
Woodland Park

COMMUNITIES

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5 Newell Court | East Palo Alto, California 94303
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September 27, 2019

Patrick Heisinger, Community Development Director
City of East Palo Alto
2415 University Avenue
East Palo Alto, CA 94303

Re: Application Submission for the Woodland Park Euclid Improvements

Dear Mr. Heisinger,

Woodland Park Communities is proud to submit an application for the Euclid Improvements, announced in December 2018. We have engaged in a pre-application process from January to September 2019, including a robust community engagement effort that built on the foundation of thorough engagement that we've conducted for the past several years.

This proposal celebrates the vision and goals of the city's Westside Area Plan and proposes to replace an aging residential complex with new 605-unit residential buildings, including a one-for-one replacement of 160 rent-stabilized units for existing tenants. We are proposing to make this 26% of the total units deed-restricted, to ensure housing stability for future tenants and lock-in the below market rents of existing tenants into the future.

We are deeply appreciative of the community for their engagement and input on the project. Their contributions helped us understand community priorities, which we have made extensive efforts to address in our proposal.

The plans reflect community-centered benefits inspired by this input, including approximately **one acre of public open space including a neighborhood park** and multi-use public spaces as well as **community space and neighborhood-serving retail**. The plans also reflect a **new bus stop, increased parking of 625 off-street and 71 on-street spaces**, and streetscape amenities fitting with the neighborhood. Additionally, we are committed to creating a **robust TDM program** that will further address concerns about parking and getting around. The project will provide a **net positive impact of \$23 million** on the City's general fund over 20 years, and \$15 million immediately in development fees.

We recognize that one of the biggest concerns people have is displacement. We believe it's critical that those living here now be able to stay and enjoy the benefits they helped inspire. To that end, we have included a "Tenant Protection and Community Housing Preservation Plan" which details our commitments to existing tenants and how we will **prevent displacement and preserve housing affordability and stability**.

Please know our continued commitment to our five community-based core principles for this project:

1. **No Displacement**
2. **Preserve Housing Affordability and Stability**
3. **Community Informed Plans**
4. **Better Parking and Mobility**
5. **Safer, Healthier Buildings**

Thank you for receiving our application and we look forward to continuing our engagement with the City, our tenants, and the broader East Palo Alto community, and contributing to realizing the Westside Area Plan vision.

Sincerely,



Mike Kramer
Woodland Park Communities

Woodland Park

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Application for Euclid Improvements

September 2019

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View from O'Connor Street

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1. Euclid Improvements – Overview and Project Description

September 2019

Overview

Woodland Park Communities is proud to present these application materials for our Euclid Improvements proposal, which we announced in December 2018, submitted a pre-application in January 2019, and for which we have undertaken a robust community engagement effort, building on the foundation of thorough engagement we've conducted for the past several years.

With no displacement, we propose to replace several aging, outdated structures with new mixed-income buildings that will replace all existing rent-stabilized units with new rent-stabilized units, increase the housing supply, and provide better parking and mobility options. This proposal will affect a small portion of our property – less than 10% of Woodland Park Apartments and less than 4% of the Westside.

We propose to replace all existing rent-stabilized units in the improvement area with new rent-stabilized units on a one-for-one basis, and all existing tenants will always be able to stay at Woodland Park. We also propose to increase the overall supply of housing by adding new units, which will be integrated with the rent-stabilized replacement units to create a mixed-income community serving a diverse range of income levels.

Despite California state law which says that new buildings cannot have rent control, we will voluntarily deed-restrict 26% of the total units to preserve the Rent Stabilization Program, ensure housing stability for future tenants, and lock-in the below-market rents of our existing tenants.

Before starting construction, we will provide improvement area tenants with relocation in the neighborhood in a similar Woodland Park apartment with the same number of bedrooms. When construction is complete, they will have the “right of return” to move into a new rent-stabilized apartment at the same rent-stabilized rent (with City-determined rent adjustments). We will pay the moving costs. In short, tenants can trade their old aging units for nice new units at no cost.

Replacing the old units with new buildings will allow us to provide the safe, high quality housing our tenants deserve. Not only will tenants be able to move into brand new units at their same existing rents, but they – and all Woodland Park tenants – will also be able to take advantage of additional new amenities, such as a local park, community spaces, and neighborhood-serving retail. We believe that the Euclid Improvements will be a great addition to the Westside, and help fulfill the vision of the City of East Palo Alto's Westside Area Plan.

Background

The current buildings are between 50 and over 100 years old and many are at the end of their useful lives, having been built inexpensively to obsolete standards. We have been making incremental improvements, but ultimately, maintenance and small-scale improvements alone won't be enough to keep up the buildings and our shared spaces at the high quality that our tenants deserve. After spending nearly three years understanding the property and having discussions with tenants about ways to improve the Westside, it is clear that the time has come to make more significant improvements. Our hope is to do so in a way that improves the quality of life for the improvement area tenants, all Woodland Park tenants, and the wider community.

Community-Centered Core Principles

For over three years, we have worked closely with our tenants, neighbors, community groups, city staff, and local officials to get to know the neighborhood and the community. The knowledge gained from our experiences and interactions, as well as the Westside Area Plan, has led us to develop the following five “Core Principles” to guide our work:

- 1. No Displacement:** All existing tenants will always be able to stay at Woodland Park, and can return to newly constructed replacement units at their same rent-stabilized rents.
- 2. Preserve Housing Affordability and Stability:** Despite state law which says that new buildings cannot have rent control, we will voluntarily deed-restrict 26% of the total units to be rent-controlled, replacing all existing rent-controlled units one-for-one, to preserve the Rent Stabilization Program, ensure housing stability for future tenants, and lock-in the below market rents of existing tenants.
- 3. Community Informed Plans:** We value community input. We create and seek opportunities to engage with our tenants and the community. We have held 17 community and tenant meetings regarding this proposal, and many small group and one-on-one conversations. This is a community-informed application, and we will continue to seek and respond to input and feedback.
- 4. Better Parking and Mobility:** Our plans include better parking and mobility options, including significantly more parking and a new bus stop, and improved options for walking, biking, and transit wherever possible. We will have a Transportation Demand Management (TDM) plan.
- 5. Safer, Healthier Buildings:** The buildings at Woodland Park are between 50 and over 100 years old, and many are at the end of their useful lives. They were built inexpensively to old standards, and were not always cared for by previous owners. We will create safer, healthier buildings that meet or exceed modern seismic and other life safety standards.

Working from these Core Principles, we have created a plan for the Euclid Improvements, as shown on the attached Site Plan (see page 6).

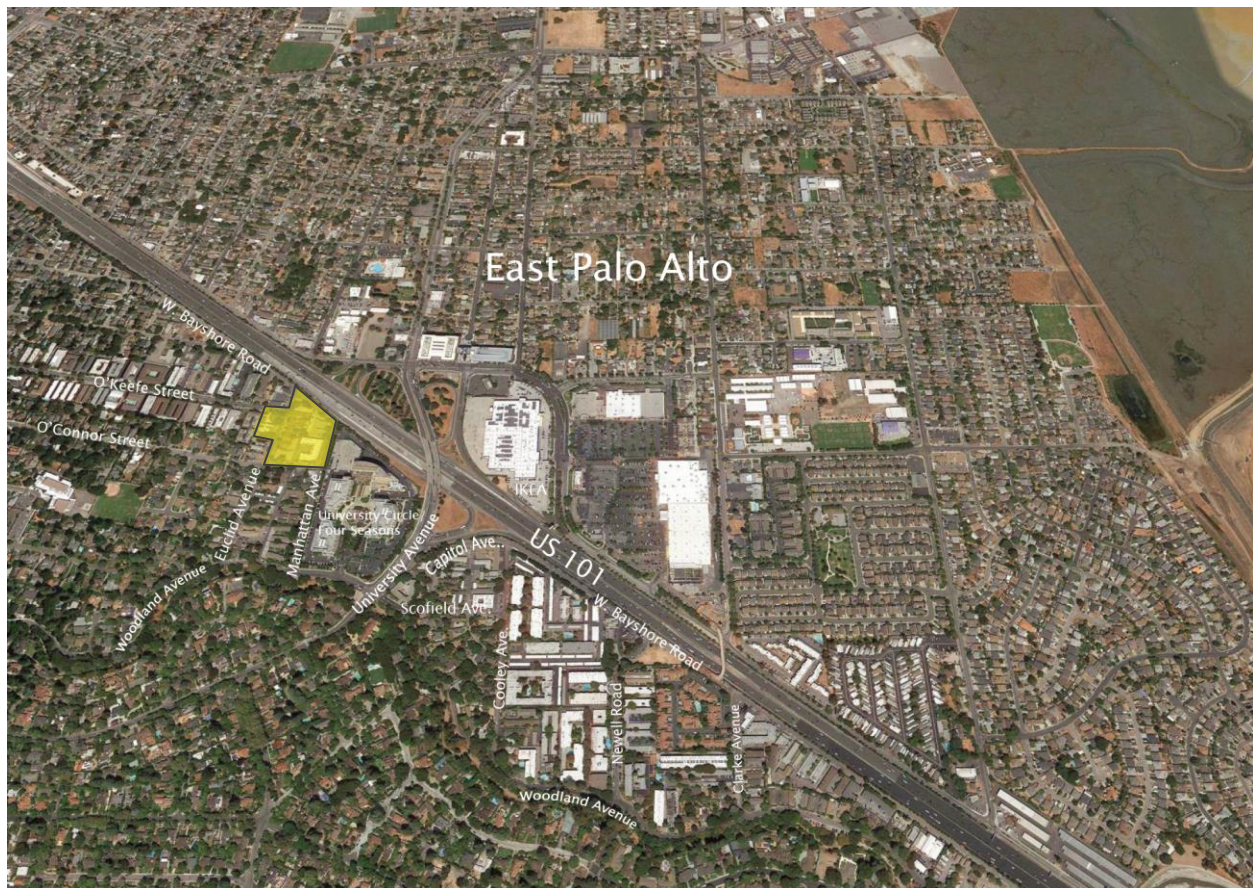
Euclid Improvements – Location

The improvement area is on East Palo Alto’s Westside, northwest of University Avenue, adjacent to Highway 101 and northwest of University Circle.

The proposed improvement area includes the following addresses:

2021 Euclid Ave.	2012 Euclid Ave.	2044 Euclid Ave.
2025 Euclid Ave.	2032 Euclid Ave.	2054 Euclid Ave.
2031 Euclid Ave.	2036 Euclid Ave.	501 O’Connor St.
2041 Euclid Ave. (previously known as 420 E. O’Keefe)	2040 Euclid Ave.	2001 Manhattan Ave.
2043 Euclid Ave.	2042 Euclid Ave.	2033 Manhattan Ave.

Site Location



Existing Conditions and Project Description

	<u>Existing</u>	<u>Proposed</u>
Area	3.9 acres	3.9 acres
Number of Buildings	15	2
Rent-Stabilized Units	160	160
Total Units	161	605
Height	Varies from 1 to 4 stories	Steps down from 13 to 5 stories Shorter than Four Seasons / University Circle next door
Off-street Parking Stalls	155	625
On-street Parking Stalls	52	71
Neighborhood-Serving Retail	None	Up to 5,000 square feet
Community Space	None	Up to 3,000 square feet
Public open space	None	Over 38,600 sf (0.9 acres), incl. neighborhood park

Site Plan



View of Euclid Ave from Plaza



Diversity of Unit Types

Our proposed unit mix would increase the variety of housing options available in the neighborhood

<u>Unit Type</u>	<u>Current</u>	<u>Proposed</u>
Studio	33%	31%
1 bedroom	64%	39%
2 bedrooms	2%	30%
3-4 bedrooms	1%	<1%

Community-Centered Approach

We are deeply committed to prioritizing community engagement and communications. Before and since submitting our pre-application for the Euclid Improvements, we have had several community meetings and have created a variety of other opportunities to understand the community’s vision for the neighborhood, respond to that vision, and get feedback from tenants, neighbors, and community members. We have listened carefully at these meetings and are using the information we learned to shape the Euclid Improvements proposal. We know that community engagement is more than just one-time or short-term community outreach. We are committed to creating long-term partnerships with Woodland Park tenants and East Palo Alto residents and organizations to ensure meaningful improvements to the quality of life on the Westside.

For a detailed list of our community engagement activities over the past three years, as well as focused engagement about the Euclid Improvements, please refer to Section 6 – Community Involvement Strategy on page 68. The following plans show several of the improvements we made during the pre-application process, based on community input:

Parking and Getting Around



Neighborhood Parks and Community Space and Retail



Safety



Deed-Restricted Rent Control

Rent Control was a foundation of the incorporation of East Palo Alto as a city, and our goal is to preserve it, as discussed in the Westside Area Plan. Despite California state law which says that new buildings cannot be required to have rent control, we will voluntarily deed-restrict 26% of the total units to ensure rent control into the future

Rent Control (also known as Rent Stabilization) ensures that any tenant who has lived in an apartment for more than one year will pay below market rent. Unlike income-restricted affordable housing, there are no qualifications based on income, wealth, immigration status, or household composition. Rent Control is the only form of housing affordability that favors long-term residents with deeper affordability than newcomers.

Furthering the Westside Area Plan

The East Palo Alto General Plan articulates community goals for the Westside, including 14 Guiding Principles. We strongly support these goals that the City developed through years of community input and analysis. We also recognize our duty as a major housing provider on the Westside to carefully implement the City's objectives. Our proposal complies with the Guiding Principles, as described below.

1. Avoid Displacement: All existing tenants will always be able to stay at Woodland Park, and can return to newly-constructed replacement units at their same rent-stabilized rents. We have the capacity to re-house affected tenants within the neighborhood and to enable these tenants to return to newly constructed, high quality housing at their rent-stabilized rents (with City-determined adjustments). This right of return and one-for-one replacement of rent-stabilized units protects existing tenants and maintains a viable Rent Stabilization Program.
2. Ensure Community Driven Process: We have established a strong track record of engaging with our community. We will continue to do so to refine our plans and proceed through the City's review process. Plans will be developed with significant input from our tenants and the community at large.
3. On-Going Community Participation: We will maintain and strengthen our dialogue with the community through ongoing community dinners, special events, smaller gatherings, and partnerships with local community groups. Our process will ensure that the community is represented, consulted, and respected in the planning process.
4. Provide Affordable Housing: All rent-stabilized units will be replaced one-for-one in new construction and there will be no net loss of affordable housing or housing in general. We are committed to ensuring replacement housing for our current tenants at rent-stabilized rents, and helping maintain a viable Rent Stabilization Program in East Palo Alto.

5. Maintain Diversity: The Westside’s greatest assets are its diversity and community. By ensuring tenants can stay in the neighborhood at their rent-stabilized rents, we can help preserve neighborhood diversity and community character. Additionally, to accommodate a diverse range of tenants, the proposal offers a range of unit types, including studios, one-bedroom, two-bedrooms, three-bedrooms, and four-bedrooms.
6. Promote Home Ownership: We provide rental housing, rather than ownership housing, and will continue to do so in the future. We support home ownership, but do not foresee an ownership proposal as part of the Euclid Improvements.
7. Improve Housing Quality: We work hard to improve housing quality through comprehensive maintenance of existing buildings. Some structures, however, are reaching the end of their useful lives. Maintenance activities can no longer effectively or efficiently improve the housing quality. All new buildings constructed will be safer, healthier buildings that meet or exceed modern seismic and other life safety standards. We intend to pursue Leadership in Energy and Environmental Design (LEED) certification or equivalent to create green buildings that are healthier for tenants and more energy efficient to reduce tenants’ utility costs.
8. Maintain Diversity of Housing Types and Unit Sizes: Woodland Park is comprised of various unit types and sizes including studio, one, two, three, and four-bedroom units, with some in townhouse and flexible configurations. The Euclid Improvements will maintain a diversity of unit sizes by replacing existing unit types on a one-for-one basis, and providing a diversity of unit sizes in the new additional units.
9. Connect the Westside to the City and Region: We are committed to improving mobility for our tenants by increasing pedestrian, bicycle, and transit access, including to the SamTrans, Caltrain, and VTA systems. Additionally, the Highway 101 pedestrian and bicycle overcrossing anchors into the Woodland Park community. We intend to make property-level improvements across the neighborhood to improve pedestrian and bicycle experiences and create a welcoming environment.
10. Address Infrastructure Needs: Our proposal offers the opportunity to improve the streetscape and upgrade water, sewer, and other utilities systems. We look forward to future discussions with the City, utility providers, and community stakeholders regarding opportunities to address infrastructure deficiencies.
11. Ensure New Development Pays its Fair Share: We agree it’s important to pay our fair share, and that’s why we are ensuring tenant housing stability through our No Displacement commitment. This is the foundation of our commitment to the community. It involves significant expense and far exceeds any other private project in the region. We will also discuss with the City and local stakeholders additional ways to ensure that our proposal contributes positively to East Palo Alto, including substantially increased property taxes, new sales tax from the retail space, and a percentage of gross residential receipts from the Measure O taxes. More information is in the Community Impact Report and Fiscal Impact Analysis.

12. Provide Diverse Parks, Community Facilities, and Shopping for All Residents: Our plans include an open, publicly accessible park on O'Connor Street between Euclid and Manhattan that will be accessible to all for recreation, relaxation, and social events. The proposal also includes amenities like flex space for neighborhood-serving retail that will offer shopping within walking distance for tenants and neighbors, and create a focal point for the community, adjacent to the new park. This will facilitate a high-quality pedestrian environment.
13. Improve Public Safety: We consistently look for ways to improve public safety and security. We already have improved exterior lighting as a part of our maintenance program. New construction offers the opportunity to integrate state-of-the-art public safety and lighting concepts into building design. New construction also allows seismic and life-safety upgrades not possible with simple renovation alone. Finally, new buildings with stoops and front doors facing the street combine with improved streetscapes to create a safer public realm and safer bicycle and pedestrian networks.
14. Beautify the Westside: We are focused on enhancing the physical environment in our neighborhood. Our high-quality design will include beautiful new buildings, street trees, streetscape, parks, and landscaping that reflects our careful attention to the public realm. The design will improve the quality and aesthetic appeal of the site with high quality architecture, materials, and pedestrian-oriented facades, while remaining rooted in the existing community character.

We recognize that the Westside Area Plan contains a framework for future development with parameters for future increases in density. We are following this process, proposing significant community benefits that have been informed by substantial community input.

Conclusion

We are pleased to present this application for replacement and new housing for the City of East Palo Alto. We look forward to working with the City on an Environmental Impact Review of this proposal, and continuing our engagement with tenants, community members, and other stakeholders about the Euclid Improvements.

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2. Westside Area Plan Required Application Information

The Westside Area Plan Policy 5.5 requests information from applicants who propose to increase density. This section provides an overview of this information and specifies where in the application materials the information can be found.

Proposed general plan and zoning for each parcel, including uses, building heights, and maximum development intensities

We are proposing a new Neighborhood Center Residential Overlay (NCO) zone, intended to allow ground-floor neighborhood-serving retail and community uses and additional housing units in the Multiple-Family High Density Residential Zone (R-HD) and the Multiple-Family Urban High Density Residential Zones (R-UHD).

The Euclid Improvements propose multiple-family residential uses with ground-floor neighborhood-serving retail and community space. Building heights will range from 5 to 13 stories across the site. The overall proposed development intensity is approximately 155 units/acre.

Further information can be found in Section 3 – Proposed General Plan and Zoning – on page 18.

Development program that identifies parcel-by-parcel information on existing and proposed uses

The existing uses on the site are multiple-family residential uses, a resident services office, and a community engagement office.

The proposed uses are multiple-family residential uses, resident services, community space, ground-floor neighborhood-serving retail, public space and a neighborhood park.

Further information can be found in the Plan Set on pages A100 and A101.

Affordable housing plan, including the amount, levels of affordability and location of each housing unit

With no displacement, the Euclid Improvements increase the overall supply of housing in the Westside area with safe, high-quality housing that will include full replacement of the existing rent-stabilized units and tenant protection for all rent-stabilized tenancies.

All existing tenants will always be able to stay at Woodland Park, and can return to newly constructed replacement units at their same rent-stabilized rents.

Despite state law which says that new buildings cannot have rent control, we will voluntarily deed-restrict 26% of the total units to be rent-controlled, replacing all existing rent-controlled units one-for-one, to continue to sustain the Rent Stabilization Program, ensure housing stability for future tenants, and lock-in the below market rents of existing tenants.

Further information can be found in Section 4 – Tenant Protection and Community Housing Plan – on page 20.

Relocation plan for existing tenants that incorporates policies 5.10, 5.11, and 5.12 of this chapter

Westside Area Plan (WSAP) policy 5.10 requires a relocation plan ensuring that tenants shall have housing provided from the moment they are temporarily displaced until they are relocated into a replacement unit, meeting certain criteria. Along with our Improvement Area tenants, we have co-created Relocation Commitments which ensure that tenants shall have housing provided from the moment they are temporarily relocated until they move back into a replacement unit. These Relocation Commitments meet or exceed all of the criteria in WSAP policy 5.10. They will be incorporated into a formal Relocation Plan that will be presented for City Council approval later in the application process.

WSAP policy 5.11 requires that sponsors of new development projects offer tenants relocation benefits as defined by the City. We are offering tenants no-cost relocation to another unit in the neighborhood and a first right of return to the new buildings, all at their current rent-stabilized rents, to ensure No Displacement. We do not intend to terminate any tenancies. Rather, we will relocate all Improvement Area tenants to replacement and right of return units to avoid displacement and preserve the stability of the affected tenants' housing, neighborhood, and community.

WSAP policy 5.12 discusses the land use vision for the Westside, including a predominant residential focus and neighborhood amenities including local-serving retail and a neighborhood meeting and focal point. Our proposal is consistent with this land use vision for the Westside, with a predominant residential focus, and neighborhood amenities including neighborhood-serving retail, community space, and a new neighborhood park.

Further information about our relocation plans can be found in Section 4 – *Tenant Protection and Community Housing Plan* – on page 20, and further information about or consistency with the overall policies and vision in the East Palo Alto General Plan and the Westside Area Plan can be found in Section 8 – *General Plan and Westside Area Plan Consistency Analysis* – on page 84.

Fiscal impact analysis for the City

The Euclid Improvements will improve the fiscal health of the City. Woodland Park Communities is including a Fiscal and Economic Impact Analysis conducted by Economic and Planning Systems, Inc. as part of the application package. This analysis shows that the Euclid Improvements will have a net positive fiscal and economic impact on the City, thereby improving the fiscal health of the City.

According to the analysis, the Euclid Improvements will result in a net fiscal benefit to the City's general fund of about \$1.09 million per year, increasing to about \$1.36 million per year in the future. Over a 20-year time horizon, the Euclid Improvements are expected to generate a cumulative net positive fiscal impact of over \$23 million. Moreover, the one-time development impact fees paid by Woodland Park could total about \$15 million for City capital improvement programs. Finally, construction of the project will directly support roughly 1,500 job years in the local economy, creating direct and indirect local investment of over \$460 million. The property operations will support new jobs and generate local economic demand creating \$6.7 million in net new spending per year.

The full Fiscal and Economic Impact Analysis by EPS can be found in Section 5 – Community Impact Report and Fiscal Impact Analysis – on page 37.

Description and analysis of how the City's rent stabilization program may be continued in the future, including sources of funding

We work collaboratively with the Rent Stabilization Board in the operation and management of the over 1,800 existing units at Woodland Park. Woodland Park Communities respects that the City's Rent Stabilization Program has been a defining attribute of the City since its incorporation more than thirty-five years ago. Going forward, Woodland Park Communities' proposal ensures the ongoing viability of the Rent Stabilization Program.

The Rent Stabilization Program is currently funded by annual registration fees paid on a per-unit basis on each rent-stabilized unit in the City. Woodland Park Communities' proposal to replace every rent-controlled unit on a one-for-one basis would ensure the ongoing viability of the Rent Stabilization Program. The number of rent-stabilized units would remain the same, meaning that the Rent Stabilization Program's funding level would remain the same. By maintaining the scope of the program and its funding source, the Euclid Improvements proposal would help the program be continued in the future.

Further information can be found in Section 4 – Tenant Protection and Community Housing Plan – on page 20.

Park and open space plan, including the number, acres and locations of new parks and open spaces

Based on community input and the Westside Area Plan, we are excited to greatly increase the amount of public open space in the neighborhood and add a new neighborhood park at the corner of O'Connor Street and Euclid Avenue as part of the Euclid Improvements.

Our plan includes over 38,600 square feet of public open space (0.9 acres), over 11,700 square feet of common open space, and over 9,000 square feet of private open space, as well as over 14,900 square feet of flexible multipurpose public open space. This represents a total of more than 68,000 square feet (1.6 acres) of public, private, and common open space, which increases to more than 83,000 square feet (1.9 acres) when including the flexible multipurpose open space.

Further information can be found in the Plan Set on page A400.

Water supply assessment with guarantees of long-term water availability and new sources of water

The building designers, David Baker Architects, performed a water supply assessment. The current properties use approximately 144 gallons per unit per day, and the proposed buildings are projected to use between 69-77 gallons per unit per day. Therefore, the new apartments are approximately twice as efficient as the current apartments, meaning they use approximately half as much water per unit per day compared to the existing units.

Additionally, the projected flow rate for the entire property is 31 gallons per minute, with a projected peak of 124 gallons per minute. Recent water flow tests indicated that the water lines to the site can deliver approximately 650 gpm. Therefore, the current water supply is adequate for the proposed buildings.

The full Water Supply Assessment by David Baker Architects can be found in Section 7 – Water Supply Assessment – on page 79.

Infrastructure improvement plan, including detailed information on all infrastructure and utilities

We are planning to substantially improve the local infrastructure as part of the Euclid Improvements proposal, including streetscape, sidewalks, bike and pedestrian infrastructure, new grading and drainage, improved utilities, and new stormwater management.

Further information can be found in the Plan Set on pages C.2 and C.4.

Street Network Plan

We will be improving the existing streetscape, as well as the related infrastructure, sidewalks, and street trees. There will be no new streets added as part of the Euclid Improvements.

Further information can be found in the Plan Set on page C.2.

Community Impact Report that details how the project applicant will satisfy the prerequisites for increase in intensity or change in use in Policy 5.3

Increases in development intensity over the currently allowed zoning intensity on the Westside must meet the criteria listed in Policy 5.3. Specific information on each of the items is required as part of the development application process. The following are the prerequisites for increased development intensity:

- Prevents displacement of existing residents.
- Provides for some income-restricted affordable housing.
- Preserves “right of return” for existing residents.
- Maintains the City’s Rent Stabilization Program.
- Includes new parks and open spaces or contributes to the provision of new parks and open spaces if it is a single project.
- Improves streets and infrastructure or contributes to the provision of new streets and infrastructure if it is a single project.
- Improves the fiscal health of the City.
- Beautifies the area.

The Euclid Improvements proposal meets all of these criteria. *A full Community Impact Report detailing how these criteria are met can be found in Section 5 – Community Impact Report and Fiscal Impact Analysis – on page 37.*

Community Involvement Strategy

Just over three-and-a-half years ago, we acquired the Woodland Park Apartments in East Palo Alto. As a local, family owned business with a long-term approach, we are committed to the East Palo Alto community and increasing the quality of life for our tenants. As part of this commitment, in 2017, Woodland Park Communities engaged two social impact firms, Studio O and Emily Weinstein Consulting to provide ongoing strategic guidance.

Woodland Park Communities has a deep understanding of the history of the Westside of East Palo Alto and the harmful legacy of the previous property owners. We have committed to helping rebuild the trust of our tenants by listening and responding to tenants’ needs and launching new community building efforts. As we determined there was a need to improve housing and replace certain buildings, this commitment meant engaging in a community-informed planning process for both short- and long-term property improvements, including a No Displacement commitment.

Led by Liz Ogbu and Emily Weinstein and a team of full time, bilingual community engagement staff located on the site, the Woodland Park community engagement approach takes into account the following fundamental principles: listen, repair community relationships, foster trust, create opportunities for community building, and engage around community informed plans.

The Community Involvement Strategy by Studio O and Emily Weinstein Consulting can be found in Section 6 – Community Involvement Strategy – on page 68.

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3. Proposed Zoning Overlay and General Plan Amendment

Proposed Zoning Overlay: Neighborhood Center Residential Overlay

The Neighborhood Center Residential Overlay (NCO) is intended to authorize ground-floor neighborhood-serving commercial and community uses and additional housing units in the Multiple-Family High Density Residential Zone (R-HD) and the Multiple-Family Urban High Density Residential Zones (R-UHD).

- A. The NCO overlay may be applied to properties in the R-HD or R-UHD zone. Where so applied, the development standards established by this chapter shall apply in lieu of the comparable standards established for the underlying R-HD or R-UHD zone.
- B. The NCO overlay shall apply to properties identified on the zoning map by the symbol “NCO” within parentheses, following the R-HD or R-UHD designation.
- C. For properties with the NCO overlay, the Development Standards for Residential Zone requirements in Table 2-2 for R-HD and R-UHD, as applicable, shall apply except as amended by the NCO standards in the table below.
- D. Local Serving Commercial. Local serving commercial uses are permitted on the ground floor of properties with the NCO overlay. Local Serving Commercial uses includes businesses fulfilling neighborhood needs, including convenience stores, produce market, cafes, coffee shops, bakeries, and similar establishments, restaurants open no later than 11:00 p.m., pharmacies, health clinics, banks and credit unions, personal services providers, and fitness clubs.

E. Development Standards for NCO	
Density	180 du/acre
Setbacks	
Front	5 ft.
Corner vision triangle	12 ft.
Side/Street Side	5 ft.
Rear	5 ft.
Height	15 stories or 135 feet, whichever is greater
Open Space	Common Open Space and Private Open Space may be aggregated without limitation
Common Open Space	50 sq. ft.
Private Open Space	
Ground Floor Units	50 sq. ft.
Upper Floor Units	50 sq. ft.
Parking	1.0 parking stalls with minimum dimensions of 8.5' x 16.5' per dwelling unit

Proposed General Plan Amendment

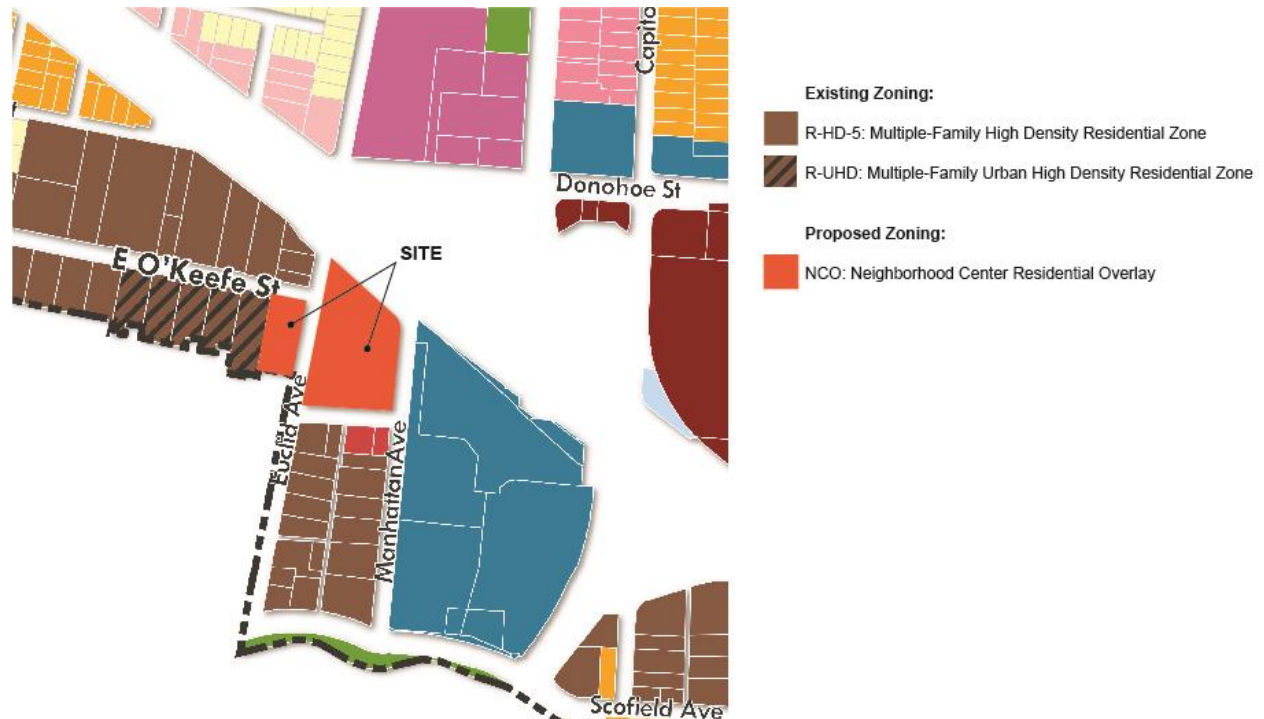
Propose adding the Neighborhood Center Residential Overlay (NCO) designation to the General Plan to allow for neighborhood-serving commercial and community uses on the ground floor, additional housing units, and increased building heights on High Density Residential (HDR) and Urban Residential (UR) land use designations included in the NCO overlay designation.

Neighborhood Center Residential Overlay (NCO)

Description: This overlay designation is intended to support the development of high density housing in limited locations in the City that have appropriate surrounding context. Mid-rise and high-rise residential development is encouraged, together with neighborhood-serving commercial and community uses to increase the availability of neighborhood services and amenities within walking distance of residents. Parking structures and innovative parking strategies are encouraged.

Allowed Land Uses: High-density, multi-family dwellings, such as rental apartments, condominiums, single room occupancy (SRO) developments, neighborhood-serving commercial, and parks/plazas/open space, education, cultural, public assembly, public uses. Other uses may be allowed if they are compatible and serve the needs of residents living in the higher-density residences.

Proposed General Plan Map and Zoning Map Including NCO Overlay



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4. Tenant Protection and Community Housing Preservation Plan

Introduction

With no displacement, Woodland Park Communities is proposing to replace several aging, outdated structures with new mixed-income multifamily residential buildings as part of our Euclid Improvements. We will replace 160 existing rent-stabilized apartments with 605 newly constructed apartments, 26% of which will be deed-restricted rent-stabilized apartments, replacing the existing apartments one for one. We will improve existing parking challenges with a 625-vehicle parking facility and increase street parking by 37% as well as create a neighborhood hub that includes a new neighborhood park, a new ground floor neighborhood-serving retail area, and new landscaping and pathways to enhance pedestrian and bicycle connectivity within the site and the adjacent neighborhoods.

Informed by years of community outreach, Woodland Park Communities has designed the Euclid Improvements to meet the goals of the East Palo Alto General Plan, including the Westside Area Plan. The Euclid Improvements increase the overall supply of housing in the Westside area with safe, high-quality housing that will include full replacement of the existing rent-stabilized units and tenant protection for all rent-stabilized tenancies. These goals are further fulfilled by the proposed new local park and community space, improved mobility amenities, new neighborhood-serving retail on the ground floor, new landscaping and street trees to beautify the new park and open space areas, and new energy efficient buildings with energy conservation features and appliances to help promote overall sustainability and reduce monthly utility expenses for tenants.

This Tenant Protection and Community Housing Preservation Plan is a core component of the Euclid Improvements. This Plan will prevent displacement of tenants from the existing apartments on the Euclid Improvements site and it will preserve 160 brand new rent-stabilized units through a recorded deed restriction. The Plan is comprised of the following components:

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A. Overall Woodland Park Tenant Protection and Community Housing Preservation Plan

1. The Euclid Improvements include the replacement of 100% of the existing 160 rent-stabilized apartments with newly constructed deed-restricted rent-stabilized apartments that will be protected into the future.
2. Current tenants of existing rent-stabilized apartments have the guaranteed right to relocate to a replacement apartment owned by Woodland Park Communities (with the same number of bedrooms) within the Woodland Park Westside neighborhood, with the same rent-stabilization protections, and with no rent increases (except as normally determined by the Rent Board), while the Euclid Improvements are being constructed.
3. Tenants relocated to a replacement apartment have the right to return to a newly constructed apartment, with the same number of bedrooms, with the same rent-stabilization protections, and with no rent increases (except as normally determined by the Rent Board), when the Euclid Improvements are complete.
4. Tenants will receive professional moving services to and from replacement housing, at no cost to Tenants.
5. Ongoing community engagement, which has already informed the design and core principles of the Euclid Improvements and this Tenant Protection and Community Housing Preservation Plan, will continue throughout the tenant relocation, project construction and completion, and tenant return processes. Woodland Park Communities has and will continue to have a Community Engagement Manager and bilingual community engagement team, including relocation experts from an external consultant, to assist tenants with relocation, and to implement a variety of events, meetings, and programs to create and maintain connections with the community.

B. General Implementation of General Plan and Westside Area Plan

The Euclid Improvements have been designed to assure the full realization the General Plan and Westside Area Plan visions, including tenant protection and community housing preservation and enhancement.

Enhancing the Westside Area is a guiding principle of the General Plan and the Westside Area Plan. The General Plan requires preserving existing affordable housing stock and beautifying the area with parks, open spaces and community spaces, while assuring no net loss in the number of residential units in the area.

The Westside Area Plan guidelines require avoiding displacement, providing affordable rental housing, maintaining population diversity, improving housing quality, maintaining diversity of housing types and unit sizes, and beautifying the Westside.

Among the City's land use goals are directives to encourage more infill housing in existing neighborhoods to expand the amount and diversity of available housing, establish a balance of market rate and affordable housing, and encourage a mix of residential unit size, type, and level of affordability in existing and new housing, as well as assure no net loss in the number of residential units. See, General Plan, Goal LU-3, 3.1, 3.2, 3.3, 3.4. See, also, General Plan, Westside Area Plan, Goal W-1, 5.3.

The Euclid Improvements meet all of these goals. The proposal increases the overall quantity of housing available in the Westside Area with a robust mixture of unit sizes, contributes to establishing a balance of market rate, workforce, and affordable housing in the area, and guarantees no net loss in the number of residential units. The Euclid Improvement Area currently contains a variety of unit sizes, including studios, one, two, three, and four-bedroom units. The Euclid Improvements will maintain the diversity of unit sizes in the newly constructed buildings, including enough of each size to ensure that each affected tenancy can return to a unit with the same number of bedrooms. This approach further supports the City's goals of expanding multi-family housing in the City and maximizing the number of residential units in areas designated as Medium Density, High Density and Urban Residential. *See*, General Plan, Goal LU-4, 4.2. The Euclid Improvements Project area is designated as High Density and Urban Residential.

The Euclid Improvements proposal also fulfills the City's goal to develop strategies to address critical parking issues in residential areas to balance the need for more parking with the impact of parking on the built environment. *See*, General Plan, Goal LU-6. While the Project incorporates more and better parking, the proposal also includes improvements to increase pedestrian, bicycle, and transit access. Such improvements will enhance the physical infrastructure, expand bicycle and pedestrian networks, and generally create a safer and more welcoming environment.

The proposal supports the City's goal to improve East Palo Alto's tax base by expanding existing revenue sources and maximizing development and business growth by developing neighborhood-serving retail and making infrastructure improvements in the Westside Area. *See*, General Plan, ED-1, 1.8, 1-10. The Project includes a commercial use area specifically sized and located to provide neighborhood-serving retail. The Project also and proposes to improve the streetscape and upgrade water, sewer, and other utility systems. These infrastructure improvements will also create opportunities for other development that supports the City's economic and livability goals. Additionally, most immediately, the Project will increase the number of households available to patronize new and existing neighborhood businesses, and assure their success. As proposed, the Project also facilitates the Westside Area Plan goal to support and expand small-scale retail to serve the needs of Westside Area residents. *See*, General Plan, Westside Area Plan, Goal W-4.4. Other potential contributions from the Project to the economic health of East Palo Alto include substantially increased property taxes, new sales tax, and a percentage of gross residential receipts from the Measure O taxes.

A more specific analysis of how the Euclid Improvements fulfill the Westside Area Plan requirements regarding relocation is included in Section 2 below.

C. No Net Loss: Replacement of Existing Units

The 160 existing rent-stabilized apartments are located in buildings that are between 50 and over 100 years old, and vary in size from studios to four (4) bedrooms. These rent-stabilized apartments are part of the Woodland Park Westside Area community of multi-family apartment buildings. The affected apartment unit are approximately nine percent (9%) of the housing units in the Woodland Park Westside Area community. Every existing rent-stabilized apartment on the Project site will be replaced with a new deed-restricted rent-stabilized apartment in the Project.

D. Maintaining the Rent Stabilization Program

Woodland Park Communities complies with the Rent Stabilization Ordinance and works collaboratively with the Rent Stabilization Board in the operation and management of the 1,800+ existing units at Woodland Park. Woodland Park respects that the City’s Rent Stabilization Program has been a defining attribute of the City since its incorporation more than thirty-five years ago. Going forward, Woodland Park’s proposal ensures the ongoing viability of the Rent Stabilization Program.

The Rent Stabilization Program is currently funded by annual registration fees paid on a per-unit basis for each rent-stabilized unit in the City. These funds sustain a staffing level of two full-time employees to meet the programmatic and operational needs of the Rent Stabilization Program.

Woodland Park’s proposal to replace every rent-controlled unit on a one-for-one basis would ensure the ongoing viability of the Rent Stabilization Program. The number of rent-stabilized units would remain the same, meaning that the Rent Stabilization Program’s jurisdiction and funding level would remain the same. By maintaining the scope of the program and its funding source, the Euclid Improvements proposal would protect the program from either attrition among rent-controlled units or erosion of funding. The Rent Stabilization Program should be able to maintain its existing level of staffing and its existing level of administrative and programmatic work.

E. Affordable Housing Plan

The Euclid Improvements will preserve housing affordability and stability. Despite the Costa-Hawkins Act, which exempts newly constructed units from rent control, the Euclid Improvements will nonetheless contain 26% deed-restricted rent-controlled units, replacing all existing rent-controlled units one-for-one, to preserve the Rent Stabilization Program, ensure housing stability for future tenants, and lock-in the below-market rents of our existing tenants.

Rent control meets important and otherwise unmet affordable housing needs in the City of East Palo Alto. It is the only form of housing affordability that favors long-term residents, providing deeper affordability than for newcomers. Any tenant who has lived in a unit for more than a year pays below market rent. And, unlike income-restricted affordable housing, there are no qualifications based on income, wealth, immigration status, or household composition. Rather, rent control provides a flexible, cost-effective, scalable form of affordable housing that has been particularly valuable and enduring in East Palo Alto for decades. Rent-controlled rental housing is a valuable source of workforce housing.

The proposed development project will not generate any additional need for affordable housing. It is providing 26% of the total housing as deed-restricted rent-controlled units, which preserves all of the existing affordable housing on site at the existing levels of affordability. To the extent that the project has any effect on the housing market, it will create new housing, which will alleviate the housing shortage and provide additional needed supply to meet the very high demand for housing in East Palo Alto.

The market rate units are necessary to fund the construction and ongoing operation of the 26% deed-restricted rent control units. Moreover, the benefits to the City of this particular project greatly outweigh its burden. The Euclid Improvements will provide significant public benefits, including the first permanent public park on the Westside, the City’s first new deed-restricted rent-controlled housing, neighborhood-serving retail space, and improved parking and mobility options. As explained above, the project would not

increase demand for affordable housing, but would instead meet the demand for affordable and market rate housing, thereby reducing the housing shortage.

F. Relocation Planning Process

Understanding that No Displacement and relocation planning would be of central importance to the affected tenants and the community, Woodland Park Communities began planning for relocation and housing stability very early. Woodland Park Communities has completed a community-informed process to create and revise a set of Relocation Commitments to the tenants within the Euclid Improvement Area. In response to tenant and community interest, Woodland Park Communities developed, in collaboration with tenants and the community, unilateral “Relocation Commitments” that Woodland Park promises to fulfill during the relocation process. We have met with the affected tenants, the broader community, and local organizations to develop, discuss, and revise these Relocation Commitments. We have also made presentations to, answered questions from, and received feedback from, the City of East Palo Alto’s Planning Commission, Rent Stabilization Board, and City Council. The Relocation Commitments are presented in full later in this document.

Woodland Park anticipates that these Relocation Commitments will serve as the “term sheet” from which a more detailed “Relocation Plan” will be drafted, and approved by the City Council pursuant to the Westside Area Plan Policy 5.10.

The following table summarizes what we heard and what we changed or did in response to what we learned from the community through the community-informed process.

	What We Heard	What We Changed in Response
1.	Requests to “reflect back” what we have heard and indicate what we have changed in response.	This table reflects back the comments we received from the community and summarizes the changes that were made in the Relocation Commitments in response to that feedback.
2.	Requests that the Relocation Commitments be in writing.	We have circulated the Draft Relocation Commitments in writing and distributed them by hand delivery and mail to affected residents, as well as in person at meetings, information booths, and community meetings. The final Relocation Commitments are also being distributed in writing.
3.	Requests that the Relocation Commitments be signed.	The Relocation Commitments are signed by Mike Kramer, the authorized signatory for Woodland Park.
4.	There were too many separate requirements.	We streamlined the requirements to be clearer and more straightforward.
5.	Concern that tenants have an opportunity to fix any problems with their tenancies so that they can exercise their right of return	We added our expectation that all affected tenants will be eligible for a right of return and re-articulated our goal of No Displacement. We added a commitment to collaborate with affected tenants and other community stakeholders toward achieving this goal of No Displacement.

		We also added a commitment to give tenants an opportunity to fix any problems so that they can exercise their right of return.
6.	Some affected tenants want to move as soon as possible and other community stakeholders are concerned about the early move process	<p>We know that the Euclid Improvements will require approval from the City and we have added this information to the Relocation Commitments. We expect a robust public entitlement process and commit to working collaboratively with the community.</p> <p>We also understand certain affected tenants’ desire to move sooner rather than later and will accommodate that desire. No one will be required to move into a replacement apartment before the City has approved the Euclid Improvements.</p> <p>We added information about the early move process being optional and at affected tenants’ discretion. We also extended the early move timing to create additional flexibility for affected tenants.</p>
7.	Affected tenants may need more time to select a replacement or right of return apartment.	We doubled the amount of time for affected tenants to select apartments.
8.	Confusion about the condition of the replacement apartments and right of return apartments.	We clarified that the replacement apartments will be existing apartments in move-in condition and we clarified that right of return apartments will be newly constructed apartments in brand-new condition.
9.	Questions about how long an individual move would take.	We specified that most moves will take no more than one day.
10.	Tenants may want contact information for legal resources.	We work collaboratively with the City of East Palo Alto’s Rent Stabilization Program and community groups, including community groups that provide legal resources. We provide tenants with referrals to local resources.
11.	Delivery of notices needs to be careful and trackable to ensure that tenants receive information.	We commit to mail and deliver notices. We will conduct further research about other best practices that will ensure that affected tenants receive the relevant information.
12.	Requests that we discuss the relocation commitments with tenants outside of the affected area.	We discussed relocation commitments with Woodland Park tenants who live outside of the Euclid Improvement Area, as well as with community members, community groups, the Planning Commission, the Rent Stabilization Board, and the City Council.

G. **Relocation Commitments: Woodland Park’s Promises to Affected Tenants.**

The document shown in the following pages was developed over a 12-month process in collaboration with affected tenants and community stakeholders. It represents Woodland Park’s relocation promises to affected tenants. Woodland Park has also circulated the Relocation Commitments in English and Spanish.

Euclid Improvements – Relocation Commitments
Woodland Park’s Promises to You

August 26, 2019

Introduction

Woodland Park Communities worked with Improvement Area tenants since late 2018 to create written relocation commitments that come from our conversations with tenants, the City’s Westside Area Plan, and other local laws. A detailed Relocation Plan will go to City Council for approval along with the proposal for the Euclid Improvements later in the process. These Relocation Commitments will be the foundation of that plan; they are our promises and guarantees to you. They reinforce our commitment to **No Displacement**.

Eligibility

Woodland Park makes these relocation commitments to you, the tenants within the Euclid Improvement Area, who were tenants as of December 2018 and who continue their Woodland Park tenancy without interruption. All of the commitments apply on a “per apartment” basis.

General Commitments

1.) **Rent level:** You will pay the same rent you otherwise would if nothing happened – there will be no rent increases (except as normally determined by the Rent Board). Each tenant will get an apartment with the same number of bedrooms. Each tenant’s original security deposit amount will remain the same and be transferred to the new apartment. Everyone currently pays for utilities and will continue to pay for utilities. In the event that a tenant’s utility bill increased substantially due to a change in utility metering, Woodland Park would work with the tenant to reduce the tenant’s overall monthly costs to a similar level they would have been if nothing happened.

2.) **Moving:** Woodland Park will pay for and arrange your moves between Woodland Park apartments. The services of a licensed mover will be provided at no cost to you. The licensed mover will be insured and will use its own boxes to pack and move all of your belongings. We will provide dumpsters in which to discard any furniture or other belongings that you no longer need. You will need to transfer any utilities that are in your name and change your address as necessary.

3.) **Communications:** We will continue to hold meetings and invite affected tenants. We will continue to communicate information by hand-delivering notifications to each apartment. If possible, we may also communicate with tenants via mail, text message, phone and/or email. You will need to provide us with up-to-date contact information if you wish to receive text messages, phone messages, or emails.

4.) **Collaboration:** We will continue to work with affected tenants and community stakeholders to make the relocation process as smooth and convenient as possible, and to achieve our goal of no displacement. We will seek input and approval from City Council about our relocation plans.

Replacement Apartment Commitments. These commitments apply when you are moving out of the apartment in the Euclid Improvement Area to an existing, move-in condition Woodland Park apartment.

5.) **Timing.** You will have the choice of a tenant-requested move or a move after project approval. We expect that the two processes will be the same, except that if you complete a tenant-requested move prior to March 31, 2020, we will waive any past-due charges other than rent that are on your ledger as of May 1, 2019.

- a. Tenant-requested moves. Tenant-requested moves are optional and are open to any affected tenant who is interested in moving in the near future. We will provide you with a notice at least 30 days before the optional tenant-requested move process begins.
- b. Moves after project approval. Moves after project approval will occur as soon as the City of East Palo Alto approves the Euclid Improvements, which is anticipated to occur in 2020.

You will decide if you prefer an tenant-requested move or a move after project approval – there is no limit or requirement for a specific number of tenant-requested moves or moves after project approval that we want to achieve or can accommodate.

6.) Replacement apartments: You will receive a replacement apartment with the same number of bedrooms. The replacement apartments will be in move-in condition. Replacement apartments will be offered on a first-come, first-served basis throughout the Woodland Park neighborhood. Although we can guarantee an apartment with the same number of bedrooms, we cannot guarantee the availability of any particular apartment or location. You will have the same number of parking spaces associated with the replacement apartment as you currently have under your existing lease.

7.) Replacement apartment selection steps:

- a. Step 1: Notice. The Management Office delivers a “Replacement Apartment Notice” including a preference letter that you will complete and map of the Woodland Park neighborhood. This is expected to occur in the fall of 2019.
- b. Step 2: Submission and Processing. You submit the completed preference letter to the Management Office, signed by all tenants on the lease, following the instructions on the Notice. Once completed, the Management Office provides you with a time and date stamped copy of the submitted letter. Preference letters are processed in the order in which they are received.
- c. Step 3: Touring. You and Management schedule a tour date on a mutually agreeable date, which may include a weekend day. On the tour date, you will be offered two replacement apartment options. Management will attempt to provide two replacement options in the area of your choice, if available.
- d. Step 4: Selection. You have four days after the tour to select the replacement apartment by signing a new lease. If you do not select an apartment by signing a lease, you will be automatically assigned to a replacement apartment at Management’s discretion.
- e. Step 5: Moving. You and Management schedule the move date into the replacement apartment. You are prepared for and move on the scheduled date with the services of a licensed mover that we arrange at no cost to you. Most moves will take no more than one day.

Right of Return Commitments. These commitments apply when you are exercising your right of return to the Euclid Improvement Area. You are not required to exercise your right of return; you can permanently stay in your replacement apartment. We anticipate that all of the affected tenants will be eligible for a right of return.

8.) Right of return requirements: Tenants in the Euclid Improvement Area as of December 2018 who have continued their tenancy in a replacement apartment without interruption have a right of return into the Euclid Improvement Area after the Euclid Improvements are constructed. We anticipate that the Euclid Improvements will be complete in 2023. In order to exercise the right of return, you must:

- a. **Good standing.** Live in the Woodland Park replacement apartment and have fulfilled all of your obligations during the replacement apartment selection and moving process. This includes being in good standing, with no back rent owed, no past-due balances owed, and no open lease violations. It also includes covering any damages (beyond normal wear and tear) to your replacement apartment and replenishing your security deposit to its original amount. We will work with tenants who are not in good standing and provide opportunities to fix issues or correct errors. Our goal is for 100% of our tenants to be in good standing.
- b. **Communication.** Complete the letter of interest and submit it to the Management Office, following the instructions in the letter. You must select one of the right of return apartments that is offered to you by signing a new lease.
- c. **Moving.** Move on the scheduled move day with the services of a licensed mover at no cost to you.

We commit to work with tenants who have not met one or more of these requirements and to give such tenants an opportunity to fix the problem(s) so they can meet the requirements and exercise their right of return.

9.) **Right of return apartments:** Each tenant with a right of return will be offered a newly-constructed apartment with the same number of bedrooms. The new apartments will be in brand-new condition and they will be offered on a first-come, first-served basis within the Euclid Improvement Area. Although we can guarantee an apartment with the same number of bedrooms, we cannot guarantee the availability of any particular apartment or location. You will have the same number of parking spaces associated with the right of return apartment as you currently have under your existing lease.

10.) **Right of return apartment choice steps:**

- a. **Step 1: Notice.** The Management Office delivers a "Right of Return Notice," which includes a form letter of interest.
- b. **Step 2: Submission and Processing.** You submit a completed letter of interest to the Management Office, signed by all tenants on the lease. Once completed, the Management Office provides you with a time and date stamped copy of the submitted letter. Letters of interest are processed in the order in which they are received. The deadline will be listed in the Right of Return Notice. We expect that the deadline will be several months after you receive the Right of Return Notice and will be about 30 days after the estimated date on which the City of East Palo Alto determines that the new buildings are finished.
- c. **Step 3: Touring.** You and Management schedule a tour date on a mutually agreeable date, which may include a weekend day. On the tour date, you are offered two right of return apartment options.
- d. **Step 4: Selection.** You have four days after the tour to select the right of return apartment. You select the right of return apartment by signing a new lease. You and Management schedule the move date into the right of return apartment.
- e. **Step 5: Moving.** You are prepared for and move on the scheduled date with the services of a licensed mover that we arrange at no cost to you. Most moves will take no more than one day.

H. Relocation Commitments—Consistency with Westside Area Plan and City of East Palo Alto Policies

The Relocation Commitments included above are consistent with the City of East Palo Alto’s policies, including the Westside Area Plan, Development Code, and Tenant Protection Ordinance. The following tables explain how the Relocation Commitments are consistent with each of the City’s applicable policies.

a. Westside Area Plan

	Policy	Consistency Analysis
Guiding Principle 1	Avoid displacement. Existing renters should have the right to continue to live on the Westside. If housing is renovated, existing residents should be provided a similar size unit, with similar amenities, at comparable rents.	No Displacement is the first core principle of the Euclid Improvements proposal. The overall proposal and the Relocation Commitments have been designed to ensure that there is no displacement. The Relocation Commitments provide affected tenants the right to continue to live on the Westside and remain in East Palo Alto. Affected tenants will be provided a replacement apartment and, if applicable, a newly-constructed right of return apartment with the same number of bedrooms. Affected tenants have the ability to return to a right of return unit at the same monthly rent they would have been paying if nothing had happened. There will be no rent increases (except as normally determined by the Rent Board).
5.3	Prerequisites for new development per Policy 5.2 (above):	
	<ul style="list-style-type: none"> Prevent displacement of existing residents. 	<ul style="list-style-type: none"> The Relocation Commitments prevent the displacement of existing residents by ensuring that all affected tenants can stay in the Westside neighborhood without interruption, paying the same rent as they otherwise would if nothing happened.
	<ul style="list-style-type: none"> Preserves “right of return” for existing residents. 	<ul style="list-style-type: none"> The Relocation Commitments include a right of return for affected tenants.
	<ul style="list-style-type: none"> Maintains the City’s Rent Stabilization Program. 	<ul style="list-style-type: none"> The rent-controlled units in the Euclid Improvement Area will be replaced with new rent-controlled units with the same number of bedrooms. This ensures that the overall number of rent-controlled units will remain the same, thereby helping to maintain the City’s Rent Stabilization Program.

	Policy	Consistency Analysis
5.5	Application information for increased density. Project applicant shall provide detailed information on a Relocation plan for existing tenants that incorporates policies 5.10, 5.11, and 5.12 of this chapter.	The Relocation Commitments are Woodland Park’s unilateral commitment to relocate affected tenants in accordance with information gathered during the community-informed process and the City’s policies, including WSAP policies 5.10, 5.11, and 5.12 (discussed below). Woodland Park will seek City Council approval of a Relocation Plan during the entitlement process.
5.9	First Right of Return. Require that existing tenants displaced by new development or rehabilitation of existing dwelling units be afforded the following rights:	The Relocation Commitments provide affected tenants with the following rights:
	<ul style="list-style-type: none"> • The ability to return to a unit at the same level of affordability (measured in monthly rent) as the prior unit. 	<ul style="list-style-type: none"> • Affected tenants have the ability to return to a newly-constructed right of return unit at the same monthly rent they would have been paying if nothing had happened. There will be no rent increases (except as normally determined by the Rent Board).
	<ul style="list-style-type: none"> • The ability to return to a unit of comparable size with the same or greater number of bedrooms. 	<ul style="list-style-type: none"> • Affected tenants will be provided a replacement apartment and, if applicable, a newly-constructed right of return apartment with the same number of bedrooms.
	<ul style="list-style-type: none"> • The ability to return to replacement housing regardless of immigration status, to the extent that this can occur under current law. If tenants are unable to return due to immigration status, the project sponsor shall find the tenant a comparable unit in terms of size and cost to the original unit. 	<ul style="list-style-type: none"> • Affected tenants will have the ability to move into replacement housing and right of return units regardless of immigration status. Immigration status will not be considered during the relocation process.
5.10	Relocation Plan. Prior to project approval, require development projects that are proposing increases in intensity or to demolish RSO units, to prepare, and the City approve, a “relocation plan” that accounts for all tenants displaced by new construction. The tenants shall have housing provided from the moment they are displaced until they	Based on the Relocation Commitments being submitted with the project application, Woodland Park will prepare and seek City approval of a relocation plan that accounts for all tenants who will be affected by construction. The affected tenants who elect to continue their tenancies will have uninterrupted housing within the Westside neighborhood at all times, from the present day through and until a move into a

	Policy	Consistency Analysis
	<p>are relocated into a replacement unit. The relocation plan must meet the following criteria:</p>	<p>replacement apartment and a move into a right of return apartment.</p>
	<ul style="list-style-type: none"> • Provide temporary housing within East Palo Alto or within 10 miles of the prior home. 	<ul style="list-style-type: none"> • The temporary housing in “replacement apartments” will be in the Westside neighborhood of East Palo Alto within the Woodland Park community. In every instance, the replacement apartment will be within 1 mile of the prior home.
	<ul style="list-style-type: none"> • Does not require the crossing of the Dumbarton Bridge. 	<ul style="list-style-type: none"> • The temporary housing will not require the crossing of the Dumbarton Bridge.
	<ul style="list-style-type: none"> • Must not pay more in rent than paying in the prior home. 	<ul style="list-style-type: none"> • The affected tenants will pay the same amount of monthly rent that they have been paying for their existing homes, as though nothing had happened. There will be no rent increases (except as normally determined by the Rent Board).
	<ul style="list-style-type: none"> • All costs of relocation must be paid for by the project sponsor. 	<ul style="list-style-type: none"> • Woodland Park will pay for and arrange the moves between Woodland Park apartments with a licensed and insured mover. The mover will use its own boxes to pack and move all of affected tenants’ belongings. Woodland Park will also provide dumpsters in which to discard any furniture or other belongings that are longer needed.
	<ul style="list-style-type: none"> • Moving process between units must occur quickly and efficiently and to minimize the inconvenience of the tenant. 	<ul style="list-style-type: none"> • The moving process will occur quickly and efficiently. Woodland Park anticipates that each household’s move will be completed within 1 day to minimize the inconvenience to the affected tenants.
	<ul style="list-style-type: none"> • Replacement housing must be completed within one and a half years to minimize impacts to tenants. 	<ul style="list-style-type: none"> • Woodland Park will work diligently to complete replacement housing within one and a half years to minimize impacts to tenants. This WSAP policy implicitly requires that the City of East Palo Alto collaborate with Woodland Park to ensure timely and efficient completion of approvals, construction, and inspections to facilitate the completion of replacement housing.

	Policy	Consistency Analysis
5.11	<p>Relocation benefits. Require that sponsors of new development projects offer tenants the choice between reserving replacement housing or receiving relocation payments as defined by City of East Palo Alto Ordinances.</p>	<p>In accordance with the WSAP’s first Guiding Principle to “Avoid Displacement,” Woodland Park’s first core principle in the Euclid Improvement Area is “No Displacement.” Woodland Park intends for all existing tenants of the Euclid Improvement Area to be able to stay in the Westside neighborhood throughout construction of the Euclid Improvements and to have a right of return into the newly constructed apartments.</p> <p>We have heard throughout the community-informed process that many of our tenants deeply value the neighborhood, the community, and their relationships with their neighbors. They want to retain stable housing with their neighbors, in the same neighborhood. We support our tenants’ desire to preserve the continuity of their community on the Westside, and more particularly, within the Euclid Improvement Area. To that end, the Relocation Commitments ensure that all affected tenants can stay in the neighborhood and the community without interruption.</p> <p>None of the affected tenants have requested a relocation payment in lieu of replacement and right of return housing. Rather, they are concerned with being able to remain in the neighborhood with as little disruption as possible. The Relocation Commitments address our tenants’ concerns.</p> <p>We are concerned that offering a relocation payment to affected tenants may encourage displacement by offering a monetary payment to leave the neighborhood, the community, and the neighbors. This would be contrary to the Westside Area Plan’s #1 Guiding Principle: <i>Avoid Displacement</i> and the Euclid Improvement proposal’s first core principle: <i>No Displacement</i>.</p> <p>Nonetheless, as explained below, the Relocation Commitments comply with the City’s ordinances. Woodland Park does not intend to terminate any tenancies. Rather, Woodland Park will relocate all affected tenants to replacement and right of</p>

	Policy	Consistency Analysis
		return units to avoid displacement and preserve the stability of the affected tenants’ housing, neighborhood, and community.

b. Development Code

	Policy	Consistency Analysis
18.48.220(F)	Merger, Demolition or Elimination of Affordable Dwelling Units. If the units in a building to be merged, demolished, or eliminated are occupied, the provisions of Municipal Code Chapter 14.02 pertaining to tenant protections and the Municipal Code Chapter 14.08 pertaining to the Ellis Act, shall be complied with, unless the units are in a building owned by a non-profit housing organization or the tenant elects to receive replacement housing.	Woodland Park does not intend to terminate any tenancies. Rather, Woodland Park complies with this Development Code provision by relocating all affected tenants to replacement and right of return units to avoid displacement and preserve the stability of the affected tenants’ housing, neighborhood, and community.

c. Tenant Protection Ordinance

	Policy	Consistency Analysis
14.02.150	Tenant Relocation assistance when units are to be demolished or removed.	The Euclid Improvements proposal intends to demolish and replace units that are occupied by the affected tenants. The affected tenants will have uninterrupted housing within the Westside neighborhood at all times, from the present day through and until a move into a replacement apartment and a move into a right of return apartment.
A.	The provisions of this section are intended to provide relocation assistance to tenants facing eviction due to demolition or removal of the rental unit and where a notice of intent to terminate the tenancy is given by either the landlord or the tenant as required by Civil Code Section 1946.	Woodland Park does not intend for any affected tenants to face eviction or to give any notices of intent to terminate a tenancy. Woodland Park will provide uninterrupted housing to affected tenants throughout the development process. This section of the Tenant Protection Ordinance is not applicable. It articulates what a landlord must do to assist the tenant when the landlord is permanently eliminating the tenant’s housing and the tenant must

	Policy	Consistency Analysis
		seek new housing on the open market at current market rates. Here, Woodland Park will not permanently eliminate affected tenants’ housing and the affected tenants need not seek new housing on the open market. Therefore, the relocation provisions are inapplicable.

d. Ellis Act

	Policy	Consistency Analysis
14.08	Ellis Act	The Ellis Act regulates the withdrawal of rental units from the housing market. It implements state law that permits residential property owners to go out of the rental housing business. Woodland Park is not withdrawing any units from the housing market and is not going out of the rental housing business. The Ellis Act does not apply.
14.08.030(6)	“Withdrawal” means the eviction of all tenants from units on a particular property through compliance with the requirements of this chapter and implementing regulations. Such withdrawal results in a removal of rental units from the housing market under the terms and conditions set forth in this chapter, and as such is a limited form of removal by means other than conversion or demolition.	Woodland Park does not intend to evict any affected tenant. Moreover, it will demolish and replace the dwelling units in the Euclid Improvement Area. Therefore, because no eviction is intended and because the existing units will be demolished and replaced, there will be no “withdrawal” of units under the Ellis Act. These provisions do not apply.

I. Relocation Capabilities: Woodland Park’s Proven Track Record

Since taking ownership, Woodland Park Communities has heard from several existing tenants that they want to live in a different location within the neighborhood or downsize to a smaller apartment. In response to these tenant requests, Woodland Park offered the Resident Preference Pilot (“RPP”) in the fall of 2017. It allowed tenants to elect to move into different, move-in condition apartments of the same or smaller size, while retaining their below-market rent-stabilized rent level. Woodland Park hired relocation specialists to assist in designing the RPP and facilitating tenant communication, counseling, and moves. Woodland Park also paid for and arranged all of the moves, with the services of a licensed and insured moving company.

The RPP was an overwhelming success. The tenants who participated reported that they appreciated the opportunity to move into a move-in condition unit that better met their family’s needs, at no additional cost. They reported that the counseling and moving processes were run smoothly and clearly.

Through the successful implementation of the RPP, Woodland Park Communities has proven that it can relocate tenants to other apartments within the neighborhood with minimal disruption to tenants’ lives. Woodland Park Communities developed the policies and procedures necessary to make this work, and created a relationship with relocation experts and a moving company to roll out the RPP. The RPP model provides a “proof of concept” that the process outlined in the Relocation Commitments can be implemented in an efficient and effective manner.

J. Criteria to be Considered in Connection with the Conditional Use Permit for Demolition of Rent-Controlled Units

Municipal Code section 18.48.220 requires the issuance of a conditional use permit prior to demolition of affordable dwelling units, including rent-stabilized units. There are a number of criteria for the City to consider in the issuance of such a conditional use permit. The following analysis describes how Woodland Park Communities’ proposal meets or exceeds the criteria.

Woodland Park Communities currently owns and operates, with the assistance of a third-party management company, more than 1,800 apartments in East Palo Alto. Woodland Park Communities purchased the properties in February 2016. Since then, Woodland Park Communities has worked hard to improve customer service and has maintained, to the best of its ability, its housing in a decent, safe, and sanitary condition. There is no history of serious, continuing Code violations. When a maintenance issue or other condition requiring repair or attention has been brought to Woodland Park Communities’ attention by tenants or City staff, Woodland Park Communities has worked diligently to resolve the issue in a timely and professional manner.

The Euclid Improvements proposal will replace the aging existing housing units on a one-for-one basis with new housing units. This has the effect of conserving and, in fact, increasing the quantity of existing housing. As discussed in greater detail above, existing tenants in the Euclid Improvement area can stay in the neighborhood and will have a right of return into the new buildings. This has the effect of preserving the existing neighborhood and its residents so that the social fabric, including the existing cultural and economic neighborhood diversity, are preserved. It also means that existing tenants will be able to stay around to benefit from the amenities that the Euclid Improvements will bring.

All of Woodland Park Communities’ residential properties are rental properties and there is no owner-occupied housing. The existing rental housing in the Euclid Improvements area would be replaced with rental housing, so there would be no conversion of rental housing to any other form of tenure or occupancy. There are no “owner-occupied” units in the Euclid Improvement area, so no owner-occupied housing is proposed to be removed.

Each of the existing rent-controlled units will be replaced with a rent-controlled unit that has the same number of bedrooms. This protects the relative affordability of existing housing: affected tenants will continue to pay the same below-market rent amount as they would if nothing had happened. The Euclid Improvements will include 445 units in addition to the 160 replacement units. This maximizes the density on the site and increases the number of on-site bedrooms and dwelling units, including units that are sized for families of all sizes.

The existing housing at Woodland Park is between 50 and over 100 years old and many buildings are at the end of their useful life. They were built inexpensively to old standards, and were not always cared for by previous owners. Woodland Park Communities has been making incremental improvements such as two community pop-up parks, but ultimately, maintenance and small-scale improvements will not be enough to keep up the buildings and our shared spaces at the high quality that our community deserves. The existing housing cannot be brought up to current code and safety standards, and cannot even be meaningfully remodeled through interior or exterior alterations. Rather, the Euclid Improvements will create safer, healthier buildings that meet or exceed modern seismic and other life safety standards.

The removal is consistent with the General Plan policies, as explained in Section 2 above and Section 8 below. As described in the Universal Planning Application and attached drawings, the project is of superb architectural and urban design, meeting all relevant design guidelines, to enhance the existing neighborhood character.

The proposed project will be reviewed and analyzed in an environmental impact report and Woodland Park Communities will comply with all applicable environmental requirements, including for dust control, sound pollution, and proper disposal of debris.

In sum, this Tenant Protection and Community Housing Preservation Plan, in conjunction with the other application materials, demonstrates that the Euclid Improvements proposal will advance the public interest of the Westside neighborhood in particular, and the City of East Palo Alto more generally. The proposal is consistent with the City’s policies, ordinances, rules, and regulations. Finally, the Project is necessary to permit construction of special needs facilities, including the City’s first permanent public park on the Westside, the City’s first new deed-restricted rent-controlled housing, neighborhood-serving retail space, and improved parking and mobility options.

5. Community Impact Report and Fiscal Impact Analysis

The Westside Area Plan Policy 5.5 requests information from applicants who propose to increase density. The requested information includes a community impact report that details how the proposal will satisfy the prerequisites for increases in intensity or change in use in Policy 5.3 as well as a fiscal impact analysis.

Economic and Planning Systems, Inc. (EPS) was engaged to perform a Fiscal and Economic Impact Analysis, which can be found on page 43.

Community Impact Report – Satisfying the Community Requirements in Westside Area Plan Policy 5.3

The below Community Impact Report explains how the Euclid Improvements will satisfy the prerequisites in Westside Area Plan Policy 5.3.

Prevents Displacement of Existing Residents

For more than three years, we have worked closely with our tenants, neighbors, community groups, city staff, and local officials to get to know the neighborhood and the community. The knowledge gained from our experiences and interactions, together with the Westside Area Plan, led us to develop a total of five “Core Principles,” around which the Euclid Improvements are being designed. The top core principle, first and foremost, is No Displacement.

We are firmly committed to preventing displacement and have developed a comprehensive strategy for ensuring that all existing tenants will always be able to stay at Woodland Park and can return to newly constructed replacement units at their same rent-stabilized rents. Prevention of displacement is so important that we did not want to wait until final entitlements to propose a plan and make commitments to our tenants and the community. Rather, it was and is our first priority.

To that end, we developed and began a robust community engagement process to understand our tenants’ needs and hopes. Through that process, we learned a lot about what our affected tenants need in order to remain in the neighborhood and return to a newly constructed apartment in the Euclid Improvements. We have designed a relocation process that reflects what we learned from the community and prevents displacement of existing residents.

Woodland Park Communities has developed, in collaboration with tenants and the community, unilateral “Relocation Commitments” that we promise to fulfill during the relocation process. We have met with the affected tenants, the broader community, and local organizations to develop, discuss, and revise the Relocation Commitments. We have also made presentations to, answered questions from, and received feedback from the City of East Palo Alto’s Planning Commission, Rent Stabilization Board, and City Council.

Woodland Park Communities anticipates that these Relocation Commitments will serve as the “term sheet” from which a more detailed “Relocation Plan” will be drafted in the future, and approved by the City Council pursuant to the Westside Area Plan Policy 5.10.

The Relocation Commitments are included in their entirety in the Tenant Protection and Community Housing Preservation Plan, in Section 4 above. In general, affected tenants will be moved to an available

replacement apartment of their choosing within the Westside neighborhood during construction. After construction, affected tenants will have the right of return into a newly constructed apartment in the Euclid Improvements. Throughout, they will pay the same rent they otherwise would if nothing happened. More specifically, the commitments ensure the following:

1. Rent level: Affected tenants will pay the same rent they otherwise would if nothing happened – there will be no rent increases (except as normally determined by the Rent Board). Each tenant will get an apartment with the same number of bedrooms. Each tenant’s original security deposit amount will remain the same and be transferred to the new apartment. Everyone currently pays for utilities and will continue to pay for utilities. In the event that a tenant’s utility bill increased substantially due to a change in utility metering, Woodland Park Communities would work with the tenant to reduce the tenant’s overall monthly costs to a similar level they would have been if nothing happened.
2. Moving: Woodland Park will pay for and arrange tenants’ moves between Woodland Park apartments. The services of a licensed mover will be provided at no cost to tenants. The licensed mover will be insured and will use its own boxes to pack and move all of the tenants’ belongings. We will provide dumpsters in which to discard any furniture or other belongings that affected tenants no longer need. Tenants will need to transfer any utilities that are in their names and change their addresses as necessary.
3. Communications: We will continue to hold meetings and invite affected tenants. We will continue to communicate information by hand-delivering notifications to each apartment. If possible, we may also communicate with tenants via mail, text message, phone and/or email. Affected tenants will need to provide us with up-to-date contact information if they wish to receive text messages, phone messages, or emails.
4. Collaboration: We will continue to work with affected tenants and community stakeholders to make the relocation process as smooth and convenient as possible, and to achieve our goal of no displacement. We will seek input and approval from City Council about our relocation plans.

These are our promises to the affected tenants and the community. We will prevent displacement by providing replacement housing in the neighborhood, giving a first right of return to newly constructed units, and keeping affected tenants’ housing costs stable. We intend that all affected tenants will stay in the neighborhood and the community without displacement.

Looking ahead, we anticipate that a detailed Relocation Plan will go to City Council for approval along with the proposal for the Euclid Improvements later in the process. Our Relocation Commitments will be the foundation of that plan; they are our promises and guarantees that reinforce our commitment to No Displacement. There is additional information about the Relocation Commitments and relocation in general in the Tenant Protection and Community Housing Preservation Plan above.

Provides for some income-restricted affordable housing

Woodland Park provides for some affordable housing in a number of ways. First, Woodland Park Communities pays and will continue to pay Measure O taxes, which were adopted by the voters of East Palo Alto for the purpose of increasing affordable housing. Woodland Park Communities pays the largest share of Measure O taxes in the City. This currently comes to about \$450,000 each year, increasing over

time, in perpetuity. The Measure O payments will eventually increase to account for the new Euclid Improvements. The Fiscal and Economic Impact Analysis indicates that when the Euclid Improvements are subject to the Measure O tax, they will pay an additional \$350,000 per year. This steady income stream allows the City to build new income-restricted affordable housing and otherwise meet its affordable housing goals.

Second, Woodland Park Communities is proposing deed-restricted rent-controlled housing to preserve housing affordability and stability. Despite California state law which says that new buildings cannot have rent control, we will voluntarily deed-restrict 26% of the total units, replacing all existing rent-controlled units one-for-one, to continue to sustain the Rent Stabilization Program, ensure housing stability for future tenants, and lock-in the below-market rents of our existing tenants.

Rent control meets important and otherwise unmet affordable housing needs in the City of East Palo Alto. It is the only form of housing affordability that favors long-term residents with deeper affordability than newcomers. Any tenant who has lived in a unit for more than a year pays below market rent. And unlike income-restricted affordable housing, there are no qualifications based on income, wealth, immigration status, or household composition. Rather, rent control provides a flexible, cost-effective, scalable form of affordable housing that has been particularly valuable and enduring in East Palo Alto for decades. Rent control provides a valuable source of workforce housing.

Woodland Park's rent-controlled housing will be privately funded; Woodland Park Communities will not seek tax credits or any other type of public funding for this affordable housing. The City will be receiving affordable housing without using any of its resources or other governmental resources from the state or federal government to create this new housing. Using this rent control-focused approach, the Euclid Improvements will not compete for tax credits with other income-restricted affordable housing projects proposed in East Palo Alto, such as the Light Tree Apartments or 965 Weeks Street. Woodland Park Communities' privately funded approach saves the public resources for other affordable housing projects to leverage.

Preserves “Right of Return” for Existing Residents

Woodland Park Communities preserves the right of return for affected residents. We have committed to the right of return in the Relocation Commitments, which are explained in greater detail in the Tenant Protection and Community Housing Preservation Plan.

The Relocation Commitments promise that tenants in the Euclid Improvement Area as of December 2018, when the Euclid Improvements were announced, who have continued their tenancy in a replacement apartment without interruption, have a right of return into the Euclid Improvement Area after the Euclid Improvements are constructed.

We anticipate that all of the affected tenants will be eligible for a right of return. We commit to work with tenants who have not met one or more of the requirements of their tenancies or their right of return to give such tenants an opportunity to fix any issue(s) so they can meet the requirements and exercise their right of return.

No affected tenant will be required to exercise their right of return. Affected tenants will have the choice to permanently stay in their replacement apartment if they want.

For tenants who choose to exercise their right of return, Woodland Park Communities will offer a newly-constructed apartment with the same number of bedrooms. The new apartments will be in brand-new condition and they will be offered on a first-come, first-served basis within the Euclid Improvement Area. Although Woodland Park can guarantee an apartment with the same number of bedrooms, we cannot guarantee the availability of any particular apartment or location. Each affected tenant will have the same number of parking spaces associated with the right of return apartment as they have currently have under their existing lease.

Maintains the City’s Rent Stabilization Program

The Euclid Improvements will help maintain and sustain the City’s Rent Stabilization Program. Woodland Park Communities is the largest single source of funds of the Rent Stabilization Program, paying nearly \$400,000 per year in annual registration fees. Woodland Park Communities complies with the Rent Stabilization Ordinance and works collaboratively with the Rent Stabilization in the operation and management of the 1,800+ existing rent-controlled units on Woodland Park property.

Woodland Park Communities respects that the City’s Rent Stabilization Program has been a defining attribute of the City since its incorporation more than thirty-five years ago. Going forward, Woodland Park Communities’ proposal ensures the ongoing viability of the Rent Stabilization Program. The Rent Stabilization Program is currently funded by annual registration fees paid on a per-unit basis for each rent-stabilized unit in the City. These funds sustain a staffing level of two full-time employees to meet the programming and operational needs of the Rent Stabilization Program.

Woodland Park Communities’ proposal to replace every rent-controlled unit on a one-for-one basis will ensure the ongoing viability of the Rent Stabilization Program. The number of rent-stabilized units will remain the same, meaning that the Rent Stabilization Program’s jurisdiction and funding level will remain the same. By maintaining the scope of the program and its funding source, the Euclid Improvements proposal will protect the program from either attrition among rent-controlled units or erosion of funding. The Rent Stabilization Program should be able to maintain its existing level of staffing and its existing level of administrative and programming work.

Includes New Parks and Open Spaces or Contributes to the Provision of New Parks and Open Space if It is a Single Project

The Euclid Improvements include a new park and new open spaces. We are proposing approximately one acre of new public open space, including a neighborhood park at the corner of Euclid Avenue and O’Connor Street. This new neighborhood park will be the first permanent park on the Westside of East Palo Alto and will be designed for flexible uses, so that it can host a wide variety of activities including kids play, adult fitness, and social space for parties.

The park will be oriented to connect with a large community space in the adjacent building that will facilitate access to both the park and the building. Beyond the community space, we are proposing flexible and appropriately sized spaces for neighborhood-serving retail activities. We anticipate that these would include locally focused options like a convenience store, café, clinic, or pharmacy.

Woodland Park Communities is also proposing flexible public spaces along the street frontage of Euclid, between O’Connor and East O’Keefe. These public use spaces can be used for different activities at different times. For example, they might be used for parking during high parking demand hours or they may be

closed to parking during community events, creating more open space and places for the community to gather.

Together, the new permanent park at the corner and the community space, retail space, and flexible public spaces will form new gathering spaces for tenants, neighbors, and the community. We believe that these connected public spaces will allow people to strengthen community relationships, spend more time together and outdoors, and strengthen the feeling of “place” on the Westside.

There will also be other open spaces in the Euclid Improvements, including a pet area, pedestrian plazas, bike parking, walkways, lobbies, and green street frontages. Finally, there will be some private open space such as balconies.

Improves Streets and Infrastructure or Contributes to the Provision of New Streets and Infrastructure if it is a Single Project

Based on what we have learned from the community and the Westside Area Plan, a core principle guiding the design of the Euclid Improvements is “Better Parking and Mobility.” Woodland Park Communities often hears about tenants’ desire for better parking and more options for getting around. The Euclid Improvements will include better parking and mobility options, as well as improved options for walking, biking, and transit wherever possible. These improvements include upgrades of the streets and the infrastructure.

We have heard that tenants and neighbors often find traffic and parking challenging, and alternative transit options tend to be limited and often not convenient. In response, we are proposing a number of street and infrastructure improvements. On the streets, we will not only improve the physical street infrastructure on the pavement and sidewalks, but we will add pedestrian and bike safety features. We propose significantly more and safer street parking, with fewer cut-outs for driveways and new angled parking. Woodland Park Communities also proposes drop-off zones at building entries.

The Euclid Improvements also include better transportation infrastructure. Woodland Park Communities has already improved the school bus stop at the corner of Euclid and O’Connor to make it safer for children and more pleasant for caregivers. Woodland Park Communities now proposes a new sheltered bus stop and bike parking, also at the corner of Euclid and O’Connor. We are working with SamTrans and other local transit providers to discuss expanded or improved routes to better serve the neighborhood.

Woodland Park Communities is also proposing to improve parking infrastructure. We are seeking parking agreements with local property owners that have surplus parking. We are increasing off-street parking with a central garage that will increase the parking ratio from its current level. We also propose to work with the City to increase on-street parking through better, safer use of the existing on-street space.

Finally, Woodland Park Communities will work with the City to perform a full traffic study as part of an Environmental Impact Report. We will then implement a Transportation Demand Management (TDM) Plan with a variety of transportation options.

Improves the Fiscal Health of the City

The Euclid Improvements will improve the fiscal health of the City. Woodland Park Communities is including a Fiscal and Economic Impact Analysis conducted by Economic and Planning Systems, Inc. as part of the application package. This analysis shows that the Euclid Improvements will have a net positive fiscal and economic impact on the City, thereby improving the fiscal health of the City.

According to the analysis, the Euclid Improvements will result in a net fiscal benefit to the City's general fund of about \$1.04 million per year, increasing to about \$1.33 million per year in the future. Over a 20-year time horizon, the Euclid Improvements are expected to generate a cumulative net positive fiscal impact of about \$23 million. Moreover, the one-time development impact fees paid by Woodland Park could total about \$15 million for City capital improvement programs. Finally, construction of the project will directly support roughly 1,500 job years in the local economy, creating direct and indirect local investment of over \$460 million. The property operations will support new jobs and generate local economic demand creating \$6.7 million in net new spending per year.

More information and analysis can be found in the Fiscal and Economic Impact Analysis.

Beautifies the Area

The Euclid Improvements will improve the appearance of the neighborhood, while preserving its character. The existing neighborhood houses a vibrant community of people who live in housing that is between 50 and more than 100 years old. Many of these structures are at the end of their useful lives. They were built inexpensively to old standards. Each parcel was developed at a different time, under different zoning rules, by different developers who had different visions. Many if not all of the properties were developed before the City was incorporated, so the City did not have the opportunity to influence the design or development envelopes of the properties. The buildings and surrounding land were not always cared for by previous owners.

The Euclid Improvements are being designed to the highest architectural and landscape standards with special attention to the public realm. Woodland Park Communities has selected an award-winning design team that has experience in East Palo Alto, including David Baker Architects, which is working on 965 Weeks Street, and Hood Design Landscape Architects, which designed Cooley Landing. The design will improve the quality and aesthetic appeal of the site with high quality architecture, materials, and pedestrian-oriented facades, while remaining rooted in the existing community character.

There will be an active and vibrant streetscape that ties the Euclid Improvements to its surrounding and welcomes the neighbors into the site. The new park and exterior open spaces are being designed by landscape architects to not only integrate into the existing neighborhood context, but to also engage and be reflective of the existing local community. The buildings are designed to be beautiful, safe, fit into the local context, and comfortable for the tenants, visitors, and neighbors. The project plans and renderings in the application materials illustrate the high level to which beautiful spaces and views have been considered as a core part of the design. The beautiful buildings will fit within the neighborhood context.

We believe that with these design features, the Euclid Improvements will beautify the area, benefitting the entire community. And with our tenant protection efforts, we're working to make sure that in particular, the existing tenants will be able to stay and enjoy this becoming an even nicer place to live.

MEMORANDUM

To: Woodland Park Communities
From: Economic & Planning Systems, Inc.
Subject: Fiscal and Economic Impact Analysis of the Proposed Euclid Improvements Project; EPS #181057
Date: September 25, 2019

The Economics of Land Use



Woodland Park Communities retained Economic & Planning Systems, Inc. (EPS) to prepare a fiscal and economic impact analysis of the proposed "Euclid Improvements" project in the City of East Palo Alto. The proposed project seeks to replace 160 existing rent-stabilized units with 605 mixed-income apartments and up to 8,000 square feet of retail and/or community/nonprofit space.

This EPS analysis considers the likely effects of the proposed project on the City of East Palo Alto General Fund and the local economy. Specifically, the fiscal analysis identifies whether the proposed project will generate adequate City revenues to cover the costs of providing ongoing services to new residents and employees. In addition, the economic impact analysis evaluates the potential effect of the project on employment, employee compensation, and sales (i.e., economic output). All findings are preliminary and subject to change as additional data and information from the City and other stakeholders are made available. The analysis presents impact estimates in constant 2019 dollars.

The following **Summary of Findings** highlights EPS estimates of the project's net positive fiscal and economic impacts at project stabilization. Actual fiscal and economic impacts will depend on a number of factors that cannot be predicted with certainty, including the market performance of the project, future changes in City or State budgeting practices, the efficiency of various City departments in providing services, and other factors. Critical analytical inputs relied upon by the analysis include assumptions provided by Woodland Park Communities, City and County documents, and EPS industry knowledge, among other sources. EPS has not conducted an independent audit of the City's budget, performed in-depth interviews with service-providing City departments, or conducted detailed market analysis.

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Summary of Findings

- 1. The proposed mixed-use project will result in a net fiscal benefit to the City of East Palo Alto General Fund of about \$1.09 million per year, increasing to \$1.36 million in the future.***

This analysis estimates that the net annual fiscal impact of the proposed project on the City’s General Fund is positive and significant at project stabilization, as shown in **Table 1**. This impact estimate reflects net new General Fund revenues of \$1.46 million and net new City General Fund expenditures of \$0.37 million. Net new revenues increase to \$1.73 million at year 11 when Measure O requirements apply. The estimated \$1.09 million net additional City funds at project stabilization and \$1.36 million at year 11 are over and above the positive net fiscal impact that the “baseline” existing uses currently have on the General Fund. The project’s net new contribution to the General Fund will be available to support a range of potential City services.

Table 1 Fiscal Impact Summary at Project Stabilization and Year 11

Revenue/ Expense Category	Net Impact at Stabilization ¹	Net Impact at Year 11
Total General Fund Revenues	\$1,457,000	\$1,727,000
Total General Fund Expenditures	\$369,000	\$369,000
ANNUAL FISCAL IMPACT ON GENERAL FUND	\$1,089,000	\$1,358,000

[1] The project is assumed to stabilize by Year 3. Additional revenues as a result of Measure O start Year 11; see Table 14 for yearly fiscal impact schedule.

- 2. At project buildout, Property Tax will account for the largest revenue source to the City.***

The proposed project is projected to generate nearly \$1.1 million in annual property tax revenue accruing to the City’s General Fund. This is an increase of \$0.98 million over the current \$111,000 in annual property tax revenue generated by the existing 160 units on site. The growth in property tax revenue is attributable to the anticipated \$310 million increase in the assessed value of the project parcels, from about \$35 million today to an estimated \$345 million after the project is delivered.

- 3. The proposed project’s most significant cost to the City’s General Fund is likely to be borne by the Police Department.***

Assuming that calls for service increase with the intensity of development, the analysis estimates that the cost of police services will grow from about \$100,000 per year today to approximately \$366,000 per year at project stabilization. This estimate reflects EPS professional experience with police department cost factors. Since EPS has not interviewed City staff, Police and other General Fund cost estimates may be refined in the future based on coordination with the City’s police department and other City representatives.

4. Over a 20-year time horizon, the project is expected to generate a cumulative net positive fiscal impact of about \$23.3 million.

The City levies a Residential Rental Business License Tax (Measure O) which applies to all units starting 10 years after a certificate of occupancy has been issued. Accounting for this tax increase commencing in year 11, the project generates an additional \$0.27 million annually in net fiscal impact, increasing the total net impact from \$1.09 million to \$1.36 million per year. The cumulative net impact of the project is estimated at about \$2.05 million in year three, \$9.68 million in year 10, and over \$23.26 million in year 20.

5. One-time development impact fees paid by the project developer could total roughly \$15 million.

The City of East Palo Alto currently charges development impact fees including a (1) Parks and Trails fee, (2) Public Facilities fee, (3) Transportation Infrastructure fee, (4) Storm Drainage fee, (5) Water Capacity Fee, and (6) Residential Impact fee. Based on the City's most recent fee schedule (effective July 2019), the total development impact fees are \$33,166 per unit.¹ Assuming that Woodland Park Communities pays impact fees on the net new units delivered by the project, roughly \$15 million would be generated for City capital improvement programs. Additional development impact fees levied by the local school district will be an additional cost for the project and benefit for the community.

6. Construction of the Euclid Improvements project will cost an estimated \$320 million and directly support roughly 1,500 job years in the local economy.

Assuming the project is constructed over a three-year period, an average of 500 jobs will be supported throughout the development period. This direct employment and associated spending in the local economy is anticipated to stimulate an additional \$100 million+ in economic "ripple" effects in the local economy, with the total economic significance of the investment resulting in a one-time benefit that approaches \$460 million. **Table 2** summarizes estimated one-time impacts from construction.

¹ City of East Palo Alto City-wide Development Impact Fee Program, Community and Economic Development Department, Engineering Division

Table 2 One-Time Economic Impact from Construction

Impact Type	Jobs	Employee Compensation	Value Added ¹	Total Output
Direct Effect	1,500	\$139,135,000	\$188,611,000	\$320,000,000
Indirect Effect	450	\$33,047,000	\$49,056,000	\$71,412,000
Induced Effect	400	\$26,385,000	\$45,924,000	\$67,424,000
Total Effect	2,350	\$198,567,000	\$283,591,000	\$458,836,000

[1] Comparable to gross domestic product (GDP).
 Sources: IMPLAN; Economic & Planning Systems, Inc.

7. The proposed project’s operations will support new jobs and generate demand for goods and services in the local economy, creating about \$6.7 million in net new spending annually in the local economy.

In addition to tax revenue for the City and construction period benefits, the project will generate new ongoing employment and spending in East Palo Alto as well as additional economic activity created by the project’s “ripple effect” in the local economy (within San Mateo County). EPS estimates that the project will directly support about 99 jobs and \$6.3 million in spending in the local economy. These part-time and full-time jobs result from operations and maintenance of the project as well as household spending on retail purchases in the local economy. Including the ripple effect, the project will support an estimated \$9.6 million in spending per year, an increase of approximately \$6.7 million over the existing uses at the project site. The spending will support an estimated 82 net new jobs in East Palo Alto, including approximately 40 retail jobs. **Table 3** summarizes estimated recurring annual impacts from project operations.

Table 3 Recurring Economic Impact from Operations

Impact Type	Jobs	Employee Compensation	Value Added ¹	Total Output
Direct Effect	99	\$4,675,000	\$7,650,000	\$6,266,000
Indirect Effect	7	\$565,000	\$866,000	\$1,274,000
Induced Effect	12	\$807,000	\$1,404,000	\$2,063,000
Total Economic Impact	119	\$6,047,000	\$9,920,000	\$9,603,000
Baseline	37	\$1,885,000	\$3,092,000	\$2,925,000
Net Economic Impact	82	\$4,162,000	\$6,828,000	\$6,678,000

[1] Comparable to gross domestic product (GDP). | Sources: IMPLAN; Economic & Planning Systems, Inc.

8. *The proposed project will create new job opportunities in a range of industries that already are present in the local economy and in occupations that span a wide spectrum of educational and professional requirements.*

By adding to the City of East Palo Alto’s housing stock and enhancing local retail, the proposed project supports marginal growth in already well-developed economic sectors. Accordingly, the local economy is well equipped to provide the necessary direct and indirect inputs to supply, including services from vendors and new employees. Furthermore, the industries that are positively impacted by the project require employment in an array of occupations that support a diversity of employee qualifications, with typical entry-level educations ranging from no high school diploma (e.g., landscaping jobs) to some college (e.g., bookkeeping jobs). In addition, these occupations also provide opportunities for well-educated members of the labor force, with occupations in property management and real estate providing noteworthy opportunities for college graduates and those with advanced degrees. Overall, the job opportunities created by the proposed project appear well aligned with the educational characteristics of workers residing in East Palo Alto.

Fiscal Impact on the General Fund

This section describes the methodology and key assumptions used to estimate the fiscal impacts of the proposed project. The analysis is based on information from:

- development applicant;
- City and County documents; and
- existing EPS industry knowledge.

EPS has developed a fiscal impact framework based on its in-house methodology and East Palo Alto-specific factors obtained from the sources above. EPS has not conducted an independent audit of the City’s budget, performed in-depth interviews with service-providing City departments, or conducted detailed market analysis.

Project Description

Woodland Park Communities is proposing to replace 160 existing rent-stabilized units with a 605-apartment mixed-income community, along with up to 8,000 square feet of retail and community space. **Table 4** details the proposed development program. The table also presents EPS assumptions concerning the population and employment that would be on site at the project. A variety of revenues and costs included in this fiscal analysis are based on the anticipated “service population” shown in **Table 4**, which weights a local employee’s service burden at one third of a resident’s burden.

Table 4 Development Program and Service Population

Land Use	Development Program	Resident or Worker Density Assumptions ¹	Employment	Residents	Service Population ²
Commercial					
Retail	up to 5,000 SF	400 SF/Employee	13	0	4
Community/Non-profit space	up to 3,000 SF	380 SF/Employee	8	0	3
Commercial Total	8,000 SF		20	0	7
Residential					
Apartments ³					
Market Rate Units	445 DU	2.0 Residents/Unit	0	890	890
Deed-Restricted Rent-Controlled Units	160 DU	2.0 Residents/Unit	0	320	320
Residential Total	605 DU	2.0 Residents/Unit	0	1,210	1,210
Project Total			20	1,210	1,217

[1] Office, retail, hotel, and residential employment densities reflect typical conditions. Density may vary based on tenancing and real estate format.
 [2] Service population is the sum of total residential population and one third of total employment. It represents a measure of public service demand in which an employee generates one third the demand of a resident.
 [3] Household population reflects assumptions from the International Mechanical Code.

General Fund Revenues

New General Fund tax proceeds attributable to the proposed development will include sales tax, property tax, property tax in lieu of vehicle license fee (VLF), sales tax, franchise fee, utility users’ tax, and licenses, fees, and permits. **Table 5** provides a summary of the East Palo Alto Fiscal Year 2017-2018 Adopted General Fund revenue budget and a description of the forecasting method relied upon for each relevant revenue source.

Table 5 FY 2017-2018 Revenue Budget Summary and Fiscal Impact Estimating Factors

City of East Palo Alto Revenue Category	FY 2017-2018 Total	Estimating Factors
Property Tax	\$11,375,000	31.6% of 1% of base assessed value
Property Tax In-Lieu of VLF ¹	\$3,870,130	See Table 7
Sales Tax ²	\$3,900,000	1.45% of estimated taxable sales
Transient Occupancy Tax	\$2,325,000	- not estimated
Franchise Fees	\$949,500	\$28.52 per daytime population
Utility Users Tax	\$1,595,000	\$47.91 per daytime population
Licenses, Fees, and Permits	\$760,500	- See Table 10
Fines and Forfeitures	\$405,000	- not estimated
Use of Money and Property	\$68,400	- not estimated
Grants and Intergovernmental	\$71,500	- not estimated
Charges for Current Services	\$306,700	- not estimated
Other Miscellaneous	\$28,800	- not estimated
Total Revenues	\$21,785,400	

[1] Personal communication with the City of East Palo Alto Finance Department, December 18, 2018.

[2] The Sales Tax Estimating factor of 1.45 percent is made up of two parts: (1) the Bradley-Burns sales tax, of which 95 percent (i.e., 0.95 percent of the sale price) accrues to the City while the remaining 5 percent (i.e., 0.05 percent of the sale price) accrues to San Mateo County, and (2) a 0.5-percent district sales tax that East Palo Alto voters approved in November 2016 through Measure P, which accrues to the City’s General Fund. In total, taxable transactions in East Palo Alto generate sales tax to the City at a rate of 1.45 percent (0.95 percent Bradley-Burns plus 0.5 percent Measure P).

Sources: City of East Palo Alto Adopted Budget FY 2017-18; Economic & Planning Systems, Inc.

Property Tax Revenue

Property tax revenue is based on the estimated assessed value of the proposed project. Relying on Woodland Park Communities’ proposed development program, EPS estimates the project’s assessed value at about \$345,000,000 at buildout, as shown in **Table 6.2** The assessed value of the retail component assumes \$500 per square foot. The weighted average value of a residential unit is about \$566,000, which accounts for 160 new units that will be rent-stabilized and 445 units that will be rented at market rates. The existing units on site currently are assessed at approximately \$218,600 per unit. EPS assumes new rent-stabilized units will be assessed at a higher value, about \$350,000 per unit. The new market rate units have an estimated assessed value of \$644,000 per unit.

Table 6 Assessed Value of the Proposed Project

Category of Assessed Value	Development Value Assumptions ¹	Total Value
Retail Assessed Value		
Residential Assessed Value		
Market Rate Units		
Existing Units ²		
New Rent-Controlled U		
Total Assessed Value		\$345,111,150

[1] Includes land and improvements.

[2] San Mateo County Assessor Tax Roll (Assessment Year 2018).

[3] Cushman & Wakefield Appraisal of Woodland Park as of December 31, 2018 and adjustment for new construction.

Sources: Woodland Park Communities; City of East Palo Alto; Economic & Planning Systems, Inc.

The proposed project is located in Tax Rate Area (TRA) 021-024. For parcels located within this TRA, the City’s General Fund captures 31.6 percent of the base 1.0 percent property tax rate. Given the anticipated assessed value of the proposed project, the property tax revenue accruing to the City’s General fund is anticipated to be nearly \$1 million per year, as shown in **Table 7**. The **Fiscal Impact of Existing Uses** section of this memorandum considers the baseline property tax revenue associated with the current assessed value of the site.

Property Tax In-Lieu of Vehicle License Fees

In 2004, the State of California adjusted the method for sharing vehicle license fees (VLF) with local jurisdictions. More recently, State budget changes replaced the VLF with property tax, which grows proportionately with increases in assessed value of the City. The proposed project

² Personal communication with the San Mateo County Assessor’s Office indicates that the sales comparison approach may be used to establish assessed value. Assessed value relied on in this analysis approximates that valuation.

will add about 11.7 percent to the current assessed value in East Palo Alto (assuming no other assessed value growth for simplification purposes) and will generate a proportional increase in in-lieu VLF revenues. The estimated property tax in lieu of VLF associated with the proposed project is approximately \$452,000.

Table 7 Property Tax and Property Tax In Lieu of VLF Revenue

Property Tax and Estimating Factors	Assumption / Estimating Factor	Formula	Estimates
Property Tax			
Project Assessed Value	see Table 5	<i>a</i>	\$345,111,150
Property Tax	1.0% Base Property Tax Rate		\$3,451,112
General Fund Property Tax Revenue¹	31.6% Allocation to General Fund		\$1,091,469
Property Tax In Lieu of VLF			
Existing Citywide Property Tax in Lieu of VLF ²		<i>b</i>	\$3,870,130
Citywide Assessed Value ³		<i>c</i>	\$2,952,719,927
Percentage Increase in Citywide Assessed Value		$d = a / c$	11.69%
New General Fund Property Tax In Lieu of VLF		$e = d * b$	\$452,337

[1] Increment allocation factor for Tax Rate Area 021-014.

[2] City of East Palo Alto Finance Department.

[3] San Mateo County Assessor's Annual Report (FY 2017-2018). Includes secured and unsecured AV.

Sources: City of East Palo Alto; San Mateo County Assessor; Economic & Planning Systems, Inc.

Retail Sales Tax Revenue

The proposed project is expected to generate retail sales tax revenue accruing to the City of East Palo Alto, both from project households retail spending and additional on-site retail sales. Project household spending estimates are reflective of retail sales for specific income brackets. Additional on-site retail sales are based on expected business activity within the estimated 5,000 square feet of retail in the project program. The local sales tax rate is 1.45 percent of taxable retail sales, including the base sales tax rate and additional sales tax generated by a voter-approved measure. **Table 9** summarizes sales tax revenue projections at project stabilization.

Taxable Household Spending

This fiscal analysis relies on data from the U.S. Bureau of Labor Statistic Consumer Expenditure Survey to establish the retail spending pattern of households. The spending patterns reflect household consumer behavior observed nationally for households with specific levels of annual income. This analysis uses anticipated residential rents to estimate household income for households in market rate units, as shown in **Table 8**. The estimated household incomes for the

rent-stabilized units reflect the median household income for the Census block group in which the project is located.³

Table 8 Annual Household Income Estimates

Residential Unit Type	Total Units	Occupied Units ¹	Monthly Rent per Unit ²	Annual Rent	Average Household Income ³	Total Household Income
Market Rate Units	445	423	\$3,067	\$36,804	\$94,369	\$39,894,592
Rent-Controlled Units	160	152	\$1,329	\$15,952	\$55,915	\$8,499,080
Total	605	575	\$2,607	\$31,289		\$48,393,672

[1] Assumes citywide vacancy rate of 5 percent for market rate units (5-year average data from CoStar Group).

[2] Weighted average rent across studio, 1-bedroom, 2-bedroom, 3-bedroom, and 4-bedroom units.

[3] Assumes that rental costs are 39 percent of total household income for market rate units (Bay Area Burden, ULI). Incomes for rent-controlled units assumes median household income for Block 4003, Block Group 4, Census Tract 6121 (ACS 2013-2017).

Sources: American Community Survey (2013-2017); CoStar Group; City of East Palo Alto Inclusionary Housing Ordinance; HCD Income Limits; Economic & Planning Systems, Inc.

To identify taxable retail expenditures made by project households, the analysis identifies and isolates taxable retail spending from total household spending. The analysis estimates that for market-rate units, households spend approximately 26 percent of gross household income on taxable retail purchases. Households in the rent-stabilized units spend an estimated 34 percent of gross income on taxable retail purchases. To account for East Palo Alto’s capture of these taxable sales, the analysis estimates that 5 percent of that spending occurs within the City. Per-household taxable spending in East Palo Alto is multiplied by occupied project units to determine average annual taxable sales.

The **Fiscal Impact of Existing Uses** section of this memorandum considers the baseline sales tax revenue associated with the current assessed value of the site. Ultimately, the analysis identifies that rent-stabilized units do not contribute to the net impact on sales tax revenue. The analysis assumes that the current residents will return to new rent-stabilized units and that their contributions to local sales tax revenue remain unchanged.

On-Site Retail Sales

On-site retail sales are based on a taxable sales factor of \$350 per square foot of retail space. To avoid double counting, EPS assumes that 20 percent of resident spending on taxable retail in East Palo Alto occurs at the on-site retail. After netting out this resident spending (already

³ Block 4003, Block Group 4, Census Tract 6121, American Community Survey (2013-2017 5-year estimate).

counted) from the on-site sales total, the additional on-site taxable retail sales are estimated at about \$1.6 million.

Table 9 Retail Sales Tax Revenue

Sales Tax Sources and Estimating Factors	Assumptions/ Estimating Factors	Estimates
Market Rate Units - Household Retail Spending		
Average Household Income ¹	\$94,369 per household	
Household Expenditure on Taxable Sales ²	\$24,536 per household	
Occupied Residential Units	423 units	
Market Rate Units - Household Retail Spending		\$10,372,594
Retail Sales in East Palo Alto ³	5.0% City capture rate	\$518,630
Rent-Controlled Units - Household Retail Spending		
Average Household Income ¹	\$55,915 per household	
Household Expenditure on Taxable Sales ²	\$19,011 per household	
Occupied Residential Units	152 units	
Rent-Controlled Household Retail Spending		\$2,889,687
Sources: Woodland Park Communities; City of East Palo Alt	5.0% City capture rate	\$144,484
On-Site Retail Sales		
New Retail Space	5,000 square feet	
Taxable Retail Sales	\$350 per sq. ft.	\$1,750,000
(Less) Project Resident and Employee Expenditures ⁴		-\$132,623
Net Additional Taxable Sales from Project Retail		\$1,617,377
Total Taxable Retail Sales		\$2,280,491
General Fund Sales Tax Revenue	1.45% of taxable sales	\$33,067

[1] See Table 8 for household income calculations.

[2] Based on Bureau of Labor Statistics Consumer Expenditure Survey (2017) for respective income groups.

[3] EPS Assumption.

[4] EPS Assumption (20 percent of resident spending captured in local taxable spending estimates above).

Sources: International Council of Shopping Centers (2012); BLS Consumer Expenditure Survey (2017); Economic & Planning Systems, Inc.

Other General Fund Revenues

In addition to the revenues described above, other taxes and fees are estimated to be generated by the project. This analysis uses an average revenue approach derived from City budget documents to forecast new franchise fee revenues generated by commercial activity and utility users tax revenues generated for charges for services on increased resident and employee utility usage. **Table 10** presents forecasting assumptions and revenue estimates.

The project will also generate revenues through licenses, fees, and permits. The City of East Palo Alto charges a business license fee on all entities doing business in the City, including landlords, based on the City’s Annual License Fee Schedule. Furthermore, the City collects fees through Measure O to help fund programs for affordable housing and alleviate displacement and homelessness. Under Measure O, landlords with five or more residential rental units are subject to a 1.5 percent tax on gross rental receipts. The tax is levied beginning ten years after issuance of a certificate of occupancy for the units (CoO). Woodland Park LLC currently pays approximately \$38,300 to the City for the 160 units under Measure O. **Table 10** shows the revenues at project stabilization (year 3), when the project would still be exempt from Measure O. In year 11, ten years after certificate of occupancy is granted, the annual amount for Measure O is estimated to be about \$270,000 (see **Table 14**).

The current apartments are subject to an additional Rental Stabilization Ordinance Fee (RSO fee), which charges a City-established fee (\$222 per unit for FY 2018-2019) on units built before 1988. Because Woodland Park communities would replace the existing rent-control units, the project would continue to be subject to the registration fee for the rent-controlled units. This amount is estimated to be \$35,520 for the current 160 units in the analysis of baseline conditions and is assumed to remain unchanged under the proposed conditions. The estimates in **Table 10** reflect continued RSO fee payment.

Table 10 Revenue from Other Taxes and Fees

Other Revenue Sources	Estimating Factor	Estimates
Franchise Fees	\$28.52 per capita service population	\$34,706
Utility Users Tax	\$47.91 per capita service population	\$58,300
Licenses, Fees, and Permits		
<i>Business License</i> ¹	per Annual License Fee Schedule	\$9,936
<i>Measure O</i> ²	1.5% gross rental receipts	\$0
<i>Rent Stabilization Ordinance Fee</i>	\$222 per unit	\$35,520
Total		\$45,456

[1] Assumes Woodland Park LLC earns annual gross receipts over \$10,000,000. The amount shown is proportional to the number of units in this section of Woodland Park apartments (160 of 1,842) plus fee attributable to the 445 new units per the City fee schedule.

[2] Applies to both baseline and the proposed project. Proposed project is exempt for first 10 years (excluded from summary above, see Table 14). Measure O (2016) is a 1.5 percent Business License Tax on Gross Receipts on owners of five or more residential units after 10 years from issuance of certificate of occupancy.

General Fund Expenditures

This fiscal analysis estimates the costs attributable to population and employment growth by characterizing how expenses will change for each City department. For some departments, population and employment growth in the City will not dramatically alter operations. For example, administrative functions in the City are not likely to scale up significantly to accommodate new projects. Alternatively, departments that provide services directly to residents and businesses likely will increase their operations and associated costs to accommodate new population.

It is important to note that a range of external factors may influence City responses to growth and cost effects in the future. Examples of factors that are beyond the control of the City and its departments that may act to magnify or reduce department costs over time include:

- regional growth;
- technology;
- state and federal policies; and
- environmental factors.

This study does not speculate regarding the potential effects of such exogenous influences on the General Fund expense budget. The analysis focuses only on those factors attributable directly to the population growth, employment growth, and land use changes generated by the proposed project.

The fiscal analysis model relies on a categorization of the likely budgetary response to population and employment growth for each department. The anticipated response to growth is expressed for fiscal modeling purposes in terms of “fixed expenses” and “variable expenses” within the department budget.

The fixed expenses are the portion of a City department’s budget which is not affected by population and employment growth. Even a department which is anticipated to grow largely in step with the City’s service population likely would have some fixed cost. For example, in most cases each department has only one director position, which is a fixed expense for the department. While the department may increase staffing to accommodate growth, the department will not add another director.

The variable expenses of a department are those that do increase with growth. As the City’s populations expand, increased demand for services requires some departments to scale up their operations to meet new demand. The analysis identifies the portion of a department’s budget that scales up as the variable share of the budget.

EPS uses a per-capita cost approach to estimate department costs attributable to new residents and workers. The variable portion of each department budget is used to determine the per-capita cost, as shown in **Table 11**. To determine the new General Fund expenditures attributable to the proposed project, the per-capita factors are multiplied by the projected increase in service population or resident population of the project, as appropriate. The proposed project is not expected to generate capital and technology, overhead, debt service, and other non-departmental expenditures.

Table 11 FY 2017-2018 Expenditure Budget Summary and Fiscal Impact Estimating Factors

General Fund Expenditures	FY 2017-2018 Total	Percent Variable	Estimating Factors ³	General Fund Expense Estimates
General Government ¹	\$3,686,040	15%	\$16.61 per capita service population	\$20,210
Finance	\$1,051,380	15%	\$4.74 per capita service population	\$5,764
Community Development	\$1,987,695	80%	\$47.77 per capita service population	\$58,123
Public Works	\$2,778,510	50%	\$41.73 per capita service population	\$50,779
Police	\$11,121,800	90%	\$300.68 per capita service population	\$365,866
Other ²	\$996,785	-	- not estimated	-
Total General Fund Expenditures	\$21,622,210			\$500,742

[1] Includes City Council, City Attorney, City Clerk, City Manager, and Administrative Services.

[2] Includes capital and technology, overhead, debt service, and other non-departmental expenditures.

[3] Service population for East Palo Alto reflects population and employment estimates from California Department of Finance (2018); US Census, American Community Survey (2013-2017).

Sources: City of East Palo Alto Adopted Budget FY 17-18; Economic & Planning Systems, Inc.

Fiscal Impact of Proposed Project

The analysis estimates that the proposed development will generate an annual fiscal impact of about \$1.21 million, increasing to \$1.48 million in year 11. **Table 12** details the fiscal impact of the proposed project on the City of East Palo Alto’s General Fund, with forecasted revenues and expenditure estimates based on the methodology described above.

Table 12 Fiscal Impact of Proposed Uses

Revenue/ Expense Category	Proposed Project at Stabilization	Proposed Project at Year 11
General Fund Revenues		
Property Tax	\$1,091,000	\$1,091,000
Property Tax In-Lieu of VLF	\$452,000	\$452,000
Sales Tax	\$33,000	\$33,000
Franchise Fees	\$35,000	\$35,000
Utility Users Tax	\$58,000	\$58,000
Licenses, Fees, and Permits ¹	\$45,000	\$315,000
Total Revenues	\$1,715,000	\$1,985,000
General Fund Expenditures		
General Government	\$20,000	\$20,000
Finance	\$6,000	\$6,000
Community Development	\$58,000	\$58,000
Public Works	\$51,000	\$51,000
Police	\$366,000	\$366,000
Other	-	-
Total Expenditures	\$501,000	\$501,000
ANNUAL FISCAL IMPACT ON GENERAL FUND	\$1,215,000	\$1,484,000

[1] Licenses, Fees, and Permits revenue excludes Measure O revenue for Project scenario as it applies starting 10 years from issuance of certificate of occupancy.

Fiscal Impact of Existing Uses (Baseline Analysis)

In order to quantify the fiscal impact of the existing apartment complex, the same fiscal methodology is applied to the current land use program. The site currently is occupied by 160 rent-stabilized housing units. The existing housing provides a positive fiscal impact to the City’s General Fund of about \$126,000 per year, as shown in **Table 13**.

Table 13 Fiscal Impact of Existing Uses

Revenue/ Expense Category	Baseline
General Fund Revenues	
Property Tax	\$111,000
Property Tax In-Lieu of VLF	\$46,000
Sales Tax	\$2,000
Franchise Fees	\$9,000
Utility Users Tax	\$15,000
Licenses, Fees, and Permits ¹	\$76,000
Total Revenues	\$258,000
General Fund Expenditures	
General Government	\$5,000
Finance	\$2,000
Community Development	\$15,000
Public Works	\$13,000
Police	\$96,000
Other	-
Total Expenditures	\$132,000
ANNUAL FISCAL IMPACT ON GENERAL FUND	\$126,000

[1] Fiscal impact estimates are presented as an annual number at stabilization (by Year 3). Additional revenues as a result of Measure O start Year 11; see Table 14 for yearly fiscal impact schedule.

Net Fiscal Impact

The Euclid Improvements project will result in an annual net fiscal benefit to the City of East Palo Alto General Fund beginning in year 1. This analysis estimates that the net annual fiscal impact of the proposed project on the City’s General Fund is approximately \$1.09 million at project stabilization (year 3). After Measure O revenue commences in year 11, the project’s estimated net fiscal impact increases to \$1.36 million per year. The cumulative net impact of the project is estimated at \$2.05 million in year three, \$9.68 million in year 10, and over \$23.26 million in year 20, as shown under “Baseline v. Project Comparison” in **Table 14**.

Other Fiscal Benefits

One-time development impact fees paid by the project developer could total roughly \$15 million. The City of East Palo Alto currently charges development impact fees including a (1) Parks and Trails fee, (2) Public Facilities fee, (3) Transportation Infrastructure fee, (4) Storm Drainage fee, (5) Water Capacity Fee, and (6) Residential Impact fee. Based on the City’s most recent fee schedule (effective July 2019), the total development impact fees are estimated at \$33,166 per unit.⁴ Assuming that Woodland Park Communities pays impact fees on the net new units delivered by the project, roughly \$15 million would be generated for City capital improvement programs.

⁴ City of East Palo Alto City-wide Development Impact Fee Program, Community and Economic Development Department, Engineering Division

Table 14 Net Fiscal Impact Schedule Years 1-20

Year	Baseline			Project			Baseline v. Project Comparison			
	Percent Stabilized ¹	Total Fiscal Impact	Cumulative	Percent Stabilized ¹	Fiscal Impact	w/ Measure O Revenues	Total Fiscal Impact	Cumulative	Net Annual Fiscal Impact	Net Cumulative Fiscal Impact
1	100%	\$126,000	\$126,000	33%	\$400,950	\$0	\$400,950	\$400,950	\$274,950	\$274,950
2	100%	\$126,000	\$252,000	67%	\$814,050	\$0	\$814,050	\$1,215,000	\$688,050	\$963,000
3	100%	\$126,000	\$378,000	100%	\$1,215,000	\$0	\$1,215,000	\$2,430,000	\$1,089,000	\$2,052,000
4	100%	\$126,000	\$504,000	100%	\$1,215,000	\$0	\$1,215,000	\$3,645,000	\$1,089,000	\$3,141,000
5	100%	\$126,000	\$630,000	100%	\$1,215,000	\$0	\$1,215,000	\$4,860,000	\$1,089,000	\$4,230,000
6	100%	\$126,000	\$756,000	100%	\$1,215,000	\$0	\$1,215,000	\$6,075,000	\$1,089,000	\$5,319,000
7	100%	\$126,000	\$882,000	100%	\$1,215,000	\$0	\$1,215,000	\$7,290,000	\$1,089,000	\$6,408,000
8	100%	\$126,000	\$1,008,000	100%	\$1,215,000	\$0	\$1,215,000	\$8,505,000	\$1,089,000	\$7,497,000
9	100%	\$126,000	\$1,134,000	100%	\$1,215,000	\$0	\$1,215,000	\$9,720,000	\$1,089,000	\$8,586,000
10	100%	\$126,000	\$1,260,000	100%	\$1,215,000	\$0	\$1,215,000	\$10,935,000	\$1,089,000	\$9,675,000
11	100%	\$126,000	\$1,386,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$12,419,754	\$1,358,754	\$11,033,754
12	100%	\$126,000	\$1,512,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$13,904,508	\$1,358,754	\$12,392,508
13	100%	\$126,000	\$1,638,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$15,389,262	\$1,358,754	\$13,751,262
14	100%	\$126,000	\$1,764,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$16,874,017	\$1,358,754	\$15,110,017
15	100%	\$126,000	\$1,890,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$18,358,771	\$1,358,754	\$16,468,771
16	100%	\$126,000	\$2,016,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$19,843,525	\$1,358,754	\$17,827,525
17	100%	\$126,000	\$2,142,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$21,328,279	\$1,358,754	\$19,186,279
18	100%	\$126,000	\$2,268,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$22,813,033	\$1,358,754	\$20,545,033
19	100%	\$126,000	\$2,394,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$24,297,787	\$1,358,754	\$21,903,787
20	100%	\$126,000	\$2,520,000	100%	\$1,215,000	\$269,754	\$1,484,754	\$25,782,542	\$1,358,754	\$23,262,542

[1] Net fiscal impact accounts for 5% residential vacancy.

Source: Economic & Planning Systems

Economic Impact Analysis

This section evaluates the proposed project's ongoing economic impact in the local economy using project data and the IMPLAN "Input/Output" (I/O) model of the local economy.⁵ The economic impacts calculated here are those that can be directly linked to proposed project operational expenditures and retail sales attributable to the proposed project. Using IMPLAN, local expenditures are analyzed to determine associated economic metrics such as direct employment, employee compensation, and value added (a metric comparable to GDP) supported by the project. The economic impact analysis also evaluates indirect and induced economic impacts, which are "multiplier" or "ripple" effects in the local economy.

Framework and Approach

I/O analysis is premised on the concept that industries in a geographic region are interdependent and thus the total contribution of any one establishment's activity is larger than its individual (direct) output and/or employment. Consequently, an establishment's economic activity has a "multiplier" effect that generates successive rounds of spending and output in other economic sectors within a particular region. For example, consider the implications of operating expenditures made by a property manager. Building operations stimulate purchases of goods and services, who in turn purchase raw materials from suppliers. Thus, an increase/decrease in the demand for these goods and services will generate an increase/decrease in output and employment in the interdependent secondary industries.

Regional economic impact analysis and I/O models in particular provide a means to quantify economic effects stemming from a particular industry or economic activity. Specifically, I/O models produce quantitative estimates of the magnitude of regional economic activity resulting from some initial activity, in this case spending on apartment management activities and retail. I/O models rely on economic multipliers that mathematically represent the relationship between this initial change in one sector of the economy and the effect of that change on economic output, employment, and income in other industries. These economic data provide a quantitative estimate of the magnitude of shifts in jobs and revenues within a regional or state economy.

The initial revenue injections into the economy from the project are referred to as the direct effect. The I/O model quantifies the impacts associated with the ripple or multiplier effects that result from this initial round of spending. The ripple effects are categorized as indirect or induced effects. Indirect effects represent economic impacts on suppliers while induced effects represent economic impacts on household income and spending. In this report, direct, indirect, and induced effects are defined as follows:

- The **Direct Effect** is a measure of the economic value of the initial injection of spending into the economy, including one-time construction spending and recurring expenditures to operate the project.

⁵ IMPLAN is an Input-Output modeling system (software and data) developed by the Minnesota IMPLAN Group, and is widely used in the U.S. for estimating economic impacts across a wide array of industries and economic settings. IMPLAN draws upon data collected from several state and federal sources, including the Bureau of Economic Analysis, Bureau of Labor Statistics, and the Census Bureau. For the purposes of this economic impact analysis the "local" economy is defined as San Mateo County.

- The **Indirect Effect** is a measure of the economic value of “upstream” industry-to-industry transactions that supply inputs to the production of goods and services consumed by the new project.
- The **Induced Effect** is a measure of the economic value of labor income that re-circulates in the economy as a result of the initial revenue made by the project. This would relate to the spending of the project’s employees.
- The **Total Impact** is the sum of the direct, indirect, and induced effects. The total impact measures the overall impact of the project’s activities on the economy.

This report measures economic significance using common economic metrics, including employment, employee compensation, output, and value added, as defined below.

- **Employment** is equivalent to jobs, a headcount that includes part-time and full-time workers.
- **Employee Compensation** represents payments to labor in the form of both income and fringe benefits paid by the employer (e.g., health, retirement), as well as proprietor income.
- **Value Added** represents a contribution to gross regional product and equals the market value of the final goods and services produced within a particular region. Value added is equal to economic output less the value of intermediate goods and services.
- **Economic Output** represents a measure of economic activity, calculated as production value including intermediate inputs (i.e., the goods and services used in the production of final products). Output includes spending on employee compensation as well as the production value of each intermediate input, such as equipment, supplies, insurance, rents, utilities, communication

One-Time Economic Impacts from Project Construction

The construction of the proposed project will directly support approximately 1,500 job-years of employment with employee compensation (including benefits) of over \$90,000 per year. The average number of jobs supported by the project each year depends on the construction timeline. If the entire project is developed in over a three-year period, the project would support an average of about 500 jobs during each of the years of construction activity.

Total economic impacts reflect an input/output analysis based on current San Mateo County economic data. The total one-time economic impact of project construction, including direct effects and indirect/induced multiplier effects, is estimated at about \$459 million. The project could support over 2,300 job-years in San Mateo County during the construction period.

Table 15 One-Time Economic Impact for Construction Activity

Impact Type	Jobs	Employee Compensation	Value Added ¹	Total Output
Direct Effect	1,500	\$139,135,000	\$188,611,000	\$320,000,000
Indirect Effect	450	\$33,047,000	\$49,056,000	\$71,412,000
Induced Effect	400	\$26,385,000	\$45,924,000	\$67,424,000
Total Effect	2,350	\$198,567,000	\$283,591,000	\$458,836,000

[1] Comparable to gross domestic product (GDP).
 Sources: IMPLAN; Economic & Planning Systems, Inc.

Recurring Economic Impacts from Project Operations

Building operations, including administration and maintenance, is anticipated to cost approximately \$5.7 million per year. This estimate derives from the current operating budget for Woodland Park overall, with a per-unit budget derived and applied to the 605 units in the proposed program. In addition, the project is responsible for about \$2.3 million in retail spending within the City of East Palo Alto. After accounting for sales leakage from the local economy (e.g., taxes, goods sold locally but produced elsewhere), this analysis estimates that the proposed project will directly support approximately \$6.3 million in economic output and 99 direct jobs locally. Including indirect and induced effects, the project will support approximately \$9.6 million in economic activity annually. After accounting for the economic significance of the existing uses on site, the net effect of the proposed project is about \$6.7 million per year, with over 80 jobs added in the local economy. **Table 16** presents estimated recurring annual economic impacts attributable to the proposed project.

Table 16 Annual Economic Impact at Project Buildout

Impact Type	Jobs	Employee Compensation	Value Added ¹	Total Output
Direct Effect	99	\$4,675,000	\$7,650,000	\$6,266,000
Indirect Effect	7	\$565,000	\$866,000	\$1,274,000
Induced Effect	12	\$807,000	\$1,404,000	\$2,063,000
Total Economic Impact	119	\$6,047,000	\$9,920,000	\$9,603,000
Baseline	37	\$1,885,000	\$3,092,000	\$2,925,000
Net Economic Impact	82	\$4,162,000	\$6,828,000	\$6,678,000

[1] Comparable to gross domestic product (GDP).
 Sources: IMPLAN; Economic & Planning Systems, Inc.

Employment Opportunities for Local Residents

The proposed project will create new job opportunities in a range of industries that already are present in the local economy and in occupations that span the full spectrum of educational and professional requirements. By adding to the City of East Palo Alto's housing stock and enhancing local retail, the proposed project supports marginal growth in already well-developed economic sectors. Accordingly, the local economy is well equipped to provide the necessary direct and indirect inputs to supply, including services from vendors and new employees. Furthermore, the industries that are positively impacted by the project require employment in an array of occupations that support a diversity of employee qualifications, with typical entry-level educations ranging from no high school diploma (e.g., landscaping jobs) to some college (e.g., bookkeeping jobs). In addition, these occupations also provide opportunities for advanced members of the labor force, with occupations in property management and real estate providing noteworthy opportunities for college graduates and those with advanced degrees.

Overall, the job opportunities created by the proposed project appear well aligned with the educational characteristics of workers residing in East Palo Alto, where over 32 percent of working residents do not have a high school degree but nearly 20 percent have a college or higher degree. **Table 17** presents a selection of key occupations that will be supported by the project and the educational attainment of workers in each. In this table, the typical entry-level education for each occupation is denoted with a box. **Table 18** presents the educational attainment of working residents in East Palo Alto. Generally consistent with the educational attainment distribution in the city, the key occupations needed to support the proposed project require a range of workers types, including those with minimal educational attainment as well as those with various educational degrees.

**Table 17 Distribution of Educational Attainment for Selected Representative Occupations Related to the Project
 (Percent of Workers in Occupation, National)**

Selected Representative Occupations ¹	Less than High School Diploma	High School Diploma or Equivalent	Some College, No Degree	Associate's Degree	Bachelor's Degree	Master's Degree or Greater
Property, real estate, and community association managers	4.6	18.6	25.5	9.0	31.2	11.1
Real estate sales agents	1.4	12.7	26.6	10.1	37.5	11.6
Bookkeeping, accounting, and auditing clerks	3.5	27.7	38.8	10.6	16.4	3.1
Building cleaning workers		43.7	19.2	5.9	5.0	1.1
Landscaping and groundskeeping workers		35.4	14.6	4.4	6.7	1.1
First-line supervisors of retail sales workers		29.5	25.7	13.4	21.1	5.7
Retail salespersons		29.1	27.6	10.2	21.6	4.7
Maintenance and repair workers		42.7	26.5	11.4	6.1	0.8

[1] National average educational attainment for workers 25 years and older by detailed occupation, 2016-2017 (BLS).

[2] Boxed section for each occupation represents typical educational attainment for an entry-level position (BLS).

Source: Bureau of Labor Statistics; Economic & Planning Systems, Inc.

Table 18 Educational Attainment in East Palo Alto

Educational Attainment	Percent of Total ¹
Less than 9th grade	22%
9th to 12th grade, no diploma	10%
High school graduate (includes equivalency)	27%
Some college, no degree	19%
Associate's degree	4%
Bachelor's degree	11%
Graduate or professional degree	7%

[1] Educational attainment for workers 25 years and older in East Palo Alto.
 Source: ACS 2013-2017 5-Year Estimates; Economic & Planning Systems, Inc.

6. Community Involvement Strategy

Date: September 18, 2019

To: Mike Kramer (Woodland Park Communities)

From: Liz Ogbu (Studio O) and Emily Weinstein (Emily Weinstein Consulting)

Subject: Community Involvement Strategy Report

Introduction

Just over three years ago, Woodland Park Communities, an affiliate of Sand Hill Property Company, acquired the Woodland Park Apartments in East Palo Alto. As a local, family owned business with a long-term approach, they are committed to the East Palo Alto community and increasing the quality of life for their tenants. As part of this commitment, in 2017, Woodland Park Communities engaged two social impact firms, Studio O and Emily Weinstein Consulting to provide ongoing strategic guidance.

Woodland Park Communities has a deep understanding of the history of the Westside of East Palo Alto and the harmful legacy of the previous property owners. Working with Studio O and Emily Weinstein Consulting (refer to page 78 for more specific information about the team), they have committed to helping rebuild the trust of their tenants by listening and responding to tenants' needs and launching new community building efforts. As Woodland Park Communities determined there was a need to improve housing and replace certain buildings, this commitment extended to engaging in a community informed planning process for both short- and long-term property improvements, including committing to a No Displacement approach.

This report details our approach to community engagement and the community involvement strategy from 2017 to now, including the strategy around the Euclid Improvements. Specific data around the type of engagement efforts and the number of participants in these efforts can be found on page 74. We and Woodland Park Communities expect to continue the robust community involvement strategy into the future.

Community Engagement Approach at Woodland Park

We know that community engagement tends to have limited effectiveness when it is done as short-term community outreach. Our work with Woodland Park Communities has been rooted in a commitment to relational – as opposed to transactional – outreach rooted in the creation of long-term partnerships with Woodland Park tenants and East Palo Alto residents and organizations. We believe that this is critical to ensuring meaningful improvements to the quality of life on the Westside. This commitment is not just for the sake of the Euclid Improvements application; it is something that Woodland Park Communities has prioritized since they acquired the property and that we have been working to support on an ongoing basis.

Led by Liz Ogbu and Emily Weinstein and a team of full time, bilingual community engagement staff located on the site, the Woodland Park community engagement approach takes into account the following fundamental principles:

- Listen
- Repair community relationships
- Foster trust
- Create opportunities for community building
- Engage around community informed plans

Listen

In the winter of 2017, Woodland Park Communities embarked on a series of tenant listening sessions. These listening sessions, of approximately 10-15 tenants provided an opportunity for Woodland Park Communities to learn more about its tenants, their daily habits, their aspirations and their needs in a small group setting. In total, the community engagement staff met with nearly 150 tenants over a three-month period.

In response to the success of the listening sessions, Woodland Park Communities launched monthly “cafecitos,” small morning or afternoon get togethers located in key gathering areas on site. People gather to meet over light refreshments with the Community Engagement Manager to share their ideas and concerns for the property, and learn more about what is happening on site. These monthly gatherings help create an open dialogue between tenants, property management and Woodland Park Communities.

In an effort to continue to listen to tenants and better understand how to respond to their needs, Woodland Park Communities hosts regular community dinners, focused on specific themes such as safety, public spaces, youth and family programming, the future of the Westside, etc. At all the community dinners participants divide up into facilitated discussion groups to ensure collaboration and authentic conversations. It also enables the opportunity for a broader diversity of voices to be heard. We understand that people have different preferences in how to best express their thoughts, so feedback is captured through a variety of tools including comment cards, interactive activities, dot voting, post-its and facilitation guides.

Repair Community Relationships

Based on input from tenants it became clear that the relationship between property management and the tenants was strained in part by a lack of cultural competency and sensitivity around language and cultural needs. As a result, Woodland Park Communities hired new Spanish speaking management staff as well as a new security company with bilingual security guards. The change to bilingual staff has allowed property management to be more responsive to tenants needs and create a more welcoming environment for tenants. The change to a bilingual security company has provided a safer environment for tenants.

In addition to improved on-site relationships, Woodland Park Communities has prioritized forging strong relationships with East Palo Alto-based organizations to improve access to programs and services on the Westside and to improve relationships between property ownership and important community institutions. Our team has worked with Woodland Park Communities to provide on-site programs in

partnership with community organizations, including the East Palo Alto Family YMCA, EPACENTER Arts, Fresh Approach, the East Palo Alto branch of the San Mateo County Libraries, and the Peninsula Humane Society and SPCA. To further support this work, the Woodland Park Communities Foundation was created. It is dedicated to funding local non-profit organizations. To date, the Foundation has given more than 30 grants to local organizations and events.

Foster Trust

Fostering a sense of trust between Woodland Park Communities and the tenants is crucial given the historical tension between the community and previous property owners, and tenants' concerns about housing affordability and gentrification. From the beginning, Woodland Park Communities has been clear about their commitment to **No Displacement** and backed up this commitment by communicating regularly and consistently and putting everything in writing. We've supported Woodland Park Communities in creating a variety of communication materials in Spanish and English including a quarterly newsletter, Frequently Asked Questions, Relocation Commitments for the Euclid Improvements, and Project Handouts.

Additionally, Woodland Park Communities has created Core Principles based on feedback from the engagement process. These principles are intended to respond to the community's fears around real estate development and ensure that the commitments are well understood by the community. The Core Principles have been emphasized in all written materials:

1. No Displacement
2. Preserve Housing Affordability + Stability*
3. Community Informed Plan
4. Better Parking and Mobility
5. Safer, Healthier Buildings

*This is a new core principle that we've added in Summer 2019 based on community feedback during the Pre-Application process.

Create Opportunities for Community Building

A key component of fostering a healthy community is community building. A connected community is a stronger community. And early conversations with tenants revealed a strong desire for more places in which people could come together. Woodland Park Communities has understood that it has an important role to play in providing opportunities for community to come together, and so an important part of the community involvement strategy has been to come up with and implement events and spaces in which that could occur.

From early in its tenure, Woodland Park Communities has hosted events regularly throughout the property. In particular, it has utilized a large site at Newell Street and West Bayshore Road to host quarterly free events for tenants, from Fall Harvest Festivals to an annual Back-to-School event. Additional events/activities including holiday celebrations, summer kick-offs, community resource fairs, and monthly bookmobile visits have been part of the amenities that Woodland Park Communities, led by the Community Engagement Team, has put in place.

In addition to particular activities, shaping temporary spaces that can support community building has also been an important part of the community involvement strategy. There is no park on the Westside of East Palo Alto. What's more, other spaces that could help foster healthy living and safe play are located on the east side of the City. Early engagement activities like the Listening Sessions revealed that many tenants desired places to be healthy and active, gather with family and friends, and know that their children could play safely, all that were closer to their homes.

Together with Woodland Park Communities, we identified two underdeveloped spaces that could be converted into temporary popup community spaces. These two sites were co-designed with tenants through interactive activities across several community dinners and events. Since their opening, Boom Pop Park (corner of Donohoe Street and West Bayshore Boulevard; opened September 2018) and Bridge Pop Park (corner of Newell Street and West Bayshore Road; opened August 2019) have been wildly successful. They have also become staging grounds, along with the Cabana on Newell, for a similarly successful partnership with the YMCA, which provides classes at no cost to participants in yoga, Zumba, and boot camp at the sites 5 times a week. In short, there are now places close to tenants' homes in which to play safely, exercise, and gather.

Engage around community informed plans

The Woodland Park buildings are between 50 and over 100 years old. Though Woodland Park Communities has been making incremental improvements, it has become clear that maintenance and small-scale improvements alone won't be enough to keep up the buildings and the shared spaces at the high quality that the community deserves. In Summer 2018, Woodland Park Communities began a process of exploring the redevelopment of buildings known as the Euclid Improvements. Since then, our team has helped to establish a dialog between Woodland Park Communities and the Improvement Area tenants, the broader Woodland Park community, and other local stakeholders that focused in particular on a review and discussion of the Westside Area Plan, the development and fulfillment of Core Principles for the project, and key components for the Euclid Improvements. Throughout this process and moving forward, the hope is to make improvements in a way that improves the quality of life for the Improvement Area tenants, all Woodland Park tenants, and the wider East Palo Alto community.

Working from the Core Principles (noted above) we have worked with the tenants to create a preliminary plan for the Euclid Improvements. The plan has included a process for co-creating Relocation Commitments with tenants living in the Euclid Improvement area and community design meetings to influence the Euclid Improvement program and design. Below is a description of these meetings and the main takeaways.

Co-created Relocation Commitments

As noted earlier, fostering trust has been a critical aspect of the community involvement work. We all know that conversations about redevelopment often trigger fears of displacement. From the beginning, Woodland Park Communities has committed to No Displacement, but it also understands that building trust is an ongoing process. And although a formal relocation plan will be developed and submitted to the City when it comes time for project approval, it was important to start to develop a robust set of relocation commitments now. Therefore, through a series of 4 meetings with Improvement Area tenants, a series of relocation commitments were created, vetted, and refined. (A more detailed breakdown of those

commitments as well as how they were adapted in response to feedback can be found in Section 4 – **Tenant Protection and Community Housing Preservation Plan** on page 20.)

What we heard: Because of previous owners, tenants may be wary to trust our promises about relocation and No Displacement. Additionally, there is a desire to preserve housing affordability and stability, especially for long-time residents.

What we're proposing:

- Created Relocation Commitments with input from Improvement Area Tenants
- Will issue all relocation commitments in writing, signed by the ownership
- Have been and will continue to work with the East Palo Alto Rent Board, City staff, Community Legal Services of East Palo Alto, and other stakeholders
- Relocation Commitment highlights include
 - The right to a replacement apartment at Woodland Park during construction and a right of return to the new apartments
 - Guarantees to pay the same rent that they otherwise would be paying and to receive an apartment with the same number of bedrooms
 - Moves by a qualified, insured moving company fully paid for by Woodland Park
- The complete set of relocation commitments can be viewed at www.nodisplacement.com/commitments/

Community Design meetings

From the time that the Pre-Application process started in January 2019, and building off of the meetings that occurred in Summer 2018, there have been a series of 4 meetings to engage tenants and the broader East Palo Alto community in a discussion of key components of the design. Features of the project that people were most engaged in shaping included the new park, community space and neighborhood retail, better parking and mobility options, and increased safety. All of these elements have been incorporated into the plans being submitted as part of the application. The input provided by the community greatly improved the design elements being proposed. Below are the main takeaways from the community design meetings and the way in which Woodland Park has incorporated feedback:

- Parking & Getting Around

What we heard: Tenants and neighbors often find traffic and parking challenging, and alternate transit options tend to be limited and often not convenient.

How we're responding:

- Planning to work with City to perform full traffic study as part of the Environmental Impact Report
- Will implement a Transportation Demand Management (TDM) Plan with a variety of transportation options, including ride share
- Working with local agencies to improve transit options and include a new bus stop on site
- Making it easier and safer to walk and bike through better street design and amenities
- Seeking parking agreements with local property owners that have surplus parking

- Increasing off-street parking with a central garage, and planning to increase on-street parking in partnership with the City
- Neighborhood Parks and Community Spaces + Retail

What we heard: The neighborhood needs more public spaces, including a park that can host a wide variety of activities from kids' play area and fitness space to a place for tenants to hold parties. There's also a desire for more neighborhood-serving retail.

What we're proposing:

- Including a neighborhood park as part of the Euclid Improvements
- Providing additional multiple use public spaces to allow for spaces to be used for a greater variety of activities at different times
- Providing flexible and appropriately sized spaces for both community and retail activities
- Designing the community space to open out onto the park to provide greater access to both the community space and the park
- Including neighborhood-serving retail space, with locally focused options like a convenience store, cafe, clinic, or pharmacy.

Conclusion and Moving Forward

The result of these efforts has been a deepening of trust between tenants, Woodland Park Communities and property management and a greater understanding of how to improve the quality of life at Woodland Park in way that is community-centered. Specifically, it has resulted in:

- Co-created Relocation Commitments for the Euclid Improvements
- A Euclid Improvement planning application that reflects responses to community input
- Increased family resources and programming on site
- Two temporary pop up parks for the communities' enjoyment
- Ongoing communications and community building opportunities

As noted earlier, Woodland Park Communities views ongoing proactive and deep community engagement as fundamental part of existing in this community. Looking forward, Studio O, Emily Weinstein Consulting, and the community engagement team will continue to support that work by maintaining the system of community partnerships, engagement materials, events and spaces. Plans are underway to create a tenant advisory council to provide another mechanism for Woodland Park Communities and tenants to be in dialogue. Furthermore, as it relates to the Euclid Improvements, there will be additional community design meetings to inform and get additional input about the overall design, additional meetings with Improvement Area tenants to inform and get input about more specific elements of the design and development process, participation in relevant public hearings, and stakeholder meetings with key community, city, and regional stakeholders.

Previous and Ongoing Community Engagement

Since Woodland Park Communities purchased the property, they have prioritized community engagement and frequent tenant communications. Below is a partial list of these efforts:

Staffing

- Hired bilingual community engagement team, including full time on-site Community Engagement Manager, Teresa Morales, in 2017.
- Expanded community engagement team in 2018.
- Hired 5 community “promotoras” who are tenant leaders who assist with communications and outreach

Meetings/Engagement Sessions

- *Town Hall Meetings.* Four (4) meetings in February 2016 to introduce new ownership, hear tenants’ and neighbors’ concerns, and answer questions.
- *Listening Sessions.* Eighteen (18) focused sessions held between October 2017 and January 2018. We heard from 120 adults and 58 youth. The Listening Sessions offered an intimate setting to better understand tenants’ needs, discuss the issues most pressing to tenants, and create a vision for how Woodland Park can best evolve.
- *Cafecitos.* Twenty (20) small morning gatherings for tenants and neighbors to meet over light refreshments with the Community Engagement Manager and review new materials. They are held monthly both on the north and south sides of University Avenue. To date, we have heard from over 140 adults and 65 youth. The series of cafecitos is ongoing.
- *Community Dinners.* Fourteen (14) catered dinners serving over 900 meals between September 2017 and September 2019. These dinners provided an opportunity for tenants to interact with ownership and management, hear updates about the property, and provide input on programming and improvements, including the Euclid Improvements and the Relocation Commitments. Community dinners will continue be an ongoing feature of our community engagement activities.
- *Community Design Meetings.* Six (6) structured meetings to discuss (a) the future of and vision for the Westside; (b) Westside Area Plan priorities; and (c) concerns and comments on the Euclid Improvements. Approximately 250 unique participants and 950 duplicated participants came to these meetings. The community design meetings will continue throughout the lifetime of the project.
- *Euclid improvement Area Tenant Meetings.* Four (4) meetings were held with the tenants that live within the Euclid Improvement Area buildings. The meetings were focused on co-creating relocation commitments that reinforce Woodland Park Communities commitment to No Displacement and provides an overview of the benefits that tenants will receive through the process. Approximately 90 unique participants and 145 duplicated participants came to these meetings,
- *Information Booths:* Prior to the Euclid Improvement Area Tenant Meetings, Woodland Park Communities held Information Booths throughout the Euclid Improvements area. These booths were

advertised in advance and allowed tenants to meet with Mike Kramer and Teresa Morales to ask questions, review materials and provide input. Approximately 45 participants came to the information booths.

Community Events

- *Special Events and Festivities.* Fifteen (15) celebrations commemorating seasonal activities. Our latest events have, on average, attracted between 400-500 participants. Examples of these regular events include the beginning of summer, Back to School, and holiday celebrations. These are times for tenants and neighbors to socialize and get to know each other better. At these events, we also invite community organizations to provide resources to tenants and assist in bringing community services to the Westside.

Partnerships and On-Site Programming

- *Fresh Approach.* We collaborate to install community gardens throughout the neighborhood and provide gardening and healthy food education.
- *East Palo Alto Family YMCA.* We partner on a discounted membership program for Woodland Park tenants, free swimming classes for youth, and free weekly exercise classes on-site, including Yoga, Boot Camp and Zumba. To date over 100 tenants have participated in the Woodland Park sponsored YMCA exercise classes on-site.
- *Ravenswood School District.* We work together to provide access to the Ravenswood schools' online portal in Woodland Park's two computer tech centers, which are available to tenants.

East Palo Alto branch of the San Mateo County Libraries. We coordinate to host the monthly bookmobile on-site and maintain small libraries throughout the neighborhood, host the library's English Conversation Club, and host a Talk, Read, Sing program for young children and their caregivers.

- *Peninsula Humane Society and SPCA.* We host a free summer Animal Camp for Woodland Park youth and provide animal care classes.

Space and Facilities

- *Northside Management Office.* We opened a new tenant services office on the north side of the neighborhood at Euclid Avenue and East O'Keefe Avenue, to provide our tenants north of University Avenue with convenient access to staff to make maintenance and customer service requests or pay rent conveniently.
- *Community Engagement Office.* We opened a new office, staffed by our full-time community engagement team, inviting tenants to discuss any ideas, suggestions, or concerns directly with the ownership team representatives.
- *Free Technology Centers.* We opened two technology centers on-site for use by Woodland Park tenants. The tech centers offer free and accessible computers and printers, and free wi-fi. We have partnered with the Ravenswood City School District to install school software on our computers, so students can work on their homework at the tech centers.

- *Boom Pop Park.* We created a temporary pop-up open space for community enjoyment at Donohoe Street and West Bayshore Road. There is space for gathering, play, and exercise. East Palo Alto YMCA instructors teach free weekly fitness classes every Saturday morning.
- *Bridge Pop Park.* Based on the success of Boom Pop Park, we created a temporary pop-up open space for community engagement at Newell and West Bayshore Road. There is dedicated space for exercise, play, family gatherings and is designed to accommodate our large community events with stalls for community groups and resources. YMCA instructors teach free weekly fitness classes every Saturday morning.
- *Bus Stop Improvements and Neighborhood Benches.* At the location of existing school bus stops, and other selected locations around the neighborhood, we have added improvements to improve the neighborhood quality of life, including new benches and additional trashcans.
- *Little Free Libraries.* To date, we have installed six “Little Free Library” boxes around the neighborhood, where tenants and neighbors can take or leave books in English and Spanish for their enjoyment. We have partnered with the East Palo Alto branch of the San Mateo County Libraries to stock the Little Free Libraries with books for all ages in both English and Spanish.
- *Community Gardening.* We have partnered with Fresh Approach (formerly Collective Roots) to plant garden boxes around the neighborhood with flowers and vegetables for tenants to tend and enjoy.
- *Cabana.* We have offered the use of our on-site “Cabana” off Newell Avenue for select city-related and community events, such as The Primary School’s orientation for Woodland Park parents, East Palo Alto Police Department beat meetings, and a meeting of the Rent Stabilization Board’s Outreach and Education Committee. YMCA instructors teach free weekly fitness classes every Saturday morning and Thursday evening.

Communications

- *Newsletters.* Quarterly newsletters are distributed to all tenants and a range of local and regional stakeholders. They are written in English and Spanish.
- *Euclid Improvement Handouts.* Woodland Park Communities has created two Euclid Improvement Handouts with detailed information about the project description, guiding principles, timeline and images. The handouts are in English and Spanish.
- *Frequently Asked Questions.* Throughout the community design process, Woodland Park Communities has been soliciting questions through a variety of engagement strategies and providing written responses in the form of a Frequently Asked Questions document that is provided to all tenants in English and Spanish.
- *Euclid Improvement Area tenant mailings.* In an effort to engage the tenants that will be most impacted by the Euclid Improvements, Woodland Park Communities does regular mailings to the tenants in the area with up to date information, draft documents including the draft Relocation Commitments and announcements.
- *Community dinner and meeting invitations.* All community events, dinners and meetings are advertised through a variety of channels including door to door delivery of branded materials.

Woodland Park Communities Foundation

Woodland Park Communities supports East Palo Alto-based and East Palo Alto-serving organizations and events by providing funding through the Woodland Park Communities Foundation as well as providing financial support for programming on site. A list of the organizations includes (in alphabetical order):

- AbleWorks
- Aim High for High School – East Palo Alto
- Bring Me a Book Foundation / Reading Bonanza at the Park
- Canopy
- Catholic Charities for Youth at St. Francis of Assisi
- Computers for Everyone
- EPA Children’s Day Committee
- East Palo Alto and Belle Haven Chamber of Commerce
- East Palo Alto branch of the San Mateo County Libraries
- East Palo Alto Blues Festival
- East Palo Alto Boxing Club
- East Palo Alto Junior Golf Program
- East Palo Alto Police Activities League
- East Palo Alto Senior Center
- East Palo Alto Tee-Ball and Pitching Machine League
- East Palo Alto YMCA
- East Palo Alto Youth Arts & Music Center
- Ecumenical Hunger Program
- El Concilio of San Mateo / Comite Latino
- EPACENTER Arts
- Free at Last Community Recovery and Rehabilitation Services
- Girls to Women
- Hagar Services Coalition
- Housing Endowment and Regional Trust (HEART) of San Mateo County
- JobTrain
- Live in Peace
- Mid-Peninsula Athletic Association / Mid-Peninsula Mastodons Football
- Nuestra Casa de East Palo Alto
- One East Palo Alto
- Peninsula Humane Society & SPCA
- Project WeH.O.P.E.
- Ravenswood Family Health Center
- Renaissance Entrepreneurship Center Mid-Peninsula, East Palo Alto
- StreetCode Academy
- Youth Community Service

About the Social Impact Consultants

Studio O is a design and strategy consultancy working at the intersection of racial and spatial injustice. Founded in 2012 and based in Oakland, the practice builds on over 15 years' experience in the design and social impact sector of its founder and principal, Liz Ogbu. It collaborates with multidisciplinary teams to work on projects with/in historically marginalized communities around the world. With a mission to create or improve systems, services, and places that can heal conditions of injustice, Studio O leverages a combination of community-centered research; dynamic forms of engagement and prototyping; spatially just architecture and planning; and tools to build participatory power and community-centered systems. In addition to her projects, Ogbu is speaks nationally and internationally on issues of spatial justice, including a widely viewed TED Talk on gentrification and spatial justice.

Emily Weinstein Consulting is a strategic consultant and leader in housing, community development and public engagement. For the past 20 years Emily Weinstein has worked on large scale affordable housing and community development initiatives to transform some of the most economically distressed and underserved neighborhoods in California. Emily Weinstein Consulting works with developers, public agencies, community organizations and design teams to achieve greater economic, social and health impacts by applying a wide set of community-centered strategies throughout the real estate development process. Emily's passion for marrying real estate and social impact stems from a belief that the built environment has the power to transform lives, and that developers have a responsibility to create equitable, healthy places where people can thrive and children can meet their full potential. Emily Weinstein also served two terms as a Planning Commissioner for the City of Oakland from 2013-2018 and is the pioneer of the Trauma Informed Community Building model.



David Baker Architects
dbarchitect.com

461 Second Street Loft c127
San Francisco, CA 94107

7. Water Supply Assessment

2019-09-18

FROM: Cristina Rossi, David Baker Architects
TO: East Palo Alto Planning Department
1960 Tate St., East Palo Alto, CA 94303
RE: September 2019 Application - Water Analysis
JOB: 21620 Woodland Park

Current Water Usage

Based on water bills from each of the existing buildings in the proposed improvement area from 2016-2018, the property as currently configured utilizes 144 gallons of water per day per unit on average.

This is based on the total usage of 23,162 gallons per day across 161 existing residential units, as well as the common areas and tenant-serving facilities in the improvement area.

For more information about current water usage, see Exhibit A.

Projected Water Usage

We have projected water usage for the completed Euclid Improvements proposal, based on the design proposed in the application, and assuming three potential scenarios: A) all tenants use shared laundry facilities, B) all units with 2+ bedrooms have in-unit washers and dryers but all other tenants use shared laundry facilities, and C) all units have in-unit washers and dryers.

In scenario A, the proposed buildings would use approximately 69 gallons of water per day per unit.

In scenario B, the proposed buildings would use approximately 73 gallons of water per day per unit.

In scenario C, the proposed buildings would use approximately 77 gallons of water per day per unit.

The following assumptions are made in order to generate these projections:

1. The calculations of gallons used per person per day for each type of appliance is based on baseline flow rates based on DBA's typical specifications for efficient fixtures.
2. The total number of residents in the building is based on the proposed unit mix and the following number of residents per unit type:



- a. Studio - 1 person
- b. 1 Bedroom - 2 people
- c. 2 Bedroom - 3 people
- d. 3 Bedroom - 4 people
- e. 4 Bedroom - 5 people

3. A 95% occupancy is assumed for the building.

Current Water Supply

The projected demand of approximately 44,000 gallons per day equals a flow rate of 31 gallons per minute (44,000 gpd x 1 day/24 hours x 1 hour/60 minutes = 31 gpm). When factoring in a peaking factor of 4, as recommended by BKF Engineers, this would result in a 124 gallon per minute peak (31 gpm x peak factor of 4 = 124 gpm peak). Recent water flow tests of the American Water system serving the site conducted on July 11, 2019 indicated that the water lines to the site can deliver approximately 650 gpm. Therefore, the current water supply is adequate for the proposed buildings, and can deliver well above the projected peak water flow.

In July 2016, the City of East Palo Alto instituted a water connection moratorium over concerns about water supply. In June 2017, the City of East Palo Alto and the City of Mountain View agreed on a water transfer to permanently increase East Palo Alto's water supply by 1,000,000 gallons of water per day. Additionally, in May 2018, the City of East Palo Alto received a water transfer from the City of Palo Alto to permanently increase East Palo Alto's water supply by another 500,000 gallons of water per day. These transfers addressed the long-term water supply concerns, and the moratorium was lifted in July 2018.

Conclusion

Based on the current water usage analysis and our projections of expected future water usage, the proposed buildings will use significantly less water per day per unit than the current buildings, regardless of whether tenants use shared laundry facilities or have in-unit laundry machines.

The new apartments are approximately twice as efficient as the current apartments, meaning they use roughly half as much water per unit per day compared to the existing units.

Further, the current water supply is sufficient for the proposed buildings.

Sincerely,

Cristina Rossi

Designer

cristinarossi@dbarchitect.com

415.799.4586



Exhibit A – Existing Water Usage

Building Address	Billing Period	100 CCF's Used	Units	Service Provider	Billing Rate per 100 CCF	100 CCF/Day
2001 Manhattan	11/11/16 - 1/11/18	6031	60	American Water	\$6.16	14.16
2033 Manhattan	11/11/16 - 1/11/18	1576	32	American Water	\$6.16	3.70
2010-2012 Euclid/501 O'Connor St.	11/11/16 - 11/7/17	490	22	American Water	\$6.16	1.36
2021 Euclid	11/11/16 - 1/11/18	332	11	American Water	\$6.16	0.78
2025 Euclid	11/11/16 - 1/11/18	378	7	American Water	\$6.16	0.89
2031 Euclid	11/11/16 - 1/11/18	1098	12	American Water	\$6.16	2.58
2032 Euclid	11/11/16 - 1/11/18	405	1	American Water	\$6.16	0.85
2036 Euclid	11/11/16 - 1/11/18	74	4	American Water	\$6.16	0.17
2040 & 2042 Euclid	11/11/16 - 1/11/18	1564	2	American Water	\$6.16	3.67
2041 & 2043 Euclid	11/11/16 - 1/11/18	287	0	American Water	\$6.16	0.67
2044 Euclid A & B	11/11/16 - 1/11/18	235	2	American Water	\$6.16	0.54
2054 Euclid	11/11/16 - 1/11/18	638	8	American Water	\$6.16	1.50

Note: Resident Services Office, Community Technology Center, Community Engagement Office

TOTAL	Sum CCF	Existing Units	Gallons	Gallons/Unit	100CCF/Day	Gallons/Day	Gallons/Unit/Day
	13108	161	9,804,784	60899	30.96	23,161.78	144



Exhibit B – Projected Water Budget

Current use (gallons/year)	8,454,050
Current use (gallons/day)	23,162
Current use (gallons/day), per unit	144

Scenario 1 (all shared laundry facilities)

Projected use (gallons/year), avg	15,316,886
Projected use (gallons/day)	41,964
Projected use (gallons/day), per unit	69

Scenario 2 (2 BR + units have in-unit washers & dryers, all others shared laundry)

Projected use (gallons/year), avg	16,049,055
Projected use (gallons/day)	43,970
Projected use (gallons/day), per unit	73

Scenario 3 (all in-unit washers & dryers)

Projected use (gallons/year), avg	16,949,351
Projected use (gallons/day)	46,437
Projected use (gallons/day), per unit	77

Project Data*

No. Units	605
Studio	188
1BR	238
2BR	177
3BR	1
4BR	1
No. Residents, Studios & 1 BR, Full Occupancy	664
No. Residents, 2+ BR, Full Occupancy	540
No. Residents, Full Occupancy	1204
Assumed Occupancy	95%
No. Residents, Studios & 1 BR, Assumed Occupancy	631
No. Residents, 2+ BR, Assumed Occupancy	513
No. Residents, Assumed Occupancy	1144
Avg. No. Res. per unit	1.9

Potable Water Use

End Use	Gallons/person-day
Toilets	6.46
Kitchen Faucet	9.00
Lav Faucet	5.00
Showers+Bath	10.76
Dishwasher	0.35
Laundry (Common)	5.11
Laundry (in-Unit)	9.02
Total indoor use (daily per capita - common laundry)	36.69
Total indoor use (daily per capita - in-unit laundry)	40.60

Fixture Flow Rates

Proposed Flow Rate (gpm, gpf or gpc)	Uses (or cycles) per day (x) duration if applicable	Assumptions are based (LEED v4)
1.28	5.05	Four flushes per day
1.8	5.00	1 min/use, 4 uses per day
1	5.00	10 secs/use, 6 uses per day
1.75	6.15	10 min. shower, 0.75 probability of daily shower
3.5	0.10	One cycle every other day
7.92	2.51	Cycles per unit per week
7.92	4.43	Cycles per unit per week

*Note: # of people per unit type is based on the International Mechanical Code Table 403.3.1.1 occupant density for private dwellings

Recology Will-Serve Correspondence (Waste and Recycling Management)

BKF Engineers contacted Recology regarding a will-serve letter for the Euclid Improvements project. We received the following correspondence from Michelle Sung, Waste Zero Specialist, informing us that Recology San Mateo County will serve the project as long as it meets Recology guidelines.

From: Michelle Sung <MSung@recology.com>
Sent: Monday, September 16, 2019 12:21 PM
To: Emily Lehmann
Cc: Sarah Price; Ryan Nahe; Heather Rockwood
Subject: RE: Euclid Improvements Project

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Emily,

That's correct. Once you have the plans available for us to review, please send them over along with the executed enclosure guidelines and new development questionnaire so we can begin the approval process. Recology San Mateo County must approve the enclosure location and design prior to the new construction and initiation of services.

Thank you,

Michelle Sung
Waste Zero Specialist

Recology® San Mateo County | 225 Shoreway Rd | San Carlos, CA 94070-2712
650.595.3900 | D: 650.598.8210 | msung@recology.com

WASTE ZERO: [Recycling](#) [Composting](#) [Landfill](#) [AIR](#)

From: Emily Lehmann [mailto:elehmann@bkf.com]
Sent: Monday, September 16, 2019 11:43 AM
To: Michelle Sung <MSung@recology.com>
Cc: Sarah Price <sprice@bkf.com>
Subject: RE: Euclid Improvements Project

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Michelle,

I just want to confirm I understand the process and next steps. Since we are in the early stages of design (currently going in for entitlements), there's nothing we currently need to send to Recology. However, later in the approval process, we will submit plans and the completed questionnaire to Recology and as long as our project meets Recology guidelines, Recology will serve our project. Can you confirm that is correct?

Thank you,

EMILY LEHMANN, PE
Project Engineer

BKF ENGINEERS Delivering Inspired Infrastructure
1730 N. First Street, Suite 600, San Jose, CA 95112
d 408.467.9182 elehmann@bkf.com BKF.com

8. General Plan Consistency Analysis

Preliminary discussion of how the Euclid Improvement proposal complies with and advances General Plan guiding principles, goals, and policies.

General Plan Guiding Principle, Goal, or Policy	Euclid Improvements Proposal Consistency
<i>Land Use</i>	
<p>The Land Use Plan, Goal LU-1 notes, “Maintain an urban form and land use pattern that enhances the quality of life and meets the community’s vision for its future.”</p> <ul style="list-style-type: none"> ○ Unique neighborhoods, districts and corridors. Enhance the unique character and identity of the City’s neighborhoods, districts and corridors through land use and design decisions. Allow policies and programs to be focused on each unique area of the City. 	<p>The Euclid Improvements maintain and enhance the urban form on the Westside. The proposal will enhance the quality of life by ensuring no displacement, providing better parking and mobility, and creating safer, healthier buildings. The proposal will meet the community’s vision for its future by complying with General Plan policies and by soliciting community input to create community informed plans for the Euclid Improvements.</p>
<p>The Land Use Plan, Goal LU-3 notes, “Expand the number, types and diversity of housing within East Palo Alto.”</p> <ul style="list-style-type: none"> ○ Infill housing. Encourage new infill housing in residential and mixed-use areas of the City in order to expand the amount and diversity of housing. ○ Balanced housing. Over time, establish a balance of market rate and affordable housing in East Palo Alto. To achieve this policy, encourage both market rate and affordable housing. ○ Regional housing needs. Accommodate the City’s share of regional housing needs to help address the housing shortage in the Bay Area and Silicon Valley sub-region. ○ Replacement housing. The method for providing replacement affordable housing shall be determined by the City Council on a project-by-project basis or shall be identified as part of an area wide adopted Master Plan. The City Council shall consider the following options: <ul style="list-style-type: none"> ○ Replace with RSO Units. Replace RSO 	<p>The Euclid Improvements is a residential infill project that will expand the number, types and diversity of housing within East Palo Alto by proposing replacement and net new units. The proposal includes both market rate and rent-controlled housing that will help accommodate the City’s share of regional housing needs to address the housing shortage in the Bay Area and Silicon Valley subregion. The increase in the number of housing units will help meet the goals set forth in the City’s Housing Element.</p> <p>The Euclid Improvements are proposing to replace affordable rent-controlled units on a one-for-one basis with new deed-restricted rent-controlled units with the same number of bedrooms. There will be no net loss in housing.</p>

<p>units on a one-for-one basis with new deed-restricted RSO units with the same number of bedrooms.</p>	
<p>The Land Use Plan, Goal LU-4 notes, “Expand multi-family housing” to “in order to provide housing options for existing and future residents and increase the number of housing units in the City.”</p> <ul style="list-style-type: none"> ○ “Diversity of building types. Encourage a diversity of building types and styles in areas designated for multi-family housing. These building types should range from duplex/triplex/fourplex to courtyard housing to multi-family housing developments. The diversity of building types will respond to the diversity of the City of East Palo Alto’s population and the desire to create interesting and varied neighborhoods” ○ “Intensification. Require that development projects maximize the number of residential units in the redevelopment of parcels in areas designated for Medium Density, High Density and Urban Residential.” 	<p>The Euclid Improvements expand the number of multi-family housing units to provide additional housing options for existing and future residents. It increases the number of housing units in the City in a manner that will respond to the diversity of the community and the desire to create interesting and varied neighborhoods. The Euclid Improvement parcels are designated for High Density and Urban Residential and the -application proposes to maximize the number of residential units in the redevelopment of these parcels through the proposed NCO overlay designation. Maximizing the number of units expands the overall number of multi-family housing options within the City.</p>
<p>Westside Area Plan, Guiding Principles</p>	
<p>“Avoid displacement. Existing renters should have the right to continue to live on the Westside. If housing is renovated, existing residents should be provided with a similar size unit, with similar amenities, at comparable rents.”</p>	<p>All existing tenants will always be able to stay at Woodland Park, and can return to newly-constructed replacement units at their same rent-stabilized rents. Woodland Park has the capacity to re-house affected tenants within the neighborhood and to enable these tenants to return to newly constructed, high quality housing at their rent-stabilized rents (with City-determined adjustments). This right of return and one-for-one replacement of rent- stabilized units protects existing tenants and maintains a viable Rent Stabilization Program.</p>
<p>“Ensure a community-driven process. The future of the Westside should be planned by and for the community, with a focus on meeting community needs, reflecting community voices, improving quality of life for residents and building the capacity of residents to influence the decision-making process.”</p>	<p>Woodland Park has a strong track record of engaging with the community. The application commits to continue the engagement process to refine plans and proceed through the City’s review process. Plans have been developed with significant input from Woodland Park tenants and the community at large.</p>

<p>“On-going community participation in decision-making processes. Community members should actively engage in decision-making processes for plans and projects throughout the community, particularly those that significantly affect the Westside...”</p>	<p>Woodland Park commits to maintain and strengthen its dialogue with the community through ongoing community dinners, special events, smaller gatherings, and partnerships with local community groups. The robust process will ensure that the community is represented, consulted, and respected in the planning process.</p>
<p>“Provide affordable rental housing. One of the highest priorities for the Westside Area Plan should provide long-term affordable rental housing for East Palo Alto residents.”</p>	<p>All rent-stabilized units will be replaced one-for-one in any new construction and there will be no net loss of affordable housing or housing in general. Rent control meets important and otherwise unmet affordable housing needs in the City of East Palo Alto. It is the only form of housing affordability that favors long-term residents, providing deeper affordability than for newcomers. Any tenant who has lived in a unit for more than a year pays below market rent. And, unlike income-restricted affordable housing, there are no qualifications based on income, wealth, immigration status, or household composition. Rather, rent control provides a flexible, cost-effective, scalable form of affordable housing that has been particularly valuable and enduring in East Palo Alto for decades. Rent-controlled rental housing is a valuable source of workforce housing.</p>
<p>“Maintain diversity. Over time, the Westside should continue to serve and enhance the lives of the diverse population that currently resides in the area.”</p>	<p>The Westside’s greatest assets are its diversity and community. By ensuring tenants can stay in the neighborhood at their rent-stabilized rents, Woodland Park can help preserve neighborhood diversity and community character.</p>
<p>“Improve housing quality. Rental housing on the Westside should be healthy, safe and have amenities that provide for a high quality of life for residents, including sufficient parking for existing and future residents. Rental housing should be up to code and well-maintained for the safety and comfort of its tenants.”</p>	<p>Woodland Park works to improve housing quality through comprehensive maintenance of existing buildings on an ongoing basis. Some structures, however, are reaching the end of their useful lives. Maintenance activities can no longer effectively or efficiently improve the housing quality. All new buildings constructed will be safer, healthier buildings that meet or exceed modern seismic and other life safety standards.</p>
<p>“Maintain a diversity of housing types and unit sizes. The Westside should have a variety of rental housing types and unit sizes that provide high-quality housing for a diversity of residents</p>	<p>Woodland Park is comprised of various unit sizes including studio, one, two, three, and four-bedroom units. The Euclid Improvements will maintain a diversity of unit sizes by replacing existing unit types on a one-for-one basis, and</p>

<p>including families, young professionals, and seniors.”</p>	<p>providing a diversity of unit sizes in the new additional units.</p>
<p>“Connect the Westside to the City and the region. The Westside should be better connected—both physically and psychologically—to the rest of East Palo Alto and areas beyond. This includes transportation connections, access to shopping and jobs, enhanced visibility and representation, and a shared identify with the rest of East Palo Alto.”</p>	<p>Woodland Park has committed to improve mobility for tenants by increasing pedestrian, bicycle, and transit access, including to the SamTrans, Caltrain, and VTA systems. Additionally, the Highway 101 pedestrian and bicycle overcrossing anchors into the Woodland Park community. Woodland Park intends to make property-level improvements across the neighborhood to improve pedestrian and bicycle experiences and create a welcoming environment.</p>
<p>“Address infrastructure deficiencies. There should be upgrades to the current infrastructure to address deficiencies on the Westside. This includes improved water quality and supply, improving flood protection from San Francisquito Creek, and upgrading existing water and sewer infrastructure.”</p>	<p>The Euclid Improvements proposal offers the opportunity to improve the streetscape and upgrade water, sewer, and other utility systems. Woodland Park commits to future discussions with the City, utility providers, and community stakeholders regarding opportunities to address infrastructure deficiencies.</p>
<p>“Ensure that new development pays its fair share. New development on the Westside should be required to provide community benefits for Westside and East Palo Alto residents via the leveraging of the Westside’s assets for the maximum benefit of the community.”</p>	<p>Woodland Park agrees about the importance of paying a fair share. Accordingly, they commit to improving the quality of rent-stabilized housing and ensuring tenant housing stability through the No Displacement commitment. This involves significant expense and far exceeds any other private project in the region. The application also proposes other community benefits, including parkland and community spaces, increased parking, streetscape improvements, and Transportation Demand Management (TDM). Woodland Park will discuss with the City and local stakeholders additional ways to ensure that the proposal contributes positively to East Palo Alto, including substantially increased property taxes, new sales tax from the retail space, and a percentage of gross residential receipts from the Measure O taxes.</p>
<p>“Provide diverse parks, community facilities and shopping for all residents. There should be a diversity of parks, public facilities, retail and services on or accessible to the Westside that serve Westside residents, including families with children, and the broader East Palo Alto community. This could include playgrounds,</p>	<p>Euclid Improvement plans include an open, publicly accessible park on O’Connor Street between Euclid and Manhattan that will be accessible to all for recreation, relaxation, and social events. The proposal also includes amenities like community spaces and flex space for neighborhood-serving retail that will offer shopping within walking distance for tenants and neighbors, and create a</p>

<p>plazas, community centers, retail and restaurants.”</p>	<p>focal point for the community, adjacent to the new park. This will facilitate a high-quality pedestrian environment.</p>
<p>“Improve public safety. Reducing crime and promoting a safe environment throughout the Westside should be a top priority. Increased police patrolling and street lighting should be improved in areas of high crime.”</p>	<p>Woodland Park works to improve public safety and security on an ongoing basis. They improved exterior lighting as a part of a maintenance program. New construction offers the opportunity to integrate state-of-the-art public safety and lighting concepts into building design. New construction also allows seismic and life-safety upgrades not possible with simple renovation alone. New buildings with stoops and front doors facing the street combine with improved streetscapes to create a safer public realm and safer bicycle and pedestrian networks.</p>
<p>“Beautify the Westside. The physical environment of the Westside should be enhanced to become more attractive. This includes adding street trees, renovating streets to add curbs and gutters, improving the visual character of buildings, requiring high-quality design for renovation and new buildings, and adding parks and open space, including recreation opportunities along San Francisquito Creek.”</p>	<p>Woodland Park is focused on enhancing the physical environment in its neighborhood. The high-quality design for the Euclid Improvements will include beautiful new buildings, street trees, streetscape, parks, and landscaping that reflects careful attention to the public realm. The design will improve the quality and aesthetic appeal of the site with high quality architecture, materials, and pedestrian-oriented facades, while remaining rooted in the existing community character.</p>
<p>Westside Area Plan, Goals, and Policies</p>	
<p>Westside Area Plan Goal W-1 notes, “Prevent displacement and preserve affordable housing.”</p> <ul style="list-style-type: none"> ○ Preservation of housing. The City should have as a goal to avoid displacement of current residents. Maintain regulations that encourage the preservation of existing housing, including rent-controlled housing, and development of new housing that accommodates households that are diverse in size, type and level of affordability. ○ No net loss in housing. Requires there to be no net loss in the number of residential units or the number of income-restricted affordable housing units during any future reconstruction or renovation on the Westside. ○ Diversity of unit sizes and types. Encourage a 	<p>All existing tenants will always be able to stay at Woodland Park, and can return to newly-constructed replacement units at their same rent-stabilized rents. Woodland Park has the capacity to re-house affected tenants within the neighborhood and to enable these tenants to return to newly constructed, high quality housing at their rent-stabilized rents (with City-determined adjustments). This right of return and one-for-one replacement of rent- stabilized units protects existing tenants and maintains a viable Rent Stabilization Program.</p> <p>There will be no net loss in housing; rather the Euclid Improvements expand the number of multi-family housing units to provide additional housing options for existing and future residents. Woodland Park is comprised of various unit sizes including</p>

<p>diversity of small, medium, and large units for individuals, families, seniors, students, and other demographics to encourage a diverse and vibrant population on the Westside.</p> <ul style="list-style-type: none"> ○ High-quality housing. Ensure that the existing and new housing stock is built and maintained to a high level of quality to protect health, safety, and aesthetics on the Westside. ○ Maintain a viable Rent Control program. Maintain a financially solvent Rent Stabilization Program even if units are removed from the program through new development. 	<p>studio, one, two, three, and four-bedroom units. The Euclid Improvements will maintain a diversity of unit sizes by replacing existing unit types on a one-for-one basis, and providing a diversity of unit sizes in the new additional units. Such housing will be available for individuals, families, seniors, students, and other demographics to ensure a stable community, create no displacement, and encourage a diverse and vibrant population.</p> <p>All new buildings constructed will be safer, healthier buildings that meet or exceed modern seismic and other life safety standards. The high-quality design for the Euclid Improvements will include beautiful new buildings, street trees, streetscape, parks, and landscaping that reflects careful attention to the public realm. The design will improve the quality and aesthetic appeal of the site with high quality architecture, materials, and pedestrian-oriented facades, while remaining rooted in the existing community character.</p> <p>By replacing rent-controlled units on a one-for-one basis, the Euclid Improvements help maintain a viable Rent Control program.</p>
<p>Westside Area Plan Goal W-2 notes, “An equitable, inclusive, and constructive Community Process.”</p> <ul style="list-style-type: none"> ○ Outreach and participation. Ensure ongoing participation in the decision-making process for the Westside. 	<p>Woodland Park has a strong track record of engaging with the community. The application commits to continue the engagement process to refine plans and proceed through the City’s review process with significant input from Woodland Park tenants and the community at large.</p> <p>Woodland Park commits to maintain and strengthen their dialogue with the community through ongoing community dinners, special events, smaller gatherings, and partnerships with local community groups. The robust process will ensure that the community is represented, consulted, and respected in the planning process.</p>
<p>Westside Area Plan Goal W-4 notes, “A diverse land use mix to create a livable Westside.”</p> <ul style="list-style-type: none"> ○ Retail uses. Allow retail uses and services in the Westside, either as the ground floor of a mixed-use residential building, or as a stand-alone neighborhood-serving retail building. Strive for new retail development to serve 	<p>The proposal includes ground floor flex space for neighborhood-serving retail that will offer shopping within walking distance for tenants and neighbors, and create a focal point for the community, adjacent to the new park. This would support and expand the existing small-scale retail node on</p>

<p>the needs of Westside residents or to help improve the fiscal health of the City.</p> <ul style="list-style-type: none"> ○ O’Connor retail node. Support and expand the existing small-scale retail node on O’Connor Street between Euclid Avenue and Manhattan Avenue, with a focus on uses that serve the needs of residents in surrounding neighborhoods. 	<p>O’Connor Street between Euclid Avenue and Manhattan Avenue.</p> <p>Woodland Park will discuss with the City and local stakeholders additional ways to ensure that the proposal contributes positively to East Palo Alto, including substantially increased property taxes, new sales tax from the retail space, and a percentage of gross residential receipts from the Measure O taxes that improve the City’s fiscal health.</p>
<p>Westside Area Plan Goal W-5 notes, “The long-term development of new buildings and a new street network to improve housing opportunities and improve quality of life.”</p> <ul style="list-style-type: none"> ○ Transformation over time. Pursue mechanisms and tools to allow increases in intensity to improve the quality of life for Westside residents. ○ Development intensity or change of use. Any development project that proposes an increase in intensity over the existing unit count and/or a change in use must undergo a rigorous public process and meet the anti-displacement goals of this Chapter and all other applicable City policies and regulations. ○ Prerequisites for new development per Policy 5.2 (above). Increases in development intensity over the currently allowed zoning intensity on the Westside must meet the criteria listed below. Specific information on each of the items shall be required as part of the development application process. The following are the prerequisites for increased development intensity: <ul style="list-style-type: none"> ○ Prevents displacement of existing residents. ○ Provides for some income-restricted affordable housing. ○ Preserves “right of return” for existing residents. ○ Maintains the City’s rent stabilization program. 	<p>The Euclid Improvements expand the number of multi-family housing units to provide additional housing options for existing and future residents and improve the quality of life for Westside residents. It increases the number of housing units in the City.</p> <p>The proposal will undergo a rigorous public process. Woodland Park has a strong track record of engaging with the community. They have committed to continue the engagement process to refine their plans and proceed through the City’s review process with significant input from Woodland Park tenants and the community at large. Woodland Park commits to maintain and strengthen their dialogue with the community through ongoing community dinners, special events, smaller gatherings, and partnerships with local community groups. The robust process will ensure that the community is represented, consulted, and respected in the planning process.</p> <p>The proposal protects against displacement. All existing tenants will always be able to stay at Woodland Park, and can return to newly-constructed replacement units at their same rent-stabilized rents. Woodland Park has the capacity to re-house affected tenants within the neighborhood and to enable these tenants to return to newly constructed, high quality housing at their rent-stabilized rents (with City-determined adjustments). This right of return and one-for-one replacement of rent- stabilized units protects existing tenants and maintains a viable Rent Stabilization Program. Woodland Park anticipates a</p>

<ul style="list-style-type: none"> ○ Includes new parks and open spaces or contributes to the provision of new parks and open spaces if it is a single project. ○ Improves streets and infrastructure or contributes to the provision of new streets and infrastructure if it is a single project. ○ Improves the fiscal health of the City. ○ Beautifies the area. ○ Development process for increased intensities or changes in use. Any proposed increases in allowed development intensity or change in use per Policy 5.2 must prepare a master plan, Specific Plan or similar planning document according to the project location as listed below: <ul style="list-style-type: none"> ○ For areas on the north side of University Avenue or south of Clarke Avenue to San Francisquito Creek, proposed increases in intensity over the currently allowed zoning intensity may be approved on a project-by-project basis. These projects shall be required to meet the policies set forth in this document in addition to any other city policies and shall be required to enter into a development agreement and/or pay fees to support the development of new parks, open spaces, infrastructure and community facilities necessary to support a higher level of development on the Westside. ○ Application information for increased density. Prior to any approval in increased development intensity or change in use, project applicants must provide detailed information on the overall development plan and, at a minimum, include the following information: <ul style="list-style-type: none"> ○ Proposed general plan and zoning for 	<p>comprehensive relocation plan will be approved as part of the entitlement process.</p> <p>Euclid Improvement plans include an open, publicly accessible park on O’Connor Street between Euclid and Manhattan that will be accessible to all for recreation, relaxation, and social events.</p> <p>Woodland Park is focused on enhancing the physical environment in its neighborhood. The high-quality design for the Euclid Improvements will include beautiful new buildings, street trees, streetscape, parks, and landscaping that reflects careful attention to the public realm. The design will improve the quality and aesthetic appeal of the site with high quality architecture, materials, and pedestrian-oriented facades, while remaining rooted in the existing community character.</p> <p>The Euclid Improvements application will improve the streetscape and upgrade water, sewer, and other utilities systems. Woodland Park commits to future discussions with the City, utility providers, and community stakeholders regarding opportunities to address infrastructure deficiencies.</p> <p>Woodland Park has committed to continue the community engagement process to refine plans and proceed through the City’s review process with significant input from Woodland Park tenants and the community at large. The application includes all required information specified in the General Plan.</p> <p>Finally, the Euclid Improvements focus the greatest height and intensity toward Highway 101.</p>
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<p>each parcel, including uses, building heights, and maximum development intensities.</p> <ul style="list-style-type: none"> ○ Development program that identifies parcel-by-parcel information on existing and proposed uses. ○ Affordable housing plan, including the amount, levels of affordability and location of each housing unit. ○ Relocation plan for existing tenants that incorporates policies 5.10, 5.11, and 5.12 of this chapter. ○ Fiscal impact analysis for the City ○ Description and analysis of how the City’s rent stabilization program may be continued in the future, including sources of funding. ○ Park and open space plan, including the number, acres and locations of new parks and open spaces (or contributions to parks and open spaces for single-parcel projects). ○ A water supply assessment with guarantees of long-term water availability and new sources of water. ○ Infrastructure improvement plan, including detailed information on all infrastructure and utilities (or contribution to Westside infrastructure improvements). ○ Street network plan, including proposed street cross sections. ○ Community Impact Report that details how the project applicant will satisfy the prerequisites for increases in intensity or change in use in Policy 5.3. ○ Community involvement strategy. ○ Any additional information and level of detail requested by the City to ensure that the proposed project 	
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<p>meets the vision of the community.</p> <ul style="list-style-type: none"> ○ Replacement of affordable housing stock. <ul style="list-style-type: none"> ○ Incentivize and, to the extent permissible, require projects that propose to redevelop sites with existing units subject to registration under the Rent Stabilization Ordinances adopted by the voters on April 12, 1988 and June 8, 2010 (RSO units)...to include as part of the project the replacement of affordable housing units comparable to the existing units on a one-for-one basis. Replacement housing shall be built in tandem with the market-rate projects and shall be of the same quality and location. ○ The method for providing replacement affordable housing shall be determined by the City Council on a project-by-project basis or shall be identified as part of an area-wide adopted Master Plan. However, when considering how to replace affordable housing, the City Council shall consider the following options: <ul style="list-style-type: none"> ○ Replace with RSO Units. Replace RSO units on a one-for-one basis with new deed-restricted RSO units with the same number of bedrooms... ○ Affordable housing as a community benefit. Consider the provision of additional or replacement affordable housing units to be a component of community benefits when considering legislative land use changes, development agreements, or statements of overriding consideration, in particular for residential projects. ○ First right of return. Require that existing tenants displaced by new development ore rehabilitation of existing dwelling units be afforded the following rights: <ul style="list-style-type: none"> ○ The ability to return to a unit at the same level of affordability (measured 	
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<p>in monthly rent) as the prior unit.</p> <ul style="list-style-type: none">○ The ability to return to a unit of comparable size with the same or greater number of bedrooms.○ The ability to return to replacement housing regardless of immigration status, to the extent that this can occur under current law. If tenants are unable to return due to immigration status, the project sponsor shall find the tenant a comparable unit in terms of size and cost to the original unit.○ Relocation plan. Prior to project approval, require development projects that are proposing increases in intensity or to demolish RSO units, to prepare, and the City approve, a “relocation plan” that accounts for all tenants displaced by new construction. The tenants shall have housing provided from the moment they are displaced until they are relocated into a replacement unit. The relocation plan must meet the following criteria:<ul style="list-style-type: none">○ Provide temporary housing within East Palo Alto or within 10 miles of the prior home.○ Does not require the crossing of the Dumbarton Bridge○ Must not pay more in rent than paying in the prior home○ All costs of relocation must be paid for by the project sponsor○ Moving process between units must occur quickly and efficiently and to minimize the inconvenience of the tenant.○ Replacement housing must be completed within one and a half years to minimize impacts to tenants.○ Relocation benefits. Require that sponsors of new development projects offer tenants the	
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<p>choice between reserving replacement housing or receiving relocation payments as defined by City of East Palo Alto Ordinance.</p> <ul style="list-style-type: none"> ○ Gradation of height. Design new development so that there is transition in building height. The greatest height and intensity should be focused towards Highway 101 and University Avenue, transitioning to lower height no more than three stories new San Francisquito Creek and along the western portion of O’Keefe Street that is adjacent to residential neighborhoods. 	
<p>Westside Area Plan Goal W-6 notes “Building and site design to support a beautiful Westside and a high-quality pedestrian environment.”</p> <ul style="list-style-type: none"> ○ Building quality and character. Improve the quality and aesthetic appeal of existing buildings and housing in the Westside, and encourage high quality architecture, materials, and pedestrian oriented facades in new construction. ○ Frequent pedestrian entries and windows. Include regular pedestrian entries into public space and transparent windows along the ground floor of new buildings, particularly in areas with ground-floor retail. ○ Building articulation. Use articulation strategies for new development to reduce the visible bulk of buildings, add visual interest, and add pedestrian-oriented character and detail. These could include massing breaks as well as projections, minor setbacks, architectural details, and variations in materials to distinguish between upper and ground floors. ○ Engaging residential facades. Encourage new ground-floor residential uses throughout the Westside with transparent windows, stoops, porches, and other façade treatments to engage the pedestrian environment, provide “eyes on the street” and create sense of ownership and stewardship among residents. ○ Elevated ground-floor residential. Elevate 	<p>Woodland Park’s building and site design incorporate significant input from Woodland Park tenants and the community at large. Woodland Park is focused on enhancing the physical environment in its neighborhood. The high-quality design for the Euclid Improvements includes beautiful new buildings, street trees, streetscape, parks, and landscaping that reflects careful attention to the public realm. The design will improve the quality and aesthetic appeal of the site with high quality architecture, materials, and pedestrian-oriented facades, while remaining rooted in the existing community character.</p>

<p>new ground-floor residential space above the sidewalk level to provide privacy and ensure high-quality, usable residential spaces.</p> <ul style="list-style-type: none"> ○ Parking frontage. Whenever possible, locate parking and vehicle areas in the Westside behind or under buildings, and should not be located on street corners. ○ Garage and driveway entries. Limit the number of new garage entries and driveway curb cuts crossing the sidewalk to encourage a more complete and comfortable pedestrian environment in the Westside. 	
<p>Westside Area Plan Goal W-7 notes “Beautification and greening of the Westside.”</p> <ul style="list-style-type: none"> ○ Greening and streetscape. Provide additional street trees, landscaping and green space throughout the Westside to improve the area’s visual appeal and increase residents’ connection with nature. ○ Connections to parks and nature. Encourage physical connections and visual sightlines to parks, public space, San Francisquito Creek, and other beautiful outdoor areas. ○ Street furnishing. Improve existing streets or construct new streets with a diversity of street furnishings including benches, directional signage, bollards, bicycle parking, and trash receptacles. ○ Street lighting. Provide adequate and consistent street lighting for safety and nighttime pedestrian activity throughout the Westside. 	<p>Woodland Park is focused on enhancing the physical environment in its neighborhood. The high-quality design for the Euclid Improvements includes beautiful new buildings, street trees, streetscape, parks, and landscaping that reflects careful attention to the public realm. New construction offers the opportunity to integrate state-of-the-art public safety and lighting concepts into building design. New buildings with stoops and front doors facing the street combine with improved streetscapes to create a safer public realm and safer bicycle and pedestrian networks.</p>
<p>Westside Area Plan Goal W-8 notes, “Accessible and well-maintained parks and public facilities.”</p> <ul style="list-style-type: none"> ○ Other new parks and public space. Seek opportunities to provide other new pocket parks, plazas, tot lots, playground for children, recreation facilities, and other parks and public spaces throughout the Westside, including the following locations: <ul style="list-style-type: none"> ○ ...On O’Connor Street between Euclid 	<p>The Euclid Improvements include an open, publicly accessible park on O’Connor Street between Euclid and Manhattan that will be accessible to all for recreation, relaxation, and social events.</p>

Avenue and Manhattan Avenue	
<p>Westside Area Plan Goal W-9 notes, “Better streets and transportation options for residents and visitors.”</p> <ul style="list-style-type: none"> ○ Safe pedestrian network. Develop a safe pedestrian network throughout the Westside, including regular crosswalks, consistent sidewalks, traffic calming where necessary, special crossing treatments in areas of high pedestrian traffic, and better access across University Avenue and Highway 101. ○ Safe bicycle network. Implement a safe, complete, and well-connected bicycle network through the Westside, emphasizing connections to the existing bicycle networks in Menlo Park, Palo Alto, and the Rest of East Palo Alto. ○ Transit service. Work with regional transit providers to provide increased frequency of transit service, additional routes, easily accessible transit stops, and direct service to shopping and employment destinations. ○ Complete Streets. Implement the concepts of Complete Streets, balancing the needs of automobiles, cyclists, pedestrians, and transit as appropriate when improving streets or creating new streets. ○ Sidewalks. Ensure sidewalks are provided on both sides of all streets in the Westside, with wider sidewalks in retail area, and replace and repair missing sidewalks. ○ Pedestrian crosswalks. Provide better and more frequent pedestrian crosswalks, with special priority treatments such as bulbouts, elevated crosswalks, in-pavement markers or texture, or high-visibility crosswalks in areas with high levels of pedestrian activity. 	<p>Woodland Park has committed to improve mobility for tenants by increasing pedestrian, bicycle, and transit access, including to the SamTrans, Caltrain, and VTA systems. Additionally, the Highway 101 pedestrian and bicycle overcrossing anchors into the Woodland Park community. Woodland Park intends to make property-level improvements across the neighborhood to improve pedestrian and bicycle experiences and create a welcoming environment.</p>
<p>Westside Area Plan Goal W-10 notes, “An adequate and efficiently administered parking supply on the Westside.”</p> <ul style="list-style-type: none"> ○ Parking for new development. Ensure an 	<p>The Euclid Improvement plans include better parking and mobility options, as well as improved options for walking, biking, and transit wherever possible. Woodland Park will propose a transportation demand management plan and</p>

<p>appropriate supply of parking for new development.</p> <ul style="list-style-type: none"> ○ Off-street parking allocation. Work with building owners to provide a fair, efficient, consistent, and integrated approach to allocating parking spaces to tenants. Work with property owners and manager to improve the parking situation for existing residents. ○ Transportation demand management. Encourage efforts to reduce transportation demand and trip generation, and require significant transportation demand management planning as part of any future master planning process in the Westside. ○ Mechanized parking. Encourage the use of mechanized parking in new construction and major renovations of existing buildings. 	<p>include innovative parking models, possibly including mechanized parking.</p>
<p>Westside Area Plan Goal W-11 notes, “Safe, sufficient, and well maintained infrastructure and services.”</p> <ul style="list-style-type: none"> ○ Infrastructure for new development. Ensure that new development in the Westside pays its fair share for new infrastructure and utility improvements that it necessitates. ○ Waste and recycling. Provide adequate trash and recycling services to keep pace with the number of residents on the Westside. 	<p>The Euclid Improvements proposal offers the opportunity to improve the streetscape and upgrade water, sewer, and other utility systems. Woodland Park commits to future discussions with the City, utility providers, and community stakeholders regarding opportunities to address infrastructure deficiencies.</p> <p>Woodland Park agrees about the importance of paying a fair share. Accordingly, they commit to improving the quality of rent-stabilized housing and ensuring tenant housing stability through the No Displacement commitment. This involves significant expense and far exceeds any other private project in the region. The application also proposes other community benefits, including parkland and community spaces, increased parking, streetscape improvements, and Transportation Demand Management (TDM). Woodland Park will discuss with the City and local stakeholders additional ways to ensure that the proposal contributes positively to East Palo Alto, including substantially increased property taxes, new sales tax from the retail space, and a percentage of gross residential receipts from the Measure O taxes.</p>

<p>The Economic Development Goal ED-1 notes, “Grow and stabilize revenue-generating land uses and tools to diversify and expand the City’s tax revenue base and provide jobs for local residents.”</p> <ul style="list-style-type: none"> ○ Neighborhood-serving retail. Expand and diversify the sales tax base through development of neighborhood-serving retail in areas of change, such as....the Westside. 	<p>The proposal includes ground floor flex space for neighborhood-serving retail that will offer shopping within walking distance for tenants and neighbors, and create a focal point for the community, adjacent to the new park. This would support and expand the existing small-scale retail node on O’Connor Street between Euclid Avenue and Manhattan Avenue.</p> <p>Woodland Park will discuss with the City and local stakeholders additional ways to ensure that the proposal contributes positively to East Palo Alto, including substantially increased property taxes, new sales tax from the retail space, and a percentage of gross residential receipts from the Measure O taxes that improve the City’s fiscal health.</p>
<p>The Transportation Goal T-6 notes, “Develop strategies to provide efficient and adequate vehicle parking.”</p> <ul style="list-style-type: none"> ○ Parking requirements. Maintain efficient parking standards that consider the effect on demand due to various contextual conditions such as parking prices, transportation demand management strategies, transit accessibility, walkability, and bikeability. Study establishing a density bonus program for developments that utilize mechanized parking lifts. ○ Off-street parking. Ensure new off-street parking is properly designed and used efficiently. ○ “Park Once.” Support the establishment of shared public parking, particularly in mixed-use and retail areas, and of Park-Once strategies that allow motorists to park just once and complete multiple daily tasks on foot before returning to their vehicle, helping to reduce vehicle trips and parking demand. Potential shared parking facilities include private and public facilities such a church and school parking lots. 	<p>The Euclid Improvement plans include better parking and mobility options, as well as improved options for walking, biking, and transit wherever possible. Woodland Park will propose a transportation demand management plan and include innovative parking models, possibly including mechanized parking. The inclusion of neighborhood-serving retail space within the mixed-use proposal with residential uses supports the Park-Once strategy.</p>

<p>The Transportation Goal T-8 notes, “Adopt transportation demand management and roadway system efficiency strategies.”</p> <ul style="list-style-type: none"> ○ Transportation Demand Management (TDM). Promote effective TDM programs to reduce travel demand from existing and new development, shifting trips to alternative modes. Regularly update the TDM ordinance to establish effective requirements that reduce travel demand from existing and new development. Require projects to implement TDM programs, as defined in the TDM ordinance. 	<p>Woodland Park will propose a transportation demand management plan.</p>
<p>The Health and Equity Goal HE-10 notes, “Improve respiratory health throughout the City and strive to reduce incidence of asthma and other respiratory illnesses.”</p> <ul style="list-style-type: none"> ○ Air pollution mitigation. Require that new multi-family development located within 500 feet of freeways or along University Avenue implement appropriate mitigation measures such as air filtration/ventilation systems, landscaping and other physical improvements as recommended by the California Air Resources Board (CARB) and/or the Bay Area Air Quality Management District to reduce indoor air pollution. 	<p>The Euclid Improvements will implement all required mitigation measures, including those to reduce indoor air pollution as necessary.</p>
<p>The Health and Equity Goal HE-11 notes, “Ensure that all citizens, regardless of race or ethnicity, feel welcome and included in the community.”</p> <ul style="list-style-type: none"> ○ Gentrification. Pursue and support policies and actions that discourage and prevent displacement of existing residents. ○ Displacement. Establish goals for preventing displacement of existing long-time residents and businesses. If feasible, track displacement. 	<p>All existing tenants will always be able to stay at Woodland Park, and can return to newly-constructed replacement units at their same rent-stabilized rents. Woodland Park has the capacity to re-house affected tenants within the neighborhood and to enable these tenants to return to newly constructed, high quality housing at their rent-stabilized rents (with City-determined adjustments). This right of return and one-for-one replacement of rent- stabilized units protects existing tenants and maintains a viable Rent Stabilization Program.</p>
<p>The Health and Equity Goal HE-12 notes, “Maintain transparency and integrity in East Palo Alto’s decision-making process.”</p> <ul style="list-style-type: none"> ○ Open meetings. Enhance the community’s 	<p>Woodland Park has a strong track record of engaging with the community. This application commits to continue the engagement process to refine plans and proceed through the City’s review process, including significant input from Woodland</p>

<p>trust by holding open meetings available to any community member to attend and participate. Proactively and meaningfully engage residents in planning decisions that impact their housing and neighborhoods.</p> <ul style="list-style-type: none"> ○ Inclusive outreach. Encourage public participation in the public process by effectively engaging the community and making special efforts to accommodate all residents, including: <ul style="list-style-type: none"> ○ Providing simultaneous translation services and listening devices for all meetings ○ Using a variety of venues throughout the community ○ Using participatory facilitation techniques ○ Cultural sensitivity. Encourage residents and other stakeholders to participate in development plans and proposals through culturally appropriate public outreach efforts. ○ Community participation. Strive to increase rates of participation in community events such as voting, youth activities, adult education, senior activities and family-oriented programs. ○ Developer outreach. Require sponsors of major development and infrastructure projects to initiate early, frequent and substantive communication with the community and show how the community’s input was incorporated into the plan prior to approval by the City Council. 	<p>Park tenants and the community at large. Woodland Park commits to maintain and strengthen their dialogue with the community through ongoing community dinners, special events, smaller gatherings, and partnerships with local community groups. The robust process will ensure that the community is represented, consulted, and respected in the planning process.</p>
<p>The Parks, Open Space and Conservation Goal POC-3 notes, “Expand funding for park improvements and maintenance.”</p> <ul style="list-style-type: none"> ○ Park incentives. Encourage developers to include open space and recreational amenities such as outdoor play areas, rooftop gardens, and family gathering spaces, in new multifamily developments. 	<p>Euclid Improvement plans include an open, publicly accessible park on O’Connor Street between Euclid and Manhattan that will be accessible to all for recreation, relaxation, and social events.</p>

<p>The Safety and Noise Goal SN-1 notes, “Reduce the risk to people and property from earthquakes and other geologic hazards.”</p> <ul style="list-style-type: none"> ○ Construction requirements. Apply the proper development engineering and building construction requirements to avoid or minimize risks from seismic and geologic hazards. ○ Robust seismic guidance. Utilize and enforce the most recent state guidance for seismic and geologic hazards when evaluating development proposals. ○ Seismic upgrades. Examine the necessity of seismic upgrades to existing public facilities as well as existing multi-family housing constructed prior to 1971. 	<p>The Euclid Improvements plan seismic and life-safety upgrades not possible with simple renovation alone. New buildings will be safer and healthier than the existing buildings and will meet or exceed modern seismic and other life safety standards.</p>
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9. Preliminary Title Reports, Grant Deeds, and Geotechnical Engineering Study

Preliminary Title Reports prepared by Chicago Title Company:

https://www.dropbox.com/sh/946ll13p1itazdo/AADbsGwmHsXjELzLjJ_okkHLa?dl=0

Grant Deeds as recorded by San Mateo County:

<https://www.dropbox.com/sh/zlz44lpggqv0l85/AAD0fHglvpqCvgwv2m9hfYdoa?dl=0>

Geotechnical Engineering Study prepared by Geosphere Consultants, Inc.:

<https://www.dropbox.com/sh/00nw6qanal0aaqp/AAAJNoul0zRRrHrniIT9uTbGa?dl=0>