

# FISCAL YEAR 2012-2013



## ADOPTED OPERATING BUDGET



- Communication Tool
- Financial Plan
- Policy Document
- Program Budget

### *Mission Statement*

The City of East Palo Alto provides responsive, respectful and efficient public services to enhance the quality of life and safety for its multi-cultural community

# FY 2012-2013 Adopted Budget

## Mayor



Laura Martinez

## Vice Mayor



Rubén Abrica

## Council Members



A. Peter Evans



Carlos Romero



David E. Woods

### **MISSION STATEMENT**

**The City of East Palo Alto provides responsive, respectful and efficient public services to enhance the quality of life and safety for its multi-cultural community.**

# **Executive & Division Manager Staff**

## **Executive Staff**

Ronald Davis, Interim City Manager  
*City Manager's Office*

Stephanie Osaze, Assistant City Manager/HR Director  
*City Manager's Office/Human Resources Department*

Kathleen Kane, City Attorney  
*City Attorney's Office*

Edmund Suen, Director  
*Finance Department*

John Doughty, Community Development Director  
*Community Development Department*

Federico Rocha, Interim Police Chief  
*Police Department*

## **Division Managers**

Sharon Jones, Deputy Director of Community Development  
Department

Francis Rainone, Chief Building Official  
*Building Services Division, Community Development Department*

Carlos Martinez, Economic Development Manager  
*Economic Development Division, Community Development  
Department*

Kamal Fallaha, City Engineer  
*Engineering Services Division, Community Development  
Department*

Jay Farr, Maintenance Manager  
*Maintenance Division, Community Development Department*

Brent A. Butler, Planning Manager  
*Planning Division, Community Development Department*

Carol Lamont, Rent Stabilization Program Manager  
*Rent Stabilization Program, City Manager's Office*

Deborah Bickell, Youth and Family Services Manager  
*Youth and Family Services Program, City Manager's Office*

## **Budget Team**

Ronald Davis, Interim City Manager  
Stephanie Osaze, Assistant City Manager  
Edmund Suen, Finance Director  
Paul Maumalanga, Fiscal Analyst

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# CITY MANAGER'S MESSAGE

As Presented in the Proposed 2012-2013 Budget Document

DATE: May 16, 2012  
TO: Honorable Mayor and Members of City Council  
FROM: Ronald L. Davis, Interim City Manager  
SUBJECT: FY 2012-2013 Annual Proposed Budget

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I am pleased to present for your review and discussion the FY2012-2013 Proposed Operating Budget. This proposal reflects an economy that, on one hand, is showing modest signs of stabilizing: we are experiencing a slight growth in sales tax and a relative flattening of property tax. On the other hand, this proposed budget underscores just how the economic downturn has negatively impacted local jurisdictions (throughout the country) and reflects yet another year of a structural deficit.

During the past year, the city conducted two painful but very necessary organizational restructures resulting in the consolidation of seven (7) city departments to four (4), and an approximate 20% reduction in staff. These cuts, in addition to other cost-saving measures taken at that time, reduced the over \$3 million structural deficit to the approximate \$1.5 million gap that is projected in FY2012-13. Because of the tough strategic decisions made by then-city manager ML Gordon and the City Council, this proposal does not recommend any additional staff cuts. The proposal does recommend the current pay concessions from all employee groups continue at their existing levels; the four (4) vacant positions in the Police Department remain frozen, and the City Council authorize a modest use of Fund Balance to bridge the remaining gap (See attached chart).

This proposal also recommends the transfer of Fund Balance to both the Reserve Fund and the Capital Improvement Program (CIP). Both actions are consistent with the city's adopted financial policies and reflect positive growth for the city.

## **Dissolution of Redevelopment Agencies**

The past year has witnessed significant events that have negatively impacted our fiscal outlook. On December 29, 2011, the California Supreme Court rendered its decision upholding AB1x26 which dissolved the 400 plus Redevelopment Agencies (RDA) in the state. This legislation ended the longstanding practice of local jurisdictions using property tax increments to rehabilitate blighted areas of a community. More than most cities, East Palo Alto used the RDA to make dramatic changes in our community.

## CITY MANAGER'S MESSAGE

The loss of RDA will result in the significant loss of property tax revenues and future tax increments that were used to develop the three RDA project areas: University Circle, Gateway 101, and the Ravenswood Business District. Activities in these project areas have strengthened neighborhoods, provided affordable housing, and dramatically enhanced the economic viability of the community through projects such as IKEA in the Gateway 101 project area and the Four Seasons Hotel in the University Circle project area.

*Kudos to the former RDA staff, the past and current City Councils, and residents!*

Although significant RDA efforts have been made in the Ravenswood Business District, those projects that are not complete are now at risk due to the uncertainty associated with the implementation of AB1x26. One of the key challenges for staff in FY2012-13 is to work with the Successor Agency and Oversight Board to protect current redevelopment projects and ensure support for future development opportunities.

### **Economic Development – Investing in the Future**

With the dissolution of RDAs, city leaders were faced with a simple but significant question: what's next? Many agencies throughout the state eliminated their RDA staff positions to avoid negative impacts to the General Fund. Under the leadership of the City Council, then-city manager ML Gordon chose a bold route and transitioned the former RDA positions to economic development positions funded by the General Fund. This transition signals a shift from redevelopment to economic development with two focal points: 1) further staffing cuts will result in diminishing returns and drastic reductions in core services, and 2) the future economic viability of the city requires more than reductions in expenditures – it requires increases in revenues as well.

To address this need, the city formed the Economic Development Division as part of the Community Development Department. The EDD is comprised of a Division Manager, Carlos Martinez and three Economic Coordinators: Russell Averhart, Sean Carpentier and Marie McKenzie. Over the past few months, members of the EDD, representatives from all city departments, and the City Council Economic Development Subcommittee – Council Members Carlos Romero and David Woods – have been working together to develop a citywide economic development strategy. This proposed budget serves as a core component of this strategy. The proposal funds EDD staff, transfers Fund Balance to the Reserve Fund and CIP, and signals the City Council's focus on increasing revenues. This approach recognizes that economic development effort must address both city revenues and the economic challenges our residents face, such as high unemployment.

During FY2012-2013, the City Council will also review a cost recovery study; adopt an amended master fee schedule, and adopt a citywide economic development strategy.

## CITY MANAGER'S MESSAGE

In short, the city is moving forward and our future is promising. The key ingredients to this future are: 1) continued leadership from the City Council; 2) support from the community, and 3) the continued outstanding work of staff.

### **The Most Valuable City Resource is Staff**

As stated earlier, this has been a year of many challenges including lay-offs, pay reductions and concessions. Yet, the staff has continued to provide high-quality services to our community and does so in a very professional and personal manner.

As the Interim City Manager I have had the opportunity to talk to all departments, through an all-hands meeting and in my daily travels, and I am continually amazed by just how we accomplish so much with so little. But what really stands out is how very few, if any, employees are satisfied with the current levels of services: they truly desire to provide more and better services to the community. As we invest in the future of the city through economic development, infrastructure and economic stability, we must also invest in the city's most valuable resource – its staff.

### **Thank You**

As you know, the annual production of a City budget involves un-measured hours of meetings, financial analyses, reconciliations, and countless quality-control reviews conducted under the pressure of maintaining daily job responsibilities. I would like to express a deeply-felt gratitude to all the staff in the Administration Divisions that make this process happen each year. In particular, I want to thank Stephanie Osaze (Assistant City Manager), Edmund Suen (Director of Finance), Paul Maumalanga (Fiscal Analyst), Ana Torres (Intern), and volunteer Adolfo Perez. I look forward to discussing this document with you during the month of May. We hope that the FY2012-2013 Proposed Budget document will assist you, the public, and the administration as we move forward.

I'd like to end my message by thanking former City Manager ML Gordon for his dedicated service to the community. His leadership in making the tough and necessary decisions is one the key reasons why we are growing stronger.

Respectfully,



Ronald L. Davis  
Interim City Manager

Attachment: Proposals to Reduce FY2012-2013 General Fund Deficit

CC: Ms. Stephanie Osaze  
Mr. Edmund Suen  
All Directors and Division Managers



# CITY OF EAST PALO ALTO

## Budgeted Reductions of FY 2012-2013 General Fund Deficit

|                              |    |             |
|------------------------------|----|-------------|
| Initial FY 2012-2013 Deficit | \$ | (1,418,000) |
|------------------------------|----|-------------|

### Deficit Reduction Strategy:

|  |    |         |
|--|----|---------|
| Combined Payroll Reductions All Groups | \$ | 383,800 |
|--|----|---------|

Continuation of salary reductions and furloughs

### Public Safety Reductions

#### Freeze Positions:

|                               |    |         |
|-------------------------------|----|---------|
| Administrative Assistant      | \$ | 67,000  |
| Police Crime Analyst - Vacant | \$ | 76,900  |
| Police Officer Adv - Vacant   | \$ | 141,600 |
| Police Sergeant Int - Vacant  | \$ | 185,800 |

|                           |    |         |
|---------------------------|----|---------|
| Sub-total Staff Reduction | \$ | 471,300 |
|---------------------------|----|---------|

### Public Safety Revenues:

|        |    |         |
|--------|----|---------|
| Grants | \$ | 200,000 |
|--------|----|---------|

|   |    |         |
|---|----|---------|
| Sub-total Non-Salary Related Reductions | \$ | 200,000 |
|---|----|---------|

|                                  |    |           |
|----------------------------------|----|-----------|
| Total Deficit Reduction Strategy | \$ | 1,055,100 |
|----------------------------------|----|-----------|

|                               |    |         |
|-------------------------------|----|---------|
| Use of Available Fund Balance | \$ | 362,900 |
|-------------------------------|----|---------|

|   |    |   |
|---|----|---|
| Proposed FY 2012-2013 Deficit (Balanced Budget) | \$ | - |
|---|----|---|

# The East Palo Alto Budget Process

During the budget process, the East Palo Alto City Council must decide how to allocate resources other than monetary funds. Resource allocation decisions include choices of computer equipment and software programs, what types of investments are made in equipment and capital improvements, and which strategic priorities will consume top management's time.

These allocation decisions are made annually when the City Council discusses and establishes goals and objectives for the upcoming year; and, when the annual budgets are developed. The City's annual allocation decisions are made based on multi-year policies and plans. To make both long and short-range allocation decisions, the City follows the budget model described below.

## **Budget Model**

The model follows three basic principles which provide continuity in decision making:

1. Assess current conditions, problems, needs, strengths and weaknesses to best prepare plans to meet those demands.
2. Develop goals and objectives, policies, and plans to determine the work program.
3. Implement those plans and policies and prepare to evaluate their effectiveness and shortcomings.

## **Long-Range Planning Process**

In Fiscal Year 2006-2007, staff introduced to the East Palo Alto City Council the use and benefit of a long-range policy and financial planning process to guide the decision-making process. A **multi-year financial plan** is used as the framework for developing the annual proposed budget. The anticipated outcome of the financial planning concept is to maintain stable service levels by accumulating cash reserves during growth periods and using those reserves when revenues decline in recessionary periods. .

The budget model described above is employed in the long-range planning, as shown below:

### **Assess Conditions**

- Evaluate past and current plans and goals. When formulating the Financial Plan and the City Council Strategic Goals and Objectives, staff will periodically evaluate financial plans for trend analysis and goals and objectives for effectiveness.
- Assess future needs of the community. The local community environment is examined in the context of external economic, social, and political changes expected in order to determine strategic plans to

meet the long-term needs and will of the community.

- Examine the health of the economy. While implementing and formulating financial plans, economic indicators, such as employment and interest rates, will be researched. Revenue and expenditure trends and financial forecasts, to help project the future health of the economy, will be studied.
- Project future revenues and expenditures. Using the information gathered throughout the process, assumptions will be formulated and changed to make the best projections of future revenues and expenditures.

**Develop Policies**

- Formulate City Council Goals and Objectives. The Council will develop its goals in January of each year and staff will develop the objectives that align with those goals and identify those that can be accomplished within a 24 month period. (for example, the 2012 Goals and Objectives will be developed in January 2012, identifying goals that can be accomplished within a 2 year period.
- Prepare a multi-year Financial Plan. While this is prepared one to two years prior to the year in which it takes effect (for example, preparation of the 2012-2013 Financial Plan begins with the Annual Budget Process for 2011-2012), the plan is altered as needed, as condition assessments change.

**Implement Program**

- Develop City Manager’s annual Key Issues. The multi-year strategies and financial plans are implemented through these Key Issues. The Manager, with City Council approval, sets 8 to 10 organizational goals for special attention that year to help meet the City Council’s Goals and Objectives, and address unexpected issues.

**Short-Range Planning**

The City Manager’s annual Key Issues, annual service group and departmental objectives, and annual budgets are developed from the multi-year City Council Policy Goals and Objectives and the Financial Plan. These instruments guide allocation decisions in any given year. The budget model is also used in these decision-making processes, as shown below. More detailed descriptions of these activities follow:

**Assess Conditions**

- Evaluate performance toward meeting goals of current and past years. To address problems and new concerns, we will monitor progress quarterly and periodically make amendments to Key Issues and group and departmental objectives (Ongoing).
- Conduct a resident needs survey. Annually solicit input from residents regarding their perceived service and capital improvement needs. Their responses will be published in an Annual Needs Statement (November–December).
- Conduct an internal service evaluation survey. To measure staff satisfaction with the service provided by internal service departments such as Finance, Human Resources, City Administration, and Information Technology (January).
- Perform productivity and staffing analyses. Staff will conduct internal analyses of City operations to determine service delivery improvements, cost saving opportunities, administrative changes, service needs, and staffing levels (Ongoing).
- Develop a capital investment inventory. Staff will regularly review the condition of existing infrastructure and recommend projects for future funding (Ongoing).

**Develop Annual Work Plans**

- Formulate an annual City Manager’s Key Issues. Using the City Council Strategic Plan goals and objectives as well as address current issues, the City Manager will identify 8 to 10 special activities for the organization to focus on during the upcoming year (January – February).
- Develop annual group and departmental objectives. Objectives are established between the City Manager’s Office and departmental staff to determine work plans for the upcoming fiscal year (February).
- Develop annual departmental budgets. After objectives are established, budgets are developed between departments and the City Manager’s Office (March).
- Identify Capital Improvement Project funding. The Community Development Department and the City Manager’s Office will evaluate capital projects and determine which ones will be recommended for funding for the upcoming fiscal year (Ongoing).

**Implement Program**

- Deliver services and implement capital projects established in plan approved by City Council (Ongoing).
- Maintain records for service evaluation (Ongoing).

# **How to Use the Budget Document**

The East Palo Alto Budget Document is a spending plan for the financial, human, and capital resources available to the City. Through these resources, services are provided to meet the needs of the East Palo Alto residents. The City Council and City Staff respond to the community's needs in part, through the budget. It balances not only revenues and expenditures, but also community priorities and interests. The Budget Document is divided into eleven major sections:

- City Manager's Message
- The East Palo Alto Budget Process
- How to Use the Budget Document
- City Council Strategic Plan
- Multi-Year Financial Plan and Policies
- Organizational Summary Information
- Financial Summary Information
- Departmental Budgets
- Capital Improvement Plan
- Miscellaneous
- Glossary

## **The City Manager's Message**

The City Manager's Message provides a summary of the past fiscal year and a big picture summary for the upcoming fiscal year. It sets the context for budget decisions by describing community and economic conditions affecting the budget. It outlines major initiatives underway and challenges facing the City.

## **The East Palo Alto Budget Process**

The annual budget process follows a model that is threefold: Assess Conditions, Develop Policies, and Implement Programs. It includes long-range and short-range planning processes.

## **How to Use the Budget Document**

Below is a brief summary of the eleven sections within the document, describing how each section may be used effectively to understand the make-up of the document.

## **The City Council's Strategic Plan**

The City Council's Strategic Plan sets the goals and objectives for the organization. It allows the City Manager to develop the list of Key Issues that establishes the organizational work plan for the upcoming year.

## **Financial Plan**

The Financial Plan section projects and summarizes the overall financial condition of the City's General Fund. The following information is included in the Financial Plan:

- Recent trends and projections for the major revenue and expenditure categories;
- Assumptions used to develop the financial plans; and,

- A list of the policies used to manage the City's finances.

In addition, this section contains current policies adopted by City Council which establishes the foundation and budget principles.

**Organizational Summary Information**

This section of the document contains useful, quick reference information about the City and the organization, including an organizational chart, "East Palo Alto at a Glance": statistics, a regional area map, map of the redevelopment areas, a land use policy map and a ten-year summary of the City's employee authorized strength.

**Financial Summary Information**

This section contains the following financial summary information:

- FY 2011-2012 Projected Budget by Fund Category
- FY 2012-2013 Proposed Budget by Fund Category
- General Fund Revenues by Major Category
- General Fund Expenditures by Major Category
- Property and Sales Tax Revenue Trends

**Departmental Budgets**

This section contains the operating budget for all departments and divisions. Currently, each department is under one of the five (5) major categories: Policy & Executive, Administrative Support Services, Community Development Services, Public Safety, and Non-Departmental. The Departmental Budget section presents financial figures by major revenue and expenditures categories. Definitions of the four major expenditure categories can be found in the Glossary. Local government budgets are organized by funds in order to segregate and account for restricted resources. Each fund is a separate accounting entity. The General Fund provides the majority of resources for most of the services that cities typically offer, including public safety, maintenance, and general government functions required to support direct services to the community. This section also places the budget in context with the Multi-year financial forecast and provides a two-year historical review of revenue and expenditures, General Fund sources and uses. This section also includes prior-year departmental accomplishments as well as the projected year objectives. Finally, this section includes the historical, current and projected staffing by each department/ division along with a departmental organizational chart.

**Capital Improvement Plan**

This section provides the City's five-year Capital Improvement Plan (CIP), which is updated annually. The CIP is necessary to methodically repair, replace and/or construct in an effort to maintain the City's infrastructure and facilities. The annual CIP follows a separate process from the operating budget, but once adopted, it will be included in the Annual Budget Document.

**Miscellaneous**

This section reflects the recorded actions of City Council with regards to changes from the proposed budget to the adopted budget. It also contains the budget resolutions and Appropriation Limit for the General Fund once adopted. Lastly, it also includes the Debt Schedule(s) for the City.

**Glossary**

This section provides definitions generally used in local, county and state governments.

# City Council Strategic Plan

The Strategic Planning Elements included: Internal Strengths, Internal Weaknesses, External Opportunities and External Threats; the Mission/Purpose Statement; Core Values; Three-Year Priorities; List of Priorities from the Management Team; City Council’s Expectations from the City Manager; City Manager’s Expectation from the City Council; and City Councils Goals for the Year.

On January 5, 2012 City Council held its annual Strategic Plan Retreat which was facilitated by Ms. Mary Rauner, Consultant and was recorded by Ms. Jessica Buendia, Consultant.

On January 24, 2012, the City Manager held a Management Retreat with the Executives, Division Managers and Mid-Managers to develop “Man on the Moon Objective and milestones from the City Council’s Strategic Plan Priorities and Goals. This retreat was facilitated by Dr. Frank Benest, Consultant.

At the February 21, 2012, City Council meeting, the City Manager provided the Council with recommended objectives and milestones for the goals that would align with the Six Strategic Priorities for their consideration and direction. Direction was given to bring back the item for formal adoption. On March 20, 2012, The Council adopted the 2012 Strategic Goals and Objectives, which will be incorporated into the budget and will be updated annually.

**“SWOT” ANALYSIS:**

Assess the organization’s:

- Internal **S**trengths
- Internal **W**eaknesses
- External **O**pportunities
- External **T**hreats

*\*This year the Council focused on the accomplishments of the City during 2011. Those can be found on the City’s website under the 2012 City Council Retreat, Priorities and Goals.*

**MISSION/PURPOSE STATEMENT:**

- States WHY the organization exists and WHOM it serves.

**City Council adopted Mission Statement:**

***“The City of East Palo Alto provides responsive, respectful and efficient public services to enhance the quality of life and safety for its multi-cultural community.”***

**VISION STATEMENT:**

A vivid, descriptive image of the future – what the organization will BECOME

*\*Vision Statement has not been identified.*

**CORE VALUES:**

- What the organization values, recognizes and rewards – strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition.

The City of East Palo Alto Core Values:

- Quality Service
- Inclusiveness
- Accountability
- Professionalism
- Honesty and Integrity
- Respect
- Communication
- Diversity

**THREE-YEAR GOALS:**

- WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) usually limited to 4 or 5 key areas.

*\*The 2012 Council's Strategic Goals can be found on Page SP-3*

**KEY PERFORMANCE MEASURES:**

- What success will look like upon achievement of the goal

**SIX-MONTH STRATEGIC OBJECTIVES**

- HOW the Goals will be addressed:  
By when, who is accountable to do what for each of the Goals.

**FOLLOW-UP PROCESS**

- Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six-months

# 2012 CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES

*(As Adopted by the Council on March 20, 2012)*

FY 2012 – 2013 Adopted Budget

## **PRIORITY #1 - ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS**

### **GOAL #1: Adopt Anti-Gun Shot Policy**

Objective: City Council will adopt Anti-Violence Policy with the goal of reducing gun related incidence/violence in the community by third quarter of 2012

### **GOAL #2: Complete the restructuring of the Measure C re-granting process**

Objective: City Council will adopt and implement effective Measure C Grant process by second quarter of 2012.

### **GOAL #3: Implement the local parole realignment and re-entry program**

Objective: Full implementation of the re-entry program will serve 100% of parolees & realignment clients by first quarter of 2012.

### **GOAL #4: Adopt an aggressive anti-graffiti ordinance**

Objective: City Council will adopt anti-graffiti ordinance to reduce 50% of the graffiti city-wide within 24 months.

### **GOAL #5: Develop a Robust emergency notification system & conduct public education and outreach on fire safety and emergency preparation for all population**

Objective: City Council will adopt and fund additional system and conduct city-wide exercises on an annual basis by second quarter of 2013.

## **PRIORITY #2 - ENHANCE ECONOMIC VITALITY**

### **GOAL #6: Represent East Palo Alto interest during the Facebook entitlement process**

Objective: City will negotiate and complete a mitigation settlement agreement with Facebook and City of Menlo Park by second quarter of 2012.

### **GOAL #7: Develop and implement a transition plan for the Redevelopment Agency**

Objective: City Council will adopt a transition plan by third quarter of 2012.

### **GOAL #8: Ensure University Plaza Project receives appropriate attention from the City's building and permitting Department**

Objective: City staff will complete a permitting process and developer will begin construction by fourth quarter of 2013.

### **GOAL #9: Hold public hearings and approve the environmental impact report (EIR) and the specific area plan (SAP) for Ravenswood Business District**

Objective: City Council will adopt the SAP and certification of EIR by September 2012.

### **GOAL #10: Provide assistance to small business (permitting, licensing and support)**

Objective: City staff will submit a revised small business plan for Council adoption by fourth quarter of 2012.

## **PRIORITY #3 - INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY**

### **GOAL #11: Re-examine structural deficit and take appropriate steps to solve it**

Objective: City Council will adopt financial policies and strategies by second quarter of 2012.



## **2012 CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES**

*(As Adopted by the Council on March 20, 2012)*

**FY 2012 – 2013 Adopted Budget**

### **GOAL #12: Consolidate staff workforce**

Objective: City staff will develop and present to City Council a plan for consolidating 1960 Tate functions into City Hall by first quarter of 2012.

### **GOAL #13: Develop a more comprehensive system to evaluate the City Manager and City Attorney**

Objective: City Council will adopt an objective and fair evaluation process that incorporates best practices by third quarter of 2012.

## **PRIORITY #4 - IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE**

### **GOAL #14: Implement Phase II of the Safe Routes to School (SR25) Streets Improvement Program**

Objective: City will complete construction of the (SR25) Project and Council will approve the plan by third quarter of 2012

### **GOAL #15: Complete the design of Bay Road Phase II**

Objective: City staff will complete 100% design and secure remaining permits by fourth quarter of 2013

### **GOAL #16: Complete the community process for a site for the pedestrian bridge and aggressively identify capital funding**

Objective: City staff will complete the community engagement process identify a preferred site and possible funding sources by fourth quarter of 2013

### **GOAL #17: Acquire park land on Beech Street from the County through a cooperative exchange or sale**

Objective: City Council will authorize agreement with the County by fourth quarter of 2012

### **GOAL #18: Complete the design of the Gloria Way well**

Objective: City Council will approve implementation of consultant recommendations by first quarter of 2013

## **PRIORITY #5 - IMPROVE COMMUNICATION AND ENHANCE COMMUNITY ENGAGEMENT**

### **GOAL #19: Complete re-design of website and expand new forms of communications**

Objective: City will launch new website by third quarter of 2012.

### **GOAL #20: Develop and publish a City newsletter that comes out regularly**

Objective: City will distribute quarterly City newsletter in Spanish and English.

### **GOAL #21: Foster community cultural events and activities in public spaces such as parks**

Objective: City will conduct a multi-event 30 year anniversary celebration as a way to further engage the community in public spaces by third quarter 2013.

## **PRIORITY #6 - CREATE A HEALTHY COMMUNITY**

### **GOAL #22: Improve all school zones for pedestrian and bikes**

Objective: City Council will adopt a "complete streets" plan within ¼ mile of each school zone by fourth quarter of 2013.

## **2012 CITY COUNCIL STRATEGIC GOALS AND OBJECTIVES**

*(As Adopted by the Council on March 20, 2012)*

**FY 2012 – 2013 Adopted Budget**

**GOAL #23: Complete a joint use facilities agreement with Ravenswood City School District and Sequoia Union High School District**

Objective: City Council and Districts will adopt a joint-use agreement by first quarter of 2013.

**GOAL #24: Ensure follow up on landlord compliance**

Objective: City will issue certificates of maximum allowable rent for 90% of regulated rental units by first quarter of 2013.

**GOAL #25: Develop a comprehensive healthy community plan inclusive of all departments**

Objective: City staff will develop a comprehensive plan in compliance with the General Plan for City Council adoption by fourth quarter of 2013.

**GOAL #26: Expand the provision of mental health a comprehensive healthy community plan inclusive of all departments**

Objective: City staff will identify the resources in mental health and support services within the City and promote them through city media by second quarter of 2012.

**GOAL #27: Create more pocket parks**

Objective: City will create two new pocket parks within 2 years.

# Financial Plan

## Introduction

This section depicts the City's multi-year financial plan, strategies and policies used to manage the City's General Fund for the next four fiscal-year period. This is the fifth year for the City's financial planning process. On April 3, 2007, the City Council held a public study session to discuss parameters surrounding the foundation of establishing a multi-year Financial Plan Policy.

The financial plan for the General Fund contains:

1. **Summary:** A summary of the major issues occurring in the fund.
2. **Fund Structure:** A description of the fund's purpose, including major services to be financed, major sources of revenues and major sources of expenditures. The General Fund is reported on a modified accrual basis. This system recognizes revenue received in the reporting period and expenditures, plus un-liquidated obligations during the same period. It is a conservative reporting method which ensures resources are available to pay all outstanding commitments.
3. **Amended Year End Budget Assumptions:** A plan for revenues and expenditures in the current Fiscal Year.
4. **Adopted Fiscal Year Budget Assumptions:** A plan for revenues and expenditures in the upcoming Fiscal Year.
5. **Multi-Year Revenue and Expenditure Projections:** The multi year plan is designed to provide information regarding the financial ramifications of policy decisions. The financial plan is projected through Fiscal Year 2015-2016.

## Financial Policies and Strategies

The financial and resource allocation policies, which are intended to guide the City Council's discussions, have been combined in this section. Brief summaries, for the City's General Fund, are found in this section. In Fiscal Year 2006-2007, City Council accepted the first multi-year financial plan and the proposed policies. As City Council continues discussing, developing, and adopting the policies and detailed strategies, they will be incorporated in a *City of East Palo Alto Policy Guidebook*. (A summary of the policies are listed in this section).

## Summary: The City of East Palo Alto Multi-Year Financial Planning Process

For nearly two decades of its existence, the City experienced expenditures that consistently outpaced its available revenues. Historically, at the conclusion of a given fiscal year, an unstructured loan repayment, from the Redevelopment Agency (RDA) Fund, was called upon to cover the structural General Fund deficit. Fortunately, the RDA Fund has had resources to repay the loan. However, as a result of AB x1 26, all redevelopment agencies were dissolved effective February 1, 2012. As a result, the City's Redevelopment Agency is no longer a resource to cover the City's General Fund deficits and new strategies are required to ensure a balance between forecasted expenditures and available revenues.

During Fiscal Year 2006-2007, City Council agreed to proceed with developing a multi-year financial planning process in order to 1) stabilize the workforce, 2) insure consistent and continued quality services to the residents of East Palo

Alto, and 3) to avoid the recurrence of a structural deficit in the future. The FY 2012-2013 Adopted Budget marks the sixth continuous year that the City Council would support the multi-year financial planning process in order to proactively plan for the management of its resources and to address financial challenges in a methodical fashion. After many years of confronting a multi-million dollar structural deficit, layoffs and/ or hiring freezes and general financial instability, this new approach, to financial planning, is recommended for continuation. First and foremost, that financial planning process calls for a stable level of basic services. To achieve that stability in the long-term, the policies surrounding the cash reserve will be essential.

The plan is simple and provides lasting results and benefits to the residents of the City. It calls for adding cash to the reserve in good revenue years; and, reducing the reserves (thereby minimizing service level reductions) in the more challenging years.

It is anticipated that a multi-year financial planning process will work well for many years to come. Furthermore, it is projected that the City would have a stable level of services, avoid or minimize layoffs, during the periods the economy is not well, and the process would increase the opportunity for less erratic infrastructure investments.

**The Fund Structure**

The General Fund is the source of funds which provide general purpose government services to the citizens. While some services are provided by Special Revenue Funds, if such revenues fall short of expenses, the services could generally be supported by General Fund dollars if appropriate and necessary.

**Major Services**

The major services financed by the General Fund include:

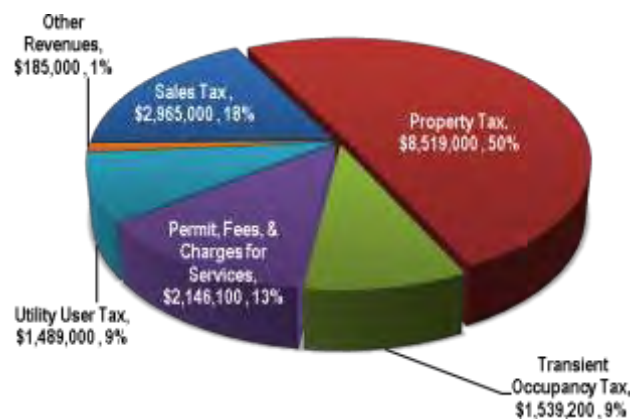
- a. Public Safety services including community policing, criminal investigations, dispatch services, code enforcement and animal control.
- b. Maintenance of streets, public right-of-way, traffic and street signage.
- c. Building Inspection, engineering and planning services.
- d. Parks, landscaping and median maintenance.
- e. General government services.
- f. Capital infrastructure improvements.

**Major Sources**

The major revenue sources comprising the General Fund and the percent each are projected to contribute in Fiscal Year 2012-2013 are represented below. Also shown below are the projected major expenditure categories and the percent projected to be expensed in each category during Fiscal 2012-2013.

**The Adopted Fiscal Year 2012-2013 Budget**

**Major Revenues**



**Major Expenditures (before overhead allocations)**



**The 2012-13 through 2015 - 2016 Financial Goals**

Ideally, each Fiscal Year of the Financial Plan, it is expected to have growth of revenues outpace the growth of expenditures. On the other hand, major revenues are generally reflective of the economy. For that reason, they are not as manageable as expenditures, which could be maintained below

inflation. City Councils approved financial policies are intended to provide guidance on how to establish and use the proposed Cash Reserve. In Fiscal Year 2006-2007, staff presented a new policy, for Council consideration. The policy was introduced as the *Managing the Budget Policy* which was intended to establish the parameters for the budget development. The major components include:

1. Personnel costs will be fully supported by the two local taxes: sales and property tax. This places an automatic maximum amount that can be spent to pay for labor costs.
2. Overtime costs will not exceed 5% of total personnel costs. In this, overtime will rise with increased wages, not by increased activities.
3. Medical Insurance benefit costs will not exceed 7% of total personnel costs. Over the past several years, City Council has taken major steps toward establishing fair and equitable contributions to the health benefits for employees in all employee groups.

This policy statement also continues to identify public safety as one of the top priorities and is reflective in the City Council Strategic Plan.

It is widely acknowledged that the City has not had the resources, in the General Fund, to make the types of investments it would like to have made. It is also generally recognized that City General Fund resources have not been the primary funding source for new initiatives. A focus of any new ventures will be to find partners to help finance such proposed initiatives.

The most significant policy objective is to ensure that at the end of each fiscal year, cash is added to the reserve until the target minimum level is achieved. For example, it is proposed that the goal would be to ensure that a cash reserve equivalent to 15% of operating costs is available at the end of each fiscal year. Implementing this policy would allow the City to prepare, implement and manage an action plan in the event the City could not meet its obligations within its available resources. The Council would then be in a position to address future, more significant challenges that may be confronting the City.

With these guidelines, the method to balance the budget is in place. There are four major objectives the plan is proposed to meet:

1. It will balance the budget through Fiscal Year 2015-2016 and in compliance with the minimum cash reserve policy;
2. It will cover the total cost of personnel with local taxes;

3. It will control the growth of expenditures since it is much more difficult to impact the growth of revenues; and

4. It will provide enough time to phase in any adjustments in services so that there would be no unexpected service disruptions or personnel layoffs.

Utilization of these policies, together with concerted efforts at expenditure control, will provide some ability to better plan for future service levels rather than relying entirely on the luck of the economy. The normal overall expenditure growth should not exceed that of the Consumer Price Index (CPI-W) for the San Francisco, Oakland, and San Jose Metropolitan Area. To achieve this objective, City Council may want to consider establishing a cap on expenditure growth as a goal, which could assist in its efforts to provide cash balance at the end of each fiscal year of the Plan.

Limiting expenditure growth throughout the financial plan period is expected to achieve the range of objectives identified in the financial plan, support the proposed policies to manage the budget and balance the budget through Fiscal Year 2015-2016. Most importantly, it is expected to stabilize our services to the residents of East Palo Alto.

Another valuable purpose of a multi-year financial plan is to review, in a snapshot, the organizations financial position. It is a planning tool, which is intended to allow the City Council to make more informed decisions and to take the necessary actions, early enough, to avoid crisis situations.

**FY 2011-2012 to FY 2015-2016 Financial Goals**

(All numbers shown in millions)

|  | FY 2011-12 Amended | FY 2012-13 Adopted | % Change    | FY 2013-14 Estimate | % Change    | FY 2014-15 Estimate | % Change    | FY 2015-16 Estimate | % Change    |
|--|--------------------|--------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
| <b>General Fund Revenues</b>             |                    |                    |             |                     |             |                     |             |                     |             |
| Property Tax                             | \$7.165            | \$8.519            | 18.9%       | \$8.739             | 2.6%        | \$9.064             | 3.7%        | \$9.336             | 3.0%        |
| Sales Tax                                | \$2.922            | \$2.965            | 1.5%        | \$3.222             | 8.7%        | \$3.350             | 4.0%        | \$3.499             | 4.4%        |
| Permits, Fees & Charges for Services     | \$2.108            | \$2.141            | 1.6%        | \$2.591             | 21.0%       | \$2.668             | 3.0%        | \$2.748             | 3.0%        |
| Utility User Tax                         | \$1.489            | \$1.489            | 0.0%        | \$1.534             | 3.0%        | \$1.580             | 3.0%        | \$1.627             | 3.0%        |
| Transient Occupancy Tax                  | \$1.480            | \$1.539            | 4.0%        | \$1.616             | 5.0%        | \$1.697             | 5.0%        | \$1.782             | 5.0%        |
| Other Revenues                           | \$0.440            | \$0.190            | -56.8%      | \$0.194             | 2.0%        | \$0.198             | 2.0%        | \$0.202             | 2.0%        |
| <b>Total Revenues</b>                    | <b>\$15.604</b>    | <b>\$16.843</b>    | <b>7.9%</b> | <b>\$17.895</b>     | <b>6.2%</b> | <b>\$18.557</b>     | <b>3.7%</b> | <b>\$19.194</b>     | <b>3.4%</b> |
| <b>General Fund Expenditures</b>         |                    |                    |             |                     |             |                     |             |                     |             |
| Personnel Costs                          | \$11.572           | \$11.484           | -0.8%       | \$12.001            | 4.5%        | \$12.481            | 4.0%        | \$12.980            | 4.0%        |
| Purchased Services                       | \$5.054            | \$5.266            | 4.2%        | \$5.424             | 3.0%        | \$5.587             | 3.0%        | \$5.754             | 3.0%        |
| Supplies and Materials                   | \$0.586            | \$0.585            | -0.2%       | \$0.603             | 3.0%        | \$0.621             | 3.0%        | \$0.639             | 3.0%        |
| Overhead Allocations                     | -\$0.903           | -\$0.750           | -16.9%      | -\$0.773            | 3.0%        | -\$0.796            | 3.0%        | -\$0.820            | 3.0%        |
| Other Expenses                           | \$0.516            | \$0.493            | -4.5%       | \$0.508             | 3.0%        | \$0.523             | 3.0%        | \$0.539             | 3.0%        |
| <b>Total Expenditures</b>                | <b>\$16.825</b>    | <b>\$17.078</b>    | <b>1.5%</b> | <b>\$17.763</b>     | <b>4.0%</b> | <b>\$18.415</b>     | <b>3.7%</b> | <b>\$19.093</b>     | <b>3.7%</b> |
| <b>Other Financing Sources</b>           |                    |                    |             |                     |             |                     |             |                     |             |
| Transfer In and Loan Repayments          | \$0.471            | \$0.000            |             | \$0.000             |             | \$0.000             |             | \$0.000             |             |
| Transfer Out                             | -\$0.034           | -\$0.136           |             | -\$0.140            |             | -\$0.144            |             | -\$0.149            |             |
| <b>Total Other Financing Sources</b>     | <b>\$0.437</b>     | <b>-\$0.136</b>    |             | <b>-\$0.140</b>     |             | <b>-\$0.144</b>     |             | <b>-\$0.149</b>     |             |
| <b>Total Operating Income/(Deficit)</b>  | <b>-\$0.784</b>    | <b>-\$0.371</b>    |             | <b>-\$0.007</b>     |             | <b>-\$0.003</b>     |             | <b>-\$0.048</b>     |             |
| <b>UNRESERVED FUND BALANCE</b>           |                    |                    |             |                     |             |                     |             |                     |             |
| <b>Beginning Unreserved Fund Balance</b> | <b>\$3.512</b>     | <b>\$2.728</b>     |             | <b>\$2.357</b>      |             | <b>\$2.350</b>      |             | <b>\$2.346</b>      |             |
| CY Operating Income/(Deficit)            | -\$0.784           | -\$0.371           |             | -\$0.007            |             | -\$0.003            |             | -\$0.048            |             |
| <b>Ending Unreserved Fund Balance</b>    | <b>\$2.728</b>     | <b>\$2.357</b>     |             | <b>\$2.350</b>      |             | <b>\$2.346</b>      |             | <b>\$2.299</b>      |             |
| <b>RESTRICTED CASH RESERVE</b>           |                    |                    |             |                     |             |                     |             |                     |             |
| Current Restricted Cash Reserve          | \$2.000            | \$2.000            |             | \$2.000             |             | \$2.000             |             | \$2.000             |             |
| 15% Targeted GF Cash Reserve             | \$2.524            | \$2.562            |             | \$2.664             |             | \$2.762             |             | \$2.864             |             |
| (Over/Under) Target Reserve              | -\$0.524           | -\$0.562           |             | -\$0.664            |             | -\$0.762            |             | -\$0.864            |             |

Numbers may not add due to rounding

**NOTES:**

1. The above FY2012-2013 Adopted Budget assumes 100% of total projected expenditures.
2. Operating Income/ (Loss) (Yearly Balance) is the difference between the total revenues, total expenditures and other financing sources.
3. Unreserved Fund Balance Funds in the General Fund available for general government use.
4. Restricted Cash Reserve ("Rainy Day Fund") Cash Reserve established and used only by Policy.
5. Minimum Cash Reserve Policy reflects the 15% Policy Goal of where Restricted Cash Reserve should be.

## Revenue Assumptions

1. **Property Tax** - is collected by the County of San Mateo County Assessor and is apportioned to various agencies. Homes, businesses, and other taxable real and personal property are subject to property tax of 1% of the assessed value. In FY 2004-2005 a new category "property tax in lieu of vehicle license fee" was added as a result of the triple flip, whereby a portion of the 2% vehicle license fee (VLF) was swapped for property tax. Property tax is the largest revenue source received by the City. This revenue source is projected to increase by 18.9% in FY 2012-2013. The additional property tax is primary the result of AB x1 26, which eliminated redevelopment agencies and the tax increment they had previously received. The former tax increment is now redistributed to taxing entities as property taxes after payment of enforceable obligations. The Financial Plan also includes new property taxes from the University Plaza project to commence in FY 2013-14. It also assumes a reduction in appeals and an annual growth of 2% effective FY 2013-14.
2. **Sales Tax** - is levied on goods and services at the point-of-sale. Currently, the sales tax rate is 8.25%, of which approximately 1% is returned to the City for those sales that take place in East Palo Alto. This is the second largest revenue source to the City and is projected to experience a constrained increase of 1.5% during FY 2012-2013 due to the May 2012 closure of the City's Best Buy store. The plan assumes a replacement retailer will start in FY 2013-14 and that revenues in subsequent years will grow at approximately 4% annually during the life of the plan.
3. **Permits, Fees & Charges for Services** - are collected for staff services, licenses and permits issued. Revenues for FY 2012-13 are projected to remain flat with a minor increase of 1.6%. The plan in the out years includes an increase in FY 2013-14 revenues from the implementation of a new master fee schedule that provides for greater cost recovery and annual adjustments based on CPI thereafter.
4. **Utility User Tax** – This is a utility tax on electric, gas, telephone service and cable-television services. The current tax rate is 5%. This revenue source is expected to remain unchanged for FY 2012-13 and then keep pace with an assumed inflation rate of 3% in the out years as the cost to provide these services also increases.
5. **Transient Occupancy Tax (TOT)** - This source of revenue comes from a 12% tax levied on over-

night hotel stays. Upon receipt of these revenues, 10% is committed for programs focused on children, youth, seniors and families and another 10% for housing development activities. With improvements in the Silicon Valley region and higher demands for business lodging, staff projects FY 2011-12 results to exceed budget by approximately 14%. FY 2012-13 gains are estimated to be 4%, followed by 5% annual growth rate over the life of the plan.

6. **Other Revenues** - These sources of fund include reimbursements from other governmental agencies, earned interest on investments, and contributions. This source of revenue is projected to decrease 56.8% in FY 2012-13 due to a reduction in one-time revenue receipts, followed by the resumption of a modest 2% annual increase over the life of the plan.

## Expenditure Assumptions

1. **Personnel Costs** - This is the largest cost center for the City and it represents approximately 64% of the City's operating expenditures. The FY 2012-13 projections include the continuation of concessions and furloughs valued at approximately \$383,000. It also includes an estimated \$471,000 in savings from four frozen Police Department positions and \$200,000 in grant funded overtime. The out years project a 4.5% increase in this category for FY 2013-14, followed by a 4% increase in subsequent years based on higher CalPERS rates and the agreed level of health insurance benefits between the City and the Employees Unions. The Financial plan assumes no cost of living adjustments.
2. **Purchased Services** - The costs associated with contract professional services are anticipated to increase by 4.2% in FY 2012-2013. Such services include planned strategic support required to meet Council's goals, legal support for union negotiations, and studies to improve operations, community outreach, and capital infrastructure. The plan assumes this cost category will increase by 3% annually after FY 2012-13.
3. **Supplies and Materials** - This category reflects supplies, fuel, maintenance contracts, etc. It is expected to remain flat in FY 2012-2013 and increase by approximately 3% in the out years to account for general price inflation.
4. **Overhead Allocations** – This category reflects allocations to the General Fund from a variety of funding sources such as grants and special revenues. These funds are charged for services provided by City staff whose costs are budgeted in

the General Fund. These allocations offset the total expenditures expected in the General Fund. This category is expected to decrease by 16.9% in FY2012-2013 due to the elimination of the City's Redevelopment Agency and is expected to grow by 3% thereafter.

5. **Other Expenditures** - This category reflects capital replacement purchases and interest expense. It is expected that this category will decrease by approximately \$23,000 in FY 2012-2013 and will grow at an estimated inflationary rate of 3% annually for the remainder of the plan.
6. **Other Financing Sources** - This category includes "transfer in" and "transfer out" of the General Fund. "Transfer in" is used either to repay a loan to the General Fund or reimburse the General Fund for certain services provided by another fund. "Transfer Out" is used to move funds from the General Fund to other operating funds in order to finance the operations of another fund or to reimburse the other fund for certain services provided to the General Fund. Activity in this category will decrease in FY 2012-13 as the sole transfer out is to support the operating deficit in the Drainage District fund.

**Operating Income (Loss)**

The annual balance each year is simply calculated by subtracting total operating expenditures from total operating revenue sources and then adjusted by other financing sources, which could be a negative or positive number. These numbers represents the operating revenues/expenditures of the City's General Fund. In FY2012-13, the General Fund projected operating revenue is \$16.843 million; expenditure is \$17.078 million; and other financing sources is a negative \$0.136 million; leaving an operating deficit of -\$371 thousand. As a result, General Fund Revenues are not enough to support General Fund operations.

**Unreserved Fund Balance**

This amount reflects the fund balance available for spending when it is a positive number; could be added to the cash reserves, support the Capital Improvement Program, or carried over to cover unfunded liabilities or for future expenditures. The FY12-13 projects a beginning reserved fund balance of \$2.728 million, which is offset by an operating deficit of -\$371 thousand; leaving an unreserved fund balance of \$2.357 million. In future years, if no changes occur to revenues and expenditures, the plan assumes a continuation of an annual operating deficit. This plan estimates an operating deficit of \$7,000, \$3,000, and \$48,000 for the remaining out years, resulting in a projected fund balance of \$2.30 million by FY2015-2016.

**Restricted General Fund Cash Reserve**

The section of the Tables depicts the amount projected in the Cash Reserve at the end of each fiscal year. For the purposes of this table, a portion or all of the yearly balances is added to the cash reserve. However, Council could elect more or less. In FY2011-12, the Cash Reserve balance remains at \$2.0 million, this amount represents approximately 11.7% of the FY12-13 operating expenditures.

**Minimum General Fund Cash Reserve Policy**

This reflects the amount of reserve that would be necessary to ensure the stability of services for a minimum period of time. The amount is derived from taking approximately 15% of the total Operating Budget. In FY2012-2013, the current cash reserve of \$2.0 million is under the targeted cash reserve of \$2.56 million; a difference of \$0.56 million or 21.8%.

**Vulnerabilities in FY 2012-2013 through FY 2015-2016**

The financial plan projections are based on the best information available at the time the plan is developed. However, this list is not exhaustive, as there may be unknown vulnerabilities to this plan. Those known vulnerabilities which could negatively affect the projections are outlined below:

- Unplanned expenditures such as contributions, property purchases, and new initiatives requiring General Fund support.
- Results of labor negotiations exceeding parameters.
- Excessive increases in medical insurance and/or other benefit costs.
- Unfunded mandates from State and/or Federal agencies.
- Lawsuit and settlements exceeding available funds.
- Oversight Board and State's decisions on the validity of the City's Successor Agency's enforceable obligations (including the debts owed by the former Redevelopment Agency to the City's General Fund).
- State's decision on the validity of the Asset Transfers between the Redevelopment Agency and the City.



## FY 2012-2013 Adopted Budget

- Future prospects on the development of the Ravenswood Business District (RBD) without the Redevelopment Agency.
- The administration will work diligently to manage revenues and expenditures according to City Council direction; however, there may be events which occur that are beyond our control. As always, the City could experience unknown disasters that could negatively impact this plan, (i.e. natural events or disasters).
- Potential loss of Utility User Tax revenues.
- Reduction in Property Tax as a result of Property Owner Appeals being approved by the County.
- Unfunded liabilities and other Risk Management-related cost excesses.
- Approval of the Oversight Board that the debts owed by the former Redevelopment Agency to the General Fund are valid enforceable obligations.
- Unanticipated Business Closures resulting in loss of sales tax revenues.
- State Budget challenges and its impact on local agencies.
- Delayed payments from the State such as Gas tax revenues and grant funded programs.
- New funding obligations resulting from new or renegotiated service levels from other agencies that provide services to the city (e.g. flood protection, water supplies, and refuse collection/disposal).

## **Conclusion**

- The City has a projected structural deficit of \$371,000 in FY2012-2013 and will need to continue to identify appropriate strategies to address this issue. Over the long-term, it is clearly unsustainable for the City to continue to utilize available fund balance to close its operating deficits.
- Any unfunded occurrence may require the use of the cash reserve to balance the budget, although the City Council direction to balance the budget will remain a top priority.
- Unless actions are taken, the minimum cash reserve will continue be below the proposed policy level.

## Financial Plan

- The plan anticipates that while the projected level of revenue growth exceeds that for expenditures in the next 2 years, it also relies heavily on the assumption of a continuation of employee concessions, which is nevertheless, insufficient to close the structural gap.
- Defining what constitutes the “right size” of the organization is required if we are to meet our financial plan goals.
- All Essential/Non-Essential and Mandated service levels need to be reviewed on an ongoing basis. Those services that are considered essential will need to be further calibrated at appropriate levels.

# Financial Policies

## **Introduction**

The financial plan policies for City Council consideration and deliberation are as follows. These policies are intended to set forth the framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, this policy assists the City Council's decision-making process; and, guides Administration's implementation of the policies. These policies also provide guidelines for evaluating both current activities and proposals for future programs.

The following policies establish long-standing principles, traditions and best practices which are intended to guide the City and maintain financial stability over four years. These policies will be reviewed annually.

### **General Financial Goals**

1. *To maintain a financially viable city that can support an appropriate and adequate level of municipal services.*
2. *To maintain financial flexibility in order to be able to continually adapt to local and regional economic change.*
3. *To maintain and enhance the fiscal condition for the City.*

### **Managing the Budget Policies**

*(Approved as a part of the Adopted Budget)*

1. The City will establish and maintain at least the minimum cash reserve levels established by policy (15% of operating costs).
2. To ensure that the two largest revenue sources shall cover the largest expenditure item, personnel costs shall not exceed actual receipts from sales and property taxes.
3. Medical insurance shall continue to be a shared responsibility between the City and its employees and expenditures shall be contained to no more than 7% of personnel costs. Overtime expenditures shall be no more than 5% of personnel costs. Total worker's compensation expenditures shall not increase as a percent of payroll.
4. The City Council shall allocate resources to ensure public safety. As long as this policy is

necessary, the resulting impact on the budget will mean other services areas may be reduced.

5. No new or expanded services shall be implemented without implementing trade-offs of expenses or revenue at the same time. This applies to personnel, equipment, and any other peripheral expense associated with the service.
6. The City shall aggressively seek regional, state and federal partners to support the public safety efforts, and major discretionary capital projects which remain unfunded. Co-production of services with our citizens, the business community, and other local jurisdictions shall be encouraged.
7. The City shall update and maintain a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet must be offset through reductions in other equipment and/or costs.
8. The City shall support investments which reduce future operating costs.
9. *The City's fiscal and budget year shall begin on the 1<sup>st</sup> day of July and shall end on June 30<sup>th</sup> of the succeeding year, unless otherwise prescribed by State law.*
10. *The City will adopt a balanced budget for the ensuing fiscal year by June 30th of each year.*
11. *Current year expenditures should be supported by estimated current year revenues. One time revenues should not be used for ongoing costs, but should instead be used appropriately for one time expenditures or to strengthen fund reserves.*
12. *The City shall develop an annual operating budget realistically and conservatively, projecting revenues and expenditures for the current and forthcoming fiscal year.*
13. *During the annual budget development process, the City shall examine its existing base budget thoroughly to assure the cost effectiveness of the services or programs provided.*
14. *The City shall include the cost of operations of new capital projects in its operating budgets.*
15. *The City will avoid balancing the budget at the expense of future budgets, unless the use of reserves is expressly authorized by the City*

Council.

16. *In the instance where the City Council has authorized the use of Fund Balance and/or transfers from reserves as a financing source to balance an annual budget, the City Manager shall have the authority to reduce or bypass the use of such resource upon the his/her determination that the actual results of operations will not require the partial or full use of the previously authorized appropriation.*
17. *The City shall prepare its operating budget on a basis consistent with generally accepted accounting principles (GAAP) except that encumbrances are considered budgetary expenditures in the year of the commitment to purchase and capital project expenditures are budgeted on a project length basis.*

**Revenue Policies**

*(Approved as a part of the Adopted Budget)*

1. The City will make every attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will establish all user-charges and fees at a level related to the full cost of providing the service (operating, direct, indirect, and capital).
4. The City will review fees / charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.
6. *The City shall estimate its revenues conservatively using reasonable estimates and sound professional judgment, with sensitivity to both local and regional economic conditions.*
7. *The City will not use "one-time" or limited duration revenue sources for ongoing operating expenses; they will be used for one-time expenditures only, including capital outlay, capital improvement projects, and reserves.*
8. *The City will actively pursue federal, state, and*

*other grant opportunities when deemed appropriate.*

9. *Before accepting any grant, the City will thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant.*

**Expenditure Policies**

1. *The City will maintain levels of service, as determined by the City Council, to provide for the public well-being and safety of the residents of the community.*
2. *Annual budgeted operating expenditures shall not exceed annual operating revenues, including City Council authorized use of fund balance and/or reserves.*
3. *Various levels of administrative control are utilized to maintain the budget's integrity. Program/division/project managers are accountable for their individual program/project budgets. Department heads are accountable for the fund level of control for funds within their departments. Finance oversees the general level of accountability related to budgetary integrity through systems of checks and balances and various internal controls.*
4. *The City shall maintain fixed assets and replaced them as necessary, taking into account cost-benefit considerations.*

**Cash Management/Investment Policies**

*(Adopted by Resolution #2893 May 5, 2009)*

1. *The City will deposit all funds no later than the next business day from receipt of funds.*
2. *Investments of City funds will emphasize preservation of principal; the yield objective will be to match or exceed an index weighted 75% for the yield of two-year treasury notes and 25% for the yield of six-month national Certificates of Deposit less 30 basis points.*
3. *The City will collect revenues aggressively, including past due bills of any type.*
4. *The City shall manage its investment portfolio in a prudent and diligent manner based on the following criteria and in this order: 1) safety of invested funds; 2) maintenance of sufficient liquidity to meet cash flow needs; and, 3) attainment of reasonable yields consistent with*

*the above priorities.*

5. *Generally Accepted Accounting Principles required that differences between the costs of the investment portfolio and the fair value of the securities be recognized as income or losses in a government's annual financial report. The City shall not consider these variances as budgetary resources or uses of resources unless the securities are sold before maturity or the values of the investments are permanently impaired.*

**Debt Policies**

*(Adopted by Resolution #FA2005-01 July 19, 2005)*

1. *The City will issue bonds for capital improvements and moral obligations.*
2. *The City will not issue notes to finance operating deficits.*
3. *The City will publish and distribute an official statement for each bond and note issued.*
4. *General obligation debt will not be used for enterprise activities.*
5. *The City will ensure that it sets aside the appropriate amount of debt obligation for the purpose of repayments.*
6. *The City will utilize debt financing for projects that have a useful life that can reasonably be expected to exceed the period of debt service for the project or equipment.*
7. *The City will use refunding techniques where appropriate to allow for the restructuring of its current outstanding debt to remove or change restrictive covenants, and/or to reduce annual debt service in an amount sufficient to justify the costs of refunding/re-issuance.*
8. *The City may administratively utilize inter-fund loans rather than outside debt to meet short-term cash flow needs.*

**Reserve Policies**

*(Approved as a part of the Adopted Budget)*

1. *The City will establish and maintain a reserve in the General Fund which represents 15% of the funds expenditures for financial emergencies and for unforeseen operating or capital needs as determined by the City Council*
2. *The City will maintain a revenue reserve in the Rent Stabilization Fund which represents 25% of the Fund expenditures.*

3. *The City will periodically review and update reserve guidelines, to ensure that the City has sufficient fund balances and reserve balances to adequately provide for emergencies, economic uncertainties, unforeseen operating or capital needs, economic development opportunities, and cash flow requirements.*
4. *The City Manager may, at his/her discretion, recommend the use of fund balance deemed necessary and prudent to reduce unfunded liabilities and to fund capital and emergency needs, subject to City Council approval.*
5. *The City will maintain Equipment and Vehicle Replacement reserves to enable the timely replacement of vehicles and depreciable equipment.*
6. *The City will maintain Information Technology Replacement reserves for costs associated with the timely replacement of computers, technology infrastructure, and major software applications.*
7. *The City will maintain a Self Insurance reserve, which together with any purchased insurance policies, appropriately protects the City.*
8. *The City will establish and maintain reserve levels for Debt Service Funds as prescribed by the bond covenants authorized at the time of debt issuance.*
9. *Reserves designated in the General Fund for investment portfolio market gains/losses will be calculated and adjusted annually at appropriate levels.*

**Accounting, Auditing and Financial Reporting Policies**

*(Adopted by Resolution #2634, November 8, 2006)*

1. *An independent audit shall be performed annually.*
2. *The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).*
3. *The City will maintain a strong internal audit capability.*
4. *The City will prepare monthly operating budget revenue and expenditure status reports and distributed them to all division managers and*

*department directors so that they may effectively and continuously evaluate their financial performance in a timely manner.*

5. *The City will solicit an RFP for audit services no less frequently than every five (5) years. Additionally, an audit firm may be retained for a maximum of 2 consecutive five-year terms. The Finance Director will review the qualifications of prospective firms and make a recommendation to the City Council.*

**Capital Budget Policies**

1. *The City shall prepare a five-year Capital Improvement Program (CIP) annually for the approval of the City Council. Sufficient financial commitment shall be made to protect the City's investment in its public facilities (buildings, streets, parks, equipment, etc.) to assure the preservation of these assets.*
2. *The CIP will identify potential funding sources for each proposed capital project, prior to submitting proposed projects to the City Council for approval. When appropriate, the CIP will seek other funding sources such as State and Federal funds, private funds and leverage these funding sources with public money.*
3. *The funding for the first year of the five-year CIP will be legally appropriated as a component of the annual budget process. Funding for future projects identified in the five years CIP has not been secured or legally authorized and is therefore subject to change.*
4. *The ongoing maintenance and operating costs of any proposed capital improvements will be evaluated prior to the approval of any capital improvement project.*
5. *Each CIP project will be assigned a Project Manager whose responsibilities are to monitor all phases of the project to ensure timely completion of the project and compliance with the project budget and all regulations and laws.*

**Capital Assets Policies**

1. *Capital assets, which include equipment, furniture, land, buildings, improvements, and infrastructure assets (e.g., roads, sidewalks, water, sewer, and stormwater systems, lighting systems, and similar items), are reported in the applicable governmental or business-type activities in the Government-Wide Financial*

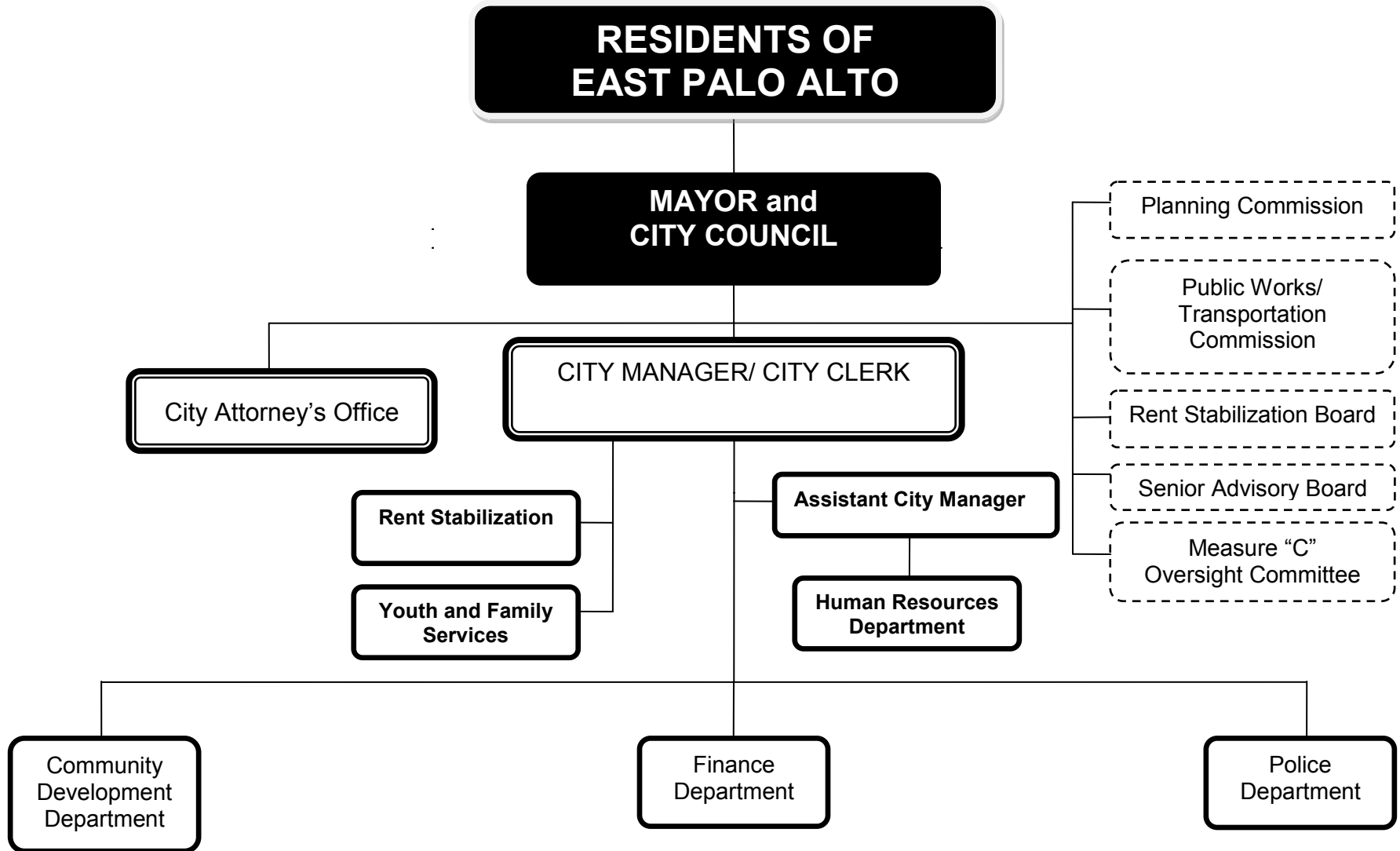
*Statements. Capital assets are recorded at historical cost or estimated historical cost if actual cost is not available. Donated assets are valued at their estimated fair value on the date donated.*

2. *The capitalization threshold for capital assets is \$5,000 per item.*
3. *Groups of items with individual values of less than \$5,000 each will not be capitalized unless the items are anticipated to be replaced in the aggregate.*
4. *Adequate insurance will be maintained on all capital assets.*

*Note: Italicized items represent newly proposed policies*

**CITY OF EAST PALO ALTO**  
**MASTER ORGANIZATIONAL CHART 2012-2013**

(Existing Organization)



**CITY OF EAST PALO ALTO  
TEN-YEAR POSITIONS STAFFING COMPARISON**

Fiscal Year 2003-2004 Through Fiscal Year 2012-2013

OS-2

|  | FY 03-04      | FY 04-05      | FY 05-06      | FY 06-07      | FY 07-08      | FY 08-09      | FY 09-10      | FY 10-11      | FY 11-12      | FY 11-12      | FY 12-13      |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | ADOPTED       | ADOPTED       | ADOPTED       | ADOPTED       | ADOPTED       | ADOPTED       | ADOPTED       | ADOPTED       | ADOPTED       | AMENDED       | Adopted       |
| <b>Policy &amp; Executive</b>          |               |               |               |               |               |               |               |               |               |               |               |
| City Council                           | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             |
| City Attorney's Office                 | -             | 2             | 2             | 2             | 3             | 3             | 3             | 3             | 3             | 3             | 3             |
| City Manager's Office                  | 5             | 5             | 4             | 4             | 4             | 4             | 4             | 5             | 6             | 3             | 3             |
| CM-Rent Stabilization Program          | -             | -             | -             | -             | -             | -             | -             | -             | 2             | 2             | 2             |
| CM- Youth and Family Services          | -             | -             | -             | -             | -             | -             | -             | -             | -             | 2             | 2             |
| <b>Sub-Total</b>                       | <b>10</b>     | <b>12</b>     | <b>11</b>     | <b>11</b>     | <b>12</b>     | <b>12</b>     | <b>12</b>     | <b>13</b>     | <b>16</b>     | <b>15</b>     | <b>15</b>     |
| <b>Administrative Support Services</b> |               |               |               |               |               |               |               |               |               |               |               |
| City Clerk's Office                    | -             | -             | 1             | 1             | 1             | 1             | 1             | 1             | 1             | 1             | 1             |
| Finance Department                     | 5             | 6             | 6             | 5             | 6             | 6             | 6             | 6             | 5             | 5             | 5             |
| Human Resources Department             | 1             | 1             | 1             | 0.80          | 2             | 3             | 3             | 3             | 2             | 2             | 2             |
| <b>Sub-Total</b>                       | <b>6</b>      | <b>7</b>      | <b>8</b>      | <b>6.80</b>   | <b>9</b>      | <b>10</b>     | <b>10</b>     | <b>10</b>     | <b>8</b>      | <b>8</b>      | <b>8</b>      |
| <b>Community Development Services</b>  |               |               |               |               |               |               |               |               |               |               |               |
| Administration Division                | -             | -             | -             | -             | -             | 2             | 2             | 2             | 5             | 5.5           | 5.5           |
| Building Services Division             | 6             | 6             | 4             | 4             | 5             | 5             | 5             | 5             | 3             | 3             | 3             |
| Economic Development                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | 5             | 5             |
| Engineering Division                   | -             | -             | -             | -             | -             | -             | -             | -             | 6             | 5             | 5             |
| Redevelopment                          | 6             | 6             | 6             | 6             | 6             | 6             | 6             | 6             | 4             | -             | -             |
| Planning Division                      | 6             | 6             | 5             | 4             | 5             | 5             | 5             | 5             | 3             | 3             | 3             |
| Senior Services Division               | -             | -             | -             | -             | -             | -             | -             | -             | 1.63          | 1.63          | 1.63          |
| Maintenance Division                   | -             | -             | -             | -             | -             | -             | -             | -             | 11            | 11            | 11            |
| <b>Sub-Total</b>                       | <b>18</b>     | <b>18</b>     | <b>15</b>     | <b>14</b>     | <b>16</b>     | <b>18</b>     | <b>18</b>     | <b>18</b>     | <b>33.63</b>  | <b>34.13</b>  | <b>34.13</b>  |
| <b>Community Services</b>              |               |               |               |               |               |               |               |               |               |               |               |
| Administration                         | 2             | 2             | 2             | 2             | 2             | 2             | 2             | 2             | -             | -             | -             |
| Recreation Services Division           | 5.28          | 6.28          | 1             | 1             | 1             | 1             | 2             | 1             | -             | -             | -             |
| Senior Services Division               | 3.13          | 3.13          | 1.38          | 1.38          | 1.38          | 1.38          | 1.38          | 1.63          | -             | -             | -             |
| <b>Sub-Total</b>                       | <b>10.41</b>  | <b>11.41</b>  | <b>4.38</b>   | <b>4.38</b>   | <b>4.38</b>   | <b>4.38</b>   | <b>5.38</b>   | <b>4.63</b>   | <b>-</b>      | <b>-</b>      | <b>-</b>      |
| <b>Housing Services</b>                |               |               |               |               |               |               |               |               |               |               |               |
| Administration                         | 2             | 2             | 2             | 2             | 2             | 2             | 2             | 2             | -             | -             | -             |
| Housing Development                    | 1             | 1             | 1             | 1             | 1             | 1             | 1             | 1             | -             | -             | -             |
| Rent Stabilization Program             | 2             | 2             | 1             | 1             | 1             | 1             | 2             | 2             | -             | -             | -             |
| <b>Sub-Total</b>                       | <b>5</b>      | <b>5</b>      | <b>4</b>      | <b>4</b>      | <b>4</b>      | <b>4</b>      | <b>5</b>      | <b>5</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      |
| <b>Public Safety</b>                   |               |               |               |               |               |               |               |               |               |               |               |
| Administration Division                | 13            | 13            | 16            | 10            | 13.75         | 15            | 11            | 11            | 10            | 13.5          | 12.5          |
| Investigations Division                | -             | -             | 13            | 11.75         | 5             | 5             | 5             | 5             | 5             | 5             | 5.0           |
| Operations Division                    | 40            | 40            | 31            | 30            | 34            | 34            | 34            | 35            | 34            | 35            | 35.0          |
| Support Services Division              | 11            | 11            | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Sub-Total</b>                       | <b>64</b>     | <b>64</b>     | <b>60</b>     | <b>51.75</b>  | <b>52.75</b>  | <b>54</b>     | <b>50</b>     | <b>51</b>     | <b>49</b>     | <b>53.5</b>   | <b>52.5</b>   |
| <b>Public Works</b>                    |               |               |               |               |               |               |               |               |               |               |               |
| Administration Division                | 3             | 3             | 2             | 2             | 2             | 2             | 2             | 2             | -             | -             | -             |
| Engineering Division                   | 6             | 6             | 6             | 5             | 6             | 6             | 6             | 6             | -             | -             | -             |
| Maintenance Division                   | 12            | 12            | 13            | 12            | 12            | 12            | 12            | 13            | -             | -             | -             |
| <b>Sub-Total</b>                       | <b>21</b>     | <b>21</b>     | <b>21</b>     | <b>19</b>     | <b>20</b>     | <b>20</b>     | <b>20</b>     | <b>21</b>     | <b>-</b>      | <b>-</b>      | <b>-</b>      |
| <b>TOTAL POSITIONS</b>                 | <b>134.41</b> | <b>138.41</b> | <b>123.38</b> | <b>110.93</b> | <b>118.13</b> | <b>122.38</b> | <b>120.38</b> | <b>122.63</b> | <b>106.63</b> | <b>110.63</b> | <b>109.63</b> |



## **East Palo Alto at a Glance**

### **About East Palo Alto**

The City of East Palo Alto is located in the heart of the Silicon Valley and is uniquely positioned to maximize its potential as a significant city in the region. Founded by speculators and farmers in 1849, the town was originally named Ravenswood. For most of its history, the area regarded as East Palo Alto was 13 square miles and part of unincorporated San Mateo County. As such, it did not have an official boundary until it incorporated in 1983. However, the area was much larger than the city's current 2.5 square miles. Large tracts, including most of the commercial tax base, were annexed by Menlo Park and Palo Alto from the later 1940's to the early 1960's. This trend was halted in 1983 when the then predominantly African American residents incorporated to gain local control over land use and municipal services.

The original inhabitants were Ohlone/Costanoan Native Americans. Spanish ranchers took over, followed by an influx of speculators and settlers of European origin. For a time Chinese laborers were prevalent. Asian and Italian flower growers preceded the flood of middle-class migrants drawn to post-war housing developments. East Palo Alto later became the largest African American community on the peninsula. Today, due to significant demographic changes during the last decade, the city of 28,155 possesses a broad multi-ethnic profile that includes a majority Latino and growing Pacific Islander population.

Trade has alternately focused on ranching, transportation and shipping, brick manufacturing, farming, servicing travelers of Bayshore Highway and Dumbarton Bridge, and flower growing. At present there is a mix of small industrial, agricultural and commercial businesses.

The signs of transition are clearly evident, but some things have remained constant, namely the characteristics that have always attracted people to the area: the relative affordable price of land and housing; a beautiful, rural-like setting; its centralized location; proximity to transportation and the San Francisco Bay; as well as some of the most enviable weather in the nation.

During the year, the City made great strides in completing Phase I of the Cooley Landing ahead of schedule. Additionally, the City was very successful in securing an additional \$5 million in funds from California Department of Parks and Recreations for the continued phases of Cooley Landing which is being developed as a 9-acre park, nature preserve, and extension of the Bay Trail system. This remarkable project represents a collaboration of the community, Federal, State and local grantors, and City government. The incredible outpouring of support and volunteerism, from the Federal to the local level, is a testament to the success of this community as we continue to evolve and become uniquely our own.

Today, the City of East Palo Alto is closer than ever to realizing its potential. As the City continues to make progress and become more self-sufficient, there is evidence that East Palo Alto will be able to strike a harmonious balance between a goal of establishing a sound commercial base and the dream of an idyllic community.

**CITY GEOGRAPHY**

The City of East Palo Alto is located in the Silicon Valley, approximately 29 miles south of San Francisco and 19 miles north of San Jose. The City occupies 2.5 square miles. The 2010 Census places the City's population at 28,155, ranking as the Eleventh largest city in San Mateo County.

**CITY AUTHORITY**

The City of East Palo Alto is a general law city under California State law and its rights, powers, privileges, authority, and functions are established through the State constitution and the State Law. The powers granted to California cities by state statute include the power to: sue and be sued; purchase, receive by gift or bequest and hold land, make contracts and purchases and hold personal property necessary to the exercise of its powers, manage, sell, lease, or otherwise dispose of its property as the interest of its inhabitants require; levy and collect taxes authorized by law and exercise such other and further powers as may be especially conferred by law or as may be necessarily implied from those expressed.

The City provides a wide range of services to its residents including public protection through the Police Department, the construction and maintenance of streets and infrastructure, community development, financial management, community services for youth, young adults and seniors, and administrative services.

**THE CITY COUNCIL**

The members of the City Council are elected by the voters to serve overlapping four-year terms. The Mayor is elected by, and from, the City Council for a one year term. The Council sets policy and exercises the legislative authority of the City. By City Ordinance, the Council holds meetings on the first and third Tuesdays of every month and at other times as, in the opinion of the Council, the public interest may require.

The current City Council members and the dates upon which their respective terms expire are as follows:

- Mayor: Laura Martinez, Nov. 2012
- Vice Mayor: Ruben Abrica, Nov. 2014
- Council Member: A. Peter Evans, Nov. 2012
- Council Member: Carlos Romero, Nov. 2012
- Council Member: David Earl Woods, Nov. 2014

**REDEVELOPMENT AGENCY**

On December 29, 2011, the California Supreme Court delivered its decision in the *California Redevelopment Association v. Matosantos* case, finding ABx1 26 (the "Dissolution Act") largely constitutional and AB1x 27 (the "Alternative Redevelopment Program Act") unconstitutional. The Court's bifurcated decision means that all California redevelopment agencies, including the Redevelopment Agency of the City of East Palo Alto (the "Redevelopment Agency"), dissolved under the constitutional Dissolution Act, and none had the opportunity to opt into continued existence under the unconstitutional Alternative Redevelopment Program Act. As a result, the Redevelopment Agency was dissolved on February 1, 2012.

The Dissolution Act provides that the City of East Palo Alto as the community that established the Redevelopment Agency becomes the Successor Agency to the former Redevelopment Agency unless the City elects not to serve as the Successor Agency. On January 10, 2012, the Council elected to be the Successor Agency. The Redevelopment Agency's non-housing funds and assets will then be turned over to the Successor Agency charged with the responsibility of paying off the former Redevelopment Agency's existing debts, disposing of the former Redevelopment Agency's properties and assets to help pay off debts and return revenues to the local government entities.

**SUCCESSOR AGENCY**

On January 10, 2012, the Council took formal action to form the Successor Agency. As of February 1, 2012, the Successor Agency (Agency) was created as a result of the dissolution of the Redevelopment Agency (RDA) as indicated in the previous section above. With oversight by a seven member Oversight Board, the Successor Agency is charged with the responsibility of paying off former RDA existing debts and winding down the activities and affairs of the former redevelopment agency through the sale and disposition of its assets and properties.

**ADMINISTRATION AND MANAGEMENT**

East Palo Alto is a Council-Manager form of government. The City Council appoints the City Manager who appoints all other City officials except the City Attorney who is also appointed by the Council, and is charged with overseeing the City's daily operations. Many boards, commissions, and committees assist the City Council and Administration in carrying out various aspects and functions of city government.

# Demographic Information

## Government

*Incorporated July 1, 1983*

*East Palo Alto is a General Law Council/ Manager City governed by a five-member City Council with a Council elected Mayor.*

*Number of City Managers since incorporation: 19*

### *Full-time Employees*

*FY 2011/2012<sup>i</sup>*

|                            |               |
|----------------------------|---------------|
| City Council.....          | 5             |
| City Manager.....          | 7             |
| City Attorney.....         | 3             |
| City Clerk.....            | 1             |
| Finance.....               | 5             |
| Human Resources.....       | 2             |
| Community Development..... | 34.13         |
| Police.....                | 53            |
| <b>Total .....</b>         | <b>110.13</b> |

## Demographics

*Land Area: 2.5 square miles*

### *Population<sup>ii</sup>*

|                           |        |
|---------------------------|--------|
| 1990.....                 | 23,570 |
| 2000.....                 | 29,506 |
| 2005..... (Estimate)..... | 33,000 |
| 2009..... (Estimate)..... | 33,575 |
| 2010.....                 | 28,155 |

### *Population by Gender<sup>2</sup>*

|             |     |
|-------------|-----|
| Female..... | 49% |
| Male.....   | 51% |

### *Population by Age Group<sup>3</sup>*

|                         |       |
|-------------------------|-------|
| Under 5 years.....      | 8.1%  |
| 5 to 9 years.....       | 7.8%  |
| 10 to 14 years .....    | 8.4%  |
| 15 to 19 years .....    | 10.4% |
| 20 to 24 years .....    | 9.6%  |
| 25 to 34 years .....    | 16.3% |
| 35 to 44 years .....    | 15.1% |
| 45 to 54 years .....    | 11.3% |
| 55 to 59 years .....    | 4.0%  |
| 60 to 64 years .....    | 2.1%  |
| 65 to 74 years .....    | 3.4%  |
| 75 to 84 years .....    | 2.7%  |
| 85 years and over ..... | 0.5%  |

*Median Age: 28.8*

**Racial Composition<sup>3</sup>**

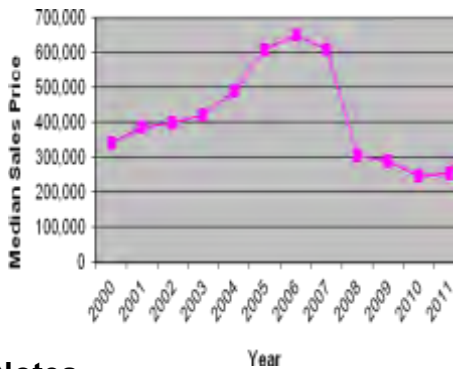
|   |       |
|---|-------|
| Hispanic or Latino (of any race).....           | 61.1% |
| White.....                                      | 7.2%  |
| Black or African American.....                  | 15.6% |
| American Indian and Alaska.....                 | 0.2%  |
| Asian.....                                      | 3.7%  |
| Native Hawaiian and Other Pacific Islander..... | 10.9% |
| Other.....                                      | 7.1%  |

**Level of Educational Attainment of people 25 years and older**

|                                      |       |
|--------------------------------------|-------|
| Graduate/ Professional Degree...     | 7.0%  |
| Bachelor’s Degree.....               | 11.3% |
| Associate Degree.....                | 4.0%  |
| Some College (no Degree).....        | 17.1% |
| High School Graduate.....            | 26.8% |
| Grades 9-12 (no diploma).....        | 14.3% |
| Less than 9 <sup>th</sup> Grade..... | 19.5% |

**Median Household Income**  
(In 2010)<sup>3</sup>: \$48,734

**Median Sales Price for Single Family Residences<sup>iii</sup>**  
\$255,000 year 2011



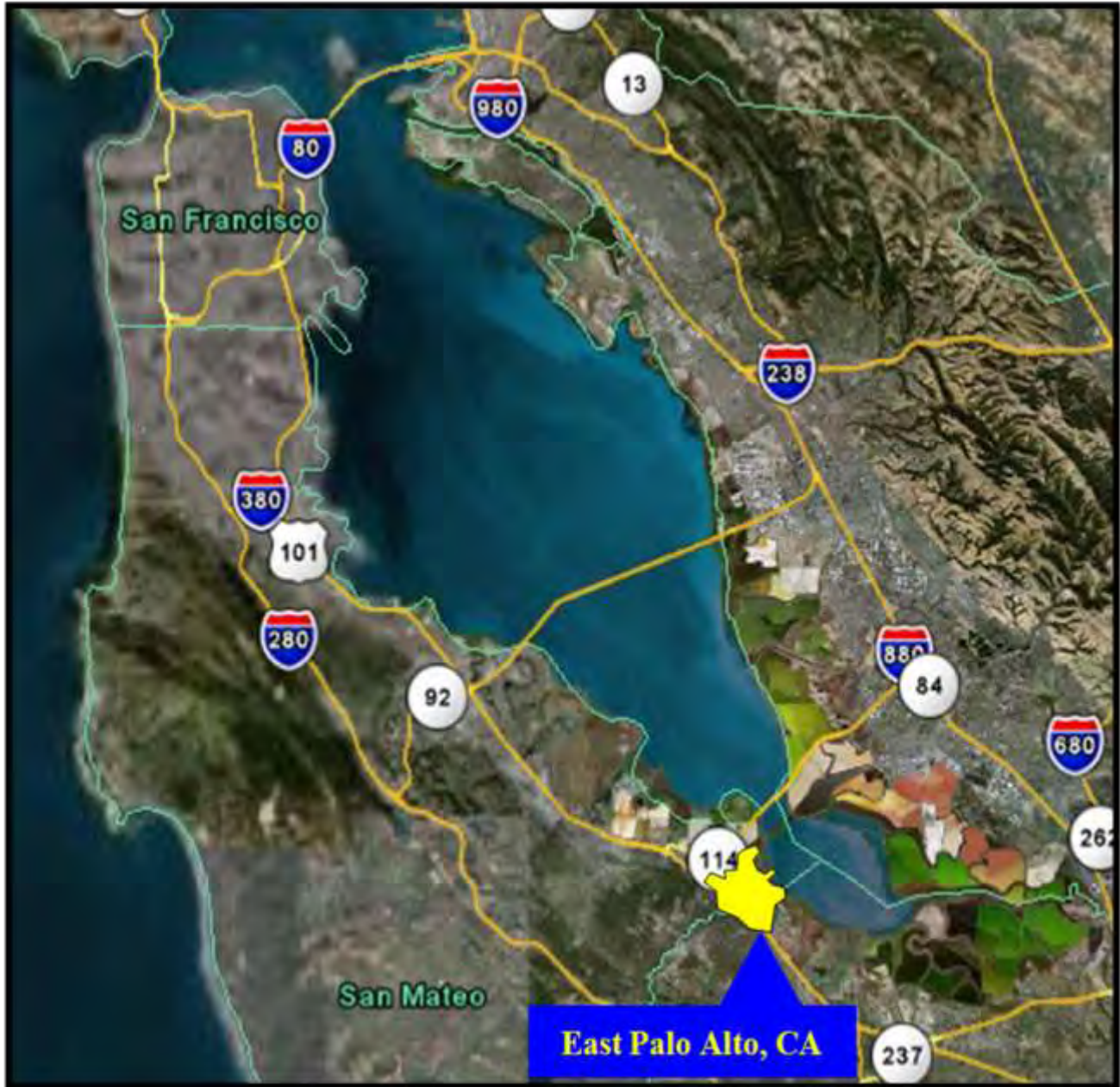
**Notes**

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<sup>1</sup> Human Resources Department, City of East Palo Alto  
<sup>1</sup> State of CA, Department of Finance estimates.  
<sup>3</sup> US Census Bureau, 2009-2010 American Community Survey.  
<sup>4</sup> San Mateo County 2010 Annual Real Estate Report

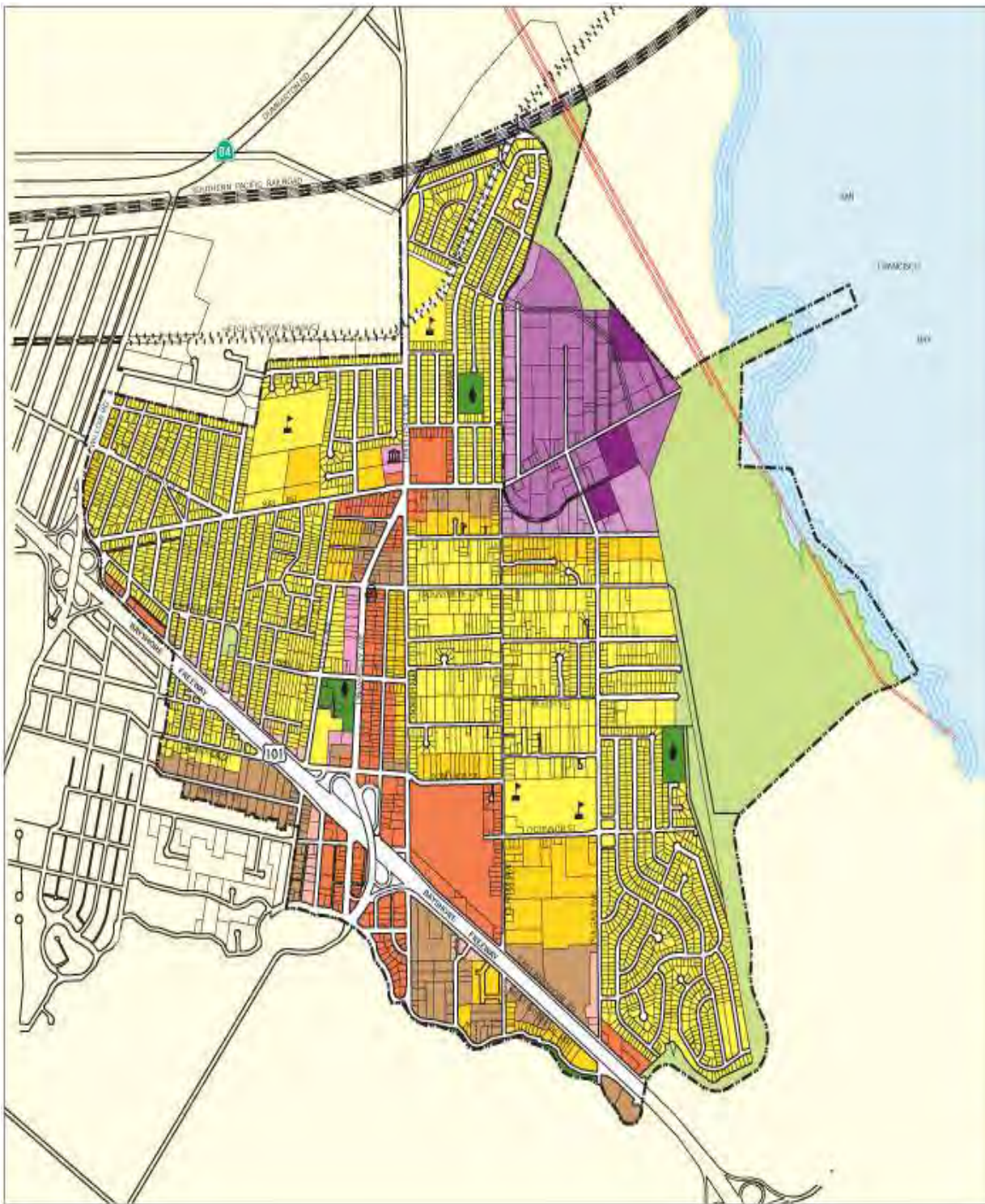
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# Regional Map



# CITY OF EAST PALO ALTO REDEVELOPMENT AREAS





**LEGEND**

-  Low/Medium Density Residential (1-8 du/ac)
-  Medium/High Density Residential (9-17 du/ac)
-  High Density Residential (18-40 du/ac)
-  General Commercial (allows residential as mixed use)
-  Neighborhood Commercial (allows residential as mixed use)
-  Office (allows residential as mixed use)
-  General Industrial
-  Heavy Industrial
-  Industrial Buffer (allows residential as mixed use)
-  Community Open Space Conservation
-  Resource Management
-  City Hall
-  Fire Station
-  Park
-  School
-  City Boundary
-  Utility
-  Water

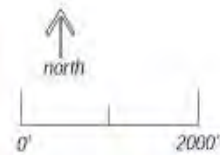


Figure LU-1  
Land Use Policy Map





**FINANCIAL SUMMARY**  
**FY 2012-2013 Adopted Budget**

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**CITY OF EAST PALO ALTO**  
**FY 2011-2012 AMENDED BUDGET BY FUND CATEGORY**

| Divisions                        | General Fund      | Rent Stabilization | Measure C      | TOT Ordinance Funds | Operating Grants | Gas Tax        | Measure A      | Storm Fee/ Drainage Lighting Districts | Capital Projects / In Lieu Funds | RDA Funds/ Successor Agency | Enterprise Funds | Total             |
|----------------------------------|-------------------|--------------------|----------------|---------------------|------------------|----------------|----------------|--|----------------------------------|-----------------------------|------------------|-------------------|
| <b>General Fund Revenues</b>     |                   |                    |                |                     |                  |                |                |  |                                  |                             |                  |                   |
| Property Tax                     | 7,165,000         | -                  | 700,000        | -                   | -                | -              | -              | 308,600                                | -                                | 4,408,850                   | -                | 12,582,450        |
| Sales Tax                        | 2,922,000         | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 2,922,000         |
| Utility Users Tax                | 1,489,000         | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 1,489,000         |
| Transient Occupancy Tax          | 1,480,000         | -                  | -              | 370,000             | -                | -              | -              | -                                      | -                                | -                           | -                | 1,850,000         |
| Other State and Local Taxes      | 131,600           | -                  | -              | -                   | -                | 820,000        | 420,000        | -                                      | -                                | -                           | -                | 1,371,600         |
| Licenses and Permits             | 645,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 645,000           |
| Federal/ State Grant Revenue     | -                 | -                  | -              | -                   | 877,800          | -              | -              | -                                      | 3,367,650                        | -                           | -                | 4,245,450         |
| Charges for Services             | 1,119,500         | 580,300            | -              | -                   | -                | -              | -              | 125,000                                | -                                | -                           | 2,531,035        | 4,355,835         |
| Fines and Intergovernmental      | 207,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 207,000           |
| Interest Income                  | 110,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | 24,600                      | -                | 134,600           |
| Other Miscellaneous              | 335,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | 200,000          | 535,000           |
| <b>Total Revenues</b>            | <b>15,604,100</b> | <b>580,300</b>     | <b>700,000</b> | <b>370,000</b>      | <b>877,800</b>   | <b>820,000</b> | <b>420,000</b> | <b>433,600</b>                         | <b>3,367,650</b>                 | <b>4,433,450</b>            | <b>2,731,035</b> | <b>30,337,935</b> |
| <b>General Fund Expenditures</b> |                   |                    |                |                     |                  |                |                |  |                                  |                             |                  |                   |
| City Council                     | 125,400           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 125,400           |
| City Manager                     | 970,980           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 970,980           |
| CM - Rent Stabilization          | -                 | 535,512            | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 535,512           |
| City Attorney                    | 800,800           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 800,800           |
| City Clerk                       | 198,644           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 198,644           |
| Finance                          | 727,800           | -                  | 2,000          | -                   | -                | -              | 1,800          | 600                                    | -                                | 9,600                       | 2,300            | 744,100           |
| Family & Youth Services          | 57,300            | -                  | 100,000        | 100,000             | -                | -              | -              | -                                      | -                                | -                           | -                | 257,300           |
| Human Resources                  | 369,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 369,000           |
| Community Development Admin      | 664,250           | -                  | -              | -                   | -                | -              | -              | 106,800                                | -                                | 42,800                      | 35,000           | 848,850           |
| CD - Senior Services             | 244,250           | -                  | -              | -                   | 31,100           | -              | -              | -                                      | -                                | -                           | -                | 275,350           |
| Building Services                | 442,600           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 442,600           |
| Economic Development             | 64,300            | -                  | -              | 30,000              | 82,400           | -              | -              | -                                      | -                                | 678,426                     | -                | 855,126           |
| Engineering                      | 518,800           | -                  | -              | -                   | -                | 77,665         | -              | -                                      | -                                | 900                         | -                | 597,365           |
| Maintenance                      | 1,175,500         | -                  | -              | -                   | -                | 415,600        | -              | 482,000                                | -                                | -                           | 151,000          | 2,224,100         |
| Planning                         | 461,400           | -                  | -              | -                   | -                | -              | 20,000         | -                                      | -                                | -                           | -                | 481,400           |
| Police - Admin                   | 3,026,700         | -                  | 83,900         | -                   | 394,600          | -              | -              | -                                      | -                                | -                           | -                | 3,505,200         |
| Police - Operations              | 5,358,500         | -                  | 278,600        | -                   | 338,700          | -              | -              | -                                      | -                                | -                           | -                | 5,975,800         |
| Police -Investigations           | 921,500           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 921,500           |
| <b>Non-Departmental:</b>         |                   |                    |                |                     |                  |                |                |  |                                  |                             |                  |                   |
| Overhead Allocation              | (902,700)         | 187,000            | -              | 31,200              | -                | 110,200        | 10,400         | 73,900                                 | -                                | 344,300                     | 145,700          | -                 |
| Loans and Debt Payments          | -                 | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | 2,523,883                   | -                | 2,523,883         |
| Other Non-departmental           | 1,324,340         | -                  | 6,800          | 12,000              | -                | 60,000         | -              | 4,300                                  | -                                | 1,257,400                   | 2,807,400        | 5,472,240         |
| Capital Projects                 | 276,000           | -                  | -              | -                   | 31,000           | 30,000         | -              | -                                      | 4,972,650                        | 678,200                     | -                | 5,987,850         |
| <b>Total Expenditures</b>        | <b>16,825,364</b> | <b>722,512</b>     | <b>471,300</b> | <b>173,200</b>      | <b>877,800</b>   | <b>693,465</b> | <b>32,200</b>  | <b>667,600</b>                         | <b>4,972,650</b>                 | <b>5,535,509</b>            | <b>3,141,400</b> | <b>34,113,000</b> |

**CITY OF EAST PALO ALTO**  
**FY 2011-2012 PROJECTED BUDGET BY FUND CATEGORY , continued**

| Divisions                               | General Fund       | Rent Stabilization | Measure C        | TOT Ordinance Funds | Operating Grants | Gas Tax          | Measure A        | Storm Fee/ Drainage Lighting Districts | Capital Projects / In Lieu Funds | RDA Funds/Successor Agency | Enterprise Funds | Total              |
|---|--------------------|--------------------|------------------|---------------------|------------------|------------------|------------------|--|----------------------------------|----------------------------|------------------|--------------------|
| <b>Operating Income / (Loss)</b>        | <b>(1,221,264)</b> | <b>(142,212)</b>   | <b>228,700</b>   | <b>196,800</b>      | <b>-</b>         | <b>126,535</b>   | <b>387,800</b>   | <b>(234,000)</b>                       | <b>(1,605,000)</b>               | <b>(1,102,059)</b>         | <b>(410,365)</b> | <b>(3,775,065)</b> |
| <b>Other Financing Sources/Uses</b>     |                    |                    |                  |                     |                  |                  |                  |  |                                  |                            |                  |                    |
| Operating Transfers In                  | 1,022,400          | -                  | -                | -                   | -                | -                | -                | 34,200                                 | 1,605,000                        | 6,203,001                  | -                | 8,864,601          |
| Operating Transfers Out                 | (1,056,600)        | -                  | -                | -                   | -                | (219,000)        | (980,890)        | -                                      | -                                | (5,467,186)                | -                | (7,723,676)        |
| <b>Net Operating Transfers</b>          | <b>(34,200)</b>    | <b>-</b>           | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>(219,000)</b> | <b>(980,890)</b> | <b>34,200</b>                          | <b>1,605,000</b>                 | <b>735,815</b>             | <b>-</b>         | <b>1,140,925</b>   |
| Long-term Loan Repymt                   | 471,400            | -                  | -                | -                   | -                | -                | -                | -                                      | -                                | (471,400)                  | -                | -                  |
| <b>Change in Fund Balance</b>           | <b>(784,064)</b>   | <b>(142,212)</b>   | <b>228,700</b>   | <b>196,800</b>      | <b>-</b>         | <b>(92,465)</b>  | <b>(593,090)</b> | <b>(199,800)</b>                       | <b>-</b>                         | <b>(837,644)</b>           | <b>(410,365)</b> | <b>(2,634,140)</b> |
| <b>Projected Fund Balance Available</b> |                    |                    |                  |                     |                  |                  |                  |  |                                  |                            |                  |                    |
| Projected Fund Balance - Begin          | 3,512,000          | 157,018            | 1,158,492        | 1,102,663           | -                | 674,923          | 2,090,233        | 673,292                                | 4,999,676                        | 1,699,932                  | 1,890,048        | 17,958,277         |
| <b>Projected Fund Balance - End</b>     | <b>2,727,936</b>   | <b>14,806</b>      | <b>1,387,192</b> | <b>1,299,463</b>    | <b>-</b>         | <b>582,458</b>   | <b>1,497,143</b> | <b>473,492</b>                         | <b>4,999,676</b>                 | <b>862,288</b>             | <b>1,479,683</b> | <b>15,324,137</b>  |

**CITY OF EAST PALO ALTO**  
**FY 2012-2013 ADOPTED BUDGET BY FUND CATEGORY**

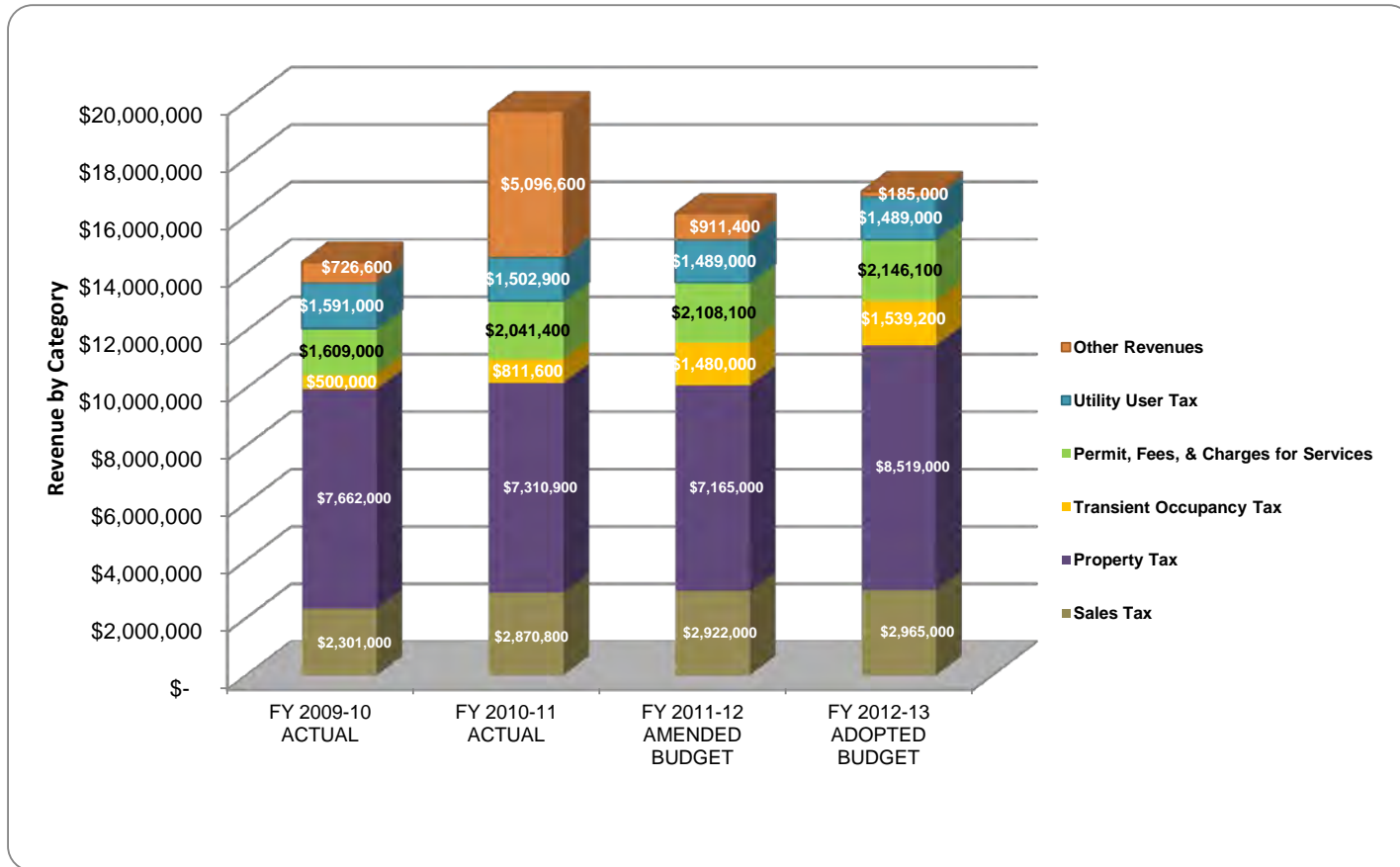
| Divisions                        | General Fund      | Rent Stabilization | Measure C      | TOT Ordinance Funds | Operating Grants | Gas Tax        | Measure A      | Storm Fee/ Drainage Lighting Districts | Capital Projects / In Lieu Funds | RDA Funds/ Successor Agency | Enterprise Funds | Total             |
|----------------------------------|-------------------|--------------------|----------------|---------------------|------------------|----------------|----------------|--|----------------------------------|-----------------------------|------------------|-------------------|
| <b>General Fund Revenues</b>     |                   |                    |                |                     |                  |                |                |  |                                  |                             |                  |                   |
| Property Tax                     | 8,519,000         | -                  | 700,000        | -                   | -                | -              | -              | 308,500                                | -                                | 4,603,939                   | -                | 14,131,439        |
| Sales Tax                        | 2,965,000         | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 2,965,000         |
| Utility Users Tax                | 1,489,000         | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 1,489,000         |
| Transient Occupancy Tax          | 1,539,200         | -                  | -              | 384,800             | -                | -              | -              | -                                      | -                                | -                           | -                | 1,924,000         |
| Other State and Local Taxes      | 138,000           | -                  | -              | -                   | -                | 877,650        | 432,000        | -                                      | -                                | -                           | -                | 1,447,650         |
| Licenses and Permits             | 725,600           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 725,600           |
| Federal/ State Grant Revenue     | -                 | -                  | -              | -                   | 4,344,600        | -              | -              | -                                      | 1,000                            | -                           | -                | 4,345,600         |
| Charges for Services             | 1,066,500         | 565,000            | -              | -                   | -                | -              | -              | 125,000                                | -                                | -                           | 2,537,535        | 4,294,035         |
| Fines and Intergovernmental      | 211,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 211,000           |
| Interest Income                  | 110,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 110,000           |
| Other Miscellaneous              | 80,000            | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | 1,413,398                   | 200,000          | 1,693,398         |
| <b>Total Revenues</b>            | <b>16,843,300</b> | <b>565,000</b>     | <b>700,000</b> | <b>384,800</b>      | <b>4,344,600</b> | <b>877,650</b> | <b>432,000</b> | <b>433,500</b>                         | <b>1,000</b>                     | <b>6,017,337</b>            | <b>2,737,535</b> | <b>33,336,722</b> |
| <b>General Fund Expenditures</b> |                   |                    |                |                     |                  |                |                |  |                                  |                             |                  |                   |
| City Council                     | 167,750           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 167,750           |
| City Manager                     | 708,170           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 708,170           |
| CM - Rent Stabilization          | -                 | 527,480            | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 527,480           |
| City Attorney                    | 1,012,000         | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 1,012,000         |
| City Clerk                       | 217,350           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 217,350           |
| Finance                          | 805,630           | -                  | 2,100          | -                   | -                | -              | 1,800          | 600                                    | -                                | -                           | 2,300            | 812,430           |
| Family & Youth Services          | 241,400           | -                  | 100,000        | 100,000             | -                | -              | -              | -                                      | -                                | -                           | -                | 441,400           |
| Human Resources                  | 444,250           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 444,250           |
| Community Development Admin      | 913,150           | -                  | -              | -                   | -                | -              | -              | 81,500                                 | 1,000                            | -                           | 48,950           | 1,044,600         |
| CD - Senior Services             | 295,400           | -                  | -              | -                   | 31,000           | -              | -              | -                                      | -                                | -                           | -                | 326,400           |
| Building Services                | 453,150           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 453,150           |
| Economic Development             | 312,980           | -                  | -              | -                   | 3,867,600        | -              | -              | -                                      | -                                | 133,389                     | -                | 4,313,969         |
| Engineering                      | 604,000           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 604,000           |
| Maintenance                      | 878,420           | -                  | -              | -                   | -                | 671,100        | -              | 557,899                                | -                                | -                           | 81,300           | 2,188,719         |
| Planning                         | 424,040           | -                  | -              | -                   | -                | -              | 20,000         | -                                      | -                                | -                           | -                | 444,040           |
| Police - Admin                   | 3,263,719         | -                  | 250,100        | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 3,513,819         |
| Police - Operations              | 5,750,900         | -                  | 274,100        | -                   | 446,000          | -              | -              | -                                      | -                                | -                           | -                | 6,471,000         |
| Police -Investigations           | 942,600           | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | -                           | -                | 942,600           |
| <b>Non-Departmental:</b>         |                   |                    |                |                     |                  |                |                |  |                                  |                             |                  |                   |
| Overhead Allocation              | (749,542)         | 191,813            | -              | 32,041              | -                | 113,041        | 10,717         | 75,855                                 | -                                | 176,611                     | 149,464          | -                 |
| Loans and Debt Payments          | -                 | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | 6,418,067                   | -                | 6,418,067         |
| Other Non-departmental           | 1,439,310         | -                  | 6,800          | 12,000              | -                | 60,000         | -              | 4,300                                  | -                                | -                           | 2,511,540        | 4,033,950         |
| Capital Projects                 | -                 | -                  | -              | -                   | -                | -              | -              | -                                      | -                                | 1,300,400                   | -                | 1,300,400         |
| <b>Total Expenditures</b>        | <b>18,124,677</b> | <b>719,293</b>     | <b>633,100</b> | <b>144,041</b>      | <b>4,344,600</b> | <b>844,141</b> | <b>32,517</b>  | <b>720,154</b>                         | <b>1,000</b>                     | <b>8,028,467</b>            | <b>2,793,554</b> | <b>36,385,544</b> |

**CITY OF EAST PALO ALTO**  
**FY 2012-2013 PROPOSED BUDGET BY FUND CATEGORY , continued**

| Divisions                               | General Fund       | Rent Stabilization | Measure C        | TOT Ordinance Funds | Operating Grants | Gas Tax          | Measure A        | Storm Fee/ Drainage Lighting Districts | Capital Projects / In Lieu Funds | RDA Funds/Succe ssor Agency | Enterprise Funds | Total             |
|---|--------------------|--------------------|------------------|---------------------|------------------|------------------|------------------|--|----------------------------------|-----------------------------|------------------|-------------------|
| <b>Operating Income / (Loss)</b>        | (1,281,377)        | (154,293)          | 66,900           | 240,759             | -                | 33,509           | 399,483          | (286,654)                              | -                                | (2,011,130)                 | (56,019)         | (3,048,822)       |
| <b>Other Financing Sources/Uses</b>     |                    |                    |                  |                     |                  |                  |                  |  |                                  |                             |                  |                   |
| Operating Transfers In                  | 1,177,570          | -                  | -                | -                   | -                | -                | -                | 136,378                                | -                                | 2,011,130                   | -                | 3,325,078         |
| Operating Transfers Out                 | (1,313,948)        | -                  | -                | -                   | -                | (219,000)        | 409,870          | -                                      | -                                | -                           | -                | (1,123,078)       |
| <b>Net Operating Transfers</b>          | <b>(136,378)</b>   | -                  | -                | -                   | -                | <b>(219,000)</b> | <b>409,870</b>   | <b>136,378</b>                         | -                                | <b>2,011,130</b>            | -                | <b>2,202,000</b>  |
| Long-term Loan Repymt                   | -                  | -                  | -                | -                   | -                | -                | -                | -                                      | -                                | -                           | -                | -                 |
| <b>Change in Fund Balance</b>           | <b>(1,417,755)</b> | <b>(154,293)</b>   | <b>66,900</b>    | <b>240,759</b>      | -                | <b>(185,491)</b> | <b>809,353</b>   | <b>(150,276)</b>                       | -                                | -                           | <b>(56,019)</b>  | <b>(846,822)</b>  |
| <b>Projected Fund Balance Available</b> |                    |                    |                  |                     |                  |                  |                  |  |                                  |                             |                  |                   |
| Projected Fund Balance - Begin          | 2,727,936          | 14,806             | 1,387,192        | 1,299,463           | -                | 582,458          | 1,497,143        | 473,492                                | 4,999,676                        | 862,288                     | 1,479,683        | 15,324,137        |
| <b>Projected Fund Balance - End</b>     | <b>1,310,181</b>   | <b>(139,487)</b>   | <b>1,454,092</b> | <b>1,540,222</b>    | -                | <b>396,967</b>   | <b>2,306,496</b> | <b>323,216</b>                         | <b>4,999,676</b>                 | <b>862,288</b>              | <b>1,423,664</b> | <b>14,477,315</b> |

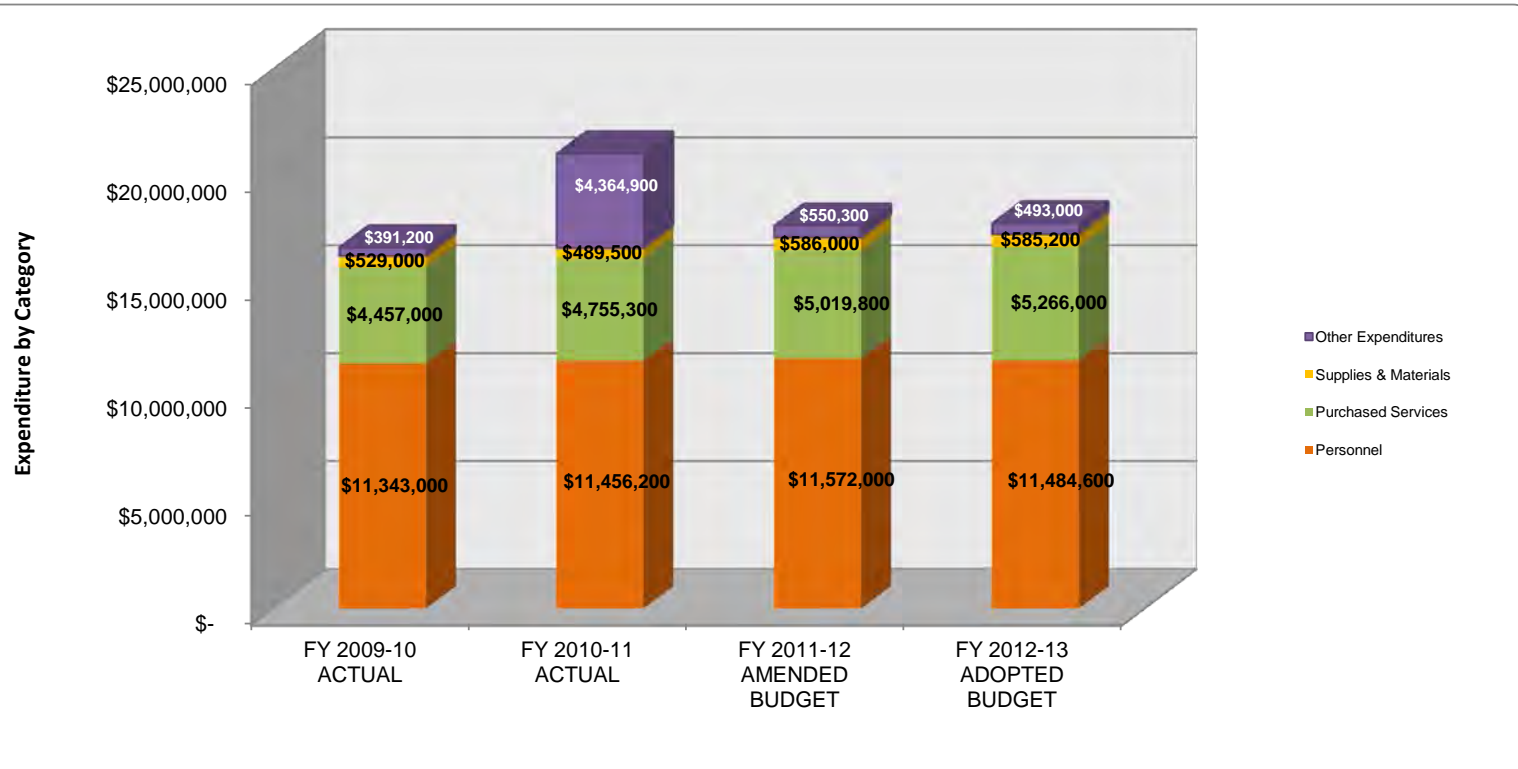
# GENERAL FUND REVENUES BY MAJOR CATEGORY

|                                      | FY 2009-10<br>ACTUAL     | FY 2010-11<br>ACTUAL     | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|--------------------------|--------------------------|---------------------------------|---------------------------------|
| Sales Tax                            | \$ 2,301,000             | \$ 2,870,800             | \$ 2,922,000                    | \$ 2,965,000                    |
| Property Tax                         | \$ 7,662,000             | \$ 7,310,900             | \$ 7,165,000                    | \$ 8,519,000                    |
| Transient Occupancy Tax              | \$ 500,000               | \$ 811,600               | \$ 1,480,000                    | \$ 1,539,200                    |
| Permit, Fees, & Charges for Services | \$ 1,609,000             | \$ 2,041,400             | \$ 2,108,100                    | \$ 2,146,100                    |
| Utility User Tax                     | \$ 1,591,000             | \$ 1,502,900             | \$ 1,489,000                    | \$ 1,489,000                    |
| Other Revenues                       | \$ 726,600               | \$ 5,096,600             | \$ 911,400                      | \$ 185,000                      |
| <b>Total General Fund Revenues</b>   | <b><u>14,389,600</u></b> | <b><u>19,634,200</u></b> | <b><u>16,075,500</u></b>        | <b><u>16,843,300</u></b>        |

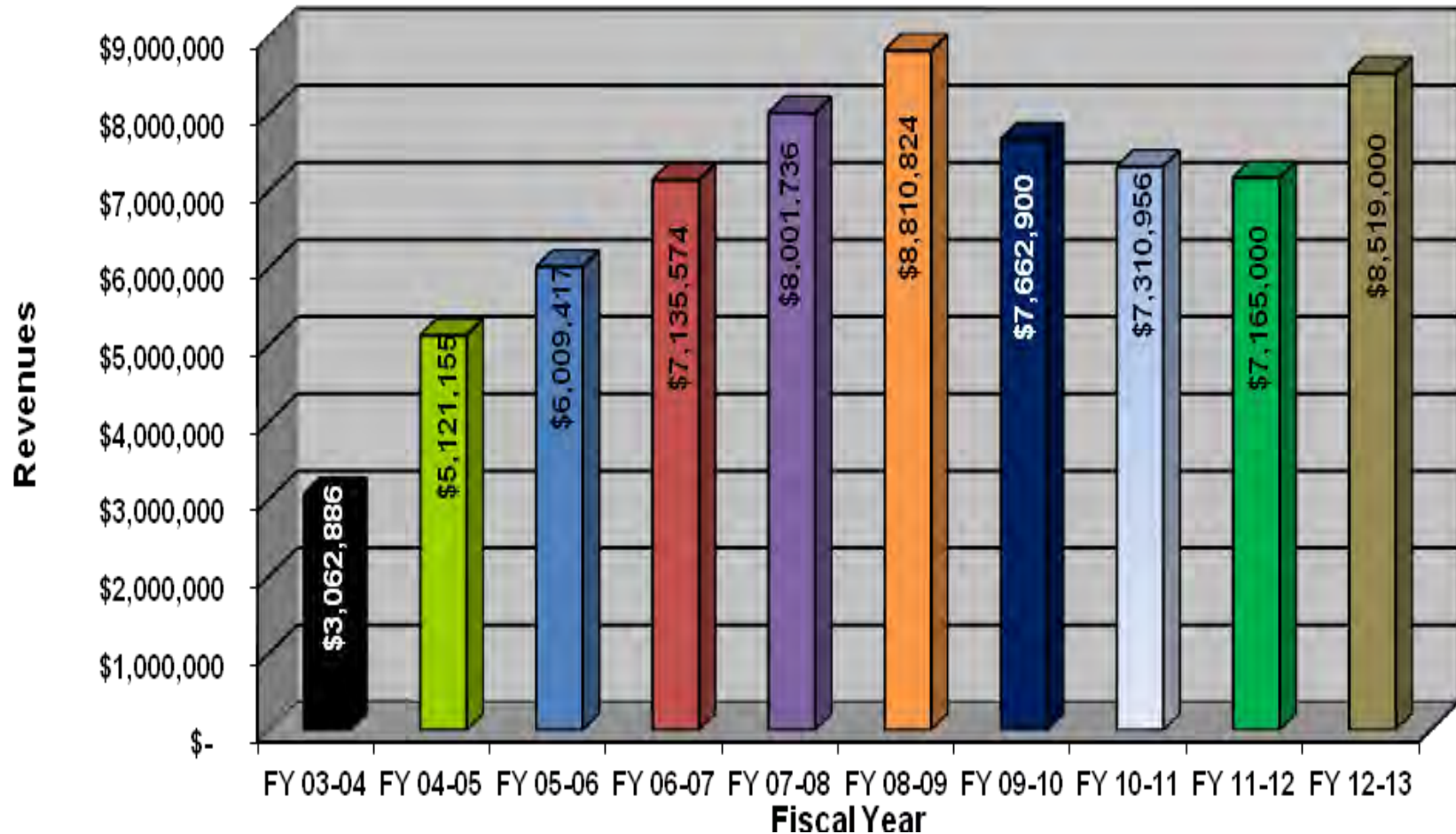


## GENERAL FUND EXPENDITURES BY MAJOR CATEGORY

|   | FY 2009-10<br>ACTUAL  | FY 2010-11<br>ACTUAL | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---|-----------------------|----------------------|---------------------------------|---------------------------------|
| Personnel   | \$ 11,343,000         | \$ 11,456,200        | \$ 11,572,000                   | \$ 11,484,600                   |
| Purchased Services  | \$ 4,457,000          | \$ 4,755,300         | \$ 5,019,800                    | \$ 5,266,000                    |
| Supplies & Materials                                      | \$ 529,000            | \$ 489,500           | \$ 586,000                      | \$ 585,200                      |
| Other Expenditures  | \$ 391,200            | \$ 4,364,900         | \$ 550,300                      | \$ 493,000                      |
| <b>Total General Fund Expenditures Before Allocations</b> | <b>\$ 16,720,200</b>  | <b>\$ 21,065,900</b> | <b>\$ 17,728,100</b>            | <b>\$ 17,828,800</b>            |
| <b>Allocations to Other Funds</b>                         | <b>\$ (1,279,000)</b> | <b>\$ (778,300)</b>  | <b>\$ (902,700)</b>             | <b>\$ (749,500)</b>             |
| <b>Total Net General Fund Expenditures</b>                | <b>\$ 15,441,200</b>  | <b>\$ 20,287,600</b> | <b>\$ 16,825,400</b>            | <b>\$ 17,079,300</b>            |



## EASTPALO ALTO PROPERTY TAX REVENUES BY FISCAL YEAR



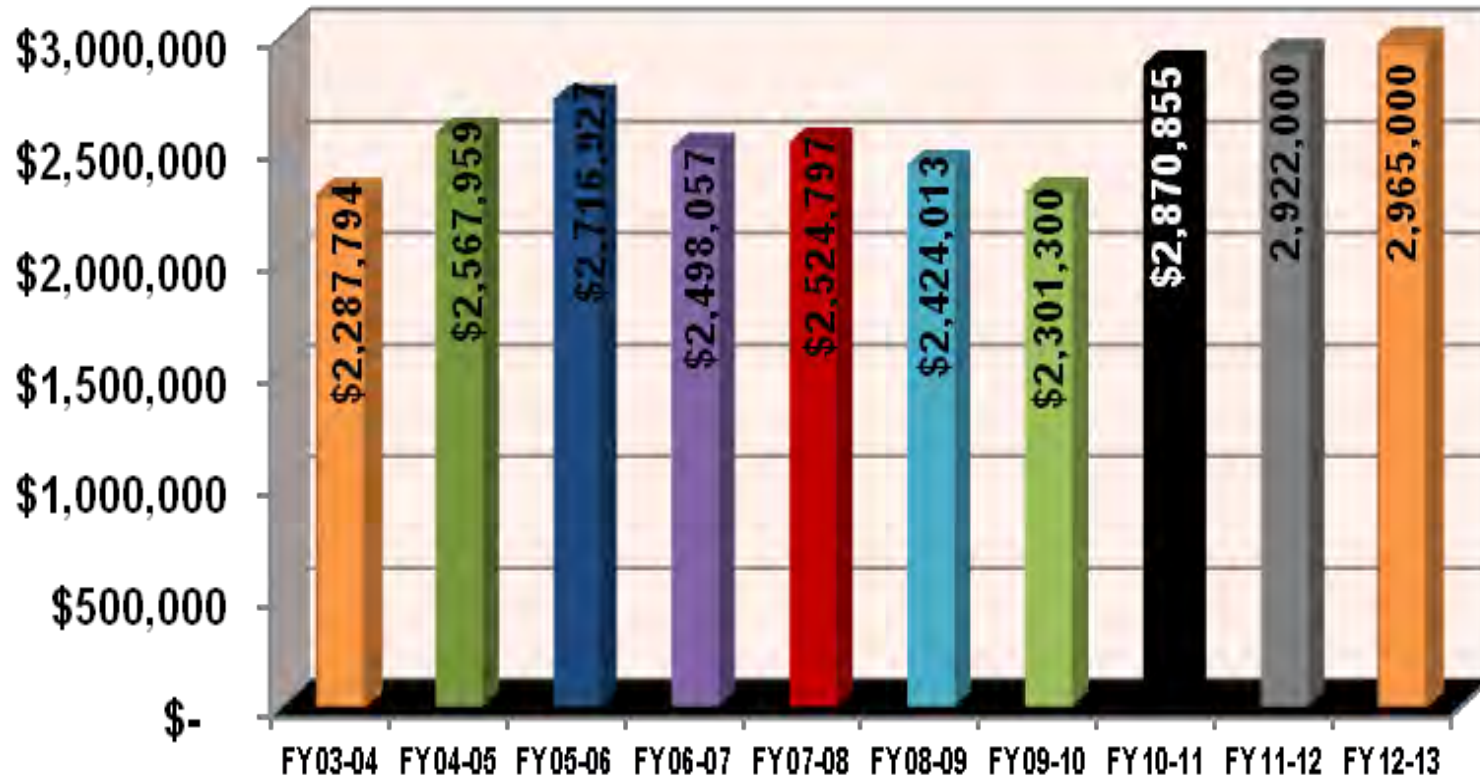
\* Significant increase in property tax revenues beginning in FY04-05 is a result of the 'triple flip' by the State of California, which takes monthly vehicle in lieu fees due to local governments and substitutes it for semi-annual payments of property tax. As a result of this change, the City's property tax revenue category increased. A second significant change will occur in FY 12-13. With the dissolution of redevelopment agencies, former tax increment are redistributed to taxing entities after payment of enforceable obligations.



# EAST PALO ALTO SALES TAX REVENUES BY FISCAL YEAR

FS-9

Revenues



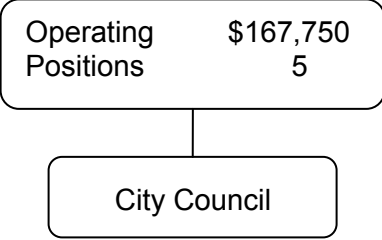
Fiscal Year

**CITY OF EAST PALO ALTO**  
**FY 2012-2013 ADOPTED BUDGET: FTE BY FUND CATEGORY**

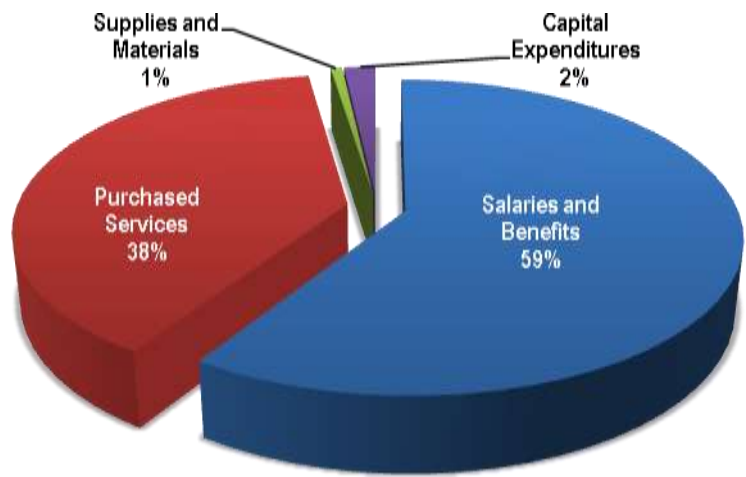
| Divisions                                | General Fund | Rent Stabilization | Measure C  | TOT Ordinance Funds | Operating Grants | Gas Tax    | Measure A | Storm Fee/ Drainage Lighting Districts | Capital Projects / In Lieu Funds | RDA Funds | Enterprise Funds | Total        |
|--|--------------|--------------------|------------|---------------------|------------------|------------|-----------|--|----------------------------------|-----------|------------------|--------------|
| <b>FULL-TIME EQUIVALENTS:</b>            |              |                    |            |                     |                  |            |           |  |                                  |           |                  |              |
| City Council                             | 5.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 5.0          |
| City Manager                             | 3.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 3.0          |
| CM - Rent Stabilization                  | -            | 2.0                | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 2.0          |
| CM- Youth & Family Services              | 2.0          |                    |            |                     |                  |            |           |  |                                  |           |                  | 2.0          |
| City Attorney                            | 3.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 3.0          |
| City Clerk                               | 1.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 1.0          |
| Finance                                  | 5.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 5.0          |
| Human Resources                          | 2.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 2.0          |
| Community Development Admin              | 5.5          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 5.5          |
| CD - Senior Services                     | 1.6          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 1.6          |
| CD-Building Services                     | 3.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 3.0          |
| CD-Economic Development                  | 5.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 5.0          |
| CD-Engineering                           | 5.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 5.0          |
| CD-Maintenance                           | 3.9          | -                  | -          | -                   | -                | 4.4        | -         | 2.4                                    | -                                | -         | 0.4              | 11.0         |
| CD-Planning                              | 3.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 3.0          |
| Police - Admin                           | 10.0         | -                  | 2.5        | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 12.5         |
| Police - Operations                      | 31.0         | -                  | 2.0        | -                   | 2.0              | -          | -         | -                                      | -                                | -         | -                | 35.0         |
| Police -Investigations                   | 5.0          | -                  | -          | -                   | -                | -          | -         | -                                      | -                                | -         | -                | 5.0          |
| <b>Total Full-time Equivalents (FTE)</b> | <b>94.0</b>  | <b>2.0</b>         | <b>4.5</b> | <b>-</b>            | <b>2.0</b>       | <b>4.4</b> | <b>-</b>  | <b>2.4</b>                             | <b>-</b>                         | <b>-</b>  | <b>0.4</b>       | <b>109.6</b> |

# CITY COUNCIL

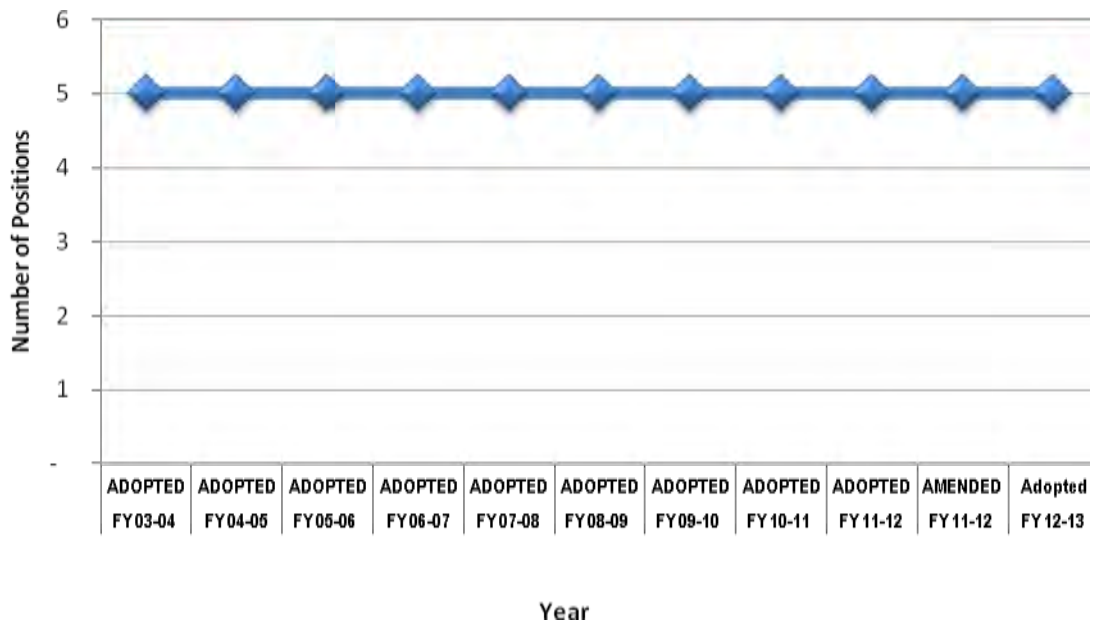
## FY 2012-2013 Adopted Budget



### CHARACTER OF EXPENDITURES



### AUTHORIZED STRENGTH



**CITY COUNCIL**  
**FY 2012-2013 Adopted Budget**

**Department Summary**

| <b>SOURCE</b>        | <b>FY 2009-10<br/>ACTUAL</b> | <b>FY 2010-11<br/>ACTUAL</b> | <b>FY 2011-12<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2011-12<br/>AMENDED<br/>BUDGET</b> | <b>FY 2012-13<br/>ADOPTED<br/>BUDGET</b> |
|----------------------|------------------------------|------------------------------|--|--|--|
| Grants               | 500                          | -                            | -  | -  | -  |
| *Overhead Allocation | 43,600                       | 20,900                       | -  | -  | -  |
| <b>TOTAL</b>         | <b>44,100</b>                | <b>20,900</b>                | <b>-</b>                                 | <b>-</b>                                 | <b>-</b>                                 |

| <b>EXPENDITURES BY DEPARTMENT</b> | <b>FY 2009-10<br/>ACTUAL</b> | <b>FY 2010-11<br/>ACTUAL</b> | <b>FY 2011-12<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2011-12<br/>AMENDED<br/>BUDGET</b> | <b>FY 2012-13<br/>ADOPTED<br/>BUDGET</b> |
|-----------------------------------|------------------------------|------------------------------|--|--|--|
| City Council                      | 106,847                      | 129,480                      | 166,700                                  | 125,400                                  | 167,750                                  |
| <b>TOTAL</b>                      | <b>106,847</b>               | <b>129,480</b>               | <b>166,700</b>                           | <b>125,400</b>                           | <b>167,750</b>                           |

| <b>CHARACTER OF EXPENDITURES</b>     | <b>FY 2009-10<br/>ACTUAL</b> | <b>FY 2010-11<br/>ACTUAL</b> | <b>FY 2011-12<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2011-12<br/>AMENDED<br/>BUDGET</b> | <b>FY 2012-13<br/>ADOPTED<br/>BUDGET</b> |
|--------------------------------------|------------------------------|------------------------------|--|--|--|
| <u>PERSONNEL</u>                     |                              |                              |  |  |  |
| Salaries and Benefits                | 44,523                       | 60,528                       | 92,200                                   | 60,000                                   | 99,250                                   |
| <b>Subtotal</b>                      | <b>44,523</b>                | <b>60,528</b>                | <b>92,200</b>                            | <b>60,000</b>                            | <b>99,250</b>                            |
| <u>SUPPLIES AND SERVICES</u>         |                              |                              |  |  |  |
| Purchased Services                   | 61,477                       | 64,139                       | 69,000                                   | 63,800                                   | 64,400                                   |
| Supplies and Materials               | -                            | 1,508                        | 2,000                                    | 1,600                                    | 1,100                                    |
| Capital Expenditures                 | 847                          | 3,305                        | 3,500                                    | -  | 3,000                                    |
| <b>Subtotal</b>                      | <b>62,324</b>                | <b>68,952</b>                | <b>74,500</b>                            | <b>65,400</b>                            | <b>68,500</b>                            |
| <b>TOTAL</b>                         | <b>106,847</b>               | <b>129,480</b>               | <b>166,700</b>                           | <b>125,400</b>                           | <b>167,750</b>                           |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>62,747</b>                | <b>108,580</b>               | <b>166,700</b>                           | <b>125,400</b>                           | <b>167,750</b>                           |

| <b>*OVERHEAD ALLOCATION</b>      | <b>FY 2009-10<br/>ACTUAL</b> | <b>FY 2010-11<br/>ACTUAL</b> | <b>FY 2011-12<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2011-12<br/>AMENDED<br/>BUDGET</b> | <b>FY 2012-13<br/>ADOPTED<br/>BUDGET</b> |
|----------------------------------|------------------------------|------------------------------|--|--|--|
| Rent Stabilization Fund          | 2,500                        | -                            | -  | -  | -  |
| Redevelopment Funds              | 41,100                       | 20,900                       | -  | -  | -  |
| <b>OVERHEAD ALLOCATION TOTAL</b> | <b>43,600</b>                | <b>20,900</b>                | <b>-</b>                                 | <b>-</b>                                 | <b>-</b>                                 |

**CITY COUNCIL**  
**FY 2012-2013 Adopted Budget**

**Department Summary cont.**

**AUTHORIZED STRENGTH**

| FY 209-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

**Position Summary**

City Council

|              |          |          |          |          |          |
|--------------|----------|----------|----------|----------|----------|
|              | 5        | 5        | 5        | 5        | 5        |
| <b>TOTAL</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> |

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

**Position Detail**

Mayor

1                      1                      1                      1                      1

Vice Mayor

1                      1                      1                      1                      1

Council Member

3                      3                      3                      3                      3

|              |          |          |          |          |          |
|--------------|----------|----------|----------|----------|----------|
| <b>TOTAL</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> | <b>5</b> |
|--------------|----------|----------|----------|----------|----------|

**CITY COUNCIL**  
**FY 2012-2013 Adopted Budget**  
**Department Summary**

**PURPOSE**

Develop and adopt policies which ensure delivery of quality public services to the people of East Palo Alto in response to their need for a healthy, safe, and prosperous environment.

**BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

A five-member Council governs City services for a population of 28,155 residents. Each Council Member is elected at large and serves a four-year term. The Mayor is appointed by the members of the City Council and serves a one-year term. The Council convenes in regular session on the 1<sup>st</sup> and 3<sup>rd</sup> Tuesdays of each month (except for a Recess during the month of August each year); and, often holds special meetings and work study sessions throughout the year. All of the meetings are held in The East Palo Alto (EPA) Government Center, located in the City Council Chambers at 2415 University Avenue, in East Palo Alto, and are open to the public except those designated as Closed Sessions.

The Council sets and adopts policies, resolutions and ordinances for City operations and ensures appropriate representation and response to citizen interests. The City Council appoints the City Manager and City Attorney, who report directly to them, and in turn, support the City Council in its policy development functions and carry out the City Council policies and programs.

On January 5, 2012, the City Council held their annual retreat to develop their goals aligned with the Six Strategic Priorities established by the Council in 2009. The 2012 retreat was facilitated by Ms. Mary Rauner and recorded by Ms. Jessica Buendia. The first part of the retreat to review and celebrate the City's 2011 achievements and the second part was to develop the 2012 strategic goals. At the end of the retreat the Council identified 31 goals. On January 24, 2012, the City Manager and the management team held a retreat that was facilitated by Dr. Frank Benest to develop "Man on the Moon" Objectives for each of the 31 goals. On February 21, 2012, Dr. Benest provided an overview of the process used in developing the "Man on the Moon Objectives" and milestones. Staff identified and recommended that 27 of the 31 goals were achievable in 24 months given the human and financial resources of the City. On March 29, 2012, the Council adopted the 27 goals and objectives outlined in the Strategic Plan Section of the budget document.

With the assistance of Dr. Benest a scorecard was developed to track staff's efforts towards achieving these goals by the timelines identified for each milestone and goal. The Council will receive a progress report by July 24, 2012.

**SIGNIFICANT CHANGES**

**FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$125,400 is a decrease of \$41,300 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$166,700. This 24.8% decrease of the Net General Fund contribution is due mainly to savings from employees' selected health plan coverages that are below the budgeted maximum employer contribution.

**FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$167,750 is an increase of \$42,350 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$125,400. The 33.8% increase is based on the maximum employer contribution to the City's health plan.

**CITY COUNCIL**  
**FY 2012-2013 Adopted Budget**

**FY 2011-2012 ACCOMPLISHMENTS**

| <b>OBJECTIVE</b>   | <b>RESULT</b>   |
|--|---|
| 1. To hold discussion with the Ravenswood School District about a facilities use agreement to share services and/or resources to provide services with mutual benefits for July 2011-June 2012.                  | 1. Accomplished and on-going  |
| 2. To determine a process for developing a comprehensive approach to Measure C by June 30, 2011.   | 2. In-progress; consultant was retained to make recommendations on the use of Measure C. The City Council is in the process of vetting those recommendations. |
| 3. To provide direction and policy on managing the City budget; and continue to establish sound fiscal policies including strategies to achieve and maintain cash reserve of 15%of the General Operating Budget. | 3. In progress; 15% cash reserve may not be achievable at this time.  |
| 4. To review and update, as needed, the City Council's Strategic Plan.   | 4. Accomplished and on-going  |

**CITY COUNCIL**  
**FY 2012-2013 Adopted Budget**

**FY 2012-2013 OBJECTIVES**

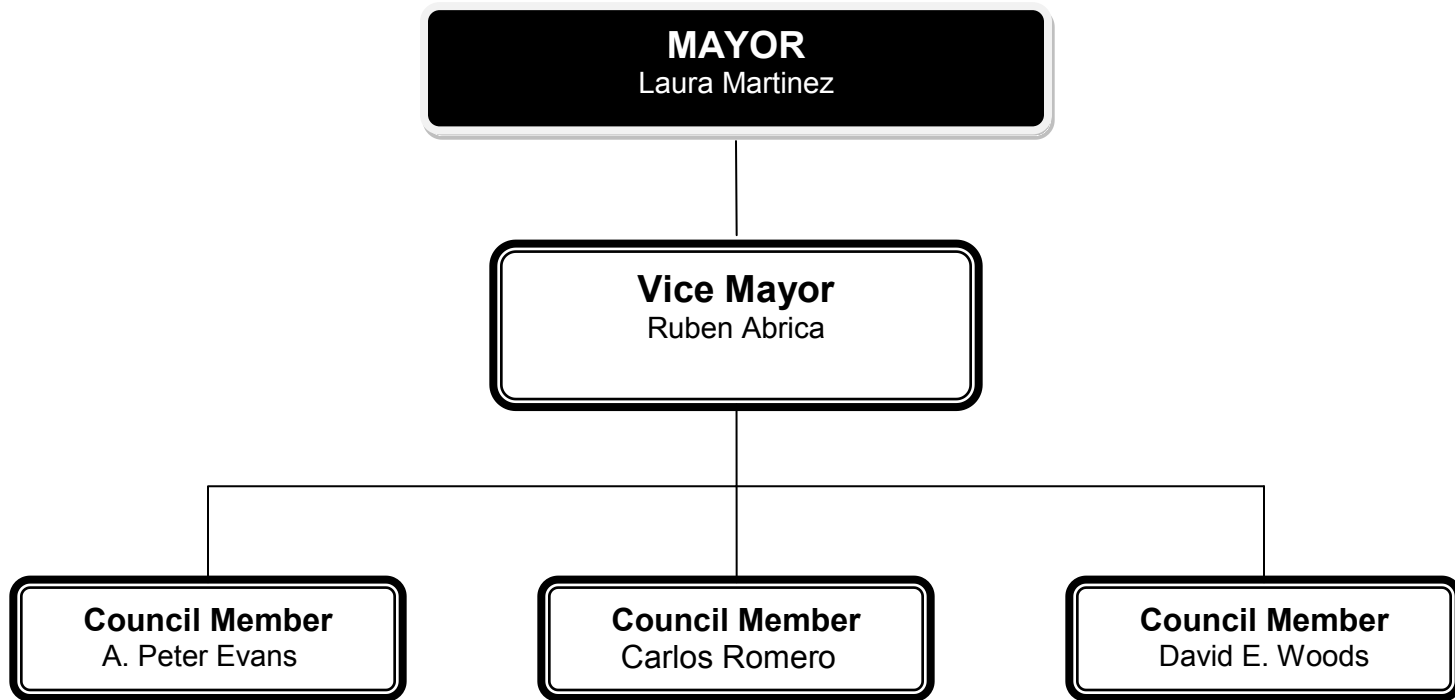
- 1. To adopt an objective and fair evaluation process for the City Manager and City Attorney that incorporates best practices by third quarter of 2012.**
2. To provide direction on how to proceed with recommendations for Measure C provided by the Measure C consultant and Oversight Committee by July 2012.
3. To provide direction and policy on managing the City budget; and continue to establish sound fiscal policies including strategies to achieve and maintain cash reserve of 15% of the General Operating Budget.
4. To review and update, as needed, the Strategic Plan.
5. To interview and select a new City Manager by September 2012.

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*



**CITY COUNCIL**  
**FY 2012-2013 Adopted Budget**

(Existing Organization)

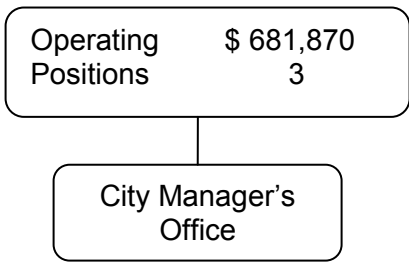


DB- 7

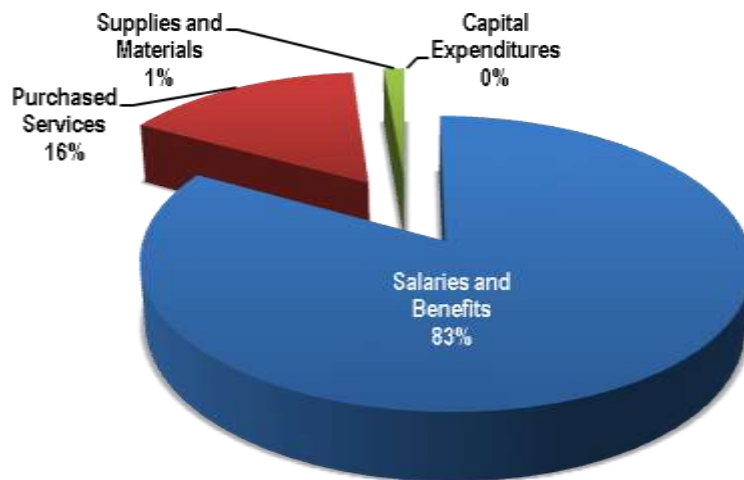
Total Positions: 5

# CITY MANAGER'S OFFICE

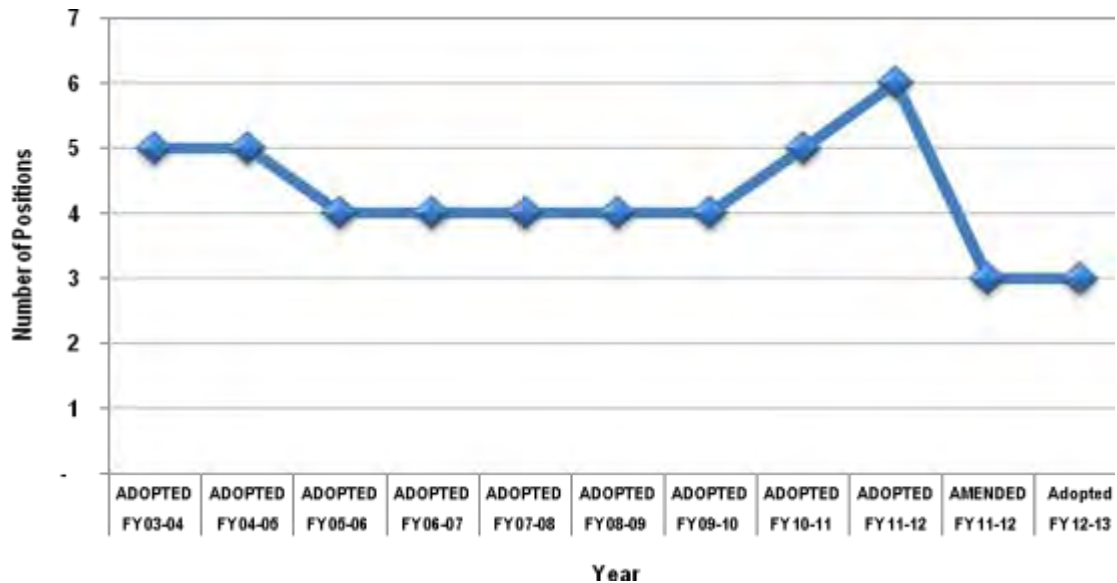
FY 2012-2013 Adopted Budget



## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH



# CITY MANAGER'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary

#### SOURCES

|                                 | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Measure C Crime Prevention Fund | -                    | -                    | -                               | -                               | -                               |
| Redevelopment Funds             | 28,666               | 35,296               | -                               | -                               | -                               |
| Enterprise Funds                | -                    | -                    | -                               | -                               | -                               |
| Grants                          | 193,721              | 96,856               | -                               | -                               | -                               |
| *Overhead Allocation            | 259,461              | 91,100               | -                               | -                               | -                               |
| <b>TOTAL</b>                    | <b>481,848</b>       | <b>223,252</b>       | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

#### EXPENDITURES BY DEPARTMENT

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| City Manager's Office | 876,890              | 842,556              | 1,032,100                       | 970,980                         | 681,870                         |
| <b>TOTAL</b>          | <b>876,890</b>       | <b>842,556</b>       | <b>1,032,100</b>                | <b>970,980</b>                  | <b>681,870</b>                  |

#### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 423,795              | 620,219              | 946,400                         | 806,355                         | 561,900                         |
| <b>Subtotal</b>                      | <b>423,795</b>       | <b>620,219</b>       | <b>946,400</b>                  | <b>806,355</b>                  | <b>561,900</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 442,246              | 201,667              | 72,200                          | 156,125                         | 110,470                         |
| Supplies and Materials               | 4,093                | 10,542               | 8,500                           | 8,500                           | 9,500                           |
| Capital Expenditures                 | 6,756                | 10,128               | 5,000                           | -                               | -                               |
| <b>Subtotal</b>                      | <b>453,095</b>       | <b>222,337</b>       | <b>85,700</b>                   | <b>164,625</b>                  | <b>119,970</b>                  |
| <b>TOTAL</b>                         | <b>876,890</b>       | <b>842,556</b>       | <b>1,032,100</b>                | <b>970,980</b>                  | <b>681,870</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>395,042</b>       | <b>619,304</b>       | <b>1,032,100</b>                | <b>970,980</b>                  | <b>681,870</b>                  |

#### \*OVERHEAD ALLOCATION

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Redevelopment Funds              | 256,961              | 88,600               | -                               | -                               | -                               |
| Rent Stabilization Fund          | 2,500                | 2,500                | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>259,461</b>       | <b>91,100</b>        | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

# CITY MANAGER'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary cont.

#### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| City Manager's Office   | 4                               | 4.5                             | 6                               | 3                               | 3                               |
| <b>TOTAL</b>            | <b>4</b>                        | <b>4.5</b>                      | <b>6</b>                        | <b>3</b>                        | <b>3</b>                        |

#### Position Detail

|  | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| * Administrative Analyst               | -                               | -                               | 1                               | -                               | -                               |
| Assistant City Manager                 | 1                               | 1                               | 1                               | 1                               | 1                               |
| ** Budget Analyst                      | -                               | 0.5                             | -                               | -                               | -                               |
| City Manager                           | 1                               | 1                               | 1                               | 1                               | 1                               |
| * Executive Assistant to City Manager  | 1                               | 1                               | 1                               | -                               | -                               |
| *** Office Assistant                   | -                               | -                               | 1                               | 1                               | 1                               |
| * Public Information/Relations Manager | -                               | -                               | 1                               | -                               | -                               |
| **** Secretary II                      | 1                               | 1                               | -                               | -                               | -                               |
| <b>TOTAL</b>                           | <b>4</b>                        | <b>4.5</b>                      | <b>6</b>                        | <b>3</b>                        | <b>3</b>                        |

\* These positions were eliminated as a part of the 2012 Restructure Plan.

\*\* This position was replaced by the establishment of the Administrative Analyst position.

\*\*\* This position was eliminated as a part of the 2011 restructure plan.

\*\*\*\* This position was established due to the 2011 restructuring plan.

# **CITY MANAGER'S OFFICE**

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

To manage the overall operations of the city government and implement the policies and priority programs of the elected City Council through a professional management system with an emphasis on quality and efficient customer service and delivery.

The City Manager's Office is organized into the following programmatic functions: Overall Administration and Policy Oversight, Budget Development and Management, Human Resources, City Clerk support, Legislative Analysis, Special Projects, Organizational Effectiveness, and executive oversight of Successor Agency (formerly the Redevelopment Agency) and Economic Development initiatives. The Office currently has an authorized direct staffing level of 3 positions.

The emphasis of Fiscal Year 2012-2013 is to set priorities driven by the goals and objectives adopted by the City Council including those indicated in the City Council newly created Strategic Priorities Initiative, which include:

1. Enhance public safety and emergency preparedness
2. Enhance economic vitality
3. Increase organizational effectiveness and efficiency
4. Improve public facilities and infrastructure
5. Improve communication and enhance community engagement
6. Create a healthy and safe community

The City Manager's Office will continue oversight of the organization to provide a professional delivery of quality public services, efficient government, community health and safety, fiscal stability, organizational effectiveness and development, economic vitality, quality of life, and citizen involvement. Within this policy framework, the City Manager Office's priorities are as follows:

- To ensure that the City's infrastructure is maintained, including streets, sidewalks, parks, street lights, storm drains, including continued development for the Bay Road II, Cooley Landing and Runnymede Storm Drain Improvements;
- To develop strategies for the creation and retention of small businesses throughout the City, develop guidelines and monitoring techniques for service agencies receiving City funds, and facilitate the development of private development sponsored community benefiting initiatives;
- To exercise overall management responsibility for a sound, efficient, and effective City government, including strengthening the communication between the City and the Community; conducting organizational audits; strengthening the management of community development services, updating the Capital Improvement Plan; developing a plan to address projected ongoing budget challenges; and, collaborate with the school district and other agencies on optimizing equipment usage;
- To propose and recommend an annual budget and related fiscal policies to the City Council to ensure and improve the ongoing efficiency and effectiveness of the City's service delivery;
- To assure items prepared for placement on the City Council's agenda are complete and sufficient for Council decision-making, and make appropriate recommendations regarding each item;

# CITY MANAGER'S OFFICE

## FY 2012-2013 Adopted Budget

### **Department Summary cont.**

- To exercise administrative control of all offices and departments under the City Manager's responsibility including personnel administration, procurement and contract administration;
- To assure that the City is prepared for potential natural, civil and other emergencies and disasters by coordinating emergency response functions and activities;
- To optimize service delivery through collaboration with other governmental agencies, including the Ravenswood School District, Sanitary District, and Menlo Park Fire District;
- To conduct quarterly Operations Review meetings with departments to ensure that operating budgets, objectives and key projects are proceeding per Council authorization throughout the fiscal year;
- To inform the City Council about the financial status of the City by ensuring timely submissions of periodic written reports, including semi annual and annual required audits or status reports;
- To maintain an ongoing awareness and response to state legislative proposals which impact the community and provide recommendations in support and/or opposition as appropriate.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$970,980 is a decrease of \$61,120 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$1,032,100. This 5.9% decrease is a net result of reduction of \$140,045 in personnel cost due to restructuring of positions and an increase of purchased services by \$136,200, including costs for resident survey, homeless study and City newsletter.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$681,870 is a decrease of \$289,110 (29.8%) from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$970,980. Among the decrease, \$244,455 is due to the reduction of personnel cost as a result of the 2011-2012 restructuring. In addition, there is a net reduction of \$44,650 for one time purchased services for a residential survey and a homeless study that was budgeted in the prior year.

# CITY MANAGER'S OFFICE

FY 2012-2013 Adopted Budget

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE  | RESULT  |
|--|---|
| 1. In coordination with Department Heads, develop a format and process for Department Heads to provide City Council with a presentation of departmental services, programs, activities and objectives at least twice per year. | 1. In Progress. Several Departments made presentations to the Council in 2011   |
| 2. To provide 48 Executive Memorandums to the City Council.  | 2. Accomplished.  |
| 3. To initiate and distribute a quarterly newsletter to the Council and the Community by December 2011.  | 3. Accomplished. The City first quarterly newsletter was distributed in February 2012.  |
| 4. To report results of the (Request for Proposal) RFP for a website consultant to the City Council for consideration by September 2011.   | 4. In Progress. Staff's recommendation to Council is expected in May 2012.  |
| 5. To implement an interactive website with bilingual interpretation capability by December 1, 2011.   | 5. In Progress. Staff recommendation for the website consultant is expected in June 2012.   |
| 6. To address and implement all of the impacts due to the organizational restructure by October 2011.  | 6. Ongoing  |
| 7. To develop an intranet system for city forms, materials and information by December 2011.   | 7. In Progress.   |
| 8. In coordination with the Community Development Director, identify and present to the City Council alternatives and recommendations for consolidating and/or obtaining new office space by June 2012.                        | 8. In Progress.   |
| 9. To attend public and private sector community open meetings to represent the City and ensure the City's interest is being met from July 2011 – June 2012.   | 9. Accomplished and on-going.   |
| 10. To seek City Council approval to find alternative service delivery systems for recreational programs for youth in City Parks by May 30, 2011.  | 10. In Progress. The City Manager hired a Youth and Family Services Manager in February 2012 who will assist in developing recreational programs. |

# CITY MANAGER'S OFFICE

## FY 2012-2013 Adopted Budget

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT   |
|---|--|
| 11. To appoint a Community Development Director by September 2011.  | 11. Accomplished.  |
| 12. To ensure all (129 objectives) of the City Council Strategic Objectives for Fiscal Year 2011-2012 are implemented by June 30, 2012.   | 12. In Progress and ongoing  |
| 13. In coordination with the Finance Department and consultants, present a proposed Master Fees schedule for Council's consideration by September 2011.   | 13. In Progress. Staff Presentation of the Master Fee Schedule is expected to occur in May 2012. |
| 14. To continue the quarterly departmental operations review meeting to ensure effective fiscal and organization oversight and timely intervention required to address budget and programmatic issues before they arise to a level of significance. | 14. Accomplished.  |



# CITY MANAGER'S OFFICE

## FY 2012-2013 Adopted Budget

### FY 2012-2013 OBJECTIVES

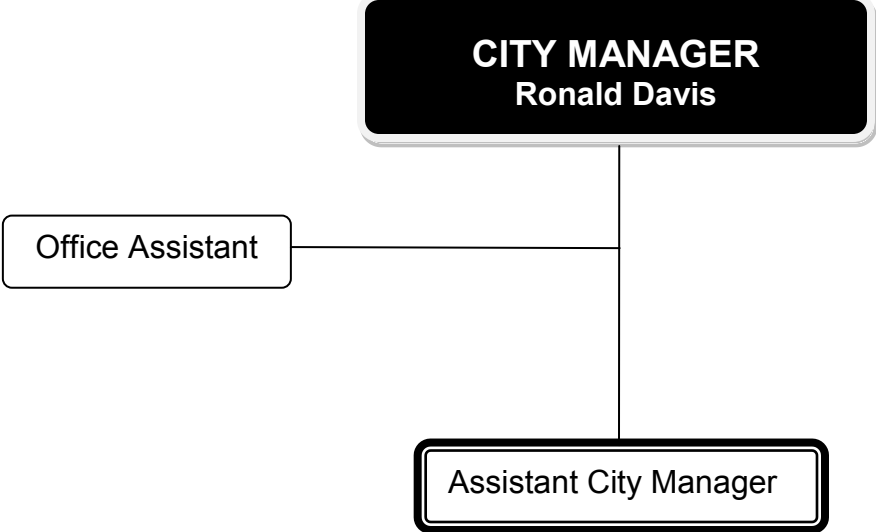
1. In coordination with the Community Development Department Director provide Economic Development Strategic options for Council consideration by July 2012.
2. To provide 48 Executive Memorandums to the City Council.
3. **Coordinate and conduct a multi-event 30 year anniversary celebration to further engage the community in public spaces.**
4. **To continue distribution of a quarterly newsletter to the Council and the Community 4 times per year.**
5. **In coordination with City Attorney's Office and Community Development, negotiate acquisition of park land on Beech Street from the County by fourth quarter of 2012.**
6. To provide options for a Records Management System to the Council by September 2012.
7. **To launch of the City's new website by third quarter of 2012.**
8. To develop an intranet system for city forms, materials and information by December 2012.
9. To attend public and private sector community open meetings during the fiscal year to represent the City and ensure the City's interest is being met.
10. To implement summer recreational programs for youths in City Parks during the summer months (June 2012 – August 2012) upon approval by the City Council.
11. To present a progress report of the City Council's 2012 Strategic Priority Goals and Objectives in July 2012 and January 2013.
12. In coordination with the Finance Department and consultants, implement the approved Master Fees schedule by September 2012.
13. To continue the Quarterly Departmental Operations Review Meeting (ORM) to ensure effective fiscal and organization oversight and timely intervention required to address budget and programmatic issues before they arise to a level of significance.
14. To conduct a residents need survey to solicit input from residents regarding service needs.

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# CITY MANAGER'S OFFICE

FY 2012-2013 Adopted Budget

(Existing Organization)

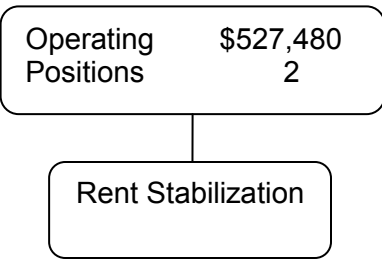


DB-16

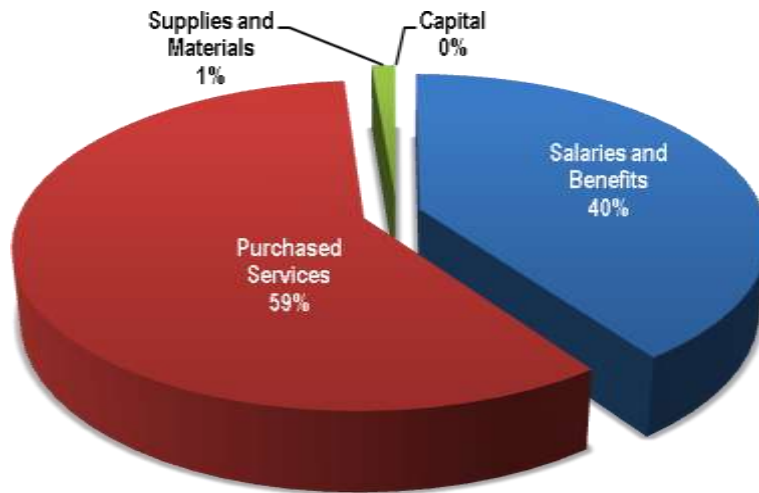
Total Positions: 3

# RENT STABILIZATION

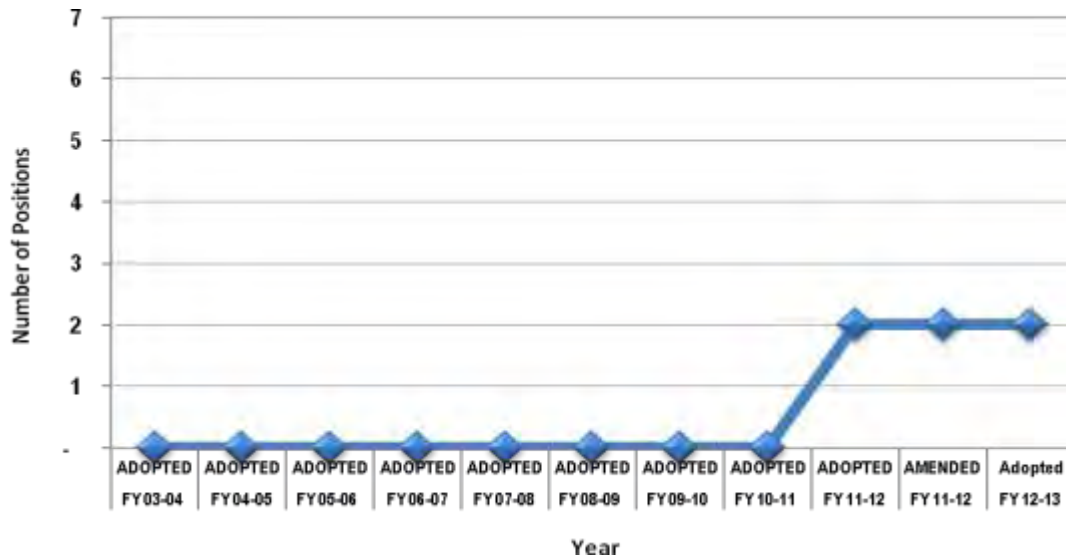
FY 2012-2013 Adopted Budget



## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH



# RENT STABILIZATION

## FY 2012-2013 Adopted Budget

### Division Summary

#### SOURCES

|                         | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Rent Stabilization Fund | 119,031              | 332,494              | 455,300                         | 535,512                         | 527,480                         |
| General Fund            | 160,857              | -                    | -                               | -                               | -                               |
| <b>TOTAL</b>            | <b>279,888</b>       | <b>332,494</b>       | <b>455,300</b>                  | <b>535,512</b>                  | <b>527,480</b>                  |

#### EXPENDITURE BY DIVISION

|                             | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Rent Stabilization Division | 279,888              | 332,494              | 455,300                         | 535,512                         | 527,480                         |
| <b>TOTAL</b>                | <b>279,888</b>       | <b>332,494</b>       | <b>455,300</b>                  | <b>535,512</b>                  | <b>527,480</b>                  |

#### CHARACTER OF EXPENDITURES

|                              | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>             |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits        | 85,702               | 131,341              | 256,400                         | 247,100                         | 260,300                         |
| <b>Subtotal</b>              | <b>85,702</b>        | <b>131,341</b>       | <b>256,400</b>                  | <b>247,100</b>                  | <b>260,300</b>                  |
| <u>SUPPLIES AND SERVICES</u> |                      |                      |                                 |                                 |                                 |
| Purchased Services           | 190,858              | 196,194              | 160,400                         | 278,912                         | 258,680                         |
| Supplies and Materials       | 3,328                | 4,351                | 8,500                           | 8,500                           | 8,500                           |
| Capital                      | -                    | 608                  | 30,000                          | 1,000                           | -                               |
| <b>Subtotal</b>              | <b>194,186</b>       | <b>201,153</b>       | <b>198,900</b>                  | <b>288,412</b>                  | <b>267,180</b>                  |
| <b>TOTAL</b>                 | <b>279,888</b>       | <b>332,494</b>       | <b>455,300</b>                  | <b>535,512</b>                  | <b>527,480</b>                  |

#### NET GENERAL FUND CONTRIBUTION

- - - - -

#### \*OVERHEAD ALLOCATIONS

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| City Council                     | 2,500                | -                    | -                               | -                               | -                               |
| City Attorney                    | 17,717               | -                    | -                               | -                               | -                               |
| City Manager                     | 2,500                | -                    | -                               | -                               | -                               |
| Finance                          | 10,000               | -                    | -                               | -                               | -                               |
| Housing Administration Services  | 44,597               | -                    | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>77,314</b>        | <b>-</b>             | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

# RENT STABILIZATION

## FY 2012-2013 Adopted Budget

### Division Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

Rent Stabilization

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| -                               | 2                               | 2                               | 2                               | 2                               |
| -                               | <b>2</b>                        | <b>2</b>                        | <b>2</b>                        | <b>2</b>                        |

#### Position Detail

Housing Specialist I/II

RSP Administrator

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| -                               | 1                               | 1                               | 1                               | 1                               |
| -                               | 1                               | 1                               | 1                               | 1                               |
| -                               | <b>2</b>                        | <b>2</b>                        | <b>2</b>                        | <b>2</b>                        |

# RENT STABILIZATION

**FY 2012-2013 Adopted Budget**

## **Division Summary**

### **SERVICE DESCRIPTION**

Administer and implement the voter approved Rent Stabilization and Eviction for Just Cause Ordinances. The primary purpose of these Ordinances is to 1) stabilize rents, 2) protect residential tenants from unreasonable rent increases and unjust or retaliatory evictions, and 3) facilitate improvements in maintenance and service levels of rental units in an economically viable rental housing market, and provide a forum for both tenants and landlords to address their grievances.

The Rent Stabilization Program is a division of the City Manager's Office charged with implementing the Rent Stabilization and Just Cause for Eviction Ordinances approved by voters in 2010 and 1988. This division is fully funded through revenues generated by annual registration fees paid by landlords of regulated rental units, including rented mobile home spaces. In addition to supporting the Rent Board in adopting and implementing regulations for the Ordinances, the staff works directly with residents and landlords to gain compliance with the Ordinance and to improve living conditions for rental residents.

The division has a staffing level of 2 positions for these services, and is supported by staff from the City Attorney's Office, contract IT providers, and temporary staff as needed.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget of \$535,512 is an increase of \$80,212 from the Fiscal Year 2011-2012 Adopted Budget of \$455,300. This 17.6% increase is related primarily to information technology services needed to develop a database to support the administrative aspects of the Rent Stabilization program.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget of \$527,480 reflects a minor decrease of \$8,032 from the Fiscal Year 2011-2012 Projected Budget of \$535,512.

# RENT STABILIZATION

FY 2012-2013 Adopted Budget

## FY 2011-2012 ACCOMPLISHMENTS

### OBJECTIVE

### RESULT

1. To advance the Rent Stabilization System database interface system by:
    - a. Continuing to work the “bugs” in the registration data entry program by June 30, 2011
    - b. To provide the Rent Stabilization Board with an online demonstration of the automated system by November 30, 2011.
    - c. To ensure that the online system is available for the December 2011 Registration Period.
  2. To enforce the guidelines and requirements for evictions as set forth in Section 16 of the Rent Stabilization Ordinance to protect residential tenants from unlawful evictions. To protect tenants from unreasonable rent increases by processing tenant petitions relating to proposed rent increases and to assign Hearing Examiners to conduct hearings for resolving such complaints.
  3. To respond to tenant complaints as they relate to violations of the warranty of habitability and decreases in services or space within three days of complaint being reported. To inform tenants of their rights under the Rent Stabilization Ordinance where warranty of habitability has been breached or where services have been reduced.
  4. To facilitate landlord and tenant outreach education and training workshops based on the 2010 Rent Stabilization Ordinance by June 2011.
  5. To enforce the warranty of habitability for residential rental units covered under the Rent Stabilization Ordinance by:
    - a. Informing landlords of habitability requirements and
    - b. Informing building and zoning code enforcement staff of tenant code compliance complaints.
- a. **In Progress:** The database as initially designed was insufficient to implement the program. Efforts are underway to assess the functionality needed and develop a technical scope of work to either upgrade or replace the current unfinished database.
  - b. **Not Accomplished:** There was no demonstration of the database because of its incomplete status.
  - c. **Not Accomplished:** Because of the need to upgrade the poorly designed database, it was deemed to not be cost effective at this time to invest in a portal for online reporting.
2. **In Progress:** Actions are being taken to protect tenants from evictions. Landlords have been informed of the requirements of the Ordinance and tenants are referred to legal services for assistance.
  3. **In Progress:** Regulations have been adopted to permit tenants to petition for Individual Rent Adjustments when the landlord fails to correct maintenance, health and safety and habitability problems.
  4. **In Progress:** Informational workshops have been held to inform tenants how to petition to challenge the information reported by their landlord for the calculation of Maximum Allowable Rents.
  5. **In Progress:** The Rent Program coordinates with the City Building Inspection and Code Enforcement, and with County Environmental Health, to have reported problems inspected and to secure compliance in a timely manner.

# RENT STABILIZATION

FY 2012-2013 Adopted Budget

## FY 2011-2012 ACCOMPLISHMENTS

### OBJECTIVE

6. To continue efforts to coordinate Rent Stabilization program functions with the City building and code enforcement officials and with County Health Department officials from July 1, 2011 – June 30, 2012.

### RESULT

6. See results reported for #5 above.

### ***Additional Accomplishments:***

With the assistance of the City Attorney's Office and Ken Baar, the legal consultant for the Rent Stabilization Program, and the Rent Board's Rules and Regulations Committee, new regulations have been developed and adopted by the Rent Board to determine what regulated fees are to be included in the rent; to provide a process for owners to petition for a fair return; to provide a process for tenants and landlords to petition to challenge the calculation of Maximum Allowable Rent; and for tenants to petition for Individual Rent Adjustments, including rent reductions and rebates, in response to excessive rent charges, decreases in service and maintenance, and habitability problems; and for tenants to petition to withhold rent when their landlord fails to properly register the rental property with the Rent Board. Regulations for the procedures for hearings and appeals in these matters have also been adopted. Additional amendments to the regulations have been made to clarify the rules and procedures required for compliance with the Ordinance.

In addition, the Administrative Formulas Used for Calculation of Maximum Allowable Rents has been used to electronically populate certificates issued to tenants and landlords.



# RENT STABILIZATION

FY 2012-2013 Adopted Budget

## FY 2012-2013 OBJECTIVES

1. To efficiently implement the Rent Stabilization Ordinance and comply with deadlines for notices and issuance of certificates by:
  - a. Upgrading or replacing the program's database to improve the functionality needed for the efficient preservation and access of registration and exemption claim records; collection of registration fees and penalties; calculation and issuance of Certificates of Maximum Allowable Rent and Annual General Adjustments approved by the Rent Board; analysis to track compliance with program requirements; and preparation of notices to landlords and tenants, progress reports on the program status by November 30, 2012
  - b. Making available a process for the electronic submittal of statements and forms to be entered into the database for Initial, Annual, and New Tenancy / Vacancy registration of regulated rental units by November 30, 2012.
  - c. Redesign the Rent Stabilization Program website to make it more user friendly, to better engage and inform landlords and tenants of rights and responsibilities, and to improve access to the various forms and notices for compliance with the program requirements by June 30, 2013.
2. To protect tenants from unreasonable rent increases and reductions in maintenance and housing services by processing tenant petitions for Individual Rent Adjustments filed to challenge excessive rent charges – including increases in regulated fees, repair and habitability problems, service reductions, other issues; and issuing Administrative Determinations, making referrals to mediation if desired by both parties, or engaging Hearing Examiners to conduct hearings to resolve these petitions from July 1, 2012 – June 30, 2013.
3. To respond to tenant complaints relating to violations of the warranty of habitability and health and safety issues within three days of a complaint from July 1, 2012 – June 30, 2013.
4. To conduct informational workshops for landlords and tenants on the requirements/protections of the Rent Stabilization Ordinance; and conducting outreach to tenants, property owners, service providers, and concerned citizen with brochures, news articles and presentations at community meetings and events from July 1, 2012 – June 30, 2013.
5. To facilitate and improve enforcement of the requirements pertaining to unjust evictions as set forth in Section 16 of the Rent Stabilization Ordinance to protect residential tenants from unlawful evictions from July 1, 2012 – June 30, 2013.
6. **To issue certificate of maximum allowable rent for 90% of regulated rental units by first quarter of 2013.**

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# RENT STABILIZATION

FY 2012-2013 Adopted Budget

(Existing Organization)

**RSP ADMINISTRATOR**  
Carol Lamont

Housing Specialist I/II

DB-24

Total Positions: 2

# YOUTH AND FAMILY SERVICES

## FY 2012-2013 Adopted Budget

### Division Summary

#### SOURCE

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services  | -                    | -                    | -                               | -                               | -                               |
| 10% TOT Fund          | -                    | -                    | -                               | 100,000                         | 100,000                         |
| Grants                | -                    | -                    | -                               | -                               | -                               |
| Special Revenue Funds | -                    | -                    | -                               | 100,000                         | 100,000                         |
| <b>TOTAL</b>          | -                    | -                    | -                               | <b>200,000</b>                  | <b>200,000</b>                  |

#### EXPENDITURES BY DIVISION

|                     | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Recreation Services | 0                    | 0                    | 0                               | 257,300                         | 435,300                         |
| <b>TOTAL</b>        | <b>0</b>             | <b>0</b>             | <b>0</b>                        | <b>257,300</b>                  | <b>435,300</b>                  |

#### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 0                    | 0                    | 0                               | 43,000                          | 184,000                         |
| <b>Subtotal</b>                      | <b>0</b>             | <b>0</b>             | <b>0</b>                        | <b>43,000</b>                   | <b>184,000</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | -                    | -                    | -                               | 10,300                          | 42,300                          |
| Supplies and Materials               | -                    | -                    | -                               | 4,000                           | 9,000                           |
| Capital Expenditures                 | -                    | -                    | -                               | -                               | -                               |
| Other Expenditures                   | -                    | -                    | -                               | 200,000                         | 200,000                         |
| <b>Subtotal</b>                      | -                    | -                    | -                               | <b>214,300</b>                  | <b>251,300</b>                  |
| <b>TOTAL</b>                         | -                    | -                    | -                               | <b>257,300</b>                  | <b>435,300</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | -                    | -                    | -                               | <b>57,300</b>                   | <b>235,300</b>                  |

#### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Youth & Family Services | 0                               | 0                               | 0                               | 2                               | 2                               |
| <b>TOTAL</b>            | <b>0</b>                        | <b>0</b>                        | <b>0</b>                        | <b>2</b>                        | <b>2</b>                        |

#### Position Detail

|                                     | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Youth Family Service Manager        | 0                               | 0                               | 0                               | 1                               | 1                               |
| Recreation Leader I/II (2 - 0.5FTE) | 0                               | 0                               | 0                               | 1                               | 1                               |
| <b>TOTAL</b>                        | <b>0</b>                        | <b>0</b>                        | <b>0</b>                        | <b>2</b>                        | <b>2</b>                        |

# **YOUTH AND FAMILY SERVICES**

**FY 2012-2013 Adopted Budget**

## **Division Summary**

### **SERVICE DESCRIPTION**

To provide and promote broad-based recreation opportunities through people, parks & programs. This is done through facility development and enhancement, promotion of lifelong learning, facilitation of community-wide information dissemination, promotion of creative artistic expression, physical activity and healthy habits, facilitation of socio-cultural expression, and the encouragement of the preservation and enjoyment of the outdoors.

Under the direction of the City Manager, the division is comprised of 2 FTE positions, which represents 1 full-time Youth and Family Services Manager and 2 part-time (0.5 FTEs) Recreation Leader I/II positions.

During Fiscal Year 2012-2013, the division will:

- Conduct more recreation programs designed to enhance public safety.
- Promote healthy youth development
- Combat obesity.
- Encourage lifelong learning.
- Promote high school and college graduation.
- Promote civic youth engagement.
- Enhance cultural and artistic expression.

The division will also provide support to the Youth Advisory Committee and other relevant council-appointed committees. Through involvement in local collaborative including the East Palo Alto Youth and Young Adult Consortium (EPAYYAC), the division will work to improve the services to youths, youth adults, families and seniors.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Youth & Family Services Program was created after the FY 2011-2012 budget was adopted.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$235,300 is an increase of \$178,000 from the Fiscal Year 2011-2012 Amended Net General Fund Contribution of \$57,300. The total expenditures reflect the first full fiscal year budget for the Youth & Family Services Program.

# **YOUTH AND FAMILY SERVICES**

**FY 2012-2013 Adopted Budget**

## **FY 2012-2013 OBJECTIVES**

1. To develop recommended programs for the 550 Bell Street facility by September 2012.
2. To develop and implement On-Line Resource Guide for Youth, Family & Seniors by the end of the fiscal year.
3. To host four family/community educational and recreational events at Cooley Landing during the fiscal year.
4. To implement two youth summer program sites offering recreational programs.
5. To coordinate with non-profits, youth group performers and the community in implementing the City's Annual Anniversary Celebration Event.

# YOUTH AND FAMILY SERVICES

FY 2012-2013 Adopted Budget

(Existing Organization)

**Youth & Family Services Manager**

Deborah Bickell

Recreation Leaders I/II

2 – 0.5 FTE positions

Total Positions: 2

DB-28

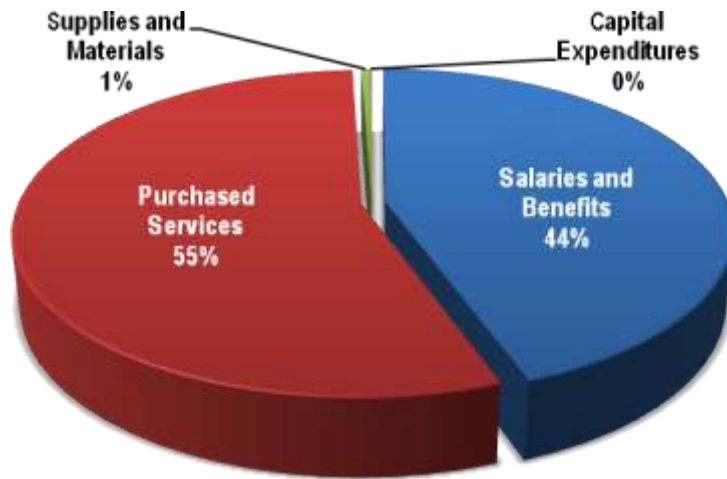
# CITY ATTORNEY'S OFFICE

FY 2012-2013 Adopted Budget

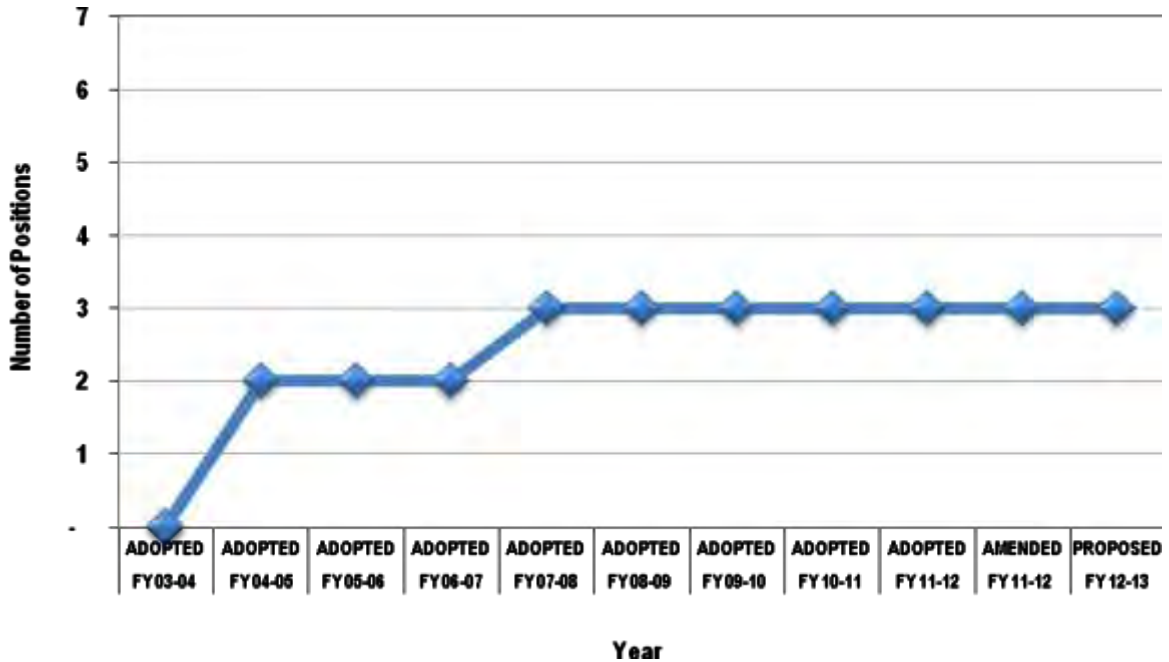
Operating Positions \$ 990,700  
3

City Attorney's Office

## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH



# CITY ATTORNEY'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary

#### SOURCE

|                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services | 251,781              | 834                  | -                               | -                               | -                               |
| *Overhead Allocation | 162,158              | 269,960              | -                               | -                               | -                               |
| <b>TOTAL</b>         | <b>413,939</b>       | <b>270,794</b>       | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

#### EXPENDITURES BY DEPARTMENT

|                        | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| City Attorney's Office | 855,802              | 789,215              | 945,600                         | 800,800                         | 990,700                         |
| <b>TOTAL</b>           | <b>855,802</b>       | <b>789,215</b>       | <b>945,600</b>                  | <b>800,800</b>                  | <b>990,700</b>                  |

#### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 331,802              | 406,068              | 458,000                         | 428,000                         | 450,900                         |
| <b>Subtotal</b>                      | <b>331,802</b>       | <b>406,068</b>       | <b>458,000</b>                  | <b>428,000</b>                  | <b>450,900</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 517,523              | 374,478              | 481,500                         | 365,900                         | 533,700                         |
| Supplies and Materials               | 5,098                | 3,827                | 5,100                           | 5,100                           | 5,100                           |
| Capital Expenditures                 | 1,379                | 4,842                | 1,000                           | 1,800                           | 1,000                           |
| <b>Subtotal</b>                      | <b>524,000</b>       | <b>383,147</b>       | <b>487,600</b>                  | <b>372,800</b>                  | <b>539,800</b>                  |
| <b>TOTAL</b>                         | <b>855,802</b>       | <b>789,215</b>       | <b>945,600</b>                  | <b>800,800</b>                  | <b>990,700</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>441,863</b>       | <b>518,421</b>       | <b>945,600</b>                  | <b>800,800</b>                  | <b>990,700</b>                  |

#### \*OVERHEAD ALLOCATION

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Gas Tax Fund                     | 35,434               | 46,190               | -                               | -                               | -                               |
| Rent Stabilization Program       | 17,717               | 40,000               | -                               | -                               | -                               |
| Grants                           | 2,705                | -                    | -                               | -                               | -                               |
| Lighting Fund                    | 17,717               | 46,190               | -                               | -                               | -                               |
| Water Services Fund              | 17,717               | 46,190               | -                               | -                               | -                               |
| Garbage Collection Services Fund | 17,717               | 46,190               | -                               | -                               | -                               |
| Redevelopment Funds              | 53,151               | 45,200               | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>162,158</b>       | <b>269,960</b>       | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |



# CITY ATTORNEY'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary cont.

**AUTHORIZED STRENGTH**

**Position Summary**

City Attorney's Office

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| 3                               | 3                               | 3                               | 3                               | 3                               |
| <b>3</b>                        | <b>3</b>                        | <b>3</b>                        | <b>3</b>                        | <b>3</b>                        |

**Position Detail**

City Attorney

Assistant/Deputy City Attorney\*

Legal Secretary- RES

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| 1                               | 1                               | 1                               | 1                               | 1                               |
| 1                               | 1                               | 1                               | 1                               | 1                               |
| 1                               | 1                               | 1                               | 1                               | 1                               |
| <b>3</b>                        | <b>3</b>                        | <b>3</b>                        | <b>3</b>                        | <b>3</b>                        |

\* This classification is currently budgeted as a Deputy City Attorney. Classification is under review and will either be filled as a Deputy City Attorney or Assistant City Attorney.

# **CITY ATTORNEY'S OFFICE**

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

Provide legal advice, assistance, and representation to the City Council and staff directed to contain the City's exposure to liability and risk and protecting and promoting City actions and policies.

### **BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

The functions of the City Attorney's Office are advisory services, litigation services, and administration and public programs. The client is the City, as represented by the City Council, the Departments of the City, and City Council appointed boards and commissions. The office has a staffing level of 3 positions: City Attorney, Deputy City Attorney and Legal Secretary-RES.

The emphasis of the Fiscal Year 2012-2013 budget is the continued delivery of quality professional legal services that promote reliable and useful advice and effective advocacy. The basic services include attendance and advice at public meetings, drafting ordinances, providing legal opinions and advice regarding legal risk management, reviewing and drafting legal documents and contracts, resolving disputes, providing advice regarding elected and appointment public officials' conflicts of interest, and representing the City in litigation before courts and administrative agencies.

Within each of the basic services provided, the City Attorney's Office will undertake projects that specifically address the City Council's Strategic Plan Goal and Objectives:

- Provide proactive legal advice as a member of the City team;
- Give opinions and draft documents that help achieve the City Council's Strategic Plan and the City Manager's priority action items;
- Advise on significant changes in State and Federal law and other regulations impacting City operations and programs;
- Resolve pending litigation;
- Facilitate the resolution of disputes;
- Provide objective and reasonable interpretation of City Council-adopted policies, state and local land use regulations and other policies, as appropriate;
- Support the Rent Stabilization Program, including counseling staff and board members; preparing reports and analyzing appeals; updating program regulations; and attending board meetings.
- Support the Community Development Department in transitioning the Ravenswood Redevelopment Area; review and analyze environmental impact documents for developments in the Ravenswood Business District (RBD); develop lease agreements of City-owned projects in the RBD; revise and update zoning code and other provisions to reflect changes in law and specific plan.
- Provide supplemental code enforcement legal services;

# CITY ATTORNEY'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary cont.

- Support development of the Capital Improvement Program, including integrating or aligning all public rights of way policy documents into the CIP as necessary; and review of claims received by the City related to public rights of way;
- Work with the City Manager's Office to reduce exposure to claims, litigation and industrial injuries/illnesses;
- Update, revise and add provisions in the Municipal Code as required;
- Assist in developing new tenant protection regulations.
- Research, draft, and present to Council an anti-graffiti ordinance.
- Resolve land use issues for University Plaza and other pending development projects.

### SIGNIFICANT CHANGES

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$800,800 is a decrease of \$144,800 from the FY2011-2012 Adopted Net General Fund Contribution of \$945,600. The decrease of 15.3% is due to salary savings from the Deputy City Attorney vacancy, a reduction purchased services, and the absence of any major judgments/claims in the Self-Insurance Fund.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$990,700 is an increase of \$189,900 (23.7%) from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$800,800. The increase is due primarily to the assumption of full staffing for the 2012-2013 fiscal year and an adjustment in the level of legal and claims expenditures in the Self Insurance Fund.

# CITY ATTORNEY'S OFFICE

FY 2012-2013 Adopted Budget

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT  |
|---|---|
| 1. To have the City Attorney's Office review the rules/regulations/ordinances/resolutions of the former Public Safety Commission by October 1, 2011.                    | 1. Accomplished.  |
| 2. To review existing laws and regulations regarding possible establishment of a Police Commission by November 30, 2011.  | 2. Accomplished.  |
| 3. To present legal analysis report to the City Manager based on the analysis of objectives one and two by December 31, 2011  | 3. Accomplished.  |
| 4. To attend and provide advice at 24 regular and/or Special City Council and Redevelopment Agency meetings.  | 4. Accomplished.  |
| 5. To attend and provide advice at 20 Regular and/or Special Planning Commission meetings.  | 5. Accomplished.  |
| 6. To attend and provide advice at 24 Regular and/or Special Rent Stabilization Program Board meeting upon request to deal with specific and complex issues.            | 6. Accomplished.  |
| 7. To respond to Pitchess motions in a timely manner, 100% of the time.   | 7. Accomplished.  |
| 8. Work with the City Manager's Office to develop and implement a procedure to streamline and coordinate the Risk Management Review and process by December 30, 2011    | 8. In progress. Presented a draft risk management policy to the City Manager's Office on March 1, 2011. |
| 9. To develop an Ordinance for City Council consideration regarding property owner responsibilities for the maintenance of sidewalks in East Palo Alto by June 30, 2012 | 9. In progress. Presented a draft ordinance to Council on November 15, 2011 to obtain policy direction. |
| 10. To assist the City Clerk's Office in updating the online version of the City's Municipal Code by December 31, 2011.   | 10. Accomplished.   |
| 11. To negotiate and draft an agreement with Facebook and the City of Menlo Park in mitigation of development impacts.  | 11. Accomplished.   |

# **CITY ATTORNEY'S DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **FY 2012-2013 OBJECTIVES**

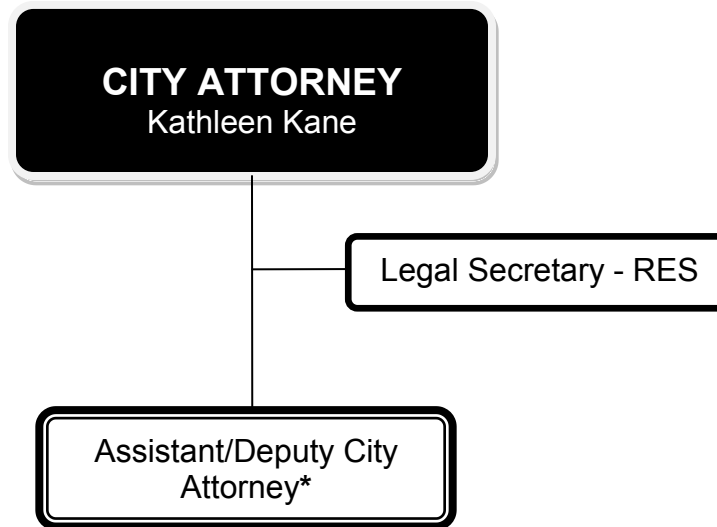
1. To attend and provide advice to 24 Regular and/or Special City Council meetings.
2. To attend and provide advice to 20 Regular and/or Special Planning Commission meetings.
3. To attend and provide advice to 24 Regular and/or Special Rent Stabilization Program Board meetings.
4. To respond to Pitchess motions 100% of the time.
5. Develop an Anti-Graffiti Ordinance for City Council review by September 30, 2012.
6. Assist City Clerk's Office in maintaining an updated online version of the City's Municipal Code.
7. Draft documents in support of City Manager's negotiation of a joint use facilities agreement with Ravenswood and Sequoia School Districts and present agreements for City Council review and adoption by first quarter of 2013.
8. Draft and present for Council review a Tenant Protection Ordinance by first quarter of 2013.

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# CITY ATTORNEY'S OFFICE

FY 2012-2013 Adopted Budget

(Existing Organization)



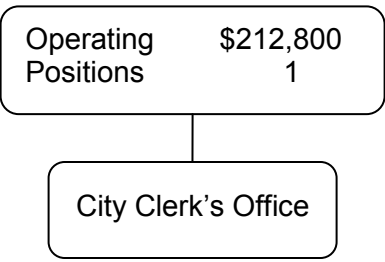
DB-36

\* This classification is currently under review and will either be filled as a Deputy City Attorney or Assistant City Attorney.

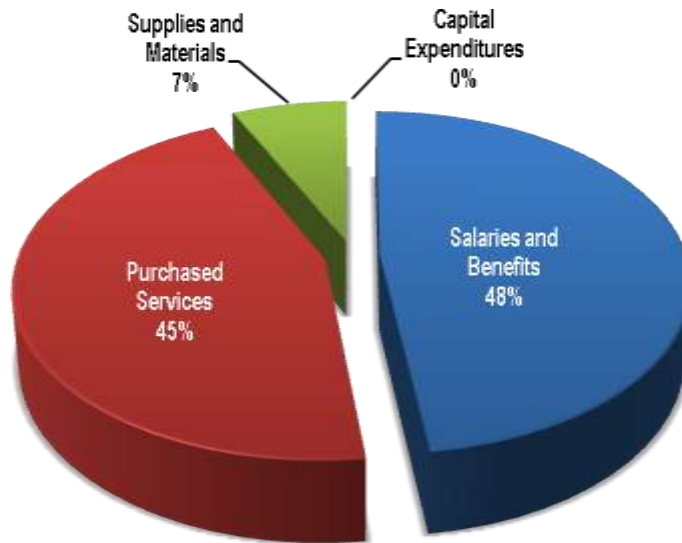
Total Positions: 3

# CITY CLERK'S OFFICE

FY 2012-2013 Adopted Budget



## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH



# CITY CLERK'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary

#### SOURCES

|                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Redevelopment Funds  | -                    | -                    | -                               | -                               | -                               |
| *Overhead Allocation | 58,956               | 30,900               | -                               | -                               | -                               |
| <b>TOTAL</b>         | <b>58,956</b>        | <b>30,900</b>        | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

#### EXPENDITURES BY DEPARTMENT

|                     | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| City Clerk's Office | 147,389              | 192,587              | 165,550                         | 198,644                         | 212,800                         |
| <b>TOTAL</b>        | <b>147,389</b>       | <b>192,587</b>       | <b>165,550</b>                  | <b>198,644</b>                  | <b>212,800</b>                  |

#### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 106,108              | 101,349              | 100,100                         | 129,594                         | 99,800                          |
| <b>Subtotal</b>                      | <b>106,108</b>       | <b>101,349</b>       | <b>100,100</b>                  | <b>129,594</b>                  | <b>99,800</b>                   |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 27,791               | 73,921               | 48,650                          | 52,750                          | 97,700                          |
| Supplies and Materials               | 12,148               | 16,582               | 15,300                          | 14,800                          | 15,300                          |
| Capital Expenditures                 | 1,342                | 735                  | 1,500                           | 1,500                           | -                               |
| <b>Subtotal</b>                      | <b>41,281</b>        | <b>91,238</b>        | <b>65,450</b>                   | <b>69,050</b>                   | <b>113,000</b>                  |
| <b>TOTAL</b>                         | <b>147,389</b>       | <b>192,587</b>       | <b>165,550</b>                  | <b>198,644</b>                  | <b>212,800</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>88,433</b>        | <b>161,687</b>       | <b>165,550</b>                  | <b>198,644</b>                  | <b>212,800</b>                  |

#### \* OVERHEAD ALLOCATION

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Redevelopment Funds              | 58,956               | 30,900               | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>58,956</b>        | <b>30,900</b>        | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |



# CITY CLERK'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

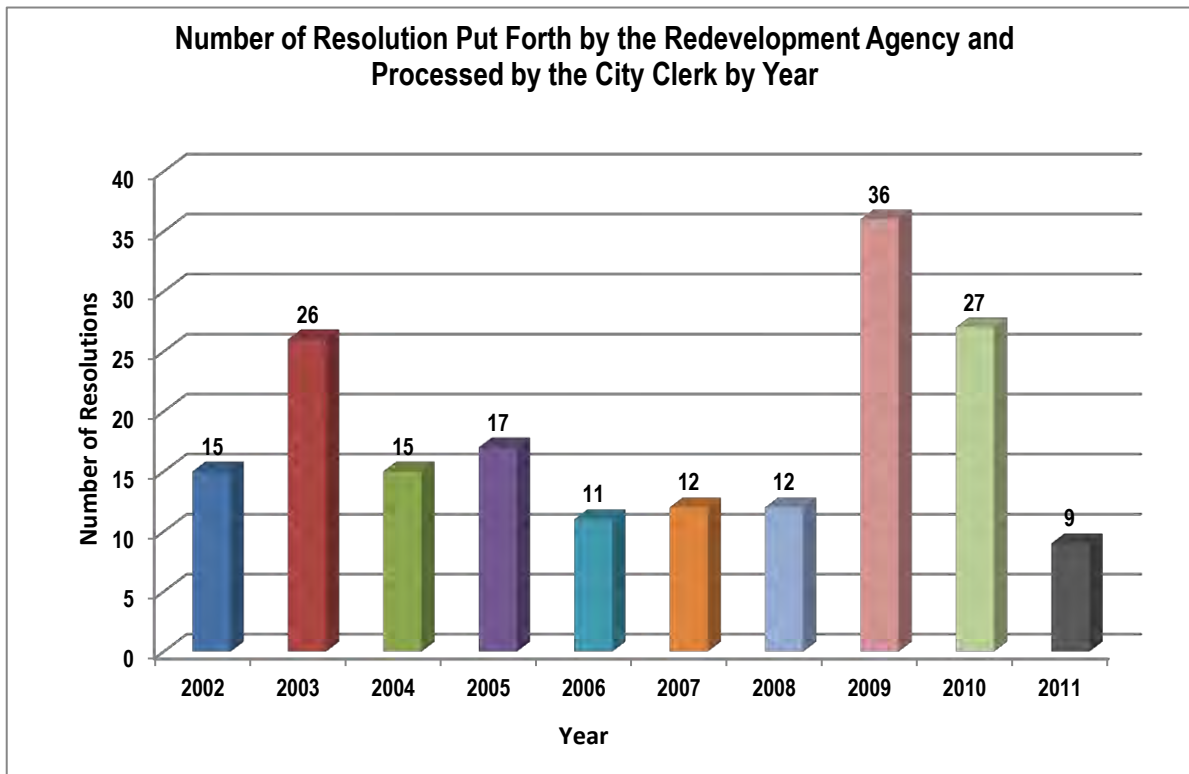
City Clerk's Office

|              | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>TOTAL</b> | 1                               | 1                               | 1                               | 1                               | 1                               |
|              | <b>1</b>                        | <b>1</b>                        | <b>1</b>                        | <b>1</b>                        | <b>1</b>                        |

#### Position Detail

Deputy City Clerk

|              | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>TOTAL</b> | 1                               | 1                               | 1                               | 1                               | 1                               |
|              | <b>1</b>                        | <b>1</b>                        | <b>1</b>                        | <b>1</b>                        | <b>1</b>                        |



# **CITY CLERK'S OFFICE**

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

Maintain the City's official records and documents; ensure ease of access to public information and the availability of timely and accurate information required to support the City Council in making policy decisions.

### **BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

The City Manager, who also serves as the City Clerk. The City Clerk's Office has a support staff level of 1 Deputy City Clerk position.

The City Clerk's priorities consist of taking, transcribing, and certifying minutes as well as maintaining the City's official records; monitoring compliance with California Fair Political Practices Commission requirements; preparing ordinances for codification, including updates to the East Palo Alto Municipal Code. The priorities are driven by the directions and actions of the City Council, the City Manager/Clerk, and the public's request for information. The City Clerk's Office shall continue the delivery of basic services, focusing on the preparation and distribution of City Council and Council Committee agenda materials, the scheduling and performing legally required activities for matters such as annexations, bond issues, bids, regular and special elections and hearings, and administering the City's record management and retention program.

The emphasis of the Fiscal Year 2012-2013 budget is to maintain current levels of service to the public with a focus on timeliness and accuracy. In addition, the City Clerk's Office will:

- Plan, direct and coordinate functions and activities, as directed by the City Manager/City Clerk's Office and the laws related to public records;
- Prepare and distribute agendas and record minutes for the City Council meetings;
- Continue to oversee the televising of City Council/ Planning Commission meetings;
- Monitor, prepare and file public officials' Conflict of Interest FFPC Form 700 for all designated employees, Council Members and appointed members of City Council appointed Boards and Commission
- Prepare, distribute and monitor Election Campaign Expenditures/Reporting;
- Prepare and submit all necessary information to the County pertaining to all FY 2012-2013 elections;
- Assist the City Attorney's Office with the update of the Municipal Code;
- Assist the City Clerk and other Department Heads with technical and administrative work related to City codes, resolutions, contracts, regulations and policies;
- Maintain Resolution/Ordinances: Assigning Sequential Numbering, Preparation and Maintenance of Directories (automated and manual), maintaining and distribution of All City Resolutions and Ordinances/Municipal Codes;

# CITY CLERK'S OFFICE

## FY 2012-2013 Adopted Budget

### Department Summary cont.

#### SIGNIFICANT CHANGES

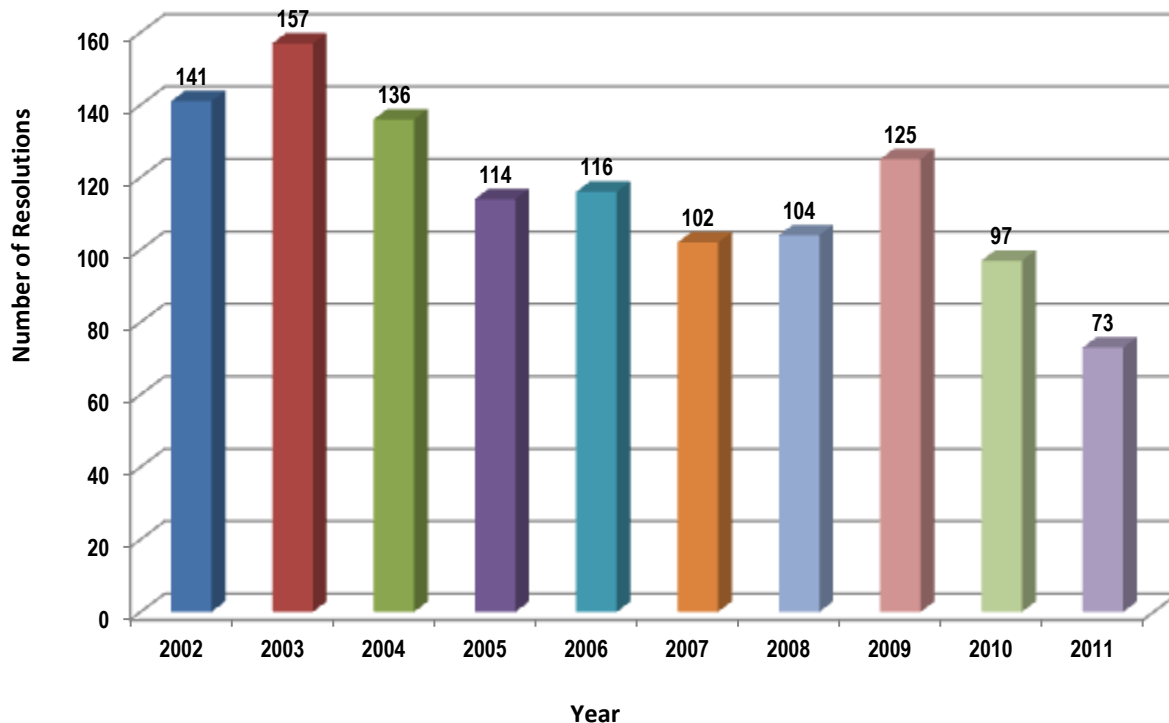
##### FY 2011-2012 Adopted to FY 2011-2012 Amended:

The Fiscal Year 2011-12 Amended Budget Net General Fund Contribution of \$198,644 is an increase of \$33,094 from the FY2011-2012 Adopted Net General Fund Contribution of \$165,550. The increase of 20.0% is due primarily to an approximate three month Deputy City Clerk overlap with the retiring incumbent.

##### FY 2011-2012 Amended to FY 2012-2013 Adopted:

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$212,800 is an increase of \$14,156 from the FY2011-2012 Amended Net General Fund Contribution of \$198,644. The increase of 7.1% is due primarily to an anticipated cost of \$50,000 for the 2012 election year and a reduction of \$25,000 for personnel cost from the elimination of the Deputy City Clerk overlap in the prior fiscal year.

Number of Resolutions Put Forth by the City Council and Processed by the City Clerk by Year



# CITY CLERK'S OFFICE

FY 2012-2013 Adopted Budget

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT           |
|---|------------------|
| 1. To develop and initiate the automated application process for City Council appointed advisory bodies by July 31, 2011.   | 1. Accomplished. |
| 2. To post and broadcast 22 Regular City Council agendas at least 72 hours prior to the meeting from July 2011 – June 2012.   | 2. Accomplished. |
| 3. To post and broadcast Special City Council agendas at least 24 hours prior to the meeting from July 2011 – June 2012.  | 3. Accomplished. |
| 4. To digitally record each Regular and Special City Council Meeting and post on the Website the next day from July 2011 – June 2012.   | 4. Accomplished. |
| 5. To ensure that the Media Center is notified and scheduled to video record all Regular and Special City Council Meetings from July 2011 – June 2012.                              | 5. Accomplished. |
| 6. To ensure that the Agenda Items are placed on the Website at least 24 hours prior to the meeting from July 2011 – June 2012.   | 6. Accomplished. |
| 7. To ensure that the minutes of the Regular and Special City Council Meetings are up to date As soon as Possible hours following City Council Adoption from July 2011 – June 2012. | 7. Accomplished. |
| 8. To provide timely submission of City Council Meeting, Agendas, meeting posting, meeting materials online, and hard copies to the library from July 2011 – 2012.                  | 8. Accomplished. |
| 9. To provide public records to the public upon request within the required 10 days or additional 14 day extension per Public Request Act.  | 9. Accomplished  |
| 10. To Update and Keep Current Staff Agenda Share (Includes signed Resolutions, ordinances and Draft agendas)   | 10. Accomplished |

# CITY CLERK'S OFFICE

**FY 2011-2012 Adopted Budget**

## **FY 2010-2011 ACCOMPLISHMENTS**

11. To procedures/orientation manual For candidates for City Council for Nov 2012 Consolidated General Municipal Election

11. Accomplished

12. To Update Application and Fee Waiver documents For City Facility Use Permitting (The facility use permit processing was added To Clerk's Office tasks after 2011-2012 budget process.

12. Accomplished

# CITY CLERK SERVICES

## FY 2012-2013 Adopted Budget

### FY 2012-2013 OBJECTIVES

1. To develop and initiate the automated application process for City Council appointed advisory bodies by June 30, 2013.
2. To post and broadcast 22 Regular City Council agendas at least 72 hours prior to the meeting from July 2012 – June 2013.
3. To post and broadcast Special City Council agendas at least 24 hours prior to the meeting from July 2012 – June 2012.
4. To digitally record each Regular and Special City Council Meeting and post on the Website the next day from July 2012 – June 2013.
5. To ensure that the Media Center is notified and scheduled to video record all Regular and Special City Council Meetings from July 2012 – June 2013.
6. To ensure that the Agenda Items are placed on the Website at least 12 hours prior to the meeting from July 2012 – June 2013.
7. To ensure that the minutes of the Regular and Special City Council Meetings are up to date 24 hours following City Council Adoption from July 2012 – June 2013.
8. To provide timely submission of City Council Meeting, Agendas, meeting posting, meeting materials online, and hard copies to the library from July 2012 – June 2013.
9. To provide public records to the public upon request within the required 10 day or additional 14 day extension per Public Records Act.
10. To revise/update the City's Election training/procedural manual provided to general municipal consolidated election candidates for council office by May 31, 2012
11. To assist potential candidates with a successful election process beginning June 2012.

**CITY CLERK'S OFFICE**

**FY 2012-2013 Adopted Budget**

(Existing Organization)

**CITY MANAGER/ CITY  
CLERK**

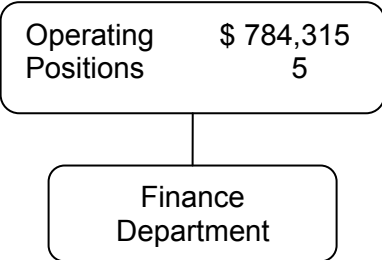
Deputy City Clerk

DB- 45

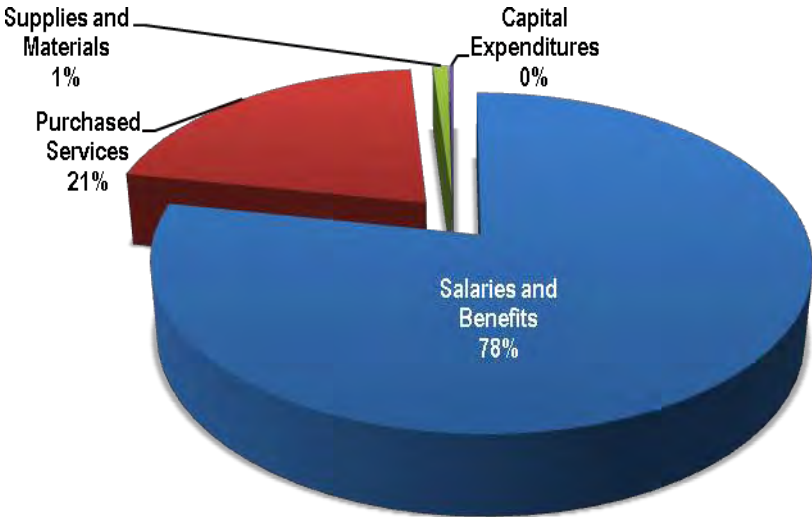
Total Positions: 1

# FINANCE DEPARTMENT

**FY 2012-2013 Adopted Budget**



## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH





**FINANCE DEPARTMENT**  
**FY 2012-2013 Adopted Budget**

**Department Summary**

**SOURCES**

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Special Revenue Funds | 524                  | 5,171                | 2,400                           | 2,400                           | 8,800                           |
| Measure C Funds       | -                    | 1,850                | 2,000                           | 2,000                           | 2,100                           |
| Enterprise Funds      | 2,098                | 2,134                | 2,300                           | 2,300                           | 2,300                           |
| Redevelopment Funds   | -                    | 6,685                | 7,200                           | 17,800                          | -                               |
| *Overhead Allocation  | 403,686              | 185,417              | -                               | -                               | -                               |
| <b>TOTAL</b>          | <b>406,308</b>       | <b>201,257</b>       | <b>13,900</b>                   | <b>24,500</b>                   | <b>13,200</b>                   |

**EXPENDITURES BY DEPARTMENT**

|                    | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Finance Department | 859,490              | 946,856              | 905,200                         | 744,100                         | 784,315                         |
| <b>TOTAL</b>       | <b>859,490</b>       | <b>946,856</b>       | <b>905,200</b>                  | <b>744,100</b>                  | <b>784,315</b>                  |

**CHARACTER OF EXPENDITURES**

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 671,711              | 782,008              | 658,900                         | 563,000                         | 605,900                         |
| <b>Subtotal</b>                      | <b>671,711</b>       | <b>782,008</b>       | <b>658,900</b>                  | <b>563,000</b>                  | <b>605,900</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 140,705              | 148,145              | 218,000                         | 161,300                         | 169,115                         |
| Supplies and Materials               | 6,876                | 7,044                | 7,300                           | 7,300                           | 7,300                           |
| Capital Expenditures                 | 40,198               | 9,659                | 21,000                          | 12,500                          | 2,000                           |
| <b>Subtotal</b>                      | <b>187,779</b>       | <b>164,848</b>       | <b>246,300</b>                  | <b>181,100</b>                  | <b>178,415</b>                  |
| <b>TOTAL</b>                         | <b>859,490</b>       | <b>946,856</b>       | <b>905,200</b>                  | <b>744,100</b>                  | <b>784,315</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>453,182</b>       | <b>745,599</b>       | <b>891,300</b>                  | <b>719,600</b>                  | <b>771,115</b>                  |

**\* OVERHEAD ALLOCATION**

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Gas Tax Fund                     | 7,409                | 9,332                | -                               | -                               | -                               |
| Measure A / Sales Tax            | 7,409                | 9,332                | -                               | -                               | -                               |
| NPDES                            | 7,409                | 9,332                | -                               | -                               | -                               |
| Rent Stabilization Program       | 10,000               | 10,000               | -                               | -                               | -                               |
| Lighting Services                | 7,409                | 9,332                | -                               | -                               | -                               |
| Drainage Services                | 3,704                | 4,666                | -                               | -                               | -                               |
| Water Services                   | 7,409                | 9,332                | -                               | -                               | -                               |
| Garbage Services                 | 7,409                | 9,332                | -                               | -                               | -                               |
| Grant                            | 49,181               | 2,759                | -                               | -                               | -                               |
| Redevelopment Fund               | 296,347              | 112,000              | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>403,686</b>       | <b>185,417</b>       | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

# FINANCE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Department Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

Finance Department

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| 6                               | 6                               | 5                               | 5                               | 5                               |
| <b>6</b>                        | <b>6</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        |

#### Position Detail

- \* Accountant I
- \* Accountant II
- Account Technician
- Finance Director
- Fiscal Analyst
- \*\* Senior Financial Services Manager

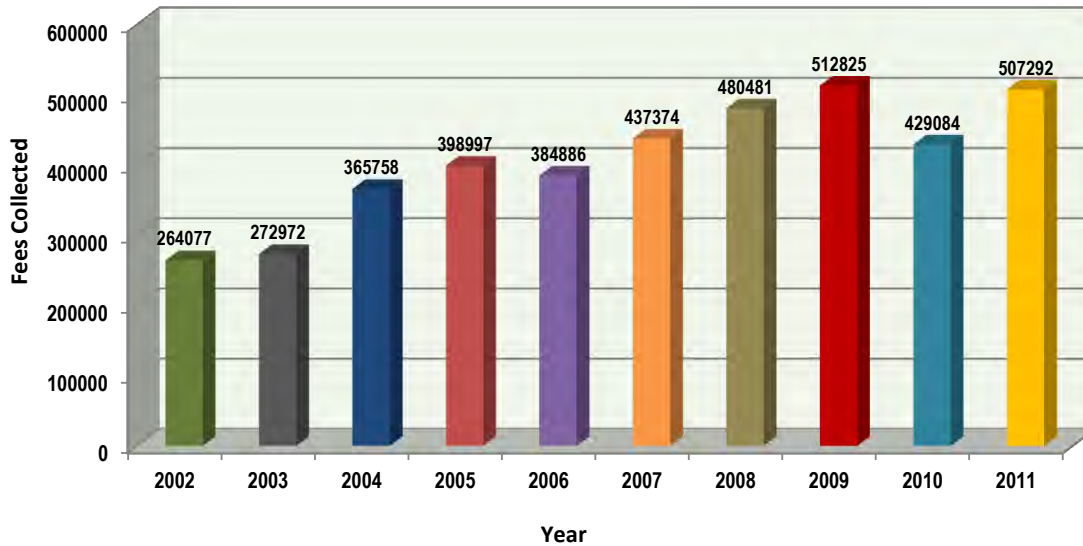
**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| 1                               | 1                               | -                               | -                               | -                               |
| 1                               | 1                               | 2                               | 2                               | 2                               |
| 1                               | 1                               | 1                               | 1                               | 1                               |
| 1                               | 1                               | 1                               | 1                               | 1                               |
| 1                               | 1                               | 1                               | 1                               | 1                               |
| 1                               | 1                               | -                               | -                               | -                               |
| <b>6</b>                        | <b>6</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        |

\* The Accountant I was promoted to Accountant II during the fiscal year

\*\* This position was abolished as a part of 2011 restructuring plan.

### Business License Fees Collected by Year



# **FINANCE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

Maintain the financial integrity of the City by providing fiscal management and oversight. Oversee financial, compliance and operational audits that provide independent and objective analysis of City departments; provide accurate, complete and timely financial records operations, maintain and enhance City's financial reporting systems, control, and disbursements.

### **BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

The functions of the Finance Department are: Administration, Financial Reporting, Budgeting, Long-term Financial Planning, Cash Management and Investments, Capital Financing and Debt Management; as well as daily accounting functions, including: Deposits and Accounts Payable, Grant Reporting, and Payroll. The Department has a staffing level of 5 positions, which includes: Finance Director, Fiscal Analyst, Accountant II (2), and Account Technician.

The emphasis of the Fiscal Year 2012-2013 budget is to continue implementing commonly-accepted best practices in financial management and reporting. This goal includes increased efforts in community outreach and inter-departmental service levels through open and transparent communication of financial information.

In addition to the basic information and financial reporting services provided to the organization, Finance Department will undertake projects that specifically address the City's goals and objectives:

- Provide funding advice for City capital projects related to debt, revenue, special assessment, and grant financing methods.
- Work with operating departments to assure accurate grant reporting and reimbursement;
- Administer the financial and reporting aspects of the dissolution of the former Redevelopment Agency and the financial activities of the Successor Agency.
- Evaluate, develop, and update financial policies.
- Research and recommend a new financial system; and,
- Develop and enhance employee skills through internal classes, seminars, and reference materials.

# **FINANCE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

**Department Summary cont.**

## **SIGNIFICANT CHANGES**

### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$719,600 is a decrease of \$171,700 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$891,300. This 19.3% decrease is due to a combination of a \$95,900 savings in personnel cost and a reduction of \$56,700 in purchased services, including forgoing the use of an investment advisor to manage the City's investment portfolio.

### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$771,115 is an increase of \$51,515 (7.2%) from the Fiscal Year 2011-2012 Projected Budget Net General Fund Contribution of \$719,600. This increase reflects an expected full level of staffing for the department.

# FINANCE DEPARTMENT

## FY 2012-2013 Adopted Budget

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT  |
|---|---|
| 1. To adopt a prioritized Capital Improvement Project (CIP) budget for 2011-2012 that includes a list of Federal appropriations.  | 1. Completed in September 2011  |
| 2. Research options for new accounting software. Issue an RFP for Accounting Software and report to Council results of research and proposals resulting in selection of new accounting software vendor and implementation of plan to replace existing software by March 2012.   | 2. Due to the City re-organization, this project was deferred and has been reprioritized for completion by February 2013.   |
| 3. Improve cash management procedures and reporting, with the goal of improving the ratio of total portfolio earnings to LAIF rate 100 basis points over the prior year ratio.  | 3. Due to the continued weakness in the economic recovery, the Federal Reserve has maintained a low discount rate, resulting in very low investment yields. As a result, this objective was not achievable. |
| 4. Work with Community Development to explore options for initiating broad-based public outreach to gauge support for increases in the City's Drainage and Lighting Assessment Districts, and Water Services fees, in order to provide the capital resources to improve the City's aging infrastructure systems. Report progress of research to Council by February 2012. | 4. Due to the City re-organization, this effort was delayed. Staff will resume work with the Community Development Department in FY 2012-13.  |
| 5. Complete and implement Master Fee Schedule and changes to revenue-structure to recover costs for services by December 2011.  | 5. In Progress. Staff will present a User Fee Study and Master Fee Schedule to the City Council for consideration in May/June 2012.   |

# FINANCE DEPARTMENT

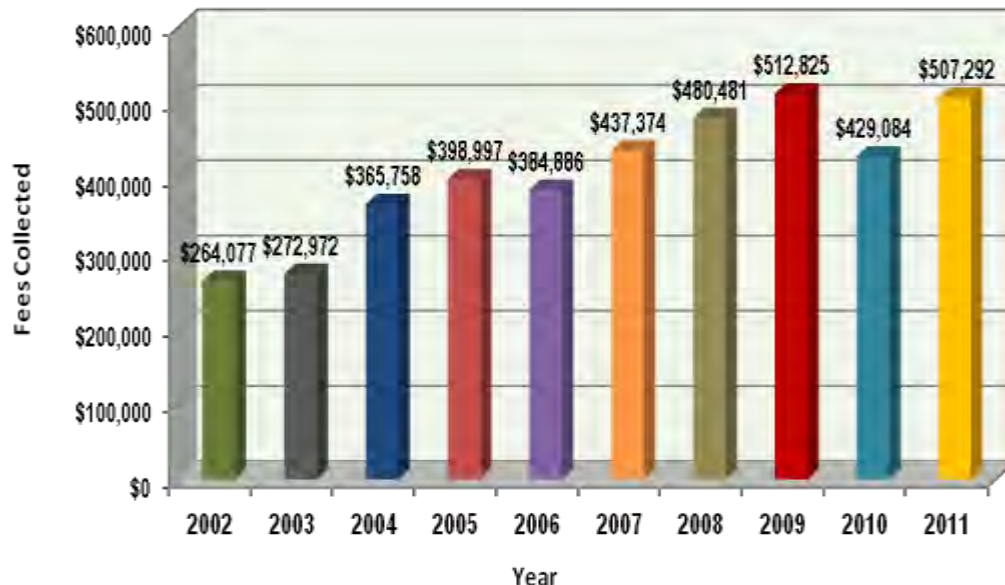
## FY 2012-2013 Adopted Budget

### FY 2012-2013 OBJECTIVES

1. **Update 3 year Financial Plan and Policies for City Council Adoption by June 2013.**
2. Assist City Manager's Office in the preparation and adoption of the FY 2013-14 budget by June 2013
3. Provide support to the Community Development Department in the preparation of the FY 2013-14 to 2017-18 Capital Improvement Program Plan for adoption by June 30, 2013.
4. Complete Comprehensive Annual Financial Report and submit application to Government Finance Officers Association (GFOA) for excellence in financial reporting award by December 31, 2012.
5. In coordination with the City Manager's Office, research options for new financial reporting system and seek authorization to issue an RFP for a new financial system by October 2012.
6. Explore options and initiate broad-based public outreach to obtain support for increases in the City's Drainage and Lighting Assessment Districts, and Water Services fees, in order to provide the capital resources to improve the City's aging infrastructure systems. Report progress of research to Council by February 2013.

Graph below is a highlight of Business License Fees collected by year from 2002 to 2011:

### Business License Fees Collected by Year



*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# FINANCE DEPARTMENT

FY 2012-2013 Adopted Budget

(Existing Organization)

**FINANCE DIRECTOR**  
Edmund Suen

Fiscal Analyst

Accountant II (2)

Account Technician

## DEPARTMENTAL FUNCTIONS

Accounts Payable

Payroll

Cash & Debt Management

Grant Management

Business License

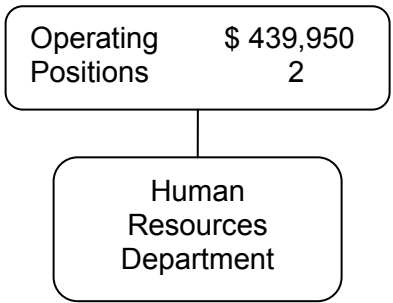
Financial Accounting & Reporting

Total Positions: 5

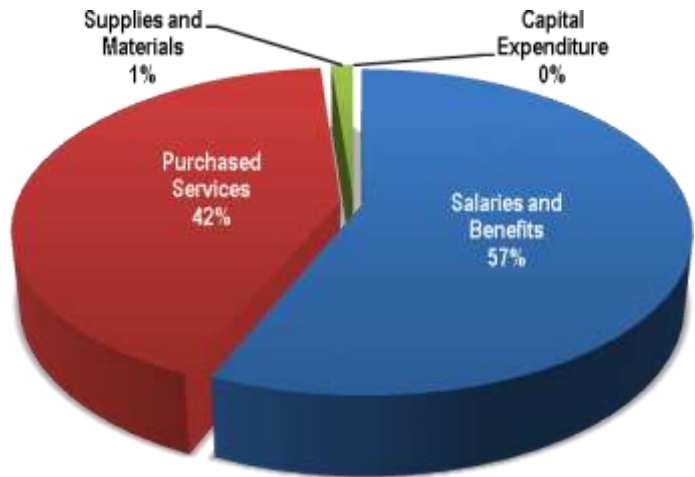
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# HUMAN RESOURCES DEPARTMENT

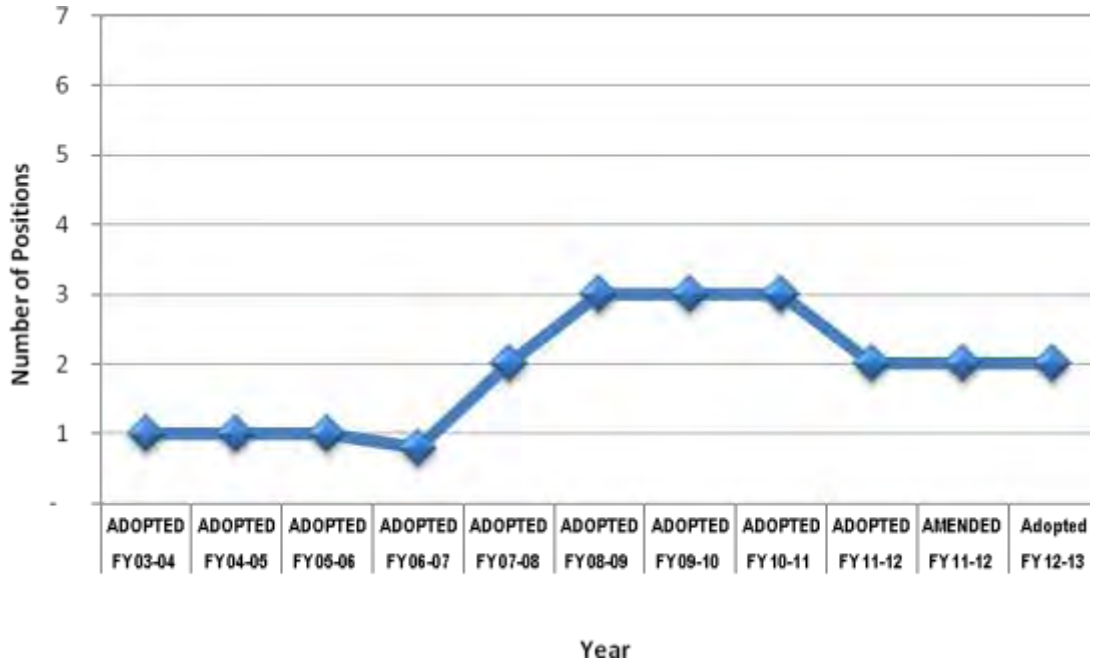
FY 2012-2013 Adopted Budget



## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH





# HUMAN RESOURCES DEPARTMENT

## FY 2012-2013 Adopted Budget

### Department Summary

#### SOURCES

|                                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Measure C Crime Prevention Fund Grant | 75,968               | 41,927               | -                               | -                               | -                               |
| <b>TOTAL</b>                          | <b>75,968</b>        | <b>41,927</b>        | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

#### EXPENDITURES BY DEPARTMENT

|                            | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Human Resources Department | 282,178              | 354,775              | 451,500                         | 369,000                         | 439,950                         |
| <b>TOTAL</b>               | <b>282,178</b>       | <b>354,775</b>       | <b>451,500</b>                  | <b>369,000</b>                  | <b>439,950</b>                  |

#### CHARACTER OF EXPENDITURES

##### PERSONNEL

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Salaries and Benefits | 210,631              | 200,175              | 238,600                         | 89,600                          | 246,700                         |
| <b>Subtotal</b>       | <b>210,631</b>       | <b>200,175</b>       | <b>238,600</b>                  | <b>89,600</b>                   | <b>246,700</b>                  |

##### SUPPLIES AND SERVICES

|                        |               |                |                |                |                |
|------------------------|---------------|----------------|----------------|----------------|----------------|
| Purchased Services     | 60,233        | 144,966        | 206,000        | 273,800        | 187,650        |
| Supplies and Materials | 5,423         | 7,093          | 6,900          | 5,600          | 5,600          |
| Capital Expenditure    | 5,891         | 2,541          | -              | -              | -              |
| <b>Subtotal</b>        | <b>71,547</b> | <b>154,600</b> | <b>212,900</b> | <b>279,400</b> | <b>193,250</b> |

|              |                |                |                |                |                |
|--------------|----------------|----------------|----------------|----------------|----------------|
| <b>TOTAL</b> | <b>282,178</b> | <b>354,775</b> | <b>451,500</b> | <b>369,000</b> | <b>439,950</b> |
|--------------|----------------|----------------|----------------|----------------|----------------|

|                                      |                |                |                |                |                |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>206,210</b> | <b>312,848</b> | <b>451,500</b> | <b>369,000</b> | <b>439,950</b> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|

#### AUTHORIZED STRENGTH

|                            | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b>    |                                 |                                 |                                 |                                 |                                 |
| Human Resources Department | 3                               | 3                               | 2                               | 2                               | 2                               |
| <b>TOTAL</b>               | <b>3</b>                        | <b>3</b>                        | <b>2</b>                        | <b>2</b>                        | <b>2</b>                        |

# HUMAN RESOURCES DEPARTMENT

## FY 2012-2013 Adopted Budget

### Department Summary cont.

|                                 | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Detail</b>          |                                 |                                 |                                 |                                 |                                 |
| Human Resources Manager         | 1                               | 1                               | 1                               | 1                               | 1                               |
| * Employee Relations Technician | 1                               | 1                               | -                               | -                               | -                               |
| ** Executive Assistant          | 1                               | -                               | -                               | -                               | -                               |
| ** HR Assistant                 | -                               | 1                               | 1                               | 1                               | 1                               |
| <b>TOTAL</b>                    | <b>3</b>                        | <b>3</b>                        | <b>2</b>                        | <b>2</b>                        | <b>2</b>                        |

\* This position was eliminated due to the 2011 Restructuring Plan.

\*\* HR Assistant position was established in FY08-09 and traded for the Executive Assistant Position

# **HUMAN RESOURCES DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

Provide quality services to the City Council, City Manager, City Departments, employees and applicants in the areas of recruitment, testing, classification and compensation analysis, employee benefit analysis and employee/labor relations.

### **BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

The functions of the Human Resources Department consist of Administration, Recruitment, Classification and Compensation Analysis, Employee Benefit Analysis, Employee Training and Development, and Employee/Labor Relations. The Assistant City Manager oversees the Department and has a total of 2 dedicated positions including a Human Resources Manager, and Human Resources Assistant to manage the functions.

The emphasis of the Fiscal Year 2012-2013 budget is to continue providing formal and professional internal Human Resources functions, focusing on quality, process improvements, organizational/operational assessments, employee development and training, update and/or establishing personnel policy procedures and rules for City Council review and adoption. Within each of the basic services provided, Human Resources will undertake projects that specifically address the following:

- Fill and maintain the filled authorized strength in the sworn ranks of the Police Department.
- Create and distribute a City Employee Handbook;
- Provide AB1825 Training to all Executives, Managers and Supervisors;
- Prepare and present to City Council the City's Injury Illness Prevention Program (IIPP) policy; and facilitate a City-wide Safety/Risk Management Committee and program in accordance with State law and Association of Bay Area Governments (ABAG) Best Practices;
- Ensure that the City organization is kept abreast of new and changing Employment Laws.
- Continue and complete the negotiations and between the City and the East Palo Alto Police Officers Association; and initiate negotiations with the Service Employees International Union (SEIU) local 521 and the International Federation of Professional and Technical Engineers local (IFPTE) Unit 1 and 2.

# HUMAN RESOURCES DEPARTMENT

## FY 2012-2013 Adopted Budget Department Summary cont.

### SIGNIFICANT CHANGES

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$369,000 is a decrease of \$82,500 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$451,500. This 18.3% decrease is from savings in the vacant HR manager position that was backfilled with contracted HR services.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$439,950 is an increase of \$70,950 (19.2%) from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$369,000. It is based on full staffing in the department.



Assistant Civil Engineer Recruitment – Written Examination

# HUMAN RESOURCES DEPARTMENT

## FY 2012-2013 Adopted Budget

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT  |
|---|---|
| 1. To identify a consultant to update the City Personnel Policies and Procedures by September 2011.   | 1. In Progress. Draft RFP has been developed and is pending final review and approval of the City Manager.  |
| 2. Streamline the recruitment process and automate job applications by September 2011.  | 2. In Progress. Staff is currently working with CalOpps to identify options for the on-line application which will also be made available on the City's new redesigned website. |
| 3. To fill vacant position in Human Resources to ensure capacity to manage vacancies and recruitments by October 2012.  | 3. Not Accomplished. Recruitment of the HR Manager was unsuccessful. However, currently there are only two vacant positions pending recruitment.                                |
| 4. To provide training to personnel in recruitment to enhance and expedite the hiring process by June 2012.   | 4. Not Accomplished   |
| 5. To schedule 80% of all requested written and oral examinations within 60 days of receipt.  | 5. Accomplished   |
| 6. To join Calopps recruitment services to attract qualified applicants which will reduce the number of recurrence of recruitment for a single position by February 2011. | 6. Accomplished   |
| 7. To provide training to all Department Heads and Division Managers on the new policies as they are adopted by the City Council by July 2012.                            | 7. Ongoing  |
| 8. To provide monthly staffing reports to the City Council.   | 8. Accomplished   |
| 9. To assist the Finance Director with preparing a Request for Proposal (RFP) for a new financial and human resource database system by March 2012.                       | 9. Not Accomplished – Timeline will need to be revised.   |
| 10. To complete negotiations with POA by October 30, 2011.  | 10. Accomplished  |
| 11. To complete negotiations with Service Employee International Union (SEIU) by October 30, 2011.  | 11. Accomplished  |
| 12. To provide AB1825 Mandated Harassment training to supervisors, Council, boards and commissions by January 2012.   | 12. Accomplished  |

# **HUMAN RESOURCES DEPARTMENT**

## **FY 2012-2013 Adopted Budget**

### **FY 2012-2013 OBJECTIVES**

1. To identify a consultant to update the City Personnel Policies and Procedures by July 2012.
2. Streamline the recruitment process by automating job applications by September 2012.
3. To fill the vacant Human Resource position by July 2012.
4. To continue to provide Monthly Staffing Reports to the City Council.
5. To assist the Finance Department with preparing a Request for Proposal (RFP) for a new financial and human resource database system by October 2012.
6. To successfully complete negotiations between the City and the Police Officers Association (POA) by July 2012.
7. To successfully complete negotiations between the City and the Service Employee International Union 521 (SEIU) by July 2012.
8. To successfully complete negotiations between the City and the International Federation of Professional and Technical Engineers (IFPTE Local 21) by July 2012.
9. To provide AB 1825 Mandated Harassment training to new supervisors, Council, boards and commissions by June 2013.

# HUMAN RESOURCES DEPARTMENT

FY 2012-2013 Adopted Budget

(Existing Organization)

**ASSISTANT CITY MANAGER/  
HUMAN RESOURCES DIRECTOR**  
Stephanie Osaze

HR Assistant

Human Resources  
Manager

## DEPARTMENTAL FUNCTIONS

Employee/Labor  
Relations

Employee  
Benefits

Risk  
Management

Classification and  
Compensation

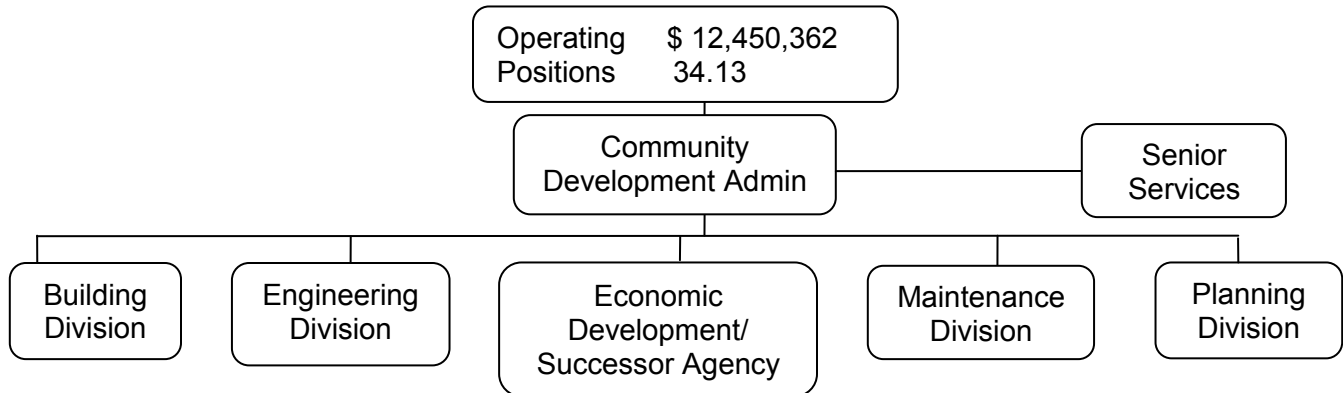
Employee Training  
Development

Total Positions: 2

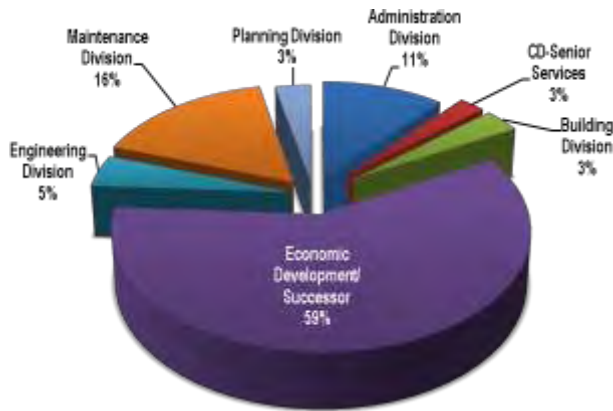
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# COMMUNITY DEVELOPMENT

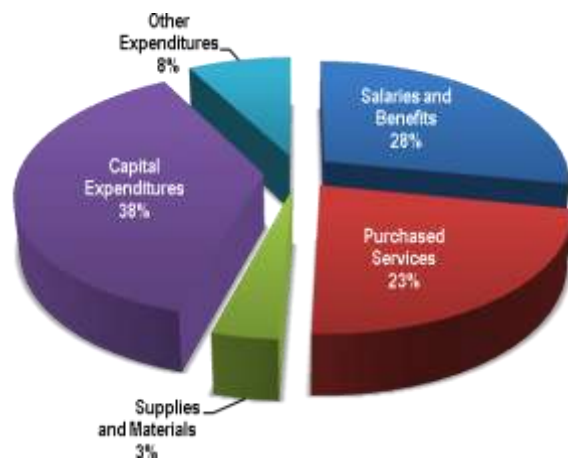
FY 2012-2013 Adopted Budget



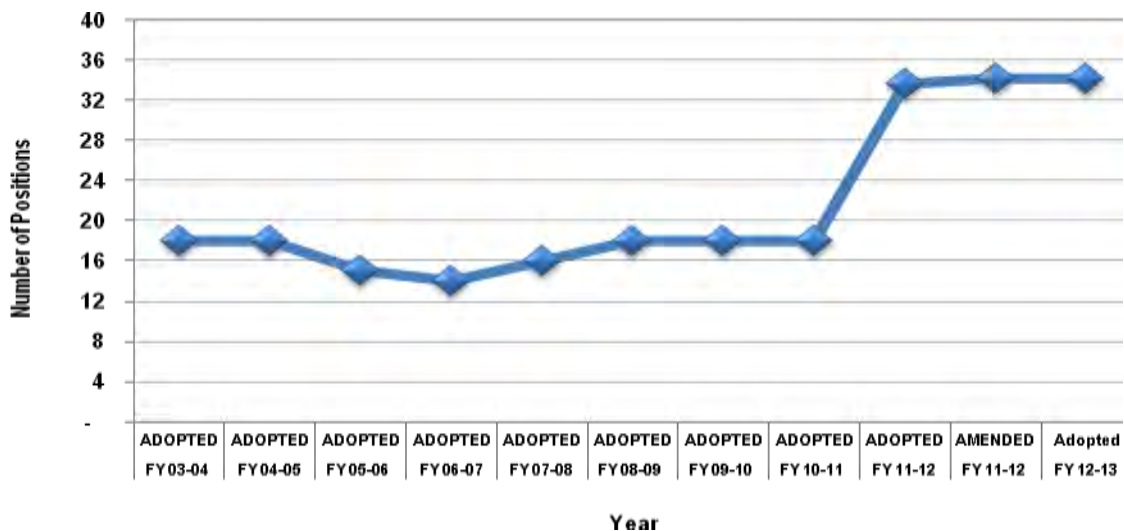
**EXPENDITURES BY DIVISION**



**CHARACTER OF EXPENDITURES**



**AUTHORIZED STRENGTH**





# COMMUNITY DEVELOPMENT

## FY 2012-13 Adopted Budget

### Department Summary

#### SOURCES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services          | 365,260              | 392,522              | 279,000                         | 495,000                         | 536,600                         |
| Special Revenue Funds         | 1,530,068            | 1,396,714            | 1,074,000                       | 1,149,641                       | 1,330,500                       |
| Economic Dev/Successor Agency | 793,230              | 1,063,877            | 1,146,100                       | 1,497,221                       | 2,762,309                       |
| Enterprise Funds              | 92,190               | 48,034               | 198,700                         | 186,000                         | 128,850                         |
| TOT Funds                     | -                    | -                    | 30,000                          | 30,000                          | -                               |
| Grants                        | 1,293,305            | 449,460              | 162,400                         | 536,885                         | 4,551,300                       |
| *Overhead Allocation          | 139,317              | 150,000              | -                               | -                               | -                               |
| <b>TOTAL</b>                  | <b>4,213,370</b>     | <b>3,500,607</b>     | <b>2,890,200</b>                | <b>3,894,747</b>                | <b>9,309,559</b>                |

#### EXPENDITURE BY DEPARTMENT

|                                | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Division        | -                    | 244,418              | 925,050                         | 1,272,285                       | 1,642,100                       |
| CD-Senior Services             | 304,023              | 270,055              | 275,350                         | 275,350                         | 308,600                         |
| Building Division              | 442,899              | 419,793              | 443,300                         | 442,600                         | 436,750                         |
| Economic Development/Successor | 1,252,856            | 1,330,922            | 999,300                         | 1,630,171                       | 6,843,692                       |
| Engineering Division           | 1,316,406            | 682,826              | 783,050                         | 597,365                         | 619,100                         |
| Maintenance Division           | 2,320,318            | 1,907,956            | 2,223,450                       | 2,271,776                       | 2,174,220                       |
| Planning Division              | 601,869              | 662,297              | 481,400                         | 436,400                         | 425,900                         |
| <b>TOTAL</b>                   | <b>6,238,371</b>     | <b>5,518,267</b>     | <b>6,130,900</b>                | <b>6,925,947</b>                | <b>12,450,362</b>               |

#### CHARACTER OF EXPENDITURES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits         | 3,130,341            | 3,245,461            | 3,714,200                       | 3,526,561                       | 3,710,316                       |
| <b>Subtotal</b>               | <b>3,130,341</b>     | <b>3,245,461</b>     | <b>3,714,200</b>                | <b>3,526,561</b>                | <b>3,710,316</b>                |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                 |                                 |
| Purchased Services            | 2,441,866            | 1,423,480            | 1,834,450                       | 2,041,705                       | 2,077,951                       |
| Supplies and Materials        | 438,259              | 403,444              | 418,250                         | 404,960                         | 458,534                         |
| Capital Expenditures          | 227,905              | 8,418                | 60,000                          | 272,445                         | 5,116,100                       |
| Other Expenditures            | -                    | 437,464              | 104,000                         | 680,276                         | 1,087,461                       |
| <b>Subtotal</b>               | <b>3,108,030</b>     | <b>2,272,806</b>     | <b>2,416,700</b>                | <b>3,399,386</b>                | <b>8,740,046</b>                |
| <b>TOTAL</b>                  | <b>6,238,371</b>     | <b>5,518,267</b>     | <b>6,130,900</b>                | <b>6,925,947</b>                | <b>12,450,362</b>               |
| NET GENERAL FUND CONTRIBUTION | 2,025,001            | 2,017,660            | 3,240,700                       | 3,031,200                       | 3,140,803                       |
| CHARGES FOR SERVICES          | 317,408              | 392,522              | 279,000                         | 495,000                         | 536,600                         |
| <b>TOTAL GENERAL FUND</b>     | <b>2,342,409</b>     | <b>2,410,182</b>     | <b>3,519,700</b>                | <b>3,526,200</b>                | <b>3,677,403</b>                |

#### \*OVERHEAD ALLOCATION

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Redevelopment Funds              | 132,536              | 150,000              | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>132,536</b>       | <b>150,000</b>       | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

# COMMUNITY DEVELOPMENT

## FY 2012-13 Adopted Budget

### Department Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

|                               | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Division       | 2                               | 2                               | 5                               | 5.5                             | 5.5                             |
| * CD-Senior Services          | 1.38                            | 1.38                            | 1.63                            | 1.63                            | 1.63                            |
| Building Division             | 5                               | 5                               | 3                               | 3                               | 3                               |
| Economic Development Division | -                               | -                               | -                               | 5                               | 5                               |
| * Engineering Division        | 5                               | 6                               | 6                               | 5                               | 5                               |
| * Maintenance Division        | 12                              | 13                              | 11                              | 11                              | 11                              |
| Planning Division             | 5                               | 5                               | 3                               | 3                               | 3                               |
| Redevelopment                 | 6                               | 6                               | 6                               | -                               | -                               |
| <b>TOTAL</b>                  | <b>36.38</b>                    | <b>38.38</b>                    | <b>35.63</b>                    | <b>34.13</b>                    | <b>34.13</b>                    |

\* These Division were transferred to the Community Development Department in FY2011-2012 after the eliminations of PW and Community Services Dept.

#### Position Detail

|  | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Administrative Assistant                   | -                               | -                               | 1                               | 1                               | 1                               |
| 3 Assistant Engineer                       | 2                               | 2                               | 2                               | 1                               | 1                               |
| Associate Planner                          | 2                               | 2                               | 2                               | 2                               | 2                               |
| Building Inspector                         | 2                               | 2                               | 1                               | 1                               | 1                               |
| Building Permit Technician                 | 1                               | 1                               | 1                               | 1                               | 1                               |
| Chief Building Official                    | 1                               | 1                               | 1                               | 1                               | 1                               |
| City Engineer                              | 1                               | 1                               | 1                               | 1                               | 1                               |
| Community Development Director             | 1                               | 1                               | 1                               | 1                               | 1                               |
| Deputy Director                            | -                               | -                               | 1                               | 1                               | 1                               |
| ** Economic Development Division Manager   | -                               | -                               | -                               | 1                               | 1                               |
| ** 4 Economic Development Coordinator I/II | -                               | -                               | -                               | 3                               | 3                               |
| Electrician                                | -                               | 1                               | 1                               | 1                               | 1                               |
| 2 Engineering Technician                   | 1                               | 1                               | 1                               | 1                               | 1                               |
| Executive Assistant                        | 1                               | 1                               | -                               | -                               | -                               |
| Housing Development                        | -                               | -                               | 1                               | 1                               | 1                               |
| Maintenance Division Manager               | 1                               | 1                               | 1                               | 1                               | 1                               |
| Maintenance Worker I                       | 4                               | 5                               | 5                               | 5                               | 5                               |
| Maintenance Worker II                      | 3                               | 3                               | 3                               | 2                               | 2                               |
| Maintenance Worker III                     | 2                               | 2                               | 2                               | 2                               | 2                               |
| NPDES Project Coordinator                  | -                               | -                               | -                               | 0.5                             | 0.5                             |
| Nutrition Site Supervisor (PT)             | 0.63                            | 0.63                            | 0.63                            | 0.63                            | 0.63                            |
| Office Assistant                           | 2                               | 1                               | 1                               | 1                               | 1                               |
| Planning Division Manager                  | 1                               | 1                               | 1                               | 1                               | 1                               |
| Public Works Inspector                     | 1                               | 1                               | 1                               | 1                               | 1                               |
| * RDA Division Manager                     | 1                               | 1                               | 1                               | -                               | -                               |
| * RDA Project Coordinator I/II             | 2                               | 2                               | 1                               | -                               | -                               |
| * RDA Project Manager                      | 2                               | 2                               | 1                               | -                               | -                               |
| Secretary I/II                             | 3                               | 3                               | 2                               | 1                               | 1                               |
| 1 Senior Engineer                          | -                               | 1                               | 1                               | 1                               | 1                               |
| Senior Planner                             | 1                               | 1                               | -                               | -                               | -                               |
| Van Driver (PT)                            | 0.75                            | 0.75                            | 1                               | 1                               | 1                               |
| <b>TOTAL</b>                               | <b>36.38</b>                    | <b>38.38</b>                    | <b>35.63</b>                    | <b>34.13</b>                    | <b>34.13</b>                    |

\* Positions were eliminated in April 2012.

\*\* Positions were established in April 2012.

1 Temporary position funded to support of Bay Road Construction Project.

2 Engineering Technician is being proposed to be unfunded for FY2012-2013

3 One Assistant Engineer position eliminated at the end of November 30, 2011.

4 One Economic Development Coordinator is a temporary appointment; expected to end April 2013.

# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

Oversee, direct and implement the Building Services, Business Retention/Enhancement and City Planning policies and services, which are intended to maintain and enhance the quality of life for City residents and visitors by providing an attractive and functionally built environment, insuring protection of desirable environmental and scenic amenities and efficient development review and approval. Provide quality planning, permitting and inspection services through an efficient, professional and customer-friendly public process under the policy direction of the City Council, the Redevelopment Board of Directors, and the Planning Commission.

### **BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

The Community Development Department currently includes the Divisions of: Building Services, Economic Development, Engineering, Maintenance, and Planning. The functions of the department include administrative oversight and support the Successor Agency (formerly the Redevelopment Agency), comprehensive planning, development review, building codes review and enforcement, capital infrastructure enforcement and inspections consistent with the Municipal and State Codes related and Inspections and Strategic Planning. The Department has a staffing of 34.13 authorized positions with various consultants to assist with projects within the seven divisions.

The emphasis of Fiscal Year 2012-2013 is to continue to implement the reorganization initiated last fiscal year and to address the impacts of the elimination of the Redevelopment Agency by the State of California.

Through continued organizational realignment and restructure, the administrative oversight staff will better respond to the day-to-day inquiries, processes, permit applications and ensure that departmental operations are conducted in an efficient, professional and customer-friendly manner. The newly-structured department streamlines cross-divisional functions and allows focus on updates to the General Plan, makes substantial progress toward creation of a comprehensive Land Use and Development Code; and provides assistance, review and recommendations for action on complex land use and development projects. The report also focuses on working toward development of improved permit-processing procedures, promotion, development, and training of all staff and the Planning Commissioners.

Within each of the basic functional areas, the Community Development Department will undertake projects that specifically address the City Council Strategic Plan:

- Complete implementation measures contained in the Certified Housing Element and Update the General Plan and Zoning Codes to establish a policy and regulatory framework to guide land use and development decisions in the City;
- Provide timely information, review and recommendations on discretionary permit applications as well as provide coordination, review and processing of ministerial applications;
- Continue to pursue timely resolution of building, zoning and related code enforcement actions;

# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

**Department Summary cont.**

- Continue to support efforts of the City to rehabilitate, maintain and improve the City's infrastructure by: 1) seeking grant and other funds; 2) providing accounting and oversight of grant and capital projects; 3) providing timely preparation of RFQs, RFPs and construction plans and specifications; 4) providing timely environmental review and permit processing services; and 5) maintenance, repair and continual improvement of existing infrastructure via staff and contracts.
- Support efforts of the City to coordinate and facilitate strategies to address the needs of the community for safe and affordable housing, employment, and recreation;
- Continue to represent the City on local and regional boards, commissions and agencies. Continue to coordinate with neighboring communities on issues of mutual interest as well as monitor activities that may impact the City.
- Work with Human Resources to maintain, and where necessary, to recruit for critical positions in the Community Development Department.

## **SIGNIFICANT CHANGES**

### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

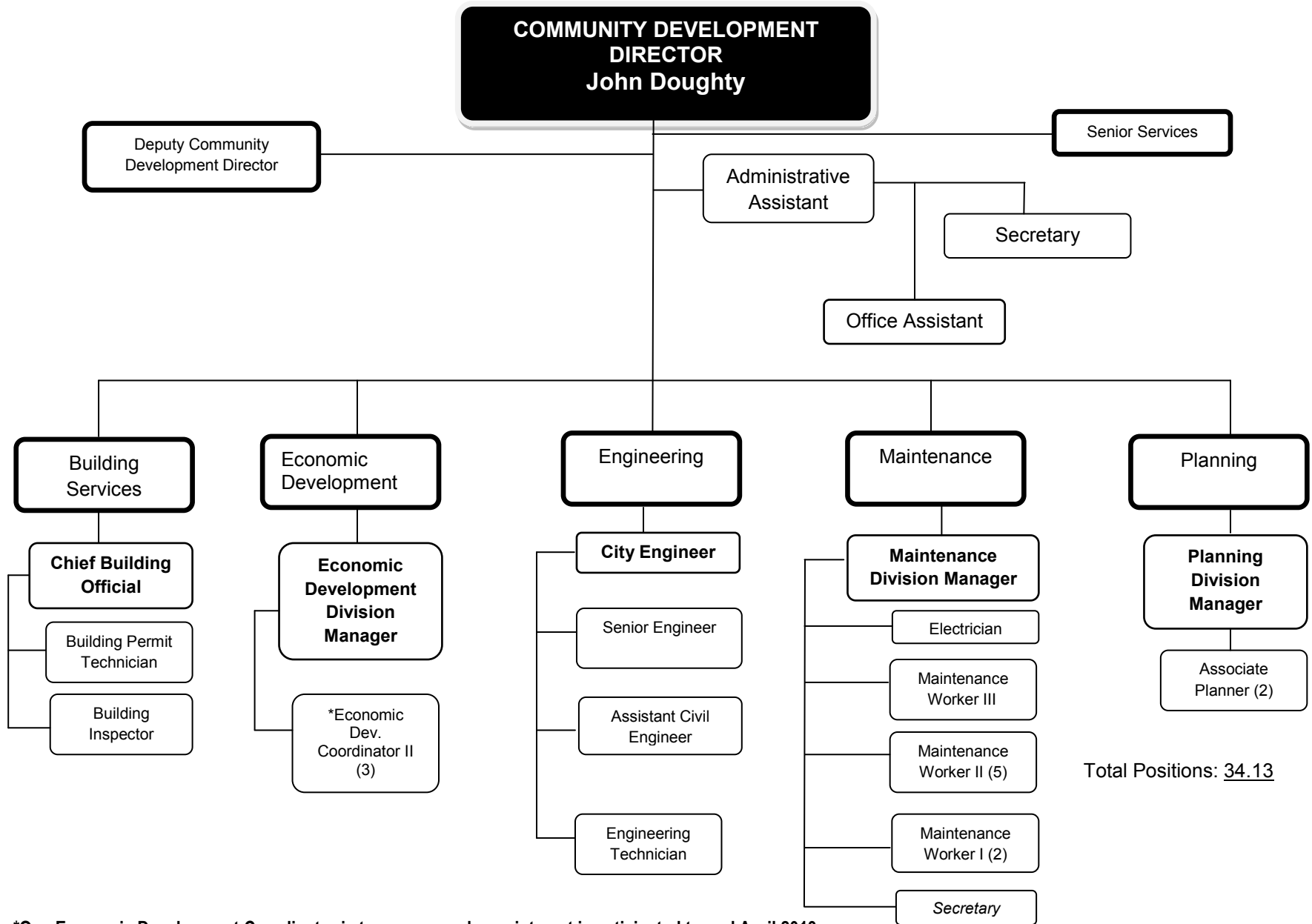
The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution \$3,031,200 is a decrease of \$209,500 from the Fiscal Year 2011-2012 Adopted Net General Fund Contribution of \$3,240,700. The 6.5% decrease is due primarily to an increase in charges for services revenues by \$216,000 and a significant increase in other funding sources to pay for the overall increase in department costs by \$691,000.

### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$3,140,803 is an increase of \$109,603 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$3,031,200. This 3.6% increase is mainly due to the dissolution of Redevelopment Agency (RDA) and the creation of a new Economic Development division. The Net General Fund Contribution to the new Economic Development division is \$329,683.

# COMMUNITY DEVELOPMENT DEPARTMENT

FY 2012-2013 Adopted Budget



Total Positions: 34.13

\*One Economic Development Coordinator is temporary and appointment is anticipated to end April 2013.

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# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Administration Division

#### Division Summary

##### SOURCES

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Grants                | -                    | -                    | -                               | 423,385                         | 659,100                         |
| Redevelopment Funds   | -                    | 1,375                | 92,700                          | 42,850                          | -                               |
| Enterprise Funds      | -                    | -                    | 45,000                          | 35,000                          | 48,950                          |
| Special Revenue Funds | -                    | 231,500              | 71,800                          | 106,800                         | 81,500                          |
| <b>TOTAL</b>          | <b>-</b>             | <b>232,875</b>       | <b>209,500</b>                  | <b>608,035</b>                  | <b>789,550</b>                  |

##### EXPENDITURES BY DEPARTMENT

|                         | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Division | -                    | 244,418              | 925,050                         | 1,272,285                       | 1,642,100                       |
| <b>TOTAL</b>            | <b>-</b>             | <b>244,418</b>       | <b>925,050</b>                  | <b>1,272,285</b>                | <b>1,642,100</b>                |

##### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | -                    | 11,416               | 661,500                         | 681,550                         | 712,800                         |
| <b>Subtotal</b>                      | <b>-</b>             | <b>11,416</b>        | <b>661,500</b>                  | <b>681,550</b>                  | <b>712,800</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | -                    | 1,502                | 253,300                         | 576,685                         | 886,250                         |
| Supplies and Materials               | -                    | -                    | 10,250                          | 14,050                          | 43,050                          |
| Other Expenditures                   | -                    | 231,500              | -                               | -                               | -                               |
| <b>Subtotal</b>                      | <b>-</b>             | <b>233,002</b>       | <b>263,550</b>                  | <b>590,735</b>                  | <b>929,300</b>                  |
| <b>TOTAL</b>                         | <b>-</b>             | <b>244,418</b>       | <b>925,050</b>                  | <b>1,272,285</b>                | <b>1,642,100</b>                |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>-</b>             | <b>11,543</b>        | <b>715,550</b>                  | <b>664,250</b>                  | <b>852,550</b>                  |

##### \* OVERHEAD ALLOCATION

|                                  | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Redevelopment Funds              | -                    | -                    | -                               | -                               | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>-</b>             | <b>-</b>             | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Division Summary cont.

#### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Administration          | 2                               | 2                               | 5                               | 6                               | 6                               |
| <b>TOTAL</b>            | <b>2</b>                        | <b>2</b>                        | <b>5</b>                        | <b>6</b>                        | <b>6</b>                        |

#### Position Detail

|   | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Community Development Director          | 1                               | 1                               | 1                               | 1                               | 1                               |
| * Community Development Deputy Director | -                               | -                               | 1                               | 1                               | 1                               |
| ** Executive Assistant                  | 1                               | 1                               | -                               | -                               | -                               |
| * Administrative Assistant              | -                               | -                               | 1                               | 1                               | 1                               |
| * Secretary II                          | -                               | -                               | 1                               | 1                               | 1                               |
| * Office Assistant                      | -                               | -                               | 1                               | 1                               | 1                               |
| *** NPDES Project Coordinator           | -                               | -                               | -                               | 0.5                             | 0.5                             |
| <b>TOTAL</b>                            | <b>2</b>                        | <b>2</b>                        | <b>5</b>                        | <b>5.5</b>                      | <b>5.5</b>                      |

\* This position was established due to 2011 Restructuring Plan.

\*\* This position was eliminated due to 2011 Restructuring Plan.

\*\*\* This is a temporary position.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Administration Summary

#### SERVICE DESCRIPTION

The Administration Division has oversight and provides direction to the divisions of Building Services, Economic Development, Engineering, Maintenance, and Planning.

The Administration Division is comprised of the Community Development Director, Deputy Director and administrative support staff. The Division manages the activities of the department, prepares and maintains budgets (revenues and expenditures) and provides administrative support to the Successor Agency (formerly Redevelopment Agency) Senior Nutrition/Transportation Services, Business Retention/Attraction/Economic Development, Engineering, Maintenance, Building Services and Planning Divisions. The Division is the primary point of contact with the City Manager's Office.

#### SIGNIFICANT CHANGES

##### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$664,250 is a decrease of \$51,300 from the FY2011-2012 Adopted Budget Net General Fund Contribution of \$715,550. This 7.1% decrease is due primarily to the increased use of grant funding.

##### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$852,550 is an increase of \$188,300 from the FY2011-2012 Adopted Budget Net General Fund Contribution of \$664,250. This 28.3% increase is due primarily to the loss of \$42,850 in RDA funding as a result AB x1 26 legislation and an increase of \$29,000 in supplies/materials as a result of consolidating the aggregate cost of Building Services, Engineering, and the Planning divisions supplies/materials expenditures into the administrative division. An increase of \$61,800 and \$127,500 in personnel cost and purchased services respectively. Purchased services include \$60,000 for management consulting various studies, \$30,000 for Community Outreach/studies and \$54,000 of administrative supporting services consolidating from other divisions into the administrative division.



# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

Administrative Division

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE  | RESULT   |
|--|--|
| 1. Complete and present the Draft Specific Plan to City Council for comment and direction by September 30, 2011.   | 1. The Redevelopment Agency did not meet this objective.   |
| 2. Finalize the Specific Plan and present to the City Council for adoption by December 31, 2011.   | 2. The Redevelopment Agency did not meet this objective.   |
| 3. Complete and present to the City Council the Draft Environmental Impact Review (EIR) by September 30, 2011.   | 3. The Redevelopment Agency did not meet this objective.   |
| 4. Provide an alternative source of potable water for use in emergencies (i.e. new well) by March 30, 2012.  | 4. In Progress. A study is underway to evaluate Gloria Way Well and other potential well sites and storage needs. A secondary source of water will not be identified by March, 2012. |
| 5. Review and recommend to the City Council, specific strategies for implementation, from the Small Business Needs Assessment and Tax Base Growth Strategy by June 30, 2011.   | 5. Not Accomplished.   |
| 6. Complete a Nexus Study by September 30, 2011.   | 6. The Redevelopment Agency did not meet this objective.   |
| 7. Develop a plan which will develop and nurture small and minority-owned businesses by providing assistance to organizations and businesses which promote the establishment of small and minority-owned firms by December 30, 2011. | 7. Renaissance provided small business/start-up assistance focused on home based businesses. Their final report was presented to the City Council in January.                        |
| 8. Present to City Council for adoption the Development Impact Fees by December 30, 2011.  | 8. As the nexus study was not completed, this objective was not met.   |
| 9. Develop a fee structure in order to maintain and update existing infrastructure (water, storm drain) by January 31, 2012.   | 9. A draft fee study has been prepared for the City. The fee study results and implementation will be presented to City Council in May 2012.   |

# **COMMUNITY DEVELOPMENT**

**FY 2012-2013 Adopted Budget  
Administration Division**

## **FY 2012-2013 OBJECTIVES**

1. Assist the City Manager in developing a Redevelopment transition plan to City Council by third quarter of 2012.
2. Present the Specific Plan and certification of the Environmental Impact Report (EIR) to Council for adoption by September 2012.
3. Present a revised small business plan to Council for adoption by fourth quarter of 2012.
4. To complete construction of the Safe Route to School Project by third quarter of 2012.
5. Present recommendation for design of Gloria rehabilitation project by first quarter of 2013.
6. Identify the resources in mental health and support services within the City and promote them through city media through the end of the fiscal year.

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Senior Services

#### Division Summary

##### SOURCE

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Grants                | 105,100              | 49,752               | 31,100                          | 31,100                          | 31,000                          |
| Special Revenue Funds | -                    | 130,800              |                                 |                                 |                                 |
| <b>TOTAL</b>          | <b>105,100</b>       | <b>180,552</b>       | <b>31,100</b>                   | <b>31,100</b>                   | <b>31,000</b>                   |

##### EXPENDITURES BY DIVISION

|                 | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Senior Services | 304,023              | 270,055              | 275,350                         | 275,350                         | 308,600                         |
| <b>TOTAL</b>    | <b>304,023</b>       | <b>270,055</b>       | <b>275,350</b>                  | <b>275,350</b>                  | <b>308,600</b>                  |

##### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 77,364               | 89,521               | 97,500                          | 97,500                          | 126,600                         |
| <b>Subtotal</b>                      | <b>77,364</b>        | <b>89,521</b>        | <b>97,500</b>                   | <b>97,500</b>                   | <b>126,600</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 186,567              | 101,061              | 97,600                          | 97,600                          | 98,500                          |
| Supplies and Materials               | 40,092               | 10,473               | 11,250                          | 11,250                          | 14,500                          |
| Other Expenditures                   | -                    | 69,000               | 69,000                          | 69,000                          | 69,000                          |
| <b>Subtotal</b>                      | <b>226,659</b>       | <b>180,534</b>       | <b>177,850</b>                  | <b>177,850</b>                  | <b>182,000</b>                  |
| <b>TOTAL</b>                         | <b>304,023</b>       | <b>270,055</b>       | <b>275,350</b>                  | <b>275,350</b>                  | <b>308,600</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>198,923</b>       | <b>89,503</b>        | <b>244,250</b>                  | <b>244,250</b>                  | <b>277,600</b>                  |

##### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Senior Services         | 1.38                            | 1.63                            | 1.63                            | 1.63                            | 1.63                            |
| <b>TOTAL</b>            | <b>1.38</b>                     | <b>1.63</b>                     | <b>1.63</b>                     | <b>1.63</b>                     | <b>1.63</b>                     |

##### Position Detail

|                                | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Nutrition Site Supervisor (PT) | 0.63                            | 0.63                            | 0.630                           | 0.63                            | 0.63                            |
| Van Driver (PT)                | 0.75                            | 1.00                            | 1                               | 1                               | 1                               |
| <b>TOTAL</b>                   | <b>1.38</b>                     | <b>1.63</b>                     | <b>1.63</b>                     | <b>1.63</b>                     | <b>1.63</b>                     |

# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

## **Senior Services Summary**

### **SERVICE DESCRIPTION**

To kindle the passion for life in seniors through programs that promote learning, artistic and intellectual expression, physical activity, good nutrition, access to health and other resources, accessible and affordable transportation, and the enjoyment of the great outdoors. To collaborate with and empower local agencies to provide senior services to senior residents in the community.

Under the direction of the Community Development Director, the division has a current staffing level of 1.63 FTE, which is comprised of 0.63 Nutrition Site Supervisor and 1 FTE Van Driver.

The emphasis of the Fiscal Year 2012-2013 budget is to address the following areas:

- Program expansion: Expand programs directed at seniors such as the nutrition, transportation, enrichment, and information and referral programs
- Demographic diversity and representation: Serve, in all programs a larger and demographically diverse representation of the senior population;
- Local Senior Serving Agencies Support: Assist the local agencies providing senior services to be fiscally sound and to be proficient in its delivery of a wide array of services to the senior population in East Palo Alto;
- Improved Communication and Community Engagement: Facilitate the provision of information to seniors and actively promote a strong engagement of seniors in civic matters and specifically in policies that impact seniors.
- Increase the diversification, through the direct engagement of various communities, the participation of all ethnic groups in the community in senior programs and activities.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

There is no change in the Net General Fund Contribution between the Fiscal Year 2011-2012 Amended and the Fiscal Year 2011-2012 Adopted budget.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$277,600 is an increase of \$33,350 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$244,250. This 13.7% increased is based on full utilization of authorized strength. .

# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

## Senior Services

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE  | RESULT            |
|--|-------------------|
| 1. To offer two senior picnic in the parks annually.   | 1. Completed      |
| 2. To provide daily hot lunches to seniors year round.   | 2. Completed      |
| 3. To provide roundtrip transportation for seniors on a daily basis.   | 3. Completed      |
| 4. To offer four safety workshops on health and safety related issues annually.  | 4. Not completed. |
| 5. To submit timely nutrition and transportation activity reports to San Mateo County by the 10 <sup>th</sup> of each month. | 5. Completed      |

# **COMMUNITY DEVELOPMENT**

**FY 2012-2013 Adopted Budget**

**Senior Services**

## **FY 2012-2013 OBJECTIVES**

1. To offer two senior picnic in the parks annually.
2. To provide daily hot lunches to seniors year round.
3. To provide roundtrip transportation for seniors on a daily basis.
4. To offer four safety workshops on health and safety related issues annually.
5. To submit timely nutrition and transportation activity reports to San Mateo County by the 10<sup>th</sup> of each month.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Building Division

#### Division Summary

##### SOURCE

|                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services | 230,583              | 224,487              | 134,000                         | 350,000                         | 300,600                         |
| <b>TOTAL</b>         | <b>230,583</b>       | <b>224,487</b>       | <b>134,000</b>                  | <b>350,000</b>                  | <b>300,600</b>                  |

##### EXPENDITURE BY DIVISION

|                   | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Building Services | 442,899              | 419,793              | 443,300                         | 442,600                         | 436,750                         |
| <b>TOTAL</b>      | <b>442,899</b>       | <b>419,793</b>       | <b>443,300</b>                  | <b>442,600</b>                  | <b>436,750</b>                  |

##### CHARACTER OF EXPENDITURES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits         | 388,882              | 381,516              | 353,400                         | 351,700                         | 353,200                         |
| <b>Subtotal</b>               | <b>388,882</b>       | <b>381,516</b>       | <b>353,400</b>                  | <b>351,700</b>                  | <b>353,200</b>                  |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                 |                                 |
| Purchased Services            | 17,427               | 26,940               | 77,900                          | 78,900                          | 70,550                          |
| Supplies and Materials        | 9,417                | 11,337               | 12,000                          | 12,000                          | -                               |
| Capital Expenditures          | 27,173               | -                    | -                               | -                               | 13,000                          |
| <b>Subtotal</b>               | <b>54,017</b>        | <b>38,277</b>        | <b>89,900</b>                   | <b>90,900</b>                   | <b>83,550</b>                   |
| <b>TOTAL</b>                  | <b>442,899</b>       | <b>419,793</b>       | <b>443,300</b>                  | <b>442,600</b>                  | <b>436,750</b>                  |
| NET GENERAL FUND CONTRIBUTION | 212,316              | 195,306              | 309,300                         | 92,600                          | 136,150                         |
| CHARGES FOR SERVICES          | 230,583              | 224,487              | 134,000                         | 350,000                         | 300,600                         |
| <b>TOTAL GENERAL FUND</b>     | <b>442,899</b>       | <b>419,793</b>       | <b>443,300</b>                  | <b>442,600</b>                  | <b>436,750</b>                  |

##### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Building Services       | 5                               | 5                               | 3                               | 3                               | 3                               |
| <b>TOTAL</b>            | <b>5</b>                        | <b>5</b>                        | <b>3</b>                        | <b>3</b>                        | <b>3</b>                        |

##### Position Detail

|                            | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Chief Building Official    | 1                               | 1                               | 1                               | 1                               | 1                               |
| Building Inspector         | 2                               | 2                               | 1                               | 1                               | 1                               |
| Building Permit Technician | 1                               | 1                               | 1                               | 1                               | 1                               |
| * Office Assistant         | 1                               | 1                               | -                               | -                               | -                               |
| <b>TOTAL</b>               | <b>5</b>                        | <b>5</b>                        | <b>3</b>                        | <b>3</b>                        | <b>3</b>                        |

\* This position was eliminated due to the 2011 Restructuring Plan.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget Building Division Summary

### SERVICE DESCRIPTION

To provide plan review, coordination, inspections and enforcement services by an efficient and professional permitting process with a friendly customer service attitude. Through these processes we ensure code compliance which foster life-safety requirements that enhance the quality of life for our residents and customers.

The functions of the Building Services Division include: project plan review, inspections, coordination, evaluation, to implement codes and policies, and construction related-code enforcement for existing and new development of all construction types and occupancies. The division has a staffing level of 3 positions. These positions assist with project review, inspection, coordination and enforcement under the direction of the Chief Building Official.

The program emphasis for the coming Fiscal Year 2012-2013 is to respond to day-to-day inquires and ensure that divisional operations are conducted efficiently, professionally with a focus on customer-friendly service, as these relate to code enforcement initiatives to ensure a safe and healthy environment. There will also be a strong emphasis on interdepartmental coordination in the areas of engineering, planning, housing, disaster recovery and reduction of blight.

Within the following basic functional areas, the Building Services Division will undertake initiatives that will focus on customer service and efficiencies, as well as enforcement of California State Building Standards, Codes, National Pollution Discharge and Elimination System (NPDES) requirements (Storm Water) and, other California regulations as related to maintenance, use, additions, alterations and repair of properties and structures in East Palo Alto.

The division strategically addresses the following on an ongoing basis:

- Customer service and Permit Center operation;
- Building Permit Processing by coordinating with other divisions involved in the same;
- In-House and Contract Plan Check;
- Permit Inspections;
- Records Management;
- Life Safety Inspections;
- Community Outreach & Education;
- Disaster/Emergency Preparedness, Mitigation, and Recovery.



# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

## Building Division Summary cont.

### SIGNIFICANT CHANGES

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$92,600 is a decrease of \$216,000 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$309,300. This 69.8% decrease of Net General Fund Contribution is primarily due to an increase in projected charges for services revenues related to the University Plaza Project.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The FY 2012-2013 Adopted Budget Net General Fund Contribution of \$136,150 is an increase of \$43,550 from the FY 2011-2012 Amended Net General Fund Contribution of \$92,600. This 47.0% increase is due primary to a decrease of \$49,000 in charges for services as compare to prior year amount because of one time fees collected from the Sobrato Project. Offset by an increase of \$1,500 in personnel cost combine with a decrease of \$7,350 in supplies and services.

# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

## Building Division

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT  |
|---|---|
| 1. Work with San Mateo County Health Department to ensure that vendors are appropriately handling and selling safe and healthful foods by July 30, 2012 | 1. Accomplished. The Planning Division is tracking via the City business license process.   |
| 2. Aggressively board up houses that are dangerous and demolish those that are beyond repair  | 2. Accomplished. Through the code enforcement hearing process, we are actively pursuing these cases.  |
| 3. All plan reviews are completed with the time allotted not to exceed 21 calendar days.  | 3. Accomplished. Plan reviews submitted were all reviewed within 21 days of submittal.  |
| 4. Provide (4) follow up employee training classes for the use of the CRW permit tracking system  | 4. Partially accomplished. Program was created, formal training commenced in April with additional training to occur throughout summer 2012.                        |
| 5. Implement standard operating procedures (SOPs) for the use of the CRW permit tracking system   | 5. Accomplished.  |
| 6. Implement a standard cataloguing of all construction plans.  | 6. Accomplished and ongoing.  |
| 7. Standardize emergency preparedness operations as they relate to natural disaster   | 7. Hazard Mitigation Plan adopted by Council in February 2012. Staff participated in tabletop emergency exercise. Staff participated in Countywide training in May. |

# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

**Building Division**

## **FY 2012-2013 OBJECTIVES**

- 1) Provide excellent service to the residents and businesses of East Palo Alto. Service excellence is defined as:
  - a. Maintain the Permit Center during normal hours of operation and assist the public accordingly.
  - b. Complete 95-percent of building plan checks within 21-days and 100-percent within 30-days.
  - c. Provide 95-percent of building inspections by the next business day of request.
- 2) Monitor the community, respond to all complaints and actively secure vacant and dangerous homes in the City during the fiscal year.
- 3) Provide at least two (2) follow up employee training classes for the use of the CRW permit tracking system during the fiscal year.
- 4) Finalize and implement standard operating procedures (SOPs) for the use of the CRW permit tracking system during the fiscal year.
- 5) Commence scanning of building permit file folders. Complete a minimum of five hundred (500) files during fiscal year.
- 6) Participate in at least one emergency preparedness exercise during the fiscal year.
- 7) Provide assistance to City Code Enforcement efforts including support of the City's Code Enforcement Hearing process. Closure rate of 80-percent for fiscal year is the goal.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Economic Development

#### Division Summary

##### SOURCES

|                                | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| TOT 10% Housing Funds          | -                    | -                    | 30,000                          | 30,000                          | -                               |
| Special Revenue Funds          | 6,390                | (6,369)              | -                               | -                               | -                               |
| General Funds Overhead         | 6,781                | -                    | -                               | -                               | -                               |
| Grant                          | 524,205              | 399,708              | 82,400                          | 82,400                          | 3,861,200                       |
| Successor Agency               |                      |                      |                                 | 250,000                         | 250,000                         |
| Economic Development/RDA Funds | 715,480              | 937,583              | 886,900                         | 1,203,471                       | 2,402,809                       |
| <b>TOTAL</b>                   | <b>1,252,856</b>     | <b>1,330,922</b>     | <b>999,300</b>                  | <b>1,565,871</b>                | <b>6,514,009</b>                |

##### EXPENDITURES BY DIVISION

|                           | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Economic Development/ RDA | 1,252,856            | 1,330,922            | 999,300                         | 1,380,171                       | 6,593,692                       |
| Successor Agency Admin    |                      |                      |                                 | 250,000                         | 250,000                         |
| <b>TOTAL</b>              | <b>1,252,856</b>     | <b>1,330,922</b>     | <b>999,300</b>                  | <b>1,630,171</b>                | <b>6,843,692</b>                |

##### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 598,657              | 589,276              | 436,000                         | 489,811                         | 521,116                         |
| <b>Subtotal</b>                      | <b>598,657</b>       | <b>589,276</b>       | <b>436,000</b>                  | <b>489,811</b>                  | <b>521,116</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 643,442              | 595,195              | 511,000                         | 357,135                         | 201,801                         |
| Supplies and Materials               | 7,148                | 6,789                | 17,300                          | 4,580                           | 714                             |
| Capital Expenditures                 | 3,609                | 2,698                | -                               | 575,200                         | 5,101,600                       |
| Other Expenditures                   | -                    | 136,964              | 35,000                          | 203,445                         | 1,018,461                       |
| <b>Subtotal</b>                      | <b>654,199</b>       | <b>741,646</b>       | <b>563,300</b>                  | <b>1,140,360</b>                | <b>6,322,576</b>                |
| <b>TOTAL</b>                         | <b>1,252,856</b>     | <b>1,330,922</b>     | <b>999,300</b>                  | <b>1,630,171</b>                | <b>6,843,692</b>                |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>-</b>             | <b>-</b>             | <b>-</b>                        | <b>64,300</b>                   | <b>329,683</b>                  |

##### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| RDA                     | 6                               | 6                               | 5                               | 5                               | 0                               |
| Economic Development    | 0                               | 0                               | 0                               | 0                               | 5                               |
| <b>TOTAL</b>            | <b>6</b>                        | <b>6</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        |

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Economic Development

#### Division Summary cont.

|   | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Detail</b>                  |                                 |                                 |                                 |                                 |                                 |
| * RDA Division Manager                  | 1                               | 1                               | 1                               | -                               | -                               |
| * RDA Project Coordinator I/II          | 2                               | 2                               | 1                               | -                               | -                               |
| * RDA Project Manager                   | 2                               | 2                               | 1                               | -                               | -                               |
| ** Housing Development                  | -                               | -                               | 1                               | 1                               | 1                               |
| *** Secretary II                        | 1                               | 1                               | -                               | -                               | -                               |
| * Economic Development Division Manager | -                               | -                               | -                               | 1                               | 1                               |
| * Economic Development Coordinator I/II | -                               | -                               | 1                               | 3                               | 3                               |
| <b>TOTAL</b>                            | <b>6</b>                        | <b>6</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        |

- \* As a result of the dissolution of California redevelopment agencies pursuant to ABx26 by the State effective on February 1, 2012, the City Council authorized the transition of redevelopment to Economic Development; thereby eliminating the Redevelopment positions and creating the Economic Development positions. One of the Economic Development Coordinator II position is provisional for one year.
- \*\* The Housing Development function was transferred from Housing Development Department due to restructuring plan May 2011.
- \*\*\* This position was eliminated as a part of the 2011 Restructuring Plan.

#### Map of Redevelopment Areas with Status Updates on Each Project:



# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

## **Economic Development Summary**

### **SERVICE DESCRIPTION**

The Economic Development Division will exercise the functions assigned to it, as approved by council in its Redevelopment transition plan, after the Agency dissolution. The Successor Agency and Successor Housing Agency will: make payments and perform other obligations due for Enforceable Obligations, transfer housing functions of former RDA to its successor Housing Agency, wind down all other affairs of the former RDA, develop administrative budgets for Oversight Board approval and pay administrative costs, manage the Affordable Housing portfolio and create affordable housing.

The functions of the ED/SA's include Economic Development, Strategic Planning for redevelopment areas, Winding down of the former RDA. The Agency has a staffing of 4 (four) positions and works under the direction of the Community Development Director.

The emphasis of the Fiscal Year 2012-2013 budget is to work in the following, and other work plan priorities as identified in the Council RDA transition plan:

1. Managing the Successor Agency, Successor Housing Agency and Interaction and negotiations with the Oversight Board.
2. Implementation of the University Plaza Project – Staff will ensure that the project proceeds with permitting and construction in a timely manner. When completed this project will generate approximately \$200,000 in property taxes and \$150,000 in business licenses.
3. Management and implementation of the University Plaza \$1.2M community benefit
4. Drew Site: Work with developer and community to create a vision, an a development plan
5. Ravenswood/Four Corners TOD Specific Plan & Program EIR implementation:
  - Adopting the Specific Plan and Certifying the Program EIR
  - Attracting public and private investment to improving the infrastructure of the Ravenswood Business District to support the envisioned growth in the area.
  - Marketing the plan to attract development interest to the area
  - Facilitating the implementation of several entitled projects in the Ravenswood, and Gateway 101 Redevelopment Project areas;
  - Implementing first tier open space projects recommended in the Specific Plan or already underway. These include Cooley Landing, UP Rail Spur Trail, SFPUC right of way, and trail connection from Demeter to University.
  - Manage the Successor Housing Agency BMR portfolio
  - Creating a housing project with the Olson parcels
6. Continue exploring ways to expand EPA water supply, including expansions of existing, and development of new groundwater sources, and negotiations with other municipalities with excess water, or acquisition of water rights.
7. Preparing a nexus study for compliance with the Palmer Case to finalize the interim BMR in-lieu fee that Council adopted in December 2011.
8. Completing a citywide capital improvement impact fee for infrastructure and other facilities
9. Continue managing the maintenance contract of the Gateway 101 shopping center
10. Assisting with Bay Road Phases II and III, during the pre-development/environmental phase
11. Assist with Runnymede Phase II, during the pre-development/environmental phase
12. Providing assistance to Small Businesses as identified in a revised Small Business Needs Assessment Strategy

# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

## Economic Development Summary cont.

### SIGNIFICANT CHANGES

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget of \$1,630,171 is an increase of \$630,871 from the FY 2011-2012 Adopted Budget of \$999,300. This 63.1% projected increase is primarily due to the Cooley Landing phase II construction cost. In addition, a Fiscal Year 2011-2012 Amended Budget of Net General Fund Contribution of \$64,300 is needed to cover personnel costs associated with the creation of an Economic Development/Successor Agency division to replace the former Redevelopment Agency that was dissolved under AB x1 26.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$329,683 is an increase of \$265,83 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$64,300. This increase is to cover a full year of operating costs for the new Division.

# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

## Economic Development

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT  |
|---|---|
| 1. Complete and present the Draft Specific Plan to City Council for comment and direction by September 30, 2011.                | 1. Accomplished. Plan and EIR presented in 2011.  |
| 2. Finalize the Specific Plan and EIR and present to the City Council for adoption by December 31, 2011.                        | 2. Not accomplished. The Plan and EIR will be presented to the City Council in July 2012.   |
| 3. To provide an alternative source of potable water for use in emergencies (i.e. new well) by March 30, 2012.                  | 3. Accomplished and ongoing. A study is underway to evaluate Gloria Way Well and other potential well sites and storage needs. A secondary source of water will not be identified by March, 2012. |
| 4. To complete a Nexus Study by September 30, 2011.   | 4. Accomplished and ongoing. Grant application submitted and awarded by MTC to assist in preparation of Nexus Study.  |
| 5. To present to City Council for adoption the Development Impact Fees by December 30, 2011.                                    | 5. Not accomplished. As the nexus study was not completed, this objective was not met.  |
| 6. To develop a fee structure in order to maintain and update existing infrastructure (water, storm drain) by January 31, 2012. | 6. Accomplished. A draft fee study has been prepared for the City. The fee study results and implementation will be presented to City Council in May of 2012.                                     |
| 7. Staff the Oversight Board (OSB) of the Former Redevelopment Agency.  | 7. Accomplished and ongoing. Economic Development staff is providing assistance to the OSB.   |



# COMMUNITY DEVELOPMENT

## 2012-2013 Adopted Budget Economic Development

### FY 2012-2013 OBJECTIVES

1. Assist the City Council in transition to Successor Agency, Successor Housing Agency and staff the Oversight Board of the Former Redevelopment Agency by third quarter 2012.
2. **Assist in the development of the City Council Economic Development Strategy by mid-year.**
3. **Manage and implement the University Plaza \$1.2M community benefit fund by end of the fiscal year.**
4. **Ravenswood/Four Corners TOD Specific Plan & Program EIR implementation by the end of the fiscal year:**
  - a. Adopting the Specific Plan and Certifying the Program EIR;
  - b. Attracting public and private investment to improving the infrastructure of the Ravenswood Business District to support the envisioned growth in the area;
  - c. Marketing the plan to attract development interest to the area;
  - d. Facilitating the implementation of several entitled projects in the Ravenswood, and Gateway 101 Redevelopment Project areas;
  - e. Implementing first tier open space projects recommended in the Specific Plan or already underway. These include Cooley Landing, UP Rail Spur Trail, SFPUC right of way, and trail connection from Demeter to University;
  - f. Manage the Successor Housing Agency BMR portfolio;
  - g. Facilitate a housing project with the Olson parcels.
5. Lead the preparation of a nexus study for the Ravenswood area through December 2012.
6. Continue managing the maintenance contract of the Gateway 101 shopping center.
7. Assist with Bay Road Phases II and III, during the pre-development/environmental phase through December 2012.
8. Assist with Runnymede Phase II, during the pre-development/environmental phase through June 2013.
9. Provide assistance to small businesses as identified in a revised Small Business Needs Assessment Strategy. Update strategy as necessary by the end of the fiscal year.
10. Administer the First Source Hiring program. Complete quarterly and annual reports during the fiscal year.

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Engineering Division

#### Division Summary

##### SOURCES

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services  | 47,852               | 65,925               | 56,000                          | 45,000                          | 105,000                         |
| Grants                | 664,000              | -                    | 48,900                          | -                               | -                               |
| Redevelopment Funds   | 46,600               | 119,471              | 166,500                         | 900                             | -                               |
| Special Revenue Funds | 286,700              | 248,528              | 48,300                          | 77,665                          | -                               |
| <b>TOTAL</b>          | <b>1,045,152</b>     | <b>433,924</b>       | <b>319,700</b>                  | <b>123,565</b>                  | <b>105,000</b>                  |

##### EXPENDITURES BY DIVISION

|                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Engineering Division | 1,316,406            | 682,826              | 783,050                         | 597,365                         | 619,100                         |
| <b>TOTAL</b>         | <b>1,316,406</b>     | <b>682,826</b>       | <b>783,050</b>                  | <b>597,365</b>                  | <b>619,100</b>                  |

##### CHARACTER OF EXPENDITURES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits         | 540,606              | 648,375              | 720,100                         | 497,600                         | 576,700                         |
| <b>Subtotal</b>               | <b>540,606</b>       | <b>648,375</b>       | <b>720,100</b>                  | <b>497,600</b>                  | <b>576,700</b>                  |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                 |                                 |
| Purchased Services            | 744,500              | 29,302               | 55,350                          | 94,065                          | 40,900                          |
| Supplies and Materials        | 4,200                | 4,659                | 7,600                           | 4,200                           | -                               |
| Capital Expenditures          | 27,100               | 490                  | -                               | 1,500                           | 1,500                           |
| <b>Subtotal</b>               | <b>775,800</b>       | <b>34,451</b>        | <b>62,950</b>                   | <b>99,765</b>                   | <b>42,400</b>                   |
| <b>TOTAL</b>                  | <b>1,316,406</b>     | <b>682,826</b>       | <b>783,050</b>                  | <b>597,365</b>                  | <b>619,100</b>                  |
| NET GENERAL FUND CONTRIBUTION | 271,254              | 248,902              | 463,350                         | 473,800                         | 514,100                         |
| CHARGES FOR SERVICES          | 47,852               | 65,925               | 56,000                          | 45,000                          | 105,000                         |
| <b>TOTAL GENERAL FUND</b>     | <b>319,106</b>       | <b>314,827</b>       | <b>519,350</b>                  | <b>518,800</b>                  | <b>619,100</b>                  |

##### AUTHORIZED STRENGTH

|                      | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Engineering Division | 5                               | 6                               | 6                               | 5                               | 5                               |
| <b>TOTAL</b>         | <b>5</b>                        | <b>6</b>                        | <b>6</b>                        | <b>5</b>                        | <b>5</b>                        |

##### Position Detail

|                            | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| * Assistant Civil Engineer | 1                               | 2                               | 2                               | 1                               | 1                               |
| City Engineer              | 1                               | 1                               | 1                               | 1                               | 1                               |
| Engineering Technician     | 1                               | 1                               | 1                               | 1                               | 1                               |
| ** Public Works Inspector  | 1                               | 1                               | 1                               | 1                               | 1                               |
| *** Senior Engineer        | 1                               | 1                               | 1                               | 1                               | 1                               |
| <b>TOTAL</b>               | <b>5</b>                        | <b>6</b>                        | <b>6</b>                        | <b>5</b>                        | <b>5</b>                        |

\* One of the Assistant Engineer position was a provisional appointment that ended November 30, 2011.

\*\* This vacant position is being proposed as unfunded for FY 2012-2013

\*\*\* This position is provisional for one year.



# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget Engineering Division Summary

### SERVICE DESCRIPTION

Develops and manages capital projects, manages transportation network and performs development review services ensuring adequate public improvements and services.

- Capital Improvement Program
- Roads/Traffic & Transportation
- Environmental & Utilities
- Land Development/Plan Review
- Mapping
- Engineering Operations
- Coordination with Local/State/Federal Agencies

The Engineering Division provides engineering services to city projects and performs various reviews related to development applications to ensure that City infrastructure meets engineering design standards and provides residents with as healthy, safe and functional environment."

### SIGNIFICANT CHANGES

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$473,800 is an increase of 10,450 from the Fiscal Year 2011-2012 Adopted Budget of \$463,350. This 2.3% increase is a combination of vacancy savings in personnel of \$222,000 offset by a projected decrease in grant funding and other sources by \$196,000. There is also a projected increase of \$37,000 in supplies and services expenditures.

#### **FY 2011-2012 Amended FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$514,100 is an increase of \$40,300 from the Fiscal Year 2011-2012 Amended Budget of \$473,800. This 8.5% increase is primarily due to the staffing of a provisional senior engineer for a full year offset by a reduction of supplies and services expenditures.

# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

**Engineering Division**

## FY 2011-2012 ACCOMPLISHMENTS

### OBJECTIVE

### RESULT

- | OBJECTIVE  | RESULT   |
|--|--|
| 1. Issue Request for Proposal (RFP) and enter into contract for the environmental and design phase of the Runnymede SD, Phase II.                                    | 1. Accomplished. RFP released and consultant under contract. |
| 2. Conduct a Field Review with CalTrans to obtain authorization to start environmental and design phase for Bay Road Phase II and Phase III.                         | 2. Accomplished. Release received from CalTrans.             |
| 3. Conduct two (2) community meetings to obtain input regarding design elements and alternatives of the SR2S, Cycle 8, Project by September 30, 2012.                | 3. Accomplished.   |
| 4. Complete the PS&E, advertise the project for bids, and initiate construction phase by May 15, 2012.   | 4. Accomplished.   |
| 5. Complete design and commence construction of the street resurfacing and sidewalk construction project by October 30, 2011.  | 5. Accomplished.   |
| 6. Design and cost the scope of a skate park by June 30, 2011.   | 6. Accomplished in December 2011                             |
| 7. Complete design and construction of the Annual Streets Resurfacing Project 2011- Prop. 1B: September 2011.  | 7. Accomplished in December 2011                             |
| 8. Complete design and construction of Safe Routes to School (SR2S), Cycle 8, Improvements Project: November 2011.   | 8. Accomplished.   |
| 9. Complete geometric design and construction for Traffic Signals Modification Project University/Bell and East Bayshore/ Pulgas Avenue Intersections: October 2011. | 9. Accomplished  |
| 10. Complete geometric design and construction for Traffic Signals Modification Project University/Bell and East Bayshore/Pulgas Avenue Intersections: October 2011. | 10. Accomplished   |

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget Engineering Division

### FY 2012-2013 OBJECTIVES

- 1) Provide excellent service to the residents and businesses of East Palo Alto. Service excellence is defined as:
  - a. Maintain the Permit Center during normal hours of operation and assist the public accordingly.
  - b. Complete 95-percent of plan checks within 21-days and 100-percent within 30-days.
  - c. Provide 95-percent of engineering inspections by the next business day of request.
  - d. Finalize CEQA/NEPA environmental documents and submit to federal/state and local environmental bodies and complete the design for the Runnymede SD Improvements Project by July 15, 2012.
- 2) Initiate implementation of Gloria Way Well/Secondary Water Source Study during the fiscal year.
- 3) Initiate design for the University Avenue Resurfacing Project and complete construction during the fiscal year.
- 4) Complete geometric design and construction for Traffic Signals Modification Project University/Bell and East Bayshore/Pulgas Avenue Intersections and commence construction by August of 2012.
- 5) Complete Phase II of LED streetlight replacements by October of 2012.
- 6) Complete Phase I (Planning, Environmental, and Preliminary Design) for the Class I Pedestrian/Bicycle overcrossing at 101 by spring 2012.
- 7) Submit a report and recommendations to the City Council on options to provide Emergency Water for the City by fall of 2012.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Maintenance Division

#### Division Summary

##### SOURCES

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Enterprise Funds      | 92,190               | 48,034               | 153,700                         | 148,070                         | 79,900                          |
| Special Revenue Funds | 1,235,956            | 793,277              | 933,900                         | 944,622                         | 1,229,000                       |
| <b>TOTAL</b>          | <b>1,328,146</b>     | <b>841,311</b>       | <b>1,087,600</b>                | <b>1,092,692</b>                | <b>1,308,900</b>                |

##### EXPENDITURES BY DIVISION

|                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Maintenance Division | 2,320,318            | 1,907,956            | 2,223,450                       | 2,271,776                       | 2,174,220                       |
| <b>TOTAL</b>         | <b>2,320,318</b>     | <b>1,907,956</b>     | <b>2,223,450</b>                | <b>2,271,776</b>                | <b>2,174,220</b>                |

##### CHARACTER OF EXPENDITURES

|              | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>TOTAL</b> | <b>2,320,318</b>     | <b>1,907,956</b>     | <b>2,223,450</b>                | <b>2,271,776</b>                | <b>2,174,220</b>                |

##### PERSONNEL

|                       |                  |                |                  |                  |                  |
|-----------------------|------------------|----------------|------------------|------------------|------------------|
| Salaries and Benefits | 1,020,567        | 976,099        | 1,047,800        | 1,021,400        | 1,034,900        |
| <b>Subtotal</b>       | <b>1,020,567</b> | <b>976,099</b> | <b>1,047,800</b> | <b>1,021,400</b> | <b>1,034,900</b> |

##### SUPPLIES AND SERVICES

|                        |                  |                |                  |                  |                  |
|------------------------|------------------|----------------|------------------|------------------|------------------|
| Purchased Services     | 784,241          | 561,008        | 760,750          | 788,820          | 744,050          |
| Supplies and Materials | 372,660          | 366,989        | 354,900          | 357,880          | 395,270          |
| Other Expenditures     | -                | -              | -                | -                | -                |
| Capital Expenditures   | 142,850          | 3,860          | 60,000           | 103,576          | -                |
| <b>Subtotal</b>        | <b>1,299,751</b> | <b>931,857</b> | <b>1,175,650</b> | <b>1,250,276</b> | <b>1,139,320</b> |

|              |                  |                  |                  |                  |                  |
|--------------|------------------|------------------|------------------|------------------|------------------|
| <b>TOTAL</b> | <b>2,320,318</b> | <b>1,907,956</b> | <b>2,223,450</b> | <b>2,271,676</b> | <b>2,174,220</b> |
|--------------|------------------|------------------|------------------|------------------|------------------|

##### NET GENERAL FUND CONTRIBUTION

|              |                |                  |                  |                  |                |
|--------------|----------------|------------------|------------------|------------------|----------------|
| <b>TOTAL</b> | <b>992,172</b> | <b>1,066,645</b> | <b>1,135,850</b> | <b>1,178,984</b> | <b>865,320</b> |
|--------------|----------------|------------------|------------------|------------------|----------------|

##### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Maintenance Division    | 12                              | 11                              | 11                              | 11                              | 11                              |
| <b>TOTAL</b>            | <b>12</b>                       | <b>11</b>                       | <b>11</b>                       | <b>11</b>                       | <b>11</b>                       |

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Maintenance Division

#### Division Summary cont.

|                              | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Detail</b>       |                                 |                                 |                                 |                                 |                                 |
| Maintenance Division Manager | 1                               | 1                               | 1                               | 1                               | 1                               |
| Electrician                  | -                               | 1                               | 1                               | 1                               | 1                               |
| Maintenance Worker I         | 5                               | 5                               | 5                               | 5                               | 3                               |
| Maintenance Worker II        | 3                               | 2                               | 2                               | 2                               | 3                               |
| Maintenance Worker III       | 2                               | 1                               | 1                               | 1                               | 2                               |
| Secretary I                  | 1                               | 1                               | 1                               | 1                               | 1                               |
| <b>TOTAL</b>                 | <b>12</b>                       | <b>11</b>                       | <b>11</b>                       | <b>11</b>                       | <b>11</b>                       |



# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Maintenance Division

#### SERVICE DESCRIPTION

The Maintenance Division provides parks and open spaces maintenance and landscaping; street maintenance and median landscaping; litter control; a recycling program; maintenance and operations of Storm Drainage Districts; facilities and ground maintenance; traffic signals; regulatory signage; public right-of-ways; maintaining of Ravenswood Lighting District; fleet and equipment maintenance; and contract services.

Under the direct supervision of the Community Development Director, the Division has a staffing level of 11 positions.

The division is responsible for the day-to-day maintenance of all City-owned facilities, parks and infrastructure. It coordinates and assists other departments with the use of City facilities during special events, holidays, as well as the general use of City facilities and parks on a continuous basis.

#### SIGNIFICANT CHANGES

##### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$1,178,984 is an increase of \$43,134 from the Fiscal Year 2011-2012 Adopted Budget of \$1,135,850. This 4.0% increase in Net General Fund Contribution is due to higher levels of supplies and materials expenditures and a lower than expected level of special revenue resources.

##### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$865,320 is a decrease of \$313,664 from the Fiscal Year 2011-2012 Projected Budget Net General Fund Contribution of \$1,178,984. This decrease of 27.0% in Net General Fund Contribution is due mainly to an increase in funding from other Special Revenue Funds and Enterprises sources by \$216,208.

# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

## Maintenance Division

### FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT   |
|---|--|
| 1. Implement program for maintaining Ravenswood Lighting District in-house.   | 1. Accomplished. The City hired an electrician, maintenance of Ravenswood Lighting District, park lights, facility lights, and street holiday decorations are done with in- house staff. |
| 2. To build a pocket park at Newbridge and Bay Road.                          | 2. Accomplished. The Maintenance Division staff completed the park.  |
| 3. To install street sweeping signs in the Village neighborhood.              | 3. Accomplished. Sign installation completed.  |
| 4. To build a temporary Skate Park.   | 4. Accomplished, The Maintenance Division staff completed excavation of the project.   |
| 5. To implement a maintenance inspection for the skate park.                  | 5. Accomplished. An Inspection form was developed to assist the Maintenance Division in conducting weekly inspections.   |
| 6. To schedule of overhaul pump number 1 at O'Connor pump station.            | 6. Accomplished. Peterson Power System overhauled pump #1 the week of January 23, 2012.  |
| 7. To install four new bus shelters.  | 7. Accomplished, Work is complete.   |
| 8. To schedule cleaning of the storm drain discharge outfalls.                | 8. Not accomplished. Staff is investigating permitting options.  |
| 9. To resolve conflict between garbage service days and street sweeping days. | 9. Accomplished. Staff has maintained regular communication with contractors to address questions and contract implementation.   |

# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

**Maintenance Division**

## **FY 2012-2013 OBJECTIVES**

1. Provide excellent customer service to the residents and businesses of East Palo Alto. The Division will:
  - a. Maintain each City Park once per week.
  - b. Maintain City streets and sidewalks for safe and efficient access. Respond to sidewalk problems within 72 hours of notification receipt.
  - c. Maintain parkway landscaping on a weekly basis.
  - d. Maintain City facilities. Respond to facilities maintenance work requests within 72 hours of receipt.
  - e. Maintain Ravenswood Lighting District, facility lighting and parks lighting. Respond to street lighting problems within 72 hours of notification receipt.
  - f. Maintain storm drain system and O'Connor pump station. Respond to storm drain maintenance issues within 72 hours of notification receipt.
  
2. Install new lights at Martin Luther King Jr. Park to protect safety of the residents, minimize vandalizing, graffiti, and crimes by June 2013.
  
3. Update pump control system and install remote access for O'Connor Pump Station Operation by December 2012.
  
4. Install street sweeping signs in the Gardens neighborhood by December 2012.
  
5. Initiate crack sealing program in summer of 2012.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Planning Division

#### Division Summary

##### SOURCES

|                       | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>PROJECTED<br>BUDGET | FY 2012-13<br>PROPOSED<br>BUDGET |
|-----------------------|----------------------|----------------------|---------------------------------|-----------------------------------|----------------------------------|
| Charges for Services  | 86,825               | 102,110              | 89,000                          | 100,000                           | 131,000                          |
| Special Revenue Funds | 1,022                | (1,022)              | 20,000                          | 20,000                            | 20,000                           |
| Redevelopment Funds   | 31,150               | 5,448                | -                               | -                                 | -                                |
| *Overhead Allocation  | 132,536              | 150,000              | -                               | -                                 | -                                |
| <b>TOTAL</b>          | <b>251,533</b>       | <b>256,536</b>       | <b>109,000</b>                  | <b>120,000</b>                    | <b>151,000</b>                   |

##### EXPENDITURES BY DEPARTMENT

|                   | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>PROJECTED<br>BUDGET | FY 2012-13<br>PROPOSED<br>BUDGET |
|-------------------|----------------------|----------------------|---------------------------------|-----------------------------------|----------------------------------|
| Planning Division | 601,869              | 662,297              | 481,400                         | 436,400                           | 425,900                          |
| <b>TOTAL</b>      | <b>601,869</b>       | <b>662,297</b>       | <b>481,400</b>                  | <b>436,400</b>                    | <b>425,900</b>                   |

##### CHARACTER OF EXPENDITURES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>PROJECTED<br>BUDGET | FY 2012-13<br>PROPOSED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|-----------------------------------|----------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                   |                                  |
| Salaries and Benefits         | 504,265              | 549,258              | 397,900                         | 387,000                           | 385,000                          |
| <b>Subtotal</b>               | <b>504,265</b>       | <b>549,258</b>       | <b>397,900</b>                  | <b>387,000</b>                    | <b>385,000</b>                   |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                   |                                  |
| Purchased Services            | 65,689               | 108,472              | 78,550                          | 48,400                            | 35,900                           |
| Supplies and Materials        | 4,742                | 3,197                | 4,950                           | 1,000                             | 4,500                            |
| Capital Expenditures          | 27,173               | 1,370                | -                               | -                                 | 500                              |
| <b>Subtotal</b>               | <b>97,604</b>        | <b>113,039</b>       | <b>83,500</b>                   | <b>49,400</b>                     | <b>40,900</b>                    |
| <b>TOTAL</b>                  | <b>601,869</b>       | <b>662,297</b>       | <b>481,400</b>                  | <b>436,400</b>                    | <b>425,900</b>                   |
| NET GENERAL FUND CONTRIBUTION | 350,336              | 405,761              | 372,400                         | 316,400                           | 274,900                          |
| CHARGES FOR SERVICES          | 86,825               | 102,110              | 89,000                          | 100,000                           | 131,000                          |
| <b>TOTAL GENERAL FUND</b>     | <b>437,161</b>       | <b>507,871</b>       | <b>461,400</b>                  | <b>416,400</b>                    | <b>405,900</b>                   |

##### \* OVERHEAD ALLOCATION

|                                  | FY 2008-09<br>ACTUAL | FY 2009-10<br>ACTUAL | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET |
|----------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Redevelopment Funds              | 150,000              | 150,000              | 150,000                         | 150,000                         | -                               |
| <b>TOTAL OVERHEAD ALLOCATION</b> | <b>150,000</b>       | <b>150,000</b>       | <b>150,000</b>                  | <b>150,000</b>                  | <b>-</b>                        |

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### Planning Division

#### Division Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

Planning Division

TOTAL

|              | FY 2008-09<br>ADOPTED<br>BUDGET | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET |
|--------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|              | 5                               | 5                               | 5                               | 3                               | 3                               |
| <b>TOTAL</b> | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        | <b>3</b>                        | <b>3</b>                        |

#### Position Detail

Planning Division Manager

Associate Planner

\* Senior Planner

\* Secretary II

TOTAL

|              | FY 2008-09<br>ADOPTED<br>BUDGET | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2010-11<br>AMENDED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET |
|--------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|              | 1                               | 1                               | 1                               | 1                               | 1                               |
|              | 2                               | 2                               | 2                               | 2                               | 2                               |
|              | 1                               | 1                               | 1                               | -                               | -                               |
|              | 1                               | 1                               | 1                               | -                               | -                               |
| <b>TOTAL</b> | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        | <b>3</b>                        | <b>3</b>                        |

\* Position was eliminated due to the 2011 Restructuring Plan.

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget Planning Division Summary

### SERVICE DESCRIPTION

Implement the City's planning policies which are intended to maintain and enhance the quality of life for City residents and visitors by providing an attractive and functionally built environment, insuring protection of desirable environmental and scenic amenities, and efficient development review and approval. Provide quality planning and permitting services through efficient, professional and customer-friendly public processes under the policy direction of the Planning Commission and ultimately the City Council.

The functions of the Planning Division include advance planning, and current planning development review. In addition to the division having a compliment of 3 staff positions, various planner consultants assist with projects under the direction of the Planning Division Manager.

The emphasis of the Fiscal Year 2012-2013 budget is to process high priority projects, respond to day-to-day inquiries, process environmental and private development permit applications and to ensure that divisional operations are conducted in an efficient, professional and customer-friendly manner.

The legal framework of the planning function has its historical roots in two statutes, the California Land Use Enabling Act and the California Zoning Enabling Act. The city's land use regulations are based in its police power and are intended to protect the public health, safety and welfare of its residents. The following California state laws outline the legal framework within which a city must exercise its land use functions:

- Establishment of local planning agencies, commissions and departments, (Government Code Section 65100 *et seq*);
- General plan and specific plan, (Government Code Section 65300 *et seq*);
- Zoning Regulations, (Government Code Section 65800 *et seq*);
- Subdivision Map Act, (Government Code Section 66410 *et seq*);
- Development Agreements, (Government Code Section 65864 *et seq*);
- California Environmental Quality Act, (Public Resources Code 21000 *et seq* and the CEQA guidelines);
- Ralph M. Brown Act, (Government Code Section 54950 *et seq*); and
- Permit Streamlining Act, (Government Code Section 65920 *et seq*).

The Planning Commission serves the residents and businesses of the City of East Palo Alto by interpreting the City's regulations pertaining to the uses of land based on the City's adopted General Plan and the Zoning Regulations in addition to the state laws listed above. These two instruments or documents are City Council adopted goals, objectives, and policies whose aim is to *"preserve, enhance, improve the quality of life of the residents and people who work in the City of East Palo Alto by ensuring that uses and structures do not adversely impact adjacent properties, the environment, and surrounding uses."*

# COMMUNITY DEVELOPMENT

## FY 2012-2013 Adopted Budget

### **Planning Division Summary**

The Planning staff also supports the work of the Planning Commission, whose citizen members are appointed by the City Council. The Planning Commission is required under state law to review and act on matters related to planning and development. The Commission meets regularly on the 2<sup>nd</sup> and 4<sup>th</sup> Mondays of each month and from time to time, holds special meetings and community forums.

The Planning Division will continue to work towards process and systems improvement in the course of the objectives described in the objectives section of this narrative.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The FY 2011-2012 Amended Budget Net General Fund Contribution of \$316,400 is a decrease of \$56,000 from the FY 2011-2012 Adopted Budget Net General Fund Contribution of \$372,400. This 15.0% decrease is a combination of \$10,000 in personnel cost savings, a reduction of \$30,000 in GIS Consultant services, and an \$11,000 better than expected level of service revenues.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The FY 2012-2013 Adopted Budget Net General Fund Contribution of \$274,900 is decrease of \$41,500 from the FY 2011-2012 Amended Net General Fund Contribution of \$316,400. This 13.1% decrease in Net General Fund Contribution is primarily due to a projected \$31,000 gain in service revenues and a net reduction of \$8,500 in supplies and purchased services.

# COMMUNITY DEVELOPMENT

FY 2012-2013 Adopted Budget

Planning Division

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE  | RESULT  |
|--|---|
| 1) Initiate environmental/planning phase of the pedestrian bicycle bridge project by June 2012.  | 1) Accomplished. Process initiated and consultants are under contract.  |
| 2) Develop on-call list of planning consultants capable of developing environmental review of overcrossing. Hire consultant to conduct studies by June, 2012.                          | 2) Accomplished.  |
| 3) Encourage bicycling and walking as a preference to using automobiles in and around town by June 2012.   | 3) In Progress.   |
| 4) Continue review and comment on environmental documents prepared by outside agencies that impact City of East Palo Alto.   | 4) Completed and ongoing. Review of all environmental impact reports that impact City of East Palo Alto residents ongoing, and comments submitted. Notably staff assisted in review of Menlo Park—Facebook EIR  |
| 5) Improve partnerships with other governments, agencies, and non-profits, especially schools, for the purpose of furthering the City Council's Strategic Objectives by December 2011. | 5) Ongoing. Partnered with Metropolitan Transportation Commission, Silicon Valley Bicycle Coalition and Association of Bay Area Governments on many projects to increase equity and improve emergency preparedness. Staffed the Ravenswood School District's 7/11 Committee and Safe Routes to School Task Force. |
| 6) Prepare annual report on the General Plan and present to Planning Commission and City Council.  | 6) Accomplished. A comprehensive survey was administered through partnerships and a summary of success is in process.   |
| 7) Assist in completion of fee study.  | 7) Accomplished.  |



# COMMUNITY DEVELOPMENT

**FY 2012-2013 Adopted Budget**

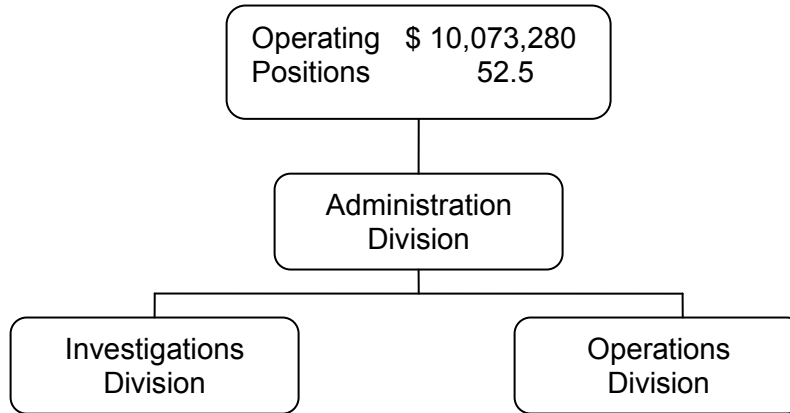
**Planning Division**

**FY 2012-2013 OBJECTIVES**

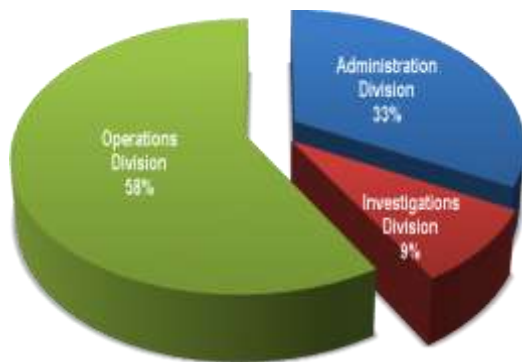
- 1) Provide excellent service to the residents and businesses of East Palo Alto. Service excellence is defined as:
  - a. Maintain the Permit Center during normal hours of operation and assist the public accordingly.
  - b. Complete 95-percent of planning entitlement reviews within 120 days of being deemed complete.
  - c. Provide 95-percent of planning inspections by the next business day of request.
  - d. Provide completeness determination (within 30-days) for all applicable projects.
- 2) Initiate work on Zoning Ordinance Update. During first half of the Fiscal Year, complete clean-up and clarification revisions. Second half of the fiscal year will focus on Development Code consolidation.
- 3) Complete subdivision ordinance and submit to the City Council for consideration.
- 4) Maintain the General Plan and present revisions as deemed necessary or as submitted by the community. If funded by the Strategic Growth Council Grant, hire a consultant and initiate the major General Plan Update.
- 5) Continue the review of projects outside of the City's boundaries that impact East Palo Alto residents.
- 6) Implement Safe Routes to School for all school zones within ¼ mile of their boundaries.
- 7) Maintain the Community Rating System (CRS) to ensure a minimum CRS 8 equal to a 10% discount in flood insurance premiums.

# POLICE DEPARTMENT

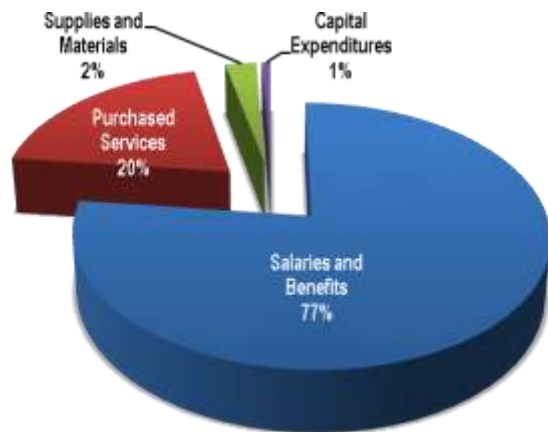
FY 2012-2013 Adopted Budget



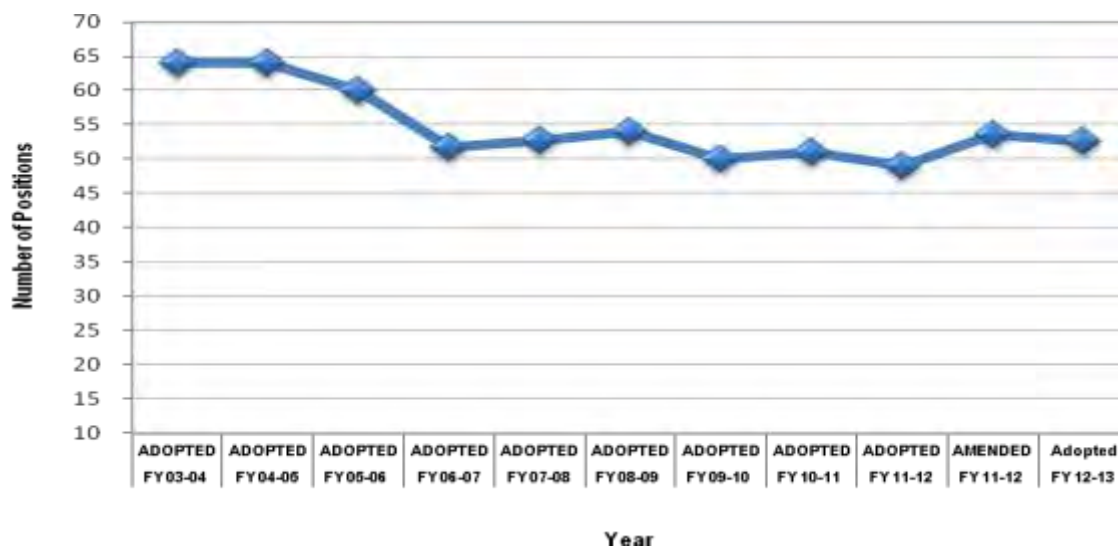
## EXPENDITURES BY DIVISION



## CHARACTER OF EXPENDITURES



## AUTHORIZED STRENGTH



**POLICE DEPARTMENT**  
**FY 2012-2013 Adopted Budget**

**Department Summary**

**SOURCES**

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services          | 189,235              | 255,602              | 252,000                         | 222,000                         | 261,500                         |
| Measure C Public Safety Funds | 399,434              | 596,330              | 364,400                         | 560,500                         | 523,200                         |
| Grants                        | 1,609,208            | 807,755              | 677,600                         | 733,300                         | 446,000                         |
| Redevelopment Funds           | 59,000               | -                    | -                               | -                               | -                               |
| <b>TOTAL</b>                  | <b>2,256,877</b>     | <b>1,659,687</b>     | <b>1,294,000</b>                | <b>1,515,800</b>                | <b>1,230,700</b>                |

**EXPENDITURE BY DIVISION**

|                         | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Division | 4,394,620            | 3,955,861            | 3,555,300                       | 3,703,200                       | 3,327,280                       |
| Investigations Division | 800,142              | 738,248              | 912,000                         | 921,500                         | 925,900                         |
| Operations Division     | 6,107,181            | 6,094,148            | 5,933,100                       | 5,975,800                       | 5,820,100                       |
| <b>TOTAL</b>            | <b>11,301,943</b>    | <b>10,788,257</b>    | <b>10,400,400</b>               | <b>10,600,500</b>               | <b>10,073,280</b>               |

**CHARACTER OF EXPENDITURES**

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits         | 7,845,811            | 7,768,300            | 7,590,100                       | 7,801,000                       | 7,591,060                       |
| <b>Subtotal</b>               | <b>7,845,811</b>     | <b>7,768,300</b>     | <b>7,590,100</b>                | <b>7,801,000</b>                | <b>7,591,060</b>                |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                 |                                 |
| Purchased Services            | 3,079,782            | 2,601,899            | 2,322,300                       | 2,329,000                       | 2,126,020                       |
| Supplies and Materials        | 291,657              | 257,417              | 337,500                         | 320,000                         | 279,500                         |
| Capital Expenditures          | 84,695               | 160,641              | 150,500                         | 150,500                         | 76,700                          |
| Other Expenses                | (2)                  | -                    | -                               | -                               | -                               |
| <b>Subtotal</b>               | <b>3,456,132</b>     | <b>3,019,957</b>     | <b>2,810,300</b>                | <b>2,799,500</b>                | <b>2,482,220</b>                |
| <b>TOTAL</b>                  | <b>11,301,943</b>    | <b>10,788,257</b>    | <b>10,400,400</b>               | <b>10,600,500</b>               | <b>10,073,280</b>               |
| NET GENERAL FUND CONTRIBUTION | 9,045,066            | 9,128,570            | 9,106,400                       | 9,084,700                       | 8,842,580                       |
| CHARGES FOR SERVICES          | 189,235              | 255,602              | 252,000                         | 222,000                         | 261,500                         |
| <b>TOTAL GENERAL FUND</b>     | <b>9,234,301</b>     | <b>9,384,172</b>     | <b>9,358,400</b>                | <b>9,306,700</b>                | <b>9,104,080</b>                |

# POLICE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Department Summary cont.

#### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Administration Division | 11                              | 11                              | 10                              | 13.5                            | 12.5                            |
| Investigations Division | 5                               | 5                               | 5                               | 5                               | 5                               |
| Operations Division     | 34                              | 35                              | 34                              | 35                              | 35                              |
| <b>TOTAL</b>            | <b>50</b>                       | <b>51</b>                       | <b>49</b>                       | <b>53.5</b>                     | <b>52.5</b>                     |

#### Position Detail

|                                 | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Services Manager | 1                               | 1                               | 1                               | 1                               | 1                               |
| Administrative Assistant- RES   | 0                               | 0                               | 1                               | 1                               | 1                               |
| Code Enforcement Officer II     | 2                               | 2                               | 2                               | 2                               | 2                               |
| Community Services Officer      | 1                               | 1                               | 1                               | 1                               | 1                               |
| **** Deputy Chief of Police     | 0                               | 0                               | 0                               | 1                               | 0                               |
| Executive Assistant- RES        | 1                               | 1                               | 0                               | 0                               | 0                               |
| *** Police Captain              | 2                               | 2                               | 2                               | 2                               | 2                               |
| Police Chief                    | 1                               | 1                               | 1                               | 1                               | 1                               |
| Police Crime Analyst            | 1                               | 1                               | 1                               | 1                               | 1                               |
| Police Officer                  | 28                              | 28                              | 28                              | 28                              | 28                              |
| * Police Officer (Grant Funded) | 2                               | 2                               | 2                               | 2                               | 2                               |
| Police Property Officer         | 1                               | 1                               | 1                               | 1                               | 1                               |
| Police Records Clerk I/II       | 3                               | 3                               | 3                               | 3                               | 3                               |
| Police Records Supervisor       | 1                               | 1                               | 1                               | 1                               | 1                               |
| Police Sergeant                 | 6                               | 7                               | 6                               | 6                               | 6                               |
| ** Re-Entry Program Assistant   | 0                               | 0                               | 0                               | 0.5                             | 0.5                             |
| ** Re-Entry Program Caseworker  | 0                               | 0                               | 0                               | 1                               | 1                               |
| ** Re-Entry Program Coordinator | 0                               | 0                               | 0                               | 1                               | 1                               |
| <b>TOTAL</b>                    | <b>50</b>                       | <b>51</b>                       | <b>50</b>                       | <b>53.5</b>                     | <b>52.5</b>                     |

\* COPS Grant funding supports these positions through April 2013.

\*\* These positions were authorized to be funded for 1 year. Funding available from Measure C until February 2013.

\*\*\* 1 position is unfunded and is being recommended to remain unfunded in the FY2012-13 Proposed Budget.

\*\*\*\* Position was established in February 2012, position is being recommended for elimination after further assessment of department structure.

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **Department Summary**

### **MISSION STATEMENT**

Provide police patrol and investigations services 24 hours per day, 7 days per week to protect persons and property. To preserve the peace throughout the City and provide effective community-oriented policing law enforcement services.

### **BUDGET ORGANIZATION AND THE STRATEGIC PRIORITIES**

The divisions of the Police Department consist of Administration, Investigations, and Operations. The Department currently has a staffing level of 52.5 authorized positions. Of the authorized positions, two positions; Administrative Assistant and Crime Analyst were unfunded in the current year and are once again unfunded for next year given the City's current fiscal challenges. Included in the authorized strength are three temporary classifications; Re-Entry Program Coordinator, Re-Entry Program Case Worker and one part-time Re-Entry Program Assistant which are funded for one year through the use of Measure C Funds to continue the operations of the Parole Re-Entry Program.

The emphasis of the Fiscal Year 2012-2013 budget is to maintain current service levels to the public. Attention will be focused on the priority of employee and organizational development, as well as community policing and crime reduction. In addition, the department will focus on ongoing maintenance of mandated services for general law enforcement, vehicle abatement, and emergency response (as a single agency or in concert with other federal, state, and/or local agencies). The Police Department will strive for successful completion of the following strategic priorities:

- Improve basic Police Officer's skills through training, employee development, coaching and mentoring so that crimes are investigated fully, the community is properly served and criminals are brought to justice;
- Work to improve neighborhood "quality of life" by resolving problems associated with abandoned vehicles and substance abuse in residential neighborhoods and parks. This will be accomplished by working with other City departments such as Public Works and Community Services as well as the Menlo Park Fire District;
- Re-establish efforts to provide School Resource Officers to work with youth and schools on current and future programs;
- Research and identify outside funding sources (e.g. grants) that will allow the department to expand its community based policing services and concepts;
- Evaluate and recommend cost-effective policing and public safety programs and activities;
- Assist and promote planning and training efforts to assure preparation for disaster response and management services.

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

**Department Summary cont.**

## **SIGNIFICANT CHANGES**

### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$9,084,700 represents a slight decrease of \$21,700 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$9,106,400.

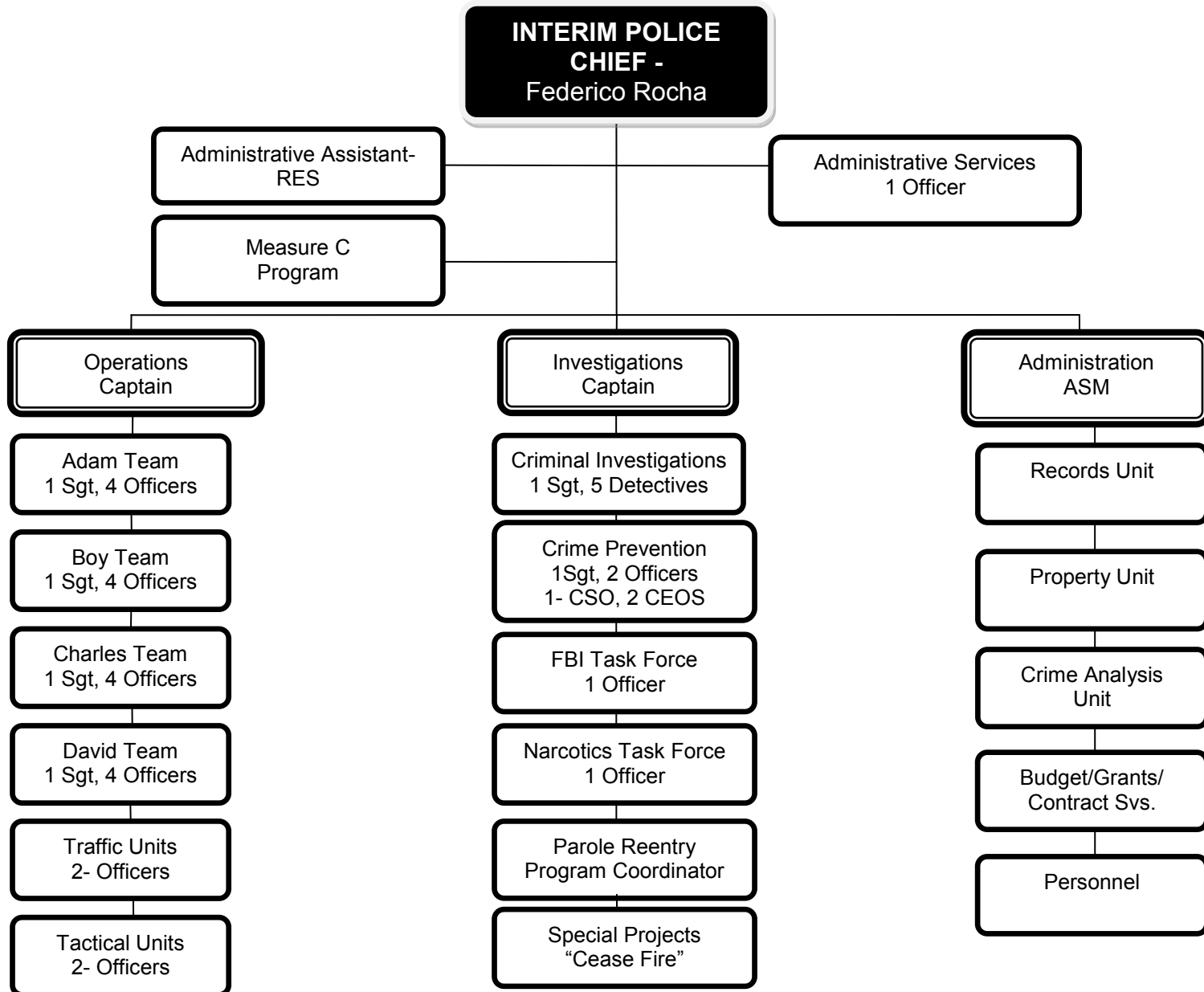
### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$8,842,580 is a decrease of \$242,120 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$9,084,700. This 2.7% decrease in Net General Fund Contribution is a combination of \$209,940 decrease in personnel cost based on continuation of frozen positions. Supplies and services and non-General Fund funding are expected to decrease by \$317,280 and \$285,100 respectively.

# POLICE DEPARTMENT

FY 2012-2013 Adopted Budget

(Existing Organization)



DB-108

**Note:** 2 Police Officer Position fully supported by COPS grants (2 years only).  
1 Captain is currently overseeing both the Operations and Investigation Units; other position is currently unfunded.

Total Positions: **52.5**

# POLICE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Administration Division

#### Division Summary

##### SOURCES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services          | 49,200               | 16,369               | 45,000                          | 15,000                          | 50,500                          |
| Measure C Public Safety Funds | 117,300              | 197,000              | 86,100                          | 281,900                         | 242,100                         |
| Redevelopment Funds           | 59,000               | -                    | -                               | -                               | -                               |
| Grants                        | 1,324,343            | 467,814              | 344,600                         | 394,600                         | -                               |
| <b>TOTAL</b>                  | <b>1,549,843</b>     | <b>681,183</b>       | <b>475,700</b>                  | <b>691,500</b>                  | <b>292,600</b>                  |

##### EXPENDITURES BY DIVISION

|                         | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Division | 4,394,620            | 3,955,861            | 3,555,300                       | 3,703,200                       | 3,327,280                       |
| <b>TOTAL</b>            | <b>4,394,620</b>     | <b>3,955,861</b>     | <b>3,555,300</b>                | <b>3,703,200</b>                | <b>3,327,280</b>                |

##### CHARACTER OF EXPENDITURES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits         | 1,082,144            | 1,083,806            | 928,800                         | 1,072,500                       | 1,021,060                       |
| <b>Subtotal</b>               | <b>1,082,144</b>     | <b>1,083,806</b>     | <b>928,800</b>                  | <b>1,072,500</b>                | <b>1,021,060</b>                |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                 |                                 |
| Purchased Services            | 3,059,925            | 2,600,238            | 2,310,800                       | 2,320,000                       | 2,115,020                       |
| Supplies and Materials        | 160,358              | 111,176              | 165,200                         | 160,200                         | 114,500                         |
| Capital Expenditures          | 84,695               | 160,641              | 150,500                         | 150,500                         | 76,700                          |
| Other Expenditures            | 7,498                | -                    | -                               | -                               | -                               |
| <b>Subtotal</b>               | <b>3,312,476</b>     | <b>2,872,055</b>     | <b>2,626,500</b>                | <b>2,630,700</b>                | <b>2,306,220</b>                |
| <b>TOTAL</b>                  | <b>4,394,620</b>     | <b>3,955,861</b>     | <b>3,555,300</b>                | <b>3,703,200</b>                | <b>3,327,280</b>                |
| NET GENERAL FUND CONTRIBUTION | 2,844,777            | 3,274,678            | 3,079,600                       | 3,011,700                       | 3,034,680                       |
| CHARGES FOR SERVICES          | 42,708               | 16,369               | 45,000                          | 15,000                          | 50,500                          |
| <b>TOTAL GENERAL FUND</b>     | <b>2,887,485</b>     | <b>3,291,047</b>     | <b>3,124,600</b>                | <b>3,026,700</b>                | <b>3,085,180</b>                |



# POLICE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Administration Division

#### Division Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

Administration Division

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| 11                              | 11                              | 10                              | 13.5                            | 12.5                            |
| <b>11</b>                       | <b>11</b>                       | <b>10</b>                       | <b>13.5</b>                     | <b>12.5</b>                     |

#### Position Detail

|                                  | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Administration Services Manager  | 1                               | 1                               | 1                               | 1                               | 1                               |
| * Administration Assistant (Res) | -                               | -                               | 1                               | 1                               | 1                               |
| Community Services Officer       | 1                               | 1                               | 1                               | 1                               | 1                               |
| **** Deputy Police Chief         | -                               | -                               | -                               | 1                               | -                               |
| ** Executive Assistant (Res)     | 1                               | 1                               | -                               | -                               | -                               |
| Police Chief                     | 1                               | 1                               | 1                               | 1                               | 1                               |
| * Police Crime Analyst           | 1                               | 1                               | 1                               | 1                               | 1                               |
| Police Property Officer          | 1                               | 1                               | 1                               | 1                               | 1                               |
| Police Record's Clerk I/II       | 3                               | 3                               | 3                               | 3                               | 3                               |
| Police Record's Supervisor       | 1                               | 1                               | 1                               | 1                               | 1                               |
| ** Police Sergeant               | 1                               | 1                               | -                               | -                               | -                               |
| *** Re-Entry Program Assistant   | -                               | -                               | -                               | 0.5                             | 0.5                             |
| *** Re-Entry Program Case Worker | -                               | -                               | -                               | 1                               | 1                               |
| *** Re-Entry Program Coordinator | -                               | -                               | -                               | 1                               | 1                               |
| <b>TOTAL</b>                     | <b>11</b>                       | <b>11</b>                       | <b>10</b>                       | <b>13.5</b>                     | <b>12.5</b>                     |

\* These positions were unfunded in FY2011-12 and are being recommended to unfund again in FY 2012-13.

\*\* This classification was reclass and replaced by the Administrative Assistant Classification.

\*\*\* These positions were authorized to be funded for 1 year. Funding available from Measure C until February 2013.

\*\*\*\* Position was recommended and authorized by the City Council in February 2012, position is being recommended for elimination after further assessment of department needs.

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **Administration Division**

### **SERVICE DESCRIPTION**

The Administration Division provides direction, coordination and oversight to police employees and operations involving grants, contracts, policy matters, training, discipline, and purchasing.

Under the direct supervision of the Administration Services Manager, the Division is comprised of the Records Section, Property and Evidence Unit, the Crime Analysis Unit and the Community Services Unit. The Division is also responsible for the Re-Entry Program which is currently funded for one year and has a staffing level of 2.5 FTE to oversee the program. The Office of the Chief of Police is also under the Administration Division which is comprised of the Chief of Police and 2 additional staff members. The Administration Division has a direct staffing level of 12.5 positions.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adapted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$3,011,700 is a decrease of \$67,900 from the Fiscal Year 2011-2012 Adopted Net General Fund Contribution of \$3,079,600. This decrease of 2.2% is due mainly to increase in other funding sources such as grants and Measure C.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$3,034,680 is an increase of \$22,980 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$3,011,700. This 0.08% increase in Net General Fund Contribution is a result of decrease in other funding sources although personnel costs was reduced by \$52,440 and supplies and services also reduced by \$324,480.

# POLICE DEPARTMENT

FY 2012-2013 Adopted Budget

Administration Division

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE  | RESULT  |
|--|---|
| 1. To present to the City Council a draft Citywide Emergency Plan for adoption by April 5, 2011.   | 1. Accomplished.  |
| 2. To provide /Incident Command Systems SIMS/ICS training to all staff by May 31, 2012.  | 2. Accomplished.  |
| 3. To conduct tabletop exercise for Management Team by June 30, 2011.  | 3. Timeline has been revised. A Joint tabletop exercise is scheduled with Menlo Park and Atherton for May 2012. |
| 4. To conduct Citywide Disaster Preparedness Exercise by December 31, 2011.  | 4. Accomplished.  |
| 5. To adopt and implement an anti-graffiti ordinance and present it to the City Council for adoption by June 30, 2012.   | 5. Scheduled to be completed by August 2012.  |
| 6. To provide Peace Officer Standards and Training (POST) required 24 hour training and certification to officers and sergeants who have not received training by June 30, 2012. | 6. Partially completed and on-going as needed.  |
| 7. To complete the implementation of predictive policing and crime analysis model by December 30, 2011.  | 7. Partially completed; on-going through the establishment of COMSTAT.  |
| 8. Meet 1 <sup>st</sup> Year Commission on Accreditation for Law Enforcement Agencies (CALEA) Standards by June 30, 2012.  | 8. Partially completed.   |
| 9. To submit grant application for Intervention and Enforcement Grant by June 30, 2012.  | 9. Accomplished.  |
| 10. To conduct at least 3 "Chat with the Chief" sessions by June 30, 2012.   | 10. Partially completed and on target. In addition two Town Hall meetings were conducted.                       |

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

**Administration Division**

## **FY 2012-2013 OBJECTIVES**

1. **To conduct tabletop exercise for Management Team by March 31, 2013.**
2. **To conduct Citywide Disaster Preparedness Exercise by June 30, 2013.**
3. **To present an anti-graffiti ordinance to the City Council for adoption by first quarter of 2013.**
4. To adopt and implement an anti-dumping ordinance and present it to the City Council for adoption by March 31, 2013.
5. To enhance code enforcement efforts with a focus on Crime Prevention through Environmental Design (CPTED) in partnership with Community Development by June 2013.
6. To complete the implementation of predictive policing and crime analysis model by December 31, 2012.
7. To complete the implementation of Re-entry initiative, including pursuing a County CCP resolution to refer EPA resident realignment referrals into the Re-entry effort.
8. To conduct at least 3 "Chat with the Chief" sessions by June 30, 2013.
9. **In coordination with the City Attorney's office, develop an Anti-Violence Policy with the goal of reducing gun related incidence/violence in the community by third quarter of 2012.**

*(Bold reflects the City Council 2012 Adopted Objectives, please refer to Strategic Plan Section of this document for other City Council Priority Goals and Objectives)*

# POLICE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Investigations Division

#### Division Summary

##### SOURCES

|                 | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Grants          | -                    | 1,585                | -                               | -                               | -                               |
| Measure C Funds | 178,486              | 101,951              | -                               | -                               | -                               |
| <b>TOTAL</b>    | <b>178,486</b>       | <b>103,536</b>       | <b>-</b>                        | <b>-</b>                        | <b>-</b>                        |

##### EXPENDITURE BY DIVISION

|                         | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Investigations Division | 800,142              | 738,248              | 912,000                         | 921,500                         | 925,900                         |
| <b>TOTAL</b>            | <b>800,142</b>       | <b>738,248</b>       | <b>912,000</b>                  | <b>921,500</b>                  | <b>925,900</b>                  |

##### CHARACTER OF EXPENDITURES

|                                      | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|--------------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>                     |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits                | 791,447              | 730,236              | 892,000                         | 916,500                         | 910,900                         |
| <b>Subtotal</b>                      | <b>791,447</b>       | <b>730,236</b>       | <b>892,000</b>                  | <b>916,500</b>                  | <b>910,900</b>                  |
| <u>SUPPLIES AND SERVICES</u>         |                      |                      |                                 |                                 |                                 |
| Purchased Services                   | 7,945                | 12                   | 5,000                           | 2,500                           | 5,000                           |
| Supplies and Materials               | 750                  | 8,000                | 15,000                          | 2,500                           | 10,000                          |
| <b>Subtotal</b>                      | <b>8,695</b>         | <b>8,012</b>         | <b>20,000</b>                   | <b>5,000</b>                    | <b>15,000</b>                   |
| <b>TOTAL</b>                         | <b>800,142</b>       | <b>738,248</b>       | <b>912,000</b>                  | <b>921,500</b>                  | <b>925,900</b>                  |
| <b>NET GENERAL FUND CONTRIBUTION</b> | <b>621,656</b>       | <b>634,712</b>       | <b>912,000</b>                  | <b>921,500</b>                  | <b>925,900</b>                  |

##### AUTHORIZED STRENGTH

|                         | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b>Position Summary</b> |                                 |                                 |                                 |                                 |                                 |
| Investigations Division | 5                               | 5                               | 5                               | 5                               | 5                               |
| <b>TOTAL</b>            | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        |

##### Position Detail

|                 | FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-----------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Police Officer  | 4                               | 4                               | 4                               | 4                               | 4                               |
| Police Sergeant | 1                               | 1                               | 1                               | 1                               | 1                               |
| <b>TOTAL</b>    | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        | <b>5</b>                        |

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **Investigations Division**

### **SERVICE DESCRIPTION**

Conduct all major criminal investigations, including homicides and aggravated assaults.

Under the direct supervision of the Special Investigations Sergeant, the Division is comprised of 4 Police Officers (Detectives) and one Sergeant. The Investigations Division has a direct staffing level of 5 positions.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$921,500 is an increase of \$9,500 from the Fiscal Year 2011-2012 Adopted Net General Fund Contribution of \$912,000. This 1.0% increase is a combination of \$24,500 increase in personnel costs and a savings of \$12,500 in supplies and materials.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$925,900 is an increase of \$4,400 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$921,500. This increase of .05% is a combination of \$6,500 decrease in personnel costs offset by an increase of \$10,000 in supplies and services.

# POLICE DEPARTMENT

FY 2012-2013 Adopted Budget

Investigations Division

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE   | RESULT   |
|---|--|
| 1. To provide continual training to all detectives by June 2012.                        | 1. Accomplished.   |
| 2. To implement an automated investigations tracking system by December 31, 2011.       | 2. In Progress. Basic spreadsheet system in place; viewing case tracking system in Mountain View and San Jose Police Departments by June 2012. |
| 3. To conduct at least three (3) cases and meet with Cold Case Team on a monthly basis. | 3. In progress as part of Crime/Violence Reduction Plan.   |
| 4. To conduct 3 Cold Case investigations of 5 unsolved murders.                         | 4. In progress as part of Crime and Violence Reduction Plan.   |
| 5. To host at least two "Make the Call" television shows by December 2011.              | 5. Accomplished.   |

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

**Investigations Division**

## **FY 2012-2013 OBJECTIVES**

1. To provide continual training to all detectives by June 2013.
2. To implement an automated investigations tracking system by March 31, 2013.
3. Complete formation of Cold Case Team in coordination with the Crime lab and San Mateo DA and other outside agencies, i.e. ATF, FBI, etc. by December 2012
4. To conduct 3 Cold Case investigations of 5 unsolved murders.
5. To host at least two "Make the Call" television shows by June 2012



# POLICE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Operations Division

#### Division Summary

##### SOURCES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Charges for Services          | 140,000              | 239,233              | 207,000                         | 207,000                         | 211,000                         |
| Measure C Public Safety Funds | 102,648              | 297,379              | 278,300                         | 278,600                         | 281,100                         |
| Grants                        | 285,900              | 338,356              | 333,000                         | 338,700                         | 446,000                         |
| <b>TOTAL</b>                  | <b>528,548</b>       | <b>874,968</b>       | <b>818,300</b>                  | <b>824,300</b>                  | <b>938,100</b>                  |

##### EXPENDITURES BY DIVISION

|                     | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|---------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| Operations Division | 6,107,181            | 6,094,148            | 5,933,100                       | 5,975,800                       | 5,820,100                       |
| <b>TOTAL</b>        | <b>6,107,181</b>     | <b>6,094,148</b>     | <b>5,933,100</b>                | <b>5,975,800</b>                | <b>5,820,100</b>                |

##### CHARACTER OF EXPENDITURES

|                               | FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|-------------------------------|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
| <u>PERSONNEL</u>              |                      |                      |                                 |                                 |                                 |
| Salaries and Benefits         | 5,972,220            | 5,954,258            | 5,769,300                       | 5,812,000                       | 5,659,100                       |
| <b>Subtotal</b>               | <b>5,972,220</b>     | <b>5,954,258</b>     | <b>5,769,300</b>                | <b>5,812,000</b>                | <b>5,659,100</b>                |
| <u>SUPPLIES AND SERVICES</u>  |                      |                      |                                 |                                 |                                 |
| Purchased Services            | 11,912               | 1,649                | 6,500                           | 6,500                           | 6,000                           |
| Supplies and Materials        | 130,549              | 138,241              | 157,300                         | 157,300                         | 155,000                         |
| Other Expenditures            | (7,500)              | -                    | -                               | -                               | -                               |
| <b>Subtotal</b>               | <b>134,961</b>       | <b>139,890</b>       | <b>163,800</b>                  | <b>163,800</b>                  | <b>161,000</b>                  |
| <b>TOTAL</b>                  | <b>6,107,181</b>     | <b>6,094,148</b>     | <b>5,933,100</b>                | <b>5,975,800</b>                | <b>5,820,100</b>                |
| NET GENERAL FUND CONTRIBUTION | 5,578,633            | 5,219,180            | 5,114,800                       | 5,151,500                       | 4,882,000                       |
| CHARGES FOR SERVICES          | 140,000              | 239,233              | 207,000                         | 207,000                         | 211,000                         |
| <b>TOTAL GENERAL FUND</b>     | <b>5,718,633</b>     | <b>5,458,413</b>     | <b>5,321,800</b>                | <b>5,358,500</b>                | <b>5,093,000</b>                |

# POLICE DEPARTMENT

## FY 2012-2013 Adopted Budget

### Operations Division

#### Division Summary cont.

#### AUTHORIZED STRENGTH

#### Position Summary

Operations Division

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>PROJECTED<br>BUDGET | FY 2012-13<br>PROPOSED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|-----------------------------------|----------------------------------|
| 34                              | 35                              | 34                              | 34                                | 34                               |
| <b>34</b>                       | <b>35</b>                       | <b>34</b>                       | <b>34</b>                         | <b>34</b>                        |

#### Position Detail

Code Enforcement Officer II  
 \* Police Captain  
 Police Officer  
 \*\* Police Officer (Grant Funded)  
 Police Sergeant

**TOTAL**

| FY 2009-10<br>ADOPTED<br>BUDGET | FY 2010-11<br>ADOPTED<br>BUDGET | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>PROJECTED<br>BUDGET | FY 2012-13<br>PROPOSED<br>BUDGET |
|---------------------------------|---------------------------------|---------------------------------|-----------------------------------|----------------------------------|
| 2                               | 2                               | 2                               | 2                                 | 2                                |
| 2                               | 2                               | 2                               | 2                                 | 2                                |
| 24                              | 24                              | 24                              | 24                                | 24                               |
| 2                               | 2                               | 2                               | 2                                 | 2                                |
| 4                               | 5                               | 4                               | 4                                 | 4                                |
| <b>34</b>                       | <b>35</b>                       | <b>34</b>                       | <b>34</b>                         | <b>34</b>                        |

\* One captain position is being recommended to be unfunded as a part of the FY 2012-13 Proposed Budget.

\*\* COPS Grant funding supports these positions through April 2013.

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

## **Operations Division Summary**

### **SERVICE DESCRIPTION**

To provide effective police services throughout the City; handle calls for service, engage in problem-solving with the community, and keep the peace.

Under the direction of the Chief of Police, the Operations Division is commanded by two captains serving as Area Commanders. Each Captain (Area Commander) is responsible for providing police services to one-half of the City, which comprises two beats. Each Captain has oversight of the following sections: Patrol, Traffic, Detectives, School Resource, Code Enforcement, and Special Enforcement. Currently, the Operations Division has a direct staffing level of 34 positions.

### **SIGNIFICANT CHANGES**

#### **FY 2011-2012 Adopted to FY 2011-2012 Amended:**

The Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$5,151,500 is a small 0.7% increase of \$36,700 from the Fiscal Year 2011-2012 Adopted Budget Net General Fund Contribution of \$5,114,800.

#### **FY 2011-2012 Amended to FY 2012-2013 Adopted:**

The Fiscal Year 2012-2013 Adopted Budget Net General Fund Contribution of \$4,882,000 is a decrease of \$269,500 from the Fiscal Year 2011-2012 Amended Budget Net General Fund Contribution of \$5,151,500. This decrease of 5.2% is primarily from the continuation of frozen positions. The Net General Fund Contribution is also affected by an increase in other funding sources (primarily grants) of approximately \$113,800.

# POLICE DEPARTMENT

FY 2012-2013 Adopted Budget

Operations Division

## FY 2011-2012 ACCOMPLISHMENTS

| OBJECTIVE  | RESULT   |
|--|--|
| 1. To enhance traffic safety by the visibility of the motorcycle police patrols throughout the City by June 30, 2012.  | 1. Accomplished.   |
| 2. To conduct at least 5 periodic traffic enforcement programs, such as radar, enforcement, seat belt enforcement, etc., designed to reduce traffic accidents and fatalities by June 30, 2012.   | 2. Accomplished.   |
| 3. To implement community education programs about traffic safety; especially in high school(s) by June 30, 2012.  | 3. Not Accomplished. To be scheduled by SRO in elementary schools.   |
| 4. To implement recommendations in Traffic Survey by June 30, 2012.  | 4. University speed posting issue unresolved.  |
| 5. To continue implementation of Operation Cease-Fire by June 30, 2012:<br>a. To conduct at least 3 special gang investigations and enforcement projects.<br>b. To conduct at least 10 (call-ins) of known gang members to provide an array of prevention and intervention services.<br>c. To conduct at least 20 home visits of illegal known gang members to provide an array of prevention and intervention services. | 5. Accomplished. Conducted over 3 special gang investigations resulting in key arrest and narcotics and firearm seizures.<br><br>Conducted 3 call-ins and over 100 home visits |
| 6. To conduct at least one Beat meeting in each Beat monthly and incorporate all City Departments into Beat Meetings so the community can receive information and provide feedback on all city services from July 1, 2011 – June 30, 2012.   | 6. Accomplished.   |
| 7. To engage in at least eight (8) problem oriented policing (POP). Two in each Beat.  | 7. Not Accomplished.   |
| 8. To conduct at least two (2) nuisance abatement investigations.  | 8. Accomplished.   |
| 9. To develop and present to the City Council for action a Police Activities League Program (PAL) by June 30, 2012.  | 9. Accomplished.   |
| 10. To serve at least 150 youth through the Police Athletic League program by September 30, 2011.  | 10. Accomplished.  |

# **POLICE DEPARTMENT**

**FY 2012-2013 Adopted Budget**

**Operations Division**

## **FY 2012-2013 OBJECTIVES**

1. To conduct at least 5 periodic traffic enforcement programs, sobriety checkpoint, seat belt and pedestrian crosswalk violation enforcement, etc., designed to reduce traffic accidents and fatalities by December 31, 2012.
2. To implement community education programs about traffic safety; especially in high school(s) by December 31, 2012.
3. To implement recommendations in Traffic Survey by December 31, 2012.
4. To augment "Public Health/Anti-Violence" effort through targeted patrols and enforcement operations in designated beats by August 2012.
5. To continue implementation of Operation Cease-Fire through December 31, 2013:
  - a. To conduct at least 3 special gang investigations and enforcement projects.
  - b. To conduct at least 5 (call-ins) of known gang members to provide an array of prevention and intervention services.
  - c. To conduct at least 100 home visits of illegal known gang members to provide an array of prevention and intervention services.
6. To continue conducting at least one Beat meeting in each Beat monthly and incorporate all City Departments into Beat Meetings so the community can receive information and provide feedback on all city services from July 1, 2012 – June 30, 2013.
7. To engage in at least eight (8) problem oriented policing (POP). Two in each Beat by June 2013.
8. To add one or more activities to the Police Activities League Program (PAL) by December 31, 2012.
9. To serve at least 200 youth through the Police Athletic League program by June 30, 2013.

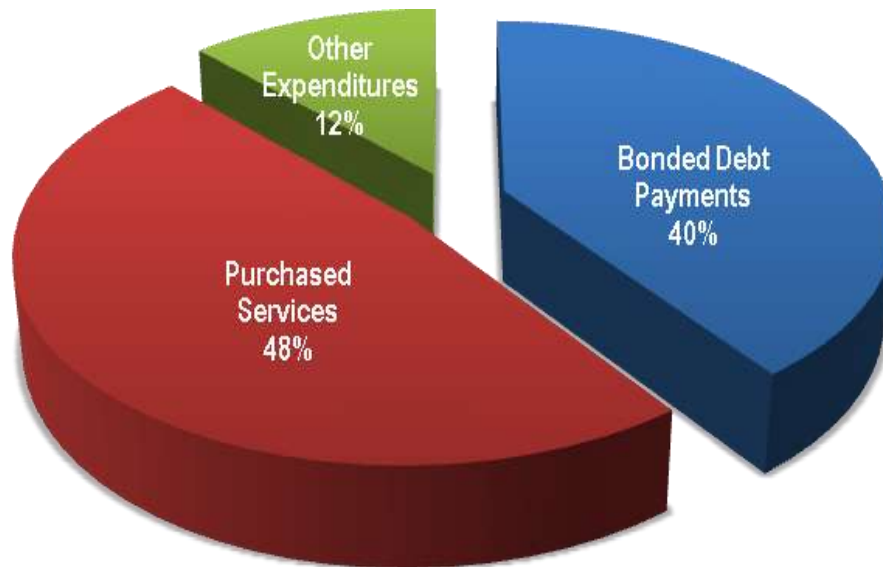
*(Bold reflects City Council Strategic Plan Goals and Objectives)*

# NON-DEPARTMENTAL

FY 2012-2013 Adopted Budget

Operating \$ 7,399,878

## CHARACTER OF EXPENDITURES



**NON-DEPARTMENTAL**  
**FY 2012-13 Adopted Budget**

**Department Detail**

**CHARACTER OF EXPENDITURES DETAIL**

| FY 2009-10<br>ACTUAL | FY 2010-11<br>ACTUAL | FY 2011-12<br>ADOPTED<br>BUDGET | FY 2011-12<br>AMENDED<br>BUDGET | FY 2012-13<br>ADOPTED<br>BUDGET |
|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|
|----------------------|----------------------|---------------------------------|---------------------------------|---------------------------------|

**Major Purchased Services consists of :**

|  |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|
| County property administrative cost            | 140,500          | 144,753          | 154,100          | 154,100          | 154,100          |
| Lobbyist Professional Services                 | 111,000          | 122,770          | 130,000          | 130,000          | 130,000          |
| Building and equipment lease                   | 192,400          | 193,296          | 203,400          | 190,400          | 190,400          |
| Contracted Garbage Services (Residential Only) | 1,542,100        | 2,527,115        | 2,810,700        | 2,698,000        | 2,402,000        |
| IT Services with Redwood City                  | 241,500          | 260,521          | 289,500          | 281,100          | 286,720          |
| City-wide Website Design & Mgmt Services       | -                | -                | 80,500           | 75,000           | 35,900           |
| Insurance premiums                             | 354,750          | 329,171          | 284,200          | 284,200          | 296,200          |
| CCAG Dues & Other City-wide memberships        | 105,600          | 98,825           | 104,000          | 113,600          | 104,000          |
| Other Miscellaneous                            | 138,272          | 82,274           | 180,400          | 180,400          | 216,380          |
| <b>SUB-TOTAL</b>                               | <b>2,826,122</b> | <b>3,758,725</b> | <b>4,236,800</b> | <b>4,106,800</b> | <b>3,815,700</b> |

**Other Major Expenditures consists of:**

|  |                  |                  |                  |                  |                |
|--|------------------|------------------|------------------|------------------|----------------|
| Loan principal and interest                    | 943,600          | 1,420,439        | -                | -                | -              |
| Pass thru payment agreements to other entities | 1,244,500        | 1,246,290        | 1,240,000        | 1,240,000        | -              |
| Education Revenue Augmentation Fund (ERAF)     | 3,263,500        | 734,711          | -                | -                | -              |
| Capital expenditures                           | 89,400           | 111,193          | 105,600          | 112,600          | 183,250        |
| Other Funds Transfers                          | 160,900          | -                | 34,200           | -                | -              |
| TOT Transfers                                  | 355,000          | 303,720          | -                | -                | -              |
| Other Miscellaneous                            | 14,532           | 173,184          | 21,300           | 21,300           | 14,250         |
| <b>SUB-TOTAL</b>                               | <b>6,071,432</b> | <b>3,989,537</b> | <b>1,401,100</b> | <b>1,373,900</b> | <b>197,500</b> |

|              |                  |                  |                  |                  |                  |
|--------------|------------------|------------------|------------------|------------------|------------------|
| <b>TOTAL</b> | <b>8,897,554</b> | <b>7,748,262</b> | <b>5,637,900</b> | <b>5,480,700</b> | <b>4,013,200</b> |
|--------------|------------------|------------------|------------------|------------------|------------------|

Bonded Debt Payment

|          |                         |
|----------|-------------------------|
| 945-8110 | 90,000                  |
| 946-8110 | 460,000                 |
| 947-8110 | 620,000                 |
| 945-8120 | 440,126                 |
| 946-8120 | 953,398                 |
| 947-8120 | 794,454                 |
|          | <u><b>3,357,978</b></u> |

---

135,000

136,700

2,100

1,100

1,100

6,800

6,300

7,500

20,000

50,000

1,740

322,620

100,000

790,960





|           |         |                  |
|-----------|---------|------------------|
| 32,240    | 60,000  |                  |
| 138,700   | 12,000  |                  |
| 16,700    | 32,000  |                  |
| 35,000    | 7,500   |                  |
| 2,302,000 | 2,500   |                  |
| 23,400    | 4,050   |                  |
| 44,200    | 3,500   |                  |
| 252,000   |         |                  |
| 7,500     |         |                  |
| 4,500     |         |                  |
| 15,000    |         |                  |
| 10,000    |         |                  |
| 32,000    |         |                  |
| 2,913,240 | 121,550 | <u>3,825,750</u> |
|           | diff    | (10,050)         |

# Capital Improvement Plan

## Introduction

The Capital Improvement Plan (CIP) is a five-year revolving plan. It is an on-going process, which attempts to match available resources with community plans and needs to maintain and improve facilities and infrastructure in East Palo Alto. The CIP reflects the City Councils priorities and policies to ensure that the needs of the community are met.

CIP projects are major repair and construction projects undertaken by the City that are generally not recurring and have one or more of the following characteristics:

- All projects requiring debt obligation.
- Any acquisition of land.
- Construction of new buildings, parks or facilities including engineering, design, and other pre-construction costs with an estimated cost in excess of \$7,500.
- Major equipment purchases or furnishings required for new buildings.

The CIP provides for the construction, maintenance, and repair of City streets, traffic and transportation systems, public buildings, parks, infrastructure systems, and other City facilities. The maintenance aspect of the CIP is particularly important, since infrastructure maintenance is a key component in the continued economic vitality and quality of life in the City.

Typically, funding sources for the Capital Improvement Plan are from other than General Fund sources, i.e. State, Federal and County/Regional grant sources and/or debt service. Projects are typically infrastructure projects, i.e. parks, road/street construction, and City owned facility repairs. Capital Improvement Plan funds are not available for general operating expenditures.

The Capital Improvement Plan was approved separately by the Council on July 17, 2012.

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# **City of East Palo Alto**

## **Five-Year Capital Improvement Program**

### **Fiscal Years 2012/2013 - 2016/2017**

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ADOPTED JULY 17, 2012

# ACKNOWLEDGEMENTS

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Honorable Ruben Abrica, Vice-Mayor  
Honorable A. Peter Evans  
Honorable Carlos Romero  
Honorable David E. Woods

## Planning Commission

Chair Robert Sherrard  
Vice-Chair Alex Quezada  
Commissioner Robert Allen  
Commissioner Renee Glover Chantler  
Commissioner Bernardo Huerta  
Commissioner Jorge Prado  
Commissioner Court Skinner  
Commissioner Melvin Gaines

## Public Works & Transportation Commission

Chair Bernardo Huerta  
Vice-Chair Betsy Yanez  
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# CHAPTER 1

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## Introduction

### 1.1 Introduction

The following document is the proposed:

- Five-Year Capital Improvement Program (CIP) for Fiscal Years (FY) 2012/13 – FY 2016/17; and
- FY 2012/2013 Capital Budget.

This document updates and replaces the City’s existing FY 2011/12–2015/16 CIP by:

- Updating project descriptions;
- Refining cost estimates;
- Eliminating completed or obsolete projects; and
- Adding new capital projects.

The new capital projects are:

- Street Light Upgrade Project (Phase II);
- Street Light Upgrade Project (Phase III);
- University Avenue Resurfacing & Signal Upgrade Project;
- Bicycle and Pedestrian Improvements;
- Euclid Avenue Tunnel Assessment and Investigation;
- Rail Spur Site Improvement Project;
- Tree Planting Program;
- Skate Park Equipment;
- Storm Drain Outfall Repair Project;
- Storm-Drainage System Inspection & Condition Assessment;
- Water Rate Study; Targeted General Plan and Zoning Code Update;
- San Francisquito Creek Flood Protection Project (SF Bay – Highway 101); and
- Coastal Flood Protection

### 1.2 Definition and Purpose of the CIP

#### Definition of a CIP

The primary purpose of a Capital Improvement Program is to catalog and schedule capital improvements over a multiyear period. A CIP lists the specific improvement projects envisioned in the General Plan and matches those projects with sources of funding (although a funding source is not always available for every project).

## Relationship between the CIP and Other Critical Capital Planning Documents

A CIP is one of the three critical planning documents involved in the delivery of capital improvements at the municipal level. Those three critical planning documents are:

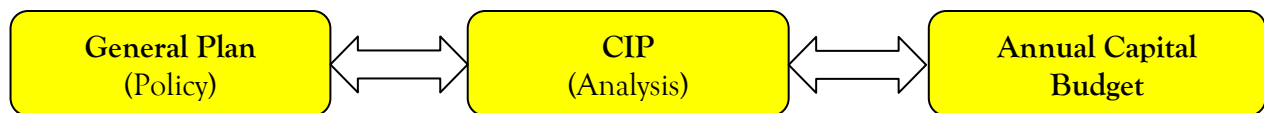
1. A General Plan;
2. A Multiyear Capital Improvement Program; and
3. An Annual Capital Budget.

A General Plan is a long-range **policy** document: a statement of the goals, desires and ambitions of the City. The General Plan provides a vision of the desired future characteristics of the City.

A Capital Improvement Program (CIP) is an **analysis** document: a tool that links the vision of the General Plan with a list of physical improvement projects to fulfill that vision. A CIP identifies the projects necessary to accomplish the goals of the General Plan and proposes an implementation schedule for those projects based on the availability of funding.

An Annual Capital Budget is an **implementation** document that prioritizes the identified physical improvements in the CIP and links them with available financial resources for the upcoming fiscal year. An Annual Capital Budget only refers to the projects that are specifically programmed for the next fiscal year, in contrast to the CIP, which refers to improvement projects programmed over a multiyear period. An important distinction between an Annual Capital Budget and a CIP is that an Annual Capital Budget becomes part of the legally adopted annual operating budget, while a CIP does not necessarily commit the City to a particular expenditure in a particular year.

All three of these elements are essential in delivering infrastructure improvements in an effective, efficient and logical manner.



## Incorporation of the Annual Capital Budget into the CIP

This document incorporates the Annual Capital Budget (FY 2012/2013) and the Five-Year CIP (FY 2012/2013 – 2016/2017) into a single document. The FY 2012/2013 Capital Budget is composed of the projects which have expenditures and funding listed under FY 2012/2013. The FY 2012/2013 Capital Budget is summarized in Section 2.3 of the document.

### **1.3 Definition of a Capital Project**

The CIP is composed of a list of “capital projects”, which involve the purchase, improvement or construction of major fixed assets which are typically large in size, expensive, non-recurring and permanent. Examples of capital projects include the construction of traffic and transportation systems, public buildings, parks, water delivery systems and sewer systems. Although street and sidewalk maintenance is not a capital project in the traditional sense, it has been included in the CIP because of its significance in the economic vitality and quality of life in the City. The following definition was used in compiling projects for the CIP:

A major project that is undertaken by the City that has one or more of the following characteristics:

- All projects requiring debt obligation;
- Any acquisition of land;
- Construction of new buildings, parks or facilities including engineering, design, and other pre-construction costs with an estimated cost in excess of \$5,000;
- Major building improvements with an estimated cost in excess of \$5,000; or
- Major equipment purchases or furnishings required for new buildings.

### **1.4 The Importance of an Adopted CIP**

As mentioned earlier, a CIP is one of the three critical planning documents involved in the delivery of capital improvements. In coordination with the General Plan and the Annual Capital Budget, a CIP assists the City in delivering capital improvements in an efficient manner. Specifically, a CIP provides the following benefits to the City when adopted:

- It facilitates the scheduling of public improvements that will take place over two or more fiscal years;
- It facilitates the scheduling of public improvements that will require expenditures and appropriations over two or more fiscal years. Capital improvements are typically carried out and paid for over several years. Consequently, a scheduling tool is needed that forecasts available funding and expenditures several years into the future;
- It allows individual projects to be easily compared against the goals and policies of the General Plan;
- It facilitates the orderly management and scheduling of capital projects;
- It provides a forum for additional citizen input regarding capital projects and capital project financing;
- Possessing an adopted CIP makes the City eligible to receive certain grants from the State and the Federal Government; and
- It assists in future updates of the General Plan by identifying situations where additional infrastructure is needed.

# 1.5 Capital Project Financing

## Unfunded Projects

The capital projects listed in the CIP have an estimated cost of approximately \$179 million dollars. Although it is only an estimate, there is no doubt that the cost of implementing these capital projects will greatly exceed the amount of funding that will be available in the foreseeable future. Therefore, many of the projects will not be completed during the lifespan of the CIP. It is however important to list these projects in the CIP, so that the City is prepared to act if a potential funding source becomes available in the future. The CIP designates these types of projects as “future projects”.

## Sources of Funding

Capital projects are financed in a number of ways. Thumbnail descriptions of some, but not all, of the major funding sources are provided below:

### Local Funds

- General Purpose Revenue  
Capital projects are eligible to receive funding from the City’s General Fund, which includes income from a variety of sources such as local sales tax and local property taxes. The City is not typically restricted in the manner in which it allocates money from the General Fund.
- Successor Agency Funds  
When the City’s Redevelopment Agency was dissolved on February 1, 2012, a Successor Agency was established to manage the former Redevelopment Agency’s financial obligations. The Successor Agency’s Oversight Board may direct funds towards completing capital projects initiated by the former Redevelopment Agency.
- Park In-Lieu (Quimby Act) Funds  
East Palo Alto Ordinance 145, as authorized by the Quimby Act, requires that developers of new residential units either provide parkland within the development or pay an in-lieu fee of an equivalent fair market value for the parkland. In-lieu fees collected under Ordinance 145 can only be used for the purpose of providing park or recreational facilities by way of purchasing land or improving existing facilities. The amount of Quimby Act funds available is dependent entirely on the amount of new residential development that is occurring.
- Development Impact Fees  
The City collects impact fees from development projects in order to mitigate the impact of the development on City services. Development impact fees are derived from the nexus between the development and the anticipated cost of providing services for that development. Development Impact fees may only be spent to mitigate the specific impacts caused by that development. For example, impact fees

collected for storm drain impacts may only be spend on storm drain related capital projects.

- Residential Development Fees  
This fee is collected from all new residential development within the City (outside assessment districts or benefit districts) and is utilized to finance projects that mitigate the additional burden placed on the existing circulation system by new development.
- Lighting District  
Money collected by the City's lighting district may be expended towards capital projects that improve the City's network of street lights.
- Facebook Settlement  
The City received these funds to mitigate impacts associated with the Facebook Campus expansion project.

### **Local Taxes**

- Measure "A" Funds  
In 1988, San Mateo County voters approved a one cent sales tax for transportation purposes. Eighteen percent (18%) of the funds collected throughout the County are distributed back to each local jurisdiction on the basis of population and road miles. Measure "A" funds are earmarked to be spent on transportation projects only.
- State Gas Tax  
The State of California collects a tax on the sale of gasoline, as permitted under the Streets and Highway Code. A portion of State Gas Tax money is distributed to local governments. That money is restricted to expenditures related to street maintenance and construction.

### **Federal Grants**

- Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) Funds  
SAFETEA-LU is federal legislation which provides funding for highway and public transportation projects that help the nation meet its transportation needs. The City utilizes SAFETEA-LU funding to construct streets and transportation projects.
- United States Environmental Protection Agency (USEPA) State and Tribal Assistance (STAG) Grants  
STAG Grant funds are provided to regulatory partners of the USEPA to to strengthen their ability to address environmental and public health threats, while furthering the art and science of environmental compliance. They are intended to enhance the capacity of states and tribes to carry out compliance assurance activities within

their respective jurisdictions. Eligible activities include training, studies, surveys and investigations. Funding for the grant program has been provided through annual congressional appropriations for the U.S. Environmental Protection Agency (EPA). The City is utilizing STAG grant money to pay for storm drain and water projects that require environmental review, such as the Gloria Well project and the Runnymede Storm Drain Project: Phase II.

- Federal Highway Administration (FHWA) Safe Routes to School (SR2S) Grant  
The FHWA SR2S grant empowers communities to make walking and bicycling to school a safe and routine activity. The Program makes funding available for a wide variety of programs and projects, from building safer street crossings to establishing programs that encourage children and their parents to walk and bicycle safely to school. The City has utilized FHWA grant money to install sidewalks in the city leading to schools.

### **State Grants**

- Caltrans Safe Routes to School (SR2S) Grants  
The Caltrans SR2S grant provides local agencies with funding to improve pedestrian and bicycle safety to encourage children and their parents to walk and bicycle safely to school. The City has utilized FHWA grant money to install sidewalks in the city leading to schools.
- California Department of Parks and Recreation Parks Program Grant  
This grant is for the creation of new parks and recreation facilities in critically underserved communities throughout California. The City is utilizing this grant to complete Phases II-VI of the Cooley Landing project.
- Sustainable Communities Planning Grant and Urban Greening Grant  
On behalf of the Strategic Growth Council (SGC), the Department of Conservation manages competitive grants to cities, counties, and designated regional agencies to promote sustainable community planning and natural resource conservation. The grant program supports development, adoption, and implementation of various planning elements. The Sustainable Communities Planning Grant Program offers a unique opportunity to improve and sustain the wise use of infrastructure and natural resources through a coordinated and collaborative approach. The City is utilizing this grant to pay for a Targeted General Plan and Zoning Code update. The Urban Greening Grant is for the enhancement or expansion of natural systems and green spaces. The City is utilizing this grant to plant trees at Cooley Landing.
- The Energy Efficient Conservation Block Grants (EECBG) Program  
The Energy Efficient Conservation Block Grants (EECBG) Program focuses on projects that deliver lasting financial benefits to California consumers and the economy through energy efficiency. The City is utilizing this grant to upgrade the City's street lights to more efficient LED lights.

- Proposition 1B Grant  
Proposition 1B is funded by general obligation bonds that fund transportation projects to relieve congestion, improve the movement of goods, improve air quality, and enhance the safety and security of the transportation system.
- CALFIRE Tree Inventory Grant  
The CALFIRE Tree Inventory Grant provides local jurisdictions with funding to perform an inventory of publicly owned trees and to implement a system to manage those trees.

### **Local Grants**

- San Mateo County Transportation Authority Measure A Grant  
Measure, A grant money funds local community transportation projects, including pedestrian and bicycle projects. The City is utilizing this grant money for engineering/design/planning of a bicycle/pedestrian overcrossing over Highway 101.
- Stanford University Grant  
The money was awarded for street improvements.

### **Basis and Limitations of Project Cost Estimates**

Generating project cost estimates for a CIP is an inexact science. Some project costs can be estimated with a great deal of specificity (based on land, material and labor costs), but others cannot. Future projects, in many cases, have no identified location, design or timeframe, making it impractical to produce an estimate with accuracy. City staff produced project cost estimates based on the best information available (typically from: construction costs for similar projects completed/planned by other jurisdictions, cost estimates from Master Plans, expenses from previous years, etc). Engineering, planning and contingency costs were estimated and added to the overall project cost when appropriate. Estimates are typically refined to a greater level of detail when they are assigned to the current fiscal year.

## **1.6 CIP and Annual Capital Budget Process**

### **Preparation of the CIP and the Annual Capital Budget**

The CIP and the Annual Capital Budget were developed from a coordinated effort between the City Manager's Office, the Community Development Department, and the Finance Department. In a systematic approach, staff members identified necessary infrastructure improvements, projected estimated costs and searched for potential sources of funding. A project description was prepared for all identified projects, whether funded or unfunded, and incorporated into a draft CIP.

### **Review by Advisory Boards**

Pursuant to California Government Code Section 65401, the Planning Commission of each city is required to review CIP projects within that jurisdiction for conformance with the Agency's adopted General Plan prior to adoption by the legislative body. Conformance with the General Plan is important because the projects in the CIP are intended to further the goals of the General Plan. The conformance review is required to be conducted at a public hearing where citizen input can be considered. The Public Works and Transportation Commission does not have a legally required role in the approval process, but has a special role in reviewing the transportation related projects because of their expertise in the subject area.

### **Adoption of the CIP by the City Council**

The City Council may officially adopt the CIP and the Annual Capital Budget by resolution at a public hearing.

### **Annual Updates**

The City's CIP will be reviewed and updated on an annual basis. The annual updates will typically refine cost and revenue estimates, add new projects and extend the life of the CIP by an additional fiscal year. The Annual Capital Budget will also be reviewed and adopted on an annual basis.

## **1.7 Relationship with East Palo Alto Strategic Plan**

In January of 2012 the City Council adopted a Strategic Plan to define the City's Mission/Purpose Statement, Vision Statement, Core Values and Three-Year Priorities.

The City Council adopted the following Mission Statement: *"The City of East Palo Alto provides responsive, respectful and efficient public services to enhance the quality of life and safety for our multi-cultural community."*

The City Council also adopted the following three year priorities:

1. Enhance public safety and emergency preparedness
2. Enhance economic vitality
3. Increase organizational effectiveness and efficiency
4. Improve public facilities and infrastructure
5. Improve communication and enhance community engagement
6. Create a healthy and safe community.

The adoption of a Capital Improvement Program primarily advances priority #4, to improve public facilities and infrastructure. The CIP organizes and schedules capital projects, which is an essential part of improving public facilities and infrastructure, in an effective and efficient manner. Individual projects within the CIP will also advance other strategic goals. For example, facilities improvements would increase organizational



effectiveness, and infrastructure improvements in the Ravenswood Business District would enhance economic vitality.

All projects within the CIP should substantially advance the City's Strategic Plan. The extent to which a project advances a Strategic Plan priority should be considered when selecting a project for funding and implementation.

## **1.8 Project Prioritization Criteria**

The task of prioritizing capital projects is critically important because there will not be funding available for the City to accomplish every project listed in the CIP. The CIP assists in the prioritization process by outlining some criteria in which to evaluate individual projects. The methodology set forth by the CIP to evaluate capital projects is outlined below:

### **Step One: Categorize based on the following priority levels:**

1. Essential (Highest Priority)
2. Desirable (Moderate Priority)
3. Deferrable (Lowest Priority)

### **Step Two: Further prioritize within those categories based on the following questions: (The questions have not been organized in a particular order)**

- How does the project relate to the most recent list of adopted City Council strategic plan priorities?
- What is the extent in which the cost is justified in terms of number of persons to be benefited?
- What is the extent in which the project eliminates conditions detrimental to public health, safety and welfare?
- What is the extent that the project will be cost-effective in terms of future public operating costs?
- What is the extent in which economic development will be stimulated?
- What is the extent in which the project is consistent with other public and private projects?
- What is the extent in which the project will affect housing needs and population growth?
- What is the extent in which the project equitably distributes improvements to areas most in need?
- What is the extent in which the project will enhance the health and safety of the community?
- What are the consequences of not doing the project?
- Is the project mandated by State or Federal governments, the courts, or legal agreements?

- Are planned improvements equitably allocated between various geographic parts of the community?
- Are planned improvements equitably allocated between various types of projects (e.g. between parks and transportation)?
- Does the City have adequate staff to design, manage, administer, inspect, and maintain the projects?

Appendix B of the CIP includes a worksheet to assist in prioritizing capital projects during the Annual Capital Budget process.

## **1.9 Project Categories within the CIP**

The projects within the CIP are organized into six major categories or funding groups:

1. Streets and Transportation
2. Community Facilities
3. Parks
4. Storm Drainage and Flooding
5. Water Systems
6. Special Projects

A detailed description of each project category is included before the individual project descriptions. Each project category is further divided into two groups:

1. Current projects
2. Future projects

Future projects are projects with no projected source of funding and are unlikely to be constructed during the life of the CIP. It is important to list these projects in the CIP, so that the City is prepared to act if a potential funding source becomes available in the future.

# CHAPTER 2

## Summary of CIP Projects

### 2.1 Summary of Total Funding for CIP Projects

The following table summarizes the funding sources for projects listed in the CIP.

#### Funding Summary

| Funding Source               | FY 12-13        | FY 13-14        | FY 14-15      | FY 15-16    | FY 16-17    | No Year Assigned | Total            |
|------------------------------|-----------------|-----------------|---------------|-------------|-------------|------------------|------------------|
| Thousands of Dollars         |                 |                 |               |             |             |                  |                  |
| <b>Federal Grants</b>        |                 |                 |               |             |             |                  |                  |
| SAFETEA-LU                   | \$ 570          | \$ 8,933        | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 9,503         |
| EPA STAG                     | \$ 1,023        | \$ 749          | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 1,772         |
| FHWA SRTS                    | \$ 580          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 580           |
| <b>Subtotal</b>              | <b>\$ 2,173</b> | <b>\$ 9,682</b> | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>      | <b>\$ 11,855</b> |
| <b>State Grants</b>          |                 |                 |               |             |             |                  |                  |
| Strategic Growth Council     | \$ 325          | \$ 500          | \$ 250        | \$ 0        | \$ 0        | \$ 0             | \$ 1,075         |
| Caltrans SR2S                | \$ 592          | \$ 409          | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 1,001         |
| Parks Program                | \$ 1,010        | \$ 3,990        | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 5,000         |
| CAL Prop 1B                  | \$ 100          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 100           |
| EECBG                        | \$ 247          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 247           |
| Tree Inventory               | \$ 47           | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 47            |
| TDA Article 3                | \$ 160          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 160           |
| <b>Subtotal</b>              | <b>\$ 2,481</b> | <b>\$ 4,899</b> | <b>\$ 250</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>      | <b>\$ 7,630</b>  |
| <b>Local Grants</b>          |                 |                 |               |             |             |                  |                  |
| SMC TA Measure A             | \$ 614          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 614           |
| Stanford                     | \$ 200          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 200           |
| <b>Subtotal</b>              | <b>\$ 814</b>   | <b>\$ 0</b>     | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>      | <b>\$ 814</b>    |
| <b>Taxes</b>                 |                 |                 |               |             |             |                  |                  |
| State Gas Tax Fund           | \$ 65           | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 65            |
| Local Measure A Tax Fund     | \$ 463          | \$ 45           | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 508           |
| <b>Subtotal</b>              | <b>\$ 528</b>   | <b>\$ 45</b>    | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>      | <b>\$ 573</b>    |
| <b>Impact Fees</b>           |                 |                 |               |             |             |                  |                  |
| UCI Storm Drain Contribution | \$ 155          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 155           |
| Streets & Sidewalk           | \$ 27           | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 27            |
| Drainage                     | \$ 0            | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 0             |
| Park In-Lieu                 | \$ 30           | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 30            |
| <b>Subtotal</b>              | <b>\$ 212</b>   | <b>\$ 0</b>     | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>      | <b>\$ 212</b>    |
| <b>SCIP</b>                  |                 |                 |               |             |             |                  |                  |
| Streets & Sidewalk           | \$ 0            | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 0             |
| Public I Street Improvement  | \$ 0            | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 0             |
| Storm Drainage               | \$ 120          | \$ 180          | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 300           |
| Park In-Lieu                 | \$ 0            | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 0             |
| Water Infrastructure         | \$ 396          | \$ 396          | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 792           |
| <b>Subtotal</b>              | <b>\$ 516</b>   | <b>\$ 576</b>   | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>      | <b>\$ 1,092</b>  |
| <b>Local Funds</b>           |                 |                 |               |             |             |                  |                  |
| General Fund                 | \$ 900          | \$ 200          | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 1,100         |
| Facebook Settlement          | \$ 825          | \$ 0            | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 825           |
| Successor Agency             | \$ 1,425        | \$ 951          | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 2,376         |

|                                 |                  |                  |               |             |             |                   |                   |
|---------------------------------|------------------|------------------|---------------|-------------|-------------|-------------------|-------------------|
| Lighting District               | \$ 200           | \$ 0             | \$ 0          | \$ 0        | \$ 0        | \$ 0              | \$ 200            |
| CIP Fund 301 Reserve            | \$ 0             | \$ 0             | \$ 0          | \$ 0        | \$ 0        | \$ 0              | \$ 0              |
| <b>Subtotal</b>                 | <b>\$ 3,350</b>  | <b>\$ 1,151</b>  | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>       | <b>\$ 4,501</b>   |
| <b>Total Sources of Funding</b> | <b>\$ 10,074</b> | <b>\$ 16,353</b> | <b>\$ 250</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b>       | <b>\$ 26,677</b>  |
| <b>Unidentified Funding</b>     | <b>\$ 50</b>     | <b>\$ 162</b>    | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 152,040</b> | <b>\$ 152,252</b> |
| <b>Current Project Requests</b> | <b>\$ 10,124</b> | <b>\$ 16,515</b> | <b>\$ 250</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 44,832</b>  | <b>\$ 71,721</b>  |
| <b>Future Project Requests</b>  | <b>\$ 0</b>      | <b>\$ 0</b>      | <b>\$ 0</b>   | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 107,208</b> | <b>\$ 107,208</b> |
| <b>Grand Total Projects</b>     | <b>\$ 10,124</b> | <b>\$ 16,515</b> | <b>\$ 250</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 152,040</b> | <b>\$ 178,929</b> |

## 2.2 Summary of Total Costs of CIP Projects

The following table summarizes the cost of completing every project listed in the CIP. These costs are organized based on project category.

### Project Cost Summary – All Categories, Current Projects

| Project Category           | FY 12-13             | FY 13-14         | FY 14-15      | FY 15-16    | FY 16-17    | No Year Assigned | Total            |
|----------------------------|----------------------|------------------|---------------|-------------|-------------|------------------|------------------|
|                            | Thousands of Dollars |                  |               |             |             |                  |                  |
| Streets and Transportation | \$ 5,733             | \$ 10,338        | \$ 0          | \$ 0        | \$ 0        | \$ 7,400         | \$ 23,471        |
| Community Facilities       | \$ 0                 | \$ 0             | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 0             |
| Parks and Open Space       | \$ 1,347             | \$ 4,152         | \$ 0          | \$ 0        | \$ 0        | \$ 573           | \$ 6,072         |
| Storm Drainage             | \$ 1,039             | \$ 180           | \$ 0          | \$ 0        | \$ 0        | \$ 0             | \$ 1,219         |
| Water Systems              | \$ 705               | \$ 1,145         | \$ 0          | \$ 0        | \$ 0        | \$ 36,859        | \$ 38,709        |
| Special Projects           | \$ 1,300             | \$ 700           | \$ 250        | \$ 0        | \$ 0        | \$ 0             | \$ 1,550         |
| <b>Total</b>               | <b>\$ 10,124</b>     | <b>\$ 16,515</b> | <b>\$ 250</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 44,831</b> | <b>\$ 71,721</b> |

### Project Cost Summary – All Categories, Future Projects

| Project Category           | FY 12-13             | FY 13-14    | FY 14-15    | FY 15-16    | FY 16-17    | No Year Assigned  | Total             |
|----------------------------|----------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
|                            | Thousands of Dollars |             |             |             |             |                   |                   |
| Streets and Transportation | \$ 0                 | \$ 0        | \$ 0        | \$ 0        | \$ 0        | \$ 11,725         | \$ 11,725         |
| Community Facilities       | \$ 0                 | \$ 0        | \$ 0        | \$ 0        | \$ 0        | \$ 20,415         | \$ 20,415         |
| Parks and Open Space       | \$ 0                 | \$ 0        | \$ 0        | \$ 0        | \$ 0        | \$ 36,500         | \$ 36,500         |
| Storm Drainage             | \$ 0                 | \$ 0        | \$ 0        | \$ 0        | \$ 0        | \$ 22,500         | \$ 22,500         |
| Water Systems              | \$ 0                 | \$ 0        | \$ 0        | \$ 0        | \$ 0        | \$ 16,068         | \$ 16,068         |
| Special Projects           | \$ 0                 | \$ 0        | \$ 0        | \$ 0        | \$ 0        | \$ 0              | \$ 0              |
| <b>Total</b>               | <b>\$ 0</b>          | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 107,208</b> | <b>\$ 107,208</b> |

### Project Cost Summary – All Categories, Current & Future Projects

| Project Category           | FY 12-13             | FY 13-14         | FY 14-15      | FY 15-16    | FY 16-17    | No Year Assigned  | Total             |
|----------------------------|----------------------|------------------|---------------|-------------|-------------|-------------------|-------------------|
|                            | Thousands of Dollars |                  |               |             |             |                   |                   |
| Streets and Transportation | \$ 5,733             | \$ 10,338        | \$ 0          | \$ 0        | \$ 0        | \$ 19,125         | \$ 35,196         |
| Community Facilities       | \$ 0                 | \$ 0             | \$ 0          | \$ 0        | \$ 0        | \$ 20,415         | \$ 20,415         |
| Parks and Open Space       | \$ 1,347             | \$ 4,152         | \$ 0          | \$ 0        | \$ 0        | \$ 37,073         | \$ 42,572         |
| Storm Drainage             | \$ 1,039             | \$ 180           | \$ 0          | \$ 0        | \$ 0        | \$ 22,500         | \$ 23,719         |
| Water Systems              | \$ 705               | \$ 1,145         | \$ 0          | \$ 0        | \$ 0        | \$ 52,926         | \$ 54,777         |
| Special Projects           | \$ 1,300             | \$ 700           | \$ 250        | \$ 0        | \$ 0        | \$ 0              | \$ 2,250          |
| <b>Total</b>               | <b>\$ 10,124</b>     | <b>\$ 16,515</b> | <b>\$ 250</b> | <b>\$ 0</b> | <b>\$ 0</b> | <b>\$ 152,040</b> | <b>\$ 178,929</b> |

## 2.3 Summary of FY 2012/2013 Annual Capital Improvement Budget

| No.   | Project   | Federal Grants       |          |           | State Grants     |               |               |             |        |                |               |                  | Local Grants |               | Local Taxes |                 | Impact Fees      |          |              |                 |                    | SCIP        |              |        |               |            | Local Funds       |                   |                      |          |           | TBD | Grand Total |
|---|---|----------------------|----------|-----------|------------------|---------------|---------------|-------------|--------|----------------|---------------|------------------|--------------|---------------|-------------|-----------------|------------------|----------|--------------|-----------------|--------------------|-------------|--------------|--------|---------------|------------|-------------------|-------------------|----------------------|----------|-----------|-----|-------------|
|   |   | SAFETEA LU           | EPA STAG | FHWA SRTS | Strategic Growth | Caltrans SR2S | Parks Program | Cal Prop 1B | EECBG  | Tree Inventory | TDA Article 3 | SMC TA Measure A | Stanford     | State Gas Tax | Measure A   | UCI Storm Drain | Streets Sidewalk | Drainage | Park In-Lieu | Street Traffic¹ | Public Street Imp. | Storm Drain | Park In Lieu | Water  | General Fund² | Face Book³ | Successor Agency¹ | Lighting District | CIP Fund 301 Reserve | TBD      |           |     |             |
|   |   | Thousands of Dollars |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          |           |     |             |
| <b>Estimated Funds Available for FY 2012-2013</b> |   | \$ 9,503             | \$ 1,317 | \$ 580    | \$ 1,075         | \$ 961        | \$ 5,000      | \$ 100      | \$ 247 | \$ 47          | \$ 160        | \$ 614           | \$ 200       | \$ 535        | \$ 1,497    | \$ 155          | \$ 116           | \$ 194   | \$ 167       | \$ 642          | \$ 210             | \$ 528      | \$ 0         | \$ 834 | \$ 900        | \$ 825     | \$ 1,901          | \$ 441            | \$ 3,603             |          | \$ 32,377 |     |             |
| <b>Streets &amp; Transportation Projects</b>      |   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          |           |     |             |
| ST-01   | Traffic/Transportation Master Plan                              |                      |          |           |                  |               |               |             |        |                |               |                  |              | \$ 65         |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          | \$ 65     |     |             |
| ST-02   | Traffic Signal Upgrade Program                                  |                      |          |           |                  |               |               |             |        |                | \$ 314        |                  |              | \$ 49         |             | \$ 27           |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          | \$ 390    |     |             |
| ST03A   | Safe Routes to School (Cycle 3)                                 |                      |          | \$ 580    |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 580   |           |     |             |
| ST03B   | Safe Routes to School (Cycle 8)                                 |                      |          |           |                  | \$ 574        |               |             |        |                |               |                  |              |               | \$ 112      |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 686   |           |     |             |
| ST03C   | Safe Routes to School (Cycle 9)                                 |                      |          |           |                  | \$ 18         |               |             |        |                |               |                  |              |               | \$ 2        |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 20    |           |     |             |
| ST-04   | Street Light Upgrade (Phase II)                                 |                      |          |           |                  |               |               |             | \$ 247 |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 247   |           |     |             |
| ST-05   | Street Light Upgrade (Phase III)                                |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            | \$ 200            |                   |                      | \$ 200   |           |     |             |
| ST-06   | Bay Road Improvements: Phases II & III                          | \$ 570               |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            | \$ 1,425          |                   |                      | \$ 1,995 |           |     |             |
| ST-07   | Hwy 101 Ped-Bicycle Overcrossing                                |                      |          |           |                  |               |               |             |        |                | \$ 300        |                  |              | \$ 300        |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 600   |           |     |             |
| ST-09   | University Avenue Resurfacing & Signal Upgrade Project          |                      |          |           |                  |               |               | \$ 100      |        |                |               | \$ 200           |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               | \$ 500     |                   |                   |                      | \$ 800   |           |     |             |
| ST-10   | Bicycle and Pedestrian Improvements                             |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               | \$ 150     |                   |                   |                      | \$ 150   |           |     |             |
| <b>Subtotal</b>                                   |   | \$ 570               |          | \$ 580    |                  | \$ 592        |               | \$ 100      | \$ 247 |                | \$ 614        | \$ 200           | \$ 65        | \$ 463        |             | \$ 27           |                  |          |              |                 |                    |             |              |        |               | \$ 650     | \$ 1,425          | \$ 200            |                      | \$ 5,733 |           |     |             |
| <b>Parks &amp; Open Space Projects</b>            |   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          |           |     |             |
| PK-02   | Cooley Landing  |                      |          |           | \$ 75            |               | \$1,010       |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 1,085 |           |     |             |
| PK-03   | Tree Inventory  |                      |          |           |                  |               |               |             | \$ 47  |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 47    |           |     |             |
| PK-04   | Tree Planting Program   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        | \$ 25         |            |                   |                   |                      | \$ 25    |           |     |             |
| PK-05   | Rail Spur Site Improvement Project                              |                      |          |           |                  |               |               |             |        | \$ 160         |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 160   |           |     |             |
| PK-06   | Skate Park Equipment  |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 | \$ 30            |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 30    |           |     |             |
| <b>Subtotal</b>                                   |   |                      |          |           | \$ 75            |               | \$1,010       |             | \$ 47  | \$ 160         |               |                  |              |               |             |                 | \$ 30            |          |              |                 |                    |             |              |        | \$ 25         |            |                   |                   | \$ 1,347             |          |           |     |             |
| <b>Storm Drainage Projects</b>                    |   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          |           |     |             |
| SD-01   | Storm Drainage Master Plan                                      |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 60    |           |     |             |
| SD-02   | Runnymede Storm Drain: Phase II & O'Connor Pump Station Outfall |                      | \$ 764   |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 764   |           |     |             |
| SD-03   | Storm Drain Outfall Repair Project                              |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    | \$ 60       |              |        |               |            |                   |                   |                      | \$ 60    |           |     |             |
| SD-04   | Storm-Drainage System Inspection & Condition Assessment         |                      |          |           |                  |               |               |             |        |                |               |                  |              |               | \$ 155      |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 155   |           |     |             |
| <b>Subtotal</b>                                   |   |                      | \$ 764   |           |                  |               |               |             |        |                |               |                  |              |               | \$ 155      |                 |                  |          |              |                 |                    | \$ 120      |              |        |               |            |                   |                   |                      | \$ 1,039 |           |     |             |
| <b>Water Systems Projects</b>                     |   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          |           |     |             |
| WS-01   | Emergency Water Connections                                     |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   | \$ 50             | \$ 50                |          |           |     |             |
| WS-02   | Gloria Well Assessment /Rehab.                                  |                      | \$ 259   |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      | \$ 259   |           |     |             |
| WS-04   | Water Main Program <sup>5</sup>                                 |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        | \$ 396        |            |                   |                   | \$ 396               |          |           |     |             |
| <b>Subtotal</b>                                   |   |                      | \$ 259   |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              | \$ 396 |               |            | \$ 50             | \$ 705            |                      |          |           |     |             |
| <b>Special Projects</b>                           |   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        |               |            |                   |                   |                      |          |           |     |             |
| SP-01   | Targeted General Plan & Zoning Code Update                      |                      |          |           | \$ 250           |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        | \$ 200        | \$ 150     |                   |                   |                      | \$ 600   |           |     |             |
| SP-02   | San Francisco Flood Protection Project (SF Bay - Highway 101)   |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        | \$ 400        |            |                   |                   |                      | \$ 400   |           |     |             |
| SP-03   | Coastal Flood Protection  |                      |          |           |                  |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        | \$ 300        |            |                   |                   |                      | \$ 300   |           |     |             |
| <b>Subtotal</b>                                   |   |                      |          |           | \$ 250           |               |               |             |        |                |               |                  |              |               |             |                 |                  |          |              |                 |                    |             |              |        | \$ 900        | \$ 150     |                   |                   |                      | \$ 1,300 |           |     |             |
| <b>Grand Total</b>                                |   | \$ 570               | \$ 1,023 | \$ 580    | \$ 325           | \$ 592        | \$ 1,010      | \$ 100      | \$ 247 | \$ 47          | \$ 160        | \$ 614           | \$ 200       | \$ 65         | \$ 463      | \$ 155          | \$ 27            | \$ 0     | \$ 30        | \$ 0            | \$ 0               | \$ 120      | \$ 0         | \$ 396 | \$ 900        | \$ 825     | \$ 1,425          | \$ 200            | \$ 0                 | \$ 50    | \$ 10,124 |     |             |

<sup>1</sup> Includes \$623,500 in contested fees paid by DKB for street and traffic infrastructure improvements

<sup>2</sup> \$675,000 must be transferred from the Fund Balance to the General Fund in order to implement SP-01, SP-02 and SP-03

<sup>3</sup> One-time settlement fees

<sup>4</sup> The Oversight Board approved \$2.376M required match for the Bay Road Project in April 2012, to be allocated in 5 equal semi-annual increments of \$475,200. The State Department of Finance is contesting that it is not an enforceable obligation.

<sup>5</sup> To replace only the most problematic water mains.

|                      |          |        |      |        |        |          |      |      |      |      |      |      |        |          |      |       |        |        |        |        |        |      |        |      |      |        |        |          |           |
|----------------------|----------|--------|------|--------|--------|----------|------|------|------|------|------|------|--------|----------|------|-------|--------|--------|--------|--------|--------|------|--------|------|------|--------|--------|----------|-----------|
| End of Period Totals | \$ 8,933 | \$ 294 | \$ 0 | \$ 750 | \$ 369 | \$ 3,990 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 470 | \$ 1,034 | \$ 0 | \$ 89 | \$ 194 | \$ 137 | \$ 642 | \$ 210 | \$ 408 | \$ 0 | \$ 438 | \$ 0 | \$ 0 | \$ 476 | \$ 241 | \$ 3,603 | \$ 22,303 |
|----------------------|----------|--------|------|--------|--------|----------|------|------|------|------|------|------|--------|----------|------|-------|--------|--------|--------|--------|--------|------|--------|------|------|--------|--------|----------|-----------|

## CHAPTER 4

### Streets and Transportation Improvement Projects

The capital projects listed under the Street and Transportation category are intended to improve the safety, efficiency and reliability of the City's transportation needs across all modes of travel. The projects in this category are primarily intended to further the goals and policies of the Circulation Element of the East Palo Alto General Plan. Some of the projects will be implemented concurrently in order to make construction more cost effective.

Projects in this category are primarily financed through State gas taxes, Proposition 1B funds, Successor Agency funds and State and Federal Grants. Unfortunately, these sources of funding are not nearly sufficient to fully support all of the transportation projects in this CIP. It is important to find additional sources of funding to deliver improvements, particularly to underserved areas of the City.

**Table of Streets and Transportation Improvement Projects**

| Project No.             | Description  | Estimated Cost       | Funding Source Identified | Funding Source TBD |
|-------------------------|--|----------------------|---------------------------|--------------------|
|                         |  | Thousands of Dollars |                           |                    |
| <b>Current Projects</b> |  |                      |                           |                    |
| ST-01                   | Traffic/Transportation Master Plan                     | \$ 65                | \$ 65                     | \$ 0               |
| ST-02                   | Traffic Signal Upgrade Program                         | \$ 390               | \$ 390                    | \$ 0               |
| ST-03                   | Safe Routes to School                                  | \$ 1,740             | \$ 1,740                  | \$ 0               |
| ST-04                   | Street Light Upgrade Project (Phase II)                | \$ 247               | \$ 247                    | \$ 0               |
| ST-05                   | Street Light Upgrade Project (Phase III)               | \$ 200               | \$ 200                    | \$ 0               |
| ST-06                   | Bay Road Improvements: Phases II & III                 | \$ 11,879            | \$ 11,879                 | \$ 0               |
| ST-07                   | Highway 101 Pedestrian/Bicycle Overcrossing            | \$ 6,000             | \$ 600                    | \$ 5,400           |
| ST-08                   | Street Resurfacing Program                             | \$ 2,000             | \$ 0                      | \$ 2,000           |
| ST-09                   | University Avenue Resurfacing & Signal Upgrade Project | \$ 800               | \$ 800                    | \$ 0               |
| ST-10                   | Bicycle and Pedestrian Improvements                    | \$ 150               | \$ 150                    | \$ 0               |
| <b>Subtotal</b>         |  | <b>\$ 23,471</b>     | <b>\$ 16,071</b>          | <b>\$ 7,400</b>    |
| <b>Future Projects</b>  |  |                      |                           |                    |
| ST-11                   | Sidewalk, Curb & Gutter Program                        | \$ 150               | \$ 0                      | \$ 150             |
| ST-12                   | Sidewalk Repair / ADA Ramp Program                     | \$ 195               | \$ 0                      | \$ 195             |
| ST-13                   | Traffic Management/Speed Bump Program                  | \$ 200               | \$ 0                      | \$ 200             |
| ST-14                   | Street Reconstruction Program                          | \$ 1,000             | \$ 0                      | \$ 1,000           |
| ST-15                   | University Avenue Bridge Overcrossing                  | \$ 6,000             | \$ 0                      | \$ 6,000           |
| ST-16                   | Highway 101 Pedestrian/Bicycle Underpass               | \$ 4,000             | \$ 0                      | \$ 4,000           |
| ST-17                   | Signage and Striping Improvements                      | \$ 150               | \$ 0                      | \$ 150             |
| ST-18                   | Euclid Avenue Tunnel Assessment and Investigation      | \$ 30                | \$ 0                      | \$ 30              |
| <b>Subtotal</b>         |  | <b>\$ 11,725</b>     | <b>\$ 0</b>               | <b>\$ 11,725</b>   |
| <b>Grand Total</b>      |  | <b>\$ 35,196</b>     | <b>\$ 16,071</b>          | <b>\$ 19,125</b>   |



## ST-01 Traffic/Transportation Master Plan

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** In Process / Partially Complete

**Description/Rationale for Proposed Project:** The Transportation Master Plan is intended to use the goals outlined in the City’s General Plan to identify specific projects and programs that will address transportation needs and objectives related to efficiency and safety. The Master Plan will include strategies to address issues such as traffic calming in residential zones, parking, sidewalks, signage, bicycle and non-motorized transportation, intersection management, regional vs. local needs, circulation through the Ravenswood Business District and circulation along major corridors. Portions of the Master Plan have already been completed, including a Pavement Management Program. Additional studies and programs are needed to complete a comprehensive Master Plan that will address all of the City’s transportation needs. This is the critical project within the Streets and Traffic category. The completion of the Transportation Master Plan will facilitate the implementation of the other projects listed in this category.

**Relationship with the General Plan:** This project specifically addresses General Plan Circulation Goal 5.0, to “improve transportation system efficiency”. Establishing a master plan is a **critical** step towards maximizing the efficiency of the City’s circulation system to serve the needs of local residents, business owners and visitors. The development of a Master Plan will facilitate the implementation of the other projects listed under the Streets and Transportation section of the CIP.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Engineering/Design | \$ 65                |          |          |          |          |                  | \$ 65        |
| <b>Total</b>       | <b>\$ 65</b>         |          |          |          |          |                  | <b>\$ 65</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| State Gas Tax      | \$ 65                |          |          |          |          |                  | \$ 65        |
| <b>Total</b>       | <b>\$ 65</b>         |          |          |          |          |                  | <b>\$ 65</b> |

## ST-02 Traffic Signal Upgrade Program

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project provides for the construction of intersection improvements including geometric upgrades to intersections, signal hardware and software upgrades, and improvements to signage and striping. Intersections in need of improvements include various intersections along University Avenue and in the Redevelopment Project Areas. A citywide evaluation of traffic signal needs will be evaluated as part of the Transportation Master Plan (ST-01).

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of drivers to travel through the City in a safe and efficient manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Construction       | \$ 390               |          |          |          |          |                  | \$ 390        |
| <b>Total</b>       | <b>\$ 390</b>        |          |          |          |          |                  | <b>\$ 390</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| C/CAG Grant        | \$ 314               |          |          |          |          |                  | \$ 319        |
| Measure A          | \$ 49                |          |          |          |          |                  | \$ 49         |
| Impact Fees        | \$ 27                |          |          |          |          |                  | \$ 27         |
| <b>Total</b>       | <b>\$ 390</b>        |          |          |          |          |                  | <b>\$ 390</b> |

## ST-03A Safe Routes to School (Cycle 3)

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project involves the construction of new sidewalks, curbs, gutters, and traffic calming improvements on City streets in need of such improvements. Ravenswood City School District staff worked with City staff to prioritize the streets most in need of pedestrian-friendly improvements to safely access the schools. Based on this prioritization, the Safe Route to School Plan was developed and approved by the Public Works Transportation Commission and adopted by the City Council in 2003.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of pedestrians to access schools in a safe manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Cycle 3            | \$ 580               |          |          |          |          |                  | \$ 580        |
| <b>Total</b>       | <b>\$ 580</b>        |          |          |          |          |                  | <b>\$ 580</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| FHWA SRTS Grant    | \$ 580               |          |          |          |          |                  | \$ 580        |
| <b>Total</b>       | <b>\$ 580</b>        |          |          |          |          |                  | <b>\$ 580</b> |

## ST-03B Safe Routes to School (Cycle 8)

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project involves the construction of new sidewalks, curbs, gutters, and traffic calming improvements on City streets in need of such improvements. Ravenswood City School District staff worked with City staff to prioritize the streets most in need of pedestrian-friendly improvements to safely access the schools. Based on this prioritization, the Safe Route to School Plan was developed and approved by the Public Works Transportation Commission and adopted by the City Council in 2003.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of pedestrians to access schools in a safe manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Cycle 8            | \$ 632               |          |          |          |          |                  | \$ 632        |
| <b>Total</b>       | <b>\$ 632</b>        |          |          |          |          |                  | <b>\$ 632</b> |

| Sources of Funding  | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                     | Thousands of Dollars |          |          |          |          |                  |               |
| Measure A           | \$ 112               |          |          |          |          |                  | \$ 112        |
| Caltrans SR2S Grant | \$ 574               |          |          |          |          |                  | \$ 574        |
| <b>Total</b>        | <b>\$ 686</b>        |          |          |          |          |                  | <b>\$ 686</b> |

## ST-03C Safe Routes to School (Cycle 9)

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project involves the construction of new sidewalks, curbs, gutters, and traffic calming improvements on City streets in need of such improvements. Ravenswood City School District staff worked with City staff to prioritize the streets most in need of pedestrian-friendly improvements to safely access the schools. Based on this prioritization, the Safe Route to School Plan was developed and approved by the Public Works Transportation Commission and adopted by the City Council in 2003.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of pedestrians to access schools in a safe manner.

| Estimated Expenses | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |               |          |          |          |                  |               |
| Cycle 9            | \$ 20                | \$ 454        |          |          |          |                  | \$ 474        |
| <b>Total</b>       | <b>\$ 20</b>         | <b>\$ 454</b> |          |          |          |                  | <b>\$ 474</b> |

| Sources of Funding  | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---------------------|----------------------|---------------|----------|----------|----------|------------------|---------------|
|                     | Thousands of Dollars |               |          |          |          |                  |               |
| Measure A           | \$ 2                 | \$ 45         |          |          |          |                  | \$ 47         |
| Caltrans SR2S Grant | \$ 18                | \$ 409        |          |          |          |                  | \$ 427        |
| <b>Total</b>        | <b>\$ 20</b>         | <b>\$ 454</b> |          |          |          |                  | <b>\$ 474</b> |

## ST-04 Street Light Upgrade Project (Phase II)

**Category:** Streets and Transportation  
**Location:** Citywide  
**Department:** Engineering Division  
**Status:** Current Project

**Description/Scope of Work:** The Street Light Upgrade Project will include the replacement of up to 477 existing 120-volt or 240-volt high pressure and low-pressure sodium street lights throughout the city with energy efficient LED (Light-Emitting Diode) street lights. The new LED street light fixtures will have a similar appearance to the existing cobra head style lights and will be mounted on the existing streetlight poles/arms. At the conclusion of this project, all street lights in the City will be lower energy consuming LED lights.

**Rationale for Proposed Project:** LED lighting provides improved night visibility, lower energy consumption, reduced maintenance costs, lighting uniformity, and contains no mercury. This project is fully funded by the Energy Efficiency and Conservation Block Grant (EECBG) without a local match requirement.

**Relationship with the General Plan:** This project furthers General Plan Conservation/Open Space Goal 2.0, to “preserve and enhance natural resources and features”. Implementation of this project would conserve energy resources and will result in reduced operation costs.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| LED Lights         | \$ 247               |          |          |          |          |                  | \$ 247        |
| <b>Total</b>       | <b>\$ 247</b>        |          |          |          |          |                  | <b>\$ 247</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| EECBG Grant        | \$ 247               |          |          |          |          |                  | \$ 247        |
| <b>Total</b>       | <b>\$ 247</b>        |          |          |          |          |                  | <b>\$ 247</b> |

## ST-05 Street Light Upgrade Project (Phase III)

**Category:** Streets and Transportation  
**Location:** Citywide  
**Department:** Community Development Department – Engineering Division  
**Status:** Current Project

**Description/Scope of Work:** This project will include a luminosity study to identify locations where new street lights need to be installed. As the City of East Palo Alto was part of the unincorporated part of San Mateo County, street lights in the City of East Palo Alto were placed using a rural standard. The City will need to bring the street lights to more urban standard to reflect the current density of the City.

The City of East Palo Alto took over the maintenance responsibilities for the Lighting District from San Mateo County in 2007. The Lighting District consisted of approximately of 800 streetlights. The majority of those streetlights were installed by the County of San Mateo before the City of East Palo Alto was incorporated in 1983. San Mateo County has two types of streetlight standards: 1) Bright lights for urban areas combined with smaller spacing between poles; and 2) Dimmer lights for rural or unincorporated areas in the county with poles spaced at a larger intervals. The existing street lights in East Palo Alto fall under the rural standard.

The upgrade to urban standards will include the installation of additional streetlights to fill gaps at various city streets to keep the spacing between streetlight poles less than 200 ft. It is estimated that 300 new streetlights will be needed to upgrade the lighting standard in the City from rural to urban.

**Rationale for Proposed Project:** LED lighting provides improved night visibility, lower energy consumption, reduced maintenance costs, lighting uniformity, and contains no mercury. This project is fully funded by the Energy Efficiency and Conservation Block Grant (EECBG) without a local match requirement.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local road ways that meets community needs”. Implementation of this project would increase visibility along the City’ sidewalks and streets and would enhance the ability of residents to travel through the City in a safe and efficient manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Luminosity Study   | \$ 200               |          |          |          |          |                  | \$ 200        |
| <b>Total</b>       | <b>\$ 200</b>        |          |          |          |          |                  | <b>\$ 200</b> |

| Sources of Funding      | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|-------------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                         | Thousands of Dollars |          |          |          |          |                  |               |
| Lighting District Funds | \$ 200               |          |          |          |          |                  | \$ 200        |
| <b>Total</b>            | <b>\$ 200</b>        |          |          |          |          |                  | <b>\$ 200</b> |



## ST-06 Bay Road Improvements: Phases II & III

**Category:** Streets and Transportation  
**Location:** Bay Road (Clarke Avenue to Cooley Landing)  
**Division:** Engineering Division  
**Status:** Current Project

**Project Description/Rationale:** This project will implement a portion of the Urban Design Plan for the Bay Road corridor. The improvements would include general improvements to enhance pedestrian and vehicular safety and to create a “gateway” into the Ravenswood Business District. Phase 2 involves the street segment on Bay Road between Clarke Avenue and Tara Road. Phase 3 involves the street segment on Bay Road between Tara Road and Cooley Landing. Specific improvements include new street pavement, raised medians, new curb, gutter, sidewalk, storm drainage and street lighting. This project also includes tree planting, installation of irrigation systems and provides for enhanced safety and visibility of existing pedestrian crossing by construction of a lighted crosswalk, advanced LED warning signs, ADA curb ramps, and crosswalk delineation. The project involves installation of three bus shelters, bike lanes, bulb-outs and other streetscape improvements. This project involves the acquisition of additional right-of-way to secure uniform street widths on Bay Road.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of drivers, pedestrians and bikers to access the Ravenswood Business District and would enhance redevelopment efforts in this area. The Circulation Element of the General Plan identifies this section of Bay Road as an arterial road. The improvements proposed are compatible with the characteristics for an arterial road identifies in the General Plan, including 4 lanes of traffic, a median and a bicycle lane.

| Estimated Expenses | FY 12-13             | FY 13-14        | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|--------------------|----------------------|-----------------|----------|----------|----------|------------------|------------------|
|                    | Thousands of Dollars |                 |          |          |          |                  |                  |
| Engineering/Design | \$ 712               |                 |          |          |          |                  | \$ 712           |
| Construction       | \$ 1,283             | \$ 9,884        |          |          |          |                  | \$ 11,167        |
| <b>Total</b>       | <b>\$ 1,995</b>      | <b>\$ 9,884</b> |          |          |          |                  | <b>\$ 11,879</b> |

| Sources of Funding  | FY 12-13             | FY 13-14        | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|---------------------|----------------------|-----------------|----------|----------|----------|------------------|------------------|
|                     | Thousands of Dollars |                 |          |          |          |                  |                  |
| Grants (SAFETEA-LU) | \$ 570               | \$ 8,933        |          |          |          |                  | \$ 9,503         |
| Successor Agency    | \$ 1,425             | \$ 951          |          |          |          |                  | \$ 2,376         |
| <b>Total</b>        | <b>\$ 1,995</b>      | <b>\$ 9,884</b> |          |          |          |                  | <b>\$ 11,879</b> |

## ST-07 Highway 101 Pedestrian/Bicycle Overcrossing

**Category:** Streets and Transportation  
**Location:** US 101  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Scope of Work:** Construction of a bicycle/pedestrian crossing over Highway 101 and associated improvements to connect to existing roadways and trails. The exact location of the crossing has not yet been identified, but it would provide a pedestrian/bicycle link between the two sides of the City divided by Highway 101.

**Rationale for Proposed Project** This project would link the residents of the Woodland Neighborhood with city services and recreation opportunities on the other side of the freeway. This project would encourage bicycle/pedestrian transportation, which would improve the overall health of the community.

**Relationship with the General Plan:** This project furthers General Plan Circulation Policy 3.3, to “provide and maintain a circulation system that supports bicycle and pedestrian travel”. This project would further this policy by enhancing the functionality of the City’s non-motorized transportation system. The General Plan Circulation Element promotes closing gaps in the existing bikeway system, which this project would accomplish by creating a link between the two sides of the City divided by Highway 101. This project is also consistent with the City’s adopted Bay Access Master Plan, which envisions a pedestrian/bicycle trail over Highway 101.

| Estimated Expenses    | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|-----------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                       | Thousands of Dollars |          |          |          |          |                  |                 |
| Planning /Engineering | \$ 600               |          |          |          |          |                  | \$ 600          |
| Construction          |                      |          |          |          |          | \$ 5,400         | \$ 5,700        |
| <b>Total</b>          | <b>\$ 600</b>        |          |          |          |          | <b>\$ 5,400</b>  | <b>\$ 6,000</b> |

| Sources of Funding  | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|---|----------------------|----------|----------|----------|----------|------------------|-----------------|
|   | Thousands of Dollars |          |          |          |          |                  |                 |
| San Mateo County Transportation Authority Measure A Funds | \$ 300               |          |          |          |          |                  | \$ 300          |
| Measure A   | \$ 300               |          |          |          |          |                  | \$ 300          |
| To Be Determined  |                      |          |          |          |          | \$ 5,400         | \$ 5,400        |
| <b>Total</b>  | <b>\$ 600</b>        |          |          |          |          | <b>\$ 5,400</b>  | <b>\$ 6,000</b> |

## ST-08 Street Resurfacing Program

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Project Description/Rationale:** This project provides for the resurfacing of City streets during the five-year life of the CIP. A Pavement Management Program (PMP) was prepared for the City in 2007 which documented the existing condition of City streets and recommended strategies for systematically maintaining and improving streets with available funds. The PMP divided streets into two categories based on their condition: streets requiring resurfacing for preventative maintenance, and those requiring major reconstruction. This project addresses the City's street resurfacing needs to prevent the deterioration of roads in fair condition into roads that require reconstruction. The PMP indicates that there is a large shortfall between the funds needed to fully address the City's resurfacing needs and the funds available. The recommendations in the PMP are to be utilized each year during review of the Annual Capital Budget to allocate funds towards street resurfacing improvements in the most logical locations possible. The lack of available funds to address the needs of every street in the City highlights the need to aggressively pursue additional funding sources for this purpose in the future.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to "provide a system of local roadways that meets community needs". The construction of street improvements increases the usability of City streets and allows City residents to travel through the City in a safer and more efficient manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| Engineering/Design |                      |          |          |          |          | \$ 100           | \$ 100          |
| Construction       |                      |          |          |          |          | \$ 1,824         | \$ 1,824        |
| Inspection         |                      |          |          |          |          | \$ 76            | \$ 76           |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 2,000</b>  | <b>\$ 2,000</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 2,000         | \$ 2,000        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 2,000</b>  | <b>\$ 2,000</b> |

# ST-09 University Avenue Resurfacing & Signal Upgrade Project

**Category:** Streets and Transportation  
**Location:** University Avenue  
**Division:** Engineering Division  
**Status:** Current Project

**Project Description/Rationale:** This project provides for the resurfacing and upgrading of University Avenue. The work shall include the following:

1. Overlay University Avenue with 1.2” of asphalt concrete and install in-pavement bicycle detection loops and improve pedestrian/bicycle lane signage and pavement delineation along University Avenue from Woodland Avenue to Notre Dame Avenue. The work will also include installation of safety and ADA improvements at various intersections along University Avenue, including improvements to crosswalks and signage. The project will require installation of traffic and bicycle loop detectors at all signalized intersections along University Avenue in the City.
2. Traffic signal modification at the intersection of University Ave/Runnymede St. to provide an exclusive left-turn phase.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. The construction of street improvements increases the usability of City streets and allows City residents to travel through the City in a safer and more efficient manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Construction       | \$ 800               |          |          |          |          |                  | \$ 800        |
| <b>Total</b>       | <b>\$ 800</b>        |          |          |          |          |                  | <b>\$ 800</b> |

| Sources of Funding  | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                     | Thousands of Dollars |          |          |          |          |                  |               |
| Stanford Grant      | \$ 200               |          |          |          |          |                  | \$ 200        |
| Prop 1B             | \$ 100               |          |          |          |          |                  | \$ 100        |
| Facebook Settlement | \$ 500               |          |          |          |          |                  | \$ 500        |
| <b>Total</b>        | <b>\$ 800</b>        |          |          |          |          |                  | <b>\$ 800</b> |

## ST-10 Bicycle and Pedestrian Improvements

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**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

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**Project Description/Rationale:** This project is for the installation of street improvements designed to enhance vehicular, pedestrian and bicycle safety throughout the City.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. The installation of new signage and new striping will increase the usability of City streets and will allow City residents to travel through the City in a safer and more efficient manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Construction       | \$ 150               |          |          |          |          |                  | \$ 150        |
| <b>Total</b>       | <b>\$ 150</b>        |          |          |          |          |                  | <b>\$ 150</b> |

| Sources of Funding  | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                     | Thousands of Dollars |          |          |          |          |                  |               |
| Facebook Settlement | \$ 150               |          |          |          |          |                  | \$ 150        |
| <b>Total</b>        | <b>\$ 150</b>        |          |          |          |          |                  | <b>\$ 150</b> |

## ST-11 Sidewalk, Curb and Gutter Program

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**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project provides for the construction of new sidewalks in locations of the City where they are not currently in place. This program would involve the development of a strategy for prioritizing and scheduling new construction. To the extent feasible, the City will attempt to install full-block stretches of sidewalk at a time for uniformity. The City collects development in-lieu fees under Ordinance 241 to support the construction of new sidewalks. However, additional funding sources are needed to facilitate the construction of sidewalks in areas of the City that are underserved in terms of pedestrian access and are not slated for major development projects. A lack of available funding to support the development of sidewalks throughout the City highlights the need to aggressively pursue additional funding sources for this purpose in the future. Construction work will be performed by private contractors.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local road ways that meets community needs”. Implementation of this project would increase the usability of the City’ sidewalks and would enhance the ability of residents to travel through the City in a safe and efficient manner.

| Estimated Expenses        | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---------------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars      |          |          |          |          |          |                  |               |
| Engineering/Design        |          |          |          |          |          | \$ 15            | \$ 15         |
| Construction              |          |          |          |          |          | \$ 135           | \$ 135        |
| <b>Total <sup>6</sup></b> |          |          |          |          |          | <b>\$ 150</b>    | <b>\$ 150</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| To Be Determined     |          |          |          |          |          | \$ 150           | \$ 150        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 150</b>    | <b>\$ 150</b> |

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<sup>6</sup> No funding in FY 2011-2012 and FY 2012-2013 due to Safe Routes to School Project (ST-03)

## ST-12 Sidewalk Repair/ADA Ramp Program

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Rationale for Proposed Project:** This project provides for the preventative maintenance and reconstruction of damaged and inadequate City sidewalks. This program would involve the evaluation of the condition of existing sidewalks and the development of a strategy for prioritizing and scheduling repair/reconstruction. Regular maintenance is required to keep existing sidewalks in a condition that will serve ensure pedestrian safety. This program would also ensure that every existing tree that is removed as part of sidewalk repair or maintenance is replaced with two new trees of an appropriate variety at a location that would not interfere with sidewalk, pavement, or underground utilities in the future. Construction work will be performed by private contractors.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local road ways that meets community needs”. Implementation of this project would increase the usability of the City’ sidewalks and would enhance the ability of residents to travel through the City in a safe and efficient manner.

| Estimated Expenses        | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---------------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                           | Thousands of Dollars |          |          |          |          |                  |               |
| Engineering/Design        |                      |          |          |          |          | \$ 15            | \$ 15         |
| Construction              |                      |          |          |          |          | \$ 150           | \$ 150        |
| Inspection                |                      |          |          |          |          | \$ 30            | \$ 30         |
| <b>Total <sup>7</sup></b> |                      |          |          |          |          | <b>\$ 195</b>    | <b>\$ 195</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| To Be Determined   |                      |          |          |          |          | \$ 195           | \$ 195        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 195</b>    | <b>\$ 195</b> |

<sup>7</sup> No funding in FY 2012-2013 due to Safe Routes to School Project (ST-03)

## ST-13 Traffic Management / Speed Bump Program

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**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project provides for the construction of speed bumps and other traffic calming devices to reduce speed through residential zones and to increase safety. Identification of appropriate locations for traffic calming devices should be addressed in the Transportation Master Plan (ST-01). The City will look for opportunities to link these improvements with the street resurfacing program (ST-02) for the purpose of obtaining more competitive bids.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local road ways that meets community needs”. Implementation of this project would increase the usability of the City’ sidewalks and would enhance the ability of residents to travel through the City in a safe and efficient manner.

| Estimated Expenses   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| Engineering/Design   |          |          |          |          |          | \$ 25            | \$ 25         |
| Construction         |          |          |          |          |          | \$ 175           | \$ 175        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 200</b>    | <b>\$ 200</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| To Be Determined     |          |          |          |          |          | \$ 200           | \$ 200        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 200</b>    | <b>\$ 200</b> |



## ST-14 Street Reconstruction Program

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

**Project Description/Rationale:** This project provides for the reconstruction of damaged City streets during the five-year life of the CIP. A Pavement Management Program (PMP) was prepared for the City in 2007 which documented the existing condition of City streets and recommended strategies for systematically maintaining and improving streets with available funds. The PMP divided streets into two categories based on their condition: streets requiring resurfacing for preventative maintenance, and those requiring major reconstruction. This project addresses the City's street reconstruction needs to repair streets in poor condition so that they can be used in a safe and functional manner. The PMP indicates that there is a large shortfall between the funds needed to fully address the City's reconstruction needs and the funds available. The recommendations in the PMP are to be utilized each year during review of the Annual Capital Budget to allocate funds towards street reconstruction improvements in the most logical locations possible. Approximately \$750,000 annually is needed over the next five years to maintain the current pavement condition rating. A portion of that cost will be addressed through maintenance operations and the University Avenue resurfacing project. However, adequate funds are not currently available to address every street that needs reconstruction during the five-year life of this CIP. The lack of available funds highlights the need to aggressively pursue additional funding sources for this purpose in the future.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to "provide a system of local roadways that meets community needs". The construction of street improvements increases the usability of City streets and allows City residents to travel through the City in a safer and more efficient manner.

| Estimated Expenses        | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|---------------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                           | Thousands of Dollars |          |          |          |          |                  |                 |
| Engineering/Design        |                      |          |          |          |          | \$ 80            | \$ 80           |
| Construction              |                      |          |          |          |          | \$ 800           | \$ 800          |
| Inspection                |                      |          |          |          |          | \$ 120           | \$ 120          |
| <b>Total</b> <sup>8</sup> |                      |          |          |          |          | <b>\$ 1,000</b>  | <b>\$ 1,000</b> |

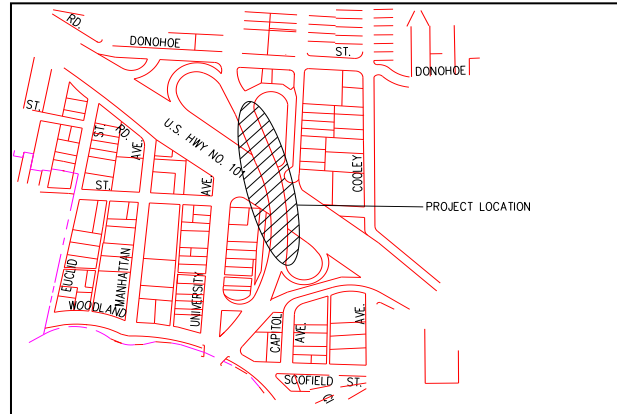
| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 1,000         | \$ 1,000        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 1,000</b>  | <b>\$ 1,000</b> |

<sup>8</sup> No funding in FY 2012-2013 due to Street Resurfacing Project (ST-07)

# ST-15 University Avenue Bridge Overcrossing

**Category:** Streets and Transportation  
**Location:** University Avenue at Highway 101  
**Division:** Engineering Division  
**Status:** Future Project

**Project Description/Rationale:** This project will provide for the widening of the University Avenue/US 101 overpass to provide safer pedestrian and bicycle travel. The project will be completed in phases including the widening of the overpass bridge to the west, construction of a new diagonal off-ramp from SB 101 onto SB University Avenue, and widening of the overpass on the east. Design and planning work for the project was completed in 2004 in the form of a project Plan, Specifications and Estimate (PS&E). The City intends to modify the plans to include new improvements to the interchange and to secure the necessary funds. The design of the improvements will be required to meet CALTRANS standards. The work will be performed by private contractors. Staff is currently preparing a grant application to submit to San Mateo County Transportation Authority.



**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of drivers, pedestrians and bikers to travel across the Route 101 overpass. This project would also improve the connectivity of the east and west sides of the City.

| Estimated Expenses    | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|-----------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                       | Thousands of Dollars |          |          |          |          |                  |                 |
| Engineering/Design    |                      |          |          |          |          | \$ 280           | \$ 280          |
| Construction          |                      |          |          |          |          | \$ 5,000         | \$ 5,000        |
| Professional Services |                      |          |          |          |          | \$ 220           | \$ 220          |
| Inspection            |                      |          |          |          |          | \$ 500           | \$ 500          |
| <b>Total</b>          |                      |          |          |          |          | <b>\$ 6,000</b>  | <b>\$ 6,000</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 6,000         | \$ 6,000        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 6,000</b>  | <b>\$ 6,000</b> |

## ST-16 Highway 101 Pedestrian/Bicycle Underpass

**Category:** Streets and Transportation  
**Location:** US 101 at San Francisquito Creek  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Scope of Work:** Construction of a bicycle/pedestrian freeway underpass where Highway 101 intersects with San Francisquito Creek. Caltrans is currently in the planning/design stage of a project to replace the portion of Highway 101 (and frontage roads) which crosses over San Francisquito Creek in order to improve the flow of vehicular traffic at that point (see Section 2.3 for more detailed information). The City is currently working with Caltrans to determine the feasibility of incorporating a pedestrian/bicycle underpass into the design of the new freeway section. The project would need to be designed in accordance with CPTED (Crime Prevention through Environmental Design) principles in order to minimize the potential for crime and to maximize the perception of safety for users. In particular, the design would need to support the CPTED principle of “natural surveillance” by allowing clear visibility throughout the underpass. The project would need to be designed to allow a large opening to allow clear visibility from outside of the underpass, adequate lighting throughout the underpass and frequent activity in and around the underpass by pedestrians/bicyclists.

**Rationale for Proposed Project** This project would link the residents of the Woodland Neighborhood with services located on the other side of the freeway. This project would encourage bicycle/pedestrian transportation, which would improve the overall health of the community.

**Relationship with the General Plan:** This project furthers General Plan Circulation Policy 3.3, to “provide and maintain a circulation system that supports bicycle and pedestrian travel”. This project would further this policy by enhancing the functionality of the City’s non-motorized transportation system. The General Plan Circulation Element promotes closing gaps in the existing bikeway system, which this project would accomplish by creating a link between the two sides of the City divided by Highway 101. This project is also consistent with the City’s adopted Bay Access Master Plan, which envisions a pedestrian/bicycle trail at this section of Highway 101.

| Estimated Expenses        | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|---------------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars      |          |          |          |          |          |                  |                 |
| Project Cost <sup>9</sup> |          |          |          |          |          | \$ 4,000         | \$ 4,000        |
| <b>Total</b>              |          |          |          |          |          | <b>\$ 4,000</b>  | <b>\$ 4,000</b> |

<sup>9</sup> The City of Palo Alto is currently studying the feasibility of constructing an underpass underneath a different section of Highway 101. The estimated cost based on their research is \$4,000,000. Source: <http://www.cityofpaloalto.org/civica/filebank/blobdload.asp?BlobID=24926>.

| Sources of Funding          | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|-----------------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| <b>Thousands of Dollars</b> |          |          |          |          |          |                  |                 |
| To Be Determined            |          |          |          |          |          | \$ 4,000         | \$ 4,000        |
| <b>Total</b>                |          |          |          |          |          | <b>\$ 4,000</b>  | <b>\$ 4,000</b> |

## ST-17 Signage and Striping Improvements

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**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

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**Project Description/Rationale:** This project is for the installation of new signage and new striping to improve vehicular, pedestrian and bicycle safety throughout the City.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. The installation of new signage and new striping will increase the usability of City streets and will allow City residents to travel through the City in a safer and more efficient manner.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Construction       |                      |          |          |          |          | \$ 150           | \$ 150        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 150</b>    | <b>\$ 150</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| To Be Determined   |                      |          |          |          |          | \$ 150           | \$ 150        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 150</b>    | <b>\$ 150</b> |

## ST-18 Euclid Avenue Tunnel Assessment and Investigation

**Category:** Streets and Transportation  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

**Project Description/Rationale:** This project is to assess the viability of restoring and re-opening the tunnel under Highway 101 at Euclid Avenue, which is currently closed. The tunnel could enhance the connectivity between the west and east sides of the city for bicyclists and pedestrians. This project would provide data and analysis to assist the city in determining whether to re-open the tunnel or not. This project would also determine the cost and the necessary scope of work to restore the tunnel. The tunnel is identified in Section 3.2 of the City’s adopted Bicycle Transportation Plan. The re-opening of the tunnel could also help support Mitigation Strategy INFR-a-10 in the City’s adopted Hazard Mitigation Plan, to develop unused or new pedestrian rights-of-way as walkways to serve as additional evacuation routes.

**Relationship with the General Plan:** This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. This project would help determine whether the City’s transportation can be improved through the re-opening of the existing tunnel

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Investigation      |                      |          |          |          |          | \$ 30            | \$ 30        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 30</b>     | <b>\$ 30</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| To Be Determined   |                      |          |          |          |          | \$ 30            | \$ 30        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 30</b>     | <b>\$ 30</b> |

# CHAPTER 5

## Community Facilities Projects

This fund group includes projects related to proposed new buildings such as a new City Center, or maintenance and upgrade of existing City buildings such as the Senior Center, the Police Department, City Hall, the Corporation Yard, Community Development Department and other City owned or leased properties. No funding source has been positively identified for most projects in this category. The City will need to identify funding sources to pay for these proposed improvements.

The critical project within this category is FA-01, which is the development of a Community Facilities Master Plan. The completion of a comprehensive Community Facilities Master Plan will facilitate the planning and implementation of the other projects listed in this category.

**Table of Facilities Projects**

| Project No.            | Description                      | Estimated Cost       | Funding Source Identified | Funding Source TBD |
|------------------------|----------------------------------|----------------------|---------------------------|--------------------|
|                        |                                  | Thousands of Dollars |                           |                    |
| <b>Future Projects</b> |                                  |                      |                           |                    |
| FA-01                  | Community Facilities Master Plan | \$ 35                | \$ 0                      | \$ 35              |
| FA-02                  | Community Development Building   | \$ 50                | \$ 0                      | \$ 50              |
| FA-03                  | 2277 University Avenue Building  | \$ 75                | \$ 0                      | \$ 75              |
| FA-04                  | Senior Center Building           | \$ 75                | \$ 0                      | \$ 75              |
| FA-05                  | Police Department Building       | \$ 80                | \$ 0                      | \$ 80              |
| FA-06                  | Corporation Yard Building        | \$ 100               | \$ 0                      | \$ 100             |
| FA-07                  | New City Hall                    | \$ 20,000            | \$ 0                      | \$ 20,000          |
|                        | <b>Subtotal</b>                  | <b>\$ 20,415</b>     | <b>\$ 0</b>               | <b>\$ 20,415</b>   |
|                        | <b>Grand Total</b>               | <b>\$ 20,415</b>     | <b>\$ 0</b>               | <b>\$ 20,415</b>   |

# FA-01 Citywide Facilities Master Plan

**Category:** Community Facilities  
**Location:** Citywide  
**Department:** To Be Determined  
**Status:** Future Project

**Description/Scope of Work:** This project is for the development of a Facilities Master Plan, which will lay out a strategy for the construction, maintenance and improvement of City facilities. City staff is currently housed in several different locations throughout the City (some of which are in City owned properties, and some of which are in leased properties). This project would determine how to manage City property in an efficient and cost effective manner.

**Rationale for Proposed Project** This project is the basis for implementing the other facilities projects in the CIP. The scope of work, implementation schedule, and cost estimate of the other projects in the CIP are dependent on the findings of the Facilities Master Plan. This project would enhance the ability of the City to deliver services to the community. The City Council’s Strategic Plan identified inadequate working and storage space as an organizational weakness and established a goal of increasing organizational effectiveness and efficiency.

**Relationship with the General Plan:** This project specifically addresses General Plan Land Use Goal 4.0, to “provide effective coordination with public facilities and service providers”. Establishing a master plan would be a critical first step towards coordinating the City’s resources to deliver services to City residents in the most effective manner possible.

| Estimated Expenses   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| Engineering/Design   |          |          |          |          |          | \$ 35            | \$ 35        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 35</b>     | <b>\$ 35</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| General Fund         |          |          |          |          |          | \$ 35            | \$ 35        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 35</b>     | <b>\$ 35</b> |



## FA-02 Community Development Building

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**Category:** Community Facilities  
**Location:** 1960 Tate Street  
**Department:** To Be Determined  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would improve the physical condition of the Community Development Department building. The complete scope of improvements will be based on the findings of the Community Facilities Master Plan (FA-01).

**Relationship with the General Plan:** This project specifically supports General Plan Land Use Policy 1.4, to “provide areas within the community where public service and non-profit organizations can operate”. Constructing improvements to the Community Development Department building would enable the continuing delivery of Planning, Building, Public Works and Redevelopment services to City residents.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Project Cost       |                      |          |          |          |          | \$ 50            | \$ 50        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 50</b>     | <b>\$ 50</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| To Be Determined   |                      |          |          |          |          | \$ 50            | \$ 50        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 50</b>     | <b>\$ 50</b> |

## FA-03 2277 University Avenue Building

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**Category:** Community Facilities  
**Location:** 2277 University Avenue  
**Department:** To Be Determined  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would improve the physical condition of the building located at 2277 University Avenue. The complete scope of improvements will be based on the findings of the Community Facilities Master Plan (FA-01).

**Relationship with the General Plan:** This project specifically supports General Plan Land Use Policy 1.4, to “provide areas within the community where public service and non-profit organizations can operate”. Constructing improvements to the Community Services Department building would enable the continuing delivery of Community Services and Housing Department services to City residents.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-------|
|                    | Thousands of Dollars |          |          |          |          |                  |       |
| Project Cost       |                      |          |          |          |          | \$ 75            | \$ 75 |
| <b>Total</b>       |                      |          |          |          |          | \$ 75            | \$ 75 |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-------|
|                    | Thousands of Dollars |          |          |          |          |                  |       |
| To Be Determined   |                      |          |          |          |          | \$ 75            | \$ 75 |
| <b>Total</b>       |                      |          |          |          |          | \$ 75            | \$ 75 |

## FA-04 Senior Center Building

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**Category:** Community Facilities  
**Location:** 560 Bell Street  
**Department:** To Be Determined  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would improve the physical condition of the Senior Citizen Center building. Repairs would be made to the roof and exterior surfaces of the building.

**Relationship with the General Plan:** This project specifically supports General Plan Land Use Policy 1.4, to “provide areas within the community where public service and non-profit organizations can operate”. Constructing improvements to the Senior Center would enable the continuing delivery of services to users of the Senior Center.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Project Cost       |                      |          |          |          |          | \$ 75            | \$ 75        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 75</b>     | <b>\$ 75</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| To Be Determined   |                      |          |          |          |          | \$ 75            | \$ 75        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 75</b>     | <b>\$ 75</b> |

## FA-05 Police Department Building

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**Category:** Community Facilities  
**Location:** 141 Demeter Street  
**Department:** To Be Determined  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would improve the physical condition of the Police Department building. The complete scope of improvements will be based on the findings of the Community Facilities Master Plan (FA-01).

**Relationship with the General Plan:** This project specifically supports General Plan Land Use Policy 1.4, to “provide areas within the community where public service and non-profit organizations can operate”. Constructing improvements to the Police Department building would enable the continuing delivery of police services to City residents.

| Estimated Expenses   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| Project Cost         |          |          |          |          |          | \$ 80            | \$ 80        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 80</b>     | <b>\$ 80</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| To Be Determined     |          |          |          |          |          | \$ 80            | \$ 80        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 80</b>     | <b>\$ 80</b> |

## FA-06 Corporation Yard Building

---

**Category:** Community Facilities  
**Location:** 150 Tara Road  
**Department:** To Be Determined  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would improve the physical condition of the Corporation Yard facility at 150 Tara Road, which currently houses the City’s Maintenance and Code Enforcement staff. The project would make structural improvements to the second floor of the building to make it safe for occupancy. The project would also include the installation of a new HVAC system and a new carpet. The complete scope of improvements will be based on the findings of the Community Facilities Master Plan (FA-01).

**Relationship with the General Plan:** This project specifically supports General Plan Land Use Policy 1.4, to “provide areas within the community where public service and non-profit organizations can operate”. Constructing improvements to the Corporation Yard would enable the continuing delivery of Public Works services to City residents.

| Estimated Expenses   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| Project Cost         |          |          |          |          |          | \$ 100           | \$ 100        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 100</b>    | <b>\$ 100</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| To Be Determined     |          |          |          |          |          | \$ 100           | \$ 100        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 100</b>    | <b>\$ 100</b> |

## FA-07 New City Hall

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**Category:** Community Facilities  
**Location:** To Be Determined  
**Department:** To Be Determined  
**Status:** Future Project

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**Description/Scope of Work:** This project is for the construction of a new City Hall building that has the capability of providing space for all City Departments. City staff is currently housed in several different locations throughout the City (some of which are in City owned properties, and some of which are in leased properties). This project would consolidate City services into a single location.

**Rationale for Proposed Project:** Consolidating City services at one location would allow for more efficient delivery of City services and would be more convenient for the general public. The scope and size of this project would be dependent on the findings of the Community Facilities Master Plan (FA-01).

**Relationship with the General Plan:** This project specifically addresses General Plan Land Use Goal 4.0, to “provide effective coordination with public facilities and service providers”. Constructing a new City Hall that would house most City departments in a single building would enable a more efficient delivery of services to City residents.

| Estimated Expenses         | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|----------------------------|----------|----------|----------|----------|----------|------------------|------------------|
| Thousands of Dollars       |          |          |          |          |          |                  |                  |
| Project Cost <sup>10</sup> |          |          |          |          |          | \$ 20,000        | \$ 20,000        |
| <b>Total</b>               |          |          |          |          |          | <b>\$ 20,000</b> | <b>\$ 20,000</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|----------------------|----------|----------|----------|----------|----------|------------------|------------------|
| Thousands of Dollars |          |          |          |          |          |                  |                  |
| To Be Determined     |          |          |          |          |          | \$ 20,000        | \$ 20,000        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 20,000</b> | <b>\$ 20,000</b> |

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<sup>10</sup> This a general estimate. The cost estimate will be refined based on the findings of the Facilities Master Plan (FA-01).

## CHAPTER 6

### Parks and Open Space Projects

This category of projects is intended to improve the availability of and access to recreation and open space opportunities in the City, which will further the goals and policies of the Open Space / Conservation Element of the East Palo Alto General Plan. Park In-Lieu Fees, as well as grants, are the primary source of funding for this group of projects.

**Table of Parks and Open Space Projects**

| Project No.             | Description                                   | Estimated Cost       | Funding Source Identified | Funding Source TBD |
|-------------------------|---|----------------------|---------------------------|--------------------|
|                         |   | Thousands of Dollars |                           |                    |
| <b>Current Projects</b> |   |                      |                           |                    |
| PK-01                   | Parks and Open Space Master Plan              | \$ 75                | \$ 0                      | \$ 75              |
| PK-02                   | Cooley Landing                                | \$ 5,735             | \$ 5,075                  | \$ 660             |
| PK-03                   | Tree Inventory                                | \$ 47                | \$ 47                     | \$ 0               |
| PK-04                   | Tree Planting Program                         | \$ 25                | \$ 25                     | \$ 0               |
| PK-05                   | Rail Spur Site Improvement Project            | \$ 160               | \$ 160                    | \$ 0               |
| PK-06                   | Skate Park Equipment                          | \$ 30                | \$ 30                     | \$ 0               |
| <b>Subtotal</b>         |   | <b>\$ 6,072</b>      | <b>\$ 5,337</b>           | <b>\$ 735</b>      |
| <b>Future Projects</b>  |   |                      |                           |                    |
| PK-07                   | Martin Luther King Jr. Park Improvements      | \$ 2,997             | \$ 0                      | \$ 2,997           |
| PK-08                   | Joel Davis Park Improvements                  | \$ 120               | \$ 0                      | \$ 120             |
| PK-09                   | Ravenswood Business District Trails           | \$ 675               | \$ 0                      | \$ 675             |
| PK-10                   | Park/Trail Adjacent to San Francisquito Creek | \$ 3,250             | \$ 0                      | \$ 3,250           |
| PK-11                   | Jack Farrell Park Improvements                | \$ 3,229             | \$ 0                      | \$ 3,229           |
| PK-12                   | Baylands Park                                 | \$ 4,368             | \$ 0                      | \$ 4,368           |
| PK-13                   | Bell Street Park Improvements                 | \$ 7,061             | \$ 0                      | \$ 7,061           |
| PK-14                   | Bay Access Master Plan Pocket Parks           | \$ 11,775            | \$ 0                      | \$ 11,775          |
| PK-15                   | Hetch Hetchy Aqueduct Linear Park             | \$ 3,025             | \$ 0                      | \$ 3,025           |
| <b>Subtotal</b>         |   | <b>\$ 36,500</b>     | <b>\$ 0</b>               | <b>\$ 36,500</b>   |
| <b>Grand Total</b>      |   | <b>\$ 42,572</b>     | <b>\$ 5,337</b>           | <b>\$ 37,235</b>   |

## PK-01 Parks and Open Space Master Plan

**Category:** Parks and Open Space  
**Location:** Citywide  
**Department:** Community Development Department  
**Status:** Current Project - Project partially complete

**Description/Rationale for Proposed Project:** A Parks and Open Space Master Plan will coordinate efforts to improve the availability of open space and trails. Portions of the Parks and Open Space Master Plan have been completed, such as the Bell Street Park Master Plan, Jack Farrell Park Master Plan and the Bay Access Master Plan. The Completed Parks and Open Space Master Plan will have long-range development and maintenance plans for all City owned/managed parks and trails.

The City Council’s adopted strategic plan priorities included a goal for constructing a skate park. This project would identify the appropriate location, size and features for a skate park

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 6.0, to “provide adequate open space and recreational opportunities”. Establishing a master plan would be a critical first step towards coordinating the City’s resources to deliver open space and recreational opportunities in the most effective manner possible.

| Estimated Expenses   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| Engineering/Design   |          |          |          |          |          | \$ 75            | \$ 75        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 75</b>     | <b>\$ 75</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| To Be Determined     |          |          |          |          |          | \$ 75            | \$ 75        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 75</b>     | <b>\$ 75</b> |



## PK-02 Cooley Landing

**Category:** Parks and Open Space  
**Location:** Cooley Landing  
**Department:** Community Development Department  
**Status:** In Process

**Description/Rationale for Proposed Project:** This project would involve the installation of improvements to convert Cooley Landing into a publicly accessible and usable recreation center.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 8.0, to “improve access to open space and recreation resources”. This project would convert Cooley Landing into an accessible recreation resource for City residents.

| Estimated Expenses                    | FY 12-13             | FY 13-14        | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|---------------------------------------|----------------------|-----------------|----------|----------|----------|------------------|-----------------|
|                                       | Thousands of Dollars |                 |          |          |          |                  |                 |
| Bay Road Improvements & Utilities     | \$ 910               |                 |          |          |          |                  | \$ 910          |
| Building, Parking, Plaza              |                      | \$ 2,878        |          |          |          |                  | \$ 2,878        |
| Classroom/Picnic Areas                |                      | \$ 438          |          |          |          |                  | \$ 438          |
| Secondary Trails / Interpretive Areas |                      | \$ 438          |          |          |          |                  | \$ 438          |
| Viewing Piers                         |                      |                 |          |          |          | \$ 453           | \$ 453          |
| Contingency                           | \$ 100               | \$ 398          |          |          |          | \$ 45            | \$ 543          |
| Trees                                 | \$ 75                |                 |          |          |          |                  | \$ 75           |
| <b>Total</b>                          | <b>\$ 1,085</b>      | <b>\$ 4,152</b> |          |          |          | <b>\$ 498</b>    | <b>\$ 5,735</b> |

| Sources of Funding                      | FY 12-13             | FY 13-14        | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|---|----------------------|-----------------|----------|----------|----------|------------------|-----------------|
|   | Thousands of Dollars |                 |          |          |          |                  |                 |
| CA Statewide Parks Program              | \$ 1,010             | \$ 3,990        |          |          |          |                  | \$ 5,000        |
| Strategic Growth Council Urban Greening | \$ 75                |                 |          |          |          |                  | \$ 75           |
| To Be Determined                        |                      | \$ 162          |          |          |          | \$ 498           | \$ 660          |
| <b>Total</b>                            | <b>\$ 1,085</b>      | <b>\$ 4,152</b> |          |          |          | <b>\$ 498</b>    | <b>\$ 5,735</b> |

## PK-03 Tree Inventory

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**Category:** Parks and Open Space  
**Location:** Cooley Landing  
**Department:** Community Development Department - Planning and Maintenance Divisions  
**Status:** Current Project

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**Description/Rationale for Proposed Project:** This project would create an inventory of city owned trees and transfer that information into a tree management system. Implementation of a tree management system will facilitate the management of the City's urban forest.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Policy 2.3, to "preserve existing and increase the number of trees within the community". This project would improve the overall quality of the City's urban forest through more efficient management.

| Estimated Expenses                 | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|------------------------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                                    | Thousands of Dollars |          |          |          |          |                  |              |
| Materials/Supplies                 | \$ 6                 |          |          |          |          |                  | \$ 6         |
| Tree Inventory                     | \$ 23                |          |          |          |          |                  | \$ 23        |
| Software with Training and Support | \$ 9                 |          |          |          |          |                  | \$ 9         |
| i-Tree Streets Analysis and Report | \$ 5                 |          |          |          |          |                  | \$ 5         |
| Other consultant fees              | \$ 4                 |          |          |          |          |                  | \$ 4         |
| <b>Total</b>                       | <b>\$ 47</b>         |          |          |          |          |                  | <b>\$ 47</b> |

| Sources of Funding      | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|-------------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                         | Thousands of Dollars |          |          |          |          |                  |              |
| Calfire Inventory Grant | \$ 47                |          |          |          |          |                  | \$ 47        |
| <b>Total</b>            | <b>\$ 47</b>         |          |          |          |          |                  | <b>\$ 47</b> |

## PK-04 Tree Planting Program

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**Category:** Parks and Open Space  
**Location:** Cooley Landing  
**Department:** Community Development Department  
**Status:** Current Project

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**Description/Rationale for Proposed Project:** This project is for the planting of trees on city owned property. The city will partner with Canopy, a local non-profit organization, to implement the tree planting program. The planting of new trees is intended to improve air quality, but will also improve the appearance of the city, reduce storm water runoff and would enhance the pedestrian environment.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Policy 2.3, to “preserve existing and increase the number of trees within the community”. This project would improve the overall quality of the City’s urban forest through the planting of additional trees.

| Estimated Expenses     | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|------------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                        | Thousands of Dollars |          |          |          |          |                  |              |
| Materials/Installation | \$ 25                |          |          |          |          |                  | \$ 25        |
| <b>Total</b>           | <b>\$ 25</b>         |          |          |          |          |                  | <b>\$ 25</b> |

| Sources of Funding  | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|---------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                     | Thousands of Dollars |          |          |          |          |                  |              |
| Facebook Settlement | \$ 25                |          |          |          |          |                  | \$ 25        |
| <b>Total</b>        | <b>\$ 25</b>         |          |          |          |          |                  | <b>\$ 25</b> |

## PK-05 Rail Spur Site Improvement Project

**Category:** Parks and Open Space  
**Location:** Rail Spur on the Bay-Weeks-Clarke-Pulgas block  
**Department:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project would implement a Site Mitigation Plan approved by the Regional Water Quality Control Board and construct a Class I Bicycle facility and other improvements on a former rail spur in the block bounded by Bay Road, Clarke Avenue, Weeks Street and Pulgas Avenue. The work will generally consist of, but not limited to, the following:

- Excavation;
- Installation of storm field inlets;
- Installation of 8” diameter plastic storm drain pipes;
- Installation of 4” diameter PVC Schedule-80 conduits;
- Construction of an eight-foot wide asphalt concrete pedestrian/bicycle pathway

The project will enhance the City’s trail network and will enhance the ability for East Palo Alto citizens to travel by non-motorized transportation.

This project furthers General Plan Circulation Goal 2.0, to “provide a system of local roadways that meets community needs”. Implementation of this project would enhance the ability of pedestrians and bicyclists to travel through the City.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Project Cost       | \$ 160               |          |          |          |          |                  | \$ 160        |
| <b>Total</b>       | <b>\$ 160</b>        |          |          |          |          |                  | <b>\$ 160</b> |

| Sources of Funding  | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|---|----------------------|----------|----------|----------|----------|------------------|---------------|
|   | Thousands of Dollars |          |          |          |          |                  |               |
| IDA Article 3 Grant<br>Funds and Public Finance<br>Authority Capital Bond<br>Proceeds | \$ 160               |          |          |          |          |                  | \$ 160        |
| <b>Total</b>  | <b>\$ 160</b>        |          |          |          |          |                  | <b>\$ 160</b> |

## PK-06 Skate Park Equipment

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**Category:** Parks and Open Space  
**Location:** Bell Street Park  
**Department:** Community Development Department  
**Status:** Current Project

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**Description/Rationale for Proposed Project:** This project is for the purchase and installation of modular steel or composite steel obstacles for the existing temporary skate park located at Bell Street Park.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 6.0, to “provide adequate open space and recreational opportunities”. It is primarily aligned with City Council strategic priority #6: Create a Healthy and Safe Community. A skate park offers a place for youth to congregate, relax and perform skills in a safe environment.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Project Cost       | \$ 30                |          |          |          |          |                  | \$ 30        |
| <b>Total</b>       | <b>\$ 30</b>         |          |          |          |          |                  | <b>\$ 30</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Park In-Lieu       | \$ 30                |          |          |          |          |                  | \$ 30        |
| <b>Total</b>       | <b>\$ 30</b>         |          |          |          |          |                  | <b>\$ 30</b> |

## PK-07 Martin Luther King Jr. Park Improvements

---

**Category:** Parks and Open Space  
**Location:** Martin Luther King Jr. Park  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project has two components:

First, this project would involve the renovation and replacement of recreational equipment at Martin Luther King Park to better suit the needs of the community.

Secondly, this project would include the acquisition of land to improve the accessibility and functionality of the park. This project would expand MLK Park by acquiring a 1.85 acre San Mateo County owned parcel on Beech Street (063-600-060) and a portion of a 1.562 acre PG&E owned parcel on Beech Street (063-600-999). By expanding the park, there will be a greater opportunity to install additional recreational facilities, such as a regulation sized soccer field. The park expansion would also improve access to the park. The Daisy Lane entrance on the southern end of the park is currently the only access point to MLK Park. Although residents of the Weeks neighborhood and the northern portion of the Gardens Neighborhood are located in close proximity, they must take a long and circuitous route to access the park (Pulgas Avenue to O’Connor Street to Daisy Lane). This project would create additional access points to the park, which would increase its accessibility to residents of the Weeks neighborhood and the residents of the northern part of the Gardens Neighborhood.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 6.0, to “provide adequate open space and recreational opportunities”. This project would improve the usability of the recreation space within Martin Luther King Park

| Expenses                       | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars           |          |          |          |          |          |                  |                 |
| Land Acquisition <sup>11</sup> |          |          |          |          |          | \$ 1,159         | \$ 1,159        |
| Planning                       |          |          |          |          |          | \$ 20            | \$ 20           |
| Environmental                  |          |          |          |          |          | \$ 35            | \$ 35           |
| Design                         |          |          |          |          |          | \$ 25            | \$ 25           |
| Construction                   |          |          |          |          |          | \$ 1,159         | \$ 1,159        |
| Contingency                    |          |          |          |          |          | \$ 599           | \$ 599          |
| <b>Total</b>                   |          |          |          |          |          | <b>\$ 2,997</b>  | <b>\$ 2,997</b> |

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<sup>11</sup> Land acquisition costs were calculated based on an estimate of \$10/square foot and an assumption that the City would purchase the entire County owned parcel (1.85 acres) and half of the PG&E owned parcel (0.81 acres).

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 2,997         | \$ 2,997        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 2,997</b>  | <b>\$ 2,997</b> |

## PK-08 Joel Davis Park Improvements

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**Category:** Parks and Open Space  
**Location:** Joel Davis Park  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would implement improvements to Joel Davis Park. A Master Plan has not yet been developed for Joel Davis Park. Master planning would be done as part of the Parks and Open Space Master Plan (PK-01).

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 6.0, to “provide adequate open space and recreational opportunities”. This project would improve the usability of the recreation space within Joel Davis Park.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Project Cost       |                      |          |          |          |          | \$ 120           | \$ 120        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 120</b>    | <b>\$ 120</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| To Be Determined   |                      |          |          |          |          | \$ 120           | \$ 120        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 120</b>    | <b>\$ 120</b> |



## PK-09 Ravenswood Business District Trails

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**Category:** Parks and Open Space  
**Location:** Ravenswood Business District  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** The City’s Bay Access Master Plan (BAMP) envisions a system of trails linking the Ravenswood Business District (RBD) with the baylands. Approximately 1.2 linear miles of trails have been proposed in the RBD. Most of the land where the trails have been proposed are privately owned or are in the abandoned Union Pacific railroad spur. The City will need to partner with private parties and other Government agencies to construct these trail segments.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 8.0, to “improve access to open space and recreation resources”. This project would increase access to recreational opportunities at the baylands.

| Estimated Expenses         | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                            | Thousands of Dollars |          |          |          |          |                  |               |
| Project Cost <sup>12</sup> |                      |          |          |          |          | \$ 675           | \$ 675        |
| <b>Total</b>               |                      |          |          |          |          | <b>\$ 675</b>    | <b>\$ 675</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| To Be Determined   |                      |          |          |          |          | \$ 675           | \$ 675        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 675</b>    | <b>\$ 675</b> |

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<sup>12</sup> The estimated project cost does not account for potential land acquisition costs.

## PK-10 Park/Trail Adjacent to San Francisquito Creek

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**Category:** Parks and Open Space  
**Location:** Land adjacent to San Francisquito Creek  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would involve the conversion of approximately land bordering San Francisquito Creek into a neighborhood park. The Parks and Open Space Master Plan (PK-01) would determine the types of amenities that the park would provide, but it is likely that a trail will be incorporated into the design because of the lack of a sidewalk on portions of Woodland Avenue, and because the City’s Bay Access Master Plan envisions a trail along Woodland Avenue.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 8.0, to “improve access to open space and recreation resources”. This project would increase the amount of recreation space available to City residents.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| Land Acquisition   |                      |          |          |          |          | \$ 2,550         | \$ 2,550        |
| Improvements       |                      |          |          |          |          | \$ 700           | \$ 700          |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 3,250</b>  | <b>\$ 3,250</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 3,250         | \$ 3,250        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 3,250</b>  | <b>\$ 3,250</b> |

## PK-11 Jack Farrell Park Improvements

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**Category:** Parks and Open Space  
**Location:** Jack Farrell Park  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would involve the renovation and improvement of Jack Farrell Park. Several years ago, a Revitalization Plan was produced for Jack Farrell Park by the Community Services Consulting Group (CSG). That Revitalization Plan contemplated the construction/improvement of a baseball field, basketball court, tot lot, walking paths, a community meeting center, a restroom and a concession stand.

Portions of the Revitalization Plan have already been implemented. \$256,000 was expended on improvements to Jack Farrell Park during Fiscal Year 2008/2009, which helped to pay for the construction of a building in the park and improvements to the existing baseball field.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 6.0, to “provide adequate open space and recreational opportunities”. This project would improve the usability of the recreation space within Jack Farrell Park.

| Estimated Expenses         | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                            | Thousands of Dollars |          |          |          |          |                  |                 |
| Project Cost <sup>13</sup> |                      |          |          |          |          | \$ 3,229         | \$ 3,229        |
| <b>Total</b>               |                      |          |          |          |          | <b>\$ 3,229</b>  | <b>\$ 3,229</b> |

| Sources of Funding | FY 11-12             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 3,229         | \$ 3,229        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 3,229</b>  | <b>\$ 3,229</b> |

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<sup>13</sup> The Revitalization Plan estimated the cost of improvements at \$3,485,000. The project cost estimate was produced by subtracting the cost of completed improvements from the \$3,485,000 estimate.

## PK-12 Baylands Park

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**Category:** Parks and Open Space  
**Location:** 24 Acre Parcel in the Baylands (from Runnymede St. to East Bayshore Rd.)  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Scope of Work:** Construction of improvements to enhance access and usability of existing open space in the baylands. Potential uses for the improved land may include community gardens, open space, parks, trails, rest areas, vista points, interpretive exhibits, etc. Improvement of the site would also enhance the usability of an existing section of the Bay Trail. The City of Palo Alto owns the site and issues such as ownership structure, liability, uses of the site, access to the site and facilities, operation of programs if any, planning, development, construction and maintenance costs would need to be resolved prior to improvement of the site.

**Rationale for Proposed Project:** the proposed improvement would greatly enhance access and the current experience of both natural resources, the Palo Alto Baylands and the Ravenswood Open space preserve, for the benefit and enjoyment of East Palo Alto residents, as well as the many regional users of this section of the Bay Trail. The City’s Bay Access Master Plan envisions an improved trail along this portion of the baylands.

**Relationship with the General Plan:** This project furthers General Plan Circulation Policy 2.4, to “provide and maintain a circulation system that supports bicycle and pedestrian travel”. This project would further this policy by enhancing functionality of the City’s non-motorized transportation system.

| Expenses                   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars       |          |          |          |          |          |                  |                 |
| Project Cost <sup>14</sup> |          |          |          |          |          | \$ 4,368         | \$ 4,368        |
| <b>Total</b>               |          |          |          |          |          | <b>\$ 4,368</b>  | <b>\$ 4,368</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars |          |          |          |          |          |                  |                 |
| To Be Determined     |          |          |          |          |          | \$ 4,368         | \$ 4,368        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 4,368</b>  | <b>\$ 4,368</b> |

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<sup>14</sup> The estimated project cost does not account for potential land acquisition costs.

## PK-13 Bell Street Park Improvements

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**Category:** Parks and Open Space  
**Location:** Bell Street Park  
**Department:** Community Development Department  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project would implement improvements to Bell Street Park. A Master Plan was developed for Bell Street Park which included the construction/renovation of walking paths, play equipment, tables a performance center and other improvements. Portions of the Master Plan have already been implemented, such as the construction of the YMCA and the installation of some walking trails.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 6.0, to “provide adequate open space and recreational opportunities”. This project would improve the usability of the recreation space within Bell Street Park.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| Project Cost       |                      |          |          |          |          | \$ 7,061         | \$ 7,061        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 7,061</b>  | <b>\$ 7,061</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 7,061         | \$ 7,061        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 7,061</b>  | <b>\$ 7,061</b> |

## PK-14 Bay Access Master Plan Pocket Parks

**Category:** Parks and Open Space  
**Location:** Various Parcels  
**Department:** Community Development Department  
**Status:** Future Project

**Description/Rationale for Proposed Project:** The City’s Bay Access Master Plan (BAMP) envisions the creation of 6 pocket parks (not including Cooley Landing) in the City linked by a trail system:

- Pocket Park #1(PA1): Auto accessible pocket park located at the terminus of Weeks St which may provide access to the Bay Trail, BBQ and picnic facilities and a children’s play structure or sporting structures such as horseshoes.
- Pocket Park #2 (PA2): Pedestrian pocket park located at the junction of the UP Spur Trail and the Bay Trail South which may provide connectivity to the Bay Trail, Cooley Landing, and the UP Spur Trail.
- Pocket Park #3 (PA3): Auto accessible pocket park located at the terminus of Bay Rd. designed to complement, not duplicate, the future facilities at Cooley Landing. This park may provide connectivity to the Bay Trail and could provide extra parking for Cooley Landing.
- Pocket Park #5 (PA5): Pedestrian pocket park located at the intersection of the Northern RBD Bay Access Trail and the existing Bay Trail which may provide an elevated viewing platform to observe the Ravenswood marsh.
- Pocket Park #6 (PA6): Automobile accessible pocket park located near the southeast corner of the Facciola property, the northern terminus of Pulgas Ave., and the Northern RBD Bay Access Trail which may provide BBQ and picnic facilities and perhaps a children’s play structure or sporting structures such as horseshoes. It will provide connectivity to Cooley Landing and the Bay Trail.
- Pocket Park #7 (PP7): Pedestrian pocket park located near the University neighborhood and the Facciola property. The location will depend on the development of the Facciola site. It will be located at the starting point of the University Bay Access Trail and may provide the residents an elevated viewing platform to observe the Ravenswood marsh.

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 8.0, to “improve access to open space and recreation resources”. This project would increase the number of recreation opportunities available to City residents.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|--------------------|----------------------|----------|----------|----------|----------|------------------|------------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                  |
| Project Cost       |                      |          |          |          |          | \$ 11,775        | \$ 11,775        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 11,775</b> | <b>\$ 11,775</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|--------------------|----------------------|----------|----------|----------|----------|------------------|------------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                  |
| To Be Determined   |                      |          |          |          |          | \$ 11,775        | \$ 11,775        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 11,775</b> | <b>\$ 11,775</b> |

## PK-15 Hetch Hetchy Aqueduct Linear Park

**Category:** Parks and Open Space  
**Location:** Hetch Hetchy Right-of-Way  
**Department:** Community Development Department  
**Status:** Future Project

**Project Description/Rationale:** The San Francisco Public Utilities Commission (SFPUC) recently completed a project to replace the existing water pipeline running through the SFPUC right-of-way in the University Village neighborhood of the City. The SFPUC's construction project provides an opportunity to reuse the land for a trail or other recreational opportunities. The trail would provide increased access to the baylands and the other pocket parks envisioned by the City's Bay Access Master Plan (BAMP).

**Relationship with the General Plan:** This project specifically furthers General Plan Conservation/Open Space Goal 8.0, to "improve access to open space and recreation resources". This project would increase the ability of residents to access recreation opportunities in the City. Figure C-5 in the Circulation Element identifies the Hetch Hetchy Right-of-Way as a future bicycle route.

| Estimated Expenses   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars |          |          |          |          |          |                  |                 |
| Project Cost         |          |          |          |          |          | \$ 3,025         | \$ 3,025        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 3,025</b>  | <b>\$ 3,025</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars |          |          |          |          |          |                  |                 |
| To Be Determined     |          |          |          |          |          | \$ 3,025         | \$ 3,025        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 3,025</b>  | <b>\$ 3,025</b> |



# CHAPTER 7

## Storm Drainage Projects

The projects in this category are intended to improve the City’s Storm Drain system, which is consistent with the goals and policies of the Land Use Element of the East Palo Alto General Plan regarding providing adequate infrastructure. These projects will maintain and enhance the City’s existing storm drain system. The critical project within this category is SD-01, which is the completion of a Master Plan. The completion of a comprehensive Master Plan will facilitate the implementation of the other projects listed in this category. Projects in this category are funded from a variety of sources, but the City needs to seek additional sources at the local, state and federal levels to fully fund these projects into the future. Connection fee increases (impact fee) and a yearly storm drain fee may assist in the funding of these projects.

**Table of Storm Drainage Projects**

| Project No.             | Description   | Estimated Cost       | Funding Source Identified | Funding Source TBD |
|-------------------------|---|----------------------|---------------------------|--------------------|
|                         |   | Thousands of Dollars |                           |                    |
| <b>Current Projects</b> |   |                      |                           |                    |
| SD-01                   | Storm Drainage Master Plan                                | \$ 60                | \$ 60                     | \$ 0               |
| SD-02                   | Runnymede Storm Drain: Phase II and O’Connor Pump Station | \$ 764               | \$ 764                    | \$ 0               |
| SD-03                   | Storm Drain Outfall Repair Project                        | \$ 240               | \$ 240                    | \$ 0               |
| SD-04                   | Storm Drainage System Inspection & Conditions Assessment  | \$ 155               | \$ 155                    | \$ 0               |
| <b>Subtotal</b>         |   | <b>\$ 1,219</b>      | <b>\$ 1,219</b>           | <b>\$ 0</b>        |
| <b>Future Projects</b>  |   |                      |                           |                    |
| SD-05                   | Implementation of Storm Drainage Master Plan              | \$ 22,500            | \$ 0                      | \$ 22,500          |
| <b>Subtotal</b>         |   | <b>\$ 22,500</b>     | <b>\$ 0</b>               | <b>\$ 22,500</b>   |
| <b>Grand Total</b>      |   | <b>\$ 23,719</b>     | <b>\$ 1,219</b>           | <b>\$ 22,500</b>   |

## SD-01 Storm Drainage Master Plan

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**Category:** Storm Drainage  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project - Partially complete

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**Description/Rationale for Proposed Project:** This project would complete a citywide storm drain master plan that was started in 2004. The project would evaluate the condition and capacity of the City’s storm drain infrastructure and install improvements accordingly.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Engineering/Design | \$ 60                |          |          |          |          |                  | \$ 60        |
| <b>Total</b>       | <b>\$ 60</b>         |          |          |          |          |                  | <b>\$ 60</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|--------------------|----------------------|----------|----------|----------|----------|------------------|--------------|
|                    | Thousands of Dollars |          |          |          |          |                  |              |
| Development Fees   | \$ 60                |          |          |          |          |                  | \$ 60        |
| <b>Total</b>       | <b>\$ 60</b>         |          |          |          |          |                  | <b>\$ 60</b> |

## SD-02 Runnymede Storm Drain: Phase II & O'Connor Pump Station Outfall

**Category:** Storm Drainage  
**Location:** Runnymede Drainage Outfall and O'Connor Pump Station  
**Division:** Engineering Division  
**Status:** In Progress

**Description/Rationale for Proposed Project:** The Runnymede Storm Drain: Phase II project consists of dredging the existing storm drainage canal from the Runnymede Street outfall to the detention pond at the O'Connor Pump Station. The O'Conner Station detention pond will also be dredged to remove sediment and provide additional capacity. This project would evaluate the structural integrity and determine needed repairs to the O'Connor Pump Station concrete outfall structure. The structural integrity of the concrete outfall structure has been, to some degree, compromised by subsurface erosion at the San Francisquito Creek, which is undermining the support underneath the concrete slab and has caused some damage to the structure. Restoring the support underneath the structure and enforcing the erosion control measures at the outfall are essential to safeguarding the integrity and operation of the O'Connor Pump Station.

The O'Connor Pump Station project would evaluate the structural integrity and determine needed repairs to the O'Connor Pump Station concrete outfall structure. The structural integrity of the concrete outfall structure has been, to some degree, compromised by subsurface erosion at the San Francisquito Creek, which is undermining the support underneath the concrete slab and has caused some damage to the structure. Restoring the support underneath the structure and enforcing the erosion control measures at the outfall are essential to safeguarding the integrity and operation of the O'Connor Pump Station.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to "work closely with local public facilities and services providers to meet community needs". This project would further this policy by improving the City's infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses               | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                                  | Thousands of Dollars |          |          |          |          |                  |               |
| Engineering/Design <sup>15</sup> | \$ 161               |          |          |          |          |                  | \$ 161        |
| Environmental                    | \$ 282               |          |          |          |          |                  | \$ 282        |
| Construction                     | \$ 321               |          |          |          |          |                  | \$ 321        |
| <b>Total</b>                     | <b>\$ 764</b>        |          |          |          |          |                  | <b>\$ 764</b> |

<sup>15</sup> \$58,000 in engineering costs were expended in FY 2011/2012.

| Sources of Funding   | FY 12-13      | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|---------------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |               |          |          |          |          |                  |               |
| EPA Stag Grant       | \$ 764        |          |          |          |          |                  | \$ 764        |
| <b>Total</b>         | <b>\$ 764</b> |          |          |          |          |                  | <b>\$ 764</b> |

## SD-03 Storm Drain Outfall Repair Project

**Category:** Storm Drainage  
**Location:** End of Fordham Street, End of Stevens Avenue and End of Purdue Avenue  
**Department:** Engineering Division  
**Status:** Current Project

**Description/Scope of Work:** This project will include the repair and maintenance of three storm drain outfalls. The outfalls are located at the end of Purdue Avenue, the end of Fordham Street and the end of Stevens Avenue. The repair will include the installation of headwalls and flap gates.

**Rationale for Proposed Project:** This project improves the functionality of the City’s storm drain system, which will help to protect the City from flooding hazards.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and service providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of current and future residents of the City. This project also specifically furthers General Plan Safety Policy 1.2, to “protect the community from flooding hazards by providing and regularly maintain flood control facilities”. This project would further this policy by improving the functionality of the City’s storm drain system, which will help to protect the city from flooding hazards.

| Estimated Expenses | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |               |          |          |          |                  |               |
| Project Cost       | \$ 60                | \$ 180        |          |          |          |                  | \$ 240        |
| <b>Total</b>       | <b>\$ 60</b>         | <b>\$ 180</b> |          |          |          |                  | <b>\$ 240</b> |

| Sources of Funding | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |               |          |          |          |                  |               |
| Impact Fees        | \$ 60                | \$ 180        |          |          |          |                  | \$ 240        |
| <b>Total</b>       | <b>\$ 60</b>         | <b>\$ 180</b> |          |          |          |                  | <b>\$ 240</b> |

## SD-04 Storm Drainage System Inspection & Conditions Assessment

**Category:** Storm Drainage  
**Location:** Citywide  
**Department:** Community Development Department – Engineering Division  
**Status:** New Project

**Description/Scope of Work:**

There are approximately 2.6 miles of underground storm drainage conveyance pipelines within the City. The inspections and condition assessment will serve as a design aid for the Engineering Division and assist the Maintenance Division in identifying and addressing potential flooding, stoppage, or leakage problems prior to any significant public impacts.

The inspections and conditions assessment will evaluate the condition of the existing storm drainage infrastructure, including:

- Identification of any substandard or failing infrastructure, obstructions, or any other disruptions to the storm drainage conveyance system that effect proper drainage;
- Examination of the drainage systems for structural problems or defects related to previously identified flooding or drainage complaints;
- Identification of infiltration and inflow problems; and
- Information to aid in prioritizing storm drainage system projects for replacement and maintenance.

Early detection of defects can prevent catastrophic failures, reduce the number of costly emergency repairs, and reduce the number of unbudgeted expenditures. Inspection and assessment of the existing storm drainage infrastructure is necessary to determine the level of maintenance, replacement or rehabilitation needed to maintain proper drainage capacity and support future improvements. This project is critical to support the City’s National Pollutant Discharge Elimination System (NPDES) program.

**Relationship with the General Plan:**

This project specifically furthers the General Plan Policy 1.2, to “protect the community from flooding hazards by providing and regularly maintaining flood control facilities”. This project would further the policy by identifying and prioritizing required maintenance necessary for proper operations of the storm drainage conveyance systems.

| Estimated Expenses   | FY 12-13      | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|---------------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |               |          |          |          |          |                  |               |
| Project Cost         | \$ 155        |          |          |          |          |                  | \$ 155        |
| <b>Total</b>         | <b>\$ 155</b> |          |          |          |          |                  | <b>\$ 155</b> |

| Sources of Funding   | FY 12-13      | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|---------------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |               |          |          |          |          |                  |               |
| Impact Fees          | \$ 155        |          |          |          |          |                  | \$ 155        |
| <b>Total</b>         | <b>\$ 155</b> |          |          |          |          |                  | <b>\$ 155</b> |

## SD-05 Implementation of Storm Drainage Master Plan

**Category:** Storm Drainage  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Rationale for Proposed Project:** This project would implement the storm drain system improvements that will be identified in the Storm Drainage Master Plan (SD-01). The cost estimates for this project are currently based on a draft Storm Drainage Master Plan, which was worked on in 2004. That draft document proposed improvements to the Runnymede, Bay and O'Connor drainage basins. When the new Storm Drain Master Plan is completed, specific improvements will be identified for this project and cost estimates will be refined.

The cost estimates for this project will be refined based on the new Storm Drainage Master Plan (SD-01).

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses    | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|-----------------------|----------------------|----------|----------|----------|----------|------------------|------------------|
|                       | Thousands of Dollars |          |          |          |          |                  |                  |
| Engineering/Design    |                      |          |          |          |          | \$ 1,200         | \$ 1,200         |
| Construction          |                      |          |          |          |          | \$ 20,000        | \$ 20,000        |
| Equipment             |                      |          |          |          |          | \$ 300           | \$ 300           |
| Professional Services |                      |          |          |          |          | \$ 200           | \$ 200           |
| Inspection            |                      |          |          |          |          | \$ 800           | \$ 800           |
| <b>Total</b>          |                      |          |          |          |          | <b>\$ 22,500</b> | <b>\$ 22,500</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|--------------------|----------------------|----------|----------|----------|----------|------------------|------------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                  |
| To Be Determined   |                      |          |          |          |          | \$ 22,500        | \$ 22,500        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 22,500</b> | <b>\$ 22,500</b> |



# CHAPTER 8

## Water Systems Projects

The projects in this category are intended to improve the City’s water supply and delivery system, which is consistent with the goals and policies of the Land Use Element of the East Palo Alto General Plan regarding providing adequate infrastructure. These projects will maintain and enhance the City’s existing water system. The City recently adopted a Water Master Plan, which will guide the implementation of projects in this category.

**Table of Water System Projects**

| Project No.             | Description  | Estimated Cost       | Funding Source Identified | Funding Source TBD |
|-------------------------|--|----------------------|---------------------------|--------------------|
|                         |  | Thousands of Dollars |                           |                    |
| <b>Current Projects</b> |  |                      |                           |                    |
| WS-01                   | Emergency Water Connections                        | \$ 1,133             | \$ 0                      | \$ 1,133           |
| WS-02                   | Gloria Well Assessment/Rehabilitation              | \$ 1,008             | \$ 1,008                  | \$ 0               |
| WS-03                   | Storage Tanks                                      | \$ 6,300             | \$ 0                      | \$ 6,300           |
| WS-04                   | Water Main Program                                 | \$ 30,268            | \$ 792                    | \$ 29,476          |
| <b>Subtotal</b>         |  | <b>\$ 38,709</b>     | <b>\$ 1,800</b>           | <b>\$ 36,909</b>   |
| <b>Future Projects</b>  |  |                      |                           |                    |
| WS-05                   | Water Meter Replacement Program                    | \$ 4,475             | \$ 0                      | \$ 4,475           |
| WS-06                   | Fire Hydrant Replacement Program                   | \$ 280               | \$ 0                      | \$ 280             |
| WS-07                   | Groundwater Well & Iron-Manganese Treatment System | \$ 1,400             | \$ 0                      | \$ 1,400           |
| WS-08                   | Satellite Wastewater Treatment & Reuse Facility    | \$ 8,400             | \$ 0                      | \$ 8,400           |
| WS-09                   | Water Valve Replacement Program                    | \$ 808               | \$ 0                      | \$ 808             |
| WS-10                   | Storm Water Capture and Reuse Facility             | \$ 630               | \$ 0                      | \$ 630             |
| WS-11                   | Water Rate Study                                   | \$ 75                | \$ 0                      | \$ 75              |
| <b>Subtotal</b>         |  | <b>\$ 16,068</b>     | <b>\$ 0</b>               | <b>\$ 16,068</b>   |
| <b>Grand Total</b>      |  | <b>\$ 54,777</b>     | <b>\$ 1,800</b>           | <b>\$ 52,977</b>   |

## WS-01 Emergency Water Connections

**Category:** Water Systems  
**Location:** Water System boundaries  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Scope of Work:** Construction of emergency interties with the City of Palo Alto’s water system or the City of Menlo Park’s water system and construction of emergency interties with the Palo Alto Mutual Water Company and the O’Connor Tract Mutual Water Company systems.

**Rationale for Proposed Project:** The project would provide access to the additional water supplies in the event of an emergency.

**Relationship with the General Plan:** This project furthers General Plan Safety Goal 3.0, to “improve the ability of the City to respond to natural and human-caused emergencies.” This project would further this goal by providing city residents with another potential source of water in the event of an emergency.

| Expenses                                    | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|---|----------------------|----------|----------|----------|----------|------------------|-----------------|
|   | Thousands of Dollars |          |          |          |          |                  |                 |
| Palo Alto connection Engineering/ Design    | \$ 50                |          |          |          |          |                  | \$ 50           |
| Palo Alto connection Construction           |                      |          |          |          |          | \$ 250           | \$ 250          |
| Inter-city connection Contingency           |                      |          |          |          |          | \$ 50            | \$ 50           |
| Mutual water connection Engineering/ Design |                      |          |          |          |          | \$ 112           | \$ 112          |
| Mutual water connection Construction        |                      |          |          |          |          | \$ 559           | \$ 559          |
| Mutual water connection Contingency         |                      |          |          |          |          | \$ 112           | \$ 112          |
| <b>Total</b>                                | <b>\$ 50</b>         |          |          |          |          | <b>\$ 1,083</b>  | <b>\$ 1,133</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   | \$ 50                |          |          |          |          | \$ 1,083         | \$ 1,133        |
| <b>Total</b>       | <b>\$ 50</b>         |          |          |          |          | <b>\$ 1,083</b>  | <b>\$ 1,133</b> |

## WS-02 Gloria Well Assessment/Rehabilitation

**Category:** Water Systems  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project will assess the hydrological condition of the existing well at Gloria Way / Bay Road and will install the necessary treatment systems to utilize this well for additional water supply. The extent of rehabilitation will include equipment and other necessary improvements to ensure proper operation and domestic water supply health and safety compliance.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |               |          |          |          |                  |                 |
| Engineering/Design | \$ 209               |               |          |          |          |                  | \$ 209          |
| Construction       |                      | \$ 625        |          |          |          |                  | \$ 625          |
| Contingency        | \$ 50                | \$ 124        |          |          |          |                  | \$ 174          |
| <b>Total</b>       | <b>\$ 259</b>        | <b>\$ 749</b> |          |          |          |                  | <b>\$ 1,008</b> |

| Sources of Funding | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |               |          |          |          |                  |                 |
| EPA STAG Grant     | \$ 259               | \$ 749        |          |          |          |                  | \$ 1,008        |
| <b>Total</b>       | <b>\$ 259</b>        | <b>\$ 749</b> |          |          |          |                  | <b>\$ 1,008</b> |

## WS-03 Storage Tanks

**Category:** Water Systems  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

**Description/Rationale for Proposed Project:** This project will involve the construction of one or more storage tanks with the capacity to store 3.8 million gallons of water. The City currently does not have any water storage facilities. The draft Water System Master Plan indicates that 3.8 million gallons of water is adequate to meet the needs of the City.

The most likely location for such storage would be an underground reservoir and pump station. This could be located under one of the city parks or at another location that does not have structures above it. The facilities would include all necessary piping, the reservoir, and the pump station to return the water to the proper system pressure. The sizing of this tank does not include future needs from the Ravenswood developments, which should pay for either an additional tank or the cost to increase the size of this proposed tank. Until final design can be completed, a detailed cost analysis is not possible.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| Engineering/Design |                      |          |          |          |          | \$ 900           | \$ 900          |
| Construction       |                      |          |          |          |          | \$ 4,500         | \$ 4,500        |
| Contingency        |                      |          |          |          |          | \$ 900           | \$ 900          |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 6,300</b>  | <b>\$ 6,300</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 6,300         | \$ 6,300        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 6,300</b>  | <b>\$ 6,300</b> |

## WS-04 Water Main Program

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**Category:** Water Systems  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Current Project

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**Description/Rationale for Proposed Project:** The purpose of this project is to enhance the City’s water delivery system. A component of this project is the replacement of older water mains in the water system which are failing or are less than 6” in diameter with new mains with a diameter of 8” or greater. The draft Water System Master Plan has identified the pipes in the water system that need to be replaced. Replacement of old pipes will improve water quality, reduce waste of water, and improve pressure flow to fight fires.

Approximately 1 mile of water lines have been identified that need immediate replacement. Those have been programmed for the upcoming two fiscal years. They have deteriorated to a condition where it is no longer cost effective to repair them and need to be replaced immediately.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|------------------|
|                    | Thousands of Dollars |               |          |          |          |                  |                  |
| Engineering/Design |                      |               |          |          |          | \$ 4,211         | \$ 4,211         |
| Construction       | \$ 396 <sup>16</sup> | \$ 396        |          |          |          | \$ 21,054        | \$ 21,846        |
| Contingency        |                      |               |          |          |          | \$ 4,211         | \$ 4,211         |
| <b>Total</b>       | <b>\$ 396</b>        | <b>\$ 396</b> |          |          |          | <b>\$ 29,476</b> | <b>\$ 30,268</b> |

| Sources of Funding | FY 12-13             | FY 13-14      | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total            |
|--------------------|----------------------|---------------|----------|----------|----------|------------------|------------------|
|                    | Thousands of Dollars |               |          |          |          |                  |                  |
| Impact Fees        | \$ 396               | \$ 396        |          |          |          |                  | \$ 792           |
| To Be Determined   |                      |               |          |          |          | \$ 29,476        | \$ 29,476        |
| <b>Total</b>       | <b>\$ 396</b>        | <b>\$ 396</b> |          |          |          | <b>\$ 29,476</b> | <b>\$ 30,268</b> |

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<sup>16</sup> Approximately 1 mile of water lines have been identified that need immediate replacement. Those have been programmed for the upcoming two fiscal years. They have deteriorated to a condition where it is no longer cost effective to repair them and need to be replaced immediately.

## WS-05 Water Meter Replacement Program

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**Category:** Water Systems  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

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**Description/Rationale for Proposed Project:** This project will replace water meters, water meter boxes, and lids as well as 100 large meters. The replacement of meters and meter reading equipment will enhance and upgrade the ability to monitor usage and reduce the time associated with meter reading. The schedule of water meter replacement is outlined in the City’s Water System Master Plan and will be completed in phases.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| Engineering/Design |                      |          |          |          |          | \$ 300           | \$ 300          |
| Construction       |                      |          |          |          |          | \$ 4,000         | \$ 4,000        |
| Inspection         |                      |          |          |          |          | \$ 175           | \$ 175          |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 4,475</b>  | <b>\$ 4,475</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------|----------------------|----------|----------|----------|----------|------------------|-----------------|
|                    | Thousands of Dollars |          |          |          |          |                  |                 |
| To Be Determined   |                      |          |          |          |          | \$ 4,475         | \$ 4,475        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 4,475</b>  | <b>\$ 4,475</b> |

## WS-06 Fire Hydrant Replacement Program

**Category:** Water Systems  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Rationale for Proposed Project:** This project will replace old fire hydrants that have corroded or do not meet the minimum standards established by the Menlo Park Fire Protection District. The schedule of fire hydrant replacement is identified in the Water System Master Plan.

Although the maintenance cycle for hydrant replacement is typically five years, there are currently many hydrants in the systems that have not been maintained in this timeframe. The draft Water System Master Plan recommends that the cycle be modified to an initial two-year period to perform maintenance and repairs on each valve. Following that, maintenance can resume on the typical five-year schedule.

**Relationship with the General Plan:** This project specifically furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and services providers to meet community needs”. This project would further this policy by improving the City’s infrastructure to support the needs of the current and future residents of the City.

| Estimated Expenses | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| Engineering/Design |                      |          |          |          |          | \$ 40            | \$ 40         |
| Construction       |                      |          |          |          |          | \$ 200           | \$ 200        |
| Contingency        |                      |          |          |          |          | \$ 40            | \$ 40         |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 280</b>    | <b>\$ 280</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| To Be Determined   |                      |          |          |          |          | \$ 280           | \$ 280        |
| <b>Total</b>       |                      |          |          |          |          | <b>\$ 280</b>    | <b>\$ 280</b> |

## WS-07 Groundwater Well & Iron-Manganese Treatment System

**Category:** Water Systems  
**Location:** To Be Determined  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Scope of Work:** Construction of a 1,000 gallon per minute (GPM) groundwater well and associated iron-manganese treatment system to supplement the City’s existing water supply.

**Rationale for Proposed Project:** The City has the ability to supplement its water supply by drawing groundwater from the Santa Clara Valley Groundwater Basin and San Mateo Sub-Basin. Treatment of the groundwater would be necessary to enable its use for domestic purposes. Implementation of this project would provide a secondary source of water in the event that the City’s existing water supply is unable to meet demand during drought events or emergency conditions.

**Relationship with the General Plan:** This project furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and service providers to meet community needs.” This project would further this policy by improving the reliability of the City’s water system to meet the needs of the community during drought events or emergency conditions.

| Expenses             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars |          |          |          |          |          |                  |                 |
| Engineering/ Design  |          |          |          |          |          | \$ 200           | \$ 200          |
| Construction         |          |          |          |          |          | \$ 1,000         | \$ 1,000        |
| Contingency          |          |          |          |          |          | \$ 200           | \$ 200          |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 1,400</b>  | <b>\$ 1,400</b> |

| Sources of Funding             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars           |          |          |          |          |          |                  |                 |
| To Be Determined <sup>17</sup> |          |          |          |          |          | \$ 1,400         | \$ 1,400        |
| <b>Total</b>                   |          |          |          |          |          | <b>\$ 1,400</b>  | <b>\$ 1,400</b> |

<sup>17</sup> No source of funding has been identified. The estimated budget does not include any land acquisition or water-rights costs.



## WS-08 Satellite Wastewater Treatment and Reuse Facility

**Category:** Water Systems  
**Location:** To Be Determined  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Scope of Work:** Construction of a wastewater treatment plant to collect and treat up to 50,000 gallon per day (GPD) of wastewater for reuse for non-potable purposes.

**Rationale for Proposed Project:** The City has the ability to supplement its water supply by collecting, treating and reusing wastewater. The wastewater plant would potentially create up to 50,000 GPD of usable water, which would demand for water currently being imported and purchased from the San Francisco Public Utilities Commission (SFPUC).

**Relationship with the General Plan:** This project furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and service providers to meet community needs.” This project would further this policy by improving the reliability of the City’s water system.

| Expenses             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|----------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars |          |          |          |          |          |                  |                 |
| Engineering/ Design  |          |          |          |          |          | \$ 1,200         | \$ 1,200        |
| Construction         |          |          |          |          |          | \$ 6,000         | \$ 6,000        |
| Contingency          |          |          |          |          |          | \$ 1,200         | \$ 1,200        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 8,400</b>  | <b>\$ 8,400</b> |

| Sources of Funding             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------------------|----------|----------|----------|----------|----------|------------------|-----------------|
| Thousands of Dollars           |          |          |          |          |          |                  |                 |
| To Be Determined <sup>18</sup> |          |          |          |          |          | \$ 8,400         | \$ 8,400        |
| <b>Total</b>                   |          |          |          |          |          | <b>\$ 8,400</b>  | <b>\$ 8,400</b> |

<sup>18</sup> Funds from California’s restricted water use condition grant programs for water reclamation and reuse have become increasingly available. This is a potential source of future funding.

## WS-09 Water Valve Replacement Program

**Category:** Water Systems  
**Location:** To Be Determined  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Scope of Work:** A program for the maintenance and replacement of the 908 existing valves in the City’s water system. Common maintenance programs establish a five-year cycle such that every valve is maintained at least once during that time period. During the valve maintenance, each valve can is cleaned of any debris and then fully closed and re-opened. This regular cycling of the valves assures that they can be opened and closed if operations or an emergency deem necessary. Although the cycles are typically five years, there are currently many valves in the systems that have not been maintained in this timeframe. The draft Water System Master Plan recommends that the cycle be modified to an initial two-year period to perform maintenance and repairs on each valve. Following that, maintenance can resume on the typical five-year schedule.

**Rationale for Proposed Project:** Maintenance of the City’s water valves is essential for maintaining a functional and reliable waster delivery system.

**Relationship with the General Plan:** This project furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and service providers to meet community needs.”This project would further this policy by improving the reliability of the City’s water system.

| Expenses             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| Engineering/Design   |          |          |          |          |          | \$ 114           | \$ 114        |
| Labor                |          |          |          |          |          | \$ 64            | \$ 64         |
| Materials            |          |          |          |          |          | \$ 516           | \$ 516        |
| Contingency          |          |          |          |          |          | \$ 114           | \$ 114        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 808</b>    | <b>\$ 808</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| To Be Determined     |          |          |          |          |          | \$ 808           | \$ 808        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 808</b>    | <b>\$ 808</b> |

## WS-10 Storm Water Capture & Reuse Facility

**Category:** Water Systems  
**Location:** Jack Farrell Park or Martin Luther King Jr. Park  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Scope of Work:** Construction of a storage chamber, tertiary treatment system and irrigation pump at either Jack Farrell Park or Martin Luther King Jr. (MLK) Park to reuse storm water to irrigate the park.

**Rationale for Proposed Project** Implementation of this project would reduce the need to use potable water to irrigate the City’s parks. Parks typically require approximately 5,000 gallons of water per day per acre to properly irrigate. Although the storm water recapture system would not completely eliminate the need to use potable water in irrigating city parks (particularly during the drier summer months), it would significantly reduce the demand for potable water currently being imported and purchased from the San Francisco Public Utilities Commission (SFPUC). Although the system construction is an initial capital cost, there would be long-term savings resulting from a reduction of potable water usage.

**Relationship with the General Plan:** This project furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and service providers to meet community needs.” This project would further this policy by improving the reliability of the City’s water system by reducing the demand on potable water resources.

| Expenses                   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars       |          |          |          |          |          |                  |               |
| Engineering/ Design        |          |          |          |          |          | \$ 90            | \$ 90         |
| Construction               |          |          |          |          |          | \$ 450           | \$ 450        |
| Contingency                |          |          |          |          |          | \$ 90            | \$ 90         |
| <b>Total</b> <sup>19</sup> |          |          |          |          |          | <b>\$ 630</b>    | <b>\$ 630</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| To Be Determined     |          |          |          |          |          | \$ 630           | \$ 630        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 630</b>    | <b>\$ 630</b> |

<sup>19</sup> Although the system construction is an initial capital cost, there would be long-term savings resulting from a reduction of potable water usage.

## WS-11 Water Rate Study

**Category:** Water Systems  
**Location:** Citywide  
**Division:** Engineering Division  
**Status:** Future Project

**Description/Scope of Work:** A Water Rate Study will analyze the existing water rates paid by American Water and other known water companies in East Palo Alto, compare the rates to other benchmark cities, and determine the capacity for water rates to pay for regular maintenance and replacement, water supply, and emergency water storage. The Water Rate Study would also include information on benchmark connection fees and an analysis of the ability to charge connection fees.

**Rationale for Proposed Project** This project would provide a basis for determining appropriate water rates to pay for regular maintenance and replacement, water supply, and emergency water storage.

**Relationship with the General Plan:** This project furthers General Plan Land Use Policy 4.1, to “work closely with local public facilities and service providers to meet community needs.” This project would further this policy by providing information that will support the maintenance and improvement of the City’s water system.

| Expenses             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| Project Cost         |          |          |          |          |          | \$ 75            | \$ 75        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 75</b>     | <b>\$ 75</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total        |
|----------------------|----------|----------|----------|----------|----------|------------------|--------------|
| Thousands of Dollars |          |          |          |          |          |                  |              |
| To Be Determined     |          |          |          |          |          | \$ 75            | \$ 75        |
| <b>Total</b>         |          |          |          |          |          | <b>\$ 75</b>     | <b>\$ 75</b> |

## CHAPTER 8

### Special Projects

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The City is currently engaged in several large capital projects that do not fit into the other project categories in the document. These projects are listed below:

**Table of Special Projects**

| Project No.            | Description   | Estimated Cost       | Funding Source Identified | Funding Source TBD |
|------------------------|---|----------------------|---------------------------|--------------------|
|                        |   | Thousands of Dollars |                           |                    |
| <b>Future Projects</b> |   |                      |                           |                    |
| SP-01                  | Targeted General Plan and Zoning Code Update                        | \$ 1,550             | \$ 1,550                  | \$ 0               |
| SP-02                  | San Francisquito Creek Flood Control Project (SF Bay – Highway 101) | \$ 400               | \$ 400                    | \$ 0               |
| SP-03                  | Coastal Flood Protection  | \$ 300               | \$ 300                    | \$ 0               |
| <b>Subtotal</b>        |   | <b>\$ 1,550</b>      | <b>\$ 1,550</b>           | <b>\$ 0</b>        |
| <b>Grand Total</b>     |   | <b>\$ 1,550</b>      | <b>\$ 1,550</b>           | <b>\$ 0</b>        |

## SP-01 Targeted General Plan and Zoning Code Update

**Category:** Special  
**Location:** Citywide  
**Department:** Planning Division  
**Status:** Current Project

**Description/Scope of Work:** This project would update the City’s General Plan, which is a long-range planning and policy document that guides land use, development and growth in the City. Additionally, it would implement the General Plan through a new Zoning Code. The General Plan would target lowering the City’s mortality and morbidity through policies and implementation measures consistent with best public health practices. For this reason, it is called a *Targeted General Plan*. The City’s current General Plan was adopted in 1999, and is in need of an update due to changing local and regional conditions.

**Rationale for Proposed Project:** This project would provide the city with a policy document that will likely guide the development and growth of the City over the next twenty years.

The General Plan and Zoning Ordinance Update is also important because it will provide a stronger basis for capital planning in the future. The Parks, Facilities, Streets and Transportation and Storm Drainage chapters in the CIP all lack a comprehensive master plan to define the capital projects in those categories. A completed General Plan with accompanying Zoning Code implementation measures will provide a stronger basis to develop new projects and to refine the existing capital projects under these categories.

**Relationship with the General Plan:** This project would create a new General Plan.

| Expenses                                     | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--|---------------|---------------|---------------|----------|----------|------------------|-----------------|
| Thousands of Dollars                         |               |               |               |          |          |                  |                 |
| Targeted General Plan and Zoning Code Update | \$ 250        | \$ 500        | \$ 250        |          |          |                  | \$ 1,000        |
| Environmental                                | \$ 200        | \$ 200        |               |          |          |                  | \$ 400          |
| Community Planning                           | \$ 150        |               |               |          |          |                  | \$ 150          |
| <b>Total</b>                                 | <b>\$ 600</b> | <b>\$ 700</b> | <b>\$ 250</b> |          |          |                  | <b>\$ 1,550</b> |

| Sources of Funding             | FY 12-13      | FY 13-14      | FY 14-15      | FY 15-16 | FY 16-17 | No Year Assigned | Total           |
|--------------------------------|---------------|---------------|---------------|----------|----------|------------------|-----------------|
| Thousands of Dollars           |               |               |               |          |          |                  |                 |
| Strategic Growth Council Grant | \$ 250        | \$ 500        | \$ 250        |          |          |                  | \$ 1,000        |
| General Fund                   | \$ 200        | \$ 200        |               |          |          |                  | \$ 400          |
| Facebook Settlement            | \$ 150        |               |               |          |          |                  | \$ 150          |
| <b>Total</b>                   | <b>\$ 600</b> | <b>\$ 700</b> | <b>\$ 250</b> |          |          |                  | <b>\$ 1,550</b> |

## **SP-02 San Francisquito Creek Flood Protection Project (SF Bay – Highway 101)**

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**Category:** Special  
**Location:** San Francisquito Creek  
**Department:** Engineering Division  
**Status:** Design phase

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**Description/Scope of Work:** The City of East Palo Alto is a member of the San Francisquito Creek Joint Powers Authority (SFCJPA), which is a government agency formed in 1999 by the cities of Palo Alto, Menlo Park and East Palo Alto, the Santa Clara Valley Water District and San Mateo County Flood Control District to implement projects that provide flood protection to the communities bordering the San Francisquito Creek.

The SFCJPA is currently working on flood control projects that will protect the City of East Palo Alto from future flood events by improving the conveyance of flood water within the creek from Highway 101 to San Francisco Bay. This project would provide increased flood protection for the East Palo Alto and Palo Alto communities along the flood-prone reach of San Francisquito Creek downstream (east) of U.S. Highway 101 by improving stream flow from the downstream face of East Bayshore Road all the way to San Francisco Bay. It will reduce local flood risks during storm events, as well as provide the capacity needed for upstream flood protection projects being planned by the SFCJPA. Increasing the creek's flow capacity from San Francisco Bay to 101 will be achieved by widening the Creek channel within the reach to convey peak flows for 100-year storm events, removing an abandoned levee-type structure to allow flood flows from the Creek channel into the Palo Alto Baylands, and constructing an outlet structure for Caltrans' enlargement of the Highway 101/East Bayshore Road Bridge over San Francisquito Creek. This project will also enhance recreational opportunities and environmental protection in East Palo Alto's baylands.

This project provides benefits to areas on both sides of the creek east of Highway 101 and creates opportunities for projects that benefit areas west of Highway 101. The immediate and primary beneficiaries of the Bay-101 project will be residents on approximately one thousand parcels in East Palo Alto's Gardens Neighborhood and adjoining areas. The design criteria for this project will make it so that no creek flow that passes beneath Highway 101 would overtop creek levees. Additionally, no tide -- up to a 100-year tide with 26 inches added for future Sea Level Rise -- would cause water to exit the channel. Finally, it will improve the trails on the levees and have significant environmental benefits

The SFCJPA anticipates that permits will be issued by November 2012 and construction will begin during Fiscal Year 2012/13 and will be completed in 2014.

Currently, the cost estimate for planning, design, environmental documentation and permits is a little over \$2 million, a cost that was covered by the SFCJPA, San Mateo County and the Santa Clara Valley Water District. The cost of construction and environmental mitigation is

currently estimated to be about \$12.5 million, though this number could go higher depending on the final estimate from PG&E for the relocation of its gas and electrical transmission lines. This amount does not reflect land costs, because 8 acres of land and other rights-of-way are being donated by the City of Palo Alto.

Of the \$12.5 million estimated construction cost, \$8 million is coming from the State of California through a grant secured by the SFCJPA. The City of East Palo Alto will be responsible for providing \$400,000 to the project.

**Rationale for Proposed Project:** This project would help to protect the city from flooding hazards. East Palo Alto’s \$400,000 contribution to the project leverages over 30 times that amount to complete this project.

**Relationship with the General Plan:** This project specifically furthers General Plan Safety Policy 1.2, to “protect the community from flooding hazards by providing and regularly maintain flood control facilities”. This project would further this policy by creating improvements that will protect the community from flooding hazards.

| Expenses             | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| Project Cost         | \$ 400   |          |          |          |          |                  | \$ 400        |
| <b>Total</b>         | \$ 400   |          |          |          |          |                  | <b>\$ 400</b> |

| Sources of Funding   | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|----------------------|----------|----------|----------|----------|----------|------------------|---------------|
| Thousands of Dollars |          |          |          |          |          |                  |               |
| General Fund         | \$ 400   |          |          |          |          |                  | \$ 400        |
| <b>Total</b>         | \$ 400   |          |          |          |          |                  | <b>\$ 400</b> |



## SP-03 Coastal Flood Protection

**Category:** Special  
**Location:** Levees adjacent to Bay  
**Department:** Engineering Division  
**Status:** Current Project

**Description/Scope of Work:** This project is to review and analyze the City’s vulnerability to coastal flooding. This analysis would include an inspection and review of the levees in the baylands to determine their condition and what level of protection they currently provide to the city. This project would also generate recommendations for enhancing the City’s coastal flood protection system.

**Relationship with the General Plan:** This project specifically furthers General Plan Safety Policy 1.2, to “protect the community from flooding hazards by providing and regularly maintain flood control facilities”. This project would further this policy by providing the City with information to better manage the community’s flooding flood risk.

| Expenses     | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|              | Thousands of Dollars |          |          |          |          |                  |               |
| Project Cost | \$ 300               |          |          |          |          |                  | \$ 300        |
| <b>Total</b> | <b>\$ 300</b>        |          |          |          |          |                  | <b>\$ 300</b> |

| Sources of Funding | FY 12-13             | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | No Year Assigned | Total         |
|--------------------|----------------------|----------|----------|----------|----------|------------------|---------------|
|                    | Thousands of Dollars |          |          |          |          |                  |               |
| General Fund       | \$ 300               |          |          |          |          |                  | \$ 300        |
| <b>Total</b>       | <b>\$ 300</b>        |          |          |          |          |                  | <b>\$ 300</b> |

## APPENDIX A

### Project Selection Worksheet (FY 2013/2014 – Future Years)

The following tables list the projects in the CIP, beginning in FY 2013/2014, that have an identified source of funding that has been scheduled for a particular fiscal year. The projects without an identified fiscal year will be listed in the “no fiscal year assigned” table.

| Fiscal Year 2013/2014 |  |                  |
|-----------------------|--|------------------|
| ST-03                 | Safe Routes to School                        | \$ 454           |
| ST-06                 | Bay Road Improvements: Phases II & III       | \$ 9,884         |
| PK-02                 | Cooley Landing                               | \$ 4,152         |
| SD-03                 | Storm Drain Outfall Repair Project           | \$ 180           |
| WS-02                 | Gloria Well Assessment/Rehabilitation        | \$ 749           |
| WS-04                 | Water Main Replacement Program               | \$ 396           |
| SP-01                 | Targeted General Plan and Zoning Code Update | \$ 700           |
| <b>Total</b>          |  | <b>\$ 16,515</b> |

| Fiscal Year 2014/2015 |  |               |
|-----------------------|--|---------------|
| SP-01                 | Targeted General Plan and Zoning Code Update | \$ 250        |
| <b>Total</b>          |  | <b>\$ 250</b> |

| Fiscal Year 2015/2016 |  |             |
|-----------------------|--|-------------|
| <b>Total</b>          |  | <b>\$ 0</b> |

| Fiscal Year 2016/2017 |  |             |
|-----------------------|--|-------------|
| <b>Total</b>          |  | <b>\$ 0</b> |

| No Fiscal Year Assigned |   |          |
|-------------------------|---|----------|
| ST-07                   | Highway 101 Pedestrian/Bicycle Overcrossing | \$ 5,400 |
| ST-08                   | Street Resurfacing Program                  | \$ 2,000 |
| ST-11                   | Sidewalk, Curb & Gutter Program             | \$ 150   |
| ST-12                   | Sidewalk Repair/ADA Ramp Program            | \$ 195   |
| ST-13                   | Traffic Management/Speed Bump Program       | \$ 200   |
| ST-14                   | Street Reconstruction Program               | \$ 1,000 |
| ST-15                   | University Avenue Bridge Overcrossing       | \$ 6,000 |

|              |   |                   |
|--------------|---|-------------------|
| ST-16        | Highway 101 Pedestrian/Bicycle Underpass        | \$ 4,000          |
| ST-17        | Signage and Striping Improvements               | \$ 150            |
| ST-18        | Euclid Avenue Tunnel Assessment & Investigation | \$ 30             |
| FA-01        | Community Facilities Master Plan                | \$ 35             |
| FA-02        | Community Development Building                  | \$ 50             |
| FA-03        | 2277 University Avenue Building                 | \$ 75             |
| FA-04        | Senior Center Building                          | \$ 75             |
| FA-05        | Police Department Building                      | \$ 80             |
| FA-06        | Corporation Yard Building                       | \$ 100            |
| FA-07        | New City Hall                                   | \$ 20,000         |
| PK-01        | Parks and Open Space Master Plan                | \$ 75             |
| PK-02        | Cooley Landing                                  | \$ 498            |
| PK-07        | Martin Luther King Jr. Park Improvements        | \$ 2,997          |
| PK-08        | Joel Davis Park Improvements                    | \$ 120            |
| PK-09        | Ravenswood Business District Trails             | \$ 675            |
| PK-10        | Park/Trail Adjacent to San Francisquito Creek   | \$ 3,250          |
| PK-11        | Jack Farrell Park Improvements                  | \$ 3,229          |
| PK-12        | Baylands Park                                   | \$ 4,368          |
| PK-13        | Bell Street Park Improvements                   | \$ 7,061          |
| PK-14        | Bay Access Master Plan Pocket Parks             | \$ 11,775         |
| PK-15        | Hetch Hetchy Aqueduct Linear Park               | \$ 3,025          |
| SD-05        | Implementation Storm Drainage Master Plan       | \$ 22,500         |
| WS-01        | Emergency Water Connections                     | \$ 1,083          |
| WS-03        | Storage Tanks                                   | \$ 6,300          |
| WS-04        | Water Main Replacement Program                  | \$ 29,476         |
| WS-05        | Water Meter Replacement Program                 | \$ 4,475          |
| WS-06        | Fire Hydrant Replacement Program                | \$ 280            |
| WS-07        | Groundwater Well                                | \$ 1,400          |
| WS-08        | Wastewater Facility                             | \$ 8,400          |
| WS-09        | Water Valve Replacement Program                 | \$ 808            |
| WS-10        | Storm Water Capture and Reuse Facility          | \$ 630            |
| WS-11        | Water Rate Study                                | \$ 75             |
| <b>Total</b> |   | <b>\$ 152,040</b> |

# APPENDIX B

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## Project Selection Worksheet

The worksheet below can be used in preparation of the Annual Capital Budget as a tool to decide what projects to allocate resources towards based on available funds.

**Project Name and Number:** \_\_\_\_\_ **Category:** \_\_\_\_\_

**Step One: Categorize based on the following priority levels:**

Essential (Highest Priority)     Desirable (Moderate Priority)     Deferrable (Lowest)

**Step Two: Further prioritize within those categories based on the following questions (The questions have not been organized in a particular order)**

- What is the extent in which the cost is justified in terms of number of persons to be benefited?
- What is the extent in which the project eliminates conditions detrimental to public health, safety and welfare?
- What is the extent that the project will be cost-effective in terms of future public operating costs?
- What is the extent in which economic development will be stimulated?
- What is the extent in which the project is consistent with other public and private projects?
- What is the extent in which the project will affect housing needs and population growth?
- What is the extent in which the project will enhance the health and safety of the community?
- What is the extent in which the project equitably distributes improvements to areas most in need?
- What are the consequences of not doing the project?
- Is the project mandated by State or Federal governments, the courts, or legal agreements?
- Are planned improvements equitably allocated between various geographic parts of the community?
- Are planned improvements equitably allocated between various types of projects (e.g. between parks and transportation)?
- Does the City have adequate staff to design, manage, administer, inspect, and maintain the projects?

# APPENDIX C

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## Glossary of Important Terms

### **Appropriation**

An authorization by the City Council to make expenditures and/or to incur obligations for a specific purpose.

### **Assessed Value**

A valuation set upon real estate by the County Assessor as a basis for levying taxes. Proposition 13 required that assessed values be rolled back to 1976 values and increased by a maximum of 2% per year unless property is improved or sold.

### **Bond**

A written promise to pay a specified sum of money (principal) at a specific date in the future, together with periodic interest at a specific rate. In the Operating Budget, these payments are identified as debt service. Bonds are used to obtain long-term financing for capital improvements.

### **Bond Rating**

A rating from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. These ratings are a major influence on the interest that a borrowing government must pay on each bond issue.

### **Capital Budget**

The annual adoption by the Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several year's planned expenditures may be required.

### **Capital Improvement**

A permanent addition to the City's assets including the planning, design construction, or the purchase of land, buildings or facilities, or the major renovation of the same. This includes the installation of new and/or the repair of old traffic signals, roads and buildings.

### **Capital Improvement Program (CIP)**

An on-going five-year plan for single and multiple year capital expenditures which is updated annually.

### **Carry Over**

Appropriated funds that remain unspent at the end of a fiscal year, which are allowed to be retained by the department or capital project to which they were appropriated so that they may be expended in the next fiscal year for the purpose designated.

**Change Order**

A written order adding or deducting work or changing requirements or terms in a portion of the contract work that is to be performed. For CIP work the City must verify and authorize the change order before payment is made to the contractor who is performing work under the City contract.

**Channelization**

Painted or raised islands within roadway areas that separate traffic travelling in opposite directions or directing the flow of traffic in a desired direction.

**Comprehensive Budget**

An itemized summary of probable income and expenditures that will occur in the course of conducting the City's business over the period of time covered by the budget.

**Contingency**

Funds set aside for the current fiscal year to be used for unanticipated expenditures, new programs or to absorb unforeseen revenue losses.

**Current Resources**

Resources that can be used to meet current obligations and expenditures including revenues and transfers from other funds.

**Current Surplus/Deficit**

Defined as the difference between current resources and operating and/or CIP requirements.

**Debt**

All long-term credit obligations of the City and its agencies, whether backed by the City's full faith and credit or by pledged revenues, and all interest-bearing short-term credit obligations.

**Design**

A project expenditure category that includes architectural fees, engineering fees, site planning, surveys, soil studies and staff costs for design services directly attributable to a specific project.

**Debt Service**

The payment of interest and principal on an obligation resulting from the issuance of bonds or notes.

**Debt Service Requirements**

The amount of money which is required to pay interest and principal on outstanding debt and required contributions to accumulate monies for the future retirement of long term bonds.

**Encumbrance**

A legal obligation to pay funds, the expenditure of which has not yet occurred.

**Engineering**

A project expenditure category that includes engineering services, generally performed by City staff, to develop and implement projects. Tasks include project development, budgeting, designer selection and administration, design review, bidding and project management.

**Equipment**

Items of a tangible nature, costing \$500 or more.

**Expenditure**

The actual spending of funds set-aside by an appropriation.

**Fiscal Year**

A 52-week period used for accounting purposes. Within the City of East Palo Alto, the fiscal year begins on July 1st and ends on June 30th.

**Fund**

A separate, independent accounting entity with its own assets, liabilities and fund balance: the proceeds of a fund may be restricted in their use.

**Fund Balance**

The equity retained within governmental accounts.

**General Fund**

The City's principal operating account, which is supported by taxes and fees which have no restrictions as to their use.

**General Obligation Bonds**

Bonded debt incurred with the general obligation of the City of East Palo Alto to pay its scheduled retirement of principal and interest. General Obligation Bonds are backed by the full faith and credit of the City.

**Inspection**

A project expenditure category that includes on-site inspection and materials testing to assure that plan requirements are met, complaint resolution and financial management by processing progress payments, change orders and extra work payment requests.

**Non-Departmental Expenses**

Program costs which do not relate to any one department but represent costs of a general, city-wide nature such as debt service, insurance, reserves, etc.

**Operating Budget**

The annual appropriation of funds for ongoing program costs including employee services other services and supplies, equipment and debt service.

**Operating Surplus**

The difference between total current resources and requirements.

**Reserve**

An amount set aside on an on-going basis, irrespective of fiscal years, for anticipated future expenditures.

**Resources**

Total amounts of funds available for appropriation during the fiscal year including revenues, fund transfers and beginning fund balances.

**Resurfacing or Overlay**

Placing a new layer of asphalt concrete, usually one inch thick or thicker, over an existing street pavement to regain or improve load-carrying ability of the road surface and improve rideability.

**Revenues**

The amount of monies received from taxes, fees, permits, licenses and interest during the fiscal year.

**Street Sealing (Slurry Seal)**

A mixture of liquid asphalt emulsion and fine aggregate that is applied to the surface of a street in a thin layer. The layer acts as a seal by filling cracks in the pavement that would allow water to penetrate roadway materials supporting the pavement accelerating deterioration and hastening the need for overlay or reconstruction.

**Revenue Bonds**

Bonded debt incurred by the City of East Palo Alto to finance capital expenditures for utility or other enterprises which will generate an income stream from business activities which is calculated to repay the bonds.

**Tax Increment**

The increase in value of real property within a Redevelopment District boundary which is the assessable base used to calculate Redevelopment Agency property tax income.



## **APPENDIX D**

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### **Reference Documents**

Many of the studies and reference materials cited in this document are available for public review. A list of some of these materials is listed below:

**Bay Access Master Plan**

<http://www.ci.east-palo-alto.ca.us/economicdev/images/BAMP%20Final%205%2023%2007.pdf>

**East Palo Alto General Plan**

<http://www.ci.east-palo-alto.ca.us/planningdiv/index.html>

**FY 2011/2012 – FY 2015/2016 Capital Improvement Program**

[http://www.ci.east-palo-alto.ca.us/planningdiv/pdf/Adopted\\_CIP\\_92011.pdf](http://www.ci.east-palo-alto.ca.us/planningdiv/pdf/Adopted_CIP_92011.pdf)

**FY 2011/2012 Annual Operating Budget**

<http://www.ci.east-palo-alto.ca.us/11-12budget.html>

**Menlo Park Ringwood Pedestrian Overpass Information**

<http://www.menlopark.org/departments/trn/ringwoodpoc.html>

**Palo Alto Bike/Pedestrian Over/Under Crossing Feasibility Study Meeting Notes**

<http://www.cityofpaloalto.org/civica/filebank/blobdload.asp?BlobID=24926>

**Pavement Management Plan**

<http://www.ci.east-palo-alto.ca.us/publicworks/EPAPMPREPORT2007.pdf>

**Ravenswood Business District Engineering Report**

[http://www.ci.east-palo-alto.ca.us/economicdev/pdf/Draft\\_RBD\\_Engineer\\_Plan\\_Part\\_1.pdf](http://www.ci.east-palo-alto.ca.us/economicdev/pdf/Draft_RBD_Engineer_Plan_Part_1.pdf)

**Safe Routes to School Plans**

[http://www.ci.east-palo-alto.ca.us/pdf/EPA\\_Safe\\_Route.pdf](http://www.ci.east-palo-alto.ca.us/pdf/EPA_Safe_Route.pdf)

**San Francisquito Creek Joint Powers Authority Project Information**

<http://www.sfcjpa.org>

**Urban Water Master Plan**

<http://www.ci.east-palo-alto.ca.us/publicworks/EastPaloAlto2005UWMPFinalComplete.pdf>

**Water Code for Bay Division Pipeline Project**

[www.leginfo.ca.gov](http://www.leginfo.ca.gov)

## **Miscellaneous**

### **Introduction**

This section contains the following items of interest:

1. The **Resolution** adopted by City Council, authorizing the FY 2012-2013 Adopted Budget for the City.
2. The **Resolution** establishing the Appropriation Limit for FY 2012-2013.
3. The **Redevelopment Agency Debt Schedules**.

## RESOLUTION NO. 4292

### **RESOLUTION ADOPTING THE FISCAL YEAR 2012-2013 REVENUE AND EXPENDITURE BUDGET FOR THE CITY OF EAST PALO ALTO**

**WHEREAS**, City Council desires a spending plan for the City of East Palo Alto General, Special Revenue, Capital, Fiduciary, and Enterprise Funds in order to account for fiscal year 2012-2013 anticipated revenues and to appropriate projected expenditures; and,

**WHEREAS**, the revenue and expenditure plan for the City of East Palo Alto for fiscal year 2012-2013 is expressed in the budget document titled "City of East Palo Alto 2012-2013 Operating Budget"; and,

**WHEREAS**, the City Council held Budget Study Sessions in May and June 2012, and a Public Hearings on June 19, 2012, on the programs and fiscal policies to obtain public comments regarding the Operating Budget document; and,

**WHEREAS**, Council authorizes staff to utilize available fund balance in the amount of \$372,379 in order to balance budgeted General Fund revenues and expenditures for fiscal year 2012-2013; and,

**NOW, THEREFORE, BE IT RESOLVED** by the City Council that the Revenue and Expenditure budgets for Fiscal Year 2012-2013 shall be adopted as follows:

**CITY OF EAST PALO ALTO  
FY 2012-2013 ADOPTED SUMMARY BY FUND**

| Fund | Description                       | ADOPTED              |                        | Operating Transfers |                       |
|------|-----------------------------------|----------------------|------------------------|---------------------|-----------------------|
|      |                                   | Revenues             | Expenditures           | In                  | Out                   |
|      | General Fund (including subfunds) | \$ 16,843,300        | \$ (17,079,301)        | \$ 1,177,570        | \$ (1,313,948)        |
|      | Use of Fund Balance               | \$ 372,379           | \$ -                   | \$ -                | \$ -                  |
|      | Use of Fund Balance - Temporary   | \$ -                 | \$ -                   | \$ -                | \$ -                  |
|      | <b>TOTAL GENERAL FUND</b>         | <b>\$ 17,215,679</b> | <b>\$ (17,079,301)</b> | <b>\$ 1,177,570</b> | <b>\$ (1,313,948)</b> |

|     |                                 |                      |                        |                     |                       |
|-----|---------------------------------|----------------------|------------------------|---------------------|-----------------------|
| 201 | State Gas Tax                   | \$ 877,650           | \$ (844,141)           | \$ -                | \$ -                  |
| 202 | Measure A                       | \$ 432,000           | \$ (32,517)            | \$ -                | \$ (409,870)          |
| 203 | NPDES                           | \$ 125,000           | \$ (137,016)           | \$ -                | \$ -                  |
| 204 | Rent Stabilization              | \$ 565,000           | \$ (719,293)           | \$ -                | \$ -                  |
| 207 | Housing In Lieu                 | \$ 192,400           | \$ (28,318)            | \$ -                | \$ -                  |
| 213 | Police Grants                   | \$ 446,000           | \$ (446,000)           | \$ -                | \$ -                  |
| 215 | Misc Federal and State Grants   | \$ 3,898,600         | \$ (3,898,600)         | \$ -                | \$ -                  |
| 221 | Lighting District               | \$ 251,500           | \$ (394,361)           | \$ -                | \$ -                  |
| 222 | Drainage District               | \$ 57,000            | \$ (188,778)           | \$ 136,378          | \$ -                  |
| 230 | Local Grants                    | \$ 1,858,100         | \$ (658,100)           | \$ -                | \$ -                  |
| 231 | CYSFF Grant Fund                | \$ 192,400           | \$ (115,723)           | \$ -                | \$ -                  |
| 232 | Parcel Tax (Measure C)          | \$ 700,000           | \$ (633,100)           | \$ -                | \$ -                  |
| 301 | Capital Improvement Fund        | \$ 1,000             | \$ (1,000)             | \$ -                | \$ -                  |
| 510 | Water Service Fund              | \$ 195,000           | \$ (195,644)           | \$ -                | \$ -                  |
| 520 | Garbage Service Fund            | \$ 2,542,535         | \$ (2,597,910)         | \$ -                | \$ -                  |
| 920 | Successor Agency                | \$ 4,603,939         | \$ (4,603,939)         | \$ -                | \$ -                  |
| 928 | Successor Housing               | \$ -                 | \$ (60,000)            | \$ 60,000           | \$ -                  |
| 945 | Gateway University Debt Service | \$ -                 | \$ (532,626)           | \$ 532,626          | \$ -                  |
| 946 | 1999 TAB Debt Service           | \$ 1,413,398         | \$ (1,413,398)         | \$ -                | \$ -                  |
| 947 | PFA Debt Service                | \$ -                 | \$ (1,418,504)         | \$ 1,418,504        | \$ -                  |
|     | <b>TOTAL OF ALL FUNDS</b>       | <b>\$ 35,567,201</b> | <b>\$ (35,998,269)</b> | <b>\$ 3,325,078</b> | <b>\$ (1,723,818)</b> |

**BE IT FURTHER RESOLVED**, that the City Council adopts the Financial Policies as identified on Exhibit A.

**PASSED AND ADOPTED** this 19<sup>th</sup> day of June 2012 by the following vote:

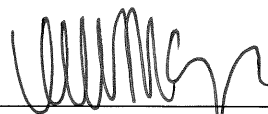
**AYES:** WOODS, ROMERO, ABRICA, MARTINEZ

**NOES:** 1

**ABSTAIN:**

**ABSENT:**

**SIGNED:**



\_\_\_\_\_  
Laura Martinez, Mayor

**ATTEST:**



\_\_\_\_\_  
Ronald L. Davis, Interim City Clerk

**APPROVED AS TO FORM:**



\_\_\_\_\_  
Kathleen Kane, City Attorney

# Financial Policies

## **Introduction**

The financial plan policies for City Council consideration and deliberation are as follows. These policies are intended to set forth the framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, this policy assists the City Council's decision-making process; and, guides Administration's implementation of the policies. These policies also provide guidelines for evaluating both current activities and proposals for future programs.

The following policies establish long-standing principles, traditions and best practices which are intended to guide the City and maintain financial stability over four years. These policies will be reviewed annually.

## ***General Financial Goals***

- 1. To maintain a financially viable city that can support an appropriate and adequate level of municipal services.*
- 2. To maintain financial flexibility in order to be able to continually adapt to local and regional economic change.*
- 3. To maintain and enhance the fiscal condition for the City.*

## **Managing the Budget Policies**

*(Approved as a part of the Adopted Budget)*

1. The City will establish and maintain at least the minimum cash reserve levels established by policy (15% of operating costs).
2. To ensure that the two largest revenue sources shall cover the largest expenditure item, personnel costs shall not exceed actual receipts from sales and property taxes.
3. Medical insurance shall continue to be a shared responsibility between the City and its employees and expenditures shall be contained to no more than 7% of personnel costs. Overtime expenditures shall be no more than 5% of personnel costs. Total worker's compensation expenditures shall not increase as a percent of payroll.
4. The City Council shall allocate resources to ensure public safety. As long as this policy is necessary, the resulting impact on the budget will mean other services areas may be reduced.

5. No new or expanded services shall be implemented without implementing trade-offs of expenses or revenue at the same time. This applies to personnel, equipment, and any other peripheral expense associated with the service.
6. The City shall aggressively seek regional, state and federal partners to support the public safety efforts, and major discretionary capital projects which remain unfunded. Co-production of services with our citizens, the business community, and other local jurisdictions shall be encouraged.
7. The City shall update and maintain a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet must be offset through reductions in other equipment and/or costs.
8. The City shall support investments which reduce future operating costs.
9. *The City's fiscal and budget year shall begin on the 1<sup>st</sup> day of July and shall end on June 30<sup>th</sup> of the succeeding year, unless otherwise prescribed by State law.*
10. *The City will adopt a balanced budget for the ensuing fiscal year by June 30th of each year.*
11. *Current year expenditures should be supported by estimated current year revenues. One time revenues should not be used for ongoing costs, but should instead be used appropriately for one time expenditures or to strengthen fund reserves.*
12. *The City shall develop an annual operating budget realistically and conservatively, projecting revenues and expenditures for the current and forthcoming fiscal year.*
13. *During the annual budget development process, the City shall examine its existing base budget thoroughly to assure the cost effectiveness of the services or programs provided.*
14. *The City shall include the cost of operations of new capital projects in its operating budgets.*
15. *The City will avoid balancing the budget at the expense of future budgets, unless the use of reserves is expressly authorized by the City Council.*
16. *In the instance where the City Council has*

*authorized the use of Fund Balance and/or transfers from reserves as a financing source to balance an annual budget, the City Manager shall have the authority to reduce or bypass the use of such resource upon the his/her determination that the actual results of operations will not require the partial or full use of the previously authorized appropriation.*

17. *The City shall prepare its operating budget on a basis consistent with generally accepted accounting principles (GAAP) except that encumbrances are considered budgetary expenditures in the year of the commitment to purchase and capital project expenditures are budgeted on a project length basis.*

### **Revenue Policies**

*(Approved as a part of the Adopted Budget)*

1. The City will make every attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will establish all user-charges and fees at a level related to the full cost of providing the service (operating, direct, indirect, and capital).
4. The City will review fees / charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.
6. *The City shall estimate its revenues conservatively using reasonable estimates and sound professional judgment, with sensitivity to both local and regional economic conditions.*
7. *The City will not use "one-time" or limited duration revenue sources for ongoing operating expenses; they will be used for one-time expenditures only, including capital outlay, capital improvement projects, and reserves.*
8. *The City will actively pursue federal, state, and other grant opportunities when deemed appropriate.*

9. *Before accepting any grant, the City will thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant.*

### **Expenditure Policies**

1. *The City will maintain levels of service, as determined by the City Council, to provide for the public well-being and safety of the residents of the community.*
2. *Annual budgeted operating expenditures shall not exceed annual operating revenues, including City Council authorized use of fund balance and/or reserves.*
3. *Various levels of administrative control are utilized to maintain the budget's integrity. Program/division/project managers are accountable for their individual program/project budgets. Department heads are accountable for the fund level of control for funds within their departments. Finance oversees the general level of accountability related to budgetary integrity through systems of checks and balances and various internal controls.*
4. *The City shall maintain fixed assets and replaced them as necessary, taking into account cost-benefit considerations.*

### **Cash Management/Investment Policies**

*(Adopted by Resolution #2893 May 5, 2009)*

1. *The City will deposit all funds no later than the next business day from receipt of funds.*
2. *Investments of City funds will emphasize preservation of principal; the yield objective will be to match or exceed an index weighted 75% for the yield of two-year treasury notes and 25% for the yield of six-month national Certificates of Deposit less 30 basis points.*
3. *The City will collect revenues aggressively, including past due bills of any type.*
4. *The City shall manage its investment portfolio in a prudent and diligent manner based on the following criteria and in this order: 1) safety of invested funds; 2) maintenance of sufficient liquidity to meet cash flow needs; and, 3) attainment of reasonable yields consistent with the above priorities.*
5. *Generally Accepted Accounting Principles required that differences between the costs of*

*the investment portfolio and the fair value of the securities be recognized as income or losses in a government's annual financial report. The City shall not consider these variances as budgetary resources or uses of resources unless the securities are sold before maturity or the values of the investments are permanently impaired.*

### **Debt Policies**

*(Adopted by Resolution #FA2005-01 July 19, 2005)*

1. *The City will issue bonds for capital improvements and moral obligations.*
2. *The City will not issue notes to finance operating deficits.*
3. *The City will publish and distribute an official statement for each bond and note issued.*
4. *General obligation debt will not be used for enterprise activities.*
5. *The City will ensure that it sets aside the appropriate amount of debt obligation for the purpose of repayments.*
6. *The City will utilize debt financing for projects that have a useful life that can reasonably be expected to exceed the period of debt service for the project or equipment.*
7. *The City will use refunding techniques where appropriate to allow for the restructuring of its current outstanding debt to remove or change restrictive covenants, and/or to reduce annual debt service in an amount sufficient to justify the costs of refunding/re-issuance.*
8. *The City may administratively utilize inter-fund loans rather than outside debt to meet short-term cash flow needs.*

### **Reserve Policies**

*(Approved as a part of the Adopted Budget)*

1. *The City will establish and maintain a reserve in the General Fund which represents 15% of the funds expenditures for financial emergencies and for unforeseen operating or capital needs as determined by the City Council*
2. *The City will maintain a revenue reserve in the Rent Stabilization Fund which represents 25% of the Fund expenditures.*
3. *The City will periodically review and update reserve guidelines, to ensure that the City has sufficient fund balances and reserve balances to*



*adequately provide for emergencies, economic uncertainties, unforeseen operating or capital needs, economic development opportunities, and cash flow requirements.*

4. *The City Manager may, at his/her discretion, recommend the use of fund balance deemed necessary and prudent to reduce unfunded liabilities and to fund capital and emergency needs, subject to City Council approval.*
5. *The City will maintain Equipment and Vehicle Replacement reserves to enable the timely replacement of vehicles and depreciable equipment.*
6. *The City will maintain Information Technology Replacement reserves for costs associated with the timely replacement of computers, technology infrastructure, and major software applications.*
7. *The City will maintain a Self Insurance reserve, which together with any purchased insurance policies, appropriately protects the City.*
8. *The City will establish and maintain reserve levels for Debt Service Funds as prescribed by the bond covenants authorized at the time of debt issuance.*
9. *Reserves designated in the General Fund for investment portfolio market gains/losses will be calculated and adjusted annually at appropriate levels.*

### **Accounting, Auditing and Financial Reporting Policies**

*(Adopted by Resolution #2634, November 8, 2006)*

1. *An independent audit shall be performed annually.*
2. *The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).*
3. *The City will maintain a strong internal audit capability.*
4. *The City will prepare monthly operating budget revenue and expenditure status reports and distributed them to all division managers and department directors so that they may effectively and continuously evaluate their financial performance in a timely manner.*

5. *The City will solicit an RFP for audit services no less frequently than every five (5) years. Additionally, an audit firm may be retained for a maximum of 2 consecutive five-year terms. The Finance Director will review the qualifications of prospective firms and make a recommendation to the City Council.*

### **Capital Budget Policies**

1. *The City shall prepare a five-year Capital Improvement Program (CIP) annually for the approval of the City Council. Sufficient financial commitment shall be made to protect the City's investment in its public facilities (buildings, streets, parks, equipment, etc.) to assure the preservation of these assets.*
2. *The CIP will identify potential funding sources for each proposed capital project, prior to submitting proposed projects to the City Council for approval. When appropriate, the CIP will seek other funding sources such as State and Federal funds, private funds and leverage these funding sources with public money.*
3. *The funding for the first year of the five-year CIP will be legally appropriated as a component of the annual budget process. Funding for future projects identified in the five years CIP has not been secured or legally authorized and is therefore subject to change.*
4. *The ongoing maintenance and operating costs of any proposed capital improvements will be evaluated prior to the approval of any capital improvement project.*
5. *Each CIP project will be assigned a Project Manager whose responsibilities are to monitor all phases of the project to ensure timely completion of the project and compliance with the project budget and all regulations and laws.*

### **Capital Assets Policies**

1. *Capital assets, which include equipment, furniture, land, buildings, improvements, and infrastructure assets (e.g., roads, sidewalks, water, sewer, and stormwater systems, lighting systems, and similar items), are reported in the applicable governmental or business-type activities in the Government-Wide Financial Statements. Capital assets are recorded at historical cost or estimated historical cost if actual cost is not available. Donated assets are valued at their estimated fair value on the date donated.*

2. *The capitalization threshold for capital assets is \$5,000 per item.*
3. *Groups of items with individual values of less than \$5,000 each will not be capitalized unless the items are anticipated to be replaced in the aggregate.*
4. *Adequate insurance will be maintained on all capital assets.*

*Note: Italicized items represent newly proposed policies*

RESOLUTION NO. 4290

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF EAST PALO ALTO ESTABLISHING THE APPROPRIATION LIMIT FOR FISCAL YEAR 2012-2013**

**WHEREAS**, the City is required to adopt a limit on appropriations subject to a formula outlined in the State Constitution Article XIII B; and

**WHEREAS**, the California Constitution also requires a method of inflation be chosen; and,

**WHEREAS**, the City elects to use the following factors relevant to the calculation of the Appropriation Limit for FY 2012-2013:

California Per Capita Income Percentage Change:  
Plus 3.77 (+ Three Point Seven Seven Percent)

County of San Mateo Population Adjustment:  
Plus 0.98% (+ Zero Point Nine Eight Percent)

**NOW, THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EAST PALO ALTO:**

1. **The appropriation limit for Fiscal Year 2012-13 shall be and is hereby determined to be \$21,529,194 pursuant to Exhibit A attached hereto.**
2. The appropriation limit of \$21,529,194 exceeds the proceeds from taxes calculated in the amount of \$17,165,500 by \$4,363,694. Therefore, the City of East Palo Alto is in compliance with the provisions of Article XIII B of the State Constitution.

**PASSED AND ADOPTED** this 19<sup>st</sup> day of June 2012 by the following vote:

**AYES: WOODS, ABRICA, MARTINEZ, ROMERO, EVANS**  
**NOES: 0**  
**ABSTAIN: 0**  
**ABSENT: 0**

**SIGNED:**

  
\_\_\_\_\_  
Laura Martinez, Mayor

**ATTEST:**



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Ronald L. Davis, Interim City Clerk

**APPROVED AS TO FORM:**



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Kathleen Kane, City Attorney

**\$22,785,000**

**Redevelopment Agency of the City of East Palo Alto  
Tax Allocation Bonds, Series 1999**

**Debt Service Schedule**

**Page 1 of 2**

| <b>Date</b> | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b> | <b>Total P+I</b> |
|-------------|------------------|---------------|-----------------|------------------|
| 04/01/2004  | -                | -             | \$562,219       | \$562,219        |
| 10/01/2004  | \$305,000        | 4.875%        | \$562,219       | \$867,219        |
| 04/01/2005  | -                | -             | \$554,785       | \$554,785        |
| 10/01/2005  | \$320,000        | 5.000%        | \$554,785       | \$874,785        |
| 04/01/2006  | -                | -             | \$546,785       | \$546,785        |
| 10/01/2006  | \$335,000        | 5.100%        | \$546,785       | \$881,785        |
| 04/01/2007  | -                | -             | \$538,243       | \$538,243        |
| 10/01/2007  | \$350,000        | 5.250%        | \$538,243       | \$888,243        |
| 04/01/2008  | -                | -             | \$529,055       | \$529,055        |
| 10/01/2008  | \$370,000        | 5.375%        | \$529,055       | \$899,055        |
| 04/01/2009  | -                | -             | \$519,111       | \$519,111        |
| 10/01/2009  | \$390,000        | 5.500%        | \$519,111       | \$909,111        |
| 04/01/2010  | -                | -             | \$508,386       | \$508,386        |
| 10/01/2010  | \$410,000        | 5.700%        | \$508,386       | \$918,386        |
| 04/01/2011  | -                | -             | \$496,701       | \$496,701        |
| 10/01/2011  | \$435,000        | 5.900%        | \$496,701       | \$931,701        |
| 04/01/2012  | -                | -             | \$483,869       | \$483,869        |
| 10/01/2012  | \$460,000        | 6.000%        | \$483,869       | \$943,869        |
| 04/01/2013  | -                | -             | \$470,069       | \$470,069        |
| 10/01/2013  | \$490,000        | 6.000%        | \$470,069       | \$960,069        |
| 04/01/2014  | -                | -             | \$455,369       | \$455,369        |
| 10/01/2014  | \$520,000        | 6.000%        | \$455,369       | \$975,369        |
| 04/01/2015  | -                | -             | \$439,769       | \$439,769        |
| 10/01/2015  | \$550,000        | 6.500%        | \$439,769       | \$989,769        |
| 04/01/2016  | -                | -             | \$421,894       | \$421,894        |
| 10/01/2016  | \$585,000        | 6.500%        | \$421,894       | \$1,006,894      |
| 04/01/2017  | -                | -             | \$402,881       | \$402,881        |
| 10/01/2017  | \$620,000        | 6.500%        | \$402,881       | \$1,022,881      |
| 04/01/2018  | -                | -             | \$382,731       | \$382,731        |
| 10/01/2018  | \$665,000        | 6.500%        | \$382,731       | \$1,047,731      |
| 04/01/2019  | -                | -             | \$361,119       | \$361,119        |

**\$22,785,000**

**Redevelopment Agency of the City of East Palo Alto  
Tax Allocation Bonds, Series 1999**

**Debt Service Schedule**

**Page 2 of 2**

| <b>Date</b>  | <b>Principal</b>    | <b>Coupon</b> | <b>Interest</b>     | <b>Total P+I</b>    |
|--------------|---------------------|---------------|---------------------|---------------------|
| 10/01/2019   | \$705,000           | 6.500%        | \$361,119           | \$1,066,119         |
| 04/01/2020   | -                   | -             | \$338,206           | \$338,206           |
| 10/01/2020   | \$755,000           | 6.625%        | \$338,206           | \$1,093,206         |
| 04/01/2021   | -                   | -             | \$313,197           | \$313,197           |
| 10/01/2021   | \$800,000           | 6.625%        | \$313,197           | \$1,113,197         |
| 04/01/2022   | -                   | -             | \$286,697           | \$286,697           |
| 10/01/2022   | \$855,000           | 6.625%        | \$286,697           | \$1,141,697         |
| 04/01/2023   | -                   | -             | \$258,375           | \$258,375           |
| 10/01/2023   | \$910,000           | 6.625%        | \$258,375           | \$1,168,375         |
| 04/01/2024   | -                   | -             | \$228,231           | \$228,231           |
| 10/01/2024   | \$975,000           | 6.625%        | \$228,231           | \$1,203,231         |
| 04/01/2025   | -                   | -             | \$195,934           | \$195,934           |
| 10/01/2025   | \$1,035,000         | 6.625%        | \$195,934           | \$1,230,934         |
| 04/01/2026   | -                   | -             | \$161,650           | \$161,650           |
| 10/01/2026   | \$1,105,000         | 6.625%        | \$161,650           | \$1,266,650         |
| 04/01/2027   | -                   | -             | \$125,047           | \$125,047           |
| 10/01/2027   | \$1,180,000         | 6.625%        | \$125,047           | \$1,305,047         |
| 04/01/2028   | -                   | -             | \$85,959            | \$85,959            |
| 10/01/2028   | \$1,255,000         | 6.625%        | \$85,959            | \$1,340,959         |
| 04/01/2029   | -                   | -             | \$44,388            | \$44,388            |
| 10/01/2029   | \$1,340,000         | 6.625%        | \$44,388            | \$1,384,388         |
| <b>Total</b> | <b>\$17,720,000</b> |               | <b>\$19,421,340</b> | <b>\$37,141,340</b> |

**\$5,155,000**

Redevelopment Agency of the City of East Palo Alto  
Tax Allocation Refunding Bonds, Series 2003 A  
{Refunding - Tax Exempt}

**Debt Service Schedule**

**Page 1 of 2**

| <b>Date</b> | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b> | <b>Total P+I</b> |
|-------------|------------------|---------------|-----------------|------------------|
| 04/01/2004  | -                | -             | 69,512          | 69,512           |
| 10/01/2004  | 65,000           | 4.000%        | 127,675         | 192,675          |
| 04/01/2005  | -                | -             | 126,375         | 126,375          |
| 10/01/2005  | 10,000           | 4.000%        | 126,375         | 136,375          |
| 04/01/2006  | -                | -             | 126,175         | 126,175          |
| 10/01/2006  | 10,000           | 4.000%        | 126,175         | 136,175          |
| 04/01/2007  | -                | -             | 125,975         | 125,975          |
| 10/01/2007  | 10,000           | 4.000%        | 125,975         | 135,975          |
| 04/01/2008  | -                | -             | 125,775         | 125,775          |
| 10/01/2008  | 15,000           | 4.000%        | 125,775         | 140,775          |
| 04/01/2009  | -                | -             | 125,475         | 125,475          |
| 10/01/2009  | 15,000           | 4.000%        | 125,475         | 140,475          |
| 04/01/2010  | -                | -             | 125,175         | 125,175          |
| 10/01/2010  | 15,000           | 4.000%        | 125,175         | 140,175          |
| 04/01/2011  | -                | -             | 124,875         | 124,875          |
| 10/01/2011  | 15,000           | 4.000%        | 124,875         | 139,875          |
| 04/01/2012  | -                | -             | 124,575         | 124,575          |
| 10/01/2012  | 15,000           | 4.000%        | 124,575         | 139,575          |
| 04/01/2013  | -                | -             | 124,275         | 124,275          |
| 10/01/2013  | 15,000           | 4.000%        | 124,275         | 139,275          |
| 04/01/2014  | -                | -             | 123,975         | 123,975          |
| 10/01/2014  | 15,000           | 4.750%        | 123,975         | 138,975          |
| 04/01/2015  | -                | -             | 123,619         | 123,619          |
| 10/01/2015  | 15,000           | 4.750%        | 123,619         | 138,619          |
| 04/01/2016  | -                | -             | 123,263         | 123,263          |
| 10/01/2016  | 15,000           | 4.750%        | 123,263         | 138,263          |
| 04/01/2017  | -                | -             | 122,906         | 122,906          |
| 10/01/2017  | 20,000           | 4.750%        | 122,906         | 142,906          |
| 04/01/2018  | -                | -             | 122,431         | 122,431          |
| 10/01/2018  | 20,000           | 4.750%        | 122,431         | 142,431          |
| 04/01/2019  | -                | -             | 121,956         | 121,956          |
| 10/01/2019  | 20,000           | 4.750%        | 121,956         | 141,956          |

**\$5,155,000**

Redevelopment Agency of the City of East Palo Alto  
Tax Allocation Refunding Bonds, Series 2003 A  
{Refunding - Tax Exempt}

**Debt Service Schedule**

**Page 2 of 2**

| <b>Date</b>  | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b>  | <b>Total P+I</b>  |
|--------------|------------------|---------------|------------------|-------------------|
| 04/01/2020   | -                | -             | 121,481          | 121,481           |
| 10/01/2020   | 20,000           | 4.750%        | 121,481          | 141,481           |
| 04/01/2021   | -                | -             | 121,006          | 121,006           |
| 10/01/2021   | 20,000           | 4.750%        | 121,006          | 141,006           |
| 04/01/2022   | -                | -             | 120,531          | 120,531           |
| 10/01/2022   | 25,000           | 4.750%        | 120,531          | 145,531           |
| 04/01/2023   | -                | -             | 119,938          | 119,938           |
| 10/01/2023   | 25,000           | 4.750%        | 119,938          | 144,938           |
| 04/01/2024   | -                | -             | 119,344          | 119,344           |
| 10/01/2024   | 25,000           | 4.750%        | 119,344          | 144,344           |
| 04/01/2025   | -                | -             | 118,750          | 118,750           |
| 10/01/2025   | 25,000           | 5.000%        | 118,750          | 143,750           |
| 04/01/2026   | -                | -             | 118,125          | 118,125           |
| 10/01/2026   | 25,000           | 5.000%        | 118,125          | 143,125           |
| 04/01/2027   | -                | -             | 117,500          | 117,500           |
| 10/01/2027   | 30,000           | 5.000%        | 117,500          | 147,500           |
| 04/01/2028   | -                | -             | 116,750          | 116,750           |
| 10/01/2028   | 30,000           | 5.000%        | 116,750          | 146,750           |
| 04/01/2029   | -                | -             | 116,000          | 116,000           |
| 10/01/2029   | 30,000           | 5.000%        | 116,000          | 146,000           |
| 04/01/2030   | -                | -             | 115,250          | 115,250           |
| 10/01/2030   | 1,465,000        | 5.000%        | 115,250          | 1,580,250         |
| 04/01/2031   | -                | -             | 78,625           | 78,625            |
| 10/01/2031   | 1,535,000        | 5.000%        | 78,625           | 1,613,625         |
| 04/01/2032   | -                | -             | 40,250           | 40,250            |
| 10/01/2032   | 1,610,000        | 5.000%        | 40,250           | 1,650,250         |
| <b>Total</b> | <b>5,155,000</b> | <b>-</b>      | <b>6,777,937</b> | <b>11,932,937</b> |



**\$3,600,000**

Redevelopment Agency of the City of East Palo Alto  
Tax Allocation Refunding Bonds, Series 2003 B  
{Housing Set Aside - Taxable}

**Debt Service Schedule**

**Page 1 of 2**

| <b>Date</b> | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b> | <b>Total P+I</b> |
|-------------|------------------|---------------|-----------------|------------------|
| 04/01/2004  | -                | -             | 59,349          | 59,349           |
| 10/01/2004  | 100,000          | 4.120%        | 109,008         | 209,008          |
| 04/01/2005  | -                | -             | 106,948         | 106,948          |
| 10/01/2005  | 55,000           | 4.120%        | 106,948         | 161,948          |
| 04/01/2006  | -                | -             | 105,815         | 105,815          |
| 10/01/2006  | 55,000           | 4.120%        | 105,815         | 160,815          |
| 04/01/2007  | -                | -             | 104,682         | 104,682          |
| 10/01/2007  | 60,000           | 4.120%        | 104,682         | 164,682          |
| 04/01/2008  | -                | -             | 103,446         | 103,446          |
| 10/01/2008  | 60,000           | 4.120%        | 103,446         | 163,446          |
| 04/01/2009  | -                | -             | 102,210         | 102,210          |
| 10/01/2009  | 65,000           | 5.420%        | 102,210         | 167,210          |
| 04/01/2010  | -                | -             | 100,448         | 100,448          |
| 10/01/2010  | 70,000           | 5.420%        | 100,448         | 170,448          |
| 04/01/2011  | -                | -             | 98,551          | 98,551           |
| 10/01/2011  | 70,000           | 5.420%        | 98,551          | 168,551          |
| 04/01/2012  | -                | -             | 96,654          | 96,654           |
| 10/01/2012  | 75,000           | 5.420%        | 96,654          | 171,654          |
| 04/01/2013  | -                | -             | 94,622          | 94,622           |
| 10/01/2013  | 80,000           | 5.420%        | 94,622          | 174,622          |
| 04/01/2014  | -                | -             | 92,454          | 92,454           |
| 10/01/2014  | 85,000           | 6.200%        | 92,454          | 177,454          |
| 04/01/2015  | -                | -             | 89,819          | 89,819           |
| 10/01/2015  | 90,000           | 6.200%        | 89,819          | 179,819          |
| 04/01/2016  | -                | -             | 87,029          | 87,029           |
| 10/01/2016  | 95,000           | 6.200%        | 87,029          | 182,029          |
| 04/01/2017  | -                | -             | 84,084          | 84,084           |
| 10/01/2017  | 100,000          | 6.200%        | 84,084          | 184,084          |
| 04/01/2018  | -                | -             | 80,984          | 80,984           |
| 10/01/2018  | 105,000          | 6.200%        | 80,984          | 185,984          |
| 04/01/2019  | -                | -             | 77,729          | 77,729           |
| 10/01/2019  | 115,000          | 6.200%        | 77,729          | 192,729          |

**\$3,600,000**

Redevelopment Agency of the City of East Palo Alto  
Tax Allocation Refunding Bonds, Series 2003 B  
{Housing Set Aside - Taxable}

**Debt Service Schedule**

| <b>Date</b>  | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b>  | <b>Total P+I</b>   |
|--------------|------------------|---------------|------------------|--------------------|
| 04/01/2020   | -                | -             | 74,164           | \$74,164           |
| 10/01/2020   | 120,000          | 6.200%        | 74,164           | \$194,164          |
| 04/01/2021   | -                | -             | 70,444           | \$70,444           |
| 10/01/2021   | 125,000          | 6.200%        | 70,444           | \$195,444          |
| 04/01/2022   | -                | -             | 66,569           | \$66,569           |
| 10/01/2022   | 135,000          | 6.200%        | 66,569           | \$201,569          |
| 04/01/2023   | -                | -             | 62,384           | \$62,384           |
| 10/01/2023   | 145,000          | 6.200%        | 62,384           | \$207,384          |
| 04/01/2024   | -                | -             | 57,889           | \$57,889           |
| 10/01/2024   | 155,000          | 6.450%        | 57,889           | \$212,889          |
| 04/01/2025   | -                | -             | 52,890           | \$52,890           |
| 10/01/2025   | 165,000          | 6.450%        | 52,890           | \$217,890          |
| 04/01/2026   | -                | -             | 47,569           | \$47,569           |
| 10/01/2026   | 175,000          | 6.450%        | 47,569           | \$222,569          |
| 04/01/2027   | -                | -             | 41,925           | \$41,925           |
| 10/01/2027   | 185,000          | 6.450%        | 41,925           | \$226,925          |
| 04/01/2028   | -                | -             | 35,959           | \$35,959           |
| 10/01/2028   | 195,000          | 6.450%        | 35,959           | \$230,959          |
| 04/01/2029   | -                | -             | 29,670           | \$29,670           |
| 10/01/2029   | 210,000          | 6.450%        | 29,670           | \$239,670          |
| 04/01/2030   | -                | -             | 22,898           | \$22,898           |
| 10/01/2030   | 225,000          | 6.450%        | 22,898           | \$247,898          |
| 04/01/2031   | -                | -             | 15,641           | \$15,641           |
| 10/01/2031   | 235,000          | 6.450%        | 15,641           | \$250,641          |
| 04/01/2032   | -                | -             | 8,063            | \$8,063            |
| 10/01/2032   | 250,000          | 6.450%        | 8,063            | \$258,063          |
| <b>Total</b> | <b>3,600,000</b> | <b>-</b>      | <b>4,191,427</b> | <b>\$7,791,427</b> |

**\$17,995,000**

**East Palo Alto Public Financing Authority  
Revenue Bonds, 2005 Series A**

**Debt Service Schedule**

| <b>Date</b> | <b>Principal</b> | <b>Coupon</b> | <b>Interest</b> | <b>Total P+I</b> |
|-------------|------------------|---------------|-----------------|------------------|
| 10/01/2005  | -                | -             | \$84,664        | \$84,664         |
| 04/01/2006  | -                | -             | \$423,322       | \$423,322        |
| 10/01/2006  | -                | -             | \$423,322       | \$423,322        |
| 04/01/2007  | -                | -             | \$423,322       | \$423,322        |
| 10/01/2007  | -                | -             | \$423,322       | \$423,322        |
| 04/01/2008  | -                | -             | \$423,322       | \$423,322        |
| 10/01/2008  | -                | -             | \$423,322       | \$423,322        |
| 04/01/2009  | -                | -             | \$423,322       | \$423,322        |
| 10/01/2009  | -                | -             | \$423,322       | \$423,322        |
| 04/01/2010  | -                | -             | \$423,322       | \$423,322        |
| 10/01/2010  | \$580,000        | 3.400%        | \$423,322       | \$1,003,322      |
| 04/01/2011  | -                | -             | \$413,462       | \$413,462        |
| 10/01/2011  | \$600,000        | 3.500%        | \$413,462       | \$1,013,462      |
| 04/01/2012  | -                | -             | \$402,962       | \$402,962        |
| 10/01/2012  | \$620,000        | 3.700%        | \$402,962       | \$1,022,962      |
| 04/01/2013  | -                | -             | \$391,492       | \$391,492        |
| 10/01/2013  | \$645,000        | 3.875%        | \$391,492       | \$1,036,492      |
| 04/01/2014  | -                | -             | \$378,995       | \$378,995        |
| 10/01/2014  | \$670,000        | 5.000%        | \$378,995       | \$1,048,995      |
| 04/01/2015  | -                | -             | \$362,245       | \$362,245        |
| 10/01/2015  | \$700,000        | 5.000%        | \$362,245       | \$1,062,245      |
| 04/01/2016  | -                | -             | \$344,745       | \$344,745        |
| 10/01/2016  | \$735,000        | 5.000%        | \$344,745       | \$1,079,745      |
| 04/01/2017  | -                | -             | \$326,370       | \$326,370        |
| 10/01/2017  | \$770,000        | 5.000%        | \$326,370       | \$1,096,370      |
| 04/01/2018  | -                | -             | \$307,120       | \$307,120        |
| 10/01/2018  | \$815,000        | 4.250%        | \$307,120       | \$1,122,120      |
| 04/01/2019  | -                | -             | \$289,801       | \$289,801        |
| 10/01/2019  | \$845,000        | 4.200%        | \$289,801       | \$1,134,801      |
| 04/01/2020  | -                | -             | \$272,056       | \$272,056        |
| 10/01/2020  | \$885,000        | 4.250%        | \$272,056       | \$1,157,056      |

**\$17,995,000**

**East Palo Alto Public Financing Authority  
Revenue Bonds, 2005 Series A**

**Debt Service Schedule**

| <b>Date</b>  | <b>Principal</b>    | <b>Coupon</b> | <b>Interest</b>     | <b>Total P+I</b>    |
|--------------|---------------------|---------------|---------------------|---------------------|
| 04/01/2021   | -                   | -             | \$253,250           | \$253,250           |
| 10/01/2021   | \$915,000           | 5.000%        | \$253,250           | \$1,168,250         |
| 04/01/2022   | -                   | -             | \$230,375           | \$230,375           |
| 10/01/2022   | \$965,000           | 5.000%        | \$230,375           | \$1,195,375         |
| 04/01/2023   | -                   | -             | \$206,250           | \$206,250           |
| 10/01/2023   | \$1,010,000         | 5.000%        | \$206,250           | \$1,216,250         |
| 04/01/2024   | -                   | -             | \$181,000           | \$181,000           |
| 10/01/2024   | \$1,065,000         | 5.000%        | \$181,000           | \$1,246,000         |
| 04/01/2025   | -                   | -             | \$154,375           | \$154,375           |
| 10/01/2025   | \$1,115,000         | 5.000%        | \$154,375           | \$1,269,375         |
| 04/01/2026   | -                   | -             | \$126,500           | \$126,500           |
| 10/01/2026   | \$1,175,000         | 5.000%        | \$126,500           | \$1,301,500         |
| 04/01/2027   | -                   | -             | \$97,125            | \$97,125            |
| 10/01/2027   | \$1,235,000         | 5.000%        | \$97,125            | \$1,332,125         |
| 04/01/2028   | -                   | -             | \$66,250            | \$66,250            |
| 10/01/2028   | \$1,290,000         | 5.000%        | \$66,250            | \$1,356,250         |
| 04/01/2029   | -                   | -             | \$34,000            | \$34,000            |
| 10/01/2029   | \$1,360,000         | 5.000%        | \$34,000            | \$1,394,000         |
| <b>Total</b> | <b>\$17,995,000</b> |               | <b>\$13,994,631</b> | <b>\$31,989,631</b> |

## Glossary

**AB x1 26** - legislation adopted and signed by Governor Jerry Brown in June 2011 and upheld by the California Supreme Court in California Redevelopment Association, et al. v. Ana Matosantos, et al., which eliminated redevelopment agencies. As a result, the Redevelopment Agency of the City of East Palo Alto (RDA) was dissolved effective February 1, 2012. AB x1 26 provides that the City may become the Successor Agency to the Redevelopment Agency (affirmed by the City Council on January 10, 2012), and continue to satisfy “enforceable obligations” of the former RDA and administer the dissolution and wind down of the former RDA.

**ADOPTED BUDGET** - The City budget for a fiscal year, adopted by the City Council by resolution following the close of budget hearings.

**APPROPRIATION** - Legal authorization granted by City Council or other policy body to make expenditures and incur obligations for a specific purpose within a specific time frame.

**ASSESSED VALUATION** - A dollar value placed on real estate or other property by the County as a basis for levying property taxes.

**AUDIT** - A review of the City's accounts by an independent auditing firm to substantiate fiscal year-end balances and assure compliance with generally accepted standards for financial accounting and reporting.

**AVAILABLE FUND BALANCE** - The amount of fund balance available to finance appropriation requirements after deducting reserves.

**BOND PROCEEDS** - The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These moneys are used to finance the project or purpose for which the securities were issued and to pay certain costs of issuance as may be provided in the bond contract.

**BONDS** - A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

**BUDGET** - A plan of financial operation, embodying an estimate of proposed expenditures/expenses for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Upon approval by the City Council, the budget appropriation resolution is the legal basis for expenditures in the fiscal year.

**BUDGET AUTHORITY** - Under certain circumstances, the City Council may adjust the budgeted appropriations for reasons unforeseen at the time of the adoption of the original budget. Such amendments are made by Council resolution. The City Manager may make transfers of appropriations within a fund.

**BUDGETARY CONTROL** - The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

**BUSINESS LICENSE TAX** - This is a general tax on businesses for the privilege of conducting business within the city. Rates are set at each city's discretion but may not be discriminatory or confiscatory.

**CAPITAL IMPROVEMENT BUDGET** - Annual appropriations for capital improvement projects such as street improvements, building construction and various kinds of major facility maintenance. Capital projects are outlined in a five-year expenditure plan which details funding sources and expenditure amounts. They often are multi-year projects which require funding beyond the one-year period of the annual budget.

**CAPITAL OUTLAY** - Expenditures which result in the acquisition of, or addition to, fixed assets.

**CAPITAL PROJECT** - Any project having assets of significant value and a useful life of five years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings, infrastructure such as streets, bridges, drainage, street lighting, water/sewer systems, etc. Capital projects may include the acquisition of heavy equipment management control technique of formal budgetary and machinery or rolling stock using capital funding sources.

**CAPITAL PROJECTS FUND** - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

**CAPITALIZATION POLICY** - The criteria used by a government to determine which outlays should be reported as fixed assets.

**CASH WITH FISCAL AGENT** - An asset account reflecting deposits with fiscal agents, such as commercial banks, for the payment of bond principal and interest.

**CAPITAL INVESTMENT PROGRAM (CIP)** - A section in the five-year capital plan listing projects for which some level of funding is available.

**COMMUNITY ORIENTED POLICING SERVICES (COPS)** - A grant program supporting community involvement offered by the U.S. Department of Justice.

**CONSUMER PRICE INDEX (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

**CONTINGENCY** - An amount of money appropriated for unforeseen expenditures. It is limited to not more than 15% of the appropriations in any fund.

**CURRENT SERVICE CHARGES** - These are charges imposed to support services provided to individuals. These charges may not exceed the cost of providing the service plus overhead. The rationale behind service charges is that certain services are primarily for the benefit of individuals rather than the general public.

**DEBT SERVICE** - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes or leasing arrangements.

**DEBT SERVICE FUND** - A fund established to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.

**DEFICIT** - An excess of expenditures or expenses over revenues (resources).

**DEPARTMENT** - An organizational unit comprised of divisions or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities.

**DEPRECIATION** - (1) Expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset, other than wasting assets, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**DESIGNATED FUND BALANCE**- A portion of an unreserved fund balance that has been "earmarked" by the City Manager or the City Council for specified purposes.

**DESIGNATION** - An account containing money set aside by the City Council for a specific future use. Money in a designation is earmarked for specific use, but may not be legally restricted to that use.

**DEVELOPMENT IMPACT FEES** - Fees placed on the development of land or conditions required for the approval of a development project such as the donation ("dedication" or "exaction") of certain lands (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

**DIVISION** - A sub-section (or activity) within a department which furthers the objectives of the City by providing specific services or programs.

**ENCUMBRANCE** - An anticipated expenditure committed for the payment of goods and services not yet received or paid for. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

**ENTERPRISE FUND** - A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas and electric utilities, airports, parking garages, or transit systems). In this case the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes.

**ERAF** - Educational Revenue Augmentation Fund. The state enacted legislation in 1992 whereby partial responsibility of funding education was shifted to local governments, directing specified amounts of local agency property taxes to be deposited into such funds to support schools.

**EXCESS ERAF REFUND** - Accounts for the remaining funds in ERAF account after the County of San Mateo has met the State's revenue limits for schools and community colleges. The revenue

limit is based on several factors such as average daily attendance and cost of living increases. The excess is then refunded proportionally to each agency's contribution based on state statute.

**EXPENDITURES** - Monies spent, including current operating expenses, debt service and capital outlays.

**EXPENSE** - The actual spending of funds by an enterprise fund set aside by an appropriation.

**FINES FORFEITURES AND PENALTIES** - Revenues received and/or bail monies forfeited upon conviction of a misdemeanor or municipal infraction.

**FISCAL YEAR** - In accounting terms, it is the net of a twelve-month period used for budgeting and accounting purposes. For the City of East Palo Alto, the fiscal year is from July 1 to June 30.

**FIXED ASSETS** - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

**FORFEITURE**- See Fines, forfeitures, and penalties.

**FRANCHISES FEES**- Fees paid to a municipality from a franchisee for "rental" or as a "toll" for the use of city streets and rights-of-way. The businesses required to pay franchise fees in East Palo Alto include utilities such as water, gas, electricity, cable television and solid waste collection and disposal. Telephone utilities are specifically exempted from franchise fees by State law.

**FULL-TIME EQUIVALENT (FTE)** - The amount of time a regular full or part-time position has been budgeted for in terms of the amount of time an employee works in a year. Except as noted, part-time services provided by casual/seasonal employees, such as those for summer recreation programs, are not included.

**FUND** - An independent fiscal and accounting entity with a self-balancing set of accounts. Examples are the General Fund, Special Revenue Funds, Capital Projects, Enterprise, and Internal Service Funds.

**FUND BALANCE** - The amount of financial resources available for use. Generally, this

represents a summary of all the annual operating surpluses and deficits since the fund's inception.

**FY** - Fiscal year.

**GASOLINE TAX (HIGHWAY USERS TAX)** - The Gasoline Tax is an 26-cent per gallon tax on fuel used to propel a motor vehicle or aircraft. The use of these revenues is restricted to "research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit guideways". The basic means of distribution to cities is population. The allocation formula is very complicated.

**GENERAL FUND** - The primary fund used to account for all revenues and expenditures of the City not legally restricted as to use. This fund is used to offset the cost of the City's general operations. Examples of departments financed by the General Fund include the Police and Administrative Support Services Departments, such as the City Manager's Office.

**GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB)** - A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units.

**GRANT** - Contributions, gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility.

**HOMEOWNER'S PROPERTY TAX RELIEF** - Revenue from the state to offset city loss of property tax for state-imposed \$7,000 per dwelling homeowner exemption.

**INFRASTRUCTURE** - Facilities on which the continuance and growth of a community depend, such as streets and roads, sewers, public buildings, parks, etc.

**INTRAFUND TRANSFERS** - A transfer of moneys between departments in the same fund.

**INVESTMENT EARNINGS** - Revenue earned from the investment of idle public funds.

**JOINING POWERS AUTHORITY** - The Joint Exercise of Powers Act authorizes local public agencies to exercise common powers and to form joint powers authorities (JPAs) for the purpose of jointly receiving or providing specific services.

**LEGAL LEVEL OF BUDGETARY CONTROL** - The level at which spending in excess of budgeted amounts would be a violation of law.

**LEVEL OF BUDGETARY CONTROL** - One of the three possible levels of budgetary control and authority to which organizations, programs, activities and functions may be subject. These levels of budgetary control are: (a) appropriated budget, (b) legally authorized non-appropriated budget review and approval process, which is outside the appropriated budget process or (c) non-budgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized non-appropriated budget review and approval process, but still are relevant for sound financial management and oversight.

**LEVY** - (Verb) to impose taxes, special assessments or service charges for the support of governmental activities; (noun) the total amounts of taxes, and/or special assessments and/or service charges imposed by a governmental agency.

**LICENSES AND PERMITS** - Charge designed to reimburse City for costs of regulating activities being licensed, such as licensing of animals and bicycles, etc.

**LIEN** - A claim on assets, especially property, for the payment of taxes or utility service charges.

**LIQUIDITY** - Refers to the ability to rapidly convert an investment into cash.

**LOCAL AGENCY INVESTMENT FUND (LAIF)** - Was established by the state to enable treasurers to place idle funds in a pool for investment. Each agency is currently limited to LAIF to an investment of \$20 million plus any bond proceeds.

**MISSION STATEMENT** - A succinct description of the scope and purpose of a City department.

**MEASURE C PARCEL TAX** – a measure pass by the voters on the November 2006 ballot that calls for a 10 year special tax on all City parcels. Revenue generated from such tax will be used for public safety and crime prevention programs.

**MOTOR VEHICLE IN-LIEU FEES** - State residents pay a fee to the State each year that is computed as a percent of the depreciated value of their motor vehicles. Each city and county in California receives a portion, based on population, of the total motor vehicle license fees collected by the State. In 2004, the State reduced local government allocation from 2.0% to 0.67%. The

difference of 1.33% was a swap for local property tax, now known as Property Tax in Lieu of VLF.

**OBJECTIVES** - The expected results or achievements of a budget activity which can be measured and achieved within a given time frame. Achievement of the objective advances the organization towards a corresponding goal.

**OPERATING BUDGET** - Annual appropriation of funds for on-going program costs, including salaries and benefits, services and supplies, debt service and capital outlay.

**ORDINANCE** - A formal legislative enactment by the City Council. It has the full force and effect of law within City boundaries unless preempted by a higher form of law. An ordinance has a higher legal

**OTHER EXPENDITURES**- This category reflects transfer outs of the General Fund and excise tax settlement payments. Transfers are used to move funds to other operating funds in order to finance the operations of another fund or to reimburse the other fund for certain services provided to the General Fund.

**OTHER FINANCING SOURCES** - Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in.

**OTHER FINANCING USES** - Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

**OTHER REVENUES** - This category includes reimbursements from other government agencies, interest earned on investments and contributions. This category also includes some loan repayments made to the General Fund, i.e., from the Redevelopment Agency for budget purposes only.

**OVERHEAD ALLOCATION** - A methodology for identifying and allocating overhead, (indirect) costs incurred by central services departments to the direct cost programs.

**OVERSIGHT BOARD** – this board provides some oversight to the Successor Agency (see definition) and has the fiduciary responsibility to holders of enforceable obligations and the taxing entities that benefit from the distribution of the revenues, especially property tax revenue.



**PERFORMANCE MEASURE** - An annual indicator of achievement or measures of prediction for a program of work unit as defined in the organization of the budget. Measures may be expressed as a number count, fraction, or a percent of achievement related to the size of the problem or service being provided.

**PERMITS, FEES AND CHARGES FOR SERVICES**- This category includes the City's charges and fees for licenses and permits issued by the City; as well as, the community development services of staff, provided to customers. The license and permit revenues are designed to reimburse the City for costs of regulating the activities being licensed. Fees and charges for services are imposed to support services provided to individuals and businesses.

**PERS** - Public Employees' Retirement System.

**P.O.S.T** - Peace Officer Standards and Training - a State reimbursement program for Police Officer Training.

**PROPERTY TAX** - Homes, businesses, and other taxable real and personal property are subject to a property tax rate of 1% of assessed value. Since Proposition 13 was enacted in 1978, the assessed valuation of real property in the "base year" of 1975-1976 may increase each year by the change in the Consumer Price Index (CPI), not to exceed 2% as long as it is held by the same owner. When there is a transfer of property ownership, or when property is newly constructed, it is reappraised at its current full market value. The property tax is imposed on real property (land and permanently attached improvements such as buildings) and tangible personal property (movable property) located within the state. By definition, this ad valorem tax is based on the property value, as defined in law, rather than on a fixed amount or benefit.

**PROPOSED BUDGET** - The financial and operating document submitted by the City Manager to the City Council for consideration.

**PROPOSITION 13** - Article XIII A of the California Constitution, commonly known as Proposition 13, which limits the maximum annual increase of any ad valorem tax on real property to 1% of the full cash value of such property.

**PURCHASED SERVICES** - This category covers a wide-range of services such as consulting services, outside professional, legal, and auditing services, county services, i.e., supplemental police patrol, and animal control services; City facilities maintenance services, etc.

**RDA** - Redevelopment Agency.

**RECEIVABLES-REDEVELOPMENT AGENCY** - This receivable sets out amounts due the City from the Redevelopment Agency making those funds unavailable for appropriations until received.

**REGULAR POSITION** - Any permanent position in the classified service that is required to be filled through certification, or by provisional appointment.

**REIMBURSEMENT FOR STATE MANDATED COSTS** - Article XIII B, Section 6 of the California Constitution which requires the State to reimburse local agencies for the cost of state-imposed programs. Process is commonly called "SB 90" after its original 1972 legislation.

**RESERVE** - An account used to record a portion of the fund balance as legally segregated for a specific use, usually at a future time.

**RESOLUTION** - A special order of the City Council which has a lower legal standing than an ordinance.

**REVENUES** - Monies received or anticipated by a local government from both tax and non-tax sources during the fiscal year.

**SALARIES AND BENEFITS** - This major category accounts for full-time and part-time employees, overtime expenses and all employee benefits, such as medical, dental, retirement, life insurance, long term disability, and workers compensation. Where applicable, uniform allowance is also included in this category.

**SALES TAX** - This tax is levied on goods and services at the point-of-sale. Sales tax in San Mateo County is 8.25% of which approximately 1% is returned to East Palo Alto for those sales which take place in East Palo Alto.

**SB 90** - Reimbursement process for state mandated costs, named after its original 1972 legislation.

**SERVICE CHARGES** - Charges imposed to support services to individuals or to cover the cost of providing such services. The fees charged are limited to the cost of providing the service or regulation required (plus overhead).

**SERVICES** - Expenditures/expenses for services.

**SINGLE AUDIT** - An audit performed in accordance with the Single Audit Act of 1984 and the Office of Management & Budget (OMB)

Circular A-128, Audits of State and Local Governments. The Single Audit Act allows or requires governments (depending on the amount of federal assistance received) to have one audit performed to meet the needs of the federal agencies.

**SPECIAL REVENUE FUND** - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes. GAAP only require the use of special revenue funds when legally mandated.

**SUCCESSOR AGENCY** – designated as the entity to the former redevelopment agency. The agency is given the authority, rights, powers, duties, and obligations previously provided to the former redevelopment agency under the Community Redevelopment Law, except for those that were repealed, restricted or amended in Assembly Bill 1X26. The purpose of the agency are 1)make payments on the redevelopment agency's enforceable obligations; and 2)wind down the activities of the redevelopment agency.

**SUPPLEMENTAL PROPERTY TAX** - In the event a property changes ownership, the county collects a supplemental property tax assessment in the current tax year by determining a supplemental value. In future tax periods, the property carries the full cash value.

**SUPPLIES AND MATERIALS** - This category of expenses relates to supplies needed and required to operate as a cost of doing business. Some of the major supplies consist of general office supplies, safety supplies, utilities and fuel for City vehicles, etc.

**TAX** - Compulsory charge levied by a government for the purpose of financing services performed for the common benefit.

**TAX ALLOCATED BONDS** - Bonds issued by redevelopment agencies to revitalize blighted and economically depressed areas of the community and to promote economic growth.

**TAX BASE** - The objects or transactions to which a tax is applied (e.g., parcels of property, retail sales, etc.). State law or local ordinances define the tax base and the objects or transactions exempted from taxation.

**TAX INCREMENT FINANCING** - A tax incentive designed to attract business investment by dedicating to the project area the new property tax revenues generate by redevelopment. The

increase in revenues (increment) is used to finance development-related costs in that district.

**TAX RATE** - The amount of tax applied to the tax base. The rate may be flat, incremental or a percentage of the tax base, or any other reasonable method.

**TEMPORARY POSITION** - A non-regular, temporary position created to meet a peak workload or other unusual work situation; can include seasonal or recurrent intermittent employment.

**TRANSIENT OCCUPANCY TAX (TOT)** - This is a general tax imposed on occupants for the privilege of occupying rooms in hotels, motels, inns, or other lodging facilities for 30 days or less. The current tax rate in East Palo Alto is 12%. Of the total tax anticipated to be received by the City, there is a 10% set-aside for children, youth, senior and families services and another 10% for housing services for the residents of East Palo Alto.

**TRUST FUNDS** - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

**UNDESIGNATED FUND BALANCE** - The City will maintain an Undesignated General Fund Balance to help mitigate the effects of such unanticipated situations as the following:

- a) Economic downturns
- b) Loss of revenues to or imposition of additional costs by other governmental agencies
- c) Errors in financial forecasting
- d) Natural disasters

**UNRESERVED FUND BALANCE** - That portion of a fund balance available for spending or appropriation in the future.

**UTILITY USER'S TAX** - This tax is imposed on the consumer (residential or commercial) of utilities – electric, gas, cable television, and telephone services. The current tax rate is 5%. The tax is collected by the companies providing the service as part of their billing process and is issued to the City.

**VLF** - See Motor Vehicle In-Lieu Fee.