund

Time Frame: Revise the Below Market Rate (Inclusionary) Housing and Density Bonus programs by the end of calendar year 1998 and begin implementation thereafter.

Related Policies: 2.1

H.16. Rent Control Vacancy Decontrol and Monitoring

Adoption of the Costa-Hawkins Rental Housing Act in the Fall of 1995 by the State Legislature initiated vacancy de-control in the City. Beginning in January 1999, after a three-year phase in period, the new law will require vacancy de-control/recontrol in apartments, and complete decontrol of houses and condominiums. During the 1996-1998 phase-in period, a landlord may not increase the initial rent more than 15% of the existing rent or 70% of the Fair Market Rent, whichever is greater, upon vacancy of the unit.

The increase can only be taken twice during this period. Properties cited for serious health, safety, fire, or building code violations may not be entitled to take advantage of the Costa-Hawkins rent increases.

The City distributed an Initial Registration Statement in January 1996 to all property owners and landlords with rent controlled properties to explain the provisions of the Costa-Hawkins Rental Housing Act and provide baseline information to ensure the proper phase-in of vacancy decontrol. The City has been allowing rent increases upon vacancy pursuant to the provisions established by the Act for the phase-in period, and will begin implementation of full vacancy decontrol/re-control starting in 1999.

With the advent of vacancy decontrol, it is unlikely the City's rent control ordinance will serve as either a real or perceived constraint to development. However, the City will establish an annual monitoring program to evaluate the potential effects of rent control on housing production. To the extent the ordinance presents a constraint to housing development, the City will modify its ordinance to better facilitate housing.

This program is designed to provide for decontrol of the rent controlled housing stock upon vacancy pursuant to the provisions set forth by the Costa-Hawkins Rental Housing Act.

Responsible Agency/Department: Rent Stabilization Department

Funding Source: Rent Stabilization Fund

Time Frame: Phase-in vacancy decontrol through 1998, with full decontrol beginning in January 1999. Establish annual monitoring program on new production in 1998.

Related Policies: 2.2

H-17. Condominium Conversion Ordinance

The City shall continue to implement the existing Condominium Conversion Ordinance. This program is designed to maintain and enhance the existing stock of affordable rental housing in the community by discouraging the conversion of existing rental units to ownership units.

Responsible Department: Community Development Department, Rent Stabilization Department

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 2.2

Housing Conservation and Rehabilitation

H.18. Owner-Occupied Rehabilitation Program

Participate in San Mateo County Housing and Community Development Division's Home Repair Program. This program is designed to assist low or very low income homeowners in rehabilitating their residences. Eligible applicants receive loans at three percent interest for up to 20 years. In extreme hardship cases, the loans are deferred in five-year increments. The minimum loan is \$2,000 and the maximum loan is \$35,000.

This program is intended to assist an average of 15 lower-income owners annually in rehabilitating their homes through the County's Home Repair Program.

Responsible Agency/Department:

Community Development Department

Funding Source: HUD, CDBG funds

Time Frame: Ongoing

Related Policies: 3.1

H.19. Rehabilitation Program Promotional Campaign

Develop and implement publicity campaign to inform owners about the availability of low-interest rehabilitation loans.

This program is designed to develop and distribute brochures about the County program and to send informational letters to homeowners associations and other groups.

Responsible Department: Community Development Department

Funding Source: HUD, CDBG funds

Time Frame: Implement campaign annually from May through August.

Related Policies: 3.1

H.20. Preserve Existing and Conforming Mobile Home Parks

Maintain current general plan, zoning and entitlements on existing mobile home parks that are in substantial conformance with state Housing and Community

Development regulations, and are consistent with economic development policies of the City. Should dislocation of conforming or nonconforming mobile home parks occur, housing replacement and relocation shall be required pursuant to regulations of the State of California.

This program is intended to discourage removal or relocation of conforming mobile home parks wherever possible, and to encourage the redevelopment of substandard and/or nonconforming mobile home parks as

applicable.

Responsible Agency/Department:

Community Development Department, Redevelopment Agency

Funding Source: None required

Time Frame: Ongoing.

Related Policies: 3.1

Special Housing Needs

H-21. Home Sharing

Promote the Human Investment Project (HIP) which assists low-and moderate-income seniors and

other residents in finding affordable housing through homesharing.

This program is designed to provide for the ability of lower-income homeowners to maintain their homes and to provide additional housing options for renters. Achieve 10 matches per year between providers and housing seekers.

Responsible Department: Community Services Department

Funding Source: None required

Time Frame: Implement campaign to promote the Human Investment Project, including circulation of promotional materials from public locations annually between May and August.

Related Policies: 4.1

H.22. Design Flexibility for Senior Projects

Allow techniques such as smaller unit sizes, parking reduction, common dining facilities and fewer required amenities for

senior projects as a means of reducing project costs and enhancing unit affordability.

This program is intended to encourage the development and expansion of housing opportunities for the elderly.

Responsible Agency/Department:

Community Development Department

Funding Source: General Fund

Time Frame: Ongoing

Related Policies: 4.1

H-23. Shelter for the Homeless Revise the zoning ordinance to allow for the development of emergency shelters and transitional housing facilities in commercial and multi-family residential zones, subject to the approval of a Conditional Use Permit.

This program is designed to accommodate developer proposals for housing the homeless.

Responsible Department: Community Development Department

Funding Source: General Fund

Time Frame: Revise zoning ordinance by the end of 2000

Related Policies: 4.1

Redevelopment Housing

H-24. One-to-One Replacement Housing Within four years of the removal of low- and moderate-income housing units in the Redevelopment Area, the Agency will provide corresponding one-to-one replacement housing. Pursuant to redevelopment law, the East Palo Alto Redevelopment Agency shall provide 75 percent of the replacement units at comparable

rents and ownership rates as those demolished.

Consistent with the state redevelopment law, where demolition of housing occurs prior to replacement housing is in place, the East Palo Alto Redevelopment Agency will provide a rental subsidy to displaced residents for a period of up to four years. Rent subsidies shall make up the difference between 30 percent of the household incomes and the cost to occupy a comparable alternate unit.

For the Gateway 101 Redevelopment Project Area, it is anticipated that 205 residential units will be demolished or moved, including 177 multi-family and 28 single-family units. To date, only 14 housing units have been removed as a result of redevelopment activities in the Gateway 101 Project Area, and 43 replacement housing units have been provided.

For the University Circle Redevelopment Project Area, a total of 102 very and low income units will be removed.

For the Ravenswood Redevelopment Project Area, one housing unit will be removed.

This program will minimize the impact on existing residents and ensure the replacement of lost units at the same affordability levels.

Responsible Agency/Department: Redevelopment Agency

Funding Source: Twenty percent tax increment funds, developer assistance, HUD CDBG Funds, HOME Funds, Federal Income Tax Credits, and other sources of State and Federal funding.

Time Frame: Within four years of unit removal

Related Policies: 5.1

H-25. First Preference Replacement Housing

The Redevelopment Agency shall contract with and coordinate a First Preference housing strategy with all for profit and non profit developers producing

replacement housing in the City. Where subsidies and developer write-downs of housing costs (e.g., rent or purchase) are adequate, housing produced through the Below Market Rate (Inclusionary) Housing Ordinance shall be subject to the first preference replacement housing policy.

This program is designed to provide safe, decent and affordable housing to residents displaced by redevelopment activity. To support economic development activities and policies of the City and Agency.

Responsible Department: Redevelopment Agency

Funding Source: Twenty percent tax increment funds, developer assistance, HUD CDBG Funds, HOME Funds, Federal Income Tax Credits, other sources of State and Federal funding, developer write-downs, and inclusionary housing in-lieu fees.

Time Frame: Within four years from the date of displacement of residents.

Related Policies: 5.2

H-26. Housing Set-Aside Fund

Consistent with state redevelopment law, the East Palo Alto Redevelopment Agency will periodically review and update the AB 1290

Redevelopment and Housing Implementation Plan which identifies the agency's replacement and inclusionary housing obligations and the intended uses of the housing set-aside funds. In the current AB 1290 Plan, which covers the period of 1995-1999, provision of replacement housing has

been identified as a priority for set-aside funding.

This program is intended to provide economic support to the development of replacement housing at permanently affordable levels.

Responsible Agency/Department: Redevelopment Agency

Funding Source: Tax increment funds

Time Frame: Ongoing.

Related Policies: 5.1

Fair Housing

H-27. Support Local non-Profit Anti-Discrimination Programs

Support the Mid-Peninsula Center for Fair Housing, a non-profit fair housing program that provides information, counseling, and investigation services

concerning discrimination complaints. Coordinate with the East Palo Alto Law Project, a non-profit law clinic that advocates fair housing concerns. Distribute brochures at City offices and refer complaints to MPCPH.

Responsible Agency/Department: Community Development Department, Social Services

Funding Source: HUD; CDBG Funding provided through San Mateo County.

Time Frame: Ongoing

Related Policies: 6.1

Housing Element Implementation

H-28. Citizen Participation

Hold public meetings to receive public input and to inform residents and developers about the housing needs, resources and program options. This program is designed to disseminate information about housing programs and encourage public participation.

Responsible Agency/Department: City Manager's Office

Funding Source: None required

Time Frame: Upon any substantive revision to the Housing Element

Related Policies: 7.1

H-29. Record Keeping

Develop a record-keeping system to collect statistics relating to the objectives and programs of the Housing Element. This program is designed to maintain a system for evaluating the progress and achievements of the housing program through the preparation of an annual progress report.

Responsible Agency/Department: Community Development Department, Redevelopment Agency

Funding Source: General Fund

Time Frame: Develop a record-keeping system to collect statistics by the end of calendar year 1998, and begin data collection thereafter. Prepare housing progress report annually.

Related Policies: 7.1

H-30. Community Volunteers

Utilize community groups, business groups, and interested individuals as potential sources to help implement the Housing Element programs, as appropriate. This program is intended to identify appropriate housing programs to utilize community volunteers and to disseminate information on opportunities to assist the City in implementing such programs.

Responsible Agency/Department: City Manager's Office, Community Development Department

Funding Source: None required

Time Frame: Ongoing

Related Policies: 7.1