CITY OF EAST PALO ALTO

ADOPTED BUDGET

Fiscal Year 2025 - 2026

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FY 2025-2026 Budget

Mayor

Martha Barragan

Vice Mayor

Mark Dinan

Council Members

Carlos Romero

Ruben Abrica

Webster Lincoln

MISSION STATEMENT

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

Executive Staff

Executive Staff

Melvin Gaines, City Manager
City Manager's Office

John Le, City Attorney
City Attorney's Office

James Colin, City Clerk/ Public Information Officer (PIO)
City Clerk's Office

Tomohito Oku, Finance Director
Finance Department

Amy Chen, Community Development Director
Community and Economic Development

Humza Javed, Public Works Director
Public Works

Jeff Liu, Police Chief
Police Department

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CITY OF EAST PALO ALTO

Office of the City Manager

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Honorable Mayor and Members of the City Council,

I am pleased to present the Proposed Fiscal Year 2025–26 Budget for your review and feedback. This budget reflects the City's continued commitment to transparency, fiscal responsibility, organizational efficiency, and accountability – all while staying aligned with the City Council's Strategic Priorities. We are navigating an increasingly complex and uncertain economic environment, and this budget is designed to help us do so with care and foresight.

This budget is aligned with the Council's emerging FY 2025–2029 Strategic Priorities, which focus on public safety, housing, infrastructure, economic development, community facilities, good governance, and civic engagement. These priorities were shaped through a collaborative, data-informed process grounded in extensive community input. While our capacity to launch new initiatives remains limited, I have prioritized the continuation of incomplete projects from the FY 2024-2025 Work Plan and the addition of impactful new projects consistent with the Council's draft FY 2025–2027 Work Plan.

A Cautious and Disciplined Budget Strategy

Nationally, the economy grew modestly in 2024, with the U.S. Gross Domestic Product increasing by 2.8%, according to the Bureau of Economic Analysis. Interest rates remained near 5%, and the housing market showed little movement. At the federal level, a shift toward reduced spending has added to economic uncertainty.

Locally, East Palo Alto continues to face significant fiscal challenges. Rising resident demand for services strains City resources, while key revenue streams show signs of slowing. A combination of factors including modest property tax growth, uncertainty around Vehicle License Fee (VLF) backfills, the reallocation of Measure JJ revenues, and flat Transient Occupancy Tax collections, has contributed to a projected General Fund deficit.

This FY 2025–26 Budget includes $63 million in expenditures and $77.4 million in projected revenues, resulting in a net surplus of $14.4 million. However, this surplus is mostly tied to capital and enterprise funds, including the East Palo Alto Sanitary District (EPASD) budget, which is presented as a standalone enterprise fund to ensure transparency, maintain its operational identity, and align its financial practices with the City's systems.

The General Fund, which supports the City's core services, projects a $3.6 million deficit. While some of this deficit is due to one-time expenses, approximately $2 million is structural, meaning the City's ongoing costs for daily operations exceed expected revenues. This persistent

imbalance between revenues and expenditures, exacerbated by inflation and limited revenue diversity, calls for a cautious and disciplined budget strategy. Though the City has reserves, using them for ongoing operational costs is not sustainable long term. Therefore, this budget focuses on preserving essential services and advancing high-impact projects already in progress.

Strategic Investments for the Future

Despite financial constraints, continued strategic investment is essential. East Palo Alto lacks sufficient water storage capacity, and the existing infrastructure, including the pipes that deliver drinking water to our homes and businesses, is deteriorating. We must repair and upgrade these systems to ensure that when you turn on a faucet in East Palo Alto, safe, clean, and reliable drinking water flows freely with consistent pressure. Improving the system before it fails allows the City to maintain service to residents and save money.

We also continue to invest in local street and road improvements in local neighborhoods across the City, and repaving streets before they deteriorate further and cost more to fix.

Currently, the City's facilities are primarily leased spaces that are scattered throughout the City, undersized, and in poor condition. We continue to work toward the City's long-term goal of developing public facilities that not only serve as welcoming resources for the community but also are environments that facilitate the delivery of efficient, high-quality services.

This budget maintains funding for vital infrastructure improvements including water, storm drains, parks, and roads; and continues work on important resident priorities like expanded park space, ensuring a safe library, an efficient city hall, and an updated public safety facility to improve police services. These efforts will help improve daily life for residents, support economic development, and enhance the City's ability to attract and retain top talent. Balancing immediate needs with long-term investments is essential to building a more resilient, equitable, and financially sound East Palo Alto.

Thank You, Community, City Council and Staff

In closing, I want to thank City staff, especially the Finance team, for their professionalism, hard work, and dedication in preparing this budget and their dedication to providing the services our residents depend on. I also thank the community for its active engagement and the City Council for your continued leadership.

Our organization remains focused on fiscal discipline and delivering real progress on the priorities that matter most to our residents.

Respectfully submitted,

Melvin Gaines

Melvin E. Gaines,
City Manager

How to Use the Budget Document

The East Palo Alto Budget Document is a spending plan for the financial, human, and capital resources available to the City. Through these resources, services are provided to meet the needs of the East Palo Alto residents. The City Council and City staff address the community's needs and priorities through the planning process which, in turn, culminates in the budget document as a fiscal spending plan. The budget document balances not only revenues and expenditures, but also community priorities and interests. The Budget Document is divided into eight major sections:

- City Manager's Message
- How to Use the Budget Document
- City Council Strategic Plan
- Organizational Summary Information
- Financial Summary Information
- Departmental Budgets
- Miscellaneous
- Glossary

The City Manager's Message

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

How to Use the Budget Document

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

The City Council's Strategic Plan

The City Council's Strategic Plan sets the goals and objectives for the organization. It provides Council direction on a variety of initiatives to be accomplished over a two-year period and informs the work plan and budget of the Departments tasked with achieving the initiatives pending resource availability.

Organizational Summary Information

This section of the document contains useful reference information about the City and the organization, including an organizational chart, nine-year summary of the City's employee authorized strength, "East Palo Alto at a Glance", and East Palo Alto demographic statistics.

Financial Summary Information

This section contains the FY 2025-26 Budget, by fund and fund group-type, including narrative on the purpose of each budgeted fund and projection of fund balance:

- Summary of Citywide Budget by Fund and Fund Group
- Historical Chart General Fund:
    - Revenues by Major Category
    - Expenditures by Major Category

Departmental Budgets

This section contains the operating budget for all departments and divisions. The following Departments are presented: City Council, City Attorney, City Clerk, City Manager, Finance, Community and Economic Development, Public Works, Police, Non-Departmental and Capital Improvement Funding. The Departmental Budget section presents financial figures by major revenue and expenditures categories. Definitions of the four major expenditure categories can be found in the Glossary. Local government budgets are organized by fund to segregate and account for restricted resources. Each fund is a separate accounting entity. The General Fund provides the majority of resources for the services that the City provides, including public safety, maintenance, and general government functions needed to support direct services to the community. This section also provides a historical view of revenue and expenditures, General Fund sources and uses. Finally, this section includes the historical and current staffing for each department/ division along with a department organizational chart.

Miscellaneous

This section contains the major capital project funding, detail Measure P funding, the Appropriation Limit calculated for FY2025-26 and the budget adoption resolutions.

Glossary

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

City of East Palo Alto Strategic Plan

FY 2025-2029 Strategic Priorities and FY 2025-2027 Work Plan

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Introduction

The City of East Palo Alto is a vibrant and diverse community in the heart of Silicon Valley.

Since incorporating as a city in 1983, East Palo Alto has grown into a proud and active community of about 31,500 people. Our strong tradition of civic involvement and community leadership continues to shape our vision for an inclusive and just future.

East Palo Alto celebrates its cultural diversity and is committed to being a welcoming place for all. This Strategic Plan reflects those values, offering a clear path forward based on community input and careful planning.

The Plan focuses on seven main goals—called "Strategic Priorities"—that will guide the City's decisions over the next four years. These priorities help make sure the City's policies, programs, and services meet community needs and that both funding and staff time are focused on the most urgent challenges.

This document outlines the City Council's Strategic Priorities for Fiscal Years (FY) 2025–2029 and includes a detailed **Work Plan for FY 2025–2026 and 2026–2027**. A second two-year work plan will be created later to cover the final years. The priorities and projects in this Plan are grounded in community feedback, budget considerations, and direction from the City Council.

Background to Strategic Planning

Strategic planning is a critical tool for shaping the City's future. It helps identify shared goals, outlines strategies to achieve them, and provides a clear roadmap for implementation. A strong Strategic Plan aligns City departments, clarifies priorities, and creates a shared sense of purpose. It also allows the City to monitor progress over time, make informed adjustments as needed, and maintain transparency with the public.

To ensure that City resources and efforts are focused on the highest community needs, the East Palo Alto City Council engages in a two-part priority-setting process:

1. **Establishing four-year Strategic Priorities** that reflect the long-term goals of the City, and
2. **Developing a two-year Work Plan** that includes specific projects designed to advance those priorities.

Together, these elements make up the City's Strategic Plan. Each project in the Work Plan is tracked over time to measure progress and ensure alignment with the Strategic Priorities.

The Strategic Plan is designed to address the City's most urgent and meaningful community needs while accounting for staffing capacity and budget constraints. The City has local authority over areas such as land use and zoning, public utilities, beautification and greening efforts, code enforcement, and City-maintained roads. However, many other issues fall outside the City's jurisdiction. As a result, the Work Plan focuses limited City resources on a defined set of high-impact priorities that reflect the community's input and values.

Terms and Definitions:

- **Strategic Plan:** A guiding document that sets the City's long-term goals and the strategies to achieve them. Typically covers a 2–5 year timeframe.
- **Strategic Priorities:** Long-term focus areas established by the City Council to guide decision-making over the next four years.
- **Work Plan:** A two-year list of projects and initiatives—beyond routine operations—intended to advance the Strategic Priorities.
- **Projects:** Specific efforts or actions the City takes to carry out the Strategic Priorities.
- **Metrics:** Measurements used to track the status and impact of projects and priorities, including timelines and key performance indicators.

The Strategic Plan Development Process

This Strategic Plan was developed through a collaborative, multi-step process that centered around community input and used data to guide decisions. The City conducted research, worked closely with project managers, and engaged residents and stakeholders to make sure the final priorities and projects reflect what the community said matters most.

Process Highlights

- **Environmental Scan:** Reviewed key City plans and documents, especially those shaped by strong public input.
- **Staff Input:** Gathered ideas and insights from City staff to help assess what's possible based on staffing capacity.
- **Initial Round of Community Engagement:** Collected feedback to shape the first draft of the Strategic Priorities and project ideas:
  - Twelve focus group meetings with community groups and key stakeholders
  - Two pop-up workshops at the EPA Senior Center and Cardenas Supermarket
- **Strategic Planning Workshop/Retreat:** A joint community workshop and City Council retreat held on March 8, 2025 (10am-4pm), to discuss and refine priorities.
- **Draft Development:** Staff analyzed the draft priorities and projects, taking into account staffing, funding, and what's realistically doable.
- **Second Council Study Session:** On April 22, 2025, the City Council reviewed the updated draft with public input and gave further direction.
- **Revisions:** Staff made updates based on feedback from the Council and community.
- **Second Round of Community Engagement:** Shared the draft priorities and Work Plan projects with the public and gathered more input:
  - Pop-up events at the Farmers Market and Cinco de Mayo Festival
  - Online survey with 183 responses in both English and Spanish
  - One in-person and one virtual workshop
  - Additional outreach across the East Palo Alto community for further input and recommendations
- **Third City Council Meeting on June 3, 2025:** City Council reviewed public input and made final refinements.
- **Fourth City Council Meeting on June 17, 2025:** The Council adopted the final Strategic Plan and approved the City budget.

Figure 1—Process Timeline

Summary of Strengths, Issues, and Needs

The City's Strategic Priorities and Work Plan are shaped by an understanding of East Palo Alto's strengths, issues, and needs. Key themes from community members, City Council, and City staff include:

Strengths

- Active and diverse community with a proud history
- Central location on the edge of the Bay
- Abundant natural resources and open space
- Improvements in public safety
- Progressive housing and social policies
- Support for small businesses, entrepreneurs, and economic development
- Strong City partnerships with community nonprofit organizations
- Enhanced transparency and performance in City government
- High levels of civic engagement and community input
- Dedicated and collaborative City staff
- Responsible financial management and strong budget reserves
- Great weather
- Surrounded by communities of wealth with abundant philanthropy
- A community that values self-determination and directs its own future

Issues and Needs

- Housing for various income levels / preventing displacement
- Limited development and need for business growth
- Need for local job opportunities and small business support
- Lack of retail shops, services, and community gathering spaces
- Infrastructure improvements (water, sewer, roads, parks, sidewalks)
- Improved code enforcement and public safety
- Traffic and pedestrian safety
- Environmental (brownfields) clean ups and beautification
- Climate resilience and emergency preparedness
- Strained working relationships among elected officials
- City staff retention, capacity, and workload
- Insufficient City funding and revenue sources

Previous City Priorities: Continuing Projects and Accomplishments

The FY 2025–2027 Work Plan builds on progress made through the City's previous Strategic Priorities. Between FY 2023–2025, the City focused on seven key priorities:

1. Promote Housing, Economic, and Workforce Development
2. Implement the Comprehensive Transportation and Mobility Plan
3. Promote Health and Public Safety
4. Ensure Financial and Organizational Health
5. Improve the City's Water Infrastructure
6. Develop and Implement a Comprehensive Facilities Master Plan
7. Enhance Community Services and Parks for Residents.

By June 30, 2025, the City expects to complete or operationalize 37 of the 93 projects from the FY 2023–2025 Work Plan. 37 in-progress projects will carry forward into the FY 2025–2027 Work Plan.

The new two-year Work Plan continues this momentum. It includes both carryforward projects and new initiatives under each of the updated Strategic Priorities. This approach helps maintain continuity, respond to changing community needs, and make the most of available resources.

Table 1—EPA Strategic Priorities (FY 2023-2025)

Priority	Total	Complete	Operational	In-Progress	On-hold
Priority A: Promote Housing, Economic and Workforce Development	18	6	3	9	0
Priority B: Implement the Comprehensive Transportation and Mobility Plan	18	6	1	11	0
Priority C: Promote Health and Public Safety	15	2	1	12	0
Priority D: Ensure Our Financial and Organizational Health	13	7	2	3	1
Priority E: Improve the City's Water Infrastructure	8	2	1	4	1
Priority F: Develop and Implement a Comprehensive Facilities Master Plan	10	1	0	5	4
Priority G: Enhance Community Services and Parks for Residents	11	1	4	4	2
Total	**93**	**25**	**12**	**48**	**8**

Overview of the FY 2025-2029 Strategic Priorities

Civic Engagement

Provide diverse and inclusive opportunities for all EPA community members to participate in City meetings, have a voice in City affairs, and develop leadership skills for EPA youth.

Comprehensive Housing

Increase the City's housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and guard against the displacement of existing residents.

Governance, Organizational Strength, and Fiscal Sustainability

Strengthen the City's internal capacity, transparency, and long-term financial health by improving core operations, investing in workforce and systems, and implementing data-informed strategies to ensure effective service delivery, accountability, and fiscal resilience.

Land Use, Economic and Workforce Development

Support balanced development that attracts investment, strengthens local businesses, reduces economic leakage, and expands access to quality jobs and services that meet local needs.

Parks, Recreation, and Community Facilities

Invest in the modernization and expansion of the City's parks, recreation, and community facilities and services to increase residents' access to open spaces and recreational opportunities.

Public Health, Safety, and Quality of Life

Implement and enforce strategies to ensure public safety, improve the livability of neighborhoods, and prepare the City for disasters and emergencies.

Public Infrastructure and Utilities

Maintain, modernize, and expand the City's physical infrastructure (streets, sidewalks, utilities) to support existing homes and businesses, and new development.

STRATEGIC PRIORITY

Civic Engagement

Provide diverse and inclusive opportunities for all EPA community members to participate in City meetings, have a voice in City affairs, and develop leadership skills for EPA youth.

NEW PROJECTS 1 | CARRYFORWARD PROJECTS 1

Carryforward projects have a "➔". New projects have a "✚"

CIV-1. ➔ Develop Recommendations for Establishing a Youth Commission or Alternative Youth Civic Engagement Program

CIV-2. ✚ Implement Sister City and Cultural Exchange Initiative

Photo Credit: Treasured Visions.

STRATEGIC PRIORITY

Comprehensive Housing

Increase the City's housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and guard against the displacement of existing residents.

NEW PROJECTS 5 | CARRYFORWARD PROJECTS 3

Carryforward projects have a "➔". New projects have a "✚"

CH-1. ➔ Complete Construction of 965 Weeks/Colibri Commons

CH-2. ✚ Develop and Launch Home Repair Program

CH-3. ➔ Establish Rent Registry for Both Rent-Stabilized and Market-Rate Rental Units

CH-4. ✚ Research Feasibility of a Financial Empowerment and Foreclosure Prevention Program

CH-5. ✚ Research Feasibility of a First-Time Homebuyer Assistance Program

CH-6. ✚ Research Feasibility of a Residential Rental Inspection Program

CH-7. ✚ Update the Inclusionary Housing Ordinance

CH-8. ➔ Update the Zoning Code

STRATEGIC PRIORITY

Governance, Organizational Strength, and Fiscal Sustainability

Strengthen the City's internal capacity, transparency, and long-term financial health by improving core operations, investing in workforce and systems, and implementing data-informed strategies to ensure effective service delivery, accountability, and fiscal resilience.

NEW PROJECTS 5 | CARRYFORWARD PROJECTS 3

Carryforward projects have a "➔". New projects have a "✚"

GOV-1. ➔ Collaborate with the SMC Libraries to Identify and Implement a Comprehensive Funding Strategy for Library Construction

GOV-2. ✚ Conduct Council Term Limit Policy Research

GOV-3. ✚ Develop a 10-Year Fiscal Strategy and Address the Structural Deficit

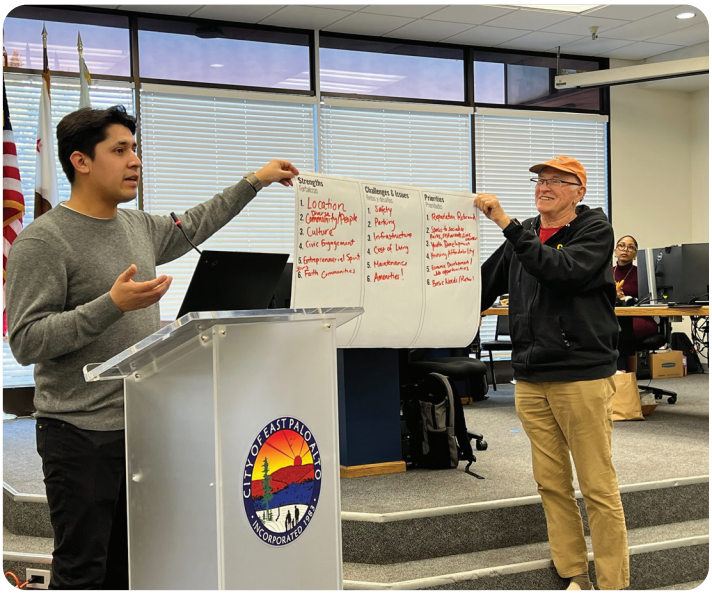
GOV-4. ➔ Develop a Citywide Information Systems Master Plan

GOV-5. ✚ Implement a Centralized Grants Management System

GOV-6. ✚ Prepare 2026 Ballot Measure to Raise Revenue for Infrastructure Improvements and Public Facilities

GOV-7. ➔ Update the City's Personnel Policies and Procedures

GOV-8. ✚ Upgrade and Launch New City Website



STRATEGIC PRIORITY

Land Use, Economic and Workforce Development

Support balanced development that attracts investment, strengthens local businesses, and expands access to quality jobs and services that meet local needs.

CARRYFORWARD PROJECTS 5

Carryforward projects have a "➔". New projects have a "✚"

LU-1. ➔ Conclude Measure HH Pilot Evaluation and Initiate Ongoing Workforce Development Program

LU-2. ➔ Create an Economic Development Strategic Plan Focusing on Small and Micro Businesses

LU-3. ➔ Design and Implement a "Pop-Up"/ Sidewalk Vending Policy and Program

LU-4. ➔ Implement Program to Distribute Community Resource Funds Grants for Small Business Assistance

LU-5. ➔ Renovate the Cummings Loft Property into a Small Business Incubator

STRATEGIC PRIORITY

Parks, Recreation, and Community Facilities

Invest in the modernization and expansion of the City's parks, recreation, and community facilities and services to increase residents' access to open spaces and recreational opportunities.

NEW PROJECTS 5 | CARRYFORWARD PROJECTS 6

Carryforward projects have a "➔". New projects have a "✚"

PR-1. ➔ Complete Construction of Tenant Improvements at City Facilities

PR-2. ✚ Conduct a Comprehensive Evaluation of Senior Service Agreements in East Palo Alto

PR-3. ➔ Construct Access Improvements at Rutgers Street Entrance to the Bay Trail

PR-4. ➔ Create a Pilot Dog Park

PR-5. ➔ Establish a Joint Use Agreement with RCSD for Shared Recreation Sites

PR-6. ✚ Expand EPACENTER Services and Programs Through City Funding

PR-7. ➔ Finalize Architectural Design for the New East Palo Alto Library

PR-8. ✚ Implement Priority Projects from the Parks, Recreation and Open Space Master Plan

PR-9. ➔ Negotiate with County to Finalize Acquisition of Beech Street Property

PR-10. ✚ Plan for Development of New Civic Center Facility

PR-11. ✚ Expand Access to YMCA Programming and Services for the Greater East Palo Alto Community.

STRATEGIC PRIORITY

Public Health, Safety, and Quality of Life

Implement and enforce strategies to ensure public safety, improve the livability of neighborhoods, and prepare the City for disasters and emergencies.

NEW PROJECTS 4 | CARRYFORWARD PROJECTS 5

Carryforward projects have a "➔". New projects have a "✚"

PH-1. ✚ Expand Parking Enforcement Capacity

PH-2. ➔ Implement a Crime Data Analytics Platform for the Police Department

PH-3. ✚ Implement a Shopping Cart Abatement Program

PH-4. ➔ Launch a Residential Parking Permit Program

PH-5. ✚ Launch Emergency Preparedness Program

PH-6. ✚ Maintain Senior/Disabled Individuals' Emergency Contact Database

PH-7. ➔ Strengthen the Clean City Program to Reduce Illegal Dumping

PH-8. ➔ Update the Environmental Justice Element of the General Plan

PH-9. ➔ Update the Safety Element of the General Plan

STRATEGIC PRIORITY

Public Infrastructure and Utilities

Maintain, modernize, and expand the City's physical infrastructure (streets, sidewalks, utilities) to support existing homes and businesses, and new development.

NEW PROJECTS 2 | CARRYFORWARD PROJECTS 14

Carryforward projects have a "➔". New projects have a "✚"

PI-1. ➔ Assess Utility Operations and Prepare Transition Plan for Post-Lease Operations

PI-2. ➔ Build Sidewalk and Pedestrian Safety Improvements on East Bayshore Road

PI-3. ➔ Collaborate with City of Palo Alto to Replace the Newell Street Bridge

PI-4. ➔ Collaborate with SFCJPA to Construct San Francisquito Creek Flood Protection Upgrades

PI-5. ➔ Collaborate with SFCJPA to Implement the SAFER Bay Project

PI-6. ➔ Conduct a Siting Study to Identify Locations for Additional Water Storage Tanks

PI-7. ➔ Construct a Bicycle and Pedestrian Overcrossing on University Avenue at US 101

PI-8. ➔ Construct Full Trash Capture Devices to Meet Stormwater Compliance Requirements

PI-9. ➔ Construct Mini Roundabouts to Replace Temporary Traffic Circles on Pulgas Avenue

PI-10. ➔ Create a Financing Strategy for Water Infrastructure Upgrades

PI-11. ➔ Design Roadway Improvements on Woodland Avenue

PI-12. ➔ Develop an Asset Management Database

PI-13. ✚ Develop Citywide Sewer Infrastructure Master Plan

PI-14. ✚ Install Citywide Lighting Improvements - Phase II

PI-15. ➔ Install New Traffic Signal and Complete Safety Upgrades on University Avenue at Runnymede

PI-16. ➔ Modernize Equipment and Complete Rehabilitation of the O'Connor Pump Station

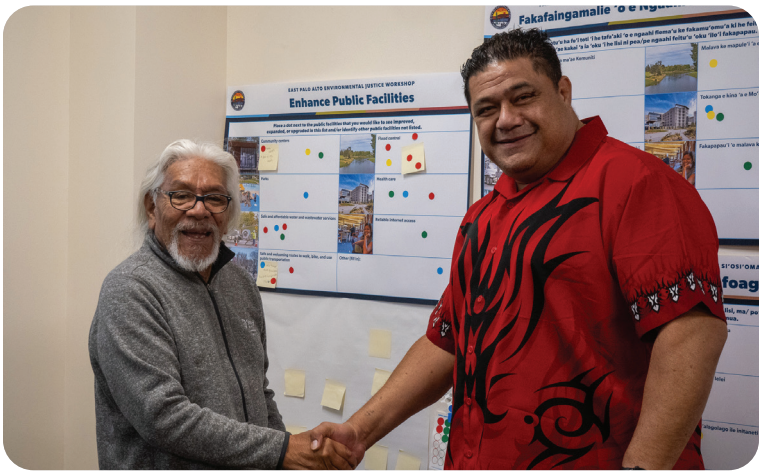


Photo Credit: Climate Resilient Communities.

PREPARED BY raimi+ associates

City Council Strategic Priorities FY 2025-27 Work Plan

This work plan details the new and ongoing City projects for fiscal years 2025-2026 and 2026-2027 and categorizes them into different priorities detailed below. See the example project key for how to read the work plan. See the division key for division abbreviations.

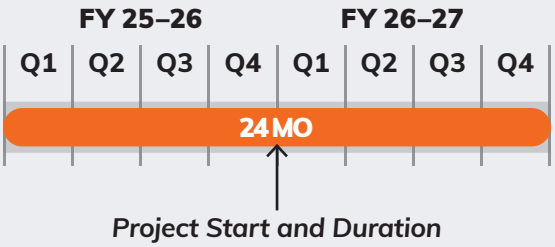
EXAMPLE PROJECT KEY—*Fiscal years (FY) are July 1–June 30*

Project Name. *New projects have a "✚". Carryforward projects have a "➔".*

City Division Lead

✚ **Upgrade and Launch New City Website** *(City Clerk)*
Upgrade the City's website to be more user-friendly, mobile-accessible, and easier to navigate.

Project Description



Project Start and Duration

CITY DEPARTMENT/ DIVISION KEY

CEDD-Building: Community and Economic Development Department-Building Division

CEDD-Housing: Community and Economic Development Department-Housing Division

CEDD-Planning: Community and Economic Development Department-Planning Division

CEDD-RSP: Community and Economic Development Department-Rent Stabilization Program

City Clerk

CMO-Admin: City Manager's Office-Administration

CMO-CS: City Manager's Office-Community Services and Recreation

CMO-HR: City Manager's Office-Human Resources

CMO-IT: City Manager's Office-Information Technology

Finance

Police

PW-Eng: Public Works-Engineering

PW-Env: Public Works-Environment and Sustainability

PW-Main: Operations and Maintenance

FY 2025-29 STRATEGIC PRIORITIES

Civic Engagement
Provide diverse and inclusive opportunities for all EPA community members to participate in City meetings, have a voice in City affairs, and develop leadership skills for EPA youth.

Comprehensive Housing
Increase the City's housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and guard against the displacement of existing residents.

Governance, Organizational Strength, and Fiscal Sustainability
Strengthen the City's internal capacity, transparency, and long-term financial health by improving core operations, investing in workforce and systems, and implementing data-informed strategies to ensure effective service delivery, accountability, and fiscal resilience.

Land Use, Economic and Workforce Development
Support balanced development that attracts investment, strengthens local businesses, reduces economic leakage, and expands access to quality jobs and services that meet local needs.

Parks, Recreation, and Community Facilities
Invest in the modernization and expansion of the City's parks, recreation, and community facilities and services to increase residents' access to open spaces and recreational opportunities.

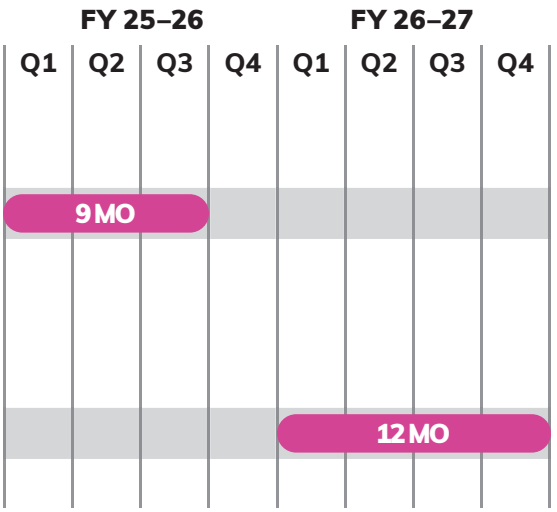
Public Health, Safety, and Quality of Life
Implement and enforce strategies to ensure public safety, improve the livability of neighborhoods, and prepare the City for disasters and emergencies.

Public Infrastructure and Utilities
Maintain, modernize, and expand the City's physical infrastructure (streets, sidewalks, utilities) to support the existing homes and businesses as well as new development.

CIVIC ENGAGEMENT

CIV-1. ➔ Develop Recommendations for Establishing a Youth Commission or Alternative Youth Civic Engagement Program *(CMO-CS)*
Enhance the existing process to establish a Youth Commission, expanding it to include diverse youth civic engagement opportunities and pathways for youth from all backgrounds to participate in City government via internships, civic leadership training, and mentorship.

CIV-2. + Implement Sister City and Cultural Exchange Initiative *(City Clerk)*
Formalize a sister city relationship with a city in the Kingdom of Tonga, including cultural exchanges and shared events, to foster long-term relationships and cultural, educational, and civic exchanges.



COMPREHENSIVE HOUSING

CH-1. ➔ Complete Construction of 965 Weeks/Colibri Commons *(CEDD-Building)*
Support the final construction activities and project closeout for Colibri Commons, creating 136 affordable housing units.

CH-2. + Develop and Launch Home Repair Program *(CEDD-Housing)*
Offer grants or loans for home repairs to qualifying low-income residents.

CH-3. ➔ Establish Rent Registry for Both Rent-Stabilized and Market-Rate Rental Units *(CEDD-RSP)*
Launch a new Rent Registry system to register and track all rental units in East Palo Alto, promoting transparency and rental stability.

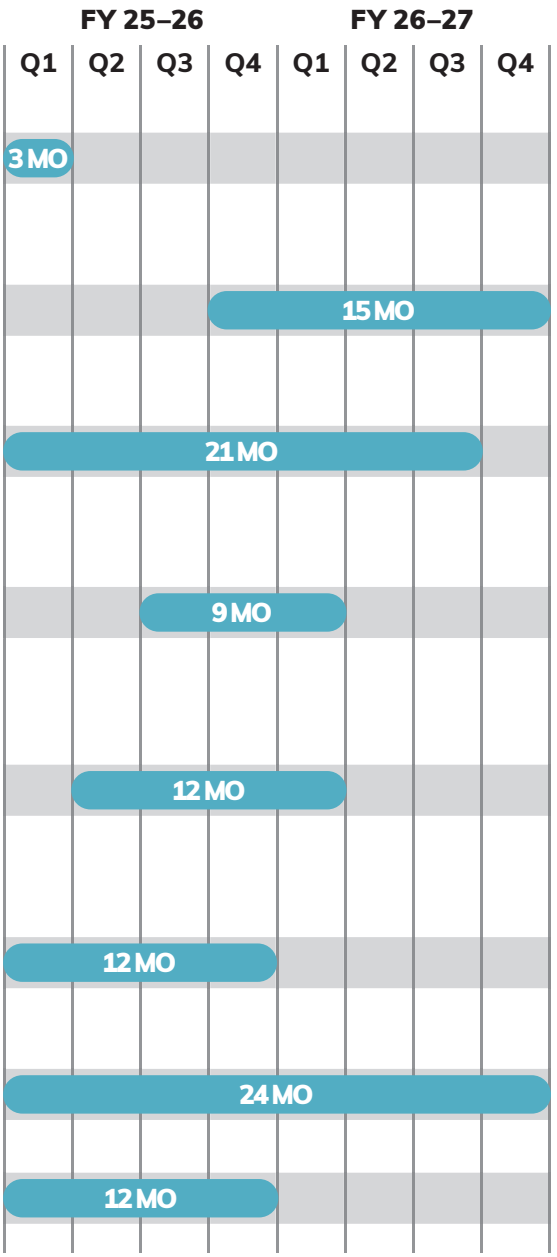
CH-4. + Research Feasibility of a Financial Empowerment and Foreclosure Prevention Program *(CEDD-Housing)*
Conduct research and internal analysis to assess the feasibility of creating a foreclosure prevention fund to support homeowners at risk of losing their homes.

CH-5. + Research Feasibility of a First-Time Homebuyer Assistance Program *(CEDD-Housing)*
Research and assess down payment assistance models for eligible first-time homebuyers.

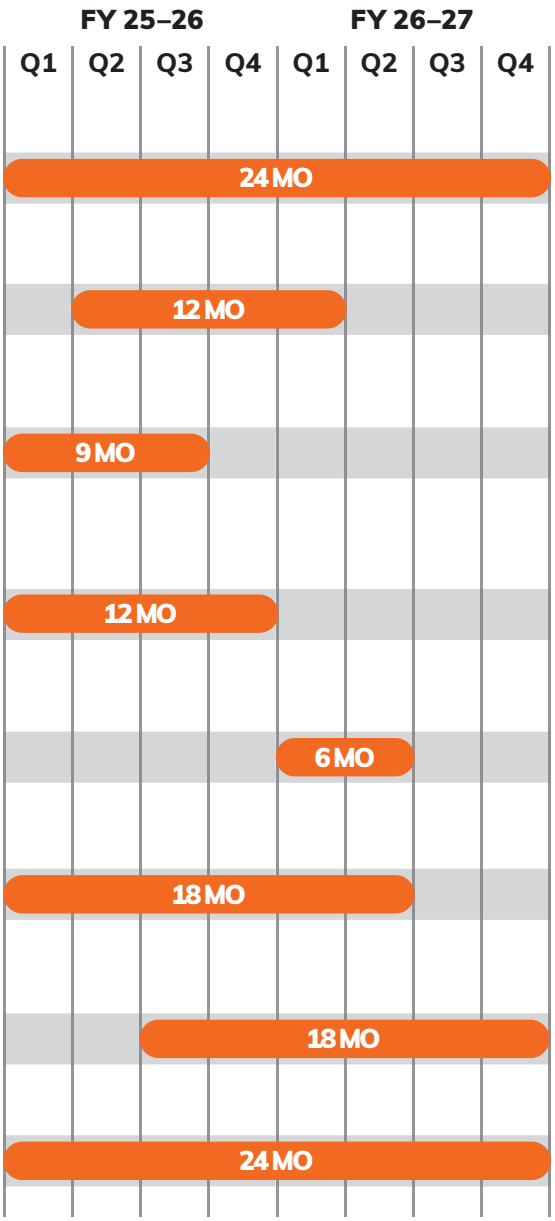
CH-6. + Research Feasibility of a Residential Rental Inspection Program *(CEDD-Building)*
Assess the feasibility of establishing a systematic rental inspection program to ensure safety, habitability, and compliance with health and building codes across residential rental properties.

CH-7. + Update the Inclusionary Housing Ordinance *(CEDD-Housing)*
Amend the Inclusionary Housing Ordinance to reduce constraints.

CH-8. ➔ Update the Zoning Code *(CEDD-Planning)*
Complete updates to the City's zoning code to comply with State housing requirements and streamline development review processes.



GOVERNANCE, ORGANIZATIONAL STRENGTH, AND FISCAL SUSTAINABILITY



GOV-1. ➔ **Collaborate with the SMC Libraries to Identify and Implement a Comprehensive Funding Strategy for Library Construction** *(CMO-Admin)*
Pursue partnerships and fundraising strategies with San Mateo County Libraries, securing full funding for library construction.

GOV-2. + **Conduct Council Term Limit Policy Research** *(City Clerk)*
Analyze how other cities use term limits for elected officials and present options to City Council.

GOV-3. + **Develop a 10-Year Fiscal Strategy and Address the Structural Deficit** *(Finance)*
Develop a strategy to reduce the City's budget deficit and keep services funded long term.

GOV-4. ➔ **Develop a Citywide Information Systems Master Plan** *(CMO-IT)*
Create a long-term strategic plan for City technology investments, heightened cybersecurity, and infrastructure upgrades.

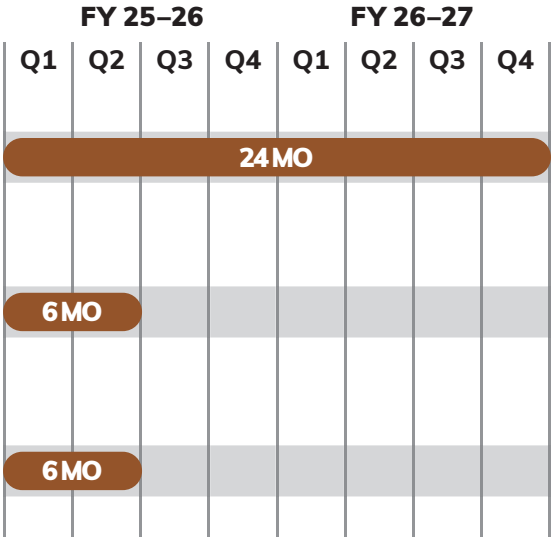
GOV-5. + **Implement a Centralized Grants Management System** *(Finance)*
Bring in a new system to manage the grants the City applies for and awards to community partners.

GOV-6. + **Prepare 2026 Ballot Measure to Raise Revenue for Infrastructure Improvements and Public Facilities** *(CMO-Admin)*
Begin the public process of exploring a future bond measure to fund unfunded infrastructure and buildings.

GOV-7. ➔ **Update the City's Personnel Policies and Procedures** *(CMO-HR)*
Update the City's Personnel Policies to align with best practices, support labor relations, and improve Human Resources management.

GOV-8. + **Upgrade and Launch New City Website** *(City Clerk)*
Upgrade the City's website to be more user-friendly, mobile-accessible, and easier to navigate.

LAND USE, ECONOMIC AND WORKFORCE DEVELOPMENT



LU-1. ➔ **Conclude Measure HH Pilot Evaluation and Initiate Ongoing Workforce Development Program** *(CEDD-Housing)*
Complete an evaluation of the Measure HH Pilot Workforce Development Program to assess impact and guide future workforce investments.

LU-2. ➔ **Create an Economic Development Strategic Plan Focusing on Small and Micro Businesses** *(CMO-Admin)*
Develop an Economic Development Strategy aimed at supporting small and micro businesses to grow local jobs and services.

LU-3. ➔ **Design and Implement a "Pop-Up"/Sidewalk Vending Policy and Program** *(CMO-Admin)*
Develop regulations and a program for immobile sidewalk vendors, supporting equitable entrepreneurship while protecting health and safety.

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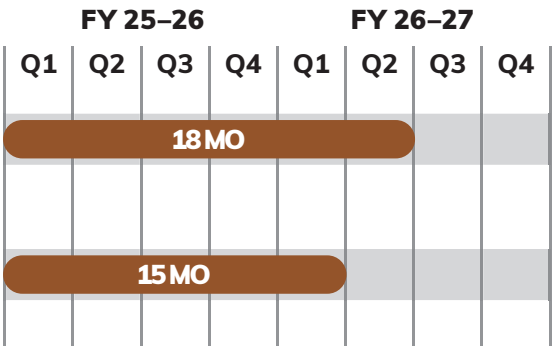
LU-4. ➔ Implement Program to Distribute Community Resource Funds Grants for Small Business Assistance *(CMO-Admin)*
Distribute grant funding to support assistance to small businesses.

LU-5. ➔ Renovate the Cummings Loft Property into a Small Business Incubator *(PW-Eng)*
Renovate the City-owned Cummings Loft property, creating an incubator space for local entrepreneurs and startups.



PARKS, RECREATION, AND COMMUNITY FACILITIES

PR-1. ➔ Complete Construction of Tenant Improvements at City Facilities *(PW-Eng)*
Perform facility improvements at the police station as well as the Tate Street office building.

PR-2. + Conduct a Comprehensive Evaluation of Senior Service Agreements in East Palo Alto *(CMO-CS)*
Review the current service levels of operations for the older adult community and use the Age Friendly Action Plan to develop a roadmap for improvements.

PR-3. ➔ Construct Access Improvements at Rutgers Street Entrance to the Bay Trail *(PW-Eng)*
Complete improvements to open a pedestrian access point to the Bay Trail at Rutgers Street, expanding recreational access for residents.

PR-4. ➔ Create a Pilot Dog Park *(CMO-CS)*
Establish a pilot dog park at an existing park site.

PR-5. ➔ Establish a Joint Use Agreement with RCSD for Shared Recreation Sites *(CMO-CS)*
Pursue shared use agreements with local schools, increasing community access to recreational facilities.

PR-6. + Expand EPACENTER Services and Programs Through City Funding *(CMO-CS)*
Fund new or expanded programs at EPACENTER, increasing access to the arts for the East Palo Alto community.

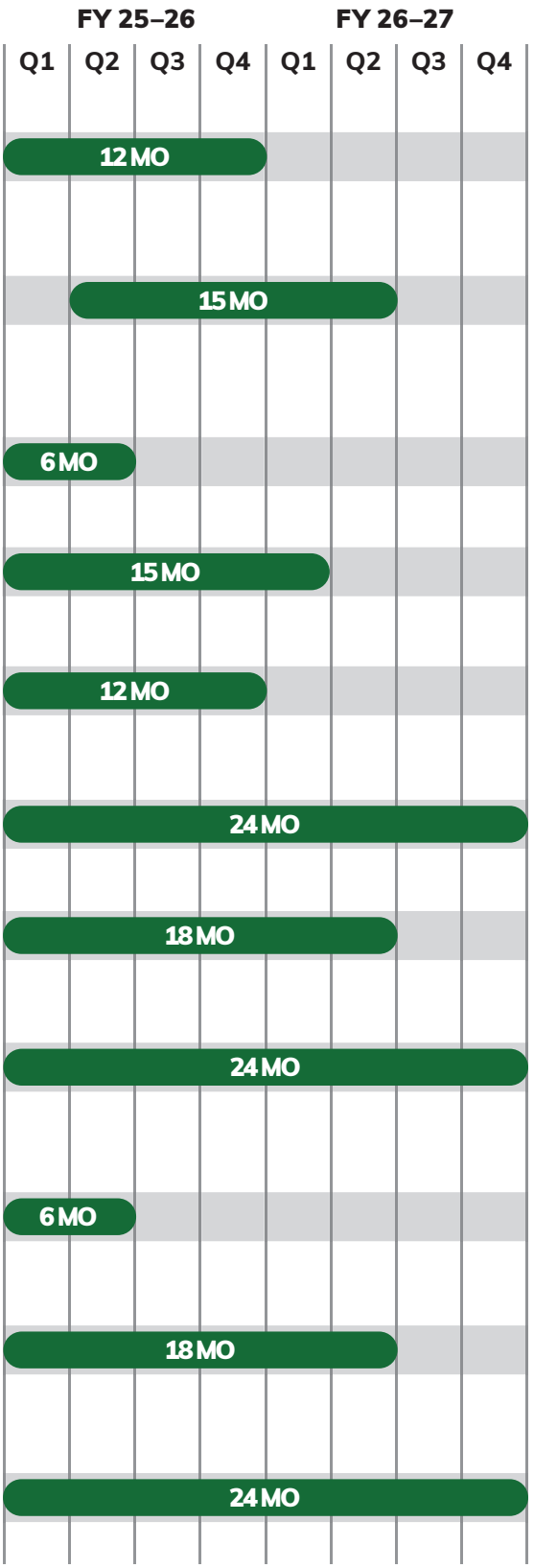
PR-7. ➔ Finalize Architectural Design for the New East Palo Alto Library *(PW-Eng)*
Finalize the design plans for the new East Palo Alto library, providing modern spaces for learning, technology access, and community programming.

PR-8. + Implement Priority Projects from the Parks, Recreation and Open Space Master Plan *(CMO-CS)*
Construct small-scale, visible park improvements such as benches, landscaping, and signage.

PR-9. ➔ Negotiate with County to Finalize Acquisition of Beech Street Property *(CMO-Admin)*
Continue negotiations to acquire County-owned property on Beech Street for future park expansion or community use.

PR-10. + Plan for Development of New Civic Center Facility *(CMO-Admin)*
Determine funding and begin planning for a new civic center that brings together a new larger library, city hall, police department offices, and park including track and field.

PR-11. + Expand Access to YMCA Programming and Services for the Greater East Palo Alto Community *(CMO-CS)*
Collaborate with the YMCA to increase accessibility to recreation services for East Palo Alto residents who may otherwise be unable to participate.



PUBLIC HEALTH, SAFETY, AND QUALITY OF LIFE

PH-1. + Expand Parking Enforcement Capacity *(Police)*
Increase resources to enforce parking rules across the City, addressing blocked driveways and long-term vehicle storage on public streets.

PH-2. ➔ Implement a Crime Data Analytics Platform for the Police Department *(Police)*
Expand the Police Department's ability to analyze crime, traffic, and community safety trends to inform public safety initiatives.

PH-3. + Implement a Shopping Cart Abatement Program *(CMO-Admin)*
Create a program to remove and prevent abandoned shopping carts across town.

PH-4. ➔ Launch a Residential Parking Permit Program *(PW-Eng)*
Implement a pilot parking permit program to manage parking availability and reduce congestion.

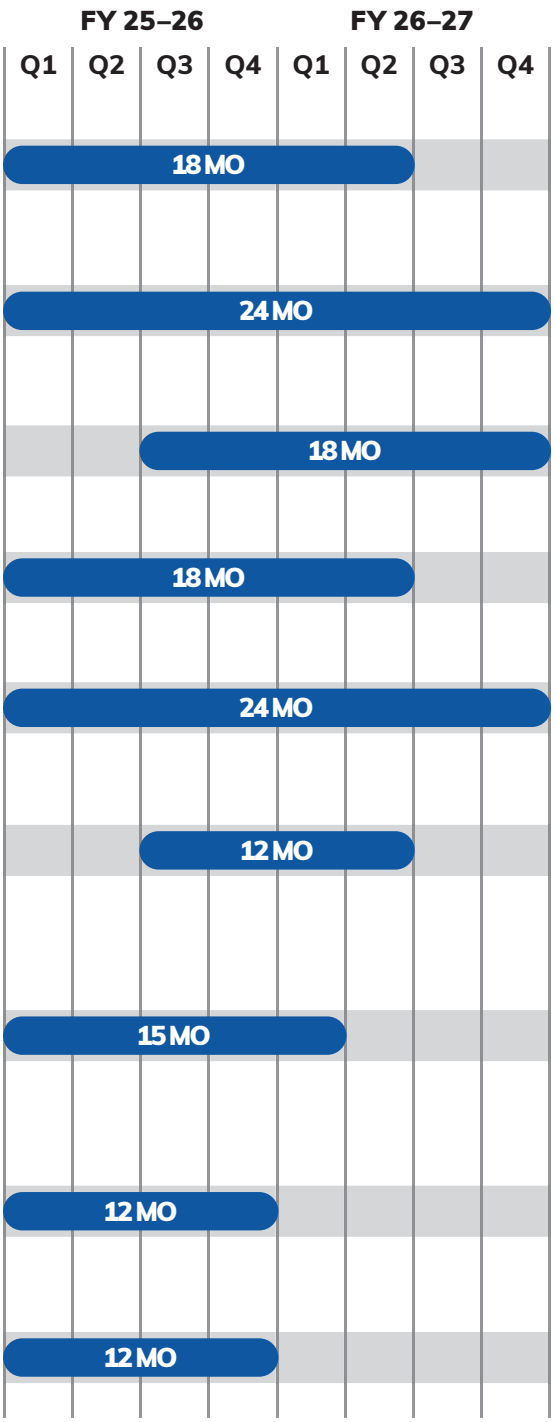
PH-5. + Launch Emergency Preparedness Program *(CMO-Admin)*
Update the City's emergency operations plan, enhance communication systems, and provide training to staff and residents.

PH-6. + Maintain Senior/Disabled Individuals' Emergency Contact Database *(CMO-CS)*
Improve and expand the City's emergency contact list for seniors and people with disabilities.

PH-7. ➔ Strengthen the Clean City Program to Reduce Illegal Dumping *(PW-Env)*
Expand the City's Clean City Program with new enforcement and education strategies to reduce illegal dumping and improve community cleanliness.

PH-8. ➔ Update the Environmental Justice Element of the General Plan *(CEDD-Planning)*
Complete the Environmental Justice Element update to strengthen policies addressing health disparities and environmental burdens.

PH-9. ➔ Update the Safety Element of the General Plan *(CEDD-Planning)*
Complete the Safety Element update to align with modern risks and community priorities, enhancing the City's resilience to natural hazards.



PUBLIC INFRASTRUCTURE AND UTILITIES

PI-1. ➔ Assess Utility Operations and Prepare Transition Plan for Post-Lease Operations *(CMO-Admin)*
Evaluate options for managing water, sewer, and solid waste utilities to ensure their long-term sustainability after their contracts expire.

PI-2. ➔ Build Sidewalk and Pedestrian Safety Improvements on East Bayshore Road *(PW-Eng)*
Build new sidewalks along East Bayshore Road, enhancing pedestrian safety, ADA accessibility, and multimodal connectivity.

PI-3. ➔ Collaborate with City of Palo Alto to Replace the Newell Street Bridge *(PW-Eng)*
Coordinate with Palo Alto to replace the Newell Street Bridge, improving flood protection and traffic safety between the cities.

PI-4. ➔ Collaborate with SFCJPA to Construct San Francisquito Creek Flood Protection Upgrades *(PW-Eng)*
Continue collaboration with the San Francisquito Creek Joint Powers Authority to enhance flood protection for residents and businesses.

PI-5. ➔ Collaborate with SFCJPA to Implement the SAFER Bay Project *(PW-Eng)*
Advance the SAFER Bay Project design to protect the community from tidal flooding and sea level rise impacts.

PI-6. ➔ Conduct a Siting Study to Identify Locations for Additional Water Storage Tanks *(PW-Eng)*
Assess and identify suitable sites for new water storage facilities, enhancing emergency and drought resilience.

PI-7. ➔ Construct a Bicycle and Pedestrian Overcrossing on University Avenue at US 101 *(PW-Eng)*
Complete construction of a new overcrossing, improving safe pedestrian and bicycle access across University Avenue.

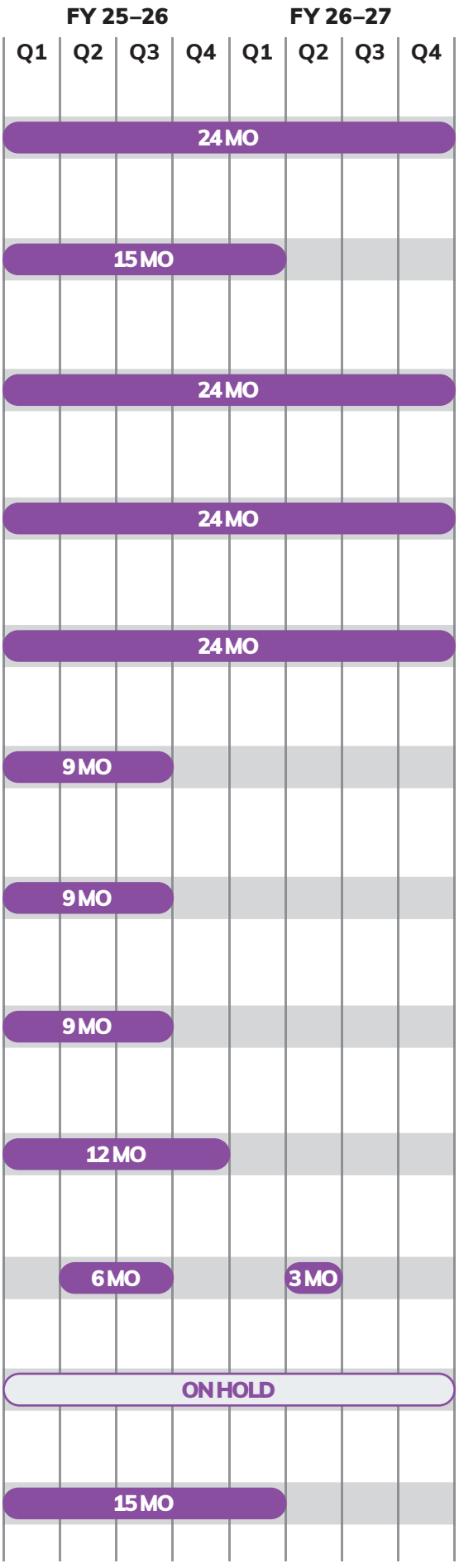
PI-8. ➔ Construct Full Trash Capture Devices to Meet Stormwater Compliance Requirements *(PW-Eng)*
Install trash capture devices in the stormwater system to comply with State mandates and reduce pollution in local waterways.

PI-9. ➔ Construct Mini Roundabouts to Replace Temporary Traffic Circles on Pulgas Avenue *(PW-Eng)*
Replace temporary traffic circles with permanent mini roundabouts, improving intersection safety and traffic management.

PI-10. ➔ Create a Financing Strategy for Water Infrastructure Upgrades *(Finance)*
Create a financing strategy for major water infrastructure improvements, leveraging grants and ratepayer resources.

PI-11. ➔ Design Roadway Improvements on Woodland Avenue *(PW-Eng)*
Design comprehensive roadway improvements on Woodland Avenue from University Avenue to Newell Road.

PI-12. ➔ Develop an Asset Management Database *(PW-Main)*
Continue development of a database encompassing all City-owned infrastructure to improve asset tracking and long-term maintenance planning.



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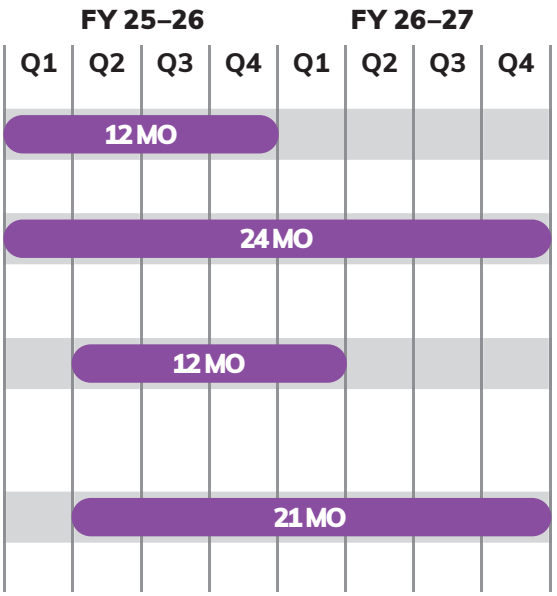
PI-13. + Develop Citywide Sewer Infrastructure Master Plan *(PW-Eng)*
Assess the current condition of the sewer system and create a long-term plan for replacements and repairs.

PI-14. + Install Citywide Lighting Improvements - Phase II *(PW-Eng)*
Finish installing new streetlights and begin the next multi-year phase.

PI-15. ➔ Install New Traffic Signal and Complete Safety Upgrades on University Avenue at Runnymede *(PW-Eng)*
Upgrade the University Avenue/Runnymede Street intersection with traffic signal and pedestrian enhancements.

PI-16. ➔ Modernize Equipment and Complete Rehabilitation of the O'Connor Pump Station *(PW-Eng)*
Upgrade the O'Connor Pump Station's engines and electrical systems, improving stormwater management capacity.



GET IN TOUCH
Contact us through one of the methods below.
cmoffice@cityofepa.org
cityofepa.org
2415 University Avenue, East Palo Alto, CA 94303
650-853-3100

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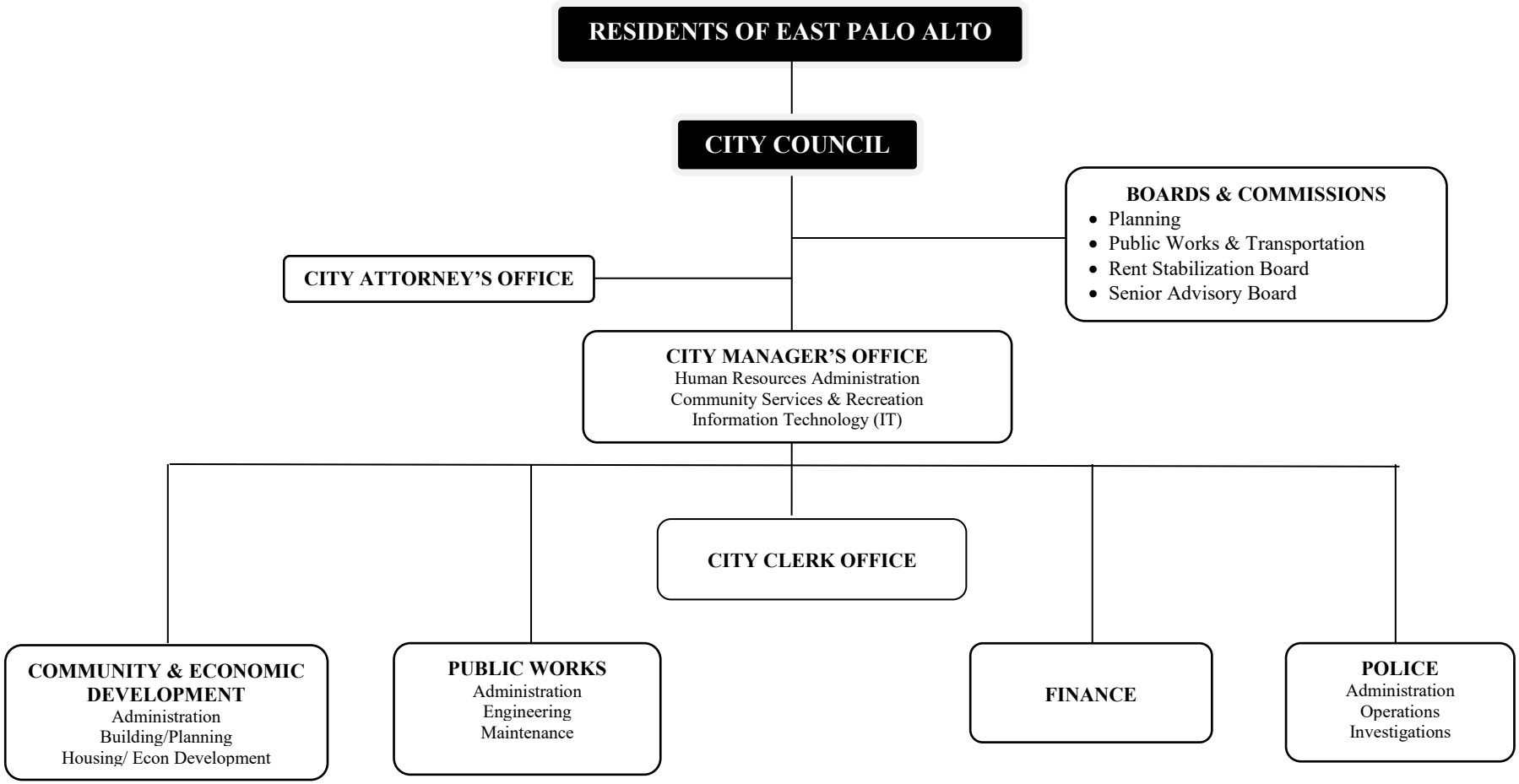
CITY OF EAST PALO ALTO
CITY ORGANIZATIONAL CHART
FY 2025-2026 Budget



CITY OF EAST PALO ALTO
NINE-YEAR POSITION SUMMARY

FY 2017-18 to FY 2025-26

	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26
Policy & Executive									
City Council	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
City Clerk's Office	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00
City Attorney's Office	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
City Manager's Office	3.00	3.00	3.00	3.00	4.00	4.00	5.00	6.00	7.00
City Manager - Human Resources	-	-	-	2.00	2.00	2.00	2.00	2.00	2.00
City Manager - Rent Stabilization	-	-	-	-	-	-	-	-	-
City Manager - Community Programs	-	-	-	-	-	-	-	5.70	5.70
Sub-Total	**12.00**	**12.00**	**12.00**	**14.00**	**15.00**	**15.00**	**17.00**	**23.70**	**24.70**
Administrative Support Services									
Finance Department	6.00	6.00	7.00	7.00	6.00	7.00	7.00	7.00	8.00
Administrative Services Admin	3.00	3.00	3.00	3.00	3.00	2.00	-	-	-
Community Services Division	4.15	4.15	4.15	3.65	5.15	5.15	5.15	-	-
Human Resources	2.00	2.00	2.00	-	-	-	-	-	-
Sub-Total	**15.15**	**15.15**	**16.15**	**13.65**	**14.15**	**14.15**	**12.15**	**7.00**	**8.00**
Community and Economic Development									
Administration Division	5.90	6.45	6.45	3.50	4.00	4.00	4.00	4.00	4.00
Building Services Division	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Planning Division	4.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00
Housing/Economic Division	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Senior Services Division	-	-	-	-	-	-	-	-	-
Sub-Total	**19.90**	**20.45**	**20.45**	**17.50**	**19.00**	**20.00**	**20.00**	**20.00**	**20.00**
Public Safety									
Administration Division	9.00	9.00	9.00	9.00	9.00	9.00	8.00	8.00	8.00
Investigations Division	8.25	8.25	11.15	11.15	11.15	12.25	11.25	6.45	6.00
Operations Division	29.00	29.00	27.00	28.00	28.00	29.35	30.35	34.80	34.80
Sub-Total	**46.25**	**46.25**	**47.15**	**48.15**	**48.15**	**50.60**	**49.60**	**49.25**	**48.80**
Public Works									
Administration Division	2.00	2.00	2.00	4.50	4.45	4.45	4.45	4.45	4.45
Engineering Division	5.00	5.00	5.00	3.75	5.00	5.00	5.00	6.00	7.00
Maintenance Division	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	13.00
Sub-Total	**19.00**	**19.00**	**19.00**	**20.25**	**21.45**	**21.45**	**21.45**	**22.45**	**24.45**
TOTAL POSITIONS	**112.30**	**112.85**	**114.75**	**113.55**	**117.75**	**121.20**	**120.20**	**122.40**	**125.95**

CITY OF EAST PALO ALTO
Detail Position Listing

	FTE's FY 2025-26
City Council	
a. Council Member	**5.00**
City Attorney's Office	
a. City Attorney/District Counsel[1]	1.00
b. Deputy City Attorney I/II	1.00
c. Paralegal[2]	1.00
	3.00
City Manager's Office	
Admininistration	
a. City Manager/General Manager[1]	1.00
b. Assistant City Manager/Assistant General Manager[1]	1.00
c. Assistant to the City Manager	2.00
d. Information Technology (IT) Manager	1.00
e. Information Technology (IT) Specialist I/II[2]	1.00
f. Executive Assist. to City Mgr	1.00
	7.00
Human Resources Division	
a. Human Resources Manager	1.00
b. Human Resources Technician I/II	1.00
	2.00
Community Services Division	
a. Community Services Manager	1.00
b. Recreation Coordinator	1.00
c. Recreation Leader II (1 FTE, 1 PT)	1.45
d. Van Driver (2 PT)	1.00
e. Nutrition Site Supervisor (1 PT)	0.75
f. Kitchen Aide (1 PT)	0.50
	5.70
City Clerk's Office	
a. City Clerk - Public Information Officer (PIO)	1.00
b. Office Assistant	1.00
	2.00
Finance	
a. Finance Director/District Treasurer[1]	1.00
b. Financial Services Manager	1.00
c. Accountant Senior[2]	2.00
d. Accountant I	1.00
e. Accounting Technician I/II	1.00
f. Grant Coordinator	1.00
G Senior Accounting Technician	1.00
	8.00
Community and Economic Development	
Administration Division	
a. Community & Economic Dev Director	1.00
b. Management Analyst I/II	1.00
c. Secretary I/II	1.00
d. Office Assistant	1.00
	4.00
Building Services Division	
a. Chief Building Official	1.00
b. Building Inspector I/II	1.00
c. Building Permit Technician	2.00
d. Bldg Inspector/Neighborhood Preserv Officer I/II	1.00
e. Neighborhood Preservation Officer I/II	2.00
	7.00
Housing/Econ Division	
a. Housing & Econ Dev Manager	1.00
b. Housing Project Manager	1.00
c. RSP Administrator	1.00
d. RSP Coordinator I/II	1.00
	4.00

	FTE's FY 2025-26
Community and Economic Development (Cont'd)	
Planning Division	
a. Planning Manager	1.00
b. Senior Planner	1.00
c. Assistant/Associate Planner	2.00
d. Planning Technician	1.00
	5.00
Public Works	
Adminstration Division	
a. Public Works Director/District Engineer[1]	1.00
b. Administrative Assistant	1.00
c. Management Analyst I/II	1.00
d. Environmental Service Aide	1.45
	4.45
Engineering Division	
a. City Engineer	1.00
b. Utility Manager	1.00
c. Senior Engineer	1.00
d. Assistant/Associate Engineer	2.00
e. Public Works Supervisor	1.00
f Administrative Assistant[2]	1.00
	7.00
Maintenance Division	
a. Maintenance Manager	1.00
b. Maintenance Worker I	4.00
c. Maintenance Worker II	5.00
d. Maintenance Worker III	2.00
e. Secretary I	1.00
	13.00
Police	
Administration Division	
a. Police Chief	1.00
b. Support Services Manager	1.00
c. Police Records Supervisor	1.00
d. Police Record's Clerk I/II	4.00
e. Property & Evidence Technician	1.00
	8.00
Investigations Division	
a. Captain	1.00
b. Police Officer	4.00
c. Police Sergeant	1.00
	6.00
Operations Division	
a. Captain	1.00
b. Police Sergeant	4.00
c. Police Officer	24.00
d. Community Services Officer	4.00
c. Community Services Officer (4 PT)	1.80
	34.80
Total Authorized FTE's	**125.95**

[1] The FY25 Midyear budget session, effective March 18, 2025, approved the updated titles and job description/classification specifications for the following: City Manager to City Manager/General Manager, from City Attorney to City Attorney/District Counsel, from Assistant City Manager to Assistant City Manager/Assistant General Manager, from Finance Director to Finance Director/District Treasurer, and from Public Works Director to Public Works Director/District Engineer.

[2] The FY25 Midyear budget session, effective March 18, 2025, approved an amendment to the City's Classification Plan adding 1.0 FTE Administrative Assistast, adding 1.0 FTE Information Technology Specialist I/II, adding 1.0 FTE Accountant Senior, adding 1.0 FTE Paralegal, and eliminating 1.0 FTE Legal Assistant.

East Palo Alto at a Glance

ABOUT EAST PALO ALTO

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

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

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

The signs of continuing and rapid transition are evident; and none more so than the rapid changes brought about by proximity to the most successful businesses in Silicon Valley. However, some things have remained constant, namely the characteristics that have always attracted people to the area: multi-cultural acceptance; a beautiful, rural-like setting; centralized location; proximity to transportation and the San Francisco Bay; as well as some of the most enviable weather in the nation.

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

CITY GEOGRAPHY

The City of East Palo Alto is located approximately 29 miles south of San Francisco and 19 miles north of San Jose. The City occupies 2.5 square miles. The latest estimates place the City's population at 28,216.

CITY AUTHORITY

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

East Palo Alto is a General Law Council/ Manager City governed by a five-member City Council with a Council elected Mayor. The City incorporated July 1, 1983.

The City provides a range of services to its residents including public protection through the Police Department, the construction and maintenance of streets and infrastructure, community and economic development affordable housing programs, financial management, and administrative and community services.

THE CITY COUNCIL

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

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

Mayor:	Martha Barragan	Nov. 2026
Vice Mayor:	Mark Dinan	Nov. 2028
Council Member:	Ruben Abrica	Nov. 2026
Council Member:	Carlos Romero	Nov. 2028
Council Member:	Webster Lincoln	Nov. 2028

ADMINISTRATION AND MANAGEMENT

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

Demographic Information

Land Area: 2.5 square miles

Population[i]

1990	23,570
2000	29,506
2005	29,431
2010	28,155
2015	29,137
2020	30,034
2025 Projected	29,133

Population by Gender [i]

Female	51.6%
Male	48.4%

Population by Age Group [i]

Under 5 years	5.7%
5 to 9 years	5.7%
10 to 14 years	5.9%
15 to 19 years	8.3%
20 to 24 years	6.8%
25 to 29 years	10.2%
30 to 34 years	7.8%
35 to 39 years	6.2%
40 to 44 years	8.3%
45 to 49 years	6.4%
50 to 54 years	5.0%
55 to 59 years	6.6%
60 to 64 years	7.4%
65 to 69 years	3.3%
70 to 74 years	2.1%
75 to 79 years	2.4%
80 to 84 years	1.2%
85 years and over	0.5%

Racial Composition [i]

Hispanic or Latino	61.0%
Black or African Amer	13.0%
White	11.5%
Asian	5.7%
Pacific Islander	5.3%
Two or More	11.9%
Other	3.4%

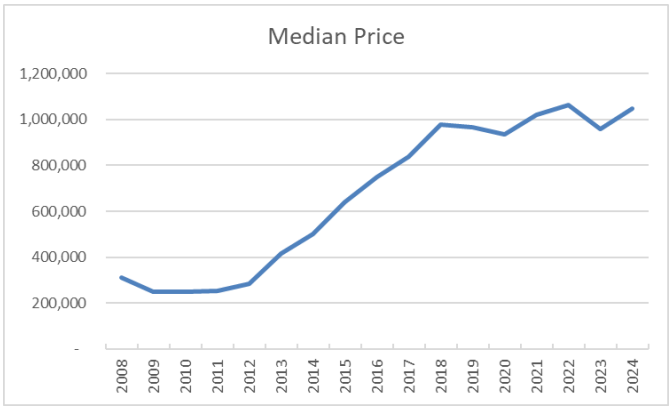
Level of Educational Attainment of Persons 25 years and older [i]

No High School degree	23.9%
High School degree or equivalent	23.1%
Some college, no degree	21.2%
Associate's degree, Bachelor's degree	20.1%
Post-grad degree	11.7%

Per Capita Personal Income [i]

$40,141

Median Sales Price for Single Family Residences[ii]
($1,050,000 in 2024)



[i] https://www.census.gov/

[ii] San Mateo County Associations of Realtors

FINANCIAL SUMMARY
FY 2025-2026 Budget

The Financial Summary section contains the following adopted budget and financial summary information:

Budget Information:

- **Citywide Budget Overview**
  - FY 2025-26 Budget by Fund Category
- **General Fund Overview**
  - FY 2025-26 General Fund and Internal Reserve Funds Budget
- **Special Revenue Funds Overview**
  - FY 2025-26 Special Revenue Funds Budget
    - FY 2025-26 Community Programs Budget
    - FY 2025-26 Housing Programs Budget
    - FY 2025-26 Transportation and Infrastructure Programs Budget
- **Capital Funds Overview**
  - FY 2025-26 Capital Funds Budget
- **Enterprise Funds Overview**
  - FY 2025-26 Enterprise Fund Budget

Other Financial Information:

- General Fund Revenues by Major Category
- General Fund Expenditures by Major Category

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The Citywide budget overview provides a one-page view across all the various fund-types operating within the City. This view gives a full perspective of total revenues by character and total expenditures by department across all City funds. The City operates the following fund-group types:

- **General and Internal Reserve Funds**
- **Special Revenue Funds**
- **Capital Projects Funds**
- **Enterprise Funds**
- **Successor Agency Trust Fund**

CITY OF EAST PALO ALTO
FY 2025-2026 BUDGET BY FUND CATEGORY

	General Fund and Internal Reserves	Special Revenue Funds	Capital Improvement Funds	Enterprise Funds	City Total	Successor Trust Fund	GRAND TOTAL
Revenues							
Property Tax	17,773,000	1,059,453	-	1,700,000	20,532,453	1,562,728	22,095,181
Sales Tax	5,279,000	-	-	-	5,279,000	-	5,279,000
Transient Occupancy Tax	2,200,000	550,000	-	-	2,750,000	-	2,750,000
Business License Tax	800,000	1,620,690	-	-	2,420,690	-	2,420,690
Utility User Tax	2,094,000	-	-	-	2,094,000	-	2,094,000
Other Taxes	90,000	3,321,917	-	-	3,411,917	-	3,411,917
Licenses, Fees, and Permits	1,552,000	1,394,416	3,691,099	5,463,578	12,101,093	-	12,101,093
Charges for Services	2,719,000	131,325	-	9,850,370	12,700,695	-	12,700,695
Fines and Forfeitures	495,000	2,500	-	-	497,500	-	497,500
Use of Money and Property	2,010,000	1,700,058	733,117	1,960,034	6,403,208	81,077	6,484,285
Grants and Intergovernmental	65,000	1,370,000	109,000	-	1,544,000	-	1,544,000
Other Miscellaneous	605,000	900,000	-	6,183,333	7,688,333	-	7,688,333
Total Revenues	**35,682,000**	**12,050,358**	**4,533,216**	**25,157,315**	**77,422,889**	**1,643,805**	**79,066,694**
Expenditures							
City Council	272,105	-	-	7,500	279,605	-	279,605
City Attorney	1,461,060	42,500	-	47,000	1,550,560	1,400	1,551,960
City Clerk	581,228	-	-	-	581,228	-	581,228
City Manager	6,391,414	2,950,000	-	-	9,341,414	-	9,341,414
Finance	1,963,136	8,326	62,671	59,400	2,093,533	27,593	2,121,126
Community Development	4,282,954	2,866,133	-	-	7,149,087	-	7,149,087
Public Works	6,626,667	1,916,966	169,267	5,856,227	14,569,127	-	14,569,127
Police	16,387,157	320,000	-	-	16,707,157	-	16,707,157
Non-Departmental							
Capital/Technology	-	2,500,000	1,223,122	300,000	4,023,122	-	4,023,122
Insurance and Settlements	1,066,347	-	-	-	1,066,347	-	1,066,347
IT Operations	563,660		-	15,040	578,700	-	578,700
Other Non-Departmental	1,426,731	107,201	-	3,527,143	5,061,075	1,613,925	6,675,000
Overhead Allocation	(2,647,709)	855,802	190,210	1,584,413	(17,284)	17,284	-
Total Expenditures	**38,374,750**	**11,566,928**	**1,645,270**	**11,396,723**	**62,983,671**	**1,660,202**	**64,643,873**
Net Sources / (Uses)	**(2,692,750)**	**483,430**	**2,887,946**	**13,760,592**	**14,439,218**	**(16,397)**	**14,422,821**
Other Financing Sources / (Uses)							
Transfers In	-	874,812	-	-	874,812	-	874,812
Transfers Out	(874,812)	-	-	-	(874,812)	-	(874,812)
Net Operating Transfers	**(874,812)**	**874,812**	**-**	**-**	**-**	**-**	**-**
Change in Fund Balance	**(3,567,562)**	**1,358,242**	**2,887,946**	**13,760,592**	**14,439,218**	**(16,397)**	**14,422,821**
Other Changes	**(20,000,000)**	**-**	**-**	**-**	**(20,000,000)**	**-**	**-**
Projected Fund Balance							
July 01, 2025 Balance*	**32,831,000**	**35,066,000**	**15,464,000**	**37,293,000**	**120,654,000**	**(13,944,032)**	**106,709,968**
June 30, 2026 Balance	**9,263,438**	**36,424,242**	**18,351,946**	**51,053,592**	**115,093,218**	**(13,960,429)**	**101,132,789**

*Excludes certain assets, reserves, and commitments.

General Fund

The General Fund is the primary operating fund of the City. The fund accounts for all revenues, expenditures, transfers, and other activity not accounted for in other City funds.

General Fund revenues are derived from five major sources including, Property Tax, Sales and Use Tax, Transient Occupancy Tax (TOT), Utility Users Tax, and Business License Tax. These taxes account for approximately 80% of total General Fund revenues, excluding development pass-through activity. General Fund uses primarily consist of personnel, contract, and purchase services, supplies and materials, and other expenditures.

General Fund Reserve Sub-Funds

Information Services

The Information Services Fund accounts for the accumulation of resources to acquire or improve information technology equipment and software, fund the Redwood City IT services contract, IT equipment replacement, and software licensing and maintenance costs.

Equipment and Vehicle Replacement

The Equipment and Vehicle Replacement Fund accounts for monies utilized to acquire and replace equipment and vehicles.

Insurance Reserve

The Insurance Reserve Fund accounts for the accumulation of resources to cover the costs of unanticipated loss and settlements due to property, casualty, or liability exposures and to cover the costs of PLAN JPA insurance coverage in excess of the City's $100,000 self-insured limit per liability claim.

Development Pass-Through

The Development Pass-Through Fund accounts for pass-through development fee activity and temporary staffing needs anticipated for unusually high development activity.

Note: No budget activity for the Contingency Reserve and Community Benefits Funds.

CITY OF EAST PALO ALTO
FY 2025-2026 GENERAL FUND BUDGET

	General Fund F110	Info Services Reserve F111	Equipment and Vehicle Reserve F112	Insurance Reserve F113	Development Pass Through F117	Eliminating	Total
Revenues							
Property Tax	17,773,000	-	-	-	-	-	17,773,000
Sales Tax	5,279,000	-	-	-	-	-	5,279,000
Transient Occupancy Tax	2,200,000	-	-	-	-	-	2,200,000
Business License Tax	800,000	-	-	-	-	-	800,000
Utility User Tax	2,094,000	-	-	-	-	-	2,094,000
Other Taxes	90,000	-	-	-	-	-	90,000
Licenses, Fees, and Permits	1,552,000	-	-	-	-	-	1,552,000
Charges for Services	2,719,000	-	-	-	-	-	2,719,000
Fines and Forfeitures	495,000	-	-	-	-	-	495,000
Use of Money and Property	2,010,000	-	-	-	-	-	2,010,000
Grants and Intergovernmental	65,000	-	-	-	-	-	65,000
Other Miscellaneous	-	-	-	-	605,000	-	605,000
Total Revenues	**35,077,000**	**-**	**-**	**-**	**605,000**	**-**	**35,682,000**
Expenditures							
City Council	264,605	7,500	-	-	-		272,105
City Attorney	1,340,060	1,000	-	70,000	50,000		1,461,060
City Clerk	462,550	118,678	-	-	-		581,228
City Manager	5,834,445	556,969	-	-	-		6,391,414
Finance	1,738,522	224,614	-	-	-		1,963,136
Community Development	3,722,148	60,806	-	-	500,000		4,282,954
Public Works	6,468,764	87,903	70,000	-	-		6,626,667
Police	15,996,413	270,244	120,500	-	-		16,387,157
Non-Departmental							
Major Capital	-	-	-	-	-		-
Insurance and Settlements	-	-	-	1,066,347	-		1,066,347
IT Operations	-	563,660	-	-	-		563,660
Other Non-Departmental	1,426,731	-	-	-	-		1,426,731
Overhead Allocation	(2,307,892)	(184,160)	-	(155,657)	-		(2,647,709)
Total Expenditures	**34,946,346**	**1,707,214**	**190,500**	**980,690**	**550,000**	**-**	**38,374,750**
Net Sources / (Uses)	**130,654**	**(1,707,214)**	**(190,500)**	**(980,690)**	**55,000**	**-**	**(2,692,750)**
Other Financing Sources / (Uses)							
Transfers In	-	1,657,214	190,500	980,690	-	(2,828,404)	-
Transfers Out	(3,703,216)	-	-	-	-	2,828,404	(874,812)
Net Operating Transfers	**(3,703,216)**	**1,657,214**	**190,500**	**980,690**	**-**	**-**	**(874,812)**
Change in Fund Balance	**(3,572,562)**	**(50,000)**	**-**	**-**	**55,000**	**-**	**(3,567,562)**
Other Changes	**(19,945,000)**	**-**	**-**	**-**	**(55,000)**	**-**	**(20,000,000)**
Projected Fund Balance							
July 01, 2025 Balance*	**32,831,000**	**3,703,000**	**992,000**	**2,095,000**	**-**	**(6,790,000)**	**32,831,000**
June 30, 2026 Balance	**9,313,438**	**3,653,000**	**992,000**	**2,095,000**	**-**	**(6,790,000)**	**9,263,438**

*Excludes certain reserves and commitments

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditures for specified purposes, other than major capital projects or debt service. GASB 54 clarifies that the *proceeds of a specific revenue source*, whether legal or administrative, is the foundation for classification of a Special Revenue Fund.

Community Programs

Public Safety Grants

The Public Safety Grants Fund accounts for revenues and expenditures for the Citizen Options for Public Safety Program and Supplemental Law Enforcement Services Fund (COPS/SLESF).

Federal and State Grants

Federal and State Grants Fund accounts for the Congregate Meals/Senior Nutrition and Senior Transportation grant programs passed through the San Mateo County Office of Aging and Adult Services.

Local Grants

The Local Grants Fund accounts for all other local grant activity not accounted for in separate funds.

CYSFF

The CYSFF Fund accounts for 10% of the Transient Occupancy Tax (TOT) collected as approved by voters to fund various nonprofit organizations providing services to children, youth, and families.

Housing Programs

Rent Stabilization

The Rent Stabilization Fund accounts for revenues and expenditures to support rent stabilization programs and activities.

Housing in Lieu

The Housing in Lieu Fund accounts for developer-agreed payments and ordinance fees in lieu of providing affordable housing.

Housing Assistance

The Housing Assistance Fund accounts for first time home buyer assistance program activities.

Housing Commercial Impact

The Housing Commercial Impact Fee Fund accounts for fees charged to developers of nonresidential development projects to mitigate the project impact on the need for affordable housing as a result of the project development.

Housing TOT

The Housing TOT Fund accounts for 10% of the Transient Occupancy Tax (TOT) collected as approved by voters to fund affordable housing development activity and programs.

Measure HH

The Measure HH Fund accounts for a voter-approved parcel tax on commercial office space of 25,000 square feet or more collected to fund affordable and supportive housing programs; programs that facilitate citizen access to job opportunities in science, technology, engineering and mathematics (S.T.E.M.) and building trades, and strengthen the First Source Hiring Program.

Measure JJ

The Measure JJ Fund accounts for a 2.5% business license tax on gross receipts from residential rental units. At least 30% of the funds must be used for tenant rental assistance and no more than 20% of the funds may be used for staff and overhead costs to administer the tax. The remaining revenue may be used, at the city's discretion, to support affordable homeownership, preserve affordable housing, provide tenant rental assistance, or protect residents from displacement or homelessness.

Housing Successor Agency

The Housing Successor Agency Funds account for activities related to the housing assets assumed by the City as Housing Successor to the former Redevelopment Agency. The funds are restricted to housing-related activities for low- and moderate-income needs.

Silicon Valley Community Foundation

The Silicon Valley Community Foundation (SVCF) Fund accounts for gift monies from SVCF for the purpose of incentivizing the affordable housing development within the City. The monies are further restricted to pay a minimum amount of $500,000 for an affordable housing manager position over a period of five years.

Transportation and Infrastructure Programs

State Gas Tax

The State Gas Tax Fund is required by State law to account for California State gasoline taxes. This tax is primarily distributed to cities based on population and proportion of registered vehicles. Gas tax funds must be spent on public street-related maintenance and capital expenditures.

Measure A

The Measure A Fund accounts for a countywide one-half percent sale and use tax to support countywide (San Mateo County) transportation projects and programs.

NPDES

The NPDES Fund accounts for revenues and expenditures from assessments levied on property in the City in compliance with the provision of the National Pollutant Elimination System for prevention of storm water and flood related damage.

Lighting District

The City maintains one Lighting District, the Ravenswood Highway Lighting District, to cover the costs of lighting on and around public streets, highways, parks, and alleys. The Lighting District Fund accounts for all revenues (assessments) and expenditures associated with the District.

Drainage District

The City maintains one Drainage District, the East Palo Alto Maintenance Drainage District, to cover the costs of providing storm drainage and flood control management services for areas related to the district boundary. The Drainage District Fund accounts for all revenues (assessments) and expenditures associated with the District.

Measure W

The Measure W Fund accounts for the City's allocation of a voter-approved one-half percent (0.5%) sales tax enacted for thirty years to road improvements, transit services, and implementation of the San Mateo County Congestion Relief Plan.

CITY OF EAST PALO ALTO
FY 2025-2026 SPECIAL REVENUE FUNDS BUDGET

	Community Programs	Housing Programs	Transportation and Infrastructure Programs	Total
Revenues				
Property Tax	-	-	1,059,453	**1,059,453**
Sales Tax	-	-	-	**-**
Transient Occupancy Tax	275,000	275,000	-	**550,000**
Business License Tax	-	1,620,690	-	**1,620,690**
Utility User Tax	-	-	-	**-**
Other Taxes	-	1,677,000	1,644,917	**3,321,917**
Licenses, Fees, and Permits	-	1,394,416	-	**1,394,416**
Charges for Services	-	-	131,325	**131,325**
Fines and Forfeitures	-	2,500	-	**2,500**
Use of Money and Property	234,728	656,511	808,818	**1,700,058**
Grants and Intergovernmental	237,000	-	1,133,000	**1,370,000**
Other Miscellaneous	900,000	-	-	**900,000**
Total Revenues	**1,646,728**	**5,626,117**	**4,777,513**	**12,050,358**
Expenditures				
City Council	-	-	-	**-**
City Attorney	15,000	27,500	-	**42,500**
City Clerk	-	-	-	**-**
City Manager	1,195,000	-	1,755,000	**2,950,000**
Finance	-	2,442	5,884	**8,326**
Community Development	921	2,865,212	-	**2,866,133**
Public Works	123,563	-	1,793,403	**1,916,966**
Police	320,000	-	-	**320,000**
Non-Departmental	-	-	-	**-**
Capital/Technology	-	-	2,500,000	**2,500,000**
Insurance and Settlements	-	-	-	**-**
IT Operations	-	-	-	**-**
Other Non-Departmental	-	13	107,188	**107,201**
Overhead Allocation	9,011	344,398	502,393	**855,802**
Total Expenditures	**1,663,495**	**3,239,565**	**6,663,868**	**11,566,928**
Net Sources / (Uses)	**(16,767)**	**2,386,552**	**(1,886,355)**	**483,430**
Other Financing Sources / (Uses)				
Transfers In	-	-	874,812	**874,812**
Transfers Out	-	-	-	**-**
Net Operating Transfers	-	-	874,812	**874,812**
Change in Fund Balance	**(16,767)**	**2,386,552**	**(1,011,543)**	**1,358,242**
Other Changes	**-**	**-**	**-**	**-**
Projected Fund Balance				
July 01, 2025 Balance*	**2,364,000**	**16,109,000**	**16,593,000**	**35,066,000**
June 30, 2026 Balance	**2,347,233**	**18,495,552**	**15,581,457**	**36,424,242**

*Excludes certain reserves and commitments

CITY OF EAST PALO ALTO
FY 2025-2026 COMMUNITY PROGRAMS BUDGET

	Public Safety Grants F213	Federal and State Grants F215	Local Grants F230	CYSFF TOT F231	Measure C F232	Total Community Programs
Revenues						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	275,000	-	**275,000**
Business License Tax	-	-	-	-	-	-
Utility User Tax	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Licenses, Fees, and Permits	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-
Use of Money and Property	19,839	18,064	152,314	44,511	-	**234,728**
Grants and Intergovernmental	230,000	7,000	-	-	-	**237,000**
Other Miscellaneous	-	750,000	150,000	-	-	**900,000**
Total Revenues	**249,839**	**775,064**	**302,314**	**319,511**	**-**	**1,646,728**
Expenditures						
City Council	-	-	-	-	-	-
City Attorney	-	-	15,000	-	-	**15,000**
City Clerk	-	-	-	-	-	-
City Manager	-	-	590,000	605,000	-	**1,195,000**
Finance	-	-	-	-	-	-
Community Development	-	921	-	-	-	**921**
Public Works	-	-	123,563	-	-	**123,563**
Police	170,000	-	150,000	-	-	**320,000**
Non-Departmental			-	-	-	-
Capital/Technology	-	-	-	-	-	-
Insurance and Settlements	-	-	-	-	-	-
IT Operations	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	-
Overhead Allocation	-	-	-	9,011	-	**9,011**
Total Expenditures	**170,000**	**921**	**878,563**	**614,011**	**-**	**1,663,495**
Net Sources / (Uses)	**79,839**	**774,143**	**(576,249)**	**(294,500)**	**-**	**(16,767)**
Other Financing Sources / (Uses)						
Transfers In	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Net Operating Transfers	**-**	**-**	**-**	**-**	**-**	-
Change in Fund Balance	**79,839**	**774,143**	**(576,249)**	**(294,500)**	**-**	**(16,767)**
Other Changes	**-**	**-**	**-**	**-**	**-**	**-**
Projected Fund Balance						
July 01, 2025 Balance*	**429,000**	**378,000**	**663,000**	**894,000**	**-**	**2,364,000**
June 30, 2026 Balance	**508,839**	**1,152,143**	**86,751**	**599,500**	**-**	**2,347,233**

*Excludes certain reserves and commitments

CITY OF EAST PALO ALTO
FY 2025-2026 HOUSING PROGRAMS BUDGET

	Rent Stabilization F204	Housing In Lieu F207	Housing Assistance F209	Housing Commercial Impact F216	Housing TOT F218	Measure HH F219	Housing Successor F220	Silicon Valley Community F233	Measure JJ F235	Total
Revenues										
Property Tax	-	-	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	275,000	-	-	-	-	**275,000**
Business License Tax	-	-	-	-	-	-	-	-	1,620,690	**1,620,690**
Utility User Tax	-	-	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	1,677,000	-	-	-	**1,677,000**
Licenses, Fees, and Permits	782,000	612,416	-	-	-	-	-	-	-	**1,394,416**
Charges for Services	-	-	-	-	-	-	-	-	-	-
Fines and Forfeitures	2,500	-	-	-	-	-	-	-	-	**2,500**
Use of Money and Property	19,732	260,317	14,223	-	80,058	244,407	37,774	-	-	**656,511**
Grants and Intergovernmental	-	-	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-	-	-
Total Revenues	**804,232**	**872,733**	**14,223**	**-**	**355,058**	**1,921,407**	**37,774**	**-**	**1,620,690**	**5,626,117**
Expenditures										
City Council	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	27,500	-	-	**27,500**
City Clerk	-	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	2,442	-	-	-	**2,442**
Community Development	497,620	173,794	2,255	37,500	23,124	1,102,668	222,519	-	805,732	**2,865,212**
Public Works	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-
Non-Departmental										
Capital/Technology	-	-	-	-	-	-	-	-	-	-
Insurance and Settlements	-	-	-	-	-	-	-	-	-	-
IT Operations	-	-	-	-	-	-	-	-	-	-
Other Non-Departmental	-	-	-	-	-	13	-	-	-	**13**
Overhead Allocation	317,435	10,466	8,981	-	7,516	-	-	-	-	**344,398**
Total Expenditures	**815,055**	**184,260**	**11,236**	**37,500**	**30,640**	**1,105,123**	**250,019**	**-**	**805,732**	**3,239,565**
Net Sources / (Uses)	**(10,823)**	**688,473**	**2,987**	**(37,500)**	**324,418**	**816,284**	**(212,245)**	**-**	**814,958**	**2,386,552**
Other Financing Sources / (Uses)										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-	-
Net Operating Transfers	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Change in Fund Balance	**(10,823)**	**688,473**	**2,987**	**(37,500)**	**324,418**	**816,284**	**(212,245)**	**-**	**814,958**	**2,386,552**
Other Changes	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Projected Fund Balance										
July 01, 2025 Balance*	**214,000**	**5,383,000**	**396,000**	**-**	**2,364,000**	**7,218,000**	**534,000**	**-**	**-**	**16,109,000**
June 30, 2026 Balance	**203,177**	**6,071,473**	**398,987**	**(37,500)**	**2,688,418**	**8,034,284**	**321,755**	**-**	**814,958**	**18,495,552**

*Excludes certain reserves and commitments

CITY OF EAST PALO ALTO
FY 2025-2026 INFRASTRUCTURE PROGRAMS BUDGET

	State Gas Tax F201	Measure A F202	NPDES F203	Park in Lieu F206	Lighting District F221	Drainage District F222	Measure W F234	Total
Revenues								
Property Tax	-	-	-	-	892,289	167,164	-	1,059,453
Sales Tax	-	-	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	-	-	-	-
Business License Tax	-	-	-	-	-	-	-	-
Utility User Tax	-	-	-	-	-	-	-	-
Other Taxes	1,644,917	-	-	-	-	-	-	1,644,917
Licenses, Fees, and Permits	-	-	-	-	-	-	-	-
Charges for Services	-	-	131,325	-	-	-	-	131,325
Fines and Forfeitures	-	-	-	-	-	-	-	-
Use of Money and Property	205,886	243,588	18,917	13,193	234,247	43,700	49,288	808,818
Grants and Intergovernmental	-	772,500	-	-	-	-	360,500	1,133,000
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	**1,850,803**	**1,016,088**	**150,242**	**13,193**	**1,126,536**	**210,864**	**409,788**	**4,777,513**
Expenditures								
City Council	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	1,755,000	-	-	1,755,000
Finance	-	1,792	2,300	-	-	-	1,792	5,884
Community Development	-	-	-	-	-	-	-	-
Public Works	651,887	-	627,831	-	177,463	336,222	-	1,793,403
Police	-	-	-	-	-	-	-	-
Non-Departmental								
Capital/Technology	-	-	-	-	2,500,000	-	-	2,500,000
Insurance and Settlements	-	-	-	-	-	-	-	-
IT Operations	-	-	-	-	-	-	-	-
Other Non-Departmental	89,783	-	9,963	-	5,808	1,634	-	107,188
Overhead Allocation	161,756	53,243	149,860	1,080	53,890	63,760	18,804	502,393
Total Expenditures	**903,426**	**55,035**	**789,954**	**1,080**	**4,492,161**	**401,616**	**20,596**	**6,663,868**
Net Sources / (Uses)	**947,377**	**961,053**	**(639,712)**	**12,113**	**(3,365,625)**	**(190,752)**	**389,192**	**(1,886,355)**
Other Financing Sources / (Uses)								
Transfers In	64,500	-	622,994	-	-	187,318	-	874,812
Transfers Out	-	-	-	-	-	-	-	-
Net Operating Transfers	**64,500**	**-**	**622,994**	**-**	**-**	**187,318**	**-**	874,812
Change in Fund Balance	**1,011,877**	**961,053**	**(16,718)**	**12,113**	**(3,365,625)**	**(3,434)**	**389,192**	**(1,011,543)**
Other Changes	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Projected Fund Balance								
July 01, 2025 Balance*	**3,676,000**	**3,650,000**	**(20,000)**	**375,000**	**6,487,000**	**953,000**	**1,472,000**	**16,593,000**
June 30, 2026 Balance	**4,687,877**	**4,611,053**	**(36,718)**	**387,113**	**3,121,375**	**949,566**	**1,861,192**	**15,581,457**

*Excludes certain reserves and commitments

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Capital Funds account for major capital acquisitions, construction activities, and major renovation or replacement of general government assets. Capital Improvement projects accounts in these funds are primarily funded through General Fund transfers, federal and state grants, restricted settlements related to capital, and impact fees charged to developers to mitigate the impact of projects on the City's infrastructure systems.

Capital Improvement

The Capital Improvement Fund accounts for the primary capital asset study, design, construction and management of the city's major infrastructure system improvements such as streets, sidewalks, parks, facilities, and storm drains. Major asset construction related to the City's water infrastructure are accounted in the Water Enterprise Fund.

Parks and Trails Impact

The Park and Trails Impact Fund accounts for fees charged to developers to mitigate the project impact on the City's parks, trails, and open space infrastructure. Such fees will fund park projects and land acquisitions to provide adequate quality open space – through parks and trails – for the broader public health and quality of life of its citizens and workforce.

Public Facilities Impact

The Park and Trails Impact Fund accounts for fees charged to developers to mitigate the project impact for the provision of adequate public facilities including police department, educational amenities such as libraries, governance buildings, and community service centers.

Transportation Infrastructure Impact

The Park and Trails Impact Fund accounts for fees charged to developers to mitigate the project impact for the provision of public roads and multi-modal streetscape facilities. In addition, constructing sidewalks with street trees, street lighting, benches, and street furniture improves safety, sidewalk space, pedestrian aesthetics, and active transportation.

RBD -I Impact

The RBD-I Impact Fund accounts for fees charged to developers to mitigate the project impact for the provision of adequate storm drainage infrastructure to prevent flooding for development specifically inside the Ravenswood Business District.

RBD -O Impact

The RBD-O Impact Fund accounts for fees charged to developers to mitigate the project impact for the provision of adequate storm drainage infrastructure to prevent flooding for development specifically for all other city areas outside the Ravenswood Business District.

CITY OF EAST PALO ALTO
FY 2025-2026 CAPITAL PROJECT FUNDS BUDGET

	Capital Improvement F301/303	Parks and Trails Impact F305	Public Facilities Impact F306	Transportation Impact F307	RBD-I Storm Drain Impact F308	RBD-O Storm Drain Impact F309	Total
Revenues							
Property Tax	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	-	-	-
Business License Tax	-	-	-	-	-	-	-
Utility User Tax	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Licenses, Fees, and Permits	-	3,003,316	178,223	40,591	-	468,969	3,691,099
Charges for Services	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-
Use of Money and Property	633,115	19,254	34,458	20,504	13,060	12,725	733,117
Grants and Intergovernmental	109,000	-	-	-	-	-	109,000
Other Miscellaneous	-	-	-	-	-	-	-
Total Revenues	**742,115**	**3,022,570**	**212,681**	**61,095**	**13,060**	**481,694**	**4,533,216**
Expenditures							
City Council	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-
City Clerk	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-
Finance	62,671	-	-	-	-	-	62,671
Community Development	-	-	-	-	-	-	-
Public Works	169,267	-	-	-	-	-	169,267
Police	-	-	-	-	-	-	-
Non-Departmental							
Capital/Technology	1,223,122	-	-	-	-	-	1,223,122
Insurance and Settlements	-	-	-	-	-	-	-
IT Operations	-	-	-	-	-	-	
Other Non-Departmental	-	-	-	-	-	-	-
Overhead Allocation	180,233	2,125	2,125	2,233	1,873	1,621	190,210
Total Expenditures	**1,635,293**	**2,125**	**2,125**	**2,233**	**1,873**	**1,621**	**1,645,270**
Net Sources / (Uses)	**(893,178)**	**3,020,445**	**210,556**	**58,862**	**11,187**	**480,073**	**2,887,946**
Other Financing Sources / (Uses)							
Transfers In	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Net Operating Transfers	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Change in Fund Balance	**(893,178)**	**3,020,445**	**210,556**	**58,862**	**11,187**	**480,073**	**2,887,946**
Other Changes	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Projected Fund Balance							
July 01, 2025 Balance*	**12,846,000**	**510,000**	**919,000**	**497,000**	**357,000**	**335,000**	**15,464,000**
June 30, 2026 Balance	**11,952,822**	**3,530,445**	**1,129,556**	**555,862**	**368,187**	**815,073**	**18,351,946**

*Excludes certain reserves and commitments

Enterprise Funds account for City operations financed and operated in a manner similar to a private business enterprise. Government-run enterprises often charge user-fees to support the service or product provided. These activities are not necessarily self-supporting and may rely on general government subsidies to fully fund operations, though it is the intent of the City to fund these services primarily through user charges.

Garbage Collection Fund

Garbage collection services and recycling in East Palo Alto is provided by Recology of San Mateo County. Revenues are primarily derived from solid waste service fees.

The Garbage Collection Fund accounts for activities associated with residential and commercial garbage collection, street sweeping, litter control, and related services. Fees for litter control are collected by the South Bay Waste Management Authority (SBWMA) from both residential and commercial customers. The City collects residential solid waste collection fees directly from the property tax rolls and remits such fees to Recology of San Mateo County for services provided to those customers.

Sewer Service Funds

For external financial reporting, sewer services are reported as a self-supporting enterprise fund covering the operations, maintenance, and capital improvements of the East Palo Alto Sanitary District (EPASD), a subsidiary of the City. For internal management, the District maintains two enterprise funds: one for operating and capital activities, and another to track developer impact fee (connection fee) revenues and related expenditures.

Water Service Funds

Most of East Palo Alto's water connections (about 80%) are served by the City's water system that is operated and leased by Veolia Water North America Operating Services LLC (Veolia). The remaining connections are served by Palo Alto Park Mutual Water Company or O'Connor Tract Co-op Water Company. Veolia supplies the City's water from the San Francisco Public Utilities Commission.

Water Service Fund accounts for lease operating revenue from Veolia. The fund group includes Capital and Meter surcharges and Water Capacity Fees. The surcharge funds are used for capital improvement costs related to the City's operating obligations under the agreement with Veolia.

The fund group also includes the Capital and Meter Surcharges, Water Capacity Fees.

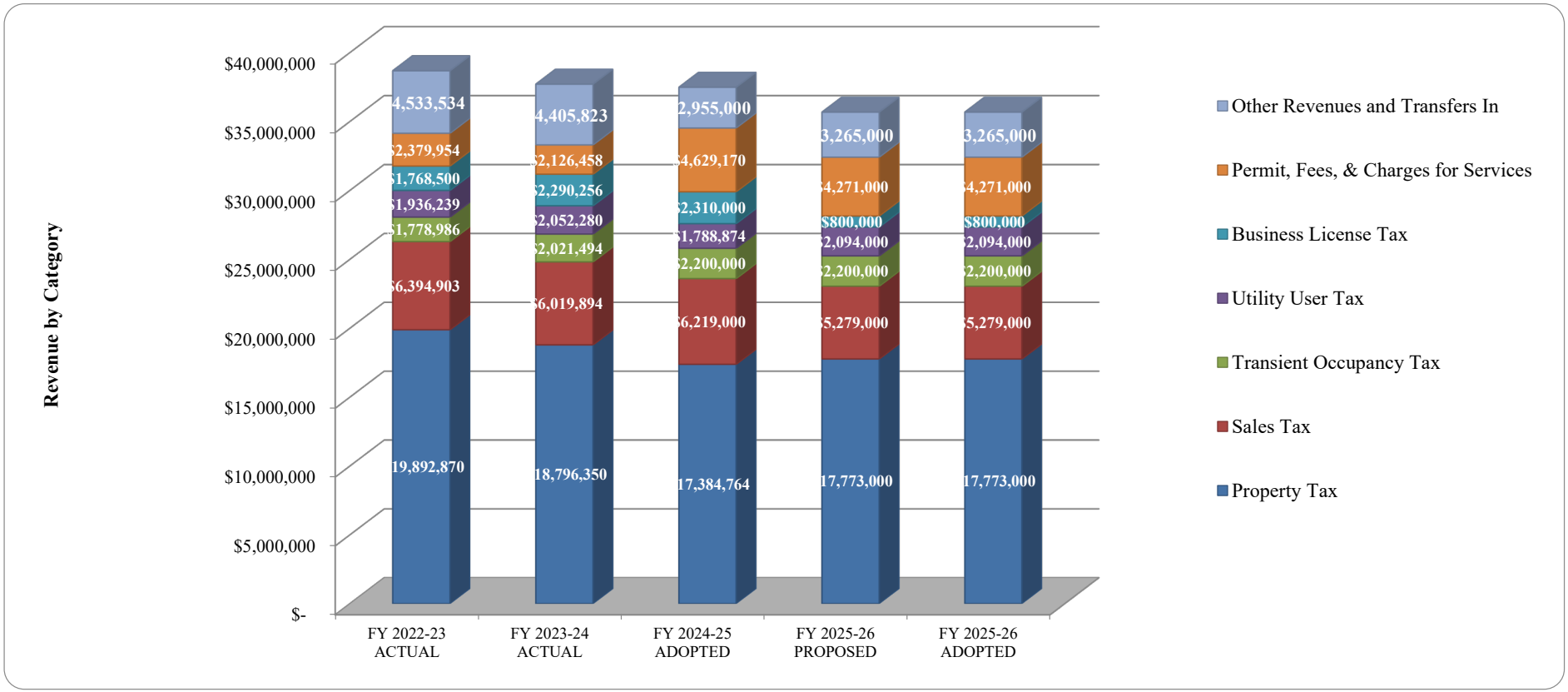
CITY OF EAST PALO ALTO
FY 2025-2026 ENTERPRISE FUNDS BUDGET

	Water Lease F510	Water Capital F511	Water Meter F512	Water Capacity F513	Sub-total Water Enterprise	Garbage Service F520	Sewer Services F530	Sewer Connection F533	Total
Revenues									
Property Tax	-	-	-	-	-	-	1,700,000	-	1,700,000
Sales Tax	-	-	-	-	-	-	-	-	-
Transient Occupancy Tax	-	-	-	-	-	-	-	-	-
Business License Tax	-	-	-	-	-	-	-	-	-
Utility User Tax	-	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-	-	-
Licenses, Fees, and Permits	-	-	-	5,463,578	5,463,578	-	-	-	5,463,578
Charges for Services	12,000	1,088,370	-	-	1,100,370	3,500,000	5,250,000	-	9,850,370
Fines and Forfeitures	-	-	-	-	-	-	-	-	-
Use of Money and Property	494,368	456,703	63,798	34,548	1,049,417	69,257	841,360	-	1,960,034
Grants and Intergovernmental	-	-	-	-	-	-	-	-	-
Other Miscellaneous	-	23,333	-	-	23,333	250,000	-	5,910,000	6,183,333
Total Revenues	**506,368**	**1,568,406**	**63,798**	**5,498,126**	**7,636,698**	**3,819,257**	**7,791,360**	**5,910,000**	**25,157,315**
Expenditures									
City Council	-	-	-	-	-	-	7,500	-	7,500
City Attorney	5,000	-	-	-	5,000	-	42,000	-	47,000
City Clerk	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	2,300	57,100	-	59,400
Community Development	-	-	-	-	-	-	-	-	-
Public Works	349,533	5,000	-	-	354,533	294,027	5,207,667	-	5,856,227
Police	-	-	-	-	-	-	-	-	-
Non-Departmental									-
Capital/Technology	-	150,000	-	-	150,000	-	150,000	-	300,000
Insurance and Settlements	-	-	-	-	-	-	-	-	-
IT Operations	-	-	-	-	-	-	15,040	-	15,040
Other Non-Departmental	18,068	-	-	-	18,068	3,509,075	-	-	3,527,143
Overhead Allocation	202,218	29,022	7,405	2,665	241,310	219,730	1,123,373	-	1,584,413
Total Expenditures	**574,819**	**184,022**	**7,405**	**2,665**	**768,911**	**4,025,132**	**6,602,680**	**-**	**11,396,723**
Net Sources / (Uses)	**(68,451)**	**1,384,384**	**56,393**	**5,495,461**	**6,867,787**	**(205,875)**	**1,188,680**	**5,910,000**	**13,760,592**
Other Financing Sources / (Uses)									
Transfers In	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Net Operating Transfers	**-**	**-**	**-**	**-**	-	**-**			-
Change in Fund Balance	**(68,451)**	**1,384,384**	**56,393**	**5,495,461**	**6,867,787**	**(205,875)**	**1,188,680**	**5,910,000**	**13,760,592**
Other Changes	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Projected Fund Balance									
July 01, 2025 Balance*	**3,231,000**	**8,742,000**	**1,489,000**	**(3,847,000)**	**12,248,000**	**1,415,000**	**22,203,000**	**1,427,000**	**37,293,000**
June 30, 2026 Balance	**3,162,549**	**10,126,384**	**1,545,393**	**1,648,461**	**19,115,787**	**1,209,125**	**23,391,680**	**7,337,000**	**51,053,592**

*Excludes certain reserves and commitments

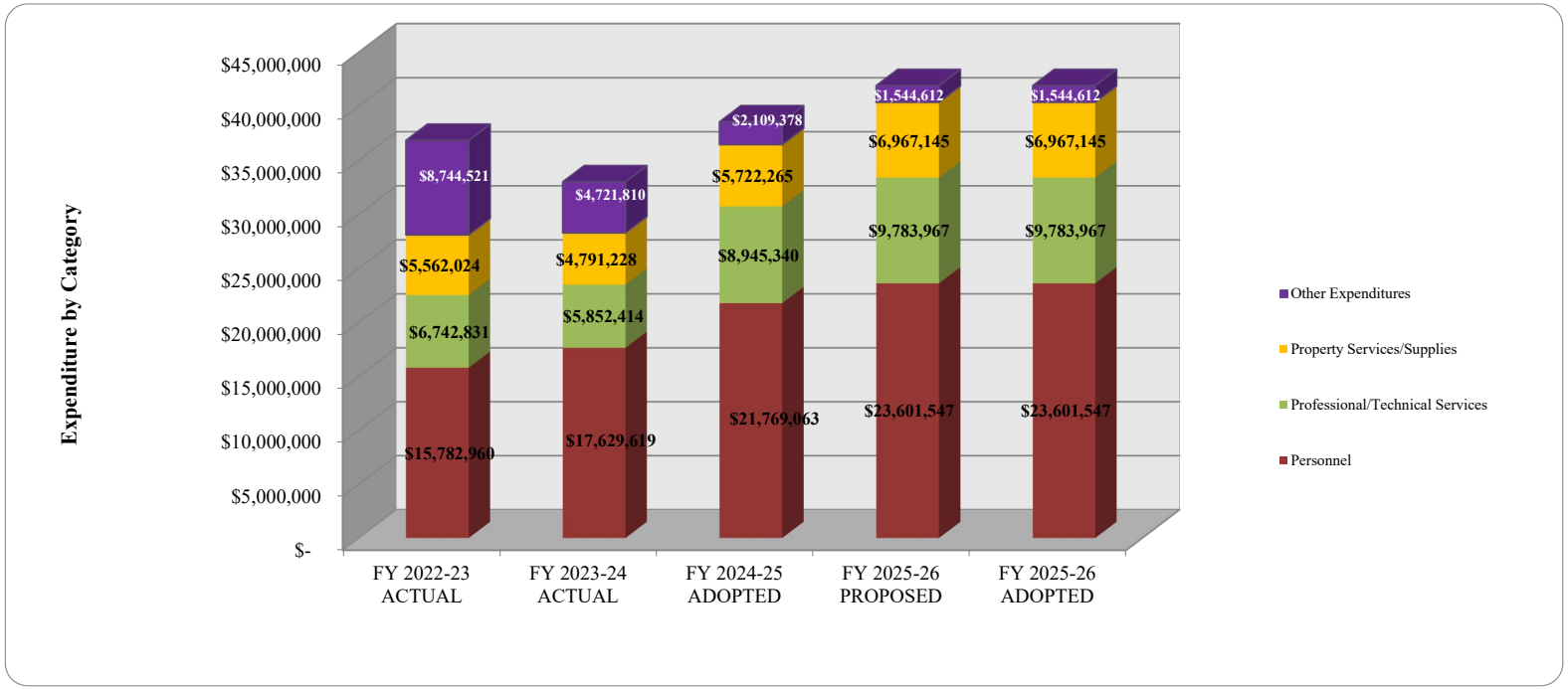
GENERAL FUND REVENUES BY MAJOR CATEGORY

	FY 2022-23 ACTUAL	FY 2023-24 ACTUAL	FY 2024-25 ADOPTED	FY 2025-26 PROPOSED	FY 2025-26 ADOPTED
Property Tax	$ 19,892,870	$ 18,796,350	$ 17,384,764	$ 17,773,000	$ 17,773,000
Sales Tax	$ 6,394,903	$ 6,019,894	$ 6,219,000	$ 5,279,000	$ 5,279,000
Transient Occupancy Tax	$ 1,778,986	$ 2,021,494	$ 2,200,000	$ 2,200,000	$ 2,200,000
Utility User Tax	$ 1,936,239	$ 2,052,280	$ 1,788,874	$ 2,094,000	$ 2,094,000
Business License Tax	$ 1,768,500	$ 2,290,256	$ 2,310,000	$ 800,000	$ 800,000
Permit, Fees, & Charges for Services	$ 2,379,954	$ 2,126,458	$ 4,629,170	$ 4,271,000	$ 4,271,000
Other Revenues and Transfers In	$ 4,533,534	$ 4,405,823	$ 2,955,000	$ 3,265,000	$ 3,265,000
Total General Fund Revenues	**38,684,986**	**37,712,555**	**37,486,808**	**35,682,000**	**35,682,000**



GENERAL FUND EXPENDITURES BY MAJOR CATEGORY

	FY 2022-23 ACTUAL	FY 2023-24 ACTUAL	FY 2024-25 ADOPTED	FY 2025-26 PROPOSED	FY 2025-26 ADOPTED
Personnel	$ 15,782,960	$ 17,629,619	$ 21,769,063	$ 23,601,547	$ 23,601,547
Professional/Technical Services	$ 6,742,831	$ 5,852,414	$ 8,945,340	$ 9,783,967	$ 9,783,967
Other Services/Supplies	$ 5,562,024	$ 4,791,228	$ 5,722,265	$ 6,967,145	$ 6,967,145
Capital, Transfers, and Other Expenditures	$ 8,744,521	$ 4,721,810	$ 2,109,378	$ 1,544,612	$ 1,544,612
Total General Fund Expenditures Before Allocations	$ 36,832,336	$ 32,995,071	$ 38,546,046	$ 41,897,271	$ 41,897,271
Overhead Allocation to Other Funds	$ (861,730)	$ (913,434)	$ (929,182)	$ (2,647,709)	$ (2,647,709)
Total Net General Fund Expenditures	**$ 35,970,606**	**$ 32,081,637**	**$ 37,616,864**	**$ 39,249,562**	**$ 39,249,562**

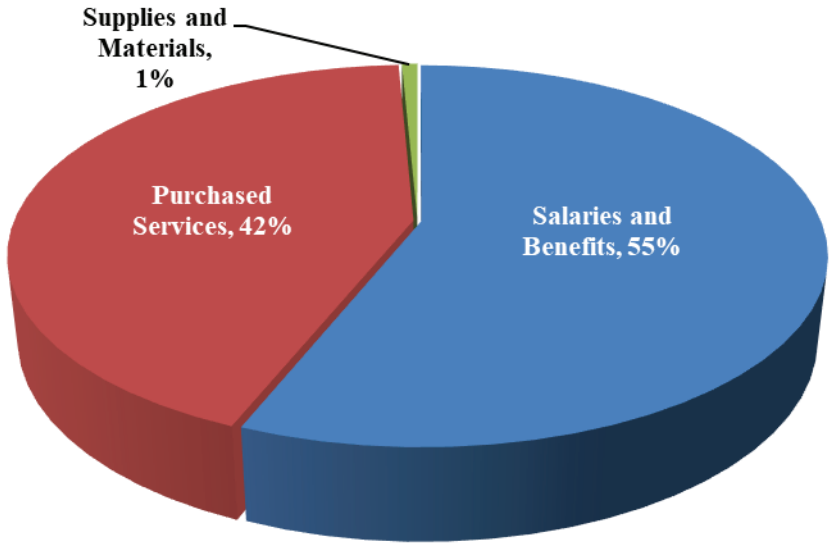


CITY COUNCIL

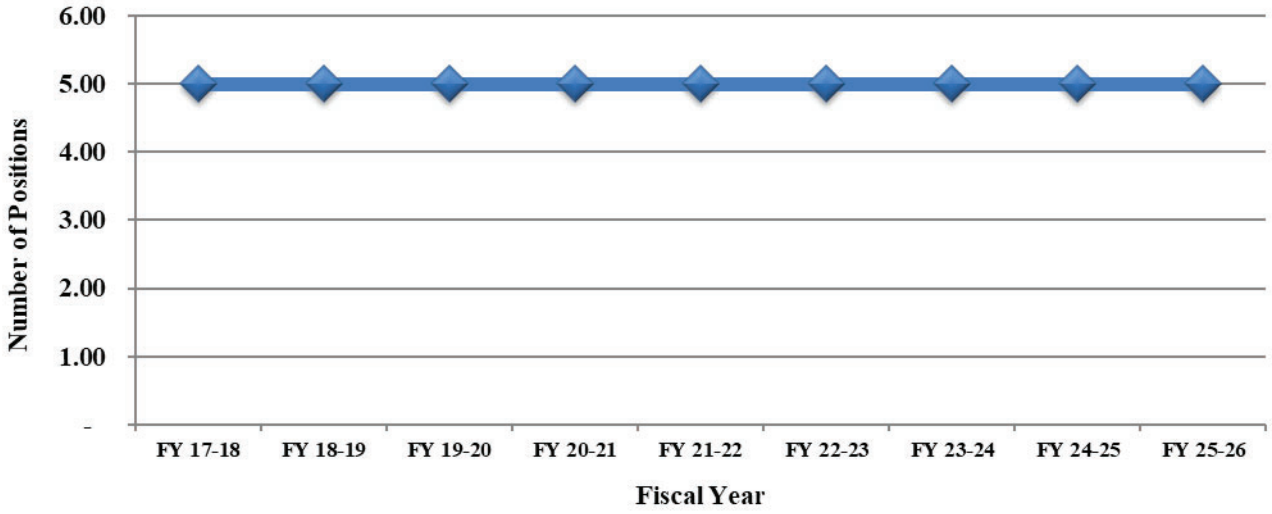
FY 2025-2026 Budget

FY 2025-26	
Operating	$279,605
Positions	5

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



CITY COUNCIL

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	153,818	150,382	190,693	272,105	272,105
Special Revenue Funds	-	-	-	-	-
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	7,500	7,500
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**153,818**	**150,382**	**190,693**	**279,605**	**279,605**

EXPENDITURES BY DEPARTMENT	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Council	153,818	150,382	190,693	279,605	279,605
TOTAL	**153,818**	**150,382**	**190,693**	**279,605**	**279,605**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	84,614	97,496	126,193	152,743	152,743
Subtotal	**84,614**	**97,496**	**126,193**	**152,743**	**152,743**
Supplies and Services					
Purchased Services	60,980	50,424	62,500	117,362	117,362
Supplies and Materials	8,224	2,462	2,000	2,000	2,000
Capital Expenditures	-	-	-	7,500	7,500
Other Expenditures	-	-	-	-	-
Subtotal	**69,204**	**52,886**	**64,500**	**126,862**	**126,862**
TOTAL	**153,818**	**150,382**	**190,693**	**279,605**	**279,605**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Mayor	1.00	1.00	1.00	1.00	1.00
Vice Mayor	1.00	1.00	1.00	1.00	1.00
Council Member	3.00	3.00	3.00	3.00	3.00
TOTAL	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

CITY COUNCIL

FY 2025-2026 Budget

Department Summary

PURPOSE

The City Council develops and adopts policies that ensure delivery of quality public services to the people of East Palo Alto in order to create a healthy, safe, and prosperous environment.

A five-member Council governs City services for a population of approximately 28,216 residents. Each Council Member is elected at large and serves a four-year term. The Mayor is appointed by the members of the Council and serves a one-year term. The Council convenes in regular session on the 1st and 3rd Tuesdays of each month (except for an annual recess during the month of August) and often holds special meetings and work study sessions throughout the year. All meetings are held in the East Palo Alto (EPA) Government Center, located in the City Council Chambers at 2415 University Avenue or available through designated media channels.

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

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

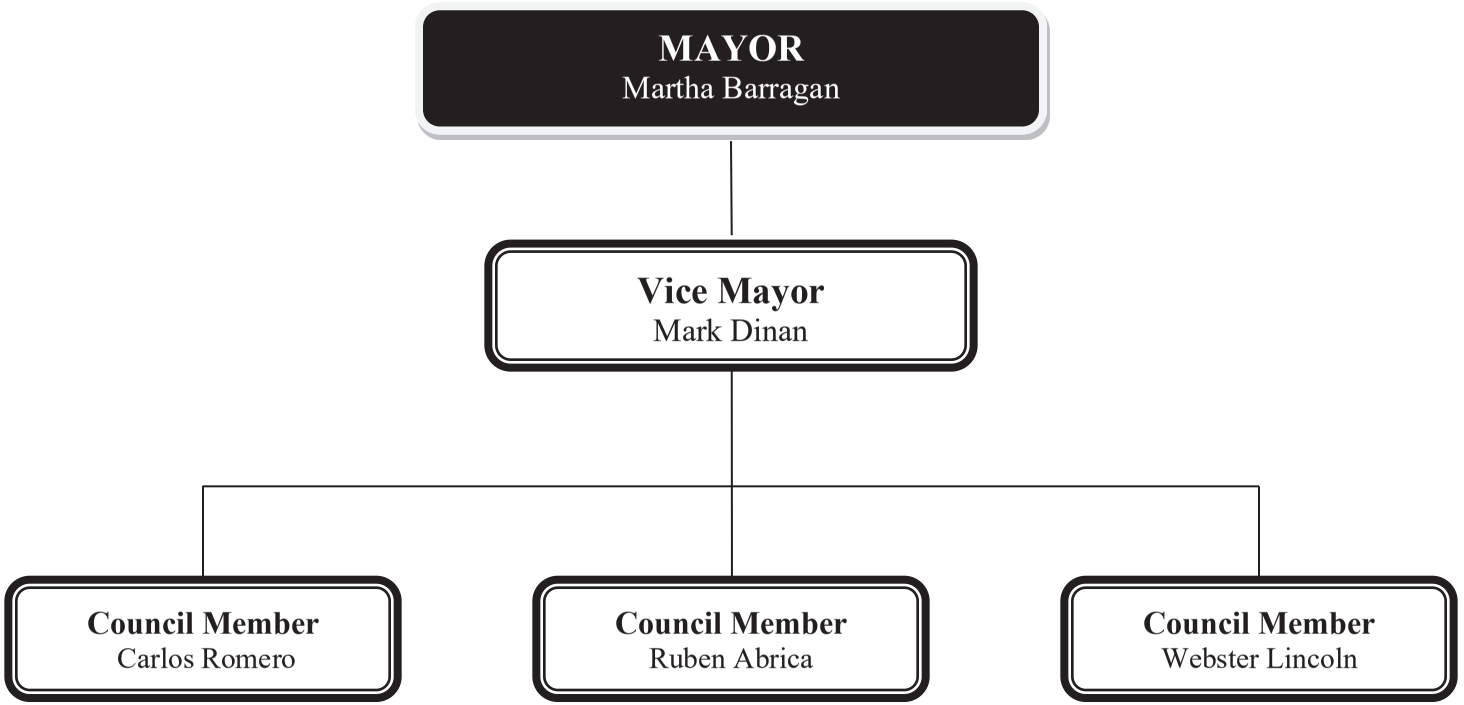
The increase of $88,912 (+46.6%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the increase of salaries and benefits by $26,550, professional, technical and other services by $54,862, and an additional $7,500 for furniture and fixtures under $5,000.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$190,693		
2025-26 Proposed	$279,605	$88,912	46.6%
2025-26 Adopted	$279,605	$0	0.0%

CITY COUNCIL

FY 2025-2026 Budget



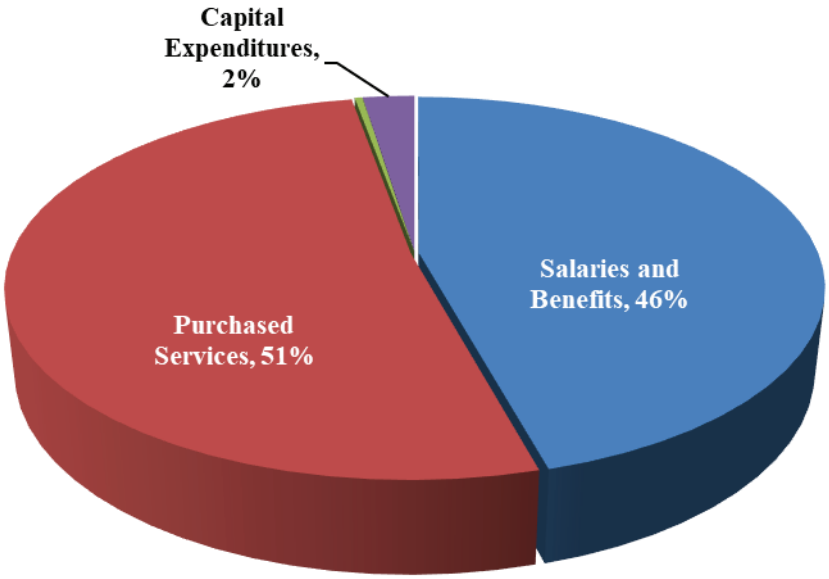
Total FTE's: 5.0

CITY ATTORNEY'S OFFICE

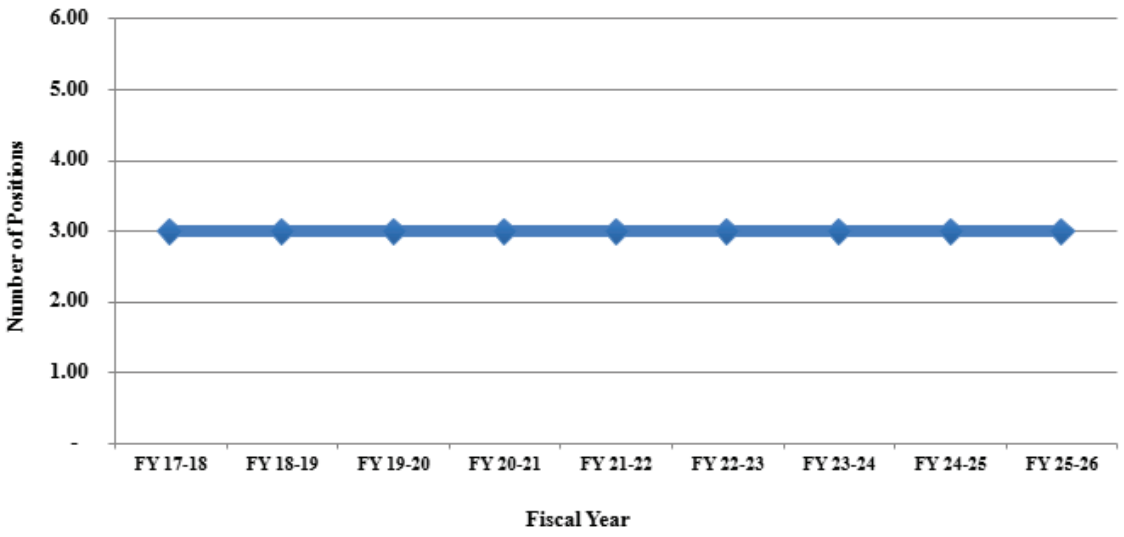
FY 2025-2026 Budget

FY 2025-26	
Operating	$1,551,960
Positions	3

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



CITY ATTORNEY'S OFFICE

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-		-		
Use of Resources	655,371	957,282	1,031,428	1,461,060	1,461,060
Special Revenue Funds	21,681	6,987	35,000	42,500	42,500
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	5,000	-	47,000	47,000
Succesor Agency Trust Fund	-	-	7,500	1,400	1,400
TOTAL	**677,052**	**969,269**	**1,073,928**	**1,551,960**	**1,551,960**

EXPENDITURES BY DEPARTMENT	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Attorney's Office	677,052	969,269	1,073,928	1,551,960	1,551,960
TOTAL	**677,052**	**969,269**	**1,073,928**	**1,551,960**	**1,551,960**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	261,740	478,172	641,128	709,510	709,510
Subtotal	**261,740**	**478,172**	**641,128**	**709,510**	**709,510**
Supplies and Services					
Purchased Services	408,678	488,089	387,950	798,600	798,600
Supplies and Materials	6,634	3,008	7,750	5,750	5,750
Capital Expenditures	-	-	37,100	38,100	38,100
Other Expenditures	-	-	-	-	-
Subtotal	**415,312**	**491,097**	**432,800**	**842,450**	**842,450**
TOTAL	**677,052**	**969,269**	**1,073,928**	**1,551,960**	**1,551,960**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Attorney	1.00	1.00	1.00	1.00	1.00
Deputy City Attorney I/II	1.00	1.00	1.00	1.00	1.00
Paralegal[1]	-	-	-	1.00	1.00
Legal Assistant	1.00	1.00	1.00	-	-
TOTAL	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

[1] The FY25 Midyear budget session, effective March 18, 2025, approved an amendment to the City's Classification Plan adding 1.0 FTE Paralegal, and eliminating 1.0 FTE Legal Assistant.

CITY ATTORNEY'S OFFICE

FY 2025-2026 Budget

Department Summary

MISSION STATEMENT

Provide legal advice and representation, consistent with the highest professional and ethical standards, to the City Council, City officers, City employees, and appointed boards, commissions, and committees in carrying out the City Council's policies and strategic goals and objectives and advancing the City's interest in serving the people of East Palo Alto while limiting risk to the entity and costs to the taxpayers.

The role of the City Attorney's Office is to provide advisory and litigation services to the City, as represented by the City Council, City Council-appointed boards, commissions and committees, and City departments. The Office has a staffing level of three positions: City Attorney, Deputy City Attorney and Legal Assistant.

The emphasis in the Fiscal Year 2025-2026 budget is the continued delivery of quality professional legal services which promote reliable and useful advice and effective advocacy. The basic services include attendance and advice at public meetings, drafting resolutions and ordinances, providing legal opinions and advice on a wide range of municipal topics, reviewing and drafting legal documents and contracts, providing advice regarding elected and appointed public officials' conflicts of interest, representing the City in litigation before courts and administrative agencies and settling claims and lawsuits based on an impartial evaluation of their merits.

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

- Provide proactive legal advice to the City Council and City staff, including provide regular legal updates to the Council and staff on legal developments that impact the City (e.g., El Dorado County case involving impact fees, Coalition on Homelessness case impacting public camping enforcement, Sutter's Place case affecting regulatory fees, Pimental case and Humboldt case relating to fines and penalties, 1001 Buddhas case relating to building appeals, etc.);

- Issue opinions and draft documents that help achieve the City Council's Strategic Plan and the City Manager's priority action items;

- Advise on significant changes in state and federal law and other regulations impacting City operations and programs, including instituting a working group within the City to observe legislative changes and take affirmative steps to ensure compliance;

- Present Brown Act, Conflict of Interest (Levine Act), and Public Records Act training to the City staff, boards and commissions, and provide legal advice regarding the same;

- Defend the City's interest in court and administrative hearings and initiate legal action to protect the rights and enhance the quality of life of City residents;

- Provide objective and reasonable interpretation of City Council-adopted policies, state and local laws and other matters, as appropriate;

Department Summary (Continued)

- Draft ordinances on topics designated as high priority by the City Council (e.g., Procurement Ordinance or Rent Registry Ordinance);

- Update, revise and add provisions to the Municipal Code and local zoning law as required, including revisions to the Zoning Ordinance related to adoption of the Housing Element;

- Work with the City Manager's Office to reduce exposure to claims, litigation and industrial injuries/illnesses;

- Support the Rent Stabilization Program, including providing legal advice to staff and the Rent Stabilization Board; preparing reports and analyzing appeals; updating program regulations; attending board meetings; and

- Support the Community and Economic Development Department, including providing legal advice to staff and the Planning Commission, attending Commission meetings and analyzing land use issues related to adopted development projects.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $478,032 (+44.5%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the personnel expenses increased by $68,382, legal and accounting services by $151,250, and several purchased services by $258,400.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$1,073,928		
2025-26 Proposed	$1,551,960	$478,032	44.5%
2025-26 Adopted	$1,551,960	$0	0.0%

CITY ATTORNEY'S OFFICE

FY 2025-2026 Budget

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Attend and provide advice at City Council meetings and provide the City Council an update of any relevant changes in applicable law, including regarding public meetings and conflicts of interest.	Accomplished and ongoing.
2.	Assist the City Council and the City Manager's Office to implement Council priorities.	Accomplished and ongoing.
3.	Attend and provide advice at Planning Commission meetings.	Accomplished and ongoing.
4.	Attend and provide advice at Rent Stabilization Board meetings.	Accomplished and ongoing.
5.	Provide training to City boards, commissions, and committees regarding the Brown Act, Public Records Act, conflict of interest laws, and other relevant areas of the law.	Accomplished. Ongoing: How to Run a Meeting training for Senior Advisory Committee.
6.	Represent the City in lawsuits and administrative hearings and pursue cost-effective resolution of pending litigation matters and the processing and settlement of claims filed against the City, including affirmative litigation opportunities (e.g., PCBs, PFAS/PFOS, etc.).	Accomplished: represented City in small claims action, represented City in defensive action challenging the absorption of the District as a subsidiary. Ongoing: current litigation docket.
7.	Provide legal advice to all City departments regarding responses to PRA requests, record retention and subpoenas, including revamping the City's review, response and compliance with such requests by providing trainings to staff, assisting in procurement/implementation of related tracking and review software and establishing a procedure for responding to requests for Council or Boards/Commissions.	Accomplished: • Advised staff and consultant in the face of potential litigation related to nexus study updating development impact fees. • Advised Planning and Housing Staff at regular internal meetings on various issues that arise. Ongoing: Legal advice.
8.	Draft, review, and process City contracts, agreements, and other legal documents, including conducting prophylactic legal analysis of lease with Veolia for legal issues and helping to analyze options for provision of water services, including continuation of service by Veolia through a negotiated lease or other vendor, as appropriate.	Accomplished: Reviewed nearly 150 contracts, including soil stock piling agreement, revamped insurance requirements, and provided various individual trainings on contracts and insurance requirements. Ongoing: reviewing contracts and actively seeking opportunities to streamline review and approval of contracts.

CITY ATTORNEY'S OFFICE
FY 2025-2026 Budget

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
9.	Support the City Council, Human Resources, and other City departments on labor and employment matters.	Ongoing: current labor and employment matters.
10.	Provide legal advice to the City Council, Planning Commission and City departments on major project applications, including Ravenswood Business District Specific Plan Update, amendment to Sand Hill's Four Corner Project, resurrecting City Attorney staffing of the Development Review Committee (DRC) to ensure Planning staff receive end-to-end legal support and provide support on specific major projects, and assist staff in developing a licensing/regulatory regime for pop-up unlicensed businesses.	Accomplished. Legal support for the RBD Specific Plan Update has been completed in December of 2024. Ongoing: Sidewalk vending regulatory regime. Four Corners Project.
11.	Support the Public Works Department on various matters, including water infrastructure, sewer-related matters, storm preparation, training on public works procurement and contract review, legal risk analysis for legacy contamination sites (Romic, etc.).	Accomplished: • Advise staff on updating of public works procurement contracts. • Advised staff on potential claims, if any, against successor to Romic site. Ongoing: general legal advice.
12.	Provide training to staff on various issues, including staff report writing, legal compliance issues, including Levine Act and procurement procedures.	Accomplished: • Assisted in initial trainings on new procurement ordinance.
13.	Assist with the drafting and legal risk analysis of various ordinances, including Tobacco Retailer Ordinance, Animal Control Ordinance, Sanitary District Ordinances (e.g., District Code, FOG Ordinance, Board Salary Ordinance), Amended Reach Code Ordinance, City Council Salary Ordinance), and Updated Procurement Ordinance.	Accomplished. The city adopted several ordinances in 2024, including Tobacco Retailer Ordinance, Animal Control Ordinance, Sanitary District Ordinances (e.g., District Code, FOG Ordinance, Board Salary Ordinance), Amended Reach Code Ordinance, City Council Salary Ordinance, and updated the Procurement Ordinance in 2025. Ongoing: Illegal Fireworks Ordinance, Sidewalk Vending Ordinance, Title 2 Amendments to codify responsibilities for City Attorney/District Counsel and City Manager/General Manager.
14.	Provide legal support for various initiatives, including absorption of the East Palo Alto Sanitary District into the City as a Subsidiary, updating enforcement of requirements under the BMR program, exercising eminent domain where legally	Accomplished. • The EPA Sanitary District became a subsidiary of the City on October 1, 2024.

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
	required (e.g., Pet Hospital for Gateway 101 traffic mitigations), and assist staff in establishing a program to address illegal dumping.	• The City Attorney's Office established an BMR enforcement working group, whose work is ongoing. • Analyzed first Disparate Impact Analysis (965 Weeks) and revised Local Preference Guidelines. • Reviewed and advised staff on the development and implementation of Bag-and-Tag Policy. Ongoing: • Updating enforcement requirements under the BMR program. • Exercising eminent domain: road widening at both Bay Road and Donohoe Street. • Establishing a program to address illegal dumping. • Analyzing options for ending the use of Infinity Salvage wrecking yard in the RBD Specific Plan Area. • Analyzing options for stopping encroachments along the Baylands. • Analyzing options concerning public streets near to Palo Alto Park Mutual Water Company. • Member of Internal Homelessness Task Force formed to respond to homeless encampments, including in San Francisquito Creek, Weeks Street, etc. • Initiating potential nuisance action involving Curtaccio Property.

CITY ATTORNEY'S OFFICE

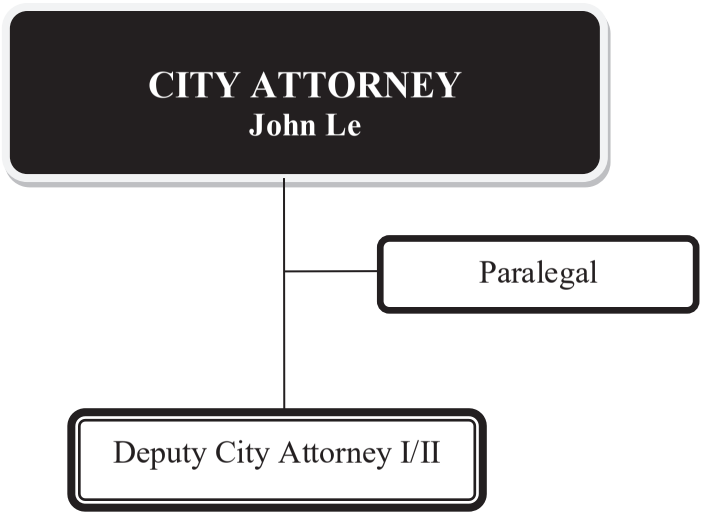
FY 2025-2026 Budget

OBJECTIVES

1.	Attend and provide advice at City Council meetings and EPASD Board meetings and provide the City Council an update of any relevant changes in applicable law, including, regarding public meetings and conflicts of interest.
2.	Assist the City Council and the City Manager's Office implement Council priorities.
3.	Attend and provide advice at Planning Commission meetings.
4.	Attend and provide advice at Rent Stabilization Board meetings.
5.	Provide training to City boards, commissions, and committees regarding the Brown Act, Public Records Act, conflict of interest laws, and other relevant areas of the law.
6.	Represent the City in lawsuits and administrative hearing and pursue cost-effective resolution of pending litigation matters and the processing and settlement of claims filed against the City, including affirmative litigation opportunities (e.g., PCBs, PFAS/PFOS, etc.)
7.	Provide legal advice to all City departments regarding responses to PRA requests, record retention and subpoenas, including response and compliance with such requests by providing trainings to staff, assisting in procurement/implementation of related tracking and review software and establishing a procedure for responding to requests for Council or Boards/Commissions.
8.	Draft, review, and process City contracts, agreements, and other legal documents.
9.	Support the City Council, Human Resources, and other City departments on labor and employment matters.
10.	Provide legal advice to the City Council, Planning Commission and City departments on major project applications, including Ravenswood Business District Specific Plan Update.
11.	Support the Public Works Department on various matters, including water infrastructure, and sewer-related matters.
12.	Provide training to staff on various different issues, including staff report writing, contractual risk transfer and procurement procedures.
13.	Assist with the drafting and legal risk analysis of various ordinances, including the Illegal Fireworks Ordinance, Sidewalk Vending Ordinance, TDM Ordinance, First Source Hiring, etc.
14.	Provide legal support for various initiatives, including City Attorney Work Plan.

CITY ATTORNEY'S OFFICE

FY 2025-2026 Budget



Total FTE's: 3.0

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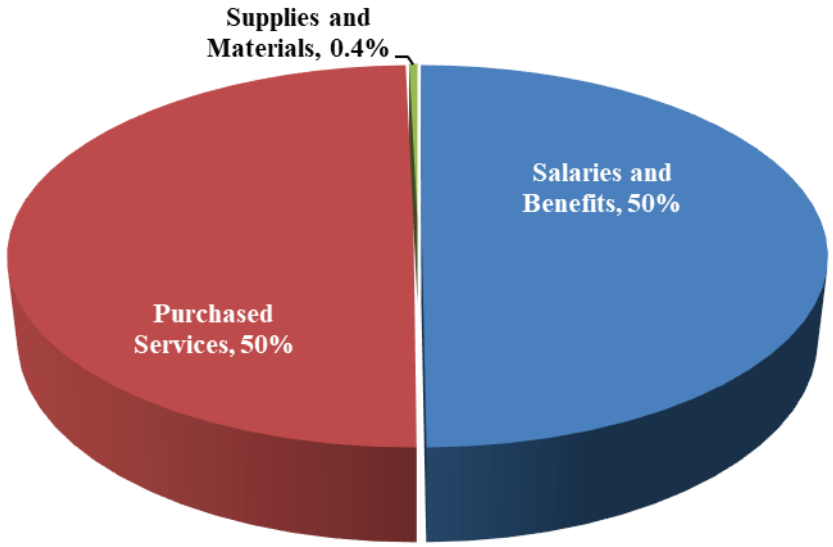
CITY CLERK'S OFFICE

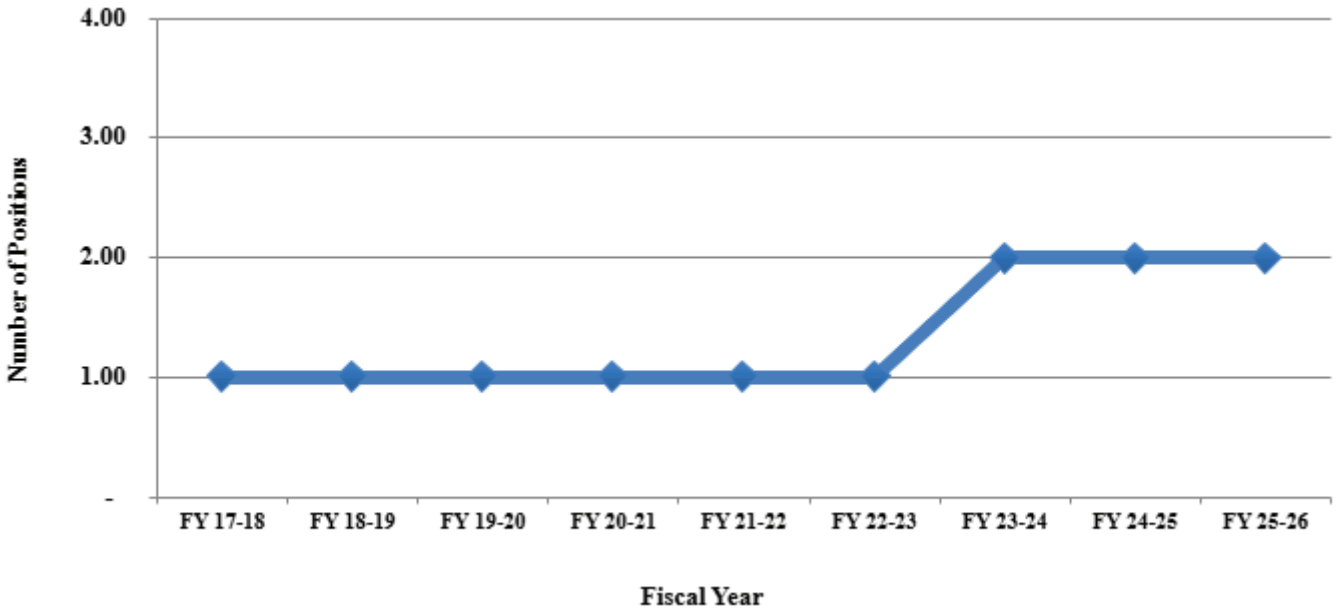
FY 2025-2026 Budget

FY 2025-26	
Operating	$581,228
Positions	2

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



CITY CLERK'S OFFICE

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	261,418	265,775	592,026	581,228	581,228
Special Revenue Funds	-	-	-	-	-
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**261,418**	**265,775**	**592,026**	**581,228**	**581,228**

EXPENDITURES BY DEPARTMENT	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Clerk's Office	261,418	265,775	592,026	581,228	581,228
TOTAL	**261,418**	**265,775**	**592,026**	**581,228**	**581,228**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	136,596	179,853	291,576	289,840	289,840
Subtotal	**136,596**	**179,853**	**291,576**	**289,840**	**289,840**
Supplies and Services					
Purchased Services	121,992	84,551	297,900	289,088	289,088
Supplies and Materials	2,830	1,371	2,550	2,300	2,300
Capital Expenditures	-	-	-	-	-
Other Expenditures	-	-	-	-	-
Subtotal	**124,822**	**85,922**	**300,450**	**291,388**	**291,388**
TOTAL	**261,418**	**265,775**	**592,026**	**581,228**	**581,228**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Clerk - Public Information Officer	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.00	0.00	1.00	1.00	1.00
TOTAL	**1.00**	**1.00**	**2.00**	**2.00**	**2.00**

CITY CLERK'S OFFICE

FY 2025-2026 Budget

MISSION STATEMENT

The City Clerk's Office is committed to providing our residents of East Palo Alto with accurate and transparent official City records and documents, dedicated to supporting the City Council and other City Departments with outstanding support, and dedicated to working with the State of California and the Federal Government to ensure compliance with applicable laws and regulations.

The City Clerk's Office functions as a sole position in Office with administrative support from the City Manager's Office.

The Clerk is responsible for facilitating the conduct of business by the City Council and fulfilling legal requirements as set forth in the City Code, federal and State laws. The City Clerk's Office administers City elections and campaign and financial disclosure laws. The City Clerk's Office maintains a record of all proceedings of the City Council; meets all requirements regarding public postings, legal advertising, recordation, and mailing of public hearing notices. The Office also processes appeals and administers the selection process for Council appointment of members to City board, commissions, and committees.

The City Clerk's Office provides administrative and travel assistance to Council, maintains the City Code, is the custodian of the City Seal, administers oaths or affirmations, and maintains the official record of City contracts and agreements. The Office also performs critical media outreach and information functions to improve communication of City information and engage the community through modern media platforms.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The decrease of $10,798 (-1.8%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the removal of County Services and advertising notices by $125,000. These decreases are partially offset by the increase of Conduct Council Term Limit Policy Research by $7,000, Implementing Sister City and Cultural Exchange Initiative by $70,610, and an increase in the City Website Update for $45,000.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous	% Change From Previous
2024-25 Adopted	$592,026		
2025-26 Proposed	$581,228	($10,798)	-1.8%
2025-26 Adopted	$581,228	$0	0.0%

CITY CLERK'S OFFICE
FY 2025-2026 Budget

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Continue to update Citywide records going back to 1983.	The City Clerk's Office is continuing its multi-year effort to digitize and organize citywide records dating back to 1983. Continued work is necessary to complete the archive and implement long-term records management solutions.
2.	Continue to improve social media outreach and engagement.	The City's social media presence has expanded significantly, with increased post frequency, improved visual branding, and higher community engagement. The Clerk's Office will build on this momentum by refining content strategies, incorporating analytics, and exploring new platforms and outreach methods to further reach underserved audiences.
3.	Implement communications plan.	The City Clerk's Office will initiate the Request for Proposals (RFP) process to secure professional support for the implementation of the City's Communications Plan. This consultant or firm will assist in developing templates, outreach strategies, and internal workflows to ensure messaging is consistent, accessible, and aligned with the City's strategic goals.
4.	Implement a Boards and Commissions engagement plan.	The Clerk's Office has strengthened support for Boards and Commissions by streamlining recruitment materials, improving orientation processes, and increasing public visibility of available positions. Moving forward, the Office will continue implementing the engagement strategy, which includes targeted outreach to underrepresented groups, clearer appointment timelines, and improved communication with commissioners to ensure ongoing support and retention.

CITY CLERK'S OFFICE

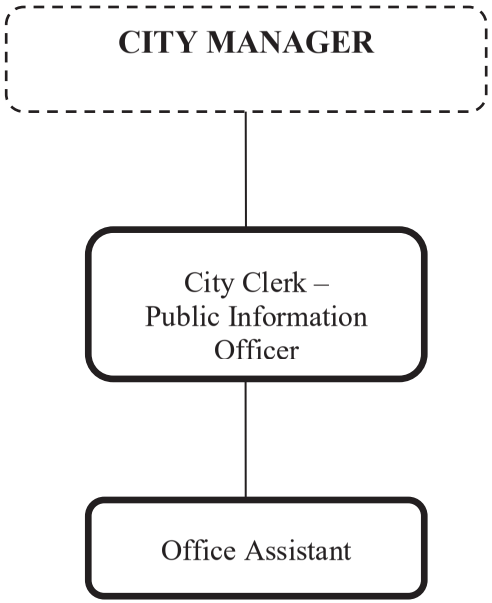
FY 2025-2026 Budget

OBJECTIVES

1.	Implement Sister City and Cultural Exchange initiative.
2.	Upgrade and launch new City website.
3.	Continue to improve social media outreach and engagement.
4.	Implement communications plan.
5.	Implement a Boards and Commissions engagement plan.

CITY CLERK'S OFFICE

FY 2025-2026 Budget



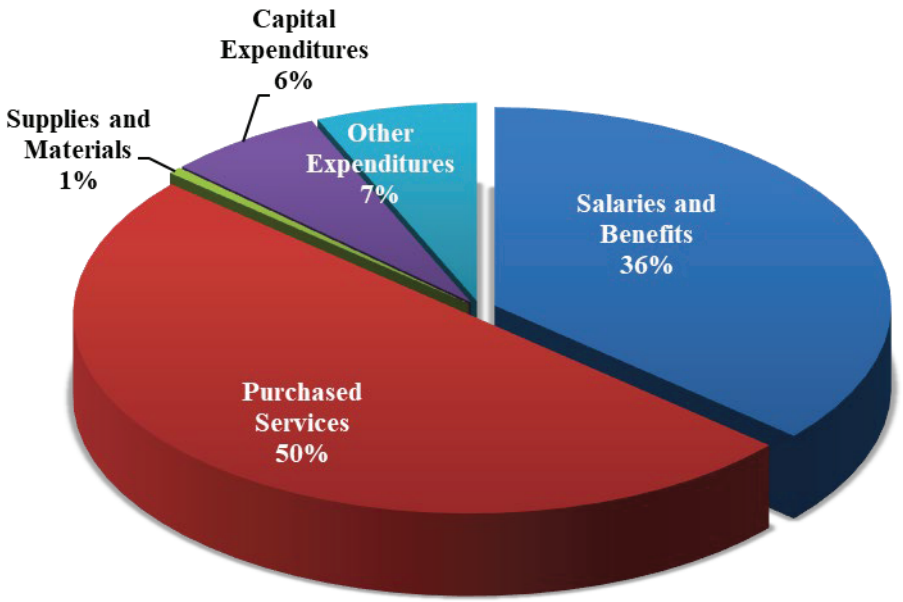
Total FTE's: 2.0

CITY MANAGER'S OFFICE

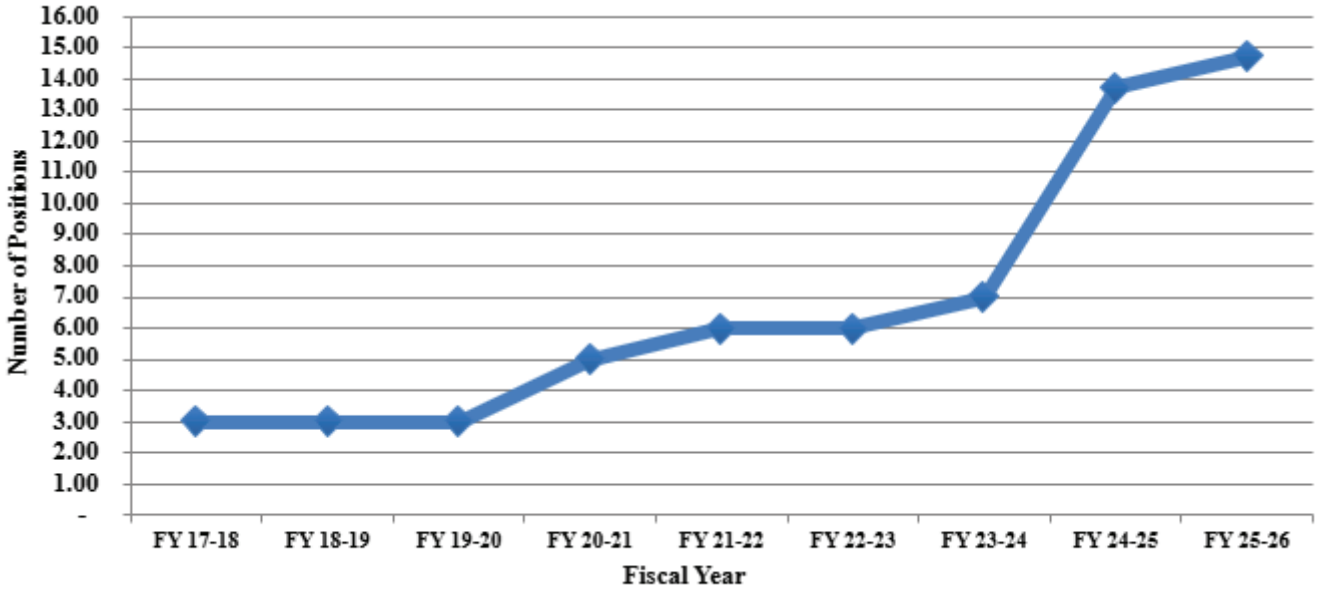
FY 2025-2026 Budget

FY 2025-26	
Operating	$9,341,414
Positions	14.7

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	3,500	-	-
Use of Resources	1,405,816	2,293,256	4,541,391	6,391,414	6,391,414
Special Revenue Funds	33,871	-	1,095,000	2,950,000	2,950,000
Capital Project Funds	81,861	3,284	-	-	-
Enterprise Funds	81,860	51,516	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**1,603,408**	**2,348,056**	**5,639,891**	**9,341,414**	**9,341,414**

EXPENDITURES BY DEPARTMENT	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Manager's Office[1]	1,037,966	1,418,306	2,345,936	3,282,587	3,282,587
Human Resources Division	565,442	929,750	1,057,825	1,351,914	1,351,914
Community Programs[2]	-	-	1,689,241	3,941,000	3,941,000
Senior Programs[2]	-	-	546,889	765,913	765,913
TOTAL	**1,603,408**	**2,348,056**	**5,639,891**	**9,341,414**	**9,341,414**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	1,418,097	1,657,183	2,234,523	3,346,064	3,346,064
Subtotal	**1,418,097**	**1,657,183**	**2,234,523**	**3,346,064**	**3,346,064**
Supplies and Services					
Purchased Services	511,183	639,405	1,141,488	4,599,050	4,599,050
Supplies and Materials	27,999	40,168	21,750	51,300	51,300
Capital Expenditures	-	10,000	6,000	590,000	590,000
Other Expenditures	-	11,300	-	605,000	605,000
Subtotal	**539,182**	**700,873**	**1,169,238**	**5,845,350**	**5,845,350**
TOTAL	**1,957,279**	**2,358,056**	**3,403,761**	**9,191,414**	**9,191,414**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Manager's Office[1]	4.00	4.00	6.00	7.00	7.00
Human Resources Division	2.00	2.00	2.00	2.00	2.00
Community Services Division[2]	0.00	0.00	5.70	5.70	5.70
TOTAL	**6.00**	**6.00**	**13.70**	**14.70**	**14.70**

[1] The FY25 Midyear budget session, effective March 18, 2025, approved an amendment to the City's Classification Plan adding 1.0 FTE Information Technology Specialist I/II.

[2] Community Services Division transferred to City Manager's Office from Administrative Services effective FY 2024-25.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Department Summary

MISSION STATEMENT

The City Manager is responsible for ensuring the efficient delivery of municipal services and is accountable to the City Council for the performance of the City organization. The City Manager also develops recommendations and strategies to meet the current and future needs of the East Palo Alto community and to implement the Strategic Priorities of the City Council. Along with the City professional staff, the City Manager provides technical and administrative support and advice to the City Council in the performance of its duties.

The City Council appoints the City Manager to lead the municipal corporation. The City Manager's main role is to ensure effective and efficient management of all City programs, projects and services. The City Manager's Office (CMO) is comprised of the Administration, Community Services, Human Resources and Information Technology Divisions. The CMO fosters collaboration within the municipal organization as well externally with State, County, and local stakeholders.

The CMO oversees the City Council Strategic Priorities across all City departments. This team helps the City Council by suggesting and enforcing administrative, fiscal, and operational policies and by ensuring that the information provided for City Council decisions is thorough and reliable.

The Department is comprised of a total 14.7 FTE staff members.

Admin 5 FTEs

- 1 City Manager
- 1 Assistant City Manager
- 2 Assistants to the City Manager
- 1 Executive Assistant to City Manager

Community Services (5.7 FTEs)

- 1 Community Services Manager
- 1 Recreational Coordinator
- 1.45 Recreational Leader (1FTE and 1PT, subject to Council approval)
- 1 Van Driver (2 PT)
- 0.75 Nutrition Site Supervisor
- 0.5 Kitchen Aide

Human Resources (2 FTEs)

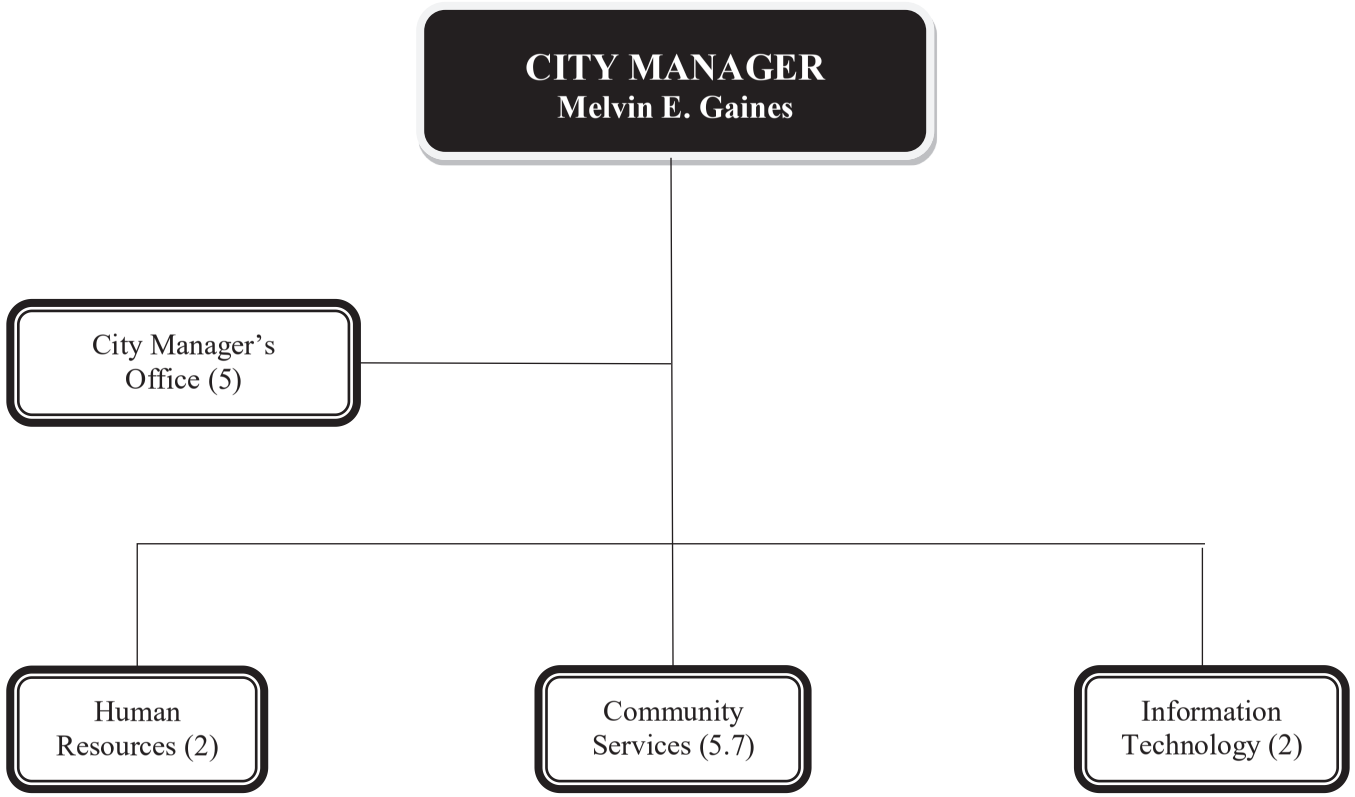
- 1 HR Manager
- 1 HR Technician

Information Technology (2 FTEs)

- 1 IT Manager
- 1 Information Technology Specialist I-II

CITY MANAGER'S OFFICE

FY 2025-2026 Budget



Total FTE's: 14.7

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	874,245	1,363,506	2,345,936	3,282,587	3,282,587
Special Revenue Funds	-	-	-	-	-
Capital Project Funds	81,861	3,284	-	-	-
Enterprise Funds	81,860	51,516	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**1,037,966**	**1,418,306**	**2,345,936**	**3,282,587**	**3,282,587**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Manager's Office	1,037,966	1,418,306	2,345,936	3,282,587	3,282,587
TOTAL	**1,037,966**	**1,418,306**	**2,345,936**	**3,282,587**	**3,282,587**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	849,605	1,101,046	1,601,148	1,957,187	1,957,187
Subtotal	**849,605**	**1,101,046**	**1,601,148**	**1,957,187**	**1,957,187**
Supplies and Services					
Purchased Services	165,966	300,066	733,788	1,317,400	1,317,400
Supplies and Materials	22,394	7,194	5,000	8,000	8,000
Capital Expenditures	-	10,000	6,000	-	-
Other Expenditures	-	-	-	-	-
Subtotal	**188,360**	**317,260**	**744,788**	**1,325,400**	**1,325,400**
TOTAL	**1,037,965**	**1,418,306**	**2,345,936**	**3,282,587**	**3,282,587**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
City Manager/General Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager/Assistant General Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	-	-	2.00	2.00	2.00
Senior Management Analyst	1.00	1.00	-	-	-
Information Technology (IT) Manager	-	-	1.00	1.00	1.00
Information Technology (IT) Specialist I/II[1]	-	-	0.00	1.00	1.00
Executive Assistant to City Manager	1.00	1.00	1.00	1.00	1.00
TOTAL	**4.00**	**4.00**	**6.00**	**7.00**	**7.00**

[1] The FY25 Midyear budget session, effective March 18, 2025, approved an amendment to the City's Classification Plan adding 1.0 FTE Information Technology Specialist I/II.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Department Summary

SERVICE DESCRIPTION

The City Manager's Office serves as the Chief Executive Officer and manages programs and policies, ensuring effective execution to support the City's mission. The Office collaborates with federal, State, and local stakeholders and directs and oversees implementation of Council strategic planning and priorities. The City Manager's Office performs oversight of the organization to provide professional delivery of quality public services, efficient government, community health and safety, fiscal stability, organizational effectiveness and development, economic vitality, quality of life, and resident involvement.

The City Manager's Office is organized into the following programmatic functions: Administration and Policy Oversight, Cross-departmental Project Coordination, Human Resources, Information Technology, and Community Services. The Office directly oversees Human Resources, Information Technology, and Community Services. Significant functional oversight includes:

1. City personnel, budget, and major cross-departmental programs, projects and initiatives.
2. Planning and implementation of Council Strategic priorities and goals.
3. Collaborating with stakeholders regarding City functions; and
4. Making recommendations to Council on a variety of issues and initiatives.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $936,651 (+39.9%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to increases in salaries and benefits by $356,039, implementation of the "Pop-Up" Sidewalk Vending Policy and Program with $572,952, and an increase in trainings for $7,660.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$2,345,936		
2025-26 Proposed	$3,282,587	$936,651	39.9%
2025-26 Adopted	$3,282,587	$0	0.0%

CITY MANAGER'S OFFICE
FY 2025-2026 Budget

ACCOMPLISHMENTS

OBJECTIVES		RESULTS
1.	Develop an economic development strategy	In October 2024, staff issued a request for proposals to hire a consultant for the City's Economic Development Strategic Plan. After a thorough selection process, HR&A Advisors was chosen to lead the project. Work began on February 18, 2025, with a virtual kickoff, and completion is expected by December 2025. Key project components include data analysis, market engagement, opportunity identification, strategy development, and community engagement.
2.	Conduct a process to develop a four-year strategic plan	By the end of FY25, the City will have completed the development of the FY2025-29 Strategic Priorities along with the FY2025-27 Work Plan. This process, which has included Council direction, community input, and staff coordination, will result in a formally adopted plan in June 2025. Together, these deliverables will help set clear direction on major policy areas over the next four years and guide the City's budgeting and implementation efforts. This effort represents both an actionable short-term roadmap and an initial step toward longer-range strategic planning in accordance with the City's Vision 2035.
3.	Finalize the update to the City's Emergency Operation Plan (EOP)	Staff conducted information gathering to understand City's past and current efforts related to emergency preparedness, learned best practices from neighboring jurisdictions, and attended multi-jurisdictional tabletop exercises to network and engage with others doing similar work. At its March 25, 2025, study session, the City Council requested staff to complete an update to the City's EOP during Fiscal Year (FY) 2025-26. Other initiatives requested included developing a Crisis Communications plan, identifying emergency shelters, and increasing community preparedness and awareness.
4.	Complete the Nexus Study and Feasibility Analysis	On March 4, 2025, the City Council adopted the Nexus Study Update and accepted the Development Impact Fee Financial Feasibility Analysis and Development Impact Fee Comparison Survey.
5.	Plan for water system operations in 2026	Staff continue to explore various options for water system operations in 2026 including extending the agreement with Veolia.
6.	Oversee transition of EPASD to City governance	The City began governance of EPASD on October 1, 2024. The City Council appointed the City

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		Manager as District Manager, City Attorney as District Counsel, Public Works Director as District Engineer, and City Clerk as Secretary. The City assigned the Utility Manager to oversee day-to-day operations of EPASD, which are primarily performed by West Bay Sanitary District, and are recruiting an Office Assistant, Senior Accountant and IT Tech. Operations continue to evolve.
7.	Develop water infrastructure financing plan	The City is working on a water infrastructure fundraising plan with expected completion in the first quarter of FY 2025-26.
8.	Fundraise for library construction	The City continues to work with the San Mateo County Library Foundation to implement a fundraising strategy.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

OBJECTIVES

1.	Prepare the City for disasters and emergencies by developing a comprehensive plan and detailed implementation strategies that includes preparing, educating, exercising, and recovery measures.
2.	Adopt an economic development strategic plan with various implementable projects to achieve potential short-term goals and maintain economic sustainability.
3.	Prepare an infrastructure bond for 2026.
4.	Plan for the development of a Community Hub, which will include a new library, Police department, administrative offices, and park.
5.	Initiate a five-year performance audit of all departments and divisions to identify ways to improve system and process efficiencies.
6.	Implement Shopping Cart Abatement Program.
7.	Implement a pop-up/sidewalk vending policy and program.
8.	Distribute the Community Resource Grant funds for senior home repair assistance, small business assistance, senior programs and youth civic engagement activities.
9.	Work with the San Mateo County Libraries to identify and implement a comprehensive funding strategy for library construction.
10.	Finalize acquisition of County-owned Beech Street property.
11.	Study the creation of Parks and Recreation department.

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CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Human Resources Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	531,571	929,750	1,057,825	1,351,914	1,351,914
Special Revenue Funds	33,871	-	-	-	-
Capital Project Funds	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**565,442**	**929,750**	**1,057,825**	**1,351,914**	**1,351,914**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Human Resources Division	565,442	929,750	1,057,825	1,351,914	1,351,914
TOTAL	**565,442**	**929,750**	**1,057,825**	**1,351,914**	**1,351,914**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	402,204	556,137	633,375	764,114	764,114
Subtotal	**402,204**	**556,137**	**633,375**	**764,114**	**764,114**
Supplies and Services					
Purchased Services	157,946	339,339	407,700	423,000	423,000
Supplies and Materials	4,392	32,974	16,750	14,800	14,800
Capital Expenditures	-	-	-	-	-
Other Expenditures	900	1,300	-	-	-
Subtotal	**163,238**	**373,613**	**424,450**	**437,800**	**437,800**
TOTAL	**565,442**	**929,750**	**1,057,825**	**1,201,914**	**1,201,914**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Human Resources Division Summary

SERVICE DESCRIPTION

Human Resources provides guidance and support to City departments, employees, officials, candidates, and the public in the areas of benefit administration, classification and compensation, labor and employee relations, recruitment and selection, organizational development and training, workers' compensation administration, risk management, and compliance.

Our objective is to attract the most diverse, competent, professional, and talented workforce as well as retain a talented and well-qualified workforce and help foster a positive working environment for employees.

The Human Resources (HR) Division currently is within the City Manager's Office with two permanent positions: Human Resources Manager and Human Resources Technician II. This fiscal year two limited term duration positions were authorized: Human Resources Technician I and a Management Analyst I.

Core functions of the HR Division include:

- Recruiting, attracting new staff, and filling vacant positions with talented and well-qualified candidates;
- Providing labor negotiations to three bargaining units; meet and confer with labor representatives to cultivate and foster a positive working environment and build collaboration among all divisions;
- Serving as a liaison between departments, employees and leadership, ensuring clear and consistent communication of policies and initiatives;
- Providing disability and leave management, employee advocacy and engagement by administering job-protected leaves (FMLA, CFRA, ADA, etc.), and support reasonable accommodations process;
- Promoting a respectful and inclusive workplace by providing confidential support, to employees and facilitating issue resolution.
- Reviewing and interpreting policies and procedures to provide guidance for Directors/Managers/ Supervisors to resolve issues;
- Maintaining the respective functions of the Enterprise Resource Planning (ERP) software to ensure that the HR processes are setup correctly;
- Managing and maintaining the City's Human Resources Information System (HRIS).
- Maintaining and developing the employee wellness policies and programs;
- Managing and providing support and guidance to management when dealing with personnel issues, employee performance evaluations, salary step increases, grievances, exit interviews for resignations, and retirement;
- Conducting new hire orientation on quarterly basis;
- Developing and ensuring professional staff development and training opportunities;
- Managing and conducting benefit meetings to provide employees with information regarding medical, dental, life insurance, retirement, and other benefits;
- Developing and implementing a workers' compensation management program;

Human Resources Division Summary

The HR Division is increasingly requiring additional staff assistance due to the shift of responsibility and high-volume work projects and compliance tasks. The Division has been impacted by numerous compliance issues, personnel responses, HR informational system management, new initiatives for local emergency response, and other tasks.

The Division's budget includes additional temporary funding to backfill staff services and additional outside professional services to address work impacts related to new workload expectations; however, long-term the current staff level and current workload may not be sustainable.

HR's emphasis for the Fiscal Year 2025-2026 is to continue working to achieve the City of East Palo Alto's strategic mission while ensuring City employees are engaged and motivated to help East Palo Alto residents, businesses, organizations, and visitors. This will be accomplished by identifying issues and executing corrective measures effectively.

The Human Resources team has targeted its operation initiatives to align to the City Council's Strategic Plan by initially identifying ways to continue to retain and develop training programs for our great staff. The HR Division's goal is to be a proactive results-oriented business partner providing support to all levels of the City. We aim to hire the best people, while offering development and training to our existing staff.

The focus this year is to proactively support organizational resilience and employee engagement through strategic initiatives this year focused on workforce well-being, legal compliance, and market competitiveness through the following projects:

- Ergonomic Refresh: Will promote employee health, reduce workplace injuries, and support hybrid work adaptability through conducting ergonomic assessments and implement modern, adjustable workstation setups citywide. This effort supports ADA compliance, improves productivity, and reduces workers' compensation claims and absenteeism.
- Classification Specification Update: Will ensure our job classifications reflect current duties, industry best practices, and compliance with evolving employment laws (e.g., SB 1100 and 1162). This update will require collaboration with staff, departments, and labor groups to review and update outdated specifications, aligning them with functional roles and future City needs. The completion of this project ensures internal equity, succession planning, and defensibility in recruitment and promotional processes.
- Compensation Refresh: Supports maintaining a competitive compensation structure to attract and retain top-tier talent in a competitive labor market while balancing the fiscal health of the City. Updating the existing compensation study using current benchmark data, incorporating equity adjustments and strategic pay positioning. This effort supports fiscal planning, reduces turnover, and strengthens employer branding.

Human Resources will continue to network with other local public agencies within the County of San Mateo and around California, attending webinars and conferences in efforts to stay informed of federal, State and local developments and changes in laws that may affect our City.

Human Resources Division Summary

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $294,089 (+27.8%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to an increase in personnel services of $130,739 and increase in professional and technical services for EEOC potential claims, classification study, and recruitment marketing.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$1,057,825		
2025-26 Proposed	$1,351,914	$294,089	27.8%
2025-26 Adopted	$1,351,914	$0	0.0%

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Human Resources Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Continue to recruit new staff and improve recruitment marketing for vacant positions as needed.	Staff interviewed approximately 139 applicants to recruit and retain the most talented and qualified staff for vacant positions. The City is almost at full capacity for the first time in several years due to these efforts.
2.	Maintain and continue to improve the leave administration program.	Successfully established the program and now transitioning to maintain it.
3.	Continue to provide leadership and implementation of all types of training to all levels of the workforce.	This is the second year of the annual training and coaching program. This fiscal year was a success due to staff establishing a regular cadence with a training calendar.
4.	Develop and implement a workers' compensation management program.	Staff successfully launched a workers' compensation management program, which significantly improved how we support employees during their return-to-work process. We now coordinate medical referrals more efficiently, ensure providers respond promptly, and help employees understand and access their benefits. Our structured approach allows us to communicate clearly with staff and supervisors, streamline accommodations, and provide timely assistance. As a result, employees receive the consistent support they need and deserve throughout their recovery.
5.	Review and update Personnel Policies and Procedures manual and meet and confer with employee bargaining units prior to City Council final approval.	This objective was postponed, redirecting our focus to updating key administrative policies. We plan to begin the Personnel Policies and Procedures review in the upcoming fiscal year.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Human Resources Division

OBJECTIVES

1.	Continue to improve marketing strategy to recruit and retain qualified staff.
2.	Update the classification specifications.
3.	Update the compensation study.
4.	Conduct an ergonomic citywide refresh.
5.	Update the City's personnel policies and procedures.
6.	Increase labor management check-in meetings.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Community Services & Recreation Division

Division Summary

SOURCES	FY 2022-23[1] Actual	FY 2023-24[1] Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	3,500	-	-
Use of Resources	-	-	1,137,630	1,756,913	1,756,913
Special Revenue Funds	-	-	1,095,000	2,950,000	2,950,000
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**-**	**-**	**2,236,130**	**4,706,913**	**4,706,913**

EXPENDITURES BY DIVISION	FY 2022-23[1] Actual	FY 2023-24[1] Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Community Programs	-	-	1,689,241	3,941,000	3,941,000
Senior Programs	-	-	546,889	765,913	765,913
TOTAL	**-**	**-**	**2,236,130**	**4,706,913**	**4,706,913**

CHARACTER OF EXPENDITURES	FY 2022-23[1] Actual	FY 2023-24[1] Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	-	-	536,330	624,763	624,763
Subtotal	**-**	**-**	**536,330**	**624,763**	**624,763**
Supplies and Services					
Purchased Services	-	-	577,800	2,858,650	2,858,650
Supplies and Materials	-	-	27,000	28,500	28,500
Capital Expenditures	-	-	570,000	590,000	590,000
Other Expenditures	-	-	525,000	605,000	605,000
Subtotal	**-**	**-**	**1,699,800**	**4,082,150**	**4,082,150**
TOTAL	**-**	**-**	**2,236,130**	**4,706,913**	**4,706,913**

AUTHORIZED STRENGTH	FY 2022-23[1] Actual	FY 2023-24[1] Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Community Services Manager	-	-	1.00	1.00	1.00
Recreation Coordinator	-	-	1.00	1.00	1.00
Recreation Leader II (1 FTE, 1 PT)[2]	-	-	1.45	1.45	1.45
Van Drivers (2-PT)	-	-	1.00	1.00	1.00
Nutrition Site Supervisor (PT)	-	-	0.75	0.75	0.75
Kitchen Aide (PT)	-	-	0.50	0.50	0.50
TOTAL	**-**	**-**	**5.70**	**5.70**	**5.70**

[1] Division transferred to City Manager's Office from Administrative Services effective FY 2024-25.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Community Services Division Summary

SERVICE DESCRIPTION

Community Services is responsible for an array of services and facilities for residents and visitors to our City. Responsibilities include senior services, facility and park reservations, family and children programming, city-sponsored events, sports, leisure, and urban arts programing.

The Focus is on providing efficient, responsive, and innovative community-based services that promotes a healthy and safe neighborhood that meets the communities' diverse cultural, recreation, and information needs.

The Division is staffed with 5.70 proposed full-time equivalent positions:

- 1 Community Services Manager
- 1 Recreation Coordinator
- 1 Part-Time (0.75) Nutrition Site Supervisor
- 1 Part-Time (0.5) Kitchen Aide
- 2 Part-Time Van Drivers (1.0)
- 1 Full-Time and 1 Part-Time (0.45) Recreation Leaders

The Community Services Division activities rely heavily on interdepartmental, inter-jurisdictional, and community partnerships to deliver services that enhance the quality of life for East Palo Alto residents with a focused effort on increasing community engagement. The Community Services Division provides staffing support to the Senior Advisory Committee, including efforts to fill vacancies with committed residents that represent the myriad of skill/talent, community senior interests, and cultural diversity of the community.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $2,630,709 (+126.7%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to an increase of $88,433 in personnel services and an increase of $2.3M in professional services for park improvements such as cameras, audio/visual improvements, lighting, and a park project manager.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25[1] Adopted	$2,076,204		
2025-26 Proposed	$4,706,913	$2,630,709	126.7%
2025-26 Adopted	$4,706,913	$0	0.0%

1 Division transferred to City Manager's Office from Administrative Services effective FY 2024-25.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Community Services Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	**Cultural Arts, Events and Entertainment:** • Continue activation of parks through Summer Park Activation series and Family Day events • Evaluate and update the process of support for City-Sponsored events (Cinco de Mayo, Juneteenth, Children's Day), cultural services, special events, and educational opportunities for the community. • Partner with local artists and arts organizations to amplify events and creative opportunities for residents. • Complete implementation of Utility Box arts project in collaboration with EPACenter for the Arts.	The sixth year of the Summer Parks Activation program saw its participation rates grow to the largest number ever. 2019-20: 382 participants 2020-21: 108 participants 2021-22: 320 participants 2022-23: 815 participants 2023-24: 920 participants 2024-25: 1821 participants (may include duplicates) Staff engaged with local partners along with internal conversations to understand the full cost of hosting large-scale City events and determined that the delivery of services has risen since the 2017 decision to increase co-sponsorship to $5,000 from $1,500. Staff requested an increase during the FY2025-26 budget cycle. The evaluation of the City-sponsored events showed that the co-sponsorship funding is minimal compared to the overall budgets for these events. Staff are proposing an increase in this year's budget to account for inflation and more support. We completed Phase One of the Utility Box Art Project in partnership with EPACENTER and look to do more in the future.
2.	**Lifelong Learning:** • Provide ongoing opportunities for the community to learn new skills, explore opportunities, and pursue knowledge for personal and/or professional development. • Enhance Literacy and STEM access and services through successful collaborations and grants.	We utilized funding from the Community Resource Funding to offer technology training programs for seniors through multiple methods and worked with Menlo Park Fire District to extend Emergency Preparedness Training

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Community Services Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
3.	**Community Outreach and Engagement:** • Promote programs, events, and services through intentional and strategic communications and marketing, and provide opportunities for residents to engage and volunteer in City-offered programs. • Increase Library/City community engagement and collaboration to exceed over 3000 residents with more Digital Literacy classes, Farmers' Markets, and school visits. • Host community Resource Fair and/or Flea Market at City Room at the Y or Bell Street Park. • Increase social media posts and events to promote Community Services and Recreation programs and special events.	Finding new ways to collaborate with all City events that are generally hosted on the same day allowed us to reach more participants and provided them with a greater experience rather than going from one event to another. Combining our Holiday Tree Lighting with the Police Holiday Toy Drive. We offered over 1000 toys and bikes to children ages 4-18 and gave away the majority of these items The City is seeking to partner with the Library more on programming that works together. Community Services Division partnered with the City's Communications Team to identify a social media strategy and timeline with best practices to expand the reach of viewers and potential participants.
4.	**Recreation:** • Implement seventh year of summer recreation programs and services. • Complete the master plan for Martin Luther King, Junior Park • Increase the amount of youth participating in recreation programs that promote healthy habits, by 15% and provide additional programming for Senior programs. • Increase emotional and social support for seniors by implementing intergenerational programs between youth and senior populations. • Increase recreation space through partnerships and field rentals.	The master plan for Martin Luther King, Jr. Park is near completion as we await components to finalize CEQA and return to Council. We drastically increased the number of participants in Summer Parks Activation from 815 to almost 2000 participants The partnership with EPACenter allowed us to grow the type of programming we offer and opened up a new space to the community that has increased collaborations. Along with that, we also hosted a Senior Prom that served residents from 30-90+. Through partnerships with EPACENTER and the YMCA, we hosted dance programs and youth sports at various sites that have amenities that the City does not currently have in its inventory.
5.	**Senior Services:** • Evaluate how to reach our seniors more effectively in the community through database and/or canvassing. • Increase senior programs and services. • Mobilize Senior Advisory Committee to assist seniors with their needs and	The Senior Advisory Committee made this one of their priorities for the FY25-26 and sought to evaluate how they reach more seniors in a time of need. The City added programming and trainings through grant funds that we received and also completed the Age Friendly Action Plan to guide

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
	any other assistance they might require.	us in the future. Staff served more than 3,200 seniors to date through the Congregate Nutrition Program.
6.	**Youth Leadership Development:** • Provide opportunities for youth ages 12 through 25 to develop leadership life skills, job preparation, and college readiness through interactive programming. • Launch Youth Commission with initial objectives identified through Youth Summit and Consultation.	The City issued a request for proposals and contracted with three consultants to help identify the best path forward for establishing a Youth Commission. Staff will return to Council by the end of 2025 with a plan for initiating this new Commission as well as possible alternatives.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Community Services Division

OBJECTIVES

1.	Complete the evaluation of the Youth Commission project and launch said initiative or pivot to alternative based on information received.
2.	Launch pilot Dog Park to determine feasibility for permanent space at Martin Luther King Junior Park or other site.
3.	Work with Ravenswood School District to rollout Memorandum of Understanding/JUA to expand available parkland space for residents.
4.	Maintain and expand senior and disabled individuals' vulnerability and emergency contact database.
5.	Conduct comprehensive evaluation of the Senior Center (as required per contract).
6.	Implement quick-win projects from the Parks Master Plan.
7.	Fund Community Services for YMCA, such as subsidized memberships.
8.	Fund Community Services for EPACENTER to expand services and programs.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Information Technology Division Summary

SERVICE DESCRIPTION

The Information Technology (IT) Division serves as the central technology resource for the City, providing and maintaining the essential technology infrastructure, systems, and support necessary for all departments.

Our objective is to ensure reliable, secure, efficient technological resources that enable the employees to deliver services to the benefit of the community.

The Information Technology (IT) Division currently is within the City Manager's Office with two permanent positions: Information Technology Manager, and Information Technology Specialist I-II.

Core functions of the IT Division include:

1. Network Infrastructure Management:

- **Wired and Wireless Network Support:** Design, implementation, maintenance, and troubleshooting of the City's local area network (LAN), wide area network (WAN) and wireless network (Wi-Fi) infrastructure across all City facilities.
- **Internet Connectivity Management:** Ensuring reliable and secure internet access for all City operations.
- **Network Security:** Implementing and maintaining firewalls, intrusion detection/prevention systems, virtual private network (VPNs), and other security measures to protect the City's network and data from cyber threats.
- **Network Monitoring and Performance Management:** Proactive monitoring of network health and performance to identify and resolve potential issues before they impact operations.

2. Systems and Server Administration:

- **Server Infrastructure Management:** Installation, configuration, maintenance, and monitoring of physical and virtual servers hosting critical City applications and data.
- **Operating System Support:** Providing support for server and desktop operating systems.
- **Data Backup and Recovery:** Implementing and managing robust data backup and recovery solutions to ensure business continuity in the event of data loss.
- **Cloud Services Management:** Evaluating, implementing, and managing cloud-based services as appropriate for City needs (e.g., e-mail, storage, software-as-a-service).

3. End-User Support and Help Desk Services:

- **Technical Support:** Providing timely and effective technical assistance to all City employees for hardware, software, and network-related issues via phone, email, remote access and in-person support.
- **Desktop and Laptop/Tablet Management:** Configuration, deployment, maintenance, and troubleshooting of employee workstations (desktops and laptops) and tablets.
- **Software Installation and Support:** Installing, configuring, and providing basic support for standard City software applications.

Information Technology Division Summary

- **User Account Management:** Creating, managing, and disabling user accounts and access permissions.
- **IT Training and Guidance:** Providing basic IT training and guidance to employees on the use of City technology resources and best practices.

4. Application Support and Management:

- **Business Application Support:** Providing technical support for core City applications (e.g., financial management, permitting, public safety systems). This may involve vendor coordination.
- **Database Administration:** Managing and maintaining City databases.
- **Application Integration (as needed):** Assisting with the integration of different software applications to improve data flow and efficiency.

5. IT Security and Compliance:

- **Security Policy Enforcement:** Implementing and enforcing IT security policies and procedures.
- **Security Awareness Training:** Conducting security awareness training for employees to promote safe computing practices.
- **Vulnerability Management:** Identifying and addressing security vulnerabilities in City systems and applications.
- **Compliance with Regulations:** Ensuring IT systems and practices comply with relevant federal, State, and local regulations.

6. IT Planning and Procurement:

- **Technology Needs Assessment:** Collaborating with City departments to understand their technology needs and research, recommend, and implement appropriate solutions.
- **IT Strategic Planning:** Developing and maintaining the City's IT strategic plan, aligning technology investments with organizational goals.
- **Hardware and Software Procurement:** Managing the procurement process for IT hardware, software, and services, ensuring cost-effectiveness and compliance with purchasing policies.
- **IT Budget Management:** Assisting with the development and management of the IT budget.

7. Website and Digital Presence Support:

- **Website Content Management System (CMS) Support:** Providing technical support for the City's website content management system.
- **Basic Website Maintenance (if applicable):** Performing basic website troubleshooting.

Service Levels and Response Times:

The IT Division strives to provide timely and effective support. Specific service levels and response times may vary depending on the severity and complexity of the issue. Prioritization is typically based on impact to critical City operations.

The IT Division is committed to providing reliable and innovative technology solutions that empower the City to effectively serve its community.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Information Technology Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Transition IT Service Function to the City.	As IT Services are no longer outsourced to Redwood City, staff now has a singular focus towards the support of the organization as a whole.
2.	Provide critical technical support for Council Priority Projects which ensured timely progress, as well as assisting on various other ad-hoc technical requests for smaller projects from different departments.	The Rent Registry required the support of IT in order to extract data from several different databases and ensure that data was valid and thus allowed vendor to continue the development of their application with live data.
3.	Continue to improve City's IT Infrastructure.	Upgrades to outdated IT infrastructure components (e.g., servers, storage) have improved performance, scalability, and energy efficiency.
4.	Continue to Improve Network Security.	Implementation of cybersecurity tools has automated the monitoring process, allowing staff to focus on other areas of concern.
5.	Provide Consistent and Reliable IT End-User Support	By resolving user-reported issues, staff has contributed to uninterrupted workflow across City departments.

CITY MANAGER'S OFFICE

FY 2025-2026 Budget

Information Technology Division

OBJECTIVES

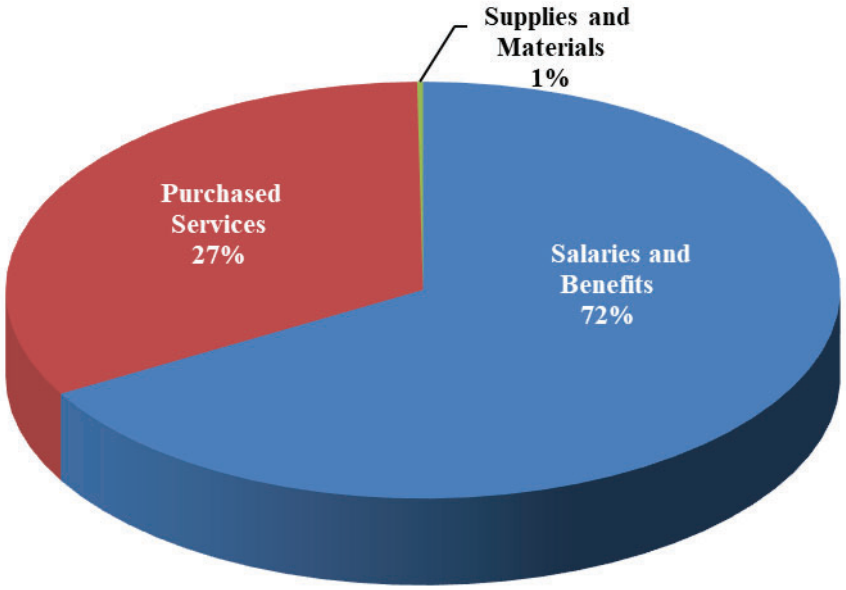
1.	Develop a Citywide Information Systems Master Plan.
2.	Create inter-departmental IT working group to foster communication, share best practices, and proactively address technological needs across the City.
3.	Collaborate with other departments to assist with the implementation of new applications and processes as directed by City Council priorities while providing technical expertise and ensuring seamless integration with the existing City infrastructure.
4.	Continue to strengthen cybersecurity and data protection by enhancing cybersecurity posture, improving patch management compliance, strengthening data backup and recovery, and ensuring regulatory compliance.
5.	Continue to explore and implement emerging technologies.

FINANCE DEPARTMENT

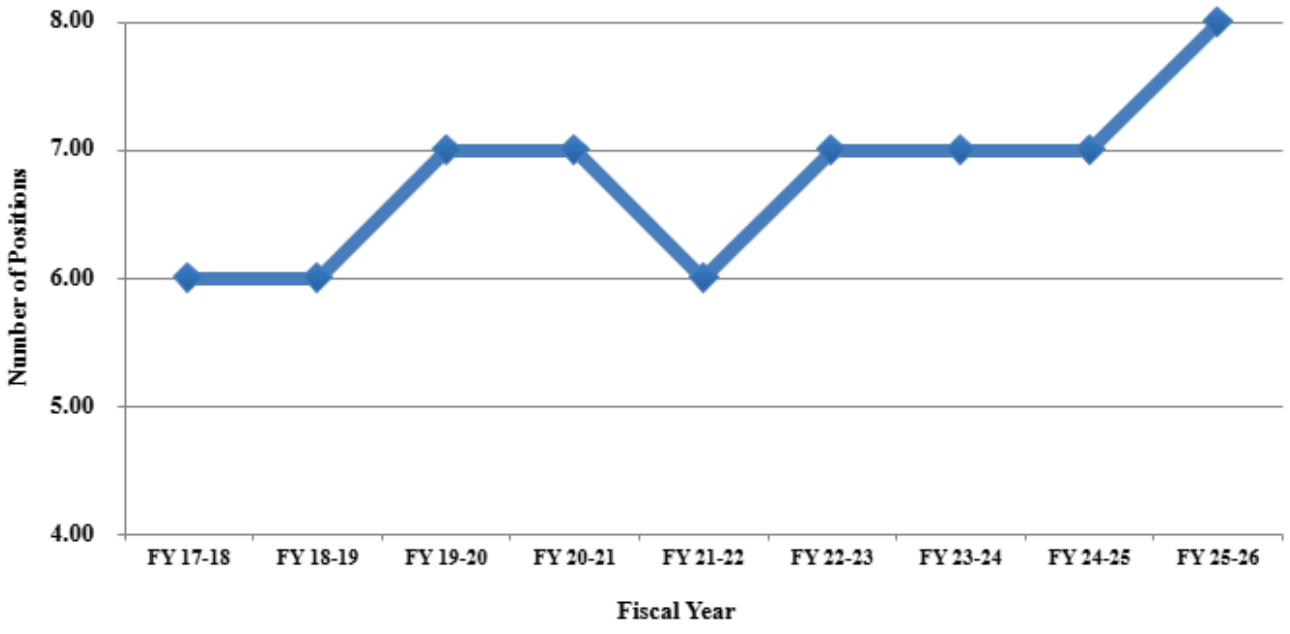
FY 2025-2026 Budget

FY 2025-26	
Operating	$2,121,126
Positions	8

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



FINANCE DEPARTMENT

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	1,013,694	1,097,014	1,489,587	1,963,136	1,963,136
Special Revenue Funds	7,280	1,996	7,520	8,326	8,326
Capital Project Fund	-	25,032	69,436	62,671	62,671
Enterprise Funds	1,940	5,738	52,300	59,400	59,400
Succesor Agency Trust Fund	30,749	30,433	23,518	27,593	27,593
TOTAL	**1,053,663**	**1,160,213**	**1,642,361**	**2,121,126**	**2,121,126**

EXPENDITURES BY DEPARTMENT	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Finance Department	1,053,663	1,160,213	1,642,361	2,121,126	2,121,126
TOTAL	**1,053,663**	**1,160,213**	**1,642,361**	**2,121,126**	**2,121,126**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	880,874	976,555	1,168,752	1,414,780	1,414,780
Subtotal	**880,874**	**976,555**	**1,168,752**	**1,414,780**	**1,414,780**
Supplies and Services					
Purchased Services	163,360	174,867	467,109	701,546	701,546
Supplies and Materials	6,787	8,791	6,500	4,800	4,800
Capital Expenditures	-	-	-	-	-
Other Expenditures	2,642	-	-	-	-
Subtotal	**172,789**	**183,658**	**473,609**	**706,346**	**706,346**
TOTAL	**1,053,663**	**1,160,213**	**1,642,361**	**2,121,126**	**2,121,126**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Finance Director	1.00	1.00	1.00	1.00	1.00
Financial Services Manager	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	-	-	-	-
Accountant Senior[2]	-	1.00	1.00	2.00	2.00
Accountant I	1.00	1.00	1.00	1.00	1.00
Account Technician I/II[1]	2.00	2.00	1.00	1.00	1.00
Senior Accounting Technician[1]	-	-	1.00	1.00	1.00
Grant Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL	**7.00**	**7.00**	**7.00**	**8.00**	**8.00**

[1] Reducing Accounting Technician I/II from FTE 2.0 to 1.0. Created Senior Accounting Technician Position of FTE 1.0.

[2] The FY25 Midyear budget session, effective March 18, 2025, approved an amendment to the City's Classification Plan adding 1.0 FTE Accountant Senior.

FINANCE DEPARTMENT

FY 2025-2026 Budget

Department Summary

MISSION STATEMENT

Maintain the financial integrity of the City by providing fiscal management and oversight, including safeguarding assets. Oversee financial, compliance, and operational reviews and/or audits that provide independent and objective analysis of City departments; provide accurate, complete, and timely financial records, and enhance the City's financial reporting systems, controls, and disbursements.

Finance Department functions include administration, financial reporting, tax administration, budgeting, forecasting, cash management and treasury, capital financing and debt management, and risk management. The department has an authorized staffing level of eight positions, including: Finance Director/District Treasurer, Financial Services Manager, Accountant Senior (2), Accountant I, Senior Accounting Technician, Accounting Technician I/II, and Grants Coordinator.

Goals related to the Council Strategic Priorities for Finance Department include:

- Research new and diverse revenue sources, including grants and/or fees
- Maintain 10-year financial forecasts to enhance transparency and accountability
- Assess community needs, strategies, and support for funding public infrastructure initiatives.
- Assist the Sanitary District in developing finance and accounting procedures, improving efficiency, and supporting integration within the City.
- Research options for the early termination of the Successor Agency to expedite dissolution and maximize the allocation of local tax revenues.
- Maintain an ongoing focus on improving daily operations to enhance effectiveness and efficiency in serving both City staff and external clients.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $478,765 (+29.2%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the increases of salaries and benefits by $246,028 for the new Finance position. Additionally, there's an increase in professional and technical services by $378,599 which encompasses Caselle, a 10-Year fiscal strategy and structural deficit plan, and the implementation of a centralized grants management system. These are partially offset with a decrease in legal and accounting services of $379,175.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change from Previous FY	% Change from Previous FY
2024-25 Adopted	$1,642,361		
2025-26 Proposed	$2,121,126	$478,765	29.2%
2025-26 Adopted	$2,121,126	$0	0.0%

FINANCE DEPARTMENT

FY 2025-2026 Budget

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Assess and Prepare for Utility Operational and Finance Needs.	On going effort.
2.	Analyze needs, strategies and community support for funding public infrastructure improvements.	On going effort.
3.	Perform Impact Fee Nexus Study.	Completed. The New fee is effective as of May 2025.
4.	Maintain and Update 10-year Financial Projections.	On going effort. The City reviews the Forecasting Model annually and updates it based on economic indicators and input from Departments.
5.	Continue ERP Implementation – Budget module has not been implemented yet for the fiscal year 2024-25 budget development.	Completed. In the preparation of FY25-26 Budget, the City utilized the Budget module embedded in ERP System.
6.	Implementation of new credit card payment system for various City services.	The Payment system test is completed both at Tate building and PD office. Waiting for PCI Compliance training to be provided.
7.	Complete FY2023-24 Annual Comprehensive Financial Report and submit application to Government Finance Officers Association (GFOA) by December 2024.	ACFR was issued and submitted to GFOA on December 23, 2024.
8.	Tasks related to Sanitary District incorporation to the City as a subsidiary district including but not limited to examination and investigation of the District's financial records, and assumption of the budget administration and management, the financial operation and the financial reporting.	EPASD Financial data migration is completed (Budget and GL). Operational procedures are set up. EPASD Audit was completed on March 6, 2025.
9.	Issue an RFP for and perform Cost Allocation and Master Fee studies reflecting the incorporation of the Sanitary District as a subsidiary district.	Completed. The City entered into a contract with Matrix. Inc. The Council Presentation is scheduled for June 3, 2025.

FINANCE DEPARTMENT

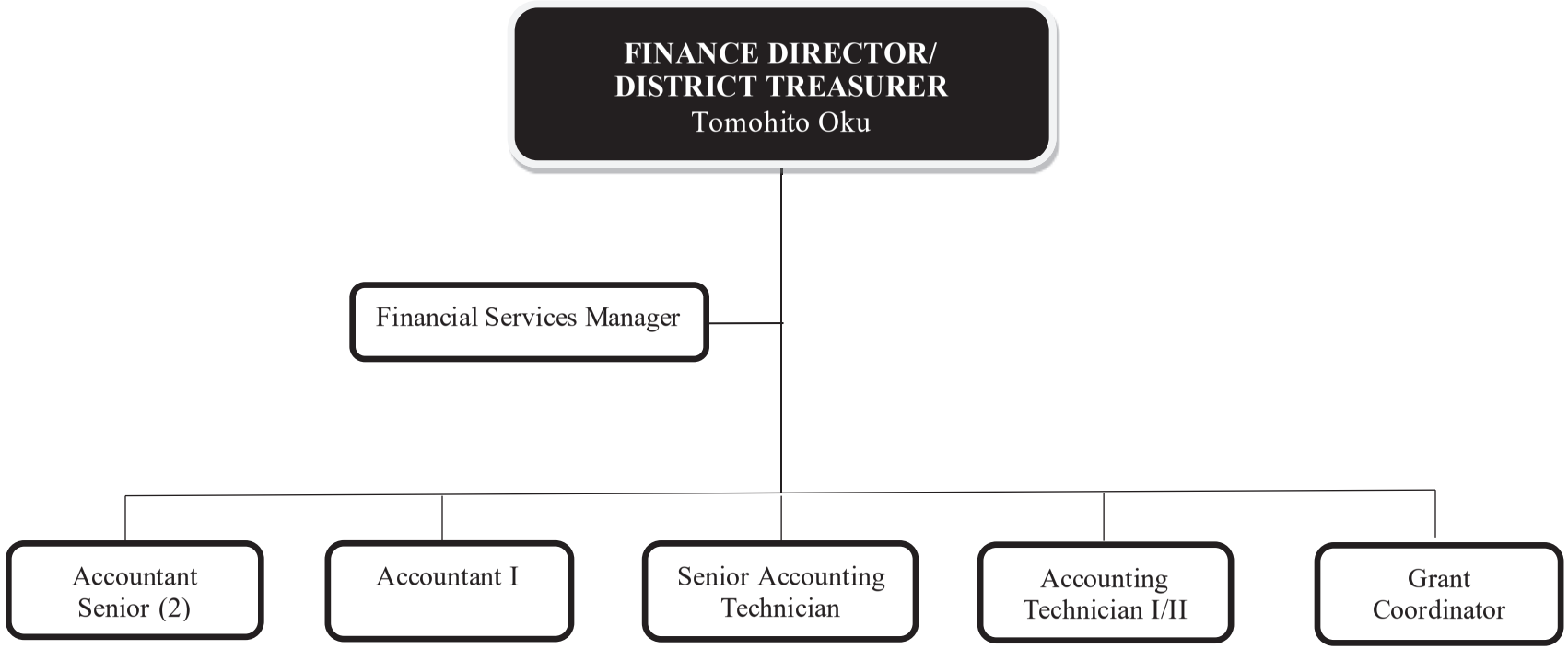
FY 2025-2026 Budget

OBJECTIVES

1.	Develop a Long-Term Fiscal Strategy and Structural Deficit Plan (Council Strategic Priority Work Plan).
2.	Maintain and Update 10-year Financial Projections to Enhance Transparency and Accountability.
3.	Research Options for the Early Termination of the Successor Agency to Expedite Dissolution and Maximize the Allocation of Local Tax Revenues.
4.	Develop and Implement CalPERS Prefunding Strategy.
5.	Assess and prepare for utility operational and finance needs (Council Strategic Priority Work Plan).
6.	Implement a Grants Management System (Council Strategic Priority Work Plan).
7.	Conduct a Comprehensive review of Financial Policies Including Credit Card Policy and Internal Control Policy.
8.	Complete FY2024-25 Annual Comprehensive Financial Report and submit application to Government Finance Officers Association (GFOA) by December 2024 for both City and Sanitary District.

FINANCE DEPARTMENT

FY 2025-2026 Budget



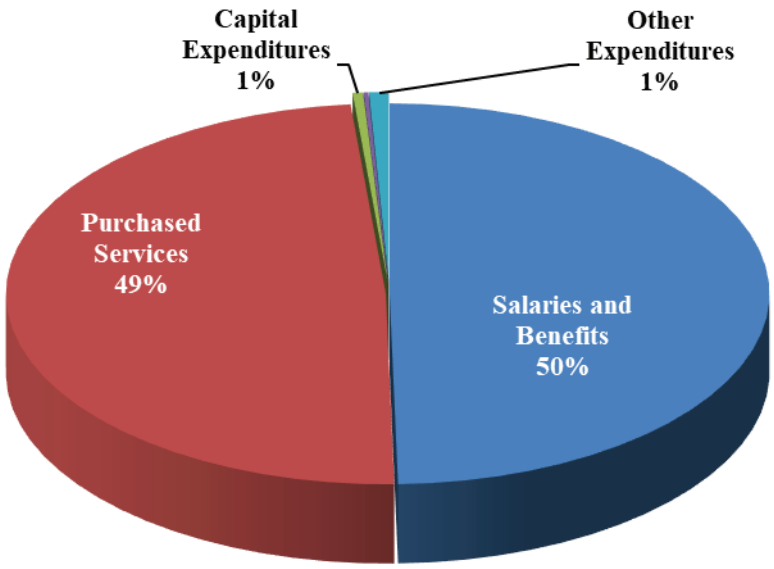
Total FTE's: 8.0

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

FY 2025-26	
Operating	$7,149,087
Positions	20

CHARACTER OF EXPENDITURES



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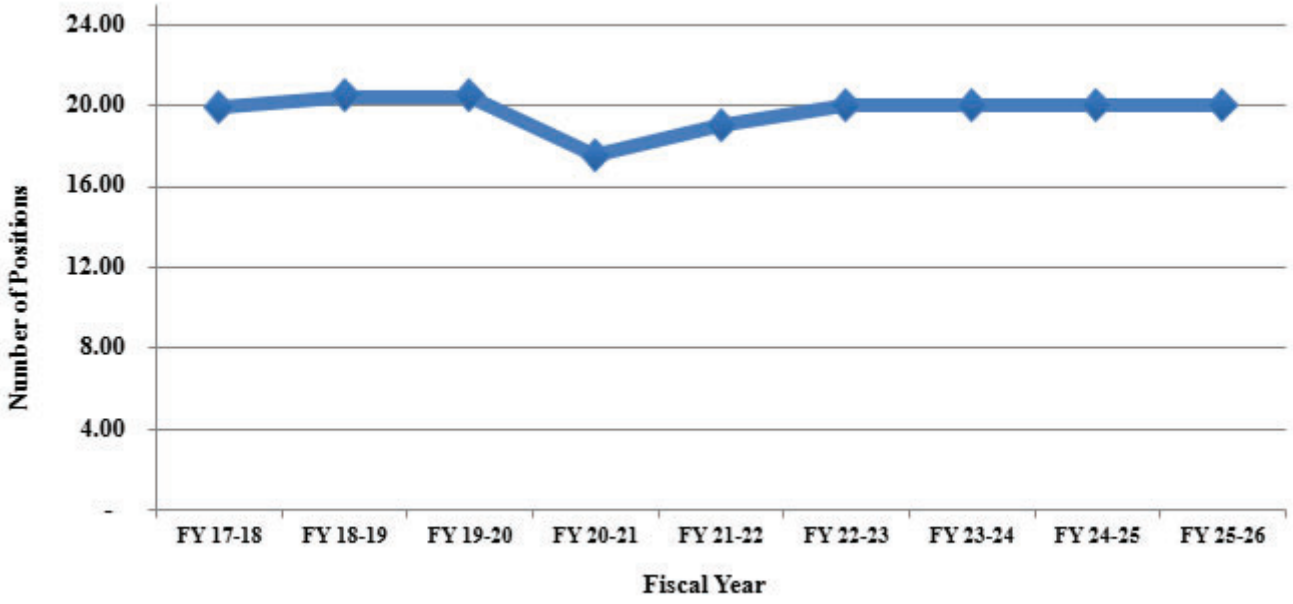

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	883,792	714,232	2,905,799	2,061,132	2,061,132
Use of Resources	2,423,033	2,554,967	3,188,544	2,637,516	2,637,516
Special Revenue Funds	2,519,077	1,800,742	1,585,130	2,450,439	2,450,439
Capital Project Funds	-	-	-	-	-
Enterprise Funds	87	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**5,825,989**	**5,069,941**	**7,679,474**	**7,149,087**	**7,149,087**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	895,483	680,671	908,186	887,782	887,782
Building Services Division	786,374	1,165,948	2,931,620	1,735,132	1,735,132
Housing & Econ Development	2,094,709	1,698,191	1,654,595	2,798,131	2,798,131
Planning Division	2,049,423	1,525,131	2,185,073	1,728,042	1,728,042
TOTAL	**5,825,989**	**5,069,941**	**7,679,474**	**7,149,087**	**7,149,087**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	2,327,847	2,699,721	3,406,945	3,549,229	3,549,229
Subtotal	**2,327,847**	**2,699,721**	**3,406,945**	**3,549,229**	**3,549,229**
Supplies and Services					
Purchased Services	1,761,430	2,282,873	4,155,541	3,493,958	3,493,958
Supplies and Materials	36,709	26,514	47,188	31,600	31,600
Capital Expenditures	-	833	9,800	14,300	14,300
Other Expenditures	1,700,005	60,000	60,000	60,000	60,000
Subtotal	**3,498,143**	**2,370,220**	**4,272,529**	**3,599,858**	**3,599,858**
TOTAL	**5,825,990**	**5,069,941**	**7,679,474**	**7,149,087**	**7,149,087**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	4.00	4.00	4.00	4.00	4.00
Building Services Division	7.00	7.00	7.00	7.00	7.00
Housing & Econ Development	4.00	4.00	4.00	4.00	4.00
Planning Division	4.00	5.00	5.00	5.00	5.00
TOTAL	**19.00**	**20.00**	**20.00**	**20.00**	**20.00**

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Department Summary

MISSION STATEMENT

The Community & Economic Development Department seeks to make East Palo Alto a wonderful place to live, work, and play. The Department accomplishes this through effective current and long-range municipal planning, housing management, ensuring code compliance, and managing business attraction, small-business support, economic development, and retention opportunities in East Palo Alto.

The Community and Economic Development Department consists of four divisions: Administration, Building, Planning, and Housing/Economic Development. The Department is responsible for a wide range of functions including:

- Coordinating and managing the City's development related functions (e.g. planning entitlement and permit processing; long range planning and development review; inspection services; assisting the production, preservation, and protections of affordable housing; and supporting compliance with the building code through enforcement);
- Coordinating business development and retention efforts through both capital projects and direct economic development efforts;
- Providing staff support to the Planning Commission and Rent Stabilization Board;
- Collaborating with regional organizations (e.g. County Collaborative: 21 Elements, City/County Association of Governments (C/CAG), Metropolitan Transportation Committee (MTC), the South Bayside Waste Management Authority and the San Francisquito Creek Joint Powers Authority).

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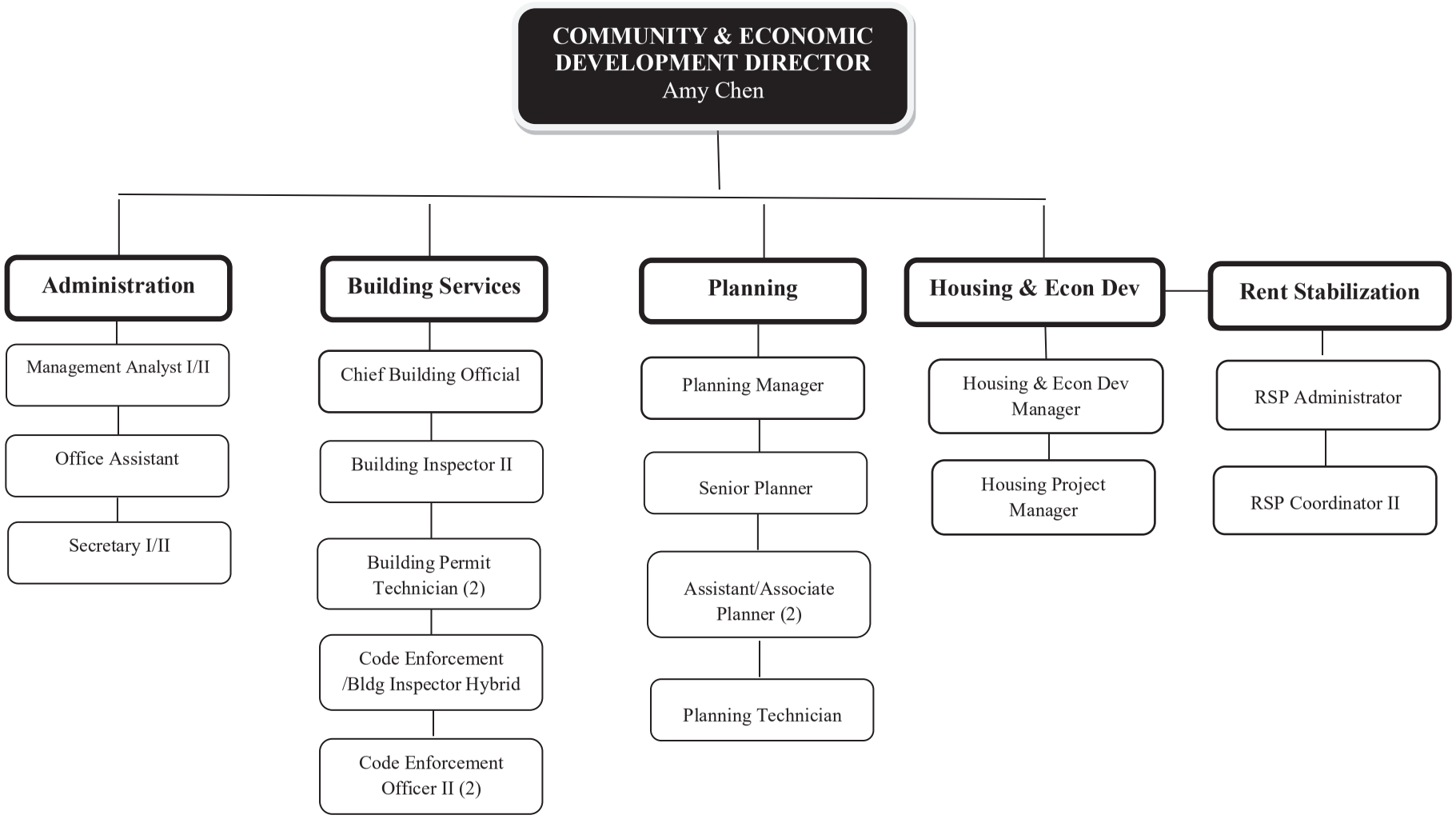
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

FY 2025-2026 Budget



Total FTE's: 20.0

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Administration Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	880,004	558,523	742,926	686,231	686,231
Special Revenue Funds	15,392	122,148	165,260	201,551	201,551
Capital Project Funds	-	-	-	-	-
Enterprise Funds	87	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**895,483**	**680,671**	**908,186**	**887,782**	**887,782**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	895,483	680,671	908,186	887,782	887,782
TOTAL	**895,483**	**680,671**	**908,186**	**887,782**	**887,782**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	518,720	509,069	688,584	675,672	675,672
Subtotal	**518,720**	**509,069**	**688,584**	**675,672**	**675,672**
Supplies and Services					
Purchased Services	373,109	167,504	206,202	205,210	205,210
Supplies and Materials	3,654	4,098	12,600	6,100	6,100
Capital Expenditures	-	-	800	800	800
Other Expenditures	-	-	-	-	-
Subtotal	**376,763**	**171,602**	**219,602**	**212,110**	**212,110**
TOTAL	**895,483**	**680,671**	**908,186**	**887,782**	**887,782**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Community & Econ Development Director	1.00	1.00	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00	1.00	1.00
Secretary II	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Administration Division Summary

SERVICE DESCRIPTION

The Community and Economic Development Department provides a wide array of services to the community. The Department provides planning and development related services to property owners and businesses. The Community and Economic Development Department serves as the focal point for business and economic development efforts as well as administration of local affordable housing funds, implementation of the General Plan and Building Codes, and other services including regional agency coordination.

The Administration of the Community and Economic Development Department is led by the Community and Economic Development Director with the assistance of one Management Analyst I/II and two (2) administrative support staff. The Administration Division manages the activities of and sets policy for the Department, manages budgets, and coordinates grant partnerships and contract administration, and oversees other administrative processes. Additionally, the Administration Division of Community and Economic Development works collaboratively with Public Works and is co-located with the Public Works Administration Division at the Tate Street offices which is referred to as the City Permit Center.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The decrease of $20,404 (-2.2%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the decreases of personnel expenses by $12,912, the removal of postage and delivery services by $6,500, and decrease in membership dues by $10,120.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous	% Change From Previous FY
2024-25 Adopted	$908,186		
2025-26 Proposed	$887,782	($20,404)	-2.2%
2025-26 Adopted	$887,782	$0	0.0%

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Building Services Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	639,125	359,071	2,558,880	1,735,132	1,735,132
Use of Resources	147,249	806,785	372,740	-	-
Special Revenue Funds	-	92	-	-	-
Capital Project Funds	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**786,374**	**1,165,948**	**2,931,620**	**1,735,132**	**1,735,132**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Building Services Division	786,374	1,165,948	2,931,620	1,735,132	1,735,132
TOTAL	**786,374**	**1,165,948**	**2,931,620**	**1,735,132**	**1,735,132**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	746,404	750,461	1,103,320	1,132,246	1,132,246
Subtotal	**746,404**	**750,461**	**1,103,320**	**1,132,246**	**1,132,246**
Supplies and Services					
Purchased Services	34,630	407,309	1,805,000	579,736	579,736
Supplies and Materials	5,341	8,178	17,800	13,150	13,150
Capital Expenditures	-	-	5,500	10,000	10,000
Other Expenditures	-	-	-	-	-
Subtotal	**39,970**	**415,487**	**1,828,300**	**602,886**	**602,886**
TOTAL	**786,374**	**1,165,948**	**2,931,620**	**1,735,132**	**1,735,132**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Building Inspector II	1.00	1.00	1.00	1.00	1.00
Building Permit Technician	2.00	2.00	2.00	2.00	2.00
Code Enforcement/Bldg Inspector Hybrid [1]	-	-	1.00	1.00	1.00
Code Enforcement Officer II	3.00	3.00	2.00	2.00	2.00
TOTAL	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

[1]Converted Code Enforcement Officer II to Code Enforcement/Bldg Inspector Hybrid.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Building Services Division Summary

SERVICE DESCRIPTION

The Building Division ensures that existing and new/proposed development complies with the California Building Standards Code, Title 24, including California Code of Regulations Titles 8 and 19 as mandated by the State of California. The Division provides customer assistance to residents, property owners, contractors, developers, design professionals and businesses via the City's Permit Center. Services include plan review, permit issuance and assistance, building inspections, and enforcement of state and local regulatory laws.

Building Services Division responsibilities include project plan review, inspections, permit activities coordination, evaluation, implementation of codes and policies, and construction-related code enforcement for existing and new buildings and properties of all construction types and occupancies. The goal of the Division is to enforce minimum life safety standards for the built environment, which enhances the quality of life for residents and businesses.

Enhancement and constant improvement of building services and streamlining of the permitting and inspection processes are a major component of the City's economic and business development effort. The Division is managed by the Chief Building Official and is staffed with one Building Inspector, two Neighborhood Preservation Officers, one Building Inspector/Neighborhood Preservation Officer, and two Permit Technicians.

Additionally, the Building Services Division continues to add to customer service and operational efficiencies by developing and distributing educational handouts, policies, procedures, and written interpretations that address enforcement. These resources are also made available online to aid our customers in their efforts related to new construction, additions, alterations, maintenance, and repair of properties and structures in the City of East Palo Alto.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The decrease of $1,196,488 (-40.8%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to a reduction in professional and technical services, specifically the Outside Plan Review and Inspections by $1,366,667.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$2,931,620		
2025-26 Proposed	$1,735,132	($1,196,488)	-40.8%
2025-26 Adopted	$1,735,132	$0	0.0%

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Building Services Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Ongoing improvements of service quality, efficiency and customer service levels in all areas of the Building Division's Permit Center, Building Inspections, Building Plan Review, and Code Enforcement.	Implemented technology to improve efficiencies, including Bluebeam for digital plan review, by Q1 2025. Developed a Standard Operating Procedure (SOP) for Building Division operations to ensure consistency and efficiency across all services. Began beta testing SolarApp+, a platform that streamlines solar permit applications by automating approvals for code-compliant residential solar systems, in Q1 2025, with plans to fully roll out the tool by the next fiscal year (Q3 2025).
2.	Develop and implement efficient processes aimed at streamlining the approval of Accessory Dwelling Units (ADUs) by introducing pre-approved plans. Collaborate with other agencies who are also developing similar processes to reduce duplicate efforts while harnessing their knowledge and expertise in facilitating a smoother, more predictable path for property owners.	Partnered with the San Mateo County ADU Resource Center in 2024 to integrate their expertise and ensure consistency with county-wide best practices for ADU development. The Building Division website will be updated by April 2025 to include a dedicated ADU section featuring resources, guides, and pre-approved ADU plans, providing clear, accessible information on ADU construction, zoning requirements, and permitting processes.
3.	Continue to support staff to pursue all applicable certification, training, and education in order for staff to develop and achieve their potential for exemplary customer benefits.	Supported staff development through year-round training opportunities, including in-person and remote sessions with CACEO, CALBO, and EduCode programs, ensuring all Building Division staff participated as these sessions occurred. Provided on-the-job training as situational topics arise, enhancing staff's technical and customer service skills.
4.	Conduct public outreach relevant to the new state mandates and building codes.	Prepared content for the Building Division website to include information on new state ADU laws, with a planned rollout in Q2 2025, to ensure residents are informed of the latest mandates and requirements. Coordinated with the San Mateo County ADU Resource Center to integrate a link to their website, which will provide access to additional resources and guides to support ADU development and compliance with state building codes upon completion of the website enhancements.
5.	Foster interdepartmental collaboration to ensure compliance with all laws and regulations relating to the built and natural environment.	Provided interdepartmental training on Bluebeam software for digital plan review, enabling seamless collaboration between departments on plan reviews and ensuring compliance with

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		building regulations. Actively participated in Development Review Committee meetings to coordinate on projects impacting the built and natural environment. Collaborated with Police, Planning, and Public Works departments to address interdepartmental cases.
6.	Implement the current building codes, and adopted amendments (as needed) to ensure a safe and healthy community.	Continued ongoing implementation of current building codes and adopted amendments through regular inspections, ensuring compliance with safety and health standards. Reviewed and adopted code amendments as needed to address community needs, enhancing structural safety and accessibility in new constructions over the past year.
7.	Implement an electronic submittal, approval, and inspection process where applicants are not required to submit hardcopies of plans.	Plans are submitted electrically for review. Upon approval, one set of plans are printed by the applicant for construction use.
8.	Deploy inspection application for 24/7 scheduling by homeowners or contractors, ensuring precise inspection timings while optimizing staff efficiency.	Issued an informal bid proposal to select a vendor for an inspection application that will enable 24/7 scheduling by homeowners and contractors, with vendor selection planned for Q2 2025. Testing and rollout of the application to follow, aiming to ensure precise inspection timings and optimize staff efficiency.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Building Services Division

OBJECTIVES

1.	Ongoing improvements of service quality, efficiency and customer service levels in all areas of the Building Division's Permit Center, Building Inspections, Building Plan Review, and Code Enforcement.
2.	Implement the 2025 California Building Standards Code and adopted local amendments to maintain safety, sustainability, and code consistency.
3.	Continue to support staff to pursue all applicable certification, training, and education in order for staff to develop and achieve their potential for exemplary customer benefits.
4.	Conduct targeted public outreach to educate stakeholders on the 2025 code adoption, major changes, and their implications for building permit applicants.
5.	Launch and support SolarAPP+ for the automated, same-day permitting of eligible residential solar energy systems, improving turnaround time and reducing staff review workload.
6.	Conduct proactive code enforcement with dedicated staff time allocated to address Tier 3 code violations, ensuring compliance and community safety.

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COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Housing and Economic Development Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-		
Use of Resources	93,254	236,357	234,725	549,243	549,243
Special Revenue Funds	2,001,455	1,461,834	1,419,870	2,248,888	2,248,888
Capital Project Funds	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**2,094,709**	**1,698,191**	**1,654,595**	**2,798,131**	**2,798,131**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Housing and Economic Development	1,803,387	1,230,713	1,196,626	2,382,437	2,382,437
Rent Stabilization Program	291,322	467,478	457,969	415,694	415,694
TOTAL	**2,094,709**	**1,698,191**	**1,654,595**	**2,798,131**	**2,798,131**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	490,162	662,893	741,298	835,625	835,625
Subtotal	**490,162**	**662,893**	**741,298**	**835,625**	**835,625**
Supplies and Services					
Purchased Services	381,339	964,631	843,399	1,897,006	1,897,006
Supplies and Materials	23,203	10,667	9,898	5,500	5,500
Capital Expenditures	-	-	-	-	-
Other Expenditures (Loans)	1,200,005	60,000	60,000	60,000	60,000
Subtotal	**1,604,547**	**1,035,298**	**913,297**	**1,962,506**	**1,962,506**
TOTAL	**2,094,709**	**1,698,191**	**1,654,595**	**2,798,131**	**2,798,131**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Housing & Economic Development Mgr	1.00	1.00	1.00	1.00	1.00
Housing Project Manager	1.00	1.00	1.00	1.00	1.00
RSP Administrator	1.00	1.00	1.00	1.00	1.00
RSP Coordinator II	1.00	1.00	1.00	1.00	1.00
TOTAL	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Housing and Economic Development Division Summary

SERVICE DESCRIPTION

Administer affordable housing and economic development programs, including the Rent Stabilization Program. The Program administers the Rent Stabilization and Eviction for Just Cause Ordinances. The primary purpose of these Ordinances is to 1) stabilize rents, 2) protect residential tenants from unreasonable rent increases and unjust or retaliatory evictions; and 3) facilitate improvements for an economically viable rental housing market. The Affordable Housing and economic development programs including various initiatives to increase housing affordability, business development, workforce development, and job creation in East Palo Alto.

The Housing and Economic Development Division is a division incorporating programmatic tasks related to affordable housing development and programs, as well as the Rent Stabilization Program. Affordable Housing and economic development programs are funded through multiple sources, including donations, Measure HH, successor housing, and the General Fund. The Rent Stabilization program is fully funded through annual registration fees paid by landlords for regulated rental units. In addition to supporting the Rent Stabilization Board in adopting and implementing regulations for the Ordinances, the staff works directly with residents and landlords to gain compliance with the Ordinances and to improve living conditions for rental residents.

The Division has a staffing level of proposed (4) positions for these services and is supported by staff from the City Attorney's Office, Planning Division, Building Division, Public Works and Engineering, and the Finance Department. The Division also contracts Information Technology providers, hearing examiners, consultants, and temporary staff as needed.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $1,143,536 (+69.1%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to increases in personnel expenses by $94,327, staff augmentation by $875,000. and several professional and technical services increased by $174,209.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$1,654,595		
2025-26 Proposed	$2,798,131	$1,143,536	69.1%
2025-26 Adopted	$2,798,131	$0	0.0%

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Housing and Economic Development Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Leverage additional funds for housing from State and Federal sources for affordable housing.	The current CalHome loan program is coming to an end in June 2025. The Housing team partnered with EPACANDO once more to apply for the CalHome Loan program in 2025.
2.	Pursue state and regional funds to support affordable housing projects and programs and to address homelessness in the City.	The City was not awarded for the ERF-2 grant in 2024, however, staff meets on a monthly basis with County and social service partners to coordinate the response to homelessness.
3.	Implement Measure L and which is now called Measure JJ - the City's existing Gross Receipts Tax on rental residential properties for affordable housing and support programs.	This is an ongoing activity. The Housing and RSP team brought an update to City Council on April 1, 2025 and later in Spring 2025, City Council will consider further proposals to implement what is now Measure JJ.
4.	Collaborate with affordable housing developers to ensure widespread marketing and outreach when units are open to applications.	This is an ongoing activity. In the beginning of 2025, staff collaborated with MidPen for the marketing and outreach of Colibri Commons lease-up.
5.	Implement annual updates to the Inclusionary Housing Ordinance, including the Inclusionary Guidelines and in-lieu fees, in addition to any necessary amendments to adapt the ordinance to small projects and projects with Accessory Dwelling Units (ADUs).	City Council adopted new in-lieu fees for FY 2024-25 on July 16, 2024, and staff updated the Inclusionary Housing webpage and Chapters 2A and 2B of the Inclusionary Guidelines for calculation of ownership and rental in-lieu fees.
6.	In coordination with the Planning Division, complete the City's Housing Element and General Plan Annual Progress Report. At least every two years, evaluate the progress on meeting the City's RHNA and adjust the Sites Inventory as needed.	The Housing Element was adopted by City Council on March 19, 2024. As of April 29, 2024, the City of East Palo Alto's Housing Element was considered substantially compliant with State Housing Element Law (Gov. Code, § 65580 et seq).
7.	Identify funding sources for all affordable housing activities; identifying opportunities for housing preservation; and capacity-building for affordable housing preservation in East Palo Alto.	The City identified local funding for affordable housing activities in its 2024-2028 Affordable Housing Strategy. The City applied for and was awarded $100,000 from the County of San Mateo's Equity Innovation Fund (EIF) for the development of affordable housing preservation guidelines and NOFA. The City also applied for and was awarded the Partnership for the Bay's Future (PBF) Policy Grant and is receiving capacity-building for affordable housing preservation through the allocation of PBF Fellow Jaz Gonzalez. In addition, on May 6, 2025, the City Council will be considering the reallocation

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		of $2,050,000 in Housing In Lieu Funds from the Palo Mobile Estates Loan Program to an Affordable Housing Preservation Program.
8.	Work with other City agencies to ensure that tenants are provided with proper notices and relocation benefits when granted under the Municipal Code.	This is an ongoing activity of the Rent Stabilization Program (RSP). The RSP works with both internal departments to ensure landlords/owners are compliant and community partners to disseminate information and resources. The RSP has provided oversight over the Euclid Improvement Relocation Plan.
9.	Implement anti-displacement services, fair housing and anti-eviction program using Measure O and other qualifying local revenue sources. Administer funding and monitor delivery of services and completion of deliverables specified in agreements.	Measure O anti-displacement contracts will complete as of 3/31/2025. The Housing and RSP team brought an update to City Council on April 1, 2025. Measure O funding was utilized for anti-displacement services such as eviction defense, rental assistance, case management and know your rights workshops. Later in Spring 2025, City Council will consider further proposals to implement what is now Measure JJ.
10.	Work with the Rent Stabilization Board, in collaboration with the Building Services Division, to ensure that rental units meet the building, housing and safety code standards, so the rent stabilization ordinance's habitability goals can be accomplished.	This is an ongoing activity of the Rent Stabilization Program. Staff has worked with Building to notify the owner(s) when a unit's habitability is in question. The city would only be informed if the tenant complains or submits a petition, or if a code enforcement complaint is filed by the tenant or someone from the public.
11.	Assist the City Attorney's Office and contract legal counsel to draft any needed regulations and amendments to the Rent Stabilization ordinances. Gain approval of amendments from the Board. update forms, notices, and informative materials to reflect any revisions adopted.	This is an ongoing activity of the Rent Stabilization Program. At this time there are no needed regulations or amendments to the Rent Stabilization ordinances. RSP staff will continue to provide trainings and coordinate with the Rent Stabilization Board to keep them informed.
12.	Implement a Citywide Rent Registry and make any necessary programming adjustments to the Rent Stabilization Program's registration database and petition tracking system to be incorporated in the same system.	This is still in process. Rent Stabilization staff are working closely with Tolemi and necessary internal staff to work towards completion and implementation. Goal date is to fully launch the Rent Registry by January 1, 2026.
13.	Conduct community outreach to educate both landlords and tenants of their rights and responsibilities under the City's ordinances, including distributing an informative Guide to Rent Control in East Palo Alto.	Rent Stabilization staff worked with Measure O partners to disseminate know your rights knowledge and resources. Staff also provided tenants and landlords with resources, their rights and responsibilities under the Rent Stabilization Ordinance.
14.	Provide information on the requirements for eviction in the ordinances to landlords and	Staff provided referrals for rental assistance, and reviewed notices for compliance with the Just

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
	tenants, including mailing information to tenants within one business day of receipt of notices of eviction.	Cause for Eviction Ordinance. Educated with landlords when notices were noncompliant and provided tenants with resources and their rights under the Rent Stabilization Ordinance.
15.	Under the 2010 Ordinance, issue Certificates of Maximum Allowable Rent for new tenants within five business days of the Board's receipt of a completed Vacancy Registration Statement to comply with the Ordinance and regulations.	This is an ongoing activity of the Rent Stabilization Program. Staff have worked with landlords to educate requirements under the ordinance. Staff have worked to bring landlords back into compliance when tenant registrations have not been submitted.
16.	Mail Annual Program Fee Statements forms to landlords of regulated rental units under the 2010 Ordinance (regulated residential dwelling units) in November, so landlords can timely submit them and meet the deadlines established by the ordinances.	Staff sent out the 2024-2025 Annual Program Fee Statement forms in November 2024. Notices were mailed to regulated residential dwelling units.
17.	Process pending petitions submitted by landlords and tenants within the timelines established in the Rent Stabilization Ordinance and regulations.	This is an ongoing activity of the Rent Stabilization Program. 30 petitions were submitted by residents living in Woodland Park under Sandhill Properties. RSP staff are reviewing those petitions and hearings have begun but are not yet resolved.
18.	Submit notices of noncompliance to landlords when regulated rental units are not properly registered as required by the ordinances and regulations with information about how to comply, the penalty fees that are accruing for noncompliance, and the procedure for submittal of a penalty waiver request for good cause.	This is an ongoing activity of the Rent Stabilization Program. Staff track regulated rental units; noncompliance notices are sent out and penalty fees are accrued for noncompliance and penalty waivers are processed for good cause.
19.	Develop underwriting guidelines for use in the Inclusionary Housing Ordinance and Commercial Linkage Fee Programs.	The City is working with a regional collaborative, 21 Elements, for the Grand Nexus Study to review its inclusionary housing in-lieu fees and commercial linkage fee programs. Upon completion of the study, staff will be able to provide recommendations to update the underwriting guidelines.
20.	Coordinate with the County and social service partners to reduce homelessness in East Palo Alto.	This is an ongoing activity. Staff continue to coordinate monthly check-in meetings with the County of San Mateo, Life Moves, and Project WeHope.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Housing and Economic Development Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
21.	Implement a comprehensive, cross-departmental strategy for unhoused residents in East Palo Alto that addresses both RVs in the public right of way and residents experiencing homelessness, including but not limited to implementation of Master Temporary Use Permit Program, and employment and services opportunities for people experiencing homelessness	Staff implemented a cross-departmental strategy that addresses RVs in the public right of way. Any RV not working with a service provider in the public right of way, that presents a health or safety hazard, receives a red tag notice from Public Works and gets towed if no action is taken after the notice, with assistance from the Police Department staff. Public Works staff coordinate noticing and encampment clean-up, and work with service providers to ensure people experiencing homelessness are receiving the services they need. Housing staff track report-backs and work to identify funding opportunities to support programs for people experiencing homelessness. City Council adopted a Master Temporary Use Permit program to work with private property owners in providing temporary shelters, and staff continues to seek opportunities for partnerships.
22.	Continue to support the low barrier navigation center and emergency shelter operated by WeHope, and explore opportunities to accommodation of at-risk youths, households with children, and persons with disabilities.	This is an ongoing activity.
23.	Encourage smaller-scale housing that is relatively more affordable, including accessory dwelling units (ADUs). Collaborate with 21 Elements and ADU Working Group, and with Planning and Building to develop and implement a "next phase" strategy for promotion of ADUs, SB 9 units, and any future small development. This includes development code amendments and consideration of free waivers or reductions, financial incentives and previously approved and modular ADU design plans.	Coordinated with the Building Division and joined the San Mateo County ADU Resource Center, which will provide access to additional resources and guides to support ADU development and compliance with state building codes.
24.	Provide update to City Council on progress made on the City's 2024-2028 Affordable Housing Strategy.	The 2024 Housing Element Annual Progress Report (APR)was provided and approved by City Council on March 18, 2025. The Housing Element APR is aligned with the 2024-2028 Affordable Housing Strategy. Staff will continue to return to City Council with updates on specific Affordable Housing Strategy projects.
25.	Continue to engage in strategic housing advocacy, including comment letters to the	This is an ongoing activity.

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
	relevant state and/or federal agencies regarding key housing grant programs.	
26.	Create homeownership opportunities for East Palo Alto residents and stability for existing homeowners. Research and report to City Council on barriers to homebuying for households in East Palo Alto and effectiveness of federal, state, and local programs, with recommendation of either a City led program or partnership with local organization. Determine how such a program should be funded, and whether a Request for Proposals (RFP) is needed.	The City of East Palo Alto applied to and was granted a housing fellow through the Partnership for the Bay's Future Policy Grant. This fellowship in coordination with community partners, EPACANDO, YUCA, and CLSEPA will focus on preservation including affordability among homeownership, among other things.
27.	Promote stewardship and preservation of the City's existing affordable housing stock. By first quarter 2023, report on progress made under existing Below Market Rate (BMR) contract and seek City Council direction on future BMR administration for the issuance of a new Request for Proposals (RFP).	On February 20, 2024, City Council received a report on progress made under the BMR program. The City issued an RFP for BMR Administration on April 11, 2024. On May 7, 2024 City Council received an update on the progress made under the BMR program and approved the execution of a BMR administration contract with EPACANDO through May 9. 2027.
28.	Implement an effective and fair housing compliant Local Preference Policy and post to website.	The City Council approved an updated Local Preference Policy on January 21, 2025 and a webpage has been created: https://www.cityofepa.org/housing/page/local-preference.
29.	Execute agreements and administer Measure HH Pilot Workforce Development Program. Monitor success of meeting performance goals and quantified metrics.	This pilot is in its final stages and being evaluated by Informing Change. Staff anticipate returning to City Council near the end of the current fiscal year into the new fiscal year with an update.
30.	Improve and maintain the Housing and Rent Stabilization webpages as a primary means of communicating information, and expand proactive measures to inform homeowners, landlords and tenants about available local and County housing resources and supportive services.	This is an ongoing activity. The following new Housing webpages were created: 1) Apply for Affordable Rental Housing; 2) Affordable Housing Preservation; and 3) Local Preference.
31.	Create a budget at the start of each fiscal year to increase accessibility including mailers/non-digital outreach on the Housing workplan items, translation of materials and interpretation for public meetings in alignment with City's Language Access Plan.	A budget was created for added mailer/non-digital outreach. In addition, the City included a budget for language translation and interpretation in its Equity Innovation Fund (EIF) grant application with the County of San Mateo.

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
32.	Join with other cities in San Mateo County to share housing staff to support longer-term housing initiatives and programs.	The City Council approved the execution of a contract with Housing Endowment and Regional Trust of San Mateo County (HEART) for shared housing staff support.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Housing and Economic Development Division

OBJECTIVES

1.	Identify, apply for, and leverage regional, state and federal funding sources for affordable housing activities.
2.	Collaborate with affordable housing developers to ensure widespread marketing and outreach when units are open to applications.
3.	Implement the City's Below Market Rate Program through monitoring and enforcement.
4.	Participate in the Grand Nexus Study of inclusionary housing in-lieu fees and commercial linkage fees.
5.	Implement and provide annual updates to the Inclusionary Housing Ordinance, including the Inclusionary Guidelines and in-lieu fees, in addition to any necessary amendments to adapt the ordinance to small projects.
6.	Track progress toward meeting RHNA goals through the production of inclusionary housing units, ADUs, SB 9 units, SB 35 units, Density Bonus units, and housing for special needs and low-resourced populations.
7.	Implement a preservation strategy that addresses funding sources, identification of properties, and partnerships that can lead to preservation of existing affordable and rent-stabilized housing units in East Palo Alto. Prioritize assistance to lower resource neighborhoods identified in the Housing Element's Affirmatively Furthering Fair Housing (AFFH) analysis.
8.	Issue a Notice of Funding Availability (NOFA) for affordable housing preservation and production to expense affordable housing funds.
9.	Encourage smaller-scale housing that is relatively more affordable, including accessory dwelling units (ADUs). Collaborate with 21 Elements, the ADU Resource Center, and the ADU Technical Working Group, and with Planning and Building to develop and implement a "next-phase" strategy for promotion of ADUs, SB 9 units, and any future small development. This includes development code amendments and consideration of free waivers or reductions, financial incentives and previously approved and modular ADU design plans.
10.	Monitor and continue administration of the CalHome ADU/JADU Loan Program.
11.	Implement an effective and fair housing-compliant Local Preference Policy and post to website.
12.	Coordinate with the County and social service partners to reduce homelessness in East Palo Alto.
13.	Improve transparency and communication between the City and the public on housing issues, making the City website, social media, and newsletter a reliable source of housing information and making parallel efforts to reach residents through mailers and in-person meetings.
14.	Monitor and update City Council on progress made on the City's Housing Element and Affordable Housing Strategy Regularly assess the level of staffing or contract assistance to ensure that sufficient staffing is committed to implementing the policies and programs in a timely manner.
15.	Join with other cities in San Mateo County to share housing staff to support longer-term housing initiatives and programs.
16.	With added staffing capacity, establish and implement a rent registry for both stabilized and market-rate rental units.
17.	With added staffing capacity, create homeownership opportunities for East Palo Alto residents and housing stability for existing homeowners, prioritizing seniors aging in place and lower-

OBJECTIVES

	resourced neighborhoods. Programs can include home repair program, first-time homebuyer program, and foreclosure prevention.
18.	Evaluate and monitor program outcomes for the Measure HH Pilot Workforce Development Program.
19.	Establish an RFP and execute contracts to continue the City's Measure HH Workforce Development Program.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Planning Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	244,667	355,161	346,919	326,000	326,000
Use of Resources	1,302,526	953,302	1,838,154	1,402,042	1,402,042
Special Revenue Funds	502,230	216,668	-	-	-
Capital Project Funds	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**2,049,423**	**1,525,131**	**2,185,073**	**1,728,042**	**1,728,042**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Planning Division	2,049,423	1,525,131	2,185,073	1,728,042	1,728,042
TOTAL	**2,049,423**	**1,525,131**	**2,185,073**	**1,728,042**	**1,728,042**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	572,561	777,298	873,743	905,686	905,686
Subtotal	**572,561**	**777,298**	**873,743**	**905,686**	**905,686**
Supplies and Services					
Purchased Services	972,352	743,429	1,300,940	812,006	812,006
Supplies and Materials	4,510	3,571	6,890	6,850	6,850
Capital Expenditures	-	833	3,500	3,500	3,500
Other Expenditures	500,000	-	-	-	-
Subtotal	**1,476,862**	**747,833**	**1,311,330**	**822,356**	**822,356**
TOTAL	**2,049,423**	**1,525,131**	**2,185,073**	**1,728,042**	**1,728,042**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Planning Manager	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Assistant/Associate Planner	2.00	2.00	2.00	2.00	2.00
Planning Technician	-	1.00	1.00	1.00	1.00
TOTAL	**4.00**	**5.00**	**5.00**	**5.00**	**5.00**

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Planning Division Summary

SERVICE DESCRIPTION

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

The functions of the Planning Division include current planning/development review, and advanced/long range planning. In addition to regular staff, the Division also utilizes consultants for special projects and environmental reviews. Core planning functions include, but are not limited to, processing high priority projects, responding to day-to-day inquiries from the public, processing environmental and private development permit applications, updating ordinances and policies to be compliant with state law, and ensuring that divisional operations are conducted in an efficient, professional, and customer-friendly manner. The Development Code is the guiding document for the planners to keep East Palo Alto safe, healthy, and growing in a way the community envisioned.

Despite very challenging recruitment efforts for new planners due to the economy and competition with other jurisdictions and companies over the past few years, the Division has finally attained full staffing, with no turnovers to date. The Division is comprised of a Planning Manager, senior planner, two assistant/associate planners, and a planning technician that was added during the FY2022-2023 budget cycle. With a well-functioning, stable and trained staff, the Planning Division is capable of processing much of the current planning projects without contract planner staff augmentation. The planners have also been assigned to work with consultants on large /complex projects, such as the JobTrain, University Circle and Woodland Park, and in some cases, taking over from consultants. While applications, especially for minor projects, have not decreased, the additional staff have been able to handle the additional workload to the extent the Division no longer relies on consultant planners for smaller and mid-sized projects. The Planning Division completed some long-range planning efforts such as the Development Code Update to align the city's ordinance to state legislation, and is in processes of updating the General Plan Safety and Health and Equity (Environmental Justice) chapters. Planning staff also collaborated with the Housing and Economic Development Manager in the update of the Housing Element and associated annual progress reports. Finally, this fiscal year the Planning Division is tasked with completing some long-range planning efforts such as the Development Code Update for objective design standards (related to SB 9 and 35).

The Planning Division also supports the work of the Planning Commission, whose resident members are appointed by the City Council. The Planning Commission is required under state law to review and act on matters related to planning and development. The Planning Division will continue to work towards process and systems improvement as part of the objectives described in the objectives section of this narrative.

Planning Division Summary
(Continued)

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The decrease of $457,031 (-20.9%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to a decrease in professional services for Master Consultant Agreements (MCA).

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous	% Change From Previous
2024-25 Adopted	$2,185,073		
2025-26 Proposed	$1,728,042	($457,031)	-20.9%
2025-26 Adopted	$1,728,042	$0	0.0%

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Planning Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Ensure Planning Division staff capacity to handle current and future projects, including ability to utilize consultants.	With the stability afforded by a full staff team, the planning team has been able to process all small and medium sized current planning projects without outside consultant support. Utilizing the active project spreadsheet to guide assignments, staff have been able to make progress on projects that have been in the pipeline for some time. The Good City Company is still on retainer to continue managing the major RBD projects which are funded directly by the developers. Due to greater capacity and experience, staff has also been able to successfully take on project amendments that were previously managed by consultant staff. Staff is being assisted by the consulting firm, Placeworks, to update the Safety and Environmental Justice elements of the General Plan. The work program has been shaped to ensure that planners have a variety of projects to provide an interesting range of projects and to build institutional knowledge.
2.	Work on both a balanced range of current and long-range projects to implement city priorities.	The Planning Division has taken on a range of both current and long-range projects. Staff have continued to process all newly filed current planning projects and has assisted consultants on the RBD projects. Staff have also taken on the permit amendments for complex projects that were originally managed by consultants, such as Woodland Park and University Circle. Long range projects accomplished include the comprehensive update of the Development Code for consistency with state legislation, the Housing Element and process improvements. The next phase will be additional development code updates to incorporate objective design standards per the Housing Accountability Act and process improvements consistent with the General Plan. Staff has also worked with Raimi and Associates to complete the RBD Update and SEIR. The next step will be the implementation of the RBD Update. Planning has also provided assistance to the Housing team in the first Housing Annual Progress Report for the newly certified Housing Element. Simultaneously, staff has continued to work on the update of the General Plan's Safety and Environmental Justice elements, which

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		includes significant public outreach and implementation of a grant for outreach.
3.	Utilize consultant staff to seamlessly augment city staff for complex projects and in the preparation of significant long-range planning documents, as needed.	Stable staffing levels have enabled City staff to take on more planning projects. However, the division maintains contracts to utilize consultant help to help with complex and long-range planning projects. These projects include the RBD implementation, RBD development proposals, and the updates to the General Plan Elements, such as the Open Space Element. The City currently has contracts with Placeworks and CPC to help prepare updates to the Safety and Environmental Justice (Health and Equity) General Plan Elements.
4.	Staff the public counter efficiently and effectively.	Planning has implemented a counter schedule to best complement the work schedules of planners/technician to ensure timely responses to public inquiries and best delivery of customer service. Regular communication with the front desk staff and adequate staffing has enabled robust coverage of the counter. Each staff member has a city cell phone to enable direct communication. Counter schedules are made available to administrative staff to ensure ready access to a planner when needed. Staff has also continued to maintain an online appointment system (Bookings) that enables the public to schedule meetings with Planning staff to allow in-depth discussions of a variety of planning issues prior to the submittal of a formal application.
5.	Enhance communication between staff and the public through outreach efforts and social media.	Staff has maintained the Division's website for user-friendliness and has continued to make regular updates to post project information, CEQA notices, and resources such as the ADU resource page. Staff have also refined applications and handouts, including information about ADUs, to make it more easily understandable and clear to the public. Staff has also continued to implement the city's community outreach policy to provide consistent, early and enhanced outreach for projects of various sizes. Staff has provided larger mailing radii for projects

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		of special interest, such as the 4 Corners development applications, and continues to post quarterly updates of pending and approved administrative level projects.
6.	Address technology enhancements for better design/development review and improved website experience to better address needs of the public.	City has procured GIS and Bluebeam software to allow enhanced georeferencing of sites and efficient review of project plans. These acquisitions will leverage the work previously executed by Raimi and Associates to enhance the City's GIS capacity and improves technology to better and more efficiently communicate with the public. Staff has subscribed to online training to facilitate better utilization of GIS capacity. Staff has also coordinated closely with other departments for GIS data. City staff has continued to update the city's website to provide more information to the public regarding information on ADUs, SB 35 and SB 9 implementation.
7.	Prepare long range and advanced planning policies consistent with state law.	The City Council recently adopted code changes to bring East Palo Alto Municipal Code (EPAMC) into alignment with state legislation, including housing and ADUs. Additionally, Staff has also continued to refine the procedures for processing housing applications ministerially in conformance with SB 9 and 35 by preparing Preliminary Ministerial Review clearance form for use by applicants. Training is continually provided to staff and Planning Commission on changes to state housing and zoning legislation, and the applicability of the Housing Accountability Act through participation in conferences, workshops, and webinars.
8.	Continue the growth and training of Planning Division staff.	The Division actively encourages staff to seek training opportunities, especially now that most training is offered remotely. Staff have continued to take trainings when time permits. Trainings include CEQA, planning and housing law updates, GIS, and conferences, workshops, and webinars. Planning staff have attended the California APA conference. Planning has subscribed for online courses through Planetizen, which provides a variety of training, including policy and GIS.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Planning Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
9.	Improve record keeping and enhance access to records.	The Planning staff has continued to obtain and consolidate records onto SharePoint, ensuring that the records are readily available. Staff has developed a Planner FAQ to list all the various resources in one place. The Planning secretary is also in process of digitizing hard copy files for storage on SharePoint.
10.	Respond to state mandates in a timely manner in regard to housing based on local needs, including SB 9 and SB 35.	Staff continues to receive training and develop processes and materials to implement new State legislation pertaining housing. This includes the regular updating of the website, training materials, and handouts to reflect the annual to bi-annual legislative updates.
11.	Develop a pop-up and unlicensed businesses policy and program.	Staff is in process of evaluating existing policies and regulations regarding pop-ups and other unlicensed businesses. Staff will continue to work closely with the City Manager's office and Code Enforcement staff to identify priority changes and safety improvements.

COMMUNITY AND ECONOMIC DEVELOPMENT

FY 2025-2026 Budget

Planning Division

OBJECTIVES

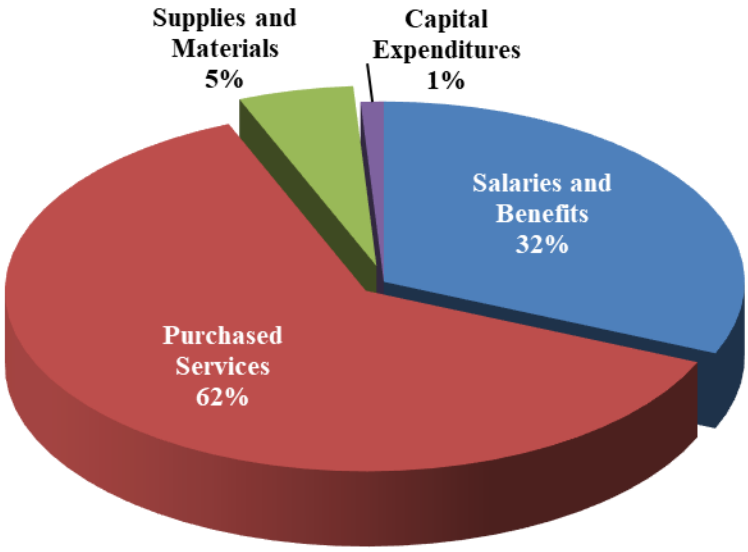
1.	Ensure Planning Division staff capacity to handle current and future projects, including ability to augment capacity with consultants, and a balanced range of current and long-range projects to implement Vista 2035 and the City's priorities.
2.	Staff the public counter efficiently and effectively.
3.	Enhance communication between staff and the public through outreach efforts and social media, as well as technology enhancements. Improve record keeping and enhance access to records.
4.	Respond to state mandates in a timely manner in regards to housing based on local needs, including SB 9 and SB 35. Prepare long range and advanced planning policies consistent with state law.
5.	Work with the City Manager's Office and Code Enforcement staff to develop a pop-up and unlicensed businesses policy and program.

PUBLIC WORKS DEPARTMENT

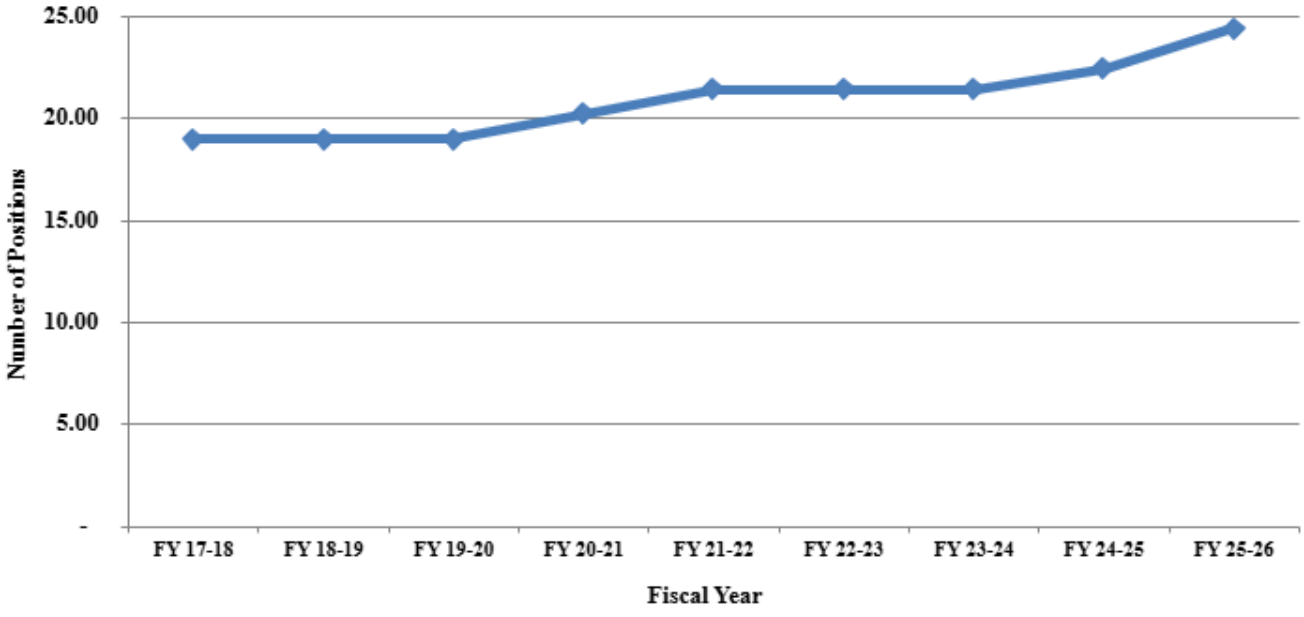
FY 2025-2026 Budget

FY 2025-26	
Operating	$14,569,127
Positions	24.45

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	121,572	183,770	114,871	123,000	123,000
Use of Resources	3,614,763	3,946,717	4,921,693	6,503,667	6,503,667
Special Revenue Funds	726,470	1,096,026	2,167,968	1,916,966	1,916,966
Capital Project Fund	5,652	25,218	-	169,267	169,267
Enterprise Funds	294,728	287,764	888,112	5,856,227	5,856,227
Succesor Agency Trust Fund	2,338	-	-	-	-
TOTAL	**4,765,524**	**5,539,495**	**8,092,644**	**14,569,127**	**14,569,127**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	420,879	977,147	1,687,068	1,650,840	1,650,840
Engineering Division	1,310,947	1,143,209	1,871,598	7,561,070	7,561,070
Maintenance Division	3,033,698	3,419,139	4,533,978	5,357,217	5,357,217
TOTAL	**4,765,524**	**5,539,495**	**8,092,644**	**14,569,127**	**14,569,127**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	2,525,420	2,812,611	3,725,481	4,585,783	4,585,783
Subtotal	**2,525,420**	**2,812,611**	**3,725,481**	**4,585,783**	**4,585,783**
Supplies and Services					
Purchased Services	1,675,060	1,968,834	3,439,663	9,078,462	9,078,462
Supplies and Materials	510,055	632,710	652,000	754,882	754,882
Capital Expenditures	44,363	89,933	275,500	150,000	150,000
Other Expenditures	10,626	35,407	-	-	-
Subtotal	**2,240,104**	**2,726,884**	**4,367,163**	**9,983,344**	**9,983,344**
TOTAL	**4,765,524**	**5,539,495**	**8,092,644**	**14,569,127**	**14,569,127**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	4.45	4.45	4.45	4.45	4.45
Engineering Division	5.00	5.00	6.00	7.00	7.00
Maintenance Division	12.00	12.00	12.00	13.00	13.00
TOTAL	**21.45**	**21.45**	**22.45**	**24.45**	**24.45**

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Department Summary

MISSION STATEMENT

The Public Works Department provides administrative, engineering and maintenance services that ensure the design, construction, maintenance, and operation of public infrastructure, parks, and facilities, are high-quality and sufficient to the meet the needs of East Palo Alto residents, businesses, and visitors.

The Public Works Department includes the Administrative, Environmental, Engineering, and Maintenance Divisions.

Divisions Overview:

Administration Division

Administration performs oversight of Engineering, Environmental and Maintenance; and also performs direct budget preparation, scheduling, and operational contract and invoice payment processing. Administration performs a variety of direct collaboration with stakeholders including the San Francisquito Creek Joint Powers Authority flood control projects, Cal TRANS transportation issues, BAWSCA water related issues, and general county-statewide collaboration with CCAG and MTC and local environmental programs

Environmental Division

The Environmental division overseas several environmental contracts including solid waste/recycling trash services, street sweeping, tree services (Canopy) as well as planting and public education (Grassroots Ecology). The Environmental Division is responsible for coordination with the County on environmental sustainability programs as well as implementation of the City's Climate Action Plan. The Division also ensures compliance with the NPDES permit which includes the business/industrial/restaurant inspection program. This Division is also responsible for implementing the City's Clean City program.

Engineering Division

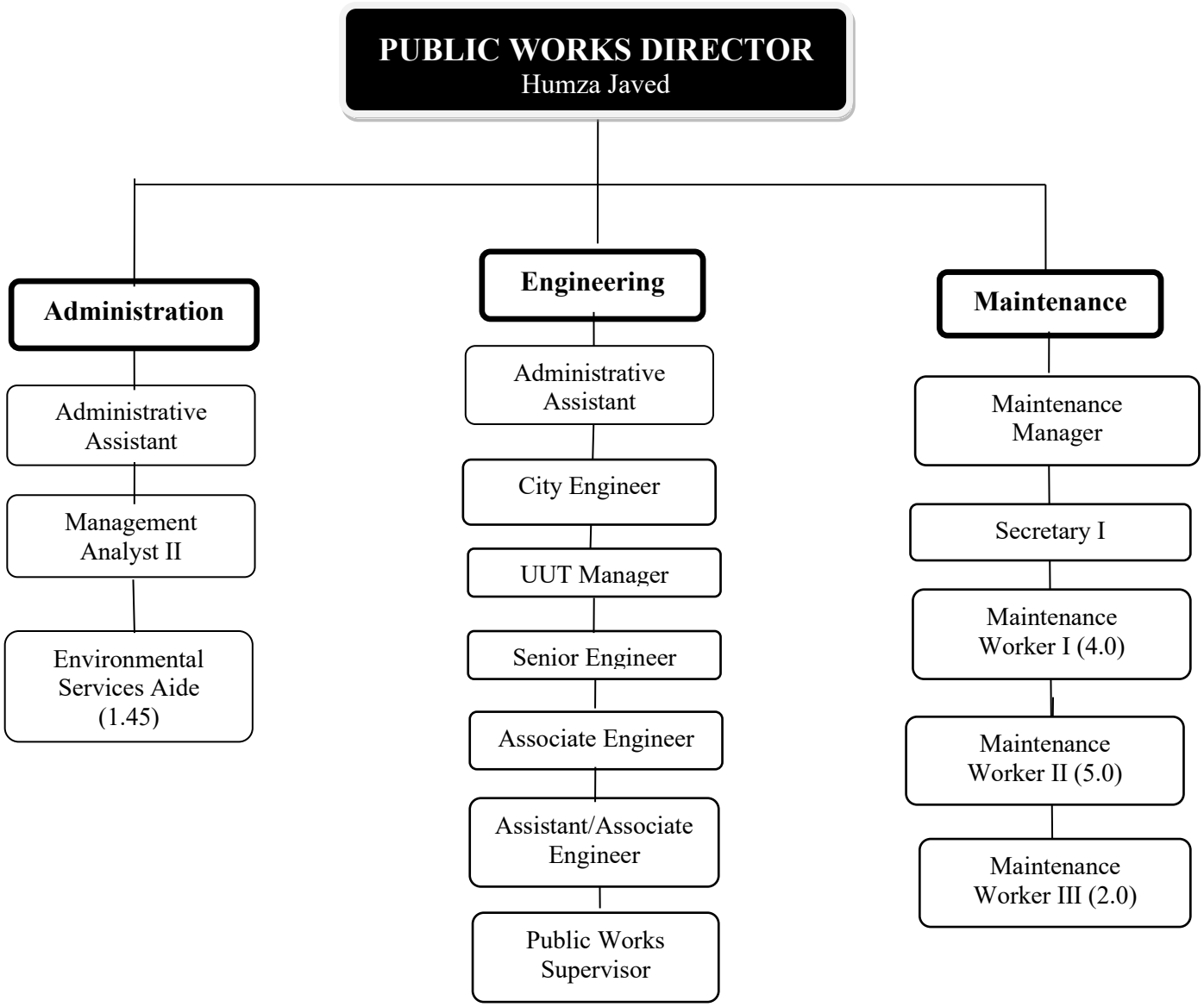
The Engineering Division oversees the design, development and construction of public works capital projects and facilities, including streets and roadways, water supply, and storm drainage systems.
The Division is responsible for issuing permits for any work to be performed on City right-of- way and performs various reviews related to private development projects, and prepares grant applications

Maintenance Division

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

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget



Total FTE's: 24.45

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Administration Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	481	1,718	20,000	10,000	10,000
Use of Resources	369,495	637,279	958,078	1,059,839	1,059,839
Special Revenue Funds	24,767	272,999	652,526	534,932	534,932
Capital Project Funds	5,652	-	-	-	-
Enterprise Funds	18,146	65,151	56,463	46,069	46,069
Succesor Agency Trust Fund	2,338	-	-	-	-
TOTAL	**420,879**	**977,147**	**1,687,068**	**1,650,840**	**1,650,840**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	154,975	446,447	708,181	862,649	862,649
Environmental Programs	265,904	530,700	978,887	788,191	788,191
TOTAL	**420,879**	**977,147**	**1,687,068**	**1,650,840**	**1,650,840**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	269,346	561,101	762,105	843,427	843,427
Subtotal	**269,346**	**561,101**	**762,105**	**843,427**	**843,427**
Supplies and Services					
Purchased Services	134,534	379,972	899,963	798,663	798,663
Supplies and Materials	16,999	15,380	25,000	8,750	8,750
Capital Expenditures	-	-	-	-	-
Other Expenditures	-	20,694	-	-	-
Subtotal	**151,533**	**416,046**	**924,963**	**807,413**	**807,413**
TOTAL	**420,879**	**977,147**	**1,687,068**	**1,650,840**	**1,650,840**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Public Works Director	1.00	1.00	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Environmental Service Aide	1.45	1.45	1.45	1.45	1.45
TOTAL	**4.45**	**4.45**	**4.45**	**4.45**	**4.45**

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Administration Division Summary

SERVICE DESCRIPTION

The Public Works Administration Division provides oversight of the engineering and maintenance and environmental services that ensure the design, construction, maintenance, and operation of public infrastructure, parks, and facilities, are high-quality and sufficient to the meet the needs of East Palo Alto residents, businesses, and visitors.

The Division is responsible for the oversight of a wide range of functions including:

- Maintaining existing streets, utilities and facilities.
- Developing and managing the City's Ten-Year Capital Improvement Program.
- As the environmental coordinator for the City, ensuring compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA).
- Serving as the Disabled Access Coordinator to ensure safe and reasonable access for all citizens under the Americans with Disabilities Act (ADA) and California Title 24.
- Managing storm water efforts to ensure compliance with the Clean Water Act and other mandates of the San Francisco Bay Regional Water Quality Control Board.
- Providing staff support to the City Council and Public Works and Transportation Commission
- Monitoring and collaborating with regional organizations (e.g., City/County Association of Governments (C/CAG), Metropolitan Transportation Committee (MTC), the Association of Bay Area Governments (ABAG), the South Bayside Waste Management Authority and the San Francisquito Creek Joint Powers Authority).

Through these core functions, the Department supports Council Strategic Priorities by undertaking the following initiatives:

1. *Enhance Public Safety and Emergency Preparedness*

    - Conduct inspections for new construction, remodels and public improvements throughout the City.
    - Coordinate with Menlo Park Fire Protection District, West Bay Sanitary District, East Palo Alto Sanitation District, Palo Alto Park Mutual Water Company and other entities on new development and infrastructure projects.
    - Coordinate and collaborate with East Palo Police Department, MPFPD and others on emergency preparedness efforts.
    - Maintain the storm drain system including the O'Connor Pump Station, streets and other infrastructure.
    - Continue to abate graffiti and illegal dumping on public facilities, within parks and adjacent to City streets.

2. *Enhance Economic Vitality*

    - Continue to implement capital projects with particular focus on water supply and transportation projects.

Administration Division Summary
(Continued)

3. Increase Organizational Effectiveness

- Develop software to provide reports and other information to the City Manager and Finance Department.
- Attend and monitor activities of special districts and regional agencies/authorities that affect the City of East Palo Alto.
- More fully implement the IWORQ software within Maintenance.
- Evaluate opportunities to utilize interns.

4. Improve Public Facilities and Infrastructure

- Continue to support the Engineering Division in managing the capital improvement program.
- Coordinate with SFCJPA on implementation of flood control projects, including Reach 2, Upstream Project and SAFER Bay Project.

5. Improve Communication and Enhance Community Engagement

- Provide articles for City Newsletter and City Manager Notes and Quotes.

6. Create a Healthy and Safe Community

- Evaluate opportunities to enhance/expand parks and open space opportunities.

Administration Division Summary
(Continued)

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The decrease of $36,228 (-2.1%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to a reduction in professional and technical services for $247,000. This is partially offset by the increases in Developing Asset management Database for $100,000, additional membership dues which include One Shoreline Annual Funding Contributions FSLRRA of $40,000, and the overall increase in transportation, training, catering, special events for a total of $70,772.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$1,687,068		
2025-26 Proposed	$1,650,840	($36,228)	-2.1%
2025-26 Adopted	$1,650,840	$0	0.0%

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Administration Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Establishment of EPASD as a City subsidiary.	Assisted in the establishment and incorporation of EPASD as a City subsidiary; supported the establishment of the EPASD Advisory Committee and finalized administrative procedures and processes.
2.	Assist in management of over a dozen contracts, purchase orders, and processing of invoices.	Significantly enhanced the management of contracts, purchase orders, and invoice procedures to decrease inefficiencies and increase standardization. Designed and implemented a new invoice processing workflow and tracking mechanism, streamlining operations and improving efficiencies. Successfully processed over $12M in accounts payable payments, and improved payment turnaround times. Developed a new contract management tracker to monitor contracts; centralizing contract data, increasing accuracy, efficiency and transparency.
3.	Oversee and manage the City's water operator.	Continued to successfully manage and oversee the City's water operator.
4.	Oversee groundwater management and monitoring.	Successfully oversaw the ground water management and monitoring.
5.	Provide staff support with the Public Works and Transportation Commission.	Successfully supported PWTC management and functions during the Fiscal Year.
6.	General Administration supports the Environmental Division, Maintenance Division, and Engineering Division.	Strengthen the general administrative support of the Maintenance and Engineering Divisions by implementing new tools, resources and procedures to improve efficiency and communications.
7.	Coordinate with neighboring cities, regional agencies, and water providers regarding various city activities and operations.	Successfully coordinate with neighboring cities, regional agencies, and water providers regarding various city activities and operations. Developed a comprehensive contact sheet guide with details of all PW division key functions and primary points of contact for PW services and requests. Coordinated a watermain extension project on Kavanaugh and O'Brien with the City of Menlo Park.

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Environmental Program

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Oversee the City Clean City program.	Successfully oversaw the Clean City program. Received Tree City USA certification from the National Arbor Day Foundation. Successfully managed the street sweeping program.
2.	Oversee the Grassroots Ecology as well as Canopy contract for plantings and public education events.	Successfully oversaw the Grassroots Ecology contract for planting and public education events. In partnership with Canopy, planted 40 new trees and cared for 52 young trees while also providing educational workshops, including tree biology lessons for students, a tree care session for Public Works staff, and bilingual programs on tree planting and care. In partnership with local schools and Canopy, organized the MLK Day of Service community planting and expanded outreach through canvassing, community events, and volunteer engagement, reaching 1,390 participants and logging 400 volunteer hours. Additionally, led a bilingual tree walk with an arborist in collaboration with the East Palo Alto Library to further community education on urban forestry. Helped establish planting areas at Cooley Landing and improved park beautification in partnership with Grassroots Ecology, hosting 19 trash cleanup days with Nuestra Casa's Bayshore Limpieza program, GE internship program, and the community at large with a total of 248 participants. Hosted the annual California Coastal Cleanup Day where 159 volunteers collected approximately 385 pounds of trash. In partnership with Grassroots Ecology, hosted field trips at Cooley Landing where local students engaged in hands-on environmental activities like invasive plant removal and learned about climate change and community resilience, and organized 16 community events, including a King Tide Walk, Dia de los Muertos, and Wetlands and Watts, reaching 470 participants and leading four

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		workdays to restore native plants along the Bay Trail. Staff and interns avegetation andabitat restoration by removing invasive plants, maintaining native vegetation, and expanding sheet mulch for winter planting. Began the expansion and development of the illegal dumping program by creating and implementing a response flowchart, mapping dumping locations, and standardizing procedures in partnership with the Maintenance Division. Began the improvement and expansion of the City's encampment response program. Brought multi-family units on Woodland Avenue up to compliance with SB1383 in partnership with Recology and Woodland Park Management. Reduced the number of SB 1383 non-compliance accounts from 25 to 12, and continued efforts towards meeting compost procurement targets. Developed County-wide Compost Quality Improvement Campaign in partnership with San Mateo County jurisdictions and consultant. Successfully expensed and closed out the first cycle of SB 1383 Grant funding from CalRecycle (OWR1) in the amount of $43,000.00. Scheduled all 33 of the required Commercial/Industrial inspections under the City's MRP 4 permit. Applied for and received CalRecycle's City/County Payment Program grant in the amount of $7,594.00, to be used for clean-up activities.
3.	Continue to implement requirements of the NPDES MRP permit including the trash program, business inspection program, LID program and development compliance, as a well as monitor for and document illicit discharge.	Continued to implement requirements of the NPDES MRP permit including the trash program, business inspection program, LID program and development compliance, as a well as monitor for and document illicit discharge. Supported the submission of the Annual Report to the San Francisco Regional Water Quality Control Board by completing required tracking, reporting, and inspections.
4.	Continue implementation of Climate Action Plan, with emphasis on Existing Building Electrification	Accomplished the acceptance into PG&E's GK-12 program. In partnership with PCE, procured a combination of incentive funding to install 7 heat pump water heaters at the following City

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		buildings: 1960 Tate St., Corp Yard, and Senior Center. In addition to saving the City $55,758.00 in estimated costs. Applied and was awarded grant from the Metropolitan Transportation Commission Climate Program Implementation Grant in the amount of $741,060.00, to be shared by co-applicants for the San Mateo County Regional EV Charging Project. Applied and was awarded a one-time $243,000 Member Agency Grant from Peninsula Clean Energy and an additional $28,000 charging incentive for the implementation of the 1960 Tate St. EV Charging Project and the acquisition of 4 EVs for the Public Works Division. Successfully completed the design phase of the 1960 Tate St. EV Charging Installation Project and moved into bidding phase. Enrolled in PCE's GovBE Program to capture and track fleet inventory, retirement schedules, and EV acquisitions. Increased Access to San Francisco Bay Trail via Rutgers St, collaborated with Midpeninsula Open Space District to design a pedestrian gate to improve neighborhood access to the Bay Trail, finalized and approved MOU between Midpeninsula Open Space District and the City, and submitted gate design to San Francisco Public Utilities Commission for approval
5.	Participate and lead education events such as Bike to Work Day, recycling programs, and Earth Day/watershed cleanup events, as well as Hazardous Waste and annual E-Waste events.	Ongoing Worked with Youth Community Services to organize 3 park clean-up events for East Palo Alto Academy students at MLK Park, in partnership with Maintenance Division. Organized the annual Earth Day Festival, in partnership with City of Menlo Park and other non-profit partners, to be hosted at the new Belle Haven Community Center on April 26.

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
		Organized the annual E-Waste & Shred event held on April 19 at Cooley Landing. Organized the Bike to Work Day event on May 26, with the City hosting two energizer stations at Friendship Bridge and the Clarke Overcrossing. Organizing, in partnership with Canopy, the annual Arbor Day Celebration, to be hosted on April 25 at Joel Davis Park. Organized, in conjunction with non-profit partners and the City of Menlo Park, a Wetlands & Watts educational event at Cooley Landing for a community birding and environmental tabling event, hosted on November 17, 2024. Tabled at the MLK Day National Day of Service event hosted by Canopy to raise awareness about the City's solid waste resources and promote the Sustainability Newsletter . Continued development of the City's Sustainability E-Newsletter and increased self-registration to 100+ subscribers.
6.	Continue building out fleet electrification in accordance with CARB policy and monitoring for compliance.	Ongoing.

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Administration Division

OBJECTIVES

1.	Incorporate tools to strengthen, innovate and increase efficiency in all PW divisions leveraging technology.
2.	Develop and implement standardized and streamlined procedures for contract, purchase order, invoice tracking management for all PW divisions.
3.	Develop and implement standardized and streamlined procedures for Council approved items tracking and management for all PW divisions.
4.	Develop and implement standardized and streamlined project management and grant tracking system for all PW divisions.
5.	Assist in the monitoring and adjustment of the Gloria Way well water treatment system to provide redundancy in the water supply in case of water interruption or emergencies at the SFPUC Hetch Hetchy Water Supply Aqueduct System. While also evaluate and assess improvement upgrades and create efficiencies for the well operations.
6.	Assist in the oversight and management of the City's water operator and work towards a lease extension with Veolia.
7.	Continue to oversee groundwater management and monitoring.
8.	Continue to coordinate with neighboring cities, regional agencies, and water providers regarding various city activities and operations.
9.	Provide administration support to the Public Works and Transportation Commission (PWTC).
10.	Manage and oversee the Environmental Services Division.
11.	Provide general administration support to Maintenance and Engineering Divisions.
12.	Assist with the development, implementation, and management of EPASD operations and capital projects.
13.	Provide administration support to the EPASD Advisory Committee.
14.	Begin planning for the establishment of a utility division.
15.	Continue to set up and enhance the City's Asset Management Plan
16.	Continue to work with the SFCJPA on the Reach II and Safer Bay project advancement

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Environmental Programs

OBJECTIVES

1.	Develop comprehensive and improved illegal dumping response program, along with expanded education and outreach campaigns for the reduction of illegal dumping instances and beautification of the City.
2.	Expand the asset management system to incorporate illegal dumping request into the work order system.
3.	Develop comprehensive and improved encampment response program. Establish and expand partnerships with County resources to increase resources and incorporate humaine practices.
4.	Audit the street sweeping program to increase services, efficiencies, and study the possibility of bringing the program inhouse.
5.	Review street sweeping program and create consistency in signage and sweeping locations
6.	Continue efforts towards meeting compost procurement targets and reduce SB 1383 non-compliance to single digits.
7.	Implement the developed County-wide Compost Quality Improvement Campaign.
8.	Execute Metropolitan Transportation Commission Climate Program Implementation Grant for the installation of 24 publicly accessible chargers in East Palo Alto, prioritizing curbside and multi-family housing locations.
9.	Complete the 1960 Tate Street EV Charging Installation Project.
10.	Expand the City's electrification plan.
11.	Improve and update Environmental Services pages on the City's website to improve organization and clarity.
12.	Audit, update, and revamp the flood information and resource pages on the City's website.
13.	Improve the Community Rating System annual recertification score for the City.
14.	Participate, expand, and lead education events such as Bike to Work Day, recycling programs, Earth Day/watershed cleanup events, as well as Hazardous Waste and annual E-Waste events.
15.	Continue the development of the City's Sustainability E-Newsletter and increased self-registration to 100+ subscribers.
16.	Expand tree planting efforts to 50 new trees and provide care for 60 young trees while enhancing educational programs, including bilingual workshops and specialized training for EPA Public Works staff. Increase community engagement efforts through increased school partnerships, more outreach events, and expanded volunteer participation, aiming for over 1,400 participants and 500 volunteer hours. Additionally, strengthen outreach strategies with more canvassing, tree walks, and presence at community events to further urban forestry awareness in East Palo Alto.
17.	Enhance environmental stewardship by expanding community-led restoration efforts, educational programs, and public engagement initiatives. They will continue to foster volunteer participation in habitat restoration, trash cleanups, and native plantings while providing hands-on learning opportunities for students and local groups. Through collaborative events and outreach, they seek to

OBJECTIVES

	strengthen community connections to local ecosystems and promote long-term environmental resilience.

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Engineering Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	121,091	182,052	94,871	113,000	113,000
Use of Resources	1,022,613	825,446	920,107	1,757,054	1,757,054
Special Revenue Funds	10,809	67,409	230,000	130,000	130,000
Capital Project Fund	-	25,218	-	169,267	169,267
Enterprise Funds	156,434	43,084	626,620	5,391,749	5,391,749
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**1,310,947**	**1,143,209**	**1,871,598**	**7,561,070**	**7,561,070**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Engineering Division	1,310,947	1,143,209	1,871,598	7,561,070	7,561,070
TOTAL	**1,310,947**	**1,143,209**	**1,871,598**	**7,561,070**	**7,561,070**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	875,030	759,339	1,168,598	1,694,247	1,694,247
Subtotal	**875,030**	**759,339**	**1,168,598**	**1,694,247**	**1,694,247**
Supplies and Services					
Purchased Services	414,060	364,448	696,500	5,779,323	5,779,323
Supplies and Materials	5,075	3,195	6,000	87,500	87,500
Capital Expenditures	9,848	3,751	500	-	-
Other Expenditures	6,934	12,476	-	-	-
Subtotal	**435,917**	**383,870**	**703,000**	**5,866,823**	**5,866,823**
TOTAL	**1,310,947**	**1,143,209**	**1,871,598**	**7,561,070**	**7,561,070**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administrative Assistant[1]	-	-	-	1.00	1.00
Assistant/Associate Engineer	2.00	2.00	2.00	2.00	2.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
UUT Manager	-	-	1.00	1.00	1.00
TOTAL	**5.00**	**5.00**	**6.00**	**7.00**	**7.00**

[1]The FY25 Midyear budget session, effective March 18, 2025, approved an amendment to the City's Classification Plan adding 1.0 FTE Administrative Assistant.

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Engineering Division Summary

SERVICE DESCRIPTION

The Engineering Division develops and manages master infrastructure plans and capital projects to enhance community, economic and business development, and retention. It manages the transportation network, coordinates maintenance of streets, facilities and infrastructure and provides development review services, ensuring adequate public improvements and services to existing and new development.

The Engineering Division is responsible for the maintenance and enhancement of existing infrastructure and public facilities as well as the design and construction of new public projects and infrastructure. Additionally, the Division is responsible for review and inspection of improvements required as part of new private developments. The Division provides primary support to the City's Public Works and Transportation Commission, in accordance with the Municipal Code.

The Division strategically addresses the following on an ongoing basis:

- Capital Improvement Program and projects.
- Storm drain and flood protection.
- Roads/traffic and transportation (new facilities, major rehabilitation and regular maintenance);
- Water utilities.
- NPDES and related Clean Water Act requirements.
- Encroachment & Grading Permits and land development/plan review.
- Coordination with Caltrans and other agencies; and
- Disaster/emergency preparedness, mitigation, and recovery.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $5,689,472 (+304.0%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the increases in personnel expenses by $525,649, professional and technical services by $1,443,300, and staff augmentation by $364,250.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$1,871,598		
2025-26 Proposed	$7,561,070	$5,689,472	304.0%
2025-26 Adopted	$7,561,070	$0	0.0%

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Engineering Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Adopt the 5-year pavement management plan and design the 2024 Annual Street Resurfacing Project.	Complete
2.	Complete sidewalk improvements as part of the Sidewalk Improvement Program.	Ongoing
3.	Install bike lanes per the City's adopted Bicycle Transportation Plan.	Ongoing, and completed annually.
4.	Coordinate/Collaborate with SFC JPA on Design, Entitlements, & Permitting of Reach II Upstream Flood Control Project as well as the Safer Bay Project.	Ongoing
5.	Coordinate with the City of Palo Alto on the construction of the Newell Bridge Replacement Project.	Ongoing
6.	Continued implementation of the Climate Action Plan.	Ongoing
7.	Complete construction of the Addison Avenue Improvements Project and closeout grant reimbursements.	Complete
8.	Complete construction of the Street Light Improvement Project.	Phase I complete. The citywide project is ongoing
9.	Continue construction of the 12" Water Transmission main along University Avenue and Weeks Street.	Ongoing
10.	Complete construction of the Woodland Avenue Watermain gap and Palo Alto intertie project.	Complete
11.	Coordinate Bay trail access with MidPen Open Space and San Francisco Public Utilities Commission (SFPUC) at Rutgers Street.	Ongoing
12.	Work with SFPUC towards a fourth water turnout in the City.	Ongoing
13.	Continue construction of the 101 pedestrian overcrossing project.	Ongoing
14.	Complete construction of the Joel Davis Park Restroom project.	Complete
15.	Begin construction of the University Avenue safety improvements project for traffic signal and intersection safety improvements at Runnymede Street.	Ongoing
16.	Scope and preliminary design of O'Connor Pump station improvements.	Ongoing
17.	Perform review and approval of development projects throughout the City.	Ongoing

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Engineering Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
18.	Complete the plans, specifications, and estimates (PS&E) package for the East Bayshore Cyclist and Pedestrian Improvements Project.	Complete
19.	Adopt a permit parking pilot program.	Ongoing
20.	Work towards identifying options for additional water storage.	Ongoing
21.	Complete the design of the Pulgas Avenue Mini-Roundabout Projec.	Ongoing
22.	Complete the design of the Cummings Loft improvements Project and begin construction.	Ongoing
23.	Begin design of the East Palo Alto Library Project.	Complete
24.	Complete the design of the the tenant improvements at City Hall, the Tate Office, and the Police Station.	Complete
25.	Complete the Bus Shelter Improvements Project construction.	Complete
26.	Continue to implement the Mobility Study measures, and begin work on the University Avenue Grand Corridor study which will review some of the Mobility Study mid-term strategies.	Ongoing

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Engineering Division

OBJECTIVES

1.	Complete construction of the 2024-2025 Annual Street Resurfacing Project.
2.	Complete sidewalk improvements as part of the Sidewalk Improvement Program.
3.	Install bike lanes per the City's adopted Bicycle Transportation Plan.
4.	Coordinate/Collaborate with SFC JPA on Design, Entitlements, & Permitting of Reach II Upstream Flood Control Project as well as begin the design of the Safer Bay Project.
5.	Coordinate with the City of Palo Alto on the construction of the Newell Bridge Replacement Project.
6.	Continued implementation of the Climate Action Plan.
7.	Complete construction of the 12" Water Transmission main along University Avenue and Weeks Street.
8.	Coordinate Bay trail access with MidPen Open Space and San Francisco Public Utilities Commission (SFPUC) at Rutgers Street.
9.	Work with SFPUC towards a fourth water turnout in the City.
10.	Complete construction of the 101 pedestrian overcrossing project and close out the grants.
11.	Begin construction of the University Avenue safety improvements project for traffic signal and intersection safety improvements at Runnymede Street.
12.	Complete the Phase I O'Connor Pump station improvements design and construction.
13.	Perform review and approval of development projects throughout the City.
14.	Begin construction of the East Bayshore Cyclist and Pedestrian Improvements Project.
15.	Adopt a permit parking pilot program.
16.	Identify options for additional water storage.
17.	Begin Construction of the Pulgas Avenue Mini-Roundabout Project.
18.	Complete the design of the Cummings Loft improvements Project and begin construction.
19.	Continue the design of the East Palo Alto Library Project.
20.	Complete construction of the tenant improvements at City Hall, the Tate Office, and the Police Station.
21.	Complete the outreach plan and begin the design of the University Avenue Grand Corridor Project.
22.	Complete a citywide streetlight assessment and identify areas of improvement and begin work.

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PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Maintenance Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	2,222,656	2,483,992	3,043,508	3,686,774	3,686,774
Special Revenue Funds	690,894	755,618	1,285,442	1,252,034	1,252,034
Capital Project Fund	-	-	-		
Enterprise Funds	120,148	179,529	205,028	418,409	418,409
Succesor Agency Trust Fund	-	-	-		
TOTAL	**3,033,698**	**3,419,139**	**4,533,978**	**5,357,217**	**5,357,217**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Maintenance Division	3,033,698	3,419,139	4,533,978	5,357,217	5,357,217
TOTAL	**3,033,698**	**3,419,139**	**4,533,978**	**5,357,217**	**5,357,217**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	1,381,044	1,492,171	1,794,778	2,048,109	2,048,109
Subtotal	**1,381,044**	**1,492,171**	**1,794,778**	**2,048,109**	**2,048,109**
Supplies and Services					
Purchased Services	1,126,466	1,224,414	1,843,200	2,500,476	2,500,476
Supplies and Materials	487,981	614,135	621,000	658,632	658,632
Capital Expenditures	34,515	86,182	275,000	150,000	150,000
Other Expenditures	3,692	2,237	-	-	-
Subtotal	**1,652,654**	**1,926,968**	**2,739,200**	**3,309,108**	**3,309,108**
TOTAL	**3,033,698**	**3,419,139**	**4,533,978**	**5,357,217**	**5,357,217**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I	4.00	4.00	3.00	4.00	4.00
Maintenance Worker II	4.00	4.00	5.00	5.00	5.00
Maintenance Worker III	2.00	2.00	2.00	2.00	2.00
Secretary I	1.00	1.00	1.00	1.00	1.00
TOTAL	**12.00**	**12.00**	**12.00**	**13.00**	**13.00**

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Maintenance Division

SERVICE DESCRIPTION

The Maintenance Division provides maintenance of parks, open spaces, medians, street landscaping, streetlighting, sidewalks, and city facilities. The Division operates and manages storm drain facilities including O'Connor Pump Station. The Division addresses graffiti abatement in public areas, fleet services, and managing multiple municipal service contracts.

The Maintenance Division is dedicated to excellence, integrity, and stewardship. To protect public health, safety, and welfare of the community by providing services for parks and open spaces, street maintenance, storm water and pump station maintenance, illegal dumping and graffiti abatement program, facilities maintenance, sidewalk maintenance, fleets and equipment preventive maintenance. The Division performs a range of functions, including:

- **Drainage District:** Maintain the citywide storm drainage system, including operation of O'Connor pump station. Ensure compliance with National Pollution Discharge Elimination System (NPDES) mandates of the San Francisco Bay Regional Water Quality Control Board.
- **Facilities:** Provide maintenance services to the Senior Center, Police Department, Police sub-station, Corporation Yard, Community Development, Cooley Landing building, Reentry Program, Space at YMCA, Jack Farrell Park and MLK Park concession buildings.
- **Parks:** Maintain Martin Luther King Jr., Jack Farrell, Bell Street, Joel Davis, Cooley Landing, and the Newbridge pocket park and Bay Road pocket parks.
- **Open Space Landscaping:** Maintain Street medians, alleyways, sound walls, Bay Trails and the Rail Spurs.
- **Trees:** Prune and maintain the health of approximately 8,000 trees in public right of ways, parks and city facilities.
- **Graffiti Abatement Program:** Remove graffiti in public right of way, facilities, bus shelters, parks, playgrounds, on regulatory signage, Bay Trails, traffic signal controller cabinets, POC and the pump station area.
- **Sidewalks:** Repair broken and uplifted sidewalks to prevent pedestrian trip and fall.
- **Street:** Maintaining existing streets and shoulders, repair potholes and pavement crack sealant project throughout the city.
- **Regulatory Signages:** Install new regulatory signage and repair damaged signage including recently approved additional stop signs.
- **Red Curb:** Maintain over four (4) miles of red- curbs (no parking zones) throughout the City.
- **Illegal Dumping:** Respond to the Clean City Program by picking up illegal dumping including hazardous material citywide.
- **Street Sweeping Program:** Install new signage; repair damaged signs.
- **Fleet:** Manage repair and services of Community Development and Public Works Department vehicles.
- **Underground Utility: Mark underground utilities for new projects**
- **Emergency:** Respond to afterhours and weekend emergencies 24/7.

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Maintenance Division

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $823,239 (+18.2%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to a $46,000 increase for the Corpyard Security Project camera, and an increase of $565,800 in newly added professional and technical services – specifically, Graffiti Abatement Program, Precision Concrete Cutting, Tree and Public Tree Inventory & Assessment, and Pump Station Pond Maintenance. Additionally, there is an increase of $211,439 in building, landscape, vehicle, janitorial maintenance and equipment rental.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$4,533,978		
2025-26 Proposed	$5,357,217	$823,239	18.2%
2025-26 Adopted	$5,357,217	$0	0.0%

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Maintenance Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Increase facility maintenance and repair due to aging facilities.	Ongoing - In progress
2.	Increase public tree pruning to prevent property damages.	Tree Pruning: 250 Trees Tree Removals: 11 Trees Tree Stump Only Removal: 2 Tree Planting: 1 tree Plant Health Care Systemic Treatment: 3 Trees
3.	Finalizing the Land Use Covenant (LUC) and the Operations and Maintenance (O&M) amendment for Cooley Landing regarding sea level rise.	Ongoing- In progress
4.	Provide training for the maintenance staff to become certified by the California Environmental Water Association.	Completed
5.	To repair more damaged and uplifting sidewalk to prevent trip and fall.	Ongoing - In progress

PUBLIC WORKS DEPARTMENT

FY 2025-2026 Budget

Maintenance Division

OBJECTIVES

1.	Upgrades to O'Connor Pump Station
2.	Repair defective sidewalks citywide to prevent trip and fall.
3.	Conduct public tree assessment and inventory.
4.	Maintain EPASD Facility at 901 Weeks Street.
5.	Improve maintenance of bus shelters, POC's and trails.

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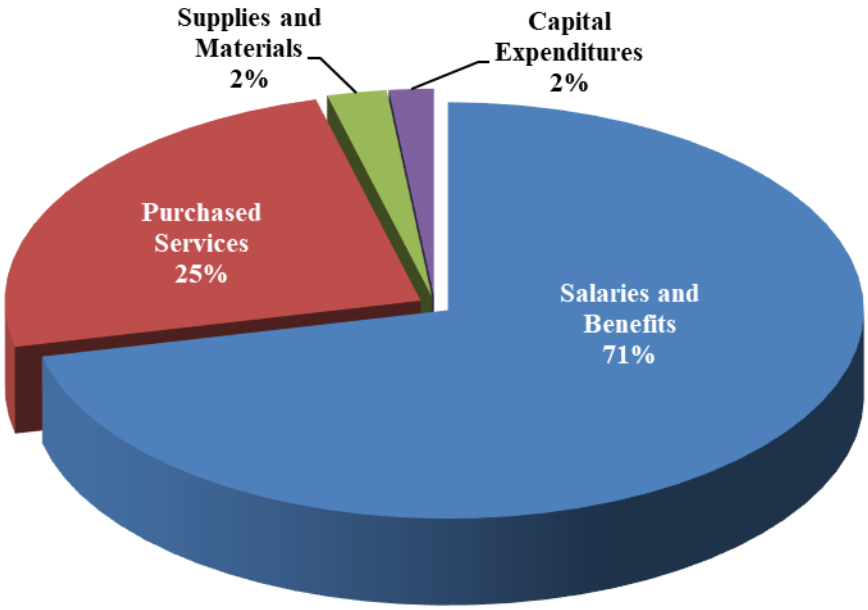
POLICE DEPARTMENT

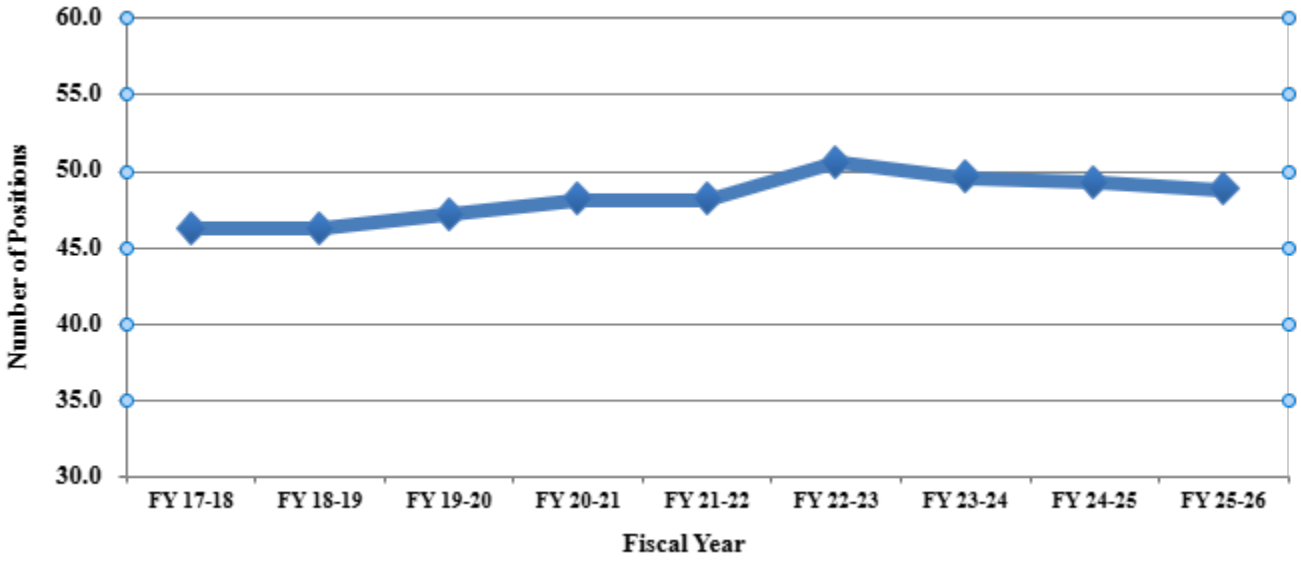
FY 2025-2026 Budget

FY 2025-26	
Operating	$16,707,157
Positions	48.80

CHARACTER OF EXPENDITURES



AUTHORIZED STRENGTH



POLICE DEPARTMENT

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	336,678	414,605	285,000	545,000	545,000
Use of Resources	11,284,199	12,424,563	14,621,446	15,842,157	15,842,157
Special Revenue Funds	1,035,689	224,110	320,000	320,000	320,000
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**12,656,566**	**13,063,278**	**15,226,446**	**16,707,157**	**16,707,157**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	4,419,028	5,081,256	5,435,218	6,060,147	6,060,147
Investigations Division	1,030,981	940,444	1,748,150	2,582,994	2,582,994
Operations Division	7,206,557	7,041,578	8,043,078	8,064,016	8,064,016
TOTAL	**12,656,566**	**13,063,278**	**15,226,446**	**16,707,157**	**16,707,157**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	9,443,042	9,452,796	11,274,566	11,934,674	11,934,674
Subtotal	**9,443,042**	**9,452,796**	**11,274,566**	**11,934,674**	**11,934,674**
Supplies and Services					
Purchased Services	2,755,751	2,988,140	3,514,315	4,094,833	4,094,833
Supplies and Materials	377,109	384,823	307,000	387,150	387,150
Capital Expenditures	80,664	237,519	130,566	290,500	290,500
Other Expenditures	-	-	-	-	-
Subtotal	**3,213,523**	**3,610,482**	**3,951,881**	**4,772,483**	**4,772,483**
TOTAL	**12,656,565**	**13,063,278**	**15,226,446**	**16,707,157**	**16,707,157**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	9.00	8.00	8.00	8.00	8.00
Investigations Division	10.25	10.25	6.45	6.00	6.00
Operations Division	30.35	35.15	35.15	34.80	34.80
TOTAL	**49.60**	**53.40**	**49.60**	**48.80**	**48.80**

[1] CSO transfered from Investigations Division to Operations Division

POLICE DEPARTMENT

FY 2025-2026 Budget

Department Summary

MISSION STATEMENT

The Mission of the East Palo Alto Police Department is to provide quality police service and work in partnership with the community to preserve the peace, establish a safe environment and do so with emphasis on mutual trust and respect.

The Divisions of the Police Department consist of Administration, Investigations and Operations.

The emphasis of this fiscal year's budget is to improve current service levels to the public. Attention will be focused on the priority of employee and organizational development, as well as community policing, crime reduction, traffic enforcement, and parking enforcement. Additionally, the department will focus on ongoing maintenance of mandated services for general law enforcement, vehicle abatement and emergency response (as a single agency or in concert with other federal, state, and/or local agencies). The Police Department will strive for successful completion of the following strategic priorities:

Administration:

1. Work with the City Manager's Office on site selection, funding strategy, and space needs for a new police facility, ensuring the design supports modern policing, community engagement, and long-term operational growth by the end of the fiscal year.
2. Implement a targeted recruitment and hiring strategy to fill all vacant sworn and professional staff positions.
3. Implement a new Computer Aided Dispatch (CAD) system designed to improve efficiency for patrol personnel by streamlining workflows, reducing response delays, and delivering enhanced data accuracy to support informed decision making and resource deployment

Operations:

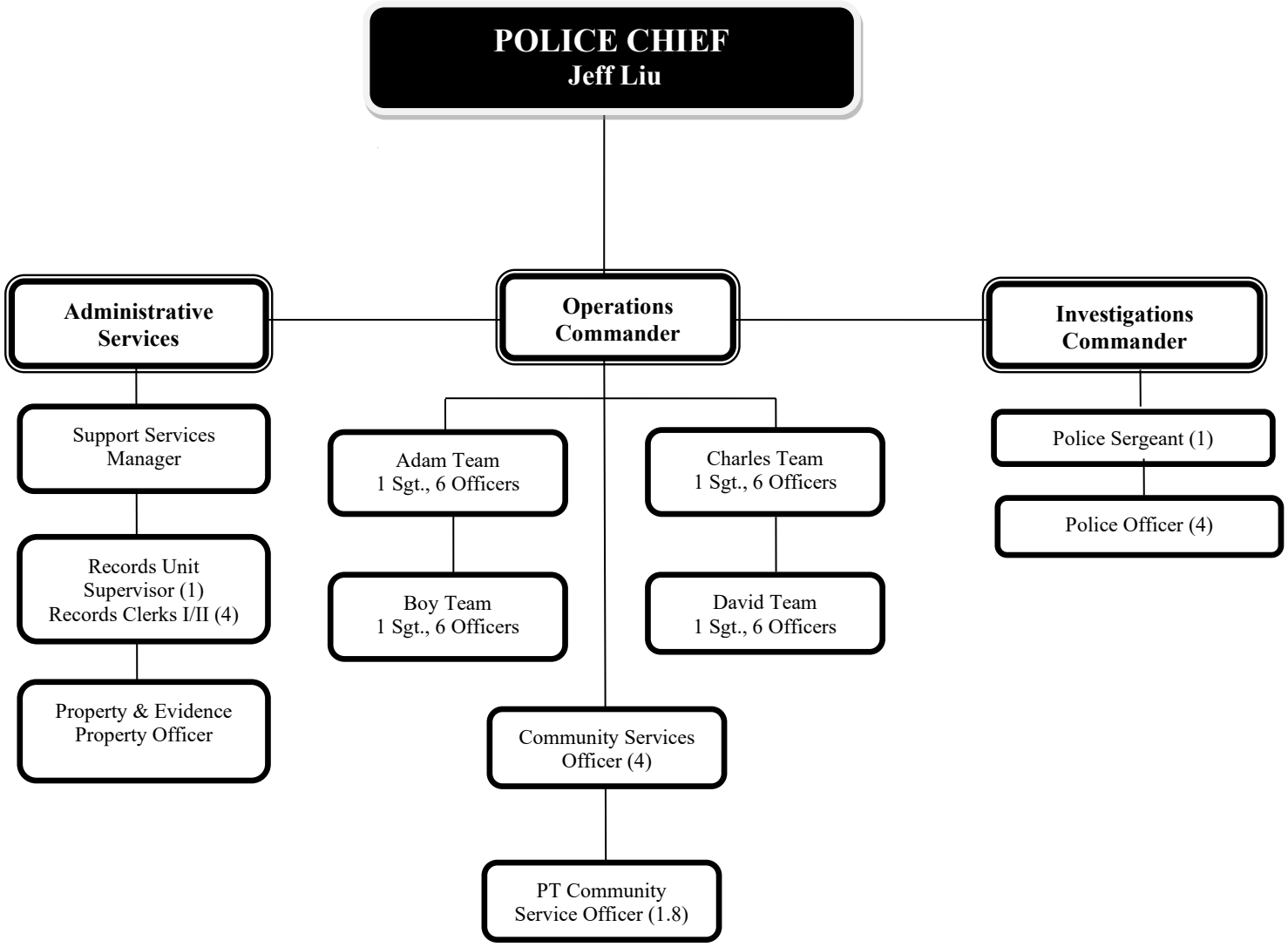
1. Collaborate with the administrative division and Human Resources to recruit, hire, and deploy enough sworn Officers and CSO's to fully staff all positions
2. Collaborate with department leadership to creatively restructure existing resources and assignments to pilot a dedicated traffic enforcement unit focused on neighborhood traffic complaints
3. Partner with the City Manager's Office to implement a comprehensive parking management strategy, including the acquisition or contracting of dedicated parking enforcement personnel and technology, to improve traffic flow, enhance neighborhood livability, and support equitable enforcement across the city by the end of the fiscal year.

Investigations:

1. Work with the operations and administrations divisions to recruit, assign, and train qualified investigators to fill all vacant positions within the division.
2. Expand victim support services by formalizing partnerships with advocacy organizations, increasing referrals to mental health and trauma recovery resources.
3. Partner with the City Manager's Office to develop and implement a robust emergency preparedness plan that engages the community and enhances public awareness.

POLICE DEPARTMENT

FY 2025-2026 Budget



Total FTE's: 48.80

POLICE DEPARTMENT

FY 2025-2026 Budget

Administration Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	336,678	414,605	285,000	545,000	545,000
Use of Resources	3,930,385	4,442,541	4,830,218	5,195,147	5,195,147
Special Revenue Funds	151,965	224,110	320,000	320,000	320,000
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**4,419,028**	**5,081,256**	**5,435,218**	**6,060,147**	**6,060,147**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Administration Division	4,419,028	5,081,256	5,435,218	6,060,147	6,060,147
TOTAL	**4,419,028**	**5,081,256**	**5,435,218**	**6,060,147**	**6,060,147**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	1,295,054	1,578,168	1,583,338	1,763,822	1,763,822
Subtotal	**1,295,054**	**1,578,168**	**1,583,338**	**1,763,822**	**1,763,822**
Supplies and Services					
Purchased Services	2,755,127	2,986,521	3,514,315	3,778,675	3,778,675
Supplies and Materials	288,184	279,048	207,000	227,150	227,150
Capital Expenditures	80,664	237,519	130,566	290,500	290,500
Other Expenditures	-	-	-	-	-
Subtotal	**3,123,974**	**3,503,088**	**3,851,881**	**4,296,325**	**4,296,325**
TOTAL	**4,419,028**	**5,081,256**	**5,435,218**	**6,060,147**	**6,060,147**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Police Chief	1.00	1.00	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00	1.00
Property & Evidence Technician	1.00	1.00	1.00	1.00	1.00
Police Record's Clerk I/II	4.00	4.00	4.00	4.00	4.00
Police Record's Supervisor	1.00	1.00	1.00	1.00	1.00
Police Sergeant	1.00	-	-	-	-
TOTAL	**9.00**	**8.00**	**8.00**	**8.00**	**8.00**

POLICE DEPARTMENT

FY 2025-2026 Budget

Administration Division Summary

SERVICE DESCRIPTION

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

Under the supervision of the Chief of Police and the Support Services Manager, the Division is comprised of the Records Division, including the Property and Evidence Officer. The Administration Division has a direct staffing level of 8.0 positions.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $624,929 (+11.5%) from the Adopted FY 2024-25 Budget to the Proposed FY 2025-26 Budget is primarily due to a $180,484 increase in personnel expenses and a $526,245 increase in professional and technical services that include the expansion of parking enforcement capacity, Turbo Data citation processing and Flock.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous FY	% Change From Previous FY
2024-25 Adopted	$5,435,218		
2025-26 Proposed	$6,060,147	$624,929	11.5%
2025-26 Adopted	$6,060,147	$0	0.0%

POLICE DEPARTMENT

FY 2025-2026 Budget

Administration Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Develop a detailed strategy for the new Police Department Building.	In process
2.	Ongoing recruitment of new personnel to fill vacancies.	Ongoing
3.	Invest in training and development of all personnel.	Ongoing

POLICE DEPARTMENT

FY 2025-2026 Budget

Administration Division

OBJECTIVES

1.	Work with the City Manager's Office on site selection, funding strategy, and space needs for a new police facility, ensuring the design supports modern policing, community engagement, and long-term operational growth by the end of the fiscal year.
2.	Implement a targeted recruitment and hiring strategy to fill all vacant sworn and professional staff positions.
3.	Implement a new Computer Aided Dispatch (CAD) system designed to improve efficiency for patrol personnel by streamlining workflows, reducing response delays, and delivering enhanced data accuracy to support informed decision making and resource deployment

POLICE DEPARTMENT

FY 2025-2026 Budget

Investigations Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	994,300	940,444	1,748,150	2,582,994	2,582,994
Special Revenue Funds	36,681	-	-	-	-
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
TOTAL	**1,030,981**	**940,444**	**1,748,150**	**2,582,994**	**2,582,994**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Investigations Division	1,030,981	940,444	1,748,150	2,582,994	2,582,994
TOTAL	**1,030,981**	**940,444**	**1,748,150**	**2,582,994**	**2,582,994**

CHARACTER OF EXPENDITURES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel					
Salaries and Benefits	1,030,774	940,444	1,748,150	2,456,836	2,456,836
Subtotal	**1,030,774**	**940,444**	**1,748,150**	**2,456,836**	**2,456,836**
Supplies and Services					
Purchased Services	207	-	-	116,158	116,158
Supplies and Materials	-	-	-	10,000	10,000
Capital Expenditures	-	-	-	-	-
Other Expenditures	-	-	-	-	-
Subtotal	**207**	**-**	**-**	**126,158**	**126,158**
TOTAL	**1,030,981**	**940,444**	**1,748,150**	**2,582,994**	**2,582,994**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Commander	1.00	1.00	1.00	1.00	1.00
Police Officer	4.00	4.00	4.00	4.00	4.00
Police Sergeant	-	1.00	1.00	1.00	1.00
Community Services Officer [1]	3.00	3.00	-	-	-
Cold Case Investigator (PT)	0.45	0.45	0.45	-	-
Community Services Officer (4 PT) [1]	1.80	1.80	-	-	-
TOTAL	**10.25**	**11.25**	**6.45**	**6.00**	**6.00**

[1] CSO transfered to Operations Division

POLICE DEPARTMENT

FY 2025-2026 Budget

Investigations Division Summary

SERVICE DESCRIPTION

The Investigations Division conducts all major criminal investigations, including homicides and aggravated assaults.

Under the direct supervision of the Criminal Investigations Captain, the Investigations Division is comprised of (1) Captain, (1) Detective Sergeant, (4) Police Officers (Detectives) and (2) Part-time Special Projects Managers Investigating "Cold Case" Homicides.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $834,844 (+47.8%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to an increase in personnel expenses by $708,686 an increase in professional and technical services by $116,158, and an increase in undercover fund by $10,000.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous	% Change From Previous
2024-25 Adopted	$1,748,150		
2025-26 Proposed	$2,582,994	$834,844	47.8%
2025-26 Adopted	$2,582,994	$0	0.0%

POLICE DEPARTMENT

FY 2025-2026 Budget

Investigations Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Resume Cold Case Investigator.	Ongoing
2.	Establish an Intern program through local universities to assist with investigations and recruit future police officers.	In process
3.	Appoint and train a new detective.	In process

POLICE DEPARTMENT

FY 2025-2026 Budget

Investigations Division

OBJECTIVES

1.	Work with the operations and administrations divisions to recruit, assign, and train qualified investigators to fill all vacant positions within the division.
2.	Expand victim support services by formalizing partnerships with advocacy organizations, increasing referrals to mental health and trauma recovery resources.
3.	Partner with the City Manager's Office to develop and implement a robust emergency preparedness plan that engages the community and enhances public awareness.

POLICE DEPARTMENT

FY 2025-2026 Budget

Operations Division

Division Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	6,359,514	7,041,578	8,043,078	8,064,016	8,064,016
Special Revenue Funds	847,043		-	-	-
Capital Project Fund	-	-	-	-	-
Enterprise Funds	-	-	-	-	-
Succesor Agency Trust Fund	-	-	-	-	-
	7,206,557	**7,041,578**	**8,043,078**	**8,064,016**	**8,064,016**

EXPENDITURES BY DIVISION	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Operations Division	7,206,557	7,041,578	8,043,078	8,064,016	8,064,016
TOTAL	**7,206,557**	**7,041,578**	**8,043,078**	**8,064,016**	**8,064,016**

CHARACTER OF EXPENDITURES		FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Personnel						
Salaries and Benefits		7,117,214	6,934,184	7,943,078	7,714,016	7,714,016
	Subtotal	**7,117,214**	**6,934,184**	**7,943,078**	**7,714,016**	**7,714,016**
Supplies and Services						
Purchased Services		417	1,619	-	200,000	200,000
Supplies and Materials		88,925	105,775	100,000	150,000	150,000
Capital Expenditures		-		-	-	-
Other Expenditures		-		-	-	-
	Subtotal	**89,342**	**107,394**	**100,000**	**350,000**	**350,000**
	TOTAL	**7,206,556**	**7,041,578**	**8,043,078**	**8,064,016**	**8,064,016**

AUTHORIZED STRENGTH	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2025-26 Proposed	FY 2025-26 Adopted
Commander	1.00	1.00	1.00	1.00	1.00
Police Sergeant	4.00	4.00	4.00	4.00	4.00
Police Officer	24.00	24.00	24.00	24.00	24.00
Police Officer (3PT)	1.35	1.35	1.35	-	-
Community Services Officer [1]	-	-	3.00	4.00	4.00
Community Services Officer (4 PT) [1]	-	-	1.80	1.80	1.80
TOTAL	**30.35**	**30.35**	**35.15**	**34.80**	**34.80**

[1] CSO transfered from Investigations Division

POLICE DEPARTMENT

FY 2025-2026 Budget

Operations Division Summary

SERVICE DESCRIPTION

The Operations Division provides effective police services throughout the City, handle service calls, engages in problem-solving with the community, and keeps the peace.

Under the direction of the Chief of Police, the Operations Division is led by (1) Captain. The Operations Division performs police patrols, calls for service response, traffic enforcement, and special enforcement activities. The Operations Division has an authorized direct staffing level of 34.80 positions.

SIGNIFICANT CHANGES

FY 2024-2025 to FY 2025-2026 Budget:

The increase of $20,938 (+0.3%) from the FY 2024-25 Adopted Budget to the FY 2025-26 Proposed Budget is primarily due to the implementation of parking program amounting to $200,000 and an increase of fuel by $50,000 and a decrease of personnel services expenditures of $229,062.

The FY 2025-26 Proposed Budget was adopted without any changes.

Fiscal Year (FY)	Budget	$ Change From Previous	% Change From Previous
2024-25 Adopted	$8,043,078		
2025-26 Proposed	$8,064,016	$20,938	0.3%
2025-26 Adopted	$8,064,016	$0	0.0%

POLICE DEPARTMENT

FY 2025-2026 Budget

Operations Division

ACCOMPLISHMENTS

	OBJECTIVES	RESULTS
1.	Staff a Racial Identity Act implementation and management team.	Completed
2.	Staff a dedicated traffic enforcement division.	Deferred
3.	Train new Police Personnel members.	Ongoing

POLICE DEPARTMENT

FY 2025-2026 Budget

Operations Division

OBJECTIVES

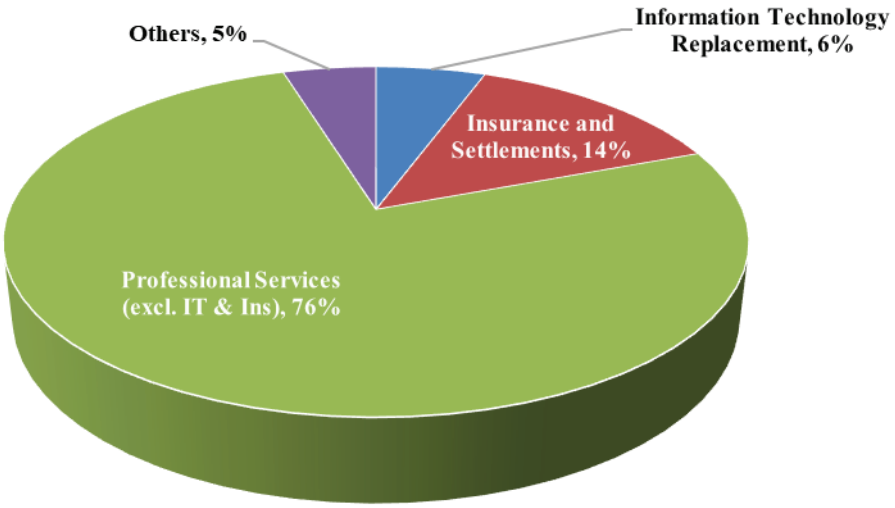
1.	Collaborate with the administrative division and Human Resources to recruit, hire, and deploy enough sworn Officers and CSO's to fully staff all positions.
2.	Collaborate with department leadership to creatively restructure existing resources and assignments to pilot a dedicated traffic enforcement unit focused on neighborhood traffic complaints.
3.	Partner with the City Manager's Office to implement a comprehensive parking management strategy, including the acquisition or contracting of dedicated parking enforcement personnel and technology, to improve traffic flow, enhance neighborhood livability, and support equitable enforcement across the city by the end of the fiscal year.

NON-DEPARTMENTAL

FY 2025-2026 Budget

FY 2025-2026	
Operating	$9,285,229

CHARACTER OF EXPENDITURES



NON-DEPARTMENTAL

FY 2025-2026 Budget

Department Summary

SOURCES	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2024-25 Proposed	FY 2025-26 Adopted
General Fund					
Charges/Fees for Services	-	-	-	-	-
Use of Resources	896,272	798,642	1,572,848	589,262	589,262
Special Revenue Funds	1,145,450	3,177,414	889,346	972,980	972,980
Capital Project Fund	-	9,238,459	-	180,233	180,233
Enterprise Funds	3,266,171	3,716,186	3,661,110	5,126,596	5,126,596
	5,307,893	**7,692,242**	**6,123,304**	**6,688,838**	**6,688,838**

EXPENDITURES BY DEPARTMENT*	FY 2022-23 Actual	FY 2023-24 Actual	FY 2024-25 Adopted	FY 2024-25 Adopted	FY 2025-26 Adopted
Information Technology Replacement	201,000	526,879	374,318	379,500	379,500
Insurance and Settlements	806,859	814,687	1,052,624	910,690	910,690
Professional Services (excl. IT & Ins)	3,665,439	4,001,734	4,696,362	5,076,115	5,076,115
Others	634,595	2,348,942	-	322,533	322,533
Subtotal	**5,307,893**	**7,692,242**	**6,123,304**	**6,688,838**	**6,688,838**

*Excludes Successor Agency activities

**Excludes capital equipment purchases budgeted directly in department or division.

Miscellaneous

Introduction

This section contains the following items of interest:

MISC- 2: FY 2025-26 Capital Improvement Funding

MISC- 3: FY 2025-26 Cost Allocation Plan Overhead Charges

FY 2025-2026 Capital Improvement Funding

PROJECT #	DESCRIPTION	FUND	SOURCE	TOTAL
ST-04A/B	Street Light Upgrade	F221	Lighting fund	$2,500,000
	Sub-total Lighting fund			**$2,500,000**
N/A	Corpyard Security Project (Fencing)	F301	CIP Local Match Fund	$100,000
SP-02B	San Francisquito Creek Reach II	F301	CIP Local Match Fund	$1,000,000
N/A	Fordham St. Improvement	F301	CIP Local Match Fund	$14,122
	Sub-total CIP (Local match)			**$1,114,122**
N/A	Fordham St. Improvement	F303	CIP Grant Fund	$109,000
	Sub-total CIP (Grant)			**$109,000**
N/A	Urban Water Management Plan 2025	F511	Water Capital Surcharge Fund	$150,000
	Sub-total Water Capital Surcharge fund			**$150,000**
N/A	Manhole Replacement	F530	EPA Sanitary District	$150,000
	Sub-total Sewer Capital Surcharge fund			**$150,000**
TOTAL FY 2025-26 CIP FUNDING				**$4,023,122**

Note:
Major CIP does not include technology asset replacement.

FY 2025-26 Cost Allocation Plan Overhead Charges

Allocation	Building Use	City Council	City Manager's Office	Clerk Services	Human Resource	City Attorney	Finance	PW - Admin	PW - Maintenance	Non-Departmental	Information Technology ISF	Insurance ISF	TOTAL
General	$ (127,500)	$ (49,000)	$ (400,160)	$ (72,135)	$ (111,960)	$ (293,413)	$ (787,194)	$ (452,795)	$ -	$ (13,737)	$ (184,160)	$ (155,656)	$ (2,647,709)
State Gas Tax	$ -	$ 2,970	$ 26,330	$ 2,598	$ 7,914	$ -	$ 59,151	$ 49,573	$ -	$ -	$ 7,165	$ 6,056	$ 161,756
Measure A	$ -	$ -	$ 56	$ -	$ -	$ -	$ 7,066	$ 46,121	$ -	$ -	$ -	$ -	$ 53,243
Mesure W	$ -	$ -	$ 27		$ -	$ -	$ 6,524	$ 12,253	$ -	$ -	$ -	$ -	$ 18,804
NPDES	$ 26,250	$ -	$ 19,119	$ -	$ 16,198	$ -	$ 43,318	$ 17,917	$ -	$ -	$ 14,664	$ 12,395	$ 149,860
Lighting District	$-	$-	$ 5,675	$-	$ 1,003	$-	$ 30,151	$ 15,386	$-	$-	$ 908	$ 767	$ 53,890
Drainage District	$-	$-	$ 6,279	$-	$ 2,862	$-	$ 37,299	$ 12,539	$-	$-	$ 2,591	$ 2,190	$ 63,760
CIP (Local Matching)	$-	$-	$ 3,660	$-	$ 5,510	$-	$ 28,852	$ 133,007	$-	$-	$ 4,988	$ 4,216	$ 180,233
Impact Fee	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,977	$ -	$ -	$ -	$ -	$ -	$ 9,977
Rent Stabilization	$-	$ 2,970	$ 28,568	$ 14,304	$ 22,038	$ 139,835	$ 59,167	$-	$-	$ 13,737	$ 19,952	$ 16,864	$ 317,435
Housing in Lieu	$-	$-	$ 1,654	$-	$-	$-	$ 8,812	$-	$-	$-	$ -	$ -	$ 10,466
Housing TOT	$ -	$ -	$ 464	$ -	$ -	$ -	$ 7,051	$ -	$ -	$ -	$ -	$ -	$ 7,516
Housing Assistance	$-	$-	$ 50	$-	$-	$-	$ 8,931	$-	$-	$-	$ -	$ -	$ 8,981
Park in Lieu	$-	$-	$-	$-	$-	$-	$ 1,080	$-	$-	$-	$ -	$ -	$ 1,080
CYSFF TOT	$-	$-	$ 771	$-	$-	$-	$ 8,240	$-	$-	$-	$ -	$ -	$ 9,011
Water	$ 37,500	$ 8,909	$ 36,343	$ 7,795	$ 11,019	$ 31,569	$ 66,988	$ 22,780	$ -	$ -	$ 9,976	$ 8,431	$ 241,310
Garbage Service	$ 63,750	$ 4,454	$ 24,371	$ 3,897	$ 25,613	$-	$ 45,731	$ 9,128	$-	$-	$ 23,188	$ 19,599	$ 219,731
Successor Agency	$ -	$ -	$ 499	$ -	$ 1,071	$ -	$ 13,925	$ -	$ -	$ -	$ 970	$ 820	$ 17,284
EPASD	$-	$ 29,697	$ 246,295	$ 43,541	$ 18,732	$ 122,009	$ 344,932	$ 134,091	$-	$-	$ 99,758	$ 84,318	$ 1,123,373

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Glossary

AB x1 26 - legislation adopted and signed by Governor Jerry Brown in June 2011 and upheld by the California Supreme Court in California Redevelopment Association, et al. v. Ana Matosantos,et al., which eliminated redevelopment agencies. As a result, the Redevelopment Agency of the City of East Palo Alto (RDA) was dissolved effective February 1, 2012. AB x1 26 provides that the City may become the Successor Agency to the Redevelopment Agency (affirmed by the City Council on January 10, 2012), and continue to satisfy "enforceable obligations" of the former RDA and administer the dissolution and wind down of the former RDA

AB 1484 - legislation adopted and signed by Governor Jerry Brown in June 2012 that amended various provisions of AB x1 26.

ADOPTED BUDGET - The City budget for a fiscal year, adopted by the City Council by resolution following the close of budget hearings.

APPROPRIATION - Legal authorization granted by City Council or other policy body to make expenditures and incur obligations for a specific purpose within a specific time frame.

ASSESSED VALUATION - A dollar value placed on real estate or other property by the County as a basis for levying property taxes.

AUDIT - A review of the City's accounts by an independent auditing firm to substantiate fiscal year-end balances and assure compliance with generally accepted standards for financial accounting and reporting.

AVAILABLE FUND BALANCE - The amount of fund balance available to finance appropriation requirements after deducting reserves.

BOND PROCEEDS - The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These moneys are used to finance the project or purpose for which the securities were issued and to pay certain costs of issuance as may be provided in the bond contract.

BONDS - A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

BUDGET - A plan of financial operation, embodying an estimate of expenditures/ expenses for a given period (typically a fiscal year) and the means of financing them (revenue estimates). Upon approval by the City Council, the budget appropriation resolution is the legal basis for expenditures in the fiscal year.

BUDGET AUTHORITY - Under certain circumstances, the City Council may adjust the budgeted appropriations for reasons unforeseen at the time of the adoption of the original budget. Such amendments are made by Council resolution. The City Manager may make transfers of appropriations within a fund.

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

BUSINESS LICENSE TAX - This is a general tax on businesses for the privilege of conducting business within the city. Rates are set at each city's discretion but may not be discriminatory or confiscatory.

CAPITAL IMPROVEMENT BUDGET - Annual appropriations for capital improvement projects such as street improvements, building construction and various kinds of major facility maintenance. Capital projects are outlined in a five-year expenditure plan which details funding sources and expenditure amounts. They often are multi-year projects which require funding beyond the one-year period of the annual budget.

CAPITAL OUTLAY - Expenditures which result in the acquisition of, or addition to, fixed assets.

CAPITAL PROJECT - Any project having assets of significant value and a useful life of five years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings, infrastructure such as streets, bridges, drainage, street lighting, water/sewer systems, etc. Capital projects may include the acquisition of heavy equipment management control technique of

formal budgetary and machinery or rolling stock using capital funding sources.

CAPITAL PROJECTS FUND - A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

CAPITALIZATION POLICY - The criteria used by a government to determine which outlays should be reported as fixed assets.

CASH WITH FISCAL AGENT - An asset account reflecting deposits with fiscal agents, such as commercial banks, for the payment of bond principal and interest.

CAPITAL INVESTMENT PROGRAM (CIP) - A section in the five-year capital plan listing projects for which some level of funding is available.

COMMUNITY ORIENTED POLICING SERVICES (COPS) - A grant program supporting community involvement offered by the U.S. Department of Justice.

CONSUMER PRICE INDEX (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

CONTINGENCY - An amount of money appropriated for unforeseen expenditures. It is limited to not more than 15% of the appropriations in any fund.

CURRENT SERVICE CHARGES - These are charges imposed to support services provided to individuals. These charges may not exceed the cost of providing the service plus overhead. The rationale behind service charges is that certain services are primarily for the benefit of individuals rather than the general public.

DEBT SERVICE - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes or leasing arrangements.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.

DEFICIT - An excess of expenditures or expenses over revenues (resources).

DEPARTMENT - An organizational unit comprised of divisions or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities.

DEPRECIATION - (1) Expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset, other than wasting assets, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

DESIGNATED FUND BALANCE- A portion of an unreserved fund balance that has been "earmarked" by the City Manager or the City Council for specified purposes.

DESIGNATION - An account containing money set aside by the City Council for a specific future use. Money in a designation is earmarked for specific use, but may not be legally restricted to that use.

DEVELOPMENT IMPACT FEES - Fees placed on the development of land or conditions required for the approval of a development project such as the donation ("dedication" or "exaction") of certain lands (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

DIVISION - A sub-section (or activity) within a department which furthers the objectives of the City by providing specific services or programs.

ENCUMBERANCE - An anticipated expenditure committed for the payment of goods and services not yet received or paid for. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of

expenditures ultimately to result if unperformed contracts in process are completed.

ENTERPRISE FUND - A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas and electric utilities, airports, parking garages, or transit systems). In this case the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes.

ERAF - Educational Revenue Augmentation Fund. The state enacted legislation in 1992 whereby partial responsibility of funding education was shifted to local governments, directing specified amounts of local agency property taxes to be deposited into such funds to support schools.

EXCESS ERAF REFUND - Accounts for the remaining funds in ERAF account after the County of San Mateo has met the State's revenue limits for schools and community colleges. The revenue limit is based on several factors such as average daily attendance and cost of living increases. The excess is then refunded proportionally to each agency's contribution based on state statue.

EXPENDITURES - Monies spent, including current operating expenses, debt service and capital outlays.

EXPENSE - The actual spending of funds by an enterprise fund set aside by an appropriation.

FINES FORFEITURES AND PENALTIES - Revenues received and/or bail monies forfeited upon conviction of a misdemeanor or municipal infraction.

FISCAL YEAR - In accounting terms, it is the net of a twelve-month period used for budgeting and accounting purposes. For the City of East Palo Alto, the fiscal year is from July 1 to June 30.

FIXED ASSETS - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

FORFEITURE- See Fines, forfeitures, and penalties.

FRANCHISES FEES- Fees paid to a municipality from a franchisee for "rental" or as a "toll" for the use of city streets and rights-of-way. The businesses required to pay franchise fees in East Palo Alto include utilities such as water, gas, electricity, cable television and solid waste collection and disposal. Telephone utilities are specifically exempted from franchise fees by State law.

FULL-TIME EQUIVALENT (FTE) - The amount of time a regular full or part-time position has been budgeted for in terms of the amount of time an employee works in a year. Except as noted, part-time services provided by casual/seasonal employees, such as those for summer recreation programs, are not included.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts. Examples are the General Fund, Special Revenue Funds, Capital Projects, Enterprise, and Internal Service Funds.

FUND BALANCE - The amount of financial resources available for use. Generally, this represents a summary of all the annual operating surpluses and deficits since the fund's inception.

FY - Fiscal year.

GASOLINE TAX (HIGHWAY USERS TAX) - The Gasoline Tax is a 26-cent per gallon tax on fuel used to propel a motor vehicle or aircraft. The use of these revenues is restricted to "research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit guideways". The basic means of distribution to cities is population. The allocation formula is very complicated.

GENERAL FUND - The primary fund used to account for all revenues and expenditures of the City not legally restricted as to use. This fund is used to offset the cost of the City's general

operations. Examples of departments financed by the General Fund include the Police and Administrative Support Services Departments, such as the City Manager's Office.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) - A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units.

GRANT - Contributions, gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility.

HOMEOWNER'S PROPERTY TAX RELIEF - Revenue from the state to offset city loss of property tax for state-imposed $7,000 per dwelling homeowner exemption.

INFRASTRUCTURE - Facilities on which the continuance and growth of a community depend, such as streets and roads, sewers, public buildings, parks, etc.

INTRAFUND TRANSFERS - A transfer of moneys between departments in the same fund.

INVESTMENT EARNINGS - Revenue earned from the investment of idle public funds.

JOING POWERS AUTHORITY - The Joint Exercise of Powers Act authorizes local public agencies to exercise common powers and to form joint powers authorities (JPAs) for the purpose of jointly receiving or providing specific services.

LEGAL LEVEL OF BUDGETARY CONTROL - The level at which spending in excess of budgeted amounts would be a violation of law.

LEVEL OF BUDGETARY CONTROL - One of the three possible levels of budgetary control and authority to which organizations, programs, activities and functions may be subject. These levels of budgetary control are: (a) appropriated budget, (b) legally authorized non-appropriated budget review and approval process, which is outside the appropriated budget process or (c) non-budgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized non-appropriated budget review and approval process, but still are relevant for sound financial management and oversight.

LEVY - (Verb) to impose taxes, special assessments or service charges for the support of governmental activities; (noun) the total amounts of taxes, and/or special assessments and/or service charges imposed by a governmental agency.

LICENESES AND PERMITS - Charge designed to reimburse City for costs of regulating activities being licensed, such as licensing of animals and bicycles, etc.

LIEN - A claim on assets, especially property, for the payment of taxes or utility service charges.

LIQUIDITY - Refers to the ability to rapidly convert an investment into cash.

LOCAL AGENCY INVESTMENT FUND (LAIF) - Was established by the state to enable treasurers to place idle funds in a pool for investment. Each agency is currently limited to LAIF to an investment of $20 million plus any bond proceeds.

MISSION STATEMENT- A succinct description of the scope and purpose of a City department.

MEASURE C PARCEL TAX – A measure pass by the voters on the November 2006 ballot that calls for a 10 year special tax on all City parcels. Revenue generated from such tax will be used for public safety and crime prevention programs.

MOTOR VEHICLE IN-LIEU FEES - State residents pay a fee to the State each year that is computed as a percent of the depreciated value of their motor vehicles. Each city and county in California receive a portion, based on population, of the total motor vehicle license fees collected by the State. In 2004, the State reduced local government allocation from 2.0% to 0.67%. The difference of 1.33% was a swap for local property tax, now known as Property Tax in Lieu of VLF.

OBJECTIVES - The expected results or achievements of a budget activity which can be measured and achieved within a given time frame. Achievement of the objective advances the organization towards a corresponding goal.

OPERATING BUDGET - Annual appropriation of funds for on-going program costs, including

salaries and benefits, services and supplies, debt service and capital outlay.

ORDINANCE - A formal legislative enactment by the City Council. It has the full force and effect of law within City boundaries unless preempted by a higher form of law. An ordinance has a higher legal

OTHER EXPENDITURES- This category reflects transfer outs of the General Fund and excise tax settlement payments. Transfers are used to move funds to other operating funds in order to finance the operations of another fund or to reimburse the other fund for certain services provided to the General Fund.

OTHER FINANCING SOURCES - Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in.

OTHER FINANCING USES - Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

OTHER REVENUES - This category includes reimbursements from other government agencies, interest earned on investments and contributions. This category also includes some loan repayments made to the General Fund, i.e., from the Redevelopment Agency for budget purposes only.

OVERHEAD ALLOCATION - A methodology for identifying and allocating overhead, (indirect) costs incurred by central services departments to the direct cost programs.

OVERSIGHT BOARD – this board provides some oversight to the Successor Agency (see definition) and has the fiduciary responsibility to holders of enforceable obligations and the taxing entities that benefit from the distribution of the revenues, especially property tax revenue.

PERFORMANCE MEASURE- An annual indicator of achievement or measures of prediction for a program of work unit as defined in the organization of the budget. Measures may be expressed as a number count, fraction, or a percent of achievement related to the size of the problem or service being provided.

PERMITS, FEES AND CHARGES FOR SERVICES- This category includes the City's charges and fees for licenses and permits issued by the City; as well as, the community development services of staff, provided to customers. The license and permit revenues are designed to reimburse the City for costs of regulating the activities being licensed. Fees and charges for services are imposed to support services provided to individuals and businesses.

PERS - Public Employees' Retirement System.

P.O.S.T - Peace Officer Standards and Training - a State reimbursement program for Police Officer Training.

PROPERTY TAX - Homes, businesses, and other taxable real and personal property are subject to a property tax rate of 1% of assessed value. Since Proposition 13 was enacted in 1978, the assessed valuation of real property in the "base year" of 1975-1976 may increase each year by the change in the Consumer Price Index (CPI), not to exceed 2% as long as it is held by the same owner. When there is a transfer of property ownership, or when property is newly constructed, it is reappraised at its current full market value. The property tax is imposed on real property (land and permanently attached improvements such as buildings) and tangible personal property (movable property) located within the state. By definition, this ad valorem tax is based on the property value, as defined in law, rather than on a fixed amount or benefit.

ADOPTED BUDGET - The financial and operating document submitted by the City Manager to the City Council for consideration.

PROPOSITION 13 - Article XIIIA of the California Constitution, commonly known as Proposition 13, which limits the maximum annual increase of any ad valorem tax on real property to 1% of the full cash value of such property.

PURCHASED SERVICES - This category covers a wide-range of services such as consulting services, outside professional, legal, and auditing

services, county services, i.e., supplemental police patrol, and animal control services; City facilities maintenance services, etc.

RDA - Redevelopment Agency.

RECEIVABLES-REDEVELOPMENT AGENCY- This receivable sets out amounts due the City from the Redevelopment Agency making those funds unavailable for appropriations until received.

REGULAR POSTISION - Any permanent position in the classified service that is required to be filled through certification, or by provisional appointment.

REIMBURSEMENT FOR STATE MANDATED COSTS - Article XIIIB, Section 6 of the California Constitution which requires the State to reimburse local agencies for the cost of state-imposed programs. Process is commonly called "SB 90" after its original 1972 legislation.

RESERVE - An account used to record a portion of the fund balance as legally segregated for a specific use, usually at a future time.

RESOLUTION - A special order of the City Council which has a lower legal standing than an ordinance.

REVENUES - Monies received or anticipated by a local government from both tax and non-tax sources during the fiscal year.

SALARIES AND BENEFITS - This major category accounts for full-time and part-time employees, overtime expenses and all employee benefits, such as medical, dental, retirement, life insurance, long term disability, and workers compensation. Where applicable, uniform allowance is also included in this category.

SALES TAX - This tax is levied on goods and services at the point-of-sale. Sales tax in San Mateo County is 8.25% of which approximately 1% is returned to East Palo Alto for those sales which take place in East Palo Alto.

SB 90 - Reimbursement process for state mandated costs, named after its original 1972 legislation.

SERVICE CHARGES - Charges imposed to support services to individuals or to cover the cost of providing such services. The fees charged are limited to the cost of providing the service or regulation required (plus overhead).

SERVICES - Expenditures/expenses for services.

SINGLE AUDIT - An audit performed in accordance with the Single Audit Act of 1984 and the Office of Management & Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act allows or requires governments (depending on the amount of federal assistance received) to have one audit performed to meet the needs of the federal agencies.

SPECIAL REVENEUE FUND - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes. GAAP only require the use of special revenue funds when legally mandated.

SUCCESSOR AGENCY – designated as the entity to the former redevelopment agency. The agency is given the authority, rights, powers, duties, and obligations previously provided to the former redevelopment agency under the Community Redevelopment Law, except for those that were repealed, restricted or amended in Assembly Bill 1X26. The purpose of the agency are 1)make payments on the redevelopment agency's enforceable obligations; and 2)wind down the activities of the redevelopment agency.

SUPPLEMENTAL PROPERTY TAX - In the event a property changes ownership, the county collects a supplemental property tax assessment in the current tax year by determining a supplemental value. In future tax periods, the property carries the full cash value.

SUPPLIES AND MATERIALS - This category of expenses relates to supplies needed and required to operate as a cost of doing business. Some of the major supplies consist of general office supplies, safety supplies, utilities and fuel for City vehicles, etc.

TAX - Compulsory charge levied by a government for the purpose of financing services performed for the common benefit.

TAX ALLOCATED BONDS - Bonds issued by redevelopment agencies to revitalize blighted and economically depressed areas of the community and to promote economic growth.

TAX BASE - The objects or transactions to which a tax is applied (e.g., parcels of property, retail sales, etc.). State law or local ordinances define the tax base and the objects or transactions exempted from taxation.

TAX INCREMENT FINANCING - A tax incentive designed to attract business investment by dedicating to the project area the new property tax revenues generate by redevelopment. The increase in revenues (increment) is used to finance development-related costs in that district.

TAX RATE - The amount of tax applied to the tax base. The rate may be flat, incremental or a percentage of the tax base, or any other reasonable method.

TEMPORARY POSITION - A non-regular, temporary position created to meet a peak workload or other unusual work situation; can include seasonal or recurrent intermittent employment.

TRANSIENT OCCUPANCY TAX (TOT) - This is a general tax imposed on occupants for the privilege of occupying rooms in hotels, motels, inns, or other lodging facilities for 30 days or less. The current tax rate in East Palo Alto is 12%. Of the total tax anticipated to be received by the City, there is a 10% set-aside for children, youth, senior and families services and another 10% for housing services for the residents of East Palo Alto.

TRUST FUNDS - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

UNDESIGNATED FUND BALANCE - The City will maintain an Undesignated General Fund Balance to help mitigate the effects of such unanticipated situations as the following:

a) Economic downturns
b) Loss of revenues to or imposition of additional costs by other governmental agencies
c) Errors in financial forecasting
d) Natural disasters

UNRESERVED FUND BALANCE - That portion of a fund balance available for spending or appropriation in the future.

UTILITY USER'S TAX - This tax is imposed on the consumer (residential or commercial) of utilities – electric, gas, cable television, and telephone services. The current tax rate is 5%. The tax is collected by the companies providing the service as part of their billing process and is issued to the City.

VLF - See Motor Vehicle In-Lieu Fee.

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CITY OF EAST PALO ALTO

TEN YEAR CAPITAL IMPROVEMENT PROGRAM UPDATE
FY 2024-2025 CAPITAL BUDGET

Humza Javed	Director of Public Works
Fatima Khan	Management Analyst

ACKNOWLEDGEMENTS

CITY COUNCIL

Mayor
Honorable Antonio López

Vice-Mayor
Honorable Martha Barragan

Councilmembers
Lisa Gauthier
Ruben Abrica
Carlos Romero

PUBLIC WORKS & TRANSPORTATION COMMISSION

Commissioners
Commissioner Uhila Makoni
Commissioner Court Skinner
Commissioner Gary Gray
Commissioner Christopher Kao
Commissioner Martha Fomby Reed
Commissioner Deborah Lewis-Virges
Commissioner Mark Dinan
Commissioner Gail Wilkerson (alternate)

EXECUTIVE TEAM

Melvin Gaines	**City Manager**
John Lê	**City Attorney**
Greg Henry	**Senior Management Analyst**
James Colin	**City Clerk**
Jeff Liu	**Chief of Police**
Tomohito Oku	**Finance Director**
Humza Javed	**Public Works Director**
Amy Chen	**Community & Econ. Dev. Director**

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

PLANNING COMMISSION

Commissioners
Commissioner Uriel Hernandez
Commissioner Javanni-Brown Austin
Commissioner Robert Allen Fisk
Commissioner Michael Mashack
Commissioner Juan Mendez
Commissioner Robert Sherrard
Commissioner Q. Smith
Commissioner Iliana Nichols (alternate)

CAPITAL IMPROVEMENT TEAM

Tomohito Oku	**Finance Director**
Humza Javed	**Public Works Director**
Fatima Khan	**ESA/Management Analyst**
Anwar Mirza	**City Engineer**
Batool Zaro	**Senior Engineer**
Elena Lee	**Planning Manager**
Salifu Yakubu	**Senior Planner**
Jay Farr	**Maintenance Manager**
Maurice Baker	**Community Services Manager**

TEN-YEAR CAPITAL IMPROVEMENT PROGRAM AND ANNUAL CAPITAL BUDGET UPDATE

Since the last Ten-Year Capital Improvement Program (CIP) and Capital Budget Update was published in 2016, the City has continued moving forward Capital Projects in alignment with the existing CIP, the City's General Plan VISTA2035, and City Council Strategic Priorities

FISCAL YEARS (FY) 2023-2024 IN REVIEW

Over the last two (2) Fiscal Years, the City of East Palo Alto completed four (6) capital improvement projects for its residents. Capital projects completed since the previous Ten-Year Capital Improvement Program are listed below.

ST-07 Annual Street Resurfacing Project 2022/2023
This project provides for the resurfacing of City streets during the ten-year life of the CIP and is done on an annual basis. The City's Pavement Management Program (PMP) was updated in 2014. The PMP documented the existing conditions of City streets and outlined recommended strategies for systematically maintaining and improving streets with the City's available funding. The PMP divided streets into two categories based on their condition: streets requiring resurfacing for preventative maintenance, and those requiring major reconstruction.

SD-04 Street Sweeping Signage
The City completed the installation of street sweeping signage. This signage was installed on streets to indicate that parking is prohibited during scheduled street sweeping hours. The installation of signage will allow the City to enforce no parking requirements during street sweeping activities. The reduction in the number of vehicles parked on the street during street sweeping will improve the effectiveness of the City's street sweeping program.

SP-15 Slope Repair at San Francisquito Creek
This project was completed in May 2024 and restabilized the embankment that was affected by adverse flooding in previous years.

PK-05 Joel Davis Park Restroom
Construction on this bathroom began in April 2024 and concluded in May 2024. There are two single-occupancy stall. The bathroom are equipped with an auto-cleaning capacity as well as movement detection technology.

FA-01 Community Facilities Master Plan
The Community Facilities Master Plan (CFMP) summarized the findings and recommendations for the City of East Palo Alto's civic facilities. The purpose of this study was to analyze and plan for near-term (0-5 years), interim (5-10 years), and future (10-20 years) City and Police staff needs, including spatial needs, staffing levels, and departmental adjacencies. The CFMP included an assessment of existing facilities and recommendations for improvement.

ST-27 University Avenue at Michigan Avenue Improvements
The University Avenue and Michigan Avenue intersection is located in the center of the University Avenue Corridor between US 101 and SR 84. This project included pedestrian safety improvements at this intersection. Specifically, the project installed ADA-compliant bulb-outs, median improvement, curb ramps, Rapid Rectangular Flashing beacons (RRFB), striping, and signage.

CURRENT PROJECTS IN FISCAL YEAR (FY) 2024-2025

Capital projects which will remain or will be in progress during FY 2024-2025 are listed in the table below.

	Title	Status
PK-18	Railspur Trail Improvements	In Progress
ST-25	Bus Stop Shelter Improvements	In Progress
ST-26	Addison Avenue Improvements	In Progress
ST-09	Bicycle and Pedestrian Improvements	In Progress
WS-01A	Woodland/Palo Alto Emergency Intertie	In Progress
SP-15	Slope Repair at SF Creek	Complete
PK-05	Joel Davis Park Restroom	Complete
ST-08	University Avenue Resurfacing / Signal Improvement	In Progress
ST04A/B	Street Light Upgrade Project	In Progress
ST-11	Sidewalk Repair Program	In Progress
ST-01	Mobility Study	In Progress
ST-14A/B	University Avenue Interchange/POC	In Progress
ST-07	Annual Street Resurfacing	In Progress
PK-20	Rutgers Trail Gate	In Progress
FA-2	Community Development Building	In Progress
FA-15	Cummings Loft Improvements	In Progress
FA-17	PD Facility Improvements	In Progress
WD-04B	University/Weeks Watermain	In Progress
FA-13	City Hall Tenant Improvements	In Progress
SP-14	Newell Bridge	In Progress
ST-15	Signage and Striping Improvements	In Progress
WS-09	Water Tank Siting Study	Planned
FA-16	City of East Palo Alto Library	In Progress
ST-28	East Bayshore Sidewalk Project	Planned
SP-02B	SF Creek Reach II	Planned
SP-02C	Safer Bay	Planned

	Title	Status
SD-08	Full Trash Capture Device Installation	In Progress
WD-05	Water Meter Replacement	In Progress
ST-29	University Avenue Grand Corridor – Phase 1	In Progress
SD-06A	O'Connor Pump Station	Planned
ST-12	Traffic Calming Program – Pulgas Roundabouts	In Progress
FA-10	Electric Vehicle Charging Stations	In Progress

CHAPTER I - INTRODUCTION

CHAPTER 1- INTRODUCTION

1.1 INTRODUCTION TO THE CAPITAL IMPROVEMENT PROGRAM

The City of East Palo Alto's capital needs are broad and extensive, ranging from water system upgrades, to roadway and traffic flow improvements, to park and facility improvements. While the City seeks to accomplish as many Citywide improvement it possible can possible within this ten-year Capital Improvement Program period, the primary function of this document is to identify and prioritize the many Capital Improvements needed throughout the East Palo Alto.

CAPITAL PRIORITIES

The City of East Palo Alto maintains its obligation to protect its residents and their properties. Currently, the City's greatest capital improvement needs are related to public safety, specifically water infrastructure, mobility, and flood protection. To accomplish the City's obligation to its residents, this ten-year Capital Improvement Program will focus on these priorities.

The water system that exists was build on an old water demand management plan. With the growing Citywide development, this demand has continued to rapidly grow and evolve, placing increased pressure on our aging water infrastructure. Currently, the City is working on a hydraulic model to help the Public Works Department better determine the true state of our current water infrastructure. By doing this, the Department is able to more quickly and accurately identify issues with water flow and water pressure, thus enabling the City to respond and prioritize its water projects more efficiently.

Another urgent priority is to address Citywide mobility. The City is currently working on a Mobility Study (ST-12) to identify the existing pain-points for general mobility for residents of East Palo Alto. The outcome of this study will enable the City to better prioritize its most urgent mobility-related capital projects, including (but certainly not limited to) pedestrian and bicycle improvements, sidewalk and crosswalk improvements, traffic calming and/or diversion projects, etc. Furthermore, the City envisions developing University Avenue into a "grand corridor" of sorts for the City, which may include projects that provide traffic mitigation, pedestrian and bicycle roadway enhancements, and other safety improvements to this major arterial public rightof-way.

Third, but certainly not the least urgent, the City continues its improvements to the City's flood protection and planning. Among the largest and most important projects listed in the Capital Improvement Program this year is the Safer Bay Flood Control Improvement project. This project consists of a series of levee constructions which will bring the City's flood protection well above the height of daily tide and will protect the City up to its 100-year and 500-year flood boundaries. Through this and similar capital improvement projects, the City's major priority is to mitigate the impacts to East Palo Alto residents caused by continuing sea level rise.

1.2 PURPOSE OF A CAPITAL IMPROVEMENT PLAN

The primary purpose of a Capital Improvement Program is to catalog and schedule capital improvements over a multi-year period. A Capital Improvement Program lists the specific improvement projects envisioned in the General Plan and matches those projects with sources of funding (although a funding source is not always available for every project). The Capital Improvement Program is one of the three (3) documents critical to any municipal agency for the planning and delivery of capital improvements:

CITY GENERAL PLAN

A General Plan is a long-range policy document which its municipality with broad planning guidelines for its future development goals and provides policy statements to achieve those development goals.

CAPITAL IMPROVEMENT PROGRAM

A Capital Improvement Program is a short-range analysis document which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

ANNUAL CAPITAL BUDGET

An Annual Capital Budget is an implementation document which prioritizes capital projects for the current fiscal year and identifies sources of funding to finance each project. An Annual Capital Budget only refers to the projects that are specifically programmed for the next fiscal year, in contrast to the ten-year Capital Improvement Program, which plans and projects capital projects over a multi-year period.

An Annual Capital Budget becomes part of the legally adopted Annual Operating Budget, whereas the Capital Improvement Program is a projection and thus does not commit the City to future expenses. All three of these elements are essential in delivering infrastructure improvements efficiently and effectively to the residents of East Palo Alto.

ADOPTION OF THE CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program, along with the Annual Capital Budget, provides a mechanism through which the City may carry out capital improvements necessitated through the General Plan efficiently and effectively. Once adopted by City Council, a Capital Improvement Program may:

- Facilitate a schedule of public improvements over multiple fiscal years;
- Facilitates the scheduling of public improvements which require a multi-year schedule and thus incur multi-year expenses;
- Allows individual projects to be compared with the goals and policies laid out within the General Plan;
- Facilitates management of capital projects;
- Provides a forum for additional citizen input regarding capital projects and financing; • Provides the City eligibility for State, Federal, and other grants which may support the completion of listed capital projects; and,
- Assists with any future updates to the General Plan by identifying where additional infrastructure may be needed.

CAPITAL PROJECT SERVICE CATEGORIES

The Capital Improvement Program lists all of the City's major upcoming capital projects. Capital projects are large-scale projects which include the acquisition, improvement, or construction of City assets. Capital projects tend to be major equipment or facilities projects that are exceed $50,000 in cost.

For the purpose of this Capital Improvement Program, the City's current capital projects have been categorized into the following service areas:

- Streets and Transportation (code ST)
- Community Facilities (code FA)
- Parks and Open Spaces (code PK)
- Storm Drain (code SD)
- Water Supply (code WS)
- Water Distribution (code WD)
- Special Projects (code SP)

CHAPTER II – BUDGET SUMMARY

CHAPTER 2 – BUDGET SUMMARY

2.1 BUDGETING THE CAPITAL IMPROVEMENT PROGRAM

PREPARING THE CAPITAL IMPROVEMENT PROGRAM AND CAPITAL BUDGET

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

ADVISORY BOARD(S) REVIEW

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

CITY COUNCIL ADOPTION OF THE CAPITAL IMPROVEMENT PROGRAM

The City Council may adopt the Capital Improvement Program and Capital Budget by resolution.

ANNUAL UPDATES

The City's Capital Improvement Program will be reviewed and updated on an annual basis. The annual updates will typically refine cost and revenue estimates, and add new projects if needed. The Bi-Annual Capital Budget will also be reviewed and adopted on an annual basis.

2.2 PROJECT PRIORITIZATION

Capital projects require a great deal of project management and oversight, and thus the needs of the City are significant and funds available for capital projects are limited. Current needs range from enhancing the City's water supply and distribution system, improvement of the storm drain system and building and maintaining community facilities, parks and the streets/transportation network. Each Capital Improvement Program represents a balancing act between critical needs and available resources. Adequate prioritizing of capital projects is pivotal for ensuring that the City's more critical capital improvements are accomplished.

The following criteria was used to prioritize projects within the Capital Improvement Program:

1. Projects with full existing funding, including project management.
2. Projects funded by a grant(s) that have been accepted by the City.
3. Projects that are "In Progress", "Planned", and/or have incurred significant expenditures.
4. Projects which align with the goals set forth by the City's General Plan VISTA 2035.
5. Projects that meet community need.

2.3 FUNDING SOURCE DESCRIPTIONS

Because the City's revenue sources are limited but our capital needs are great, the City has relied heavily upon alternate funding sources to fund its capital projects. The City will continue to take a conservative approach towards its Capital Fund and will continue to leverage additional funding sources at all levels.

STATE/LOCAL FUNDS

Affordable Housing and Sustainable Communities Grant Program ("AHSC Funds")
Administered by the Strategic Growth Council and implemented by the Department of Housing and Community Development (HCD), the AHSC Program funds land-use, housing, transportation, and land preservation projects to support infill and compact development that reduce greenhouse gas ("GHG") emissions.

California State Gas Tax Funds ("Gas Tax Funds")
The State of California collects a tax on the sale of gasoline, as permitted under the Streets and Highway Code. A portion of State Gas Tax money is distributed to local governments. That money is restricted to expenditures related to street maintenance and construction

City/County Association of Governments Funds ("C/CAG Funds")
C/CAG works on issues that affect the quality of life in general (i.e. transportation, air quality, stormwater runoff, etc.). C/CAG provides local tax and grant funds for projects directly addressing these issues.

One Bay Area Grant Funds ("OBAG Funds")
MTC's One Bay Area Grant Program (OBAG) is a funding approach that aligns the Commission's investments with support for focused growth. Established in 2012, OBAG taps federal funds to maintain MTC's commitments to regional transportation priorities while also advancing the Bay Area's land-use and housing goals.

Safe Routes to School Grant Program ("SR2S Funds")
Safe Routes to School (SRTS) is an approach that promotes walking and bicycling to school through infrastructure improvements, enforcement, tools, safety education, and incentives to encourage walking and bicycling to school.

LOCAL TAX FUNDS

Measure A Funds

In 1988, San Mateo County voters approved a $.005 sales tax to fund local transportation. Eighteen percent (18%) of the funds collected throughout San Mateo County are distributed back to each local jurisdiction on the basis of population and road mileage. Measure A funds fund capital projects related to transportation exclusively.

Measure M Funds

The San Mateo County Congestion Management Agency collects a $10 annual fee for every vehicle that is registered in San Mateo County. These funds are distributed for use on transportation projects that are consistent with the Regional Transportation Plan

Measure W Funds

Similar to Measure A, the San Mateo County Transportation Authority collects a use tax for the purpose of funding transportation improvements, including those listed in the San Mateo County Congestion Relief Plan.

LOCAL IMPACT FEES

The City collects impact fees from development projects in order to mitigate the impact of the development on City services. Development impact fees are derived from the nexus between the development and the anticipated cost of providing services for that development. Development Impact fees may only be spent to mitigate the specific impacts caused by that development.

In 2019, City Council approved the institution of several new development impact fees for the City of East Palo Alto. The City now collects the following Impact Fees from development projects applying within the bounds of East Palo Alto:

- Parks and Trail Impact Fees
- Public Facilities Impact Fees
- Storm Drain Impact Fees
- Transportation Impact Fees

OTHER LOCAL FUNDS

Capital Improvement Program Funds ("CIP Funds")
Capital Improvement Program Funds are funds allocated from the City's General Fund to finance all Capital Projects scheduled for that fiscal year.

City of East Palo Alto General Funds ("General Funds")
Capital projects are eligible to receive funding from the City's General Fund, which includes income from a variety of sources such as local sales tax and local property taxes. The City is not typically restricted in the manner in which it allocates money from the General Fund.

Lighting District Funds
Money collected by the City's lighting district may be expended towards capital projects that improve the City's network of street lights.

Water Funds
These funds includes the City's water enterprise funds, such as the Water Lease Fund and the Water Capital Replacement Fund.

Other Local Funds
This category includes a number of other, miscellaneous funds collected by the City for the purpose of funding capital projects. Such funds include developer funds negotiated during the entitlement phase of a project for community benefits, settlement funds, in lieu fees, etc.

UNFUNDED PROJECTS

Although many of these projects only include cost estimates, capital infrastructure projects often escalate in cost 4 to 5 percent per year, and at times may increase in cost due to unforeseen costs or additional analyses required to complete the project.

Taken together with the fact that the City's General Fund cannot sustain such and immense Capital Budget, many of the priority projects listed in this Capital Improvement Program are unfunded and as such are listed as "Future Projects"

Should the financial position of the City change or other funding sources for capital projects become available, a comprehensive list of such projects, and their estimated costs will support responsible management of the City's resources and will ensure that the residents' highest priority needs are met first.

Community Facilities

East Palo Alto, CA

Project #	FA-13
Project Name	City Hall Tenant Improvements

Total Project Cost	$1,350,000	Department	Public Works
Category	Community Facilities	Funding Status	Partially Funded

Description

In 2018, the City of East Palo Alto entered into an agreement with Powell & Partners Architects to develop a facility design for City Hall tenant improvements. Among the scope of work included in this agreement, Powell & Partners Architects has been tasked with improvements to the East Palo Alto Police Evidence Room and the City of East Palo Alto Council Chambers (which includes the scope of the former CIP item FA-08 Council Chamber Accessibility Compliance). The 350k allocated for FY 22-23 was for tenant improvements to the HR/IT room (formerly the East Palo Alto Police Evidence Room). The future unfunded $1,000,000 is for improvement to the City Council Chambers.

Expenditures	2024	2025	2026	2027	2028	Total	Future
Construction	350,000	0	0	0	0	**350,000**	1,000,000
Total	**350,000**	**0**	**0**	**0**	**0**	**350,000**	

Funding Sources	2024	2025	2026	2027	2028	Total
General Fund	350,000	0	0	0	0	**350,000**
Total	**350,000**	**0**	**0**	**0**	**0**	**350,000**

Community Facilities

East Palo Alto, CA

Project #	FA-16
Project Name	City of East Palo Alto Library

Total Project Cost	$36,000,000	Department	Public Works
Category	Community Facilities	Funding Status	Partially Funded

Description

The project's scope of work includes the design and construction of a library facility owned and operated by the City of East Palo Alto. The current local library is in City Hall and owned by San Mateo County. This project is in the design phase. The expenditures listed under "Future" are for future construction costs and are currently unfunded.

Expenditures	2024	2025	2026	2027	2028	Total	Future
Design	1,900,000	0	0	0	0	**1,900,000**	34,100,000
Total	**1,900,000**	**0**	**0**	**0**	**0**	**1,900,000**	

Funding Sources	2024	2025	2026	2027	2028	Total
ARPA - Design	400,000	0	0	0	0	**400,000**
HUD Grant - Design	1,500,000	0	0	0	0	**1,500,000**
Total	**1,900,000**	**0**	**0**	**0**	**0**	**1,900,000**

Community Facilities

East Palo Alto, CA

Project #	FA-02
Project Name	Community Development Building

Total Project Cost	$120,000	Department	Public Works
Category	Community Facilities	Funding Status	Funded

Description

This project would improve the physical condition of the Community Development Department building. At this time, the Community Development Building requires improvements to create a functional permit center and conference room. The building will also require a new paint job during the next ten years. The complete scope of improvements will be based on the findings of the Community Facilities Master Plan (FA-01). The total estimated expenses for this project will be adjusted based on the findings listed in the Community Facilities Master Plan (FA-01) once it is complete.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	120,000	0	0	0	0	**120,000**
Total	**120,000**	**0**	**0**	**0**	**0**	**120,000**

Funding Sources	2024	2025	2026	2027	2028	Total
General Fund	120,000	0	0	0	0	**120,000**
Total	**120,000**	**0**	**0**	**0**	**0**	**120,000**

Community Facilities

East Palo Alto, CA

Project #	FA-15
Project Name	Cummings Loft Improvements

Total Project Cost	$550,000	Department	Public Works
Category	Community Facilities	Funding Status	Funded

Description

This project invloves the construction of an incubator space for small businesses in the community. Several years ago, the City acquired a commercial space (known as Cummings Loft) of nearly 1,000 sq/ft as part of a negotiation with a developer who built a mixed-use project. The intent was to create incubator space for East Palo Alto small businesses and non-profits that were on the verge of being displaced due to gentrification. The developer provided the space in a “cold shell” condition. Therefore, the space needs drywall, plumbing, flooring, paint, and other essential features prior to making the space available for use. To ensure the existing tenants are not impacted by the incubator space, the City also plans to make ingress and egress/security upgrades on the outside of the property.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	0	440,865	0	0	0	**440,865**
Design	109,135	0	0	0	0	**109,135**
Total	**109,135**	**440,865**	**0**	**0**	**0**	**550,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Small Business Administration	109,135	440,865	0	0	0	**550,000**
Total	**109,135**	**440,865**	**0**	**0**	**0**	**550,000**

Community Facilities

East Palo Alto, CA

Project #	FA-10
Project Name	Electric Vehicle Charging Stations

Total Project Cost	$120,000	Department	Public Works
Category	Community Facilities	Funding Status	UnFunded

Description

This project is included as an implementation project in the Climate Action Plan. It includes citywide review of potential charging stations and implementation includes the construction of stations at City-owned or operated facilities identified to be high priority for the state of California's new Advanced Clean Fleets regulations. The City is currently in the design phase for the installation of a single 2-port charging station at 1960 Tate Street (the Community Development Building).

Expenditures	2024	2025	2026	2027	2028	Total
Construction	120,000	0	0	0	0	**120,000**
Total	**120,000**	**0**	**0**	**0**	**0**	**120,000**

Funding Sources	2024	2025	2026	2027	2028	Total
PCE Member Grant	120,000	0	0	0	0	**120,000**
Total	**120,000**	**0**	**0**	**0**	**0**	**120,000**

Community Facilities

East Palo Alto, CA

Project #	FA-17
Project Name	Police Department Facility Improvements

Total Project Cost	$400,000	Department	Public Works
Category	Community Facilities	Funding Status	Funded

Description

This project includes improvements to the Police Department trailers. The trailers need plumbing, HVAC, awning, ADA, roof, and security upgrades.

Expenditures	2024	2025	2026	2027	2028	Total
Design/Construction	400,000	0	0	0	0	**400,000**
Total	**400,000**	**0**	**0**	**0**	**0**	**400,000**

Funding Sources	2024	2025	2026	2027	2028	Total
General Fund	400,000	0	0	0	0	**400,000**
Total	**400,000**	**0**	**0**	**0**	**0**	**400,000**

Community Facilities
East Palo Alto, CA

Project #	FA-11
Project Name	City Facility Energy Upgrades

Total Project Cost	$100,000	Department	Public Works
Category	Community Facilities	Funding Status	UnFunded

Description

The City completed an audit on energy consumption and a number of facilities expressed inefficient energy consumption. This project will take the recommendations of the Energy Audit and implement them to help promote energy efficiency.

Expenditures	Future	Total
Project Costs	100,000	**100,000**
Total	**100,000**	**100,000**

Community Facilities
East Palo Alto, CA

Project #	FA-07
Project Name	City Hall Purchase

Total Project Cost	$50,000,000	Department	Public Works
Category	Community Facilities	Funding Status	UnFunded

Description

City staff work and are based in several different locations throughout the City, some of which are City owned properties, and some of which are leased properties. This project would consolidate most City services into a single location. Consolidating City services at one location would allow for more efficient delivery of City services and increased convenience for the residents. This project may include the purchase of a new City Hall building, land acquisition, building purchase and/or renovation. The Community Facilities Master Plan (FA-01) has provided guidance on appropriate locations and considerations for such a consolidation, including the potential total or partial acquisition of 2415 University Ave., where several City departments are already located.

Expenditures	Future	Total
Project Costs	50,000,000	**50,000,000**
Total	**50,000,000**	**50,000,000**

Community Facilities
East Palo Alto, CA

Project #	FA-06
Project Name	Corporation Yard

Total Project Cost	$100,000	Department	Public Works
Category	Community Facilities	Funding Status	UnFunded

Description

This project is for either the improvement of the physical condition of the City's current Corporation Yard, located at 150 Tara Road, or the relocation of the Corporation Yard. The City currently leases the Corporation Yard facility at 150 Tara Road. Improvements need to be made to the building, including a new paint job.

Expenditures	Future	Total
Project Costs	100,000	**100,000**
Total	**100,000**	**100,000**

Community Facilities
East Palo Alto, CA

Project #	FA-09
Project Name	New Facilities in Ravenswood Specific Plan Area

Total Project Cost	$10,000,000	Department	Public Works
Category	Community Facilities	Funding Status	UnFunded

Description

The adopted Ravenswood/4 Corners Specific Plan identified three major community facility improvements: a recreation center, a community center at 4 Corners, and a library expansion. This project will be modified to remove the library as it is standalone project that is being managed by the City.

Expenditures	Future	Total
Project Costs	10,000,000	**10,000,000**
Total	**10,000,000**	**10,000,000**

Community Facilities

East Palo Alto, CA

Project #	FA-05
Project Name	New Police Department Building

Total Project Cost	$25,000,000	Department	Public Works
Category	Community Facilities	Funding Status	UnFunded

Description

This project is for the establishment of a permanent facility for the East Palo Alto Police Department. Currently, the City leases space at 141 Demeter Street for the Police Department. The lease was previously extended through 2025. In the interim, the City will need to determine whether to purchase a new facility, extend the lease at the current location, or sign a lease at a new location.

Expenditures	Future	Total
Project Costs	25,000,000	**25,000,000**
Total	**25,000,000**	**25,000,000**

Parks
East Palo Alto, CA

Project #	PK-09
Project Name	Baylands Park

Total Project Cost	$4,400,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

This is a conceptual project is for the construction of improvements to enhance access and usability of existing open space in the Baylands. Potential uses for the improved land may include community gardens, open space, parks, trails, rest areas, vista points, interpretive exhibits, etc. Improvement of the site would also enhance the usability of an existing section of the Bay Trail. The City of Palo Alto owns the site and issues such as ownership structure, liability, uses of the site, access to the site and facilities, operation of programs if any, planning, development, construction and maintenance costs would need to be resolved prior to any improvements. The design of this project will need to take into consideration the future construction of flood improvements by the San Francisquito Creek Joint Powers Authority (SP-02B). The proposed project would enhance access and the current experience of both natural resources, the Palo Alto Baylands and the Ravenswood Open Space Preserve, for the benefit and enjoyment of East Palo Alto residents, as well as the many regional users of this section of the Bay Trail.

Expenditures	Future	**Total**
Project Costs	4,400,000	**4,400,000**
Total	**4,400,000**	**4,400,000**

Parks
East Palo Alto, CA

Project #	PK-10
Project Name	Bell Street Park Improvements

Total Project Cost	$16,000,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

This project will implement improvements to Bell Street Park. A Master Plan was developed for Bell Street Park which included the construction/ renovation of walking paths, play equipment, tables, a performance center and other improvements. Portions of the Master Plan have already been implemented, such as the construction of the YMCA, the Kaboom playground, and the installation of some walking trails. The Parks Master Plan will assist in determining the complete scope of improvements. At this time, staff has determined that the park will need new park lighting, a concrete stage, new restrooms, security cameras, security fencing, new bathrooms, new play equipment, new picnic area and upgraded playfields.

Expenditures	Future	**Total**
Restroom install/Project Costs	16,000,000	**16,000,000**
Total	**16,000,000**	**16,000,000**

Parks
East Palo Alto, CA

Project #	PK-12
Project Name	Hetch Hetchy Aqueduct Linear Park

Total Project Cost	$3,100,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

The San Francisco Public Utilities Commission (SFPUC) recently completed a project to replace the existing water pipeline running through the SFPUC right-of-way in the University Village neighborhood of the City. The SFPUC's construction project provides an opportunity to reuse the land for a trail or other recreational opportunities. The trail would provide increased access to the Baylands and the ability of residents to access recreation opportunities in the City.

Expenditures	Future	Total
Project Costs	3,100,000	**3,100,000**
Total	**3,100,000**	**3,100,000**

Parks
East Palo Alto, CA

Project #	PK-08
Project Name	Jack Farrell Park Improvements

Total Project Cost	$2,421,000	Department	Public Works
Category	Parks	Funding Status	Partially Funded

Description

This project involves the renovation and improvement of Jack Farrell Park. The scope of improvements at Jack Farrell Park will be determined by the development of the Parks Master Plan (PK-16). At this time, staff has identified a need to install new play equipment, security cameras, security fencing, a concrete seat wall, upgrades to the existing building, upgrades to the picnic area and upgrades to existing playfields and courts.

Expenditures	Future	Total
Project Costs	2,421,000	**2,421,000**
Total	**2,421,000**	**2,421,000**

Funding Sources	2045	Total
General Fund	115,000	**115,000**
Total	**115,000**	**115,000**

Parks
East Palo Alto, CA

Project #	PK-05
Project Name	Joel Davis Park Improvements

Total Project Cost	$1,197,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

Improvements to Joel Davis Memorial Park were identified in the City of East Palo Alto's Parks Master Plan. Some of these improvements include: expanded picnic and seating options, additional waste receptacles, open lawn area for informal games and play, Bocce ball courts, direct connection between East Palo Alto's Community and Economic Development and Public Works Engineering offices.

Expenditures	Future	Total
Project Costs	1,197,000	**1,197,000**
Total	**1,197,000**	**1,197,000**

Parks
East Palo Alto, CA

Project #	PK-04
Project Name	MLK JR Park Expansion

Total Project Cost	$21,000,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

This project will involve the expansion and improvement of Martin Luther King Jr. Park to better suit the needs of the community. The Parks Master Plan will assist in determining the scope of the improvements. At this time, staff has determined that the park will require new/upgraded playfields/ courts, upgraded play equipment, an electronic gate, upgraded picnic area, upgraded concession building and security cameras. Expansion of the park would require a property exchange or purchase of San Mateo County owned land. The additional land would provide an opportunity to install additional recreational facilities. The park expansion would also improve access to the park. However, this item requires action by Council to begin the process for land re-designation. The cost estimate would be updated at that time based on the cost associated with acquiring the property

Expenditures	Future	Total
Project Costs	21,000,000	**21,000,000**
Total	**21,000,000**	**21,000,000**

Parks
East Palo Alto, CA

Project #	PK-11
Project Name	New Parks in Ravenswood/4 Corners Area

Total Project Cost	$22,300,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

The adopted Ravenswood/4 Corners Specific Plan included approximately 4.5 miles of trails and improved pedestrian sidewalks, including along the Bay.

Expenditures	Future	Total
Project Costs	22,300,000	**22,300,000**
Total	**22,300,000**	**22,300,000**

Parks
East Palo Alto, CA

Project #	PK-06
Project Name	New Trails and Sidewalks in Ravenswood

Total Project Cost	$15,000,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

The adopted Ravenswood/4 Corners Specific Plan included approximately 4.5 miles of trails and improved pedestrian sidewalks. They include trails along the Bay and other improved trails and sidewalks.

Expenditures	Future	Total
Project Costs	15,000,000	**15,000,000**
Total	**15,000,000**	**15,000,000**

Parks
East Palo Alto, CA

Project #	PK-14
Project Name	Park Fitness Equipment Installation

Total Project Cost	$95,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

This project is to install fitness equipment at four City parks: Bell Street Park, Jack Farrell Park, Joel Davis Park, and Martin Luther King Jr. Park. This project was included in the CIP to address the City's ongoing public health concerns. As a first step, the City of East Palo Alto will be hosting a series of community meetings to present projects and/or options (such as pop-up options), and may take said options to the appropriate commissioners for input. Additional plans to include such equipment may be included as part of the Parks Master Plan.

Expenditures	Future	Total
Project Costs	95,000	**95,000**
Total	**95,000**	**95,000**

Parks
East Palo Alto, CA

Project #	PK-21
Project Name	Pocket Park at Newbridge

Total Project Cost	$384,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

Enhance the Pocket Park at Newbridge in accordance with the East Palo Alto Parks Master Plan. These enhancements include installing a small-tot children's area, a new small path along the west side of the park, corner beautification with planting and trees, and additional spaces for seating and resting.

Expenditures	Future	Total
Project Costs	384,000	**384,000**
Total	**384,000**	**384,000**

Parks

East Palo Alto, CA

Project #	PK-07
Project Name	San Francisquito Park and Trail

Total Project Cost	$5,108,000	Department	Public Works
Category	Parks	Funding Status	UnFunded

Description

This project will involve the conversion of land bordering San Francisquito Creek into a neighborhood park. The types of amenities that the park would provide yet to be determined, but it is likely that a trail will be incorporated into the design because of the lack of a sidewalk on portions of Woodland Avenue, and because the City's Bay Access Master Plan envisions a trail along Woodland Avenue. In FY 19-20, the City of East Palo Alto and the associated parties through the area's Joint Powers of Authority (JPA) paved the trail along North bank of San Francisquito Creek from E. Bayshore through O'Connor Road. This project was funded through TDA funds.

Expenditures	Future	**Total**
Project Costs	5,108,000	**5,108,000**
Total	**5,108,000**	**5,108,000**

2024 thru 2028

Parks

East Palo Alto, CA

Project #	PK-05A
Project Name	Joel Davis Park Restroom

Total Project Cost	$424,695	Department	Public Works
Category	Parks	Funding Status	Funded

Description

This project implemented improvements to Joel Davis Park.The scope of work included the installation of a new double restroom and some concrete and utility work associated with the restroom installation. The availability of a restroom will help support greater use of the park. This project was completed in May 2024.

Expenditures	2024	2025	2026	2027	2028	Total
Equipment/Construction	424,695	0	0	0	0	**424,695**
Total	**424,695**	**0**	**0**	**0**	**0**	**424,695**

Funding Sources	2024	2025	2026	2027	2028	Total
CIP Funds	228,102	0	0	0	0	**228,102**
General Per Capita Program	177,952	0	0	0	0	**177,952**
Urban County Per Capita Program	18,641	0	0	0	0	**18,641**
Total	**424,695**	**0**	**0**	**0**	**0**	**424,695**

2024 thru 2028

Parks

East Palo Alto, CA

Project #	PK-18
Project Name	Railspur Trail Improvements/SR2S Improvs/ Garden S

Total Project Cost	$1,530,000	Department	Public Works
Category	Parks	Funding Status	Funded

Description

This project includes enhancing the Railspur Trail to be better used as a shared path, with improved striping and signage to meet current Class I facility standards. New landscaping will be added and improvements to the existing landscape will be made. The lighting will be replaced and upgraded and amenities like benches will be added. The asphalt will also be replaced with improved grading.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	0	1,530,000	0	0	0	**1,530,000**
Total	**0**	**1,530,000**	**0**	**0**	**0**	**1,530,000**

Funding Sources	2024	2025	2026	2027	2028	Total
AHSC (965 Weeks)	0	1,530,000	0	0	0	**1,530,000**
Total	**0**	**1,530,000**	**0**	**0**	**0**	**1,530,000**

2024 thru 2028

Parks

East Palo Alto, CA

Project #	PK-20
Project Name	Rutgers Trail Gate

Total Project Cost	$100,000	Department	Public Works
Category	Parks	Funding Status	Partially Funded

Description

The Rutgers Trail Gate was approved to be installed by Midpeninsula Open Space Preserve (Midpen) in February 2024. The gate will be partially funded by Midpen in the amount of $50,000 with total project costs estimated to be $100,000.

Expenditures	**2024**	**2025**	**2026**	**2027**	**2028**	**Total**
Project Costs	100,000	0	0	0	0	**100,000**
Total	**100,000**	**0**	**0**	**0**	**0**	**100,000**

Funding Sources	**2024**	**2025**	**2026**	**2027**	**2028**	**Total**
General Fund	50,000	0	0	0	0	**50,000**
MidPen	50,000	0	0	0	0	**50,000**
Total	**100,000**	**0**	**0**	**0**	**0**	**100,000**

Storm Drain

East Palo Alto, CA

Project #	SD-14
Project Name	Bay Road Pump Station

Total Project Cost	$8,225,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

This project will treat the 100 year flood event and is needed upon completion of the RBD project. Please refer to the RBD Utility Impact study for more information.

Expenditures	Future	Total
Design/Construction	8,225,000	**8,225,000**
Total	**8,225,000**	**8,225,000**

Storm Drain

East Palo Alto, CA

Project #	SD-10
Project Name	Harvest Weeks Pipe

Total Project Cost	$1,400,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

New pipe improvements required per the RBD Utility Impact study

Expenditures	Future	Total
Design/Construction	1,400,000	**1,400,000**
Total	**1,400,000**	**1,400,000**

Storm Drain

East Palo Alto, CA

Project #	SD-11
Project Name	Illinos-Purdue Pipe

Total Project Cost	$2,100,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

New pipe improvements required per the RBD Utility Impact study.

Expenditures	Future	Total
Project Costs	2,100,000	**2,100,000**
Total	**2,100,000**	**2,100,000**

Storm Drain

East Palo Alto, CA

Project #	SD-13
Project Name	Purdue-Bay Pipe

Total Project Cost	$3,100,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

New pipe improvements required per the RBD Utility Impact study.

Expenditures	Future	Total
Design/Construction	3,100,000	**3,100,000**
Total	**3,100,000**	**3,100,000**

Storm Drain
East Palo Alto, CA

Project #	SD-03		
Project Name	Repair of University Village Outfalls		
Total Project Cost	$245,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

This project includes the repair and maintenance of three (3) storm drain outfalls located near the University Village neighborhood. The outfalls are located at the eastern end of Purdue Avenue, the northern end of Fordham Street, and the eastern end of Stevens Avenue. Repairs will include the installation of headwalls and flap gates and will improve the functionality and reliability of the outfalls. This project improves the functionality of the City's storm drain system, which will help to protect the City from flooding hazards.

Expenditures	Future	Total
Project Costs	245,000	**245,000**
Total	**245,000**	**245,000**

Storm Drain
East Palo Alto, CA

Project #	SD-16		
Project Name	Runnymede Pump Station		
Total Project Cost	$19,500,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

New pump station to treat the 100 year flood event per the RBD Utility impact study.

Expenditures	Future	Total
Design/Construction	19,500,000	**19,500,000**
Total	**19,500,000**	**19,500,000**

Storm Drain

East Palo Alto, CA

Project #	SD-06C
Project Name	Runnymede Tide Flex

Total Project Cost	$300,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

This project includes the installation of a tide flex system at the Runnymede Outfall. The tide flex is a device positioned on a storm drain system outfall. It is designed to inhibit tidal influx while allowing stormwater drainage.

Expenditures	Future	Total
Project Costs	300,000	**300,000**
Total	**300,000**	**300,000**

Storm Drain

East Palo Alto, CA

Project #	SD-15
Project Name	Storm Drain System Improvements

Total Project Cost	$42,627,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

This project will implement the necessary improvements to the City’s storm drain system identified in the Storm Drain Master Plan (SD-01). The Storm Drain Master Plan was completed in 2014. The Master Plan has grouped projects in priority categories that should be completed as soon as possible or at least within the ten year scope of this CIP.

Expenditures	Future	Total
Project Costs	42,627,000	**42,627,000**
Total	**42,627,000**	**42,627,000**

Storm Drain

East Palo Alto, CA

Project #	SD-09
Project Name	Stormwater Resource Plan

Total Project Cost	$50,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

This project involves funding the development of a Storm Water Resource Plan. Water Code section 10563 (as amended by Senate Bill 985) requires public agencies to develop a Storm Water Resource Plan as a condition of receiving grant funds from a bond (approved after January 2014) for storm water and dry weather runoff capture projects. The intent of Senate Bill 985 is to encourage the use of storm water and dry weather runoff as a resource to improve water quality, reduce localized flooding, and increase water supplies for beneficial uses and the environment. Water Code section 10565 requires the State Water Board to establish guidance for entities developing Storm Water Resource Plans. Storm Water Resource Plans must include, at a minimum: 1. Identification of types of local agencies and nongovernmental organizations that need to be consulted in developing a Storm Water Resource Plan; 2. Definition of the appropriate quantitative methods for identifying and prioritizing opportunities for storm water and dry weather runoff capture projects; 3. Definition of the appropriate geographic scale of watersheds for storm water resource planning; and 4. Other guidance the board deems appropriate to achieve the objectives of Water Code sections 10562 - 10565

Expenditures	Future	Total
Project Costs	50,000	**50,000**
Total	**50,000**	**50,000**

Storm Drain

East Palo Alto, CA

Project #	SD-07
Project Name	Weeks Street Storm Drain

Total Project Cost	$285,000	Department	Public Works
Category	Storm Drain	Funding Status	UnFunded

Description

The end of Weeks Street, which starts at Pulgas Avenue and goes east approximately 750 feet, does not currently have a functional storm drainage system. Even with minor rain events, this section of roadway becomes inundated with storm water, making the majority of the roadway unusable for the duration of the rain event. This project proposes to install a storm drain pipe and drainage inlets to collect the water from the end of the street and convey it to the existing system along Pulgas Avenue. The section which requires improvements runs from Weeks Street up to the Pulgas Ave intersection. This project will be completed as a condition of approval for a proposed development project associated with the Facebook Primary School project. Cost estimates of the project may change depending on the developer's proposal.

Expenditures	Future	Total
Project Costs	285,000	**285,000**
Total	**285,000**	**285,000**

Storm Drain

East Palo Alto, CA

Project #	SD-08
Project Name	Full Trash Capture Device Installation

Total Project Cost	$2,575,000	Department	Public Works
Category	Storm Drain	Funding Status	Funded

Description

As part of the City's Municipal Stormwater Permit requirements, the City must move towards 100% trash capture of storm water runoff by the year 2025. The City is presently at 67% full trash capture without "credits" for bag ban, cleanups, etc. which phased out in 2022/2023. The project in 2024 proposes to install 75 additional trash capture devices at drainage inlets over the next several years in order to meet the requirements of the City's Municipal Regional Stormwater Permit.
Caltrans has agreed to fund a full-trash capture device in East Palo Alto, located near its border with Menlo Park, in the amount of $2,225,000. This device will be installed in 2025.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	350,000	0	0	0	0	**350,000**
Design/Construction	0	2,225,000	0	0	0	**2,225,000**
Total	**350,000**	**2,225,000**	**0**	**0**	**0**	**2,575,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Caltrans	0	2,225,000	0	0	0	**2,225,000**
General Fund	350,000	0	0	0	0	**350,000**
Total	**350,000**	**2,225,000**	**0**	**0**	**0**	**2,575,000**

Storm Drain

East Palo Alto, CA

Project #	SD-06A/B
Project Name	O’Connor Pump Station

Total Project Cost	$14,800,000	Department	Public Works
Category	Storm Drain	Funding Status	Partially Funded

Description

Phase I is aimed at making immediate improvements at the existing O'Connor Pump Station which includes replacement of existing pumps, motors, light fixtures, and replacing the existing diesel engine with an electric engine. This phase also includes removal of the underground diesel tank as required by the State.
Phase II will include major improvements to the existing O'Connor Pump Station existing pumps, electrical facilities and the wet well structure.

Expenditures	2024	2025	2026	2027	2028	Total	Future
Phase I	800,000	0	0	0	0	**800,000**	14,000,000
Total	**800,000**	**0**	**0**	**0**	**0**	**800,000**	

Funding Sources	2024	2025	2026	2027	2028	Total
Fed Earmark	800,000	0	0	0	0	**800,000**
Total	**800,000**	**0**	**0**	**0**	**0**	**800,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-26		
Project Name	Addison Ave. Street Improvements		
Total Project Cost	$2,227,090	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project includes green infrastructure and safe routes to school improvements along Addison Avenue from East Bayshore to Bay Road. This project was completed in Spring 2024.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	2,227,090	0	0	0	0	**2,227,090**
Total	**2,227,090**	**0**	**0**	**0**	**0**	**2,227,090**

Funding Sources	2024	2025	2026	2027	2028	Total
ABAG	114,000	0	0	0	0	**114,000**
AHSC (light tree)	1,824,790	0	0	0	0	**1,824,790**
C/CAG	250,000	0	0	0	0	**250,000**
CCAG - City Match	37,500	0	0	0	0	**37,500**
Total	**2,226,290**	**0**	**0**	**0**	**0**	**2,226,290**

Streets and Transportation

East Palo Alto, CA

Project #	ST-07		
Project Name	Annual Street Resurfacing (ongoing)		
Total Project Cost	$23,000,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project provides for the resurfacing of City streets during the ten-year life of the CIP. The City's Pavement Management Program (PMP) will be updated in 2024. The PMP documented the existing conditions of City streets and outlined recommended strategies for systematically maintaining and improving streets with the City's available funding. The PMP divided streets into two categories based on their condition: streets requiring resurfacing for preventative maintenance, and those requiring major reconstruction. This project addresses the City’s street resurfacing needs to prevent the deterioration of roads in fair condition into roads that require reconstruction. Roughly $2,500,000 needs to be expended annually on street resurfacing over the next five years to maintain the City’s current pavement condition index (PCI) score.

Expenditures	2024	2025	2026	2027	2028	Total	Future
Project Costs	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	**12,500,000**	10,500,000
Total	**2,500,000**	**2,500,000**	**2,500,000**	**2,500,000**	**2,500,000**	**12,500,000**	

Funding Sources	2024	2025	2026	2027	2028	Total
Gas Tax	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	**5,500,000**
Measure A	635,725	635,725	635,725	635,725	635,725	**3,178,625**
Measure M	50,000	0	100,000	50,000	50,000	**250,000**
Measure W	400,000	400,000	400,000	400,000	400,000	**2,000,000**
Total	**2,185,725**	**2,135,725**	**2,235,725**	**2,185,725**	**2,185,725**	**10,928,625**

Streets and Transportation
East Palo Alto, CA

Project #	ST-09
Project Name	Bicycle & Pedestrian Improvements (ongoing)

Total Project Cost	$2,030,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project is for the installation of street improvements designed to enhance vehicular, pedestrian and bicycle safety throughout the City. Improvements include the installation of enhanced signage, striping and loop detectors for bicycles. A portion of the project will be constructed in conjunction with the Street Resurfacing Project. This project is in progress and is funded through a multi-year grant received through the Affordable Housing and Sustainable Communities Program (AHSC) as well as the Gas Tax. This will include pedestrian accessibility improvements as required by the Americans with Disabilities Act (ADA) and California State Law. These improvements will be made at the intersection of University Avenue and Runnymede Street to provide an exclusive left-turn phase.

Prior	Expenditures	2024	2025	2026	2027	2028	Total
530,000	Construction	500,000	0	500,000	0	500,000	**1,500,000**
	Total	**500,000**	**0**	**500,000**	**0**	**500,000**	**1,500,000**

Prior	Funding Sources	2024	2025	2026	2027	2028	Total
530,000	Gas Tax	500,000	0	500,000	0	500,000	**1,500,000**
	Total	**500,000**	**0**	**500,000**	**0**	**500,000**	**1,500,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-25
Project Name	Bus Stop Shelter Improvements

Total Project Cost	$805,548	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project will include replacing and upgrading the City's bus stop infrastructure. This project includes improvements to the furniture and sidewalks at SamTrans bus stops throughout the City. The City will be replacing eight (8) bus stop shelters and nine (9) benches to bolster the usage of the transit system. Additionally, nine (9) sign seats will be installed at stops. Furthermore, improvements will be completed on the surrounding sidewalks, curb ramps and infrastructure to enhance accessibility.

Expenditures	2024	2025	2026	2027	2028	Total
Design/Construction	805,548	0	0	0	0	**805,548**
Total	**805,547**	**0**	**0**	**0**	**0**	**805,547**

Funding Sources	2024	2025	2026	2027	2028	Total
AHSC (light tree)	805,548	0	0	0	0	**805,548**
Total	**805,547**	**0**	**0**	**0**	**0**	**805,547**

Streets and Transportation

East Palo Alto, CA

Project #	ST-28		
Project Name	East Bayshore Improvements		
Total Project Cost	$2,940,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Partially Funded

Description

The project involves pedestrian and cyclist safety improvements along East Bayshore Road from Euclid Avenue to Menalto Avenue. As part of the project, the City will install sidewalks, bikeways, traffic calming measures, green infrastructure, and lighting as determined in the PS&E package currently being developed. This project is in the design phase. Estimated project costs may be adjusted when the design phase concludes.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	0	2,520,000	0	0	0	**2,520,000**
Design	420,000	0	0	0	0	**420,000**
Total	**420,000**	**2,520,000**	**0**	**0**	**0**	**2,940,000**

Funding Sources	2024	2025	2026	2027	2028	Total
General Fund	20,000	0	0	0	0	**20,000**
Lifeline Transportation Grant	0	625,000	0	0	0	**625,000**
TDA Grant	400,000	0	0	0	0	**400,000**
Total	**420,000**	**625,000**	**0**	**0**	**0**	**1,045,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-34		
Project Name	Lighting at Clarke Ave. Overcrossing		
Total Project Cost	$150,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

There are issues with lighting at the Clarke Ave. overcrossing, leaving it dimly lit. This project has been added to improve the safety and quality of the overcrossing for resident use.This project would improve lighting at the Clarke Ave. overcrossing.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	150,000	0	0	0	0	**150,000**
Total	**150,000**	**0**	**0**	**0**	**0**	**150,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Lighting District	150,000	0	0	0	0	**150,000**
Total	**150,000**	**0**	**0**	**0**	**0**	**150,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-11
Project Name	Sidewalk Repair Program (ongoing)

Total Project Cost	$750,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project provides for maintenance and reconstruction of damaged and inadequate City sidewalks. This program involves the evaluation of the condition of existing sidewalks and the development of a strategy for prioritizing and scheduling repair/reconstruction. Regular maintenance is required to keep existing sidewalks in a condition that will ensure pedestrian safety. This program would also ensure that every existing tree that is removed as part of sidewalk repair or maintenance is replaced with two new trees of an appropriate variety at a location that would not interfere with sidewalk, pavement, or underground utilities in the future.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	250,000	0	250,000	0	250,000	**750,000**
Total	**250,000**	**0**	**250,000**	**0**	**250,000**	**750,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Measure A	250,000	0	250,000	0	250,000	**750,000**
Total	**250,000**	**0**	**250,000**	**0**	**250,000**	**750,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-15
Project Name	Signage and Striping Improvements (ongoing)

Total Project Cost	$150,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project is for the installation of new signage and new striping to improve vehicular, pedestrian and bicycle safety throughout the City. In future years, staff anticipates needing $50,000 annually to maintain and/or replace striping and signs.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	50,000	50,000	50,000	0	0	**150,000**
Total	**50,000**	**50,000**	**50,000**	**0**	**0**	**150,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Measure A	50,000	50,000	50,000	0	0	**150,000**
Total	**50,000**	**50,000**	**50,000**	**0**	**0**	**150,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-04A/B		
Project Name	Street Light Upgrade Project		
Total Project Cost	$570,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

When the City of East Palo Alto was part of unincorporated San Mateo County, street lights in East Palo Alto were placed using a rural lighting standard. This project includes the installation of additional LED streetlights to fill gaps at various locations identified by the community in order to bring East Palo Alto up to urban lighting standards, which typically require a 200 foot maximum spacing between poles. It is estimated that 300 additional LED streetlights should be installed to meet community demand. Installations will only be placed where existing PG&E poles and services are available due to cost factors.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	470,000	0	0	0	0	**470,000**
Project Costs	0	100,000	0	0	0	**100,000**
Total	**470,000**	**100,000**	**0**	**0**	**0**	**570,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Lighting District	470,000	100,000	0	0	0	**570,000**
Total	**470,000**	**100,000**	**0**	**0**	**0**	**570,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-12		
Project Name	Traffic Calming Program (ongoing)		
Total Project Cost	$1,240,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project provides for the planning and construction of traffic calming devices throughout East Palo Alto. Identification of appropriate locations for traffic calming devices will be addressed in the Mobility Study (ST-01). The City will look for opportunities to link these improvements with the street resurfacing program (ST-07) for the purpose of achieving complete streets at a lower or more competitive cost. Phase 1 of this project, the design of Pulgas Ave. roundabouts, is underway.

An additional $250,000 from Measure A will be used to implement the final phase of the short-term measures from the Mobility Study. This includes bulb-outs at various locations.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	900,000	250,000	0	0	0	**1,150,000**
Design	90,000	0	0	0	0	**90,000**
Total	**990,000**	**250,000**	**0**	**0**	**0**	**1,240,000**

Funding Sources	2024	2025	2026	2027	2028	Total
CIP Funds	500,000	0	0	0	0	**500,000**
Measure A	90,000	250,000	0	0	0	**340,000**
TDA Grant	400,000	0	0	0	0	**400,000**
Total	**990,000**	**250,000**	**0**	**0**	**0**	**1,240,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-29		
Project Name	University Avenue Grand Corridor		
Total Project Cost	$19,000,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Partially Funded

Description

This project is included in the vision of the City's General Plan. The General Plan envisions University Ave. being transformed from a cut-through corridor into a mixed use boulevard with high-density housing, neighborhood-serving businesses and offices. This includes multimodal and complete streets improvements along University Avenue. The project is currently in Phase 1, with work expected to continue for the lifecycle of this current Capital Improvement Program.

Expenditures	2024	2025	2026	2027	2028	Total	Future
Design	2,000,000	0	0	0	0	**2,000,000**	17,000,000
Total	**2,000,000**	**0**	**0**	**0**	**0**	**2,000,000**	

Funding Sources	2024	2025	2026	2027	2028	Total
CIP Funds	1,000,000	0	0	0	0	**1,000,000**
Measure W	1,000,000	0	0	0	0	**1,000,000**
Total	**2,000,000**	**0**	**0**	**0**	**0**	**2,000,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-14A/B		
Project Name	University Avenue Interchange and POC		
Total Project Cost	$15,502,132	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project will provide for the widening of the University Avenue/US 101 overpass to provide safer pedestrian and bicycle travel and more efficient vehicle travel. This project includes construction of a 14' wide pedestrian/bicycle bridge along with US 101 on and off ramp improvements at University Avenue. The Project began construction in 2023 and is anticipated to complete in 2025. The design of the improvements will be required to meet Caltrans standards.

Expenditures	2024	2025	2026	2027	2028	Total
Design/Administration/Construction	15,502,132	0	0	0	0	**15,502,132**
Total	**15,502,132**	**0**	**0**	**0**	**0**	**15,502,132**

Funding Sources	2024	2025	2026	2027	2028	Total
Fed Earmark	771,000	0	0	0	0	**771,000**
LPP(Fed)	2,302,000	0	0	0	0	**2,302,000**
Matching fund amount	836,632	0	0	0	0	**836,632**
Measure A	4,892,500	0	0	0	0	**4,892,500**
Measure W	5,700,000	0	0	0	0	**5,700,000**
Stanford Miti. Grant	1,000,000	0	0	0	0	**1,000,000**
Total	**15,502,132**	**0**	**0**	**0**	**0**	**15,502,132**

Streets and Transportation

East Palo Alto, CA

Project #	ST-08
Project Name	University Ave. Resurfacing/Signal (ongoing)

Total Project Cost	$1,234,400	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

This project provides for pavement resurfacing, restriping, upgrading of traffic signals and various other improvements on University Avenue. The work will also include installation of safety and ADA improvements at various intersections along University Avenue, including improvements to crosswalks and signage. The project will also involve the installation of traffic and bicycle loop detectors at all signalized intersections along University Avenue in the City. Traffic signal modifications will be made at the intersection of University Avenue and Runnymede Street to provide an exclusive left-turn phase. It is funded through HSIP funds.

Expenditures	**2024**	**2025**	**2026**	**2027**	**2028**	**Total**
Project Costs	1,234,400	0	0	0	0	**1,234,400**
Total	**1,234,400**	**0**	**0**	**0**	**0**	**1,234,400**

Funding Sources	**2024**	**2025**	**2026**	**2027**	**2028**	**Total**
HSIP	1,234,000	0	0	0	0	**1,234,000**
Total	**1,234,000**	**0**	**0**	**0**	**0**	**1,234,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-24A
Project Name	Donohoe at Euclid Traffic Signal (ongoing)

Total Project Cost	$660,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project will include the installation of a new traffic signal along Donohoe Street at the intersection of Euclid.

Expenditures	Future	Total
Design/Construction/Contingency	660,000	**660,000**
Total	**660,000**	**660,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-24B
Project Name	Donohoe/Northbound 101 On Ramp Traffic Signal

Total Project Cost	$660,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project will include the installation of a new traffic signal along Donohoe Street at its intersection with the Northbound Highway 101 on-ramp.

Expenditures	Future	Total
Design/Construction/Contingency	660,000	**660,000**
Total	**660,000**	**660,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-23
Project Name	Donohoe Street Lane Widening (ongoing)

Total Project Cost	$5,290,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project includes the widening of Donohoe Street between Capital and University to alleviate traffic congestion. This will be done by creating the following lane configuration: two (2) dedicated left turn lanes along westbound Donohoe Street at University Avenue, one (1) dedicated through lane, one (1) through/right lane, one(1) dedicated right turn lane, and two (2) dedicated through lanes along eastbound Donohor Street.

Expenditures	Future	Total
Right of Way/ Design/Construction/Contingency	5,290,000	**5,290,000**
Total	**5,290,000**	**5,290,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-16
Project Name	Euclid Avenue Tunnel Assessment and Investigation

Total Project Cost	$30,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

The purpose of this project is to assess the viability of restoring and re-opening the tunnel under Highway 101 at Euclid Avenue, which is currently closed. If feasible, the tunnel would enhance the connectivity between the west and east sides of the City for bicyclists and pedestrians. This project would provide data and analysis to assist the City in determining whether to re-open the tunnel. This project would also determine the cost and the scope of work necessary to restore the tunnel. The tunnel is identified in Section 3.2 of the City's adopted Bicycle Transportation Plan. The reopening of the tunnel could also help support Mitigation Strategy INFR-a-10 in the City's adopted Hazard Mitigation Plan, to develop unused or new pedestrian rights-of-way as walkways to serve as additional evacuation routes.

Expenditures	Future	Total
Project Costs	30,000	**30,000**
Total	**30,000**	**30,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-30		
Project Name	Highway Bridge Program		
Total Project Cost	$300,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

The Caltrans Highway Bridge and Inspection Program (HBP) has required that maintenance be undertaken of the University Ave/Hwy 101 Bridge. Bridges that qualify for this requirement and program are ones that have been determined as "significantly important" by the HBP. Some maintenance projects under this program may be eligible for reimbursement.

Expenditures	Future	Total
Project Costs	300,000	**300,000**
Total	**300,000**	**300,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-13		
Project Name	Major Street Reconstruction		
Total Project Cost	$5,000,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project provides for the reconstruction of damaged City streets during the ten-year life of the CIP. A Pavement Management Program (PMP) was prepared for the City in 2007 and updated in 2014 which documented the existing condition of City streets and recommended strategies for systematically maintaining and improving streets with available funds. The PMP divided streets into two categories based on their condition: streets requiring resurfacing for preventative maintenance, and those requiring major reconstruction. This project addresses the City’s street reconstruction needs to repair streets in poor condition so that they can be used in a safe and functional manner.

Expenditures	Future	Total
Project Costs	5,000,000	**5,000,000**
Total	**5,000,000**	**5,000,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-17
Project Name	New Loop Road

Total Project Cost	$25,000,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project is to develop a new loop road around the north and east of the University Village neighborhood that will connect University Avenue to the Ravenswood Business District (RBD) and include a Class I bicycle and pedestrian trail. The Loop Road will alleviate traffic congestion on Bay Road from University Avenue to the Ravenswood Business District. The Loop Road was part of the adopted Ravenswood Business District/4 Corners Specific Plan.

Expenditures	Future	Total
Project Costs	25,000,000	**25,000,000**
Total	**25,000,000**	**25,000,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-10
Project Name	New Sidewalk, Curb, and Gutter Program

Total Project Cost	$5,000,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project provides for the construction of new sidewalks in locations that are lacking. This program would involve the development of a strategy for prioritizing and scheduling new construction. To the extent feasible, the City would install full-block stretches of sidewalk at a time for uniformity. In future years, additional funding will be needed to facilitate the construction of sidewalks in areas of the City that are underserved in terms of pedestrian access and are not slated for major development projects. Former capital project ST-21, which included improvements to the Scofield Avenue sidewalk, has been added as part of the broader sidewalk improvements included in this project.

Expenditures	Future	Total
Project Costs	5,000,000	**5,000,000**
Total	**5,000,000**	**5,000,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-31
Project Name	Pulgas Avenue Beautification Project

Total Project Cost	$100,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description
Parkway improvements along the east side of Pulgas Avenue between Bay Road and Weeks Street.

Expenditures	Future	Total
Project Costs	100,000	**100,000**
Total	**100,000**	**100,000**

Streets and Transportation
East Palo Alto, CA

Project #	ST-32
Project Name	Runnymede Street Improvements

Total Project Cost	$2,500,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description
Runnymede Street between Pulgas Avenue and the eastern end is in disrepair and will require reconstruction.
The project will also include improvements to the existing storm drain, drainage potential, sidewalks, and driveways. There will also be additional Safe Routes to School Improvements.

Expenditures	Future	Total
Project Costs	2,500,000	**2,500,000**
Total	**2,500,000**	**2,500,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-03
Project Name	Safe Routes to School (ongoing)

Total Project Cost	$495,000	Department	Public Works
Category	Streets and Transportation	Funding Status	Funded

Description

The Safe Routes to School Program involves the construction of new sidewalks, curbs, gutters, and traffic calming improvements on City streets which link to schools. Ravenswood City School District staff worked with City staff to prioritize the streets most in need of pedestrian-friendly improvements to safely access the schools. Based on this prioritization, the Safe Route to School Plan was developed and approved by the Public Works and Transportation Commission and was adopted by the City Council in 2003. This project provides funding to create public infrastructure that provides linkages between residents and schools. Sidewalk work from Clarke Avenye to Cooley Avenue was completed using funding from the AHSC grant. Other improvements include posting new signage, striping roads, installing and/or improving curb and gutters, installing curb ramps, and additional improvements as needed.
Improvements shall be constructued with the Annual Street Resurfacing Project.

Prior	Expenditures	Future	Total
245,000	Construction	250,000	**250,000**
	Total	**250,000**	**250,000**

Prior	Funding Sources	Total
245,000		

Streets and Transportation

East Palo Alto, CA

Project #	ST-24D
Project Name	Weeks at Clarke Traffic Signal

Total Project Cost	$660,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project includes the installation of a new traffic signal at the intersection of Weeks Street at Clarke.

Expenditures	Future	Total
Design/Construction/Contingency	660,000	**660,000**
Total	**660,000**	**660,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-24C
Project Name	Weeks at Pulgas Traffic Signal

Total Project Cost	$660,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project will include the installation of a new traffic signal along Weeks Street at the intersection of the Pulgas Avenue.

Expenditures	Future	Total
Design/Construction/Contingency	660,000	**660,000**
Total	**660,000**	**660,000**

Streets and Transportation

East Palo Alto, CA

Project #	ST-33
Project Name	Woodland Ave Street Improvments

Total Project Cost	$3,000,000	Department	Public Works
Category	Streets and Transportation	Funding Status	UnFunded

Description

This project's scope of work includes measures to increase pedestrian and traffic safety. It includes street improvements along Woodland Avenue from University Avenue to Newell Road. This project will rehabilitate deteriorated pavement, install sidewalk, provide ADA accessibility, construct bulb outs/concrete improvements, stormwater improvements, signage and striping.

Expenditures	Future	Total
Design/Construction	3,000,000	**3,000,000**
Total	**3,000,000**	**3,000,000**

Water Distribution

East Palo Alto, CA

Project #	WD-06
Project Name	Fire Hydrant Replacement (ongoing)

Total Project Cost	$60,000	Department	Public Works
Category	Water Distribution	Funding Status	UnFunded

Description

This project will replace old fire hydrants that have corroded or do not meet the minimum standards established by the Menlo Park Fire Protection District. New hydrants will assist in providing the needed pressure to combat fires.

Expenditures			Total
Project Costs		60,000	**60,000**
	Total	**60,000**	**60,000**

Water Distribution

East Palo Alto, CA

Project #	P-2
Project Name	New Pipeline and New SFPUC Turnout

Total Project Cost	$1,423,000	Department	Public Works
Category	Water Distribution	Funding Status	UnFunded

Description

New SFPUC Turnout on Purdue Ave between Georgetown St and Fordham St. New 16" PVC pipeline on Purdue Ave near Fordham St, Fordham St between Purdue Ave, and Purdue Avenue between Fordham St and Demeter St, with 12" intertie between 16" main and existing 6"main on Purdue Ave.

Expenditures			Total
Design/Construction		1,423,000	**1,423,000**
	Total	**1,423,000**	**1,423,000**

Water Distribution

East Palo Alto, CA

Project #	WD-04
Project Name	Watermain Replacement

Total Project Cost	$50,331,000	Department	Public Works
Category	Water Distribution	Funding Status	UnFunded

Description

The purpose of this project is to replace deficient water mains in the City's water delivery system. The 2010 Water System Master Plan identified the pipes in the water system that need to be replaced. Replacement of old pipes will improve water quality, reduce waste of water, and improve pressure flow to fight fires. Approximately 1 mile of water lines have been identified that need immediate replacement. These improvements are scheduled to be completed in the following phases: Phase I will include water main replacement work at the SFPUC turnout upstream along University Avenue, general design for several water main replacements, and water main replacement work at University Ave (Woodland-O'Connor) Phase II will include water main replacement work between Purdue, Fordham, and Demeter. Phase III will include water main replacement work at the following locations: Jervis, Mello, Gonzaga and Georgetown. Phase IV will include water main replacement work at the following locations: O'Connor (Clarke-Larkspur).

Expenditures		Total
Design/Construction/Construction Management/Contingency	50,331,000	**50,331,000**
Total	**50,331,000**	**50,331,000**

Water Distribution

East Palo Alto, CA

Project #	WD-07
Project Name	Water Valve Replacement Program (ongoing)

Total Project Cost	$60,000	Department	Public Works
Category	Water Distribution	Funding Status	UnFunded

Description

This project is a program for the maintenance and replacement of the 908 existing valves in the City's water system. Common maintenance practice establishes a five-year cycle such that every valve is maintained at least once during that time period. During the valve maintenance, each valve can is cleaned of any debris and then fully closed and re-opened. This regular cycling of the valves assures that they can be opened and closed if operations or an emergency deem necessary. Although the cycles are typically five years, there are currently many valves in the systems that have not been maintained in this timeframe. Maintenance of the City's water valves is essential for maintaining a functional and reliable water delivery system

Expenditures		Total
Project Costs	60,000	**60,000**
Total	**60,000**	**60,000**

Water Distribution

East Palo Alto, CA

Project #	WD-04B
Project Name	University/Weeks Watermain

Total Project Cost	$6,730,319	Department	Public Works
Category	Water Distribution	Funding Status	Funded

Description

This project includes the installation of a 12 inch water main along University Avenue from O'Brien Street to Donohoe Street. The project also includes the installation of a 12 inch water main along Weeks Street from Cooley Avenue/University Avenue to Pulgas Avenue. This project will address water pressure and flow issues City wide. The project began construction in 2024 and will continue through 2025.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	6,730,319	0	0	0	0	**6,730,319**
Total	**6,730,319**	**0**	**0**	**0**	**0**	**6,730,319**

Funding Sources	2024	2025	2026	2027	2028	Total
Measure HH	1,000,000	0	0	0	0	**1,000,000**
Past ARPA fund (Transfer from GF)	700,000	0	0	0	0	**700,000**
RDA Housing Successor (Transfer from F220)	1,000,000	0	0	0	0	**1,000,000**
State Budget Earmark (Formerly General Fund Reserve)	2,000,000	0	0	0	0	**2,000,000**
State Earmark	1,500,000	0	0	0	0	**1,500,000**
Water Capital Fund	230,319	0	0	0	0	**230,319**
Water Impact Fees	300,000	0	0	0	0	**300,000**
Total	**6,730,319**	**0**	**0**	**0**	**0**	**6,730,319**

Water Distribution

East Palo Alto, CA

Project #	WD-05
Project Name	Water Meter Replacement (ongoing)

Total Project Cost	$180,000	Department	Public Works
Category	Water Distribution	Funding Status	Funded

Description

This project will replace water meters, water meter boxes, and lids as well as 100 large meters. The replacement of meters and meter reading equipment will enhance and upgrade the ability to monitor usage and reduce the time associated with meter reading. The schedule of water meter replacement is outlined in the City’s Water System Master Plan and will be completed in phases.

Prior	Expenditures	2024	2025	2026	2027	2028	Total
60,000	Project Costs	60,000	60,000	0	0	0	**120,000**
	Total	**60,000**	**60,000**	**0**	**0**	**0**	**120,000**

Prior	Funding Sources	2024	2025	2026	2027	2028	Total
60,000	Water Meter Fund	60,000	60,000	0	0	0	**120,000**
	Total	**60,000**	**60,000**	**0**	**0**	**0**	**120,000**

Water Supply
East Palo Alto, CA

Project #	WS-01D
Project Name	Emergency Water Connects - O'Brien Kavanaugh

Total Project Cost	$365,000	Department	Public Works
Category	Water Supply	Funding Status	UnFunded

Description

This project would establish an emergency intertie with the O'Brien - Kavanaugh water system. Establishment of interties will allow the City to obtain emergency water in case the City’s connection with the Hetch Hetchy Aqueduct is severed. Currently, the City has no emergency source of water if the City’s connection with the Hetch Hetchy Aqueduct is severed.

Expenditures		Total
Project Costs	365,000	**365,000**
Total	**365,000**	**365,000**

Water Supply
East Palo Alto, CA

Project #	WS-01C
Project Name	Emergency Water Connects - O'Connor Tract Co-op

Total Project Cost	$350,000	Department	Public Works
Category	Water Supply	Funding Status	UnFunded

Description

This project would establish an emergency intertie with the O’Connor Tract Co-op Water Company’s water system. Establishment of interties will allow the City to obtain emergency water in case the City’s connection with the Hetch Hetchy Aqueduct is severed. Currently, the City has no emergency source of water if the City’s connection with the Hetch Hetchy Aqueduct is severed.

Expenditures		Total
Project Costs	350,000	**350,000**
Total	**350,000**	**350,000**

Water Supply
East Palo Alto, CA

Project #	WS-01B
Project Name	Emergency Water Connects - Palo Alto Park Mutual

Total Project Cost	$545,000	Department	Public Works
Category	Water Supply	Funding Status	UnFunded

Description

This project would establish an emergency intertie with the Palo Alto Park Mutual Water Company’s water system. Establishment of interties will allow the City to obtain emergency water in case the City’s connection with the Hetch Hetchy Aqueduct is severed. Currently, the City has no emergency source of water if the City’s connection with the Hetch Hetchy Aqueduct is severed.

Expenditures		**Total**
Project Costs	545,000	**545,000**
Total	**545,000**	**545,000**

Water Supply
East Palo Alto, CA

Project #	WS-08
Project Name	MLK Jr. Park Stormwater Capture and Reuse

Total Project Cost	$640,000	Department	Public Works
Category	Water Supply	Funding Status	UnFunded

Description

The scope of work for this project includes the construction of a storage chamber, tertiary treatment system, and irrigation pump at Martin Luther King Jr. (MLK) Park to reuse stormwater to irrigate the park. Implementation of this project would reduce the need to use potable water to irrigate the park. Parks typically require approximately 5000 gallons of water per acre per day to be properly irrigated. Although this stormwater recapture system would not completely eliminate the need to use potable water in irrigating City parks (particularly during the drier summer months), it would significantly reduce the demand for potable water currently being imported and purchased from the San Francisco Public Utilities Commission (SFPUC). Although the system's construction is an initial capital cost, there would be no long-term savings resulting from a reduction of potable water usage.

Expenditures		**Total**
Project Costs	640,000	**640,000**
Total	**640,000**	**640,000**

Water Supply
East Palo Alto, CA

Project #	WS-03A		
Project Name	New Storage Tank - East of Highway 101		
Total Project Cost	$6,000,000	Department	Public Works
Category	Water Supply	Funding Status	UnFunded

Description

This project will involve the construction of a new storage tank with the capacity to meet emergency supply needs for the current and anticipated future population of the City. The City currently does not have any water storage facilities. The Water System Master Plan indicates that 3.8 million gallons of water is adequate to meet the needs of the City. Currently, staff is identifying potential locations for one storage tank on the east side of Highway 101 and one storage tank on the west side of Highway 101. This project is for the storage tank on the east side of Highway 101. The facility would include all necessary piping, the reservoir, and the pump station to return the water to the proper system pressure.

Expenditures			Total
Design/Construction		6,000,000	**6,000,000**
	Total	**6,000,000**	**6,000,000**

Water Supply
East Palo Alto, CA

Project #	WS-04		
Project Name	Second Groundwater Well		
Total Project Cost	$3,100,000	Department	Public Works
Category	Water Supply	Funding Status	UnFunded

Description

This project is for the construction of a 1,000 gallon per minute (GPM) groundwater well and associated iron-manganese treatment system to supplement the City’s existing water supply. This project will create an emergency source of water supply for the City by drawing groundwater from the Santa Clara Valley Groundwater Basin and San Mateo Sub-Basin. Treatment of the groundwater would be necessary to enable its use for domestic purposes. Implementation of this project would provide a secondary source of water in the event that the City’s existing water supply is unable to meet demand during drought events or emergency conditions. The City's property at East Bayshore and Clarke Avenue, known as Pad D, is the designated site for this. well.

Expenditures			Total
Construction		3,100,000	**3,100,000**
	Total	**3,100,000**	**3,100,000**

Water Supply
East Palo Alto, CA

Project #	WS-09
Project Name	Water Tank Siting Study

Total Project Cost	$150,000	Department	Public Works
Category	Water Supply	Funding Status	Funded

Description

This project would fund a study to identify the best location(s) for a water tank, better serve East Palo Alto residents in the event of a water shortage.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	150,000	0	0	0	0	**150,000**
Total	**150,000**	**0**	**0**	**0**	**0**	**150,000**

Funding Sources	2024	2025	2026	2027	2028	Total
Water Capital Fund	150,000	0	0	0	0	**150,000**
Total	**150,000**	**0**	**0**	**0**	**0**	**150,000**

Water Supply
East Palo Alto, CA

Project #	WS-01A
Project Name	Woodland Ave. Watermain and PA Emergency Intertie

Total Project Cost	$433,400	Department	Public Works
Category	Water Supply	Funding Status	Funded

Description

This project would establish an emergency intertie with the City of Palo Alto’s water system. Establishment of an intertie will allow the City to obtain emergency water in case the City’s connection with the Hetch Hetchy Aqueduct is severed. Currently, the City has no emergency source of water if the City’s connection with the Hetch Hetchy Aqueduct is severed. This project also includes the installation of a 12 inch water main on Woodland Avenue across Univeristy Avenue.

Expenditures	2024	2025	2026	2027	2028	Total
Construction/Contingency	433,400	0	0	0	0	**433,400**
Total	**433,400**	**0**	**0**	**0**	**0**	**433,400**

Funding Sources	2024	2025	2026	2027	2028	Total
General Fund	433,400	0	0	0	0	**433,400**
Total	**433,400**	**0**	**0**	**0**	**0**	**433,400**

Special Projects
East Palo Alto, CA

Project #	SP-13
Project Name	City Digital Photography and Topographic Map

Total Project Cost	$125,000	Department	Public Works
Category	Special Projects	Funding Status	UnFunded

Description

It has been over 15 years since the City undertook a project to obtain accurate digital maps for the community. Since then, the City has completed many development and improvement projects. This project would update the City map to reflect these new projects and provide an up-to-date and accurate City image. Various City departments use these maps as a resource, such as the Community & Economic Development Department, Police Department, the Office of the City Manager, City Attorney, and City Clerk. The Community & Economic Development Department staff uses this map to determine property lines, infrastructure areas, and traffic management among other uses. The Police Department staff uses these maps for visual access to sites and for other public safety needs.

Expenditures	Future	Total
Project Costs	125,000	**125,000**
Total	**125,000**	**125,000**

Special Projects
East Palo Alto, CA

Project #	SP-04
Project Name	Enterprise Resource Software

Total Project Cost	$900,000	Department	Public Works
Category	Special Projects	Funding Status	Funded

Description

The City currently uses Municipal Operations Manager [MOM] as its financial software system. As indicated by the City's financial auditors in their Memorandum of Internal Controls for fiscal year 2009-10, the system has many limitations, including an antiquated database platform, narrow reporting capabilities, and a lack of integration with a human resources information system. As a result, the auditors recommended the City consider other financial software systems, so that it can benefit from a more robust, integrated and powerful software system, leading to greater efficiencies and functionality. City staff is currently assessing its needs and investigating viable software solutions. The City Council has identified the replacement of the current financial software system as an important project in its strategic priorities. This new software will provide greater functionality and efficiency.

Expenditures	Future	Total
Project Costs	900,000	**900,000**
Total	**900,000**	**900,000**

Funding Sources	Future	Total
Tech Fund	900,000	**900,000**
Total	**900,000**	**900,000**

Special Projects
East Palo Alto, CA

Project #	SP-14
Project Name	Newell Bridge

Total Project Cost	$0	Department	Public Works
Category	Special Projects	Funding Status	Funded

Description

The existing bridge along Newell Road was built in 1911. The California Department of Transportation inspected the over-100-year-old bridge on multiple occasions and determined it is functionally obsolete due to its dimensions. The narrow bridge does not accommodate two directional traffic or meet the current standards for bicycle and pedestrian access. In addition, the bridge presents flood risks due to bridge abutments that create creek constriction. Replacing the bridge will improve safety for all modes of transportation, provide a designated crosswalk for pedestrians, and enable the creek channel to convey more flow and mitigate the risk of flood. The project cost is estimated to be $16,000,000 and is being funding by multiple grants being managed by the City of Palo Alto.

Funding Sources	2024	2025	2026	2027	2028	Total
City of Palo Alto	16,000,000	0	0	0	0	**16,000,000**
Total	**16,000,000**	**0**	**0**	**0**	**0**	**16,000,000**

Special Projects
East Palo Alto, CA

Project #	SP-02C
Project Name	SAFER Bay Flood Control Improvement Project

Total Project Cost	$27,591,613	Department	Public Works
Category	Special Projects	Funding Status	Partially Funded

Description

This is a long-term project that will build infrastructure to protect East Palo Alto residents and developmental assets that lie within the 100-year floodplain boundary plus 3.5 feet of projected sea level rise. This project will be broken into two components: Flood protection via levee/floodwall and combination of flood protection features. This levee would protect East Palo Alto from the O'Connor pump station northerly to Bay Road. This levee would primarily prevent flooding in the Weeks and Gardens neighborhoods.
The second component is a eco-tone transition zone - This enables the restoration of the former salt ponds into tidal marshes with high ecological value and flood protection benefits. This portion of the project is a requirement to mitigate the environmental impacts associated with flood protection elements.
This project only includes design and construction of the portion south of Bay Road along with Restoration for R1 and R2.
The portion north of Bay will be considered in the future as funding is made available.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	0	0	11,392,914	11,392,914	0	**22,785,827**
Design	2,324,732	2,324,732	0	0	0	**4,649,463**
Management Cost	78,162	78,162	0	0	0	**156,323**
Total	**2,402,892**	**2,402,892**	**11,392,913**	**11,392,913**	**0**	**27,591,613**

Funding Sources	2024	2025	2026	2027	2028	Total
HMGP Grant (Federal Match)	1,743,627	1,743,627	9,227,069	9,227,069	0	**21,941,390**
HMGP Grant (Local Match)	581,105	581,105	2,165,845	2,165,845	0	**5,493,900**
HMGP Grant (Project Management)	78,162	78,162	0	0	0	**156,323**
Total	**2,402,892**	**2,402,892**	**11,392,913**	**11,392,913**	**0**	**27,591,613**

Special Projects
East Palo Alto, CA

Project #	SP-02B
Project Name	SFC Flood Protection Project Reach II

Total Project Cost	$3,000,000	Department	Public Works
Category	Special Projects	Funding Status	Funded

Description

After the construction of flood protection improvements downstream of Highway 101 (SP-02A), the San Francisquito Creek Joint Powers Authority (SFCJPA) is designing and constructing improvements upstream of Highway 101 to improve flood water conveyance through this stretch. A portion of East Palo Alto, along Woodland Avenue, will be affected by this project. The extent of the improvements and the City's expected financial contribution are currently unknown.
An updated hydraulic model prepared by Schaaf and Wheeler is being used to update the design of this project.
The $2.5million contribution by the City towards this project was previously estimated to cover the funding shortfall for construction. This will need to be updated as project design is further evaluated.

Expenditures	2024	2025	2026	2027	2028	Total
Project Costs	0	3,000,000	0	0	0	**3,000,000**
Total	**0**	**3,000,000**	**0**	**0**	**0**	**3,000,000**

Funding Sources	2024	2025	2026	2027	2028	Total
CIP Funds	0	2,500,000	0	0	0	**2,500,000**
Total	**0**	**2,500,000**	**0**	**0**	**0**	**2,500,000**

Special Projects
East Palo Alto, CA

Project #	SP-15
Project Name	Slope Repair at San Francisquito Creek

Total Project Cost	$88,613	Department	Public Works
Category	Special Projects	Funding Status	Funded

Description

This project included the stabilization of the slope in San Francisquito creek that was affected by flooding in recent years. This project was completed in Spring 2024.

Expenditures	2024	2025	2026	2027	2028	Total
Construction	88,613	0	0	0	0	**88,613**
Total	**88,612**	**0**	**0**	**0**	**0**	**88,612**

Funding Sources	2024	2025	2026	2027	2028	Total
General Fund	88,613	0	0	0	0	**88,613**
Total	**88,612**	**0**	**0**	**0**	**0**	**88,612**

VISTA 2035

EAST PALO ALTO GENERAL PLAN

ADOPTED OCTOBER 4 2016

FINAL VERSION: MARCH 2017

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1. Vision and Guiding Principles

Overview

This chapter describes a vision for East Palo Alto for the next 20 to 30 years. It includes a vision statement, guiding principles and a list of the major strategies needed to achieve the vision.

Vision

We, the residents, institutions, and businesses of East Palo Alto, have developed a new vision for the City that will create a better tomorrow for future generations. We build on the City's founding principles of self-determination, affordable housing, fiscal stability, community participation, equity and justice to become a City that is welcoming of all people regardless of race, ethnicity, language, age, or educational level. We strive to be the most diverse, peaceful, healthy and balanced community in the San Francisco Bay Area.

Over time, the physical form of the City will evolve as new jobs and housing are added to complement the City's strong neighborhoods and diverse housing stock, aiming for a more sustainable jobs-housing balance. To that end, the Ravenswood area will be transformed from empty lots into a thriving business, research & development, and commercial center. We will have a new "main street" on Bay Road that serves as the City's downtown with a City Hall and a variety of locally-owned neighborhood retail stores, restaurants and services. University Avenue will be transformed from a cut-through corridor into a beautiful mixed use boulevard with high-density housing, neighborhood-serving businesses and offices that capitalize on the City's proximity to Silicon Valley. New housing will be added throughout the City along with neighborhood shopping areas, and existing housing will be renovated and improved. The Gateway 101 Shopping Center will evolve into a dense retail and office district. The Westside of the City will become a beautiful residential area with high-quality affordable housing, parks, community facilities and enhanced connections to the rest of the City.

As the City's tax base is strengthened and diversified, public services will also be enhanced. We will support small, locally-owned businesses. We will strengthen educational and recreational opportunities for our youth – the next generation of City leaders. And we will partner with the many organizations operating within our borders to support a high quality of life for all residents.

We will create a healthy and beautiful City by building new parks and recreational facilities, adding new trees and landscaping, and improving access to our unique and cherished natural resource, the San Francisco Bay and the Don Edwards S.F. Bay National Wildlife Refuge.

As the future of the City unfolds, the residents, institutions, and businesses of East Palo Alto will work collaboratively to continue our progress towards a financially stable and strong city, growing sustainably and inclusively.

A gateway sign marks the entrance to the City.

Guiding Principles & Values

To achieve the vision for the future, the City will follow the Guiding Principles and values described below.

1. **A City for all people.** East Palo Alto is a community of color that will be a city free of discrimination and prejudice, embracing the City's history and founding vision as a place where everyone can thrive, regardless of race, class, income, age, culture, or sexual orientation. We will honor the personal history and unique point of view of every individual, acknowledging the inherent wisdom and value that they possess.

2. **A safe and healthy community.** We will protect the personal safety and welfare of people who live in, work in, and visit East Palo Alto, including from crime, pollution, natural disasters, and other threats and emergencies. We will improve the health of our community by supporting active transportation, access to healthy food, access to parks, access to healthcare, improved mental health, preventive care and fitness, and economic opportunity for residents.

3. **Fiscal health and stability.** We acknowledge that to achieve our goals, it is critical to create a revenue base sufficient to provide municipal services comparable with cities of a similar size. We recognize that achieving and maintaining fiscal health will require a consistent and multi-faceted strategy. Our land use, budgetary, program, and staffing strategies will improve the City's fiscal health, and we will continue to make efforts to strategically phase growth to increase and stabilize City revenues and expenditures over time. The City will use the principle of land value recapture so that development rights will not be given away without a community benefit.

4. **Housing opportunity for all.** We recognize that providing safe, healthy, and affordable housing options will be one of the City's major challenges for the future, and we will commit resources, political will, creativity, and persistent effort to this issue. We will seek to protect fair access to housing, reduce displacement of existing residents, decrease homelessness, and provide a diversity of housing types and affordability levels to serve a broad and diverse community of new and existing residents.

5. **Economic equity, vitality, and diversity.** We will increase East Palo Alto's economic vitality and diversity for the equitable benefit of the entire community. We will leverage our unique and powerful Silicon Valley location to expand job opportunities and support a range of businesses and economic sectors. We will also seek to increase the balance between East Palo Alto jobs and residents, pursuing a citywide mix of employment and housing that allows families to both live and work in the City.

6. **High quality public facilities and infrastructure.** Well-functioning, reliable infrastructure and facilities are core requirements for a successful community, and without them residents and businesses cannot thrive. Recognizing this, the City will execute its responsibility to provide functional, safe, and well-maintained infrastructure for all residents, businesses, and institutions in East Palo Alto. The City will ensure the continued provision of reliable and continuously improving public services, including fire and police services, and will work to address any adverse impacts of development on these services.

New Menlo Park Fire District Station 2 on University Ave.

7. **Arts, culture, and education.** Arts, culture, and education are central components of human happiness. We embrace East Palo Alto's creative culture and the artistic pursuits of our community. We endorse and support access to education as a human right, and a pathway to our resident's success. We will enhance the cultural and creative

life of the community, cultivating the talents, expertise, and wisdom of the East Palo Alto community.

8. **Sustainability and environmental protection.** We will strive for environmental responsibility and sustainability in our community. We are committed to preserving a healthy and ecologically flourishing planet for our children and grandchildren. We will support innovative programs and policies for environmental sustainability, climate change mitigation and adaptation, livability, and resource protection.

9. **Strong and unique neighborhoods.** East Palo Alto's neighborhoods are at the core of its identity and unique character, and make up the majority of the City's land area. We will continue to protect, improve, and equitably re-invest in these neighborhoods, creating beautiful, livable places that our diverse population can call home.

10. **Transportation choices.** East Palo Alto will have equitable, safe, healthy, and reliable transportation choices for those living in, working in, and visiting the City. The network will equally feature motor vehicle and active transportation modes, and it will connect residents to jobs and services both within our city and the surrounding region while improving the quality and safety of neighborhoods, allowing residents to move freely and comfortably to meet their daily needs.

YUCA member explains how planned improvements to Cooley Landing and the Bay Trail can provide residents with better access to jobs, schools, and services.

11. **Social capital and community connections.** We will cultivate social connections between neighbors, neighborhoods, and those who visit and work in the City, acknowledging that our community is stronger when we work together. Our efforts at community building will foster connections between people and promote trust amongst neighbors. The fabric of the City will be enlivened by vibrant public spaces, attractive civic facilities, successful retail destinations, public spaces for gathering and socializing, public events and festivals, civic organizations and programming, and safe streets where residents can participate in the social life of the City.

12. **Increase organizational effectiveness and efficiency.** The City's operations and organizational effectiveness should be a model for the rest of the community. We will hold ourselves to a high standard of excellence to increase the quality of governance, improve its organizational practices, enhance civic participation, and serve the community with professionalism and commitment.

13. **Strategic engagement within the region.** We will engage strategically and proactively with the region to solve regional problems, understanding that East Palo Alto's fortunes are tied to the broader community. We will continue to develop solutions to City problems in coordination with adjacent cities, regional agencies, and nearby funders, businesses, or investors.

14. **Citywide greening.** We recognize the physical and mental health benefits that come from a close connection to nature, and commit to protecting and enhancing East Palo Alto's natural environment. This will include expanding the urban forest, greening public spaces, and protecting nature and habitat. We will improve our maintenance of the existing tree canopy and shift to drought-tolerant vegetation throughout City facilities.

15. **Revitalize and beautify the city.** We will create a beautiful City with a vibrant sense of place by providing well-designed public spaces and human-scale streets and streetscape design. The City will be an aesthetically pleasing, engaging place to live, work, and visit. Public art will be supported and included in major civic projects and spaces.

16. **Active community engagement in land use decision making**. The future of East Palo Alto 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. The City shall continue to take steps to ensure ongoing participation in these planning processes, and any future citizens' advisory committees shall reflect the diversity of City residents and business interests.

Community leaders facilitate small group discussions at a General Plan Update workshop.

Major Strategies

To implement the vision and guiding principles of the General Plan, the community, through the public process, has identified a series of major strategies and physical improvements that should occur over the next 20-30 years. The strategies range from specific physical improvements (such as building a pedestrian bridge across Highway 101) to long-term transformations of different parts of the City. The major strategies are listed below and, where possible, shown in Figure 1-1. These actions are consistent with the physical improvements proposed in Chapter 12, "Implementation."

1. **Implement the Ravenswood/4 Corners Transit-Oriented Development (TOD) Specific Plan.** The largest potential for new development, increased parklands/open space, enhanced economic activity, and an improved jobs-housing balance is implementing the vision in the Ravenswood TOD Specific Plan. To do so, the City should enhance public-private partnerships, seek funding for infrastructure improvements, market the area to technology companies, secure long-term sources of water, and pursue catalytic development projects that attract additional development. The improvements must also be done in a way that is sensitive to the existing residents to ensure that the changes not only bring in increased tax revenue but also advance the economic conditions of East Palo Alto residents.

2. **Create a main Street on Bay Road.** The City of East Palo Alto lacks a traditional main street that serves as the central meeting, gathering and shopping location for residents. This lack of a main street has impacted social cohesion and connectedness. The Ravenswood TOD Specific Plan envisions a pedestrian-friendly main street along Bay Road with ground floor retail and residential uses on the upper floors. Making this vision a reality is a critical component of the General Plan.

Bay Road is envisioned as an active and vibrant spine that serves as a focal point for Ravenswood and 4 Corners, as well as for the City as a whole.

3. **Revitalize University Avenue.** Transform University Avenue from a through-traffic corridor with a diversity of low density uses into a beautiful, mixed use corridor designed for all modes of travel. Specific activities will include streetscape improvements, incentivizing mixed use development with ground floor retail at key nodes, and pedestrian amenities.

4. **Enhance the Westside.** The area west of Highway 101 presents one of the biggest planning challenges over the next generation. Due to the Westside's predominant role in providing affordable housing, development is directed to the other areas of the City, including the Ravenswood Business District , Bay Road, and University Ave. Any change in development intensity or land uses on the Westside will have to provide the affordable housing protections and other requirements included in the General Plan and other City policies. The community aims to preserve the affordability levels that provide housing for the working class while also beautifying the area with new streets, parks and open spaces, community facilities, flood protection, new pedestrian connections (including the pedestrian bridge over Highway 101), and an improved Newell Bridge. In the affordable housing area the City will review projects to ensure that there to be no net loss in the number of residential units or the number of deed-restricted affordable housing units during any future reconstruction or renovation on the Westside.

5. **Redevelop the Gateway 101 shopping center.** The Gateway 101 Shopping Center presents a long-term opportunity to add jobs and expand the tax base. The General Plan envisions redeveloping portions of this shopping center with neighborhood-serving and office development on the upper floors to capitalize on the freeway access and visibility, and the booming office market in Silicon Valley.

6. **Construct office uses at University Avenue and Highway 101.** The General Plan envisions a small office/Research and Development (R&D) area near the intersection of Donohoe Street and University Avenue, just north of Highway 101. This area has the potential to add hundreds of new jobs, expand the tax base, and improve the jobs-housing balance.

7. **Preserve and enhance residential neighborhoods.** Residential neighborhoods are the heart and soul of East Palo Alto, a melting pot of races, ethnicities and cultures. The General Plan envisions preserving and enhancing the residential neighborhoods in the City. Activities include upgrading all streets with curbs, gutters and sidewalks wherever possible, developing neighborhood parking strategies, planting street trees to green the area and allowing second units where feasible to increase the housing supply and accommodate multi-generational housing.

8. **Expand neighborhood retail areas.** East Palo Alto residents desire quality and affordable retail and services within walking distance of their homes. The General Plan builds off of the exiting retail areas and identifies multiple retail "nodes" for enhancement and expansion.

9. **Add middle density and multi-family housing.** The community desires a diverse and affordable housing stock. The new General Plan land use designations allow multi-family housing at moderate densities in selected locations. This housing will diversify the existing housing stock east of Highway 101 and support new retail and services.

10. **Build new parks and open spaces.** The City currently lacks parks, green spaces and access to the Bay Trail and National Wildlife Refuge – specifically, there is a

Pedestrian bridge along Bay Trail and National Wildlife Refuge.

shortfall of 56 acres with respect to the 3 acres/1,000 resident standard. Since significant new park facilities are unrealistic beyond the 30 acres contemplated in the Ravenswood TOD Specific Plan given the built-out nature of the City, this General Plan envisions a layered network of new parks open spaces that includes new mini-parks, improved access to the Bay Trail at key junctures, multiple new linear parks on existing public rights of way (including the San Francisquito Creek in the Westside), shared streets that provide recreation for residents, and greening existing streets with new trees and landscaping.

11. **Implement citywide traffic calming.** The City suffers from significant cut-through traffic due to its location within the region and the large number of commuters who must pass through the City to travel from homes in the East Bay to jobs in Silicon Valley. To offset the impact, the General Plan envisions a citywide traffic calming effort that includes roundabouts, bulbouts, and road diets (that is, reducing the number of travel lanes) on key thoroughfares including Pulgas Road, Clarke Road, East/West Bayshore, and Bay Road. Priority locations for improvements should be on the major cut-through streets and near schools and parks as these areas have the highest levels of pedestrian activity.

12. **Expand the educational hub.** Enhancing the educational quality and attainment is critical to the long-term success of the City. With multiple schools already in existence, the area around Pulgas Avenue, Clarke Road, Myrtle Street, and O'Connor Street is emerging as an educational hub with multiple schools and educational facilities. The City should build on the success of this area to create a beautiful, diverse and high-quality educational hub that serves both East Palo Residents and residents from neighboring communities. Improvements include streetscape enhancements and marketing the area as an educational hub.

13. **Build connections across Highway 101.** The Westside is physically isolated from the rest of the City and the University Avenue overpass is unsafe for pedestrians and cyclists. The General Plan includes new connections across Highway 101 – a bridge south of University Avenue and re-opening up an existing underpass north of University Avenue and enhanced multi-modal opportunities along University Avenue.

Renderings of planned Highway 101 pedestrian/bicycle bridge.

14. **Enhance gateways to the City.** To enhance the City's identity and character, new gateway treatments should be developed at key entry points to the City including University Avenue at Highway 101, Adams Drive, and Woodland Avenue, on Newbridge Road at Willow Road, and along East Bayshore.

15. **Build new civic and public uses.** The City currently does not have a stand-alone City Hall and public offices are spread throughout the City. In the future, the City will build a new City Hall with public meeting and gathering spaces, Council Chambers and offices. New public uses such as community centers and libraries will be spread throughout the City to meet the needs of existing and future residents.

16. **Secure stable water resources for new development.** Adding new housing and jobs in the City is constrained by a lack of water to support development. A critical step to strengthen the economy and achieve fiscal stability is to address the water shortage in the City, which may include: securing additional water from SFPUC, diversifying the City's sources of water supply, establishing a water offset policy for new development, and implementing water efficiency/conservation measures. Once this occurs, intensification and redevelopment can occur in areas such as along University Avenue and in the Ravenswood TOD Specific Plan area.

17. **Comprehensively address flooding.** Throughout its history, the City has suffered from flooding from the San Francisquito Creek. The City will continue to work collaboratively with regional agencies and surrounding jurisdictions to address this issue and develop a comprehensive plan to mitigate potential impacts to residents and businesses in the City.

New levee built along the San Francisquito Creek.

18. **Preservation of housing affordability.** The City of East Palo Alto is a leader in providing affordable housing. Approximtely 39% of all the housing units in the City are affordable (including RSO, income restricted rentals, and BMR units). Preserving and expanding the existing affordable housing units and expanding the number of affordable housing units are key strategies to preserve the affordable character of the City of East Palo Alto, especially on the Westside.

Figure 1-1: Major Strategies *(labeled numbers correspond to Major Strategies list above)*

2. Introduction

Overview

This chapter describes the purpose and content of the General Plan, as well as forces, values, and processes that have shaped the City over time.

Setting the Stage – A Moment in Time

This updated General Plan represents the East Palo Alto community's statement of its core values and vision for its future. Much like the creative, adaptive and resilient people that make up East Palo Alto, this General Plan establishes this community as a unique city within Silicon Valley and the Bay Area. Embracing its roots as a place that is welcoming to all people, from all walks of life, the City is committed to providing a strong base of affordable housing for the region but accomplishing this in a way that advances the jobs-housing balance vision of the City.

While the City has per capita income that is lower compared to surrounding jurisdictions, the City is rich in social capital, cultural history, and neighborhood character. East Palo Alto's resiliency and optimism stem from its social cohesion and continued economic progress and quality of life improvements. The City is a small and tightly knit community, and this characteristic is one of the most valuable resources the City has. This unity has created great community leaders and provides immeasurable benefit to its residents. Maintaining this structure and sense of identity, and ensuring that it is not lost as the City evolves over time, is a critical component to the General Plan Update.

As with many Bay Area cities, there is very little undeveloped land in the City for new development or parks, and therefore new housing and jobs must come from redevelopment, infill, densification, or adaptive building reuse. This General Plan has a vital role to play in governing how the City's growing population is housed, employed, and serviced. The population is also changing demographically, reflecting the shifts occurring in the country at-large. Stepping back and looking at the City's history, it is evident that East Palo Alto needs better access to jobs, and the wealth of economic and financial resources available in Silicon Valley. This General Plan seeks to improve the public health and welfare of residents, while preserving what is great about the City and maintaining the core values of affordability, community, and diversity.

Having recently celebrated the 32nd Anniversary of its incorporation; the City is at the threshold of charting a bold new course in diversity and equity. While there has been improvement over time regarding crime reduction, some of the City's challenges have persisted since its founding in the 80s, such as unemployment, and sluggish economic development. Indeed, the City is in great need of better paying jobs, additional tax revenue, and improved infrastructure. This General Plan provides economic development strategies that promote a more diverse mix of uses, better access to jobs and education, and an improved quality of life for all.

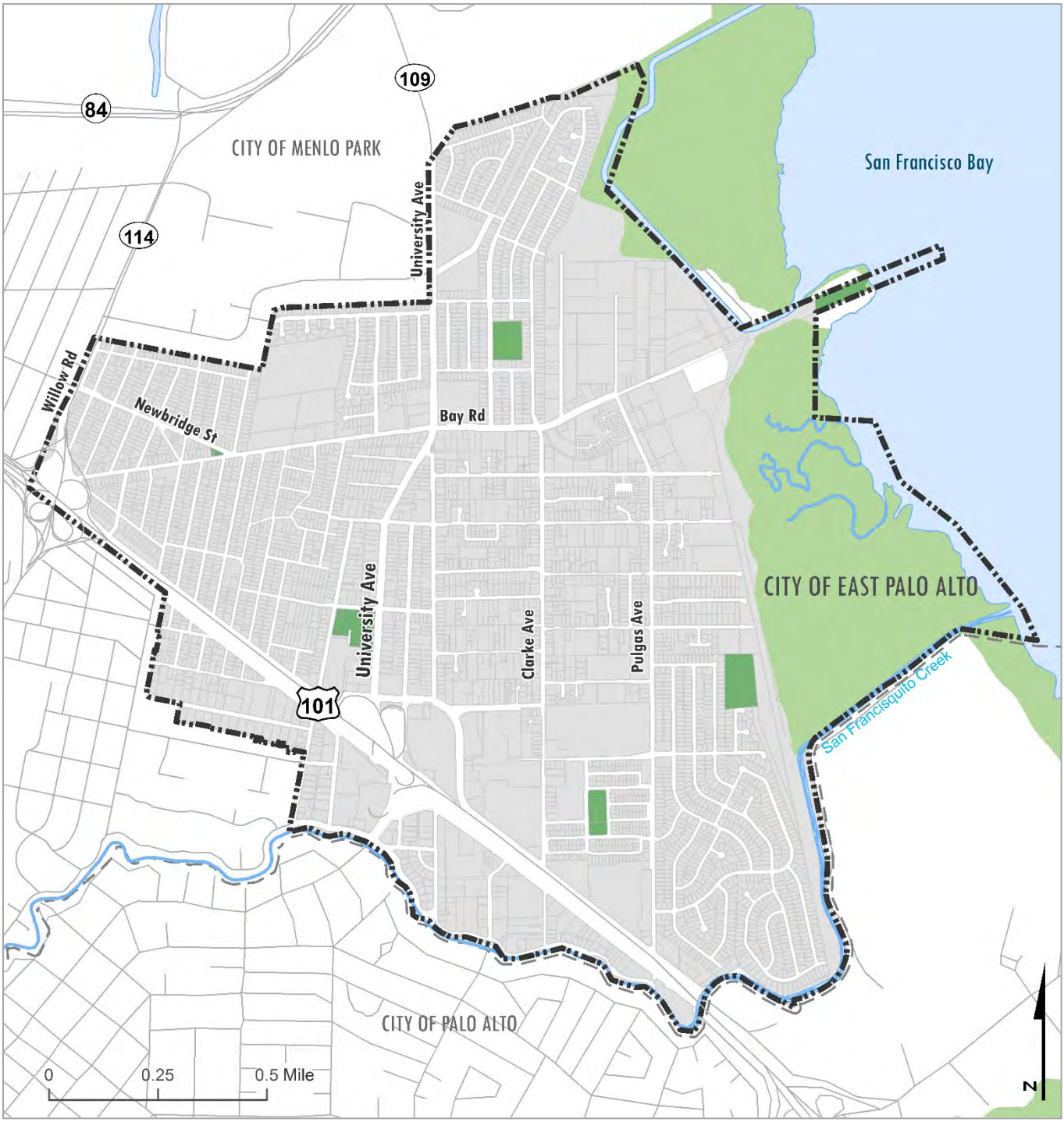
The course that this General Plan charts will have an effect not just on the City and its residents, but other communities in the region. With an understanding of both the difficulties and opportunities facing the City, the community of East Palo Alto has set to update their General Plan, thoughtfully strengthen its identity, further define and broadcast its vision, and move into the future as a forward-looking and equitable city.

Geography and Location

The City of East Palo Alto is located in the southern corner of San Mateo County and borders Santa Clara County, as shown in Figure 2-1. Neighboring cities include Menlo Park to the west and Palo Alto to the south. The Planning Area for the General Plan is defined by the East Palo Alto city limits. The City is comparatively small at 2.6 square miles (see Figure 2-2). While located in the technology-rich Silicon Valley, the City is relatively isolated from neighboring communities due to natural and human-made features. The City borders the San Francisco Bay on the east and San Francisquito Creek forms the southeast border.

Figure 2-1: East Palo Alto in the Region

Figure 2-2: City Boundary



Brief History of East Palo Alto

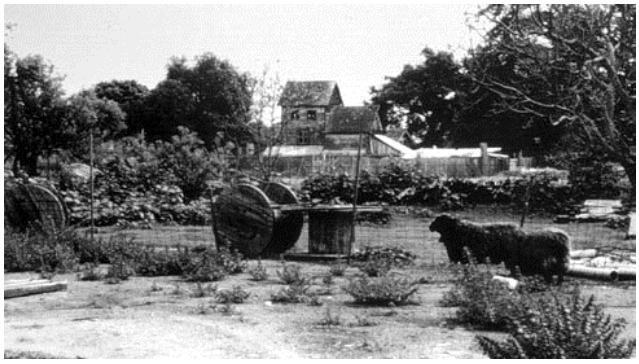
Native Inhabitants

The area that is now East Palo Alto has supported human settlement for over two millennia. Various tribes of Costanoan Native Americans – also known as the "Ohlone" – were the first known human inhabitants in the San Francisco Bay Area, benefiting from its rich resources and temperate climate. The Ohlone tribe that made its home in the area of modern-day East Palo Alto is known as the Puichon.

First European Settlement

The first European settlers in the area were Spanish ranchers and Gold Rush-enriched land speculators. In 1849, a wharf was built at the foot of Bay Road – then just a dirt cart road – and the community of "Ravenswood" grew around it. The community was primarily agricultural in nature but there was also some shipping activity through the wharf, largely related to the bricks produced at a local factory. The area remained generally in agricultural use through the rest of the 19th century. Eventually the wharf changed ownership and became known as Cooley Landing, a name that still survives today in East Palo Alto's Cooley Landing open space area.

Early 20th Century Agriculture and Community Development



Early 1900s agriculture in East Palo Alto.

The year 1916 included the initiation of Runnymede, the Weeks Poultry Colony. Runnymede was intended as a utopian alternative to industrialized urban living, and was a community of relatively self-sufficient small farmers.

The Runnymede colony initially prospered with a population of about 1,200 by the early 1920s, but then began to collapse after Weeks sold his demonstration farm and left Runnymede to start a second colony near Los Angeles. Disillusioned by the substantial work required to operate a small poultry farm and amid rising property values and contaminated well water supplies, many colonists began selling off their properties.

After the poultry farms closed, floriculture predominated in East Palo Alto from the 1930s through the 1950s, following a trend that had swept all of San Mateo County. Locally-grown chrysanthemums, violets, carnations, and lilies were transported to markets throughout the country on refrigerated "flower trains." With construction of the Highway 101 in 1932, businesses catering to automobile travelers opened along the highway and some of East Palo Alto's major streets. By 1939, the community had 11 service stations, most located immediately off the highway. University Avenue became the community's primary commercial corridor, attracting a variety of cafes, drive-ins, and restaurants. A portion of University Avenue near University Circle gained the nickname "Whiskey Gulch" because of its many bars and liquor stores – a result of Palo Alto zoning laws that restricted alcohol sales within two miles of Stanford University.

One of several establishments that collectively represented the lively "Whisky Gulch."

Industrialization

Industrial development, mostly associated with the area's agriculture, was located on large lots at the north end of town that was served by a railroad spur of the Dumbarton Cutoff. A few businesses opened along this Southern Pacific spur line in the 1910s and 1920s, including a cutlery company, chemical plant, and lubrication products company. Heavy industry expanded in the area after World War II, particularly in the northern part of the community. A helicopter manufacturing plant opened on Willow Road, while the Peninsula Transit Lines had a bus garage and maintenance facility near the end of Bay Road, and there was a steel factory located near the intersection of Pulgas Avenue and Weeks Street. Northern portions of East Palo Alto remained primarily industrial in use throughout the twentieth century.

Residential and Post-War Construction

The City's evolution into primarily a residential suburban community began as Runnymede declined, and escalated after World War II. Housing tract developers acquired larger tracts from nearby farms along with some of the colony lots and began subdividing them into much smaller, densely populated residential parcels. Buyers included year-round residents, as well as San Franciscans seeking a vacation or summer home in East Palo Alto's warmer climate. Along with the development of more traditional housing tracts, poultry farms in Runnymede were replaced with residential developments.

Gertude Wilks, prominent city leader in the 1960s.

Highway Construction and Impacts

In addition to its residential core, East Palo Alto has been defined by its proximity to Highway 101 (the Bayshore Highway) since the highway's construction in 1932. Despite linking the community of East Palo Alto to major cities throughout the San Francisco Bay Area, Highway 101 created significant traffic, health and socio-economic problems for East Palo Alto. Within the first few years after it opened, several people were killed or injured in traffic collisions while attempting to cross the then four-lane highway. Residents subsequently fought to lower the speed limit, build pedestrian underpasses, and add traffic signals. While their efforts were initially successful, the widening of Highway 101 into a six-lane divided freeway in the 1950s undid their work. The only crossings over the wider freeway were University Avenue and Willow Road, which remain today. Highway 101 also created a physical border that contributed to an emerging economic disparity between Palo Alto and East Palo Alto in the mid-twentieth century.

City Incorporation

East Palo Alto was incorporated in 1983, and is one of the most recently formed cities in the entire Bay Area. Prior to 1983, it was part of unincorporated San Mateo County, as were other large tracts of land that were annexed by Menlo Park and Palo Alto from the late 1940s to the early 1960s. Efforts for City incorporation began as early as the 1920s, followed by more serious incorporation efforts in the 1960s. These efforts remained unsuccessful until a vote was held on June 7, 1983 and the incorporation initiative finally passed by a fifteen vote margin. Following the contentious decision, lawsuits were waged in court from 1983-1987. In 1987, the United States Supreme Court refused to hear an appeal of the California Supreme Court's decision to affirm incorporation issued in 1986, thereby ending the legal battle over incorporation and confirming passage of the incorporation ballot measure. The successful campaign for East Palo Alto's incorporation was a major event in the life of the East Palo Alto community, and one that many of the City's residents and leaders still look back to with pride and inspiration. In many ways, the incorporation effort was a movement for social and fiscal self-determination, following years of

marginalization and neglect by outside powers. During and just before this time, the City endured a tremendous demographic shift as African Americans became the ethnic majority in the City (later, at the end of the millennium, the City would experience another ethnic shift, with Latinos becoming the majority population).

The campaign for incorporation was led by an ethnically diverse coalition of residents who believed their future and their children's future would be brighter if they were in charge of it. As East Palo Alto continues to evolve, it can look to its founding as an inspiring and inclusive exercise in democracy, and an important milestone in its history.

Swearing in of the first East Palo Alto City Council, shortly after incorporation in 1983.

Need for the General Plan Update

The City adopted its first General Plan in 1986. The last comprehensive update of the General Plan was in 1999. There have been some amendments to the General Plan between those time periods and since 1999, such as multiple revisions to the City's Housing Element. Since the 1999 East Palo Alto General Plan was created, there have been significant shifts in economic and housing markets, demographics, land use, the transportation system, community character, and infrastructure demands. Other portions of the 1999 General Plan are outdated, unable to adapt to existing conditions, or no longer reflect the community consensus for the future. These changes and overall conditions in the City were documented in the Existing Conditions Report prepared as part of the comprehensive General Plan update process. This report is available on the City's website and in the Community and Economic Development Department offices. This General Plan Update seeks to bring the plan up-to-date by:

- Responding to socio-economic and demographic changes.
- Engaging community members to express their collective values to create a common vision for the City's future.
- Creating updated policies for land use, community design, transportation, infrastructure, and quality of life.
- Prioritizing community health and equity throughout the General Plan.
- Creating a stand-alone Westside Area Plan to address key issues such as housing.
- Incorporating the vision and policies of the adopted Ravenswood/4 Corners TOD Specific Plan.
- Updating the Zoning Code to bring the development standards and regulations into conformance with the General Plan.

Statutory Requirements & Authority

Legally, the State of California requires that "each planning agency shall prepare and the legislative body of each county and city shall adopt a comprehensive, long-term general plan for the physical development of the county or city." (Gov't Code § 65300). Within this general requirement, some aspects of the general plan are tightly prescribed, while others are left to the discretion of individual cities or counties. In sum, the general plan:

- **Must set forth a "statement of development policies" that includes "objectives, principles, standards, and plan proposals," and must include seven mandatory elements – land use, circulation, housing, conservation, open space, noise and safety – as well as any optional elements the City chooses. (Gov't Code § 65302).**
- **Must be an "internally consistent and compatible statements of policies." (Gov't Code § 65300.5).**
- **". . . may include any other subjects which, in the judgment of the legislative body, relate to the physical development of the county or city." (Gov't Code § 65303).**
- **Should "accommodate local conditions and circumstances" (Gov't Code § 65300.7)**
- **". . .may be adopted in any format deemed appropriate or convenient by the legislative body, including the combining of elements," provided it meets other minimum requirements (Gov't Code § 65301).**

This General Plan meets the above legal requirements and also introduces some discretionary elements the City has deemed appropriate (i.e., Health and Equity Element and an Economic Element as well as discretionary sections of elements). Throughout the Elements, this General Plan also addresses the cross-cutting themes of economic development and sustainability.

Maintenance and Update of the Plan

The East Palo Alto General Plan will be implemented over an extended period of time (20+ years, with a time horizon of 2035). During this time, the long-range planning efforts for East Palo Alto will continue using the goals and objectives as a guide. However, a general plan is a living document, and presents the outcomes desired by the community based on their current goals and local conditions. As the City grows and changes, it may become necessary to amend specific policies and implementation actions as economic and demographic conditions change while new ideas about growth and conservation are formed. In fact, State Law encourages annual reviews of implementation actions and recommends that the entire General Plan be thoroughly reviewed every five years to ensure it is still consistent with the community's goals.

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

Community members, neighborhood groups and local organizations are encouraged to get involved in the on-going planning efforts of the City and to participate in the implementation of the General Plan. By active, thoughtful involvement, City residents can be part of the process of shaping and growing East Palo Alto to make it an even more active, prosperous and welcoming city than it is today.

Plan Organization

This General Plan is comprised of the State-mandated elements, and additional optional chapters (i.e., health and equity, Westside Area Plan, Economic Development, and Infrastructure, Services, and Facilities). While part of the General Plan, the Housing Element is a stand-alone volume updated more frequently than other chapters.

Chapter 1. Vision and Guiding Principles

The opening chapter of the General Plan lays out what a vision for the City of East Palo Alto is striving to become. The vision is intended to be realized over the course of one or two generations of thoughtful phased growth and development. It is expected that the vision will help guide decisions relating to new development and updates of the City's various plans and ordinances.

Chapter 2. Introduction

The Introduction provides background on the reasons for updating the General Plan, including a brief synopsis of the challenges and opportunities facing the City. This chapter also describes the role of the General Plan, how it is intended to be used and administered and an overview of the Plan. This chapter of the General Plan also includes a short history of the City through its early settling, struggles for incorporation, and up to the present.

Chapter 3. General Plan Update Process

The third chapter in this General Plan provides a comprehensive summary of the steps taken during the update process, including a review of all workshops and public outreach, stakeholder interviews, focus groups, General Plan Advisory Committee (GPAC) and Westside Area Plan Advisory Committee (WAPAC) meetings. This chapter is important to identify and recognize the community's contribution to this document.

Chapter 4. Land Use and Urban Design

This element presents the approach to land use and urban design, in addition to policies regarding the fiscal health of the City. Within this element are the General Plan land use designations, the designation map and goals and policies describing the community's preferences and priorities for the character and appearance of the City. Finally, the chapter includes in-depth policies for each sub-area in the City.

Chapter 5. Economic Development

This element provides goals and policies related to the continued expansion of economic development in the City. It addresses the potential for new jobs, the need for a jobs-housing balance, the desire for workforce training and the need to improve fiscal resources.

Chapter 6. Transportation

This element presents the approach to transportation, addressing access and mobility within the City. Included in this element are descriptions of street types and the circulation network map as well as goals and policies addressing existing and future transportation facilities in East Palo Alto for pedestrians, bicycles, and transit.

Chapter 7. Health and Equity

This element presents the community's priorities for realizing a healthy and equitable community. It includes goals and policies that address existing community health concerns as well approaches to managing new development to prevent future health issues. It covers topics such as environmental justice, mental health, access to healthy food, disease prevention, and physical activity. The chapter also addresses economic development strategies, including unemployment, homelessness, workforce training, access to jobs, and civic engagement.

Chapter 8. Parks, Open Space and Conservation

This element presents the community's approach for dealing with parks, open space, conservation of historic, archaeological and natural resources, wildlife and biological resources, urban forest, and recreational programs.

Chapter 9. Infrastructure, Services and Facilities

This element presents the community's intent for the maintenance and expansion of its water, wastewater, stormwater, and energy networks. The element also includes goals and policies that address the provision of public services such as police, fire and education, and

discusses civic properties such as schools, libraries, City Hall, and other government-owned lands and buildings. Finally, the chapter includes goals and policies on climate change and adaptation.

Chapter 10. Safety and Noise

This element contains the community's approach to reducing the potential risks resulting from natural and environmental hazards such as earthquakes, floods, fire and extreme weather. The element contains goals and policies that will help guide the City's decisions related to new development and the risks to the health, safety, and welfare of local hazards. Additional content covers sea level rise and the legacy of contamination in Ravenswood.

This element also addresses the approach for minimizing the community's exposure to harmful noise levels. The element analyzes and quantifies future noise levels. It includes a map summarizing the results, and presents goals and policies for managing exposure to excessive noise.

Chapter 11. Westside Area Plan

The Westside Area Plan presents a vision for the future of the Westside area (west of Highway 101), where a substantial amount of the City's affordable housing exists. It provides a recommended vision, guiding principles, and goals and policies for providing affordable housing, beautifying the area, and connecting it to the rest of the City.

Three to four story apartment housing is allowed under several new and modified Land Use Designations (see Chapter 4).

Chapter 12. Implementation

The General Plan provides a vision for the future of East Palo Alto and guidance about how to attain that future. City staff, the City Council, the Planning Commission, and other boards and commissions, as part of their duties to the City, will carry out the goals and policies of the plan. Plan implementation will be achieved through the adoption, implementation and revision of the municipal development code, annual budget, capital improvements program, and through on-going decisions about development proposals. Indeed, all City programs, policies and actions must be made consistent with this General Plan to meet state requirements.

To assist with the effort of implementing this General Plan, the final chapter, Implementation, provides a list of actions that the City will undertake to carry out the vision. Each action includes a description, a level of priority, a timeframe for accomplishing the tasks, and the responsible parties for each action. This chapter also includes a list of major physical improvements known at the time of writing and indicators to measure the successful implementation of the General Plan.

Appendix

This General Plan includes Appendix A, the glossary. It includes definitions of terms used in this General Plan.

Housing Element

In addition to the above chapters, the General Plan also includes the State-mandated Housing Element. Since the Housing Element is updated more frequently than the rest of the General Plan, it is contained in a separate volume.

The Housing Element includes the City's existing and projected housing needs, and opportunities for new multi-family housing development, in order for the City to meet its share of the regional housing allotment. The element additionally provides related policies on housing affordability (rent stabilization and below market homeownership), housing quality (condition of the housing units), and housing demand (displacement).

How to Use this General Plan

Each element of the General Plan is organized with the following sections:

- **Statutory Requirements**. A short explanation of the mandatory state requirements for each element – what must be included in the section to be certified as a legally binding document.
- **Issues and Opportunities.** A summary of the issues facing the community. The issues serve as background for the goals and policies and are derived from the Existing Conditions Report prepared as part of this General Plan update available for download on the City's website.
- **Goals and Policies.** Each element contains goals and policies responding to the key issues associated with achieving the community's vision, and are intended to provide clear direction in how the City will implement the overall vision of this plan.

Together, the General Plan language creates a hierarchy of goals and policies that will be mandated, encouraged, or allowed by the City over the next 20 years.

Goals and Policies

Each element of this General Plan contains goals and policies. Implementation actions are included in Chapter 12 "Implementation," but are organized by the same topics as each chapter. All of these guide decision-making, and are defined as follows.

- **Goal.** Overall statement describing a need, concern, opportunity, or desire. Goals are broad in both purpose and aim, but are designed specifically to establish positions or directions. The following is an example of a goal:

  Goal LU-1: **Maintain an urban form and land use pattern that enhances the quality of life and meets the community's vision.**

- **Intent.** An explanatory statement that provides justification, rationale, and background on the related goal. The intent gives a clearer picture of why the stated goal is important to the wellbeing and success of the City moving forward, and gives specificity on the desired outcomes.

  Intent: To provide housing, employment, retail and services, recreation, arts, education and entertainment for the City's residents and businesses in an urban environment that promotes health, equity, prosperity, and well-being.

- **Policies**. Specific position statements that support the achievement of goals and serve as guides to the City Council, Planning Commission, other City commissions and boards, and City staff when reviewing development proposals and making other decisions. Policies seek to achieve the goals by mandating, encouraging, or permitting certain actions. Certain policies are critical and must be implemented. Thus, compliance with the policy or action is mandatory. Language used to describe this intent includes will, must, require, prohibit, conduct, maintain and implement. Other policies are strongly encouraged by the City but total implementation may not be possible, thus compliance is not mandatory. Language used to describe this intent includes should, may, encourage, consider, explore, allow, discourage and promote. The following are examples of policies in the East Palo Alto General Plan:

  Policy 8.2: **High quality construction and architecture.** Prioritize nonresidential development in the City and seek opportunities to convert residential uses to enhance the tax base so long as replacement housing is provided at the same or greater level of affordability and mix of housing types/sizes.

- **Actions**. The Implementation chapter and the Housing Element includes actions, such as physical improvements and programs that implement the vision, goals and policies of the General Plan. The actions differ from policies in that they are intended to be one-time activities, such as creating a plan.

  Small business support. Develop and staff a program that supports small and local businesses. Prepare and circulate a small business assistance resource guide.

3. General Plan Update Process

Overview

This chapter provides a comprehensive summary of the steps taken during the update process, including a review of all workshops and public outreach, stakeholder interviews, focus groups, and advisory committee meetings. This chapter is important to identify and recognize the community's contribution to this document.

Introduction

The City of East Palo was founded in 1983 on the principles of self-determination, diversity and inclusiveness, and these principles have continued to guide the community as the City has matured over its first 31 years. In keeping with these founding principles, the General Plan update process was designed as a collaborative process, with frequent and varied opportunities for East Palo Alto's active and diverse residents and other stakeholders to continue to guide their City's future.

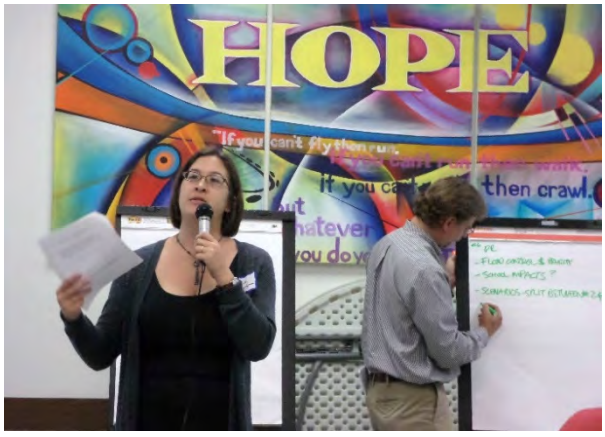
A mural by the Mural Music and Arts Project at the East Palo Alto Police Department.

At a minimum, State law requires that a City's planning agency "provide opportunities for the involvement of citizens, public agencies, public utility companies, and civic, education, and other community groups, through public hearings and any other means the city or county deems appropriate" (Gov't Code sec. 65353). Ultimately, a city's General Plan will only succeed, however, if the community's stakeholders have been, and remain, stewards of its development and implementation. For this reason, extensive public input and civic engagement was planned from the start of the planning process to ensure that the General Plan sets forth the desires and vision of the community through 2035, the planning horizon year. The specific goals of the planning process were to:

- Engage and empower community members in the visioning and planning process;
- Build capacity in the community to guide and support implementation of the General Plan for the next generation of East Palo Alto residents;
- Achieve broad demographic and geographic representation from community members and other stakeholders;
- Accomplish an end product that has community support and ownership so that community members feel that their voice was heard;
- Engage the community in a planning process that results in sustainable recommendations;
- Involve stakeholders and the general public at key points with interactive participation that ranges from one-on-one activities, to informed committees and to large-scale community meetings and activities; and
- Develop easily understood and culturally appropriate informational materials.

In June 2013, a draft Community Engagement Plan that addressed these goals was presented to the community at a Town Hall workshop, and subsequently modified to reflect feedback received there. This revised roadmap was not set in stone; rather it was designed to flex as needed during the 3-year planning process to thoroughly address community concerns as they emerged and changed. This iterative process included a variety of meeting types, sizes, venues and times to ensure that participants were welcomed into the process whenever they could participate, including those who regularly participated in civic activities and those who didn't. Spanish interpretation and childcare was provided at key workshops to ensure that the predominantly Hispanic population and families could also participate fully. All community members and stakeholders were regularly informed about the planning process through the project website, www.vista2035epa.org, written materials and updates, email blasts, periodic meetings and local media.

Throughout the General Plan Update process, local community-based non-profit partners (Nuestra Casa and Leadership Development Inc.) joined members of the technical consultant team (Envirocom Communications Strategies and Raimi + Associates) and City staff – some of who were bilingual - to ensure that a variety of voices were heard and interests represented in the planning process. The public outreach process successfully engaged hundreds of diverse residents and stakeholders in developing a vision of the community through 2035, and the requisite goals, policies, implementation measures and capacity to bring this vision to fruition.



Westside Town Hall meeting.

Existing Conditions Report

An Existing Conditions Report (Report) was completed in February 2014 and posted to the project website for public review and use. Because the City's existing General Plan was last comprehensively updated in 1999, the Report provided an up-to-date snapshot of key issues facing the City, so that the General Plan Update process could effectively address them. The Report includes chapters on demographics and socio-economic characteristics, economic and market conditions, land use and policy, community character and design, transportation and circulation, housing conditions and needs, parks and public facilities, and conservation, noise, hazards, and air quality. Readers were encouraged to provide comments, corrections or concerns about anything in the Report so that they could be addressed during the planning process. Key aspects of the Existing Conditions Report are included in each chapter of the General Plan.

Public Outreach and Communication

The City and the Consultant team identified a variety of ways to communicate with the public throughout the project with traditional public information methods such as flyers and announcements, as well as more contemporary electronic media. In addition, several suggestions were incorporated based on community feedback during the June 5, 2013 Town Hall meeting. Whenever possible information was available in a bilingual (Spanish/ English) format. The primary methods of communication included:

- **Email.** Throughout the process the consultant team maintained a database of interested residents, businesses, and other stakeholders and communicated with them about General Plan Update activities, including upcoming meetings, availability of materials for review, and other information.

- **Website.** The project team created a project website to provide information about the General Plan, and to allow interested participants to contact the project team and comment on various aspects of the plan. The web address is: www.vista2035epa.org.
- **Surveys.** Surveys were used at key points in the process to garner public opinion, make decisions regarding priorities and choices, and to encourage citizens to become more involved in the planning process.
- **On-the-Street Outreach.** During the project, members of the Outreach and Consultant Team and City staff "hit the streets" to inform the East Palo Alto residents and stakeholders about upcoming events and inspire them to participate. This included door-to-door distribution of meeting announcements and distribution of community surveys, as well as distribution of information and surveys at key community meeting places, such as the Senior Center, library, parks, churches and schools, apartment complexes and businesses, and key community events such as Earth Day and East Palo Alto's 30th Anniversary.
- **Local Service Providers.** To enhance community engagement in the planning process, the Consultant Team hired and worked closely with local non-profits and service providers who helped with translation and facilitation at meetings, door-to-door outreach and tabling at community events, distribution of notices and project information, provision of meeting space, childcare and refreshments at meetings, survey implementation, and in many other ways.

Direct Outreach: Events and Organizations

Throughout the process, the outreach team has attended many community events and reached out to many organizations within the community. The purpose of this outreach was to inform the community about the General Plan update process generally, and to provide them with notice of upcoming Town Hall and other General Plan meetings. The following is a list of the organizations contacted.

Churches

- Church of Christ
- Apostolic Assembly
- Iglesia Evangelica
- Community Church of East Palo Alto
- Calvary Temple Church of God in Christ
- St. John Baptist Church
- Iglesia de la Fe en Cristo
- Iglesia de la Luz
- Iglesia Pentecostal
- EPA SKTT 'o Tonga/Uesiliaja Church
- Pacific Islander Church
- Bayshore Christian Ministries
- St. Francis of Assisi Parish

Schools

- Menlo Atherton High School
- Costano School
- East Palo Alto Charter School
- Ronald McNair Academy
- Belle Haven Community School
- Brentwood Academy
- Cesar Chavez & Green Oaks
- Los Robles Academy
- Willow Oaks School
- Creative Montessori
- Ravenswood City School District
- Sequoia Big Picture School
- Sequoia Union High School District

- StarVista
- Phoenix Academy
- San Francisco 49ers Academy

Organizations

- Child Development Center
- Boys and Girls Club of the Peninsula
- YMCA of the Mid-Peninsula
- East Palo Alto Library/San Mateo County Library
- Ravenswood Family Heath Center
- College Track
- Free At Last
- Ecumenical Hunger Program
- Aim High
- Building Futures Now
- Children's Health Council
- Collective Roots
- Acknowledge Alliance
- Adolescent Counseling Services
- East Palo Alto Police Department
- East Palo Alto Youth Court
- Education Partnerships Haas Center for Public Service (Stanford University)
- Envision Transform Build EPA
- Foundation for a College Education
- Menlo Park Fire Protection District (MPFPD)
- Girls to Women
- Health Connected (formerly Teen Talk)
- JobTrain
- Linking Immigrants to Benefits, Resources & Education (LIBRE)
- Making it Happen for our Children
- Mid-Peninsula Athletic Association
- MOUSE Squad Student Tech Leadership
- Mural, Music & Arts Project
- Nuestra Casa
- Office of San Mateo County Supervisor Warren Slocum, 4th District
- One East Palo Alto Neighborhood Improvement Initiative
- The John W. Gardner Center for Youth and Their Communities (Stanford University)
- Teen Success, Inc.
- Youth Community Service
- Youth United for Community Action
- Community Legal Services in East Palo Alto
- Project Access Family Resource Center at Light Tree Apartments
- All Five
- Live in Peace
- WIC
- RCSD
- EPA Junior Golf

Flyer Distribution

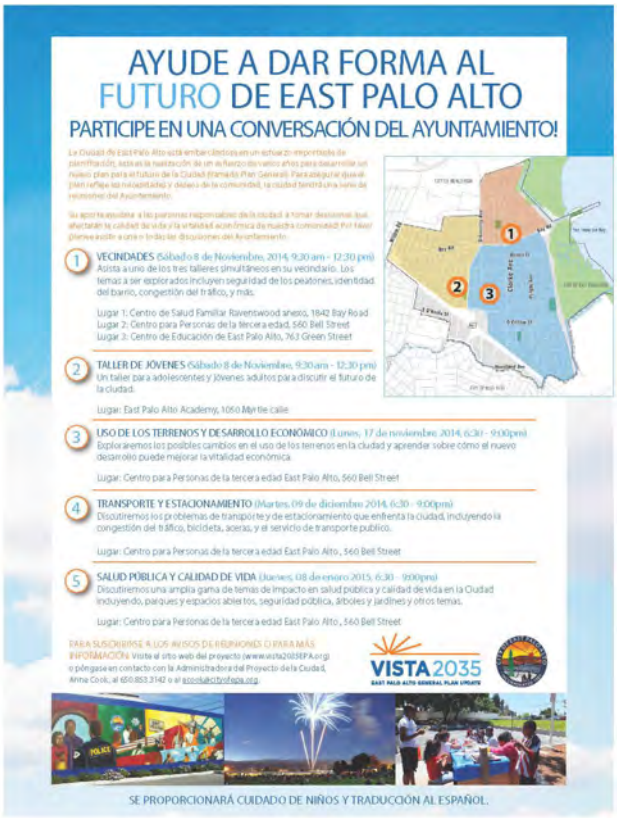
In addition to contacting the above organizations, outreach occurred at a number of locations and events throughout the community including, but not limited to the following:

- Ravenswood Family Health Clinic Flu shot event
- Live in Peace Family Night
- El Concilio Food Distribution
- East Palo Alto Farmers Market
- Ravenswood Shopping Center
- Three Brothers
- Mi Pueblo
- Jamba Juice
- Starbucks
- Firehouse Grill
- Senior Center events (breakfasts, lunches and activities)
- Brentwood Fall Carnival
- City Council Meetings
- East Palo Alto Library
- Fresh Market
- Dawn Moore Celebration
- San Mateo Credit Union
- WigSplitaz Barbershop
- School Halloween Festival
- Ohava Computers
- Palo Alto Mobile Estates
- EPAPD Beat Meetings
- Ravenswood School District Halloween Festival

Summary of Outreach Activities

Throughout the General Plan update process, the City and the consultant team conducted a multi-faceted outreach and engagement process that included advisory committee meetings, public workshops, interviews, focus groups and a project website. The following is a summary of the outreach activities. This is followed by a more thorough description of the activities.

- **9 General Plan Advisory Committee (GPAC) Meetings.** The GPAC met throughout the process to provide input on the overall vision of the City, with an emphasis on land use and transportation.
- **9 Westside Area Plan Advisory Committee (WAPAC) Meetings.** The WAPAC also met throughout the process, focusing on vision and policies for addressing Westside-specific issues, including protection of affordable housing, and lack of parks, open spaces, and pedestrian and transportation access.
- **5 Citywide Town Hall Meetings.** Citywide Town Halls were specifically designed to solicit feedback and direction on a variety of planning issues and to build local knowledge and capacity to ensure the community had the resources necessary to effectively weigh in on key planning vision and policies. Topics included vision and key issues; land use and economic development; transportation; housing; and public health and quality of life.
- **3 Neighborhood Workshops.** These workshops occurred in different parts of the City to encourage discussion of issues and opportunities specific to the City's neighborhoods.
- **Youth Workshop.** This meeting focused on the unique interests and ideas of the City's youth and was documented in a video on the Project Website.
- **3 Westside Town Hall meetings.** Westside Town Halls primarily focused on the future of the Westside, but many subjects covered, particularly affordable housing, were of great interest to the broader community as well.
- **Focus Groups.** Smaller focus groups addressed the specific needs of teens and young adults, Asian Pacific Islanders, and open space advocates and organizations.
- **Project Website.** The vista2035epa website was used to provide detailed reports and current information to the public. All notes and information from workshops and advisory committee meetings were posted on the website during the process, and will be made part of the City's planning record.
- **Direct Outreach.** The Outreach Team reached out to community members via email, newsletters and other media, phone calls, door-to-door surveys, meetings with local organizations and tabling at community events. The team also directly met or spoke with surrounding cities and local agencies.



Bi-lingual flyer distributed for outreach efforts in Fall 2014.

Citywide Town Hall Meetings

The following is a summary of the Citywide Town Hall meetings (or public workshops) that occurred during the process.

Citywide Town Hall #1 - Outreach and Engagement Plan

On June 5, 2013, the City hosted its first Town Hall to receive community input and direction about how to maximize opportunities for the citizens of East Palo Alto to participate in the development of the General Plan. The Consultant Team presented an overview of the General Plan Update process, the draft Community Engagement Plan, advisory group recruitment, and opportunities for local businesses and non-profits to participate in the planning process. Over 40 residents, business owners, community leaders and other stakeholders attended the meeting and provided feedback that helped shape the planning process and ensure it was inclusive.

Citywide Town Hall #2 – Existing Conditions and Visioning

On Saturday, November 23, 2013 the City hosted a four-hour Citywide Town Hall at Costaño Elementary School to engage with community members about the General Plan Update. Over 50 community members attended. The Town Hall's "open house" format allowed community members to visit nine activity stations, where they learned more about existing conditions, voted on community priorities, and shared their visions and ideas for the City's future:

- Living, Working and Shopping
- Community Need and Priorities
- Visioning
- Neighborhood Identification and Planning
- A Growing Community
- Market and Economics
- Housing
- Transportation
- Methods of Outreach

Detailed results from each Town Hall station helped inform the GPAC's discussions of key issues and neighborhood boundaries discussed by GPAC members during subsequent meetings.

Citywide Town Hall # 3 – Land Use and Economic Development

On November 17, 2014, the city hosted a "Land Use and Economic Development Town Hall". It followed the Mayor's State of the City address, providing the community with an opportunity to reflect both on what the City had achieved thus far and what the future could be. Approximately 60 participants attended and commented on potential land use changes in "change areas" of the City, including the Westside, University Avenue, The Ravenswood TOD Specific Plan Area, Gateway101, East Bayshore Road, and Newbridge/Willow. Participants also had the opportunity to learn more about how development could enhance City services and economic vitality and to comment on alternative revenue generators.

Discussion amongst community members regarding informational boards on economic development.

Citywide Town Hall # 4 – Transportation and Parking

On December 9, 2014, the City hosted a Town Hall at the Senior Center to discuss transportation and parking issues facing the City, including traffic and parking congestion, biking, sidewalks, and transit service and receive feedback on the initial transportation and parking direction for the General Plan update. Approximately 20 community members attended this "Transportation and

Parking Town Hall," in addition to City staff, elected and appointed officials, and Consultant Team members.

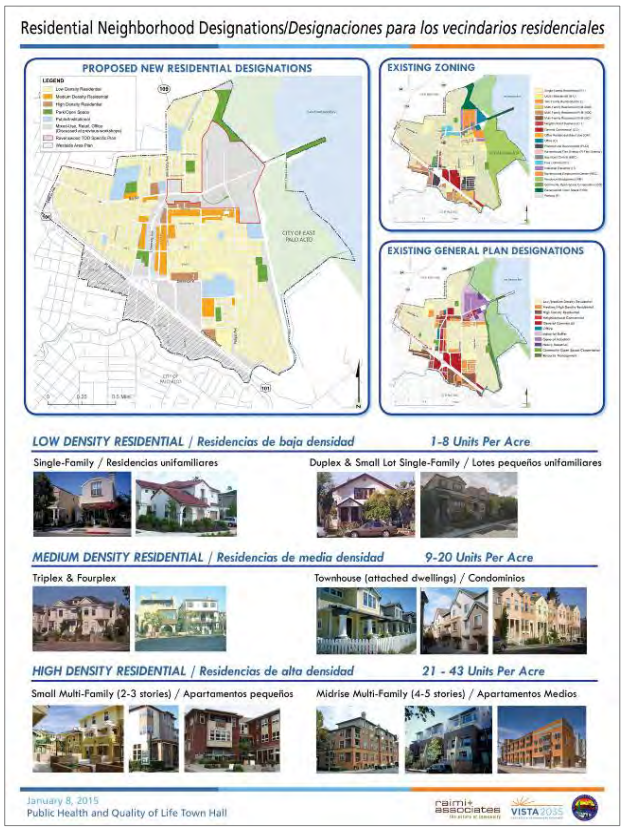
The workshop began with a short presentation and discussion about the status of the General Plan update, results from recent land use workshops, background about transportation and parking in East Palo Alto, and a short overview of voting (dot stickers) exercises. Attendees were then asked to circulate around the room and vote on their preferred options at seven "stations", including Proposed Street Network, Transit Network, Bicycle Network, Street and Sidewalk Character, Traffic Calming, University Avenue Streetscape Condition, and Neighborhood Parking Strategies.

Citywide Town Hall # 5 – Public Health and Quality of Life

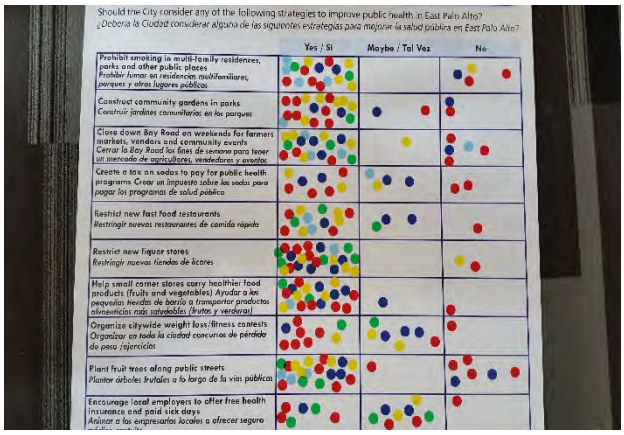
On January 8, 2015, the City hosted its 5th Citywide Town Hall, at the Senior Center. This "Public Health and Quality of Life Town Hall" provided an opportunity for discussion and feedback on a variety of topics related to health, as well as other topics that affect quality of life in the City, including neighborhood land use designations, second units and garage conversions, and public safety. Approximately 120 community members attended the meeting, one of the highest turnouts for any General Plan Update meeting.

The workshop began with a short presentation by the Consultant Team about the status of the General Plan Update, background about public health, public safety, parks and recreation, and habitats in East Palo Alto, and an overview of the dot sticker exercises. Following the introductory talk, attendees split into groups to discuss either public health or social equity issues. Facilitation was provided by the Community Development Department, County and City staff, and members of the Consultant Team.

After the discussion groups, participants were asked to circulate around the room and vote on their preferred options at various "stations," including Parks and Pedestrian Network, Residential Land Use Designations, Neighborhood Character, Community Facilities/Services, Public Health, Habitat and Natural Environment, and Public Safety.



Exercise board used at Town Hall #5



Completed "dot-preference" exercise board.

Westside Town Hall Meetings

The following is a summary of the Town Hall meetings that focused specifically on the Westside of the City.

Westside Town Hall #1 – Existing Conditions and Visioning

On Saturday, November 2, 2013, the City hosted approximately 125 adults and 20 children at a three hour Westside Town Hall meeting at the Four Seasons Hotel. The Consultant Team gave a presentation and answered questions about the General Plan Update project and the existing conditions on the Westside. Community members then broke into groups to discuss the following questions:

- **Vision.** What will the Westside look like in 2035?
- **Current Issues.** What are the existing strengths and challenges facing the Westside?
- **Opportunities.** What are the opportunities to enhance the Westside in the future?

Westside Town Hall # 2 – Housing Forum

To respond to the importance of affordable housing issues, an additional Westside Town Hall was held on March 17, 2014 to provide the community with background information on the State, regional and City requirements and programs that impact housing choices in the City, and the land use and housing scenarios that could occur under those regulations. After a brief review of the final guiding principles for the Westside Area Plan, the rest of the March 17th meeting focused on housing issues in the City, including an overview of the existing housing conditions (based on the Existing Conditions Report), followed by an informational review of the existing regulations and programs that affect housing options in the City. Particular attention was given to the coordination between ongoing City efforts regarding housing and the General Plan update process. Over 125 people attending this widely publicized meeting.

Discussion table at the Westside Town Hall meeting.

Westside Town Hall # 3 – Westside Guiding Principles, Community Needs, and Vision

On Monday, June 9, 2014, the City hosted a 3rd Westside Town Hall meeting to discuss the Westside Area Plan (WAPAC). Approximately 120 adults and 20 children attended this workshop-style meeting. It began with an "open house" forum during which community members showed where they live in the City and voted on guiding principles and community needs.

Participants were provided with a list of 14 Guiding Principles developed from past outreach efforts and discussions with the WAPAC, and were asked to indicate their top three priorities using dot stickers. The top three Guiding Principles were: 1) Provide affordable rental housing; 2) Avoid displacement; and 3) On-going community participation in decision-making processes.

Participants also were provided with a list of Community Needs and Priorities developed from past outreach efforts and discussions with the WAPAC, and were asked to indicate their top five priorities, again using dot stickers. The top three Community Needs and Priorities were: 1) Long-term affordable rental housing; 2) No displacement of existing renters; and 3) Stronger tenant protection laws.

"Where do you live?" activity at the Westside Town Hall meeting.

After a discussion of existing conditions in the City, the Consultant Team presented three Westside study scenarios that were developed to spark discussion among committee members and the public so that City staff and the Consultant Team could gain a deeper understanding of the community's vision for where future growth should occur in the Westside, the types of uses that might be acceptable at different locations, and the scale/character of development. At the close of the presentation, Nuestra Casa facilitated small group discussions at each table that focused on these issues as well as level of affordability, prerequisites for development, and other responses to the study scenarios.

Vision exercise at the Westside Town Meeting.

Building on the foundation of housing knowledge that was presented at the March 17, 2014 Town Hall, participants were asked to consider some particularly challenging questions about affordable housing, such as: 1) Should the City consider higher density development in exchange for more permanent affordable housing; and 2) Would it be better for the Westside community to have more permanent affordable housing units for moderate-income households or fewer affordable housing units for lower income households?

Participants also were given the following draft list of "prerequisites" for higher density development on the Westside. These prerequisites were drafted based on community input throughout the planning process and during the WAPAC's discussion and development of the guiding principles and community needs lists.

- Permanent affordable housing
- Prevent displacement of existing residents
- Preserve "right of return" for existing residents – similar size and similar rent
- Maintain the city's rent stabilization program
- High-quality new development that enhances the community
- Health and safety improvements such as new sidewalks, parks, community centers, street lighting, safer access across Highway 101, and other similar improvements
- Improved fiscal health of the City.

At the end of group discussions, a spokesperson for each table briefly summarized their table's discussions for all Town Hall participants to hear. Overall, participants generally felt that the prerequisites were correct, but there were also some specific comments and recommendations that were considered as the planning process progressed.

Participants also were provided with three study scenarios that the Consultant Team developed to show ways that new development could help fulfill the guiding principles and community needs. Many community members supported scenarios that included new uses and higher density, but others didn't want to see any

change and/or thought the City should keep existing regulations in place. A small number of participants strongly expressed that the scenarios did not reflect their vision for the future. Overall, the study scenarios stimulated discussions that helped City staff and the Consultant Team better understand the community's relative priorities and tolerance for increased density to fund Westside improvements.

Results from workshop questions about Westside development.

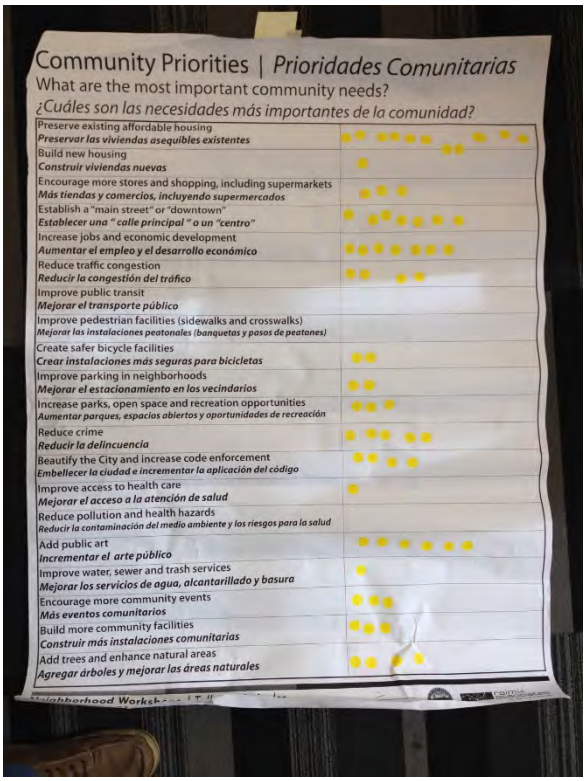
Neighborhood and Youth Workshops

On Saturday, November 8th, 2014 the City hosted three concurrent neighborhood workshops to explore topics such as pedestrian safety, neighborhood identity, traffic congestion, parking, and other concerns on a more-neighborhood scale than the Town Hall and GPAC meetings allowed. These relatively smaller meetings were designed to enable participants to delve deeply into planning opportunities and challenges in their specific neighborhood area. Overall, approximately 60 members of the public attended one of these meetings, where they addressed the following questions:

- If you could change any three things about your neighborhood what would they be?
- What makes the neighborhood special or unique?
- What challenges are facing the neighborhood now and over the next 20 years?
- What specific changes do you want to make your neighborhood better?

At the same time, the City hosted a Youth Workshop for teens and young adults to learn about their visions and goals for the City. Approximately 25 youth and young adults addressed the following questions:

- What makes East Palo Alto special or unique?
- What issues face the City now and in the future?
- What is your vision for the City's future?
- What additional ways can youth participate in City decision-making?



Results of the dot-voting exercise at the youth workshop.

Focus Groups and Stakeholder Meetings

When appropriate, the consultant team met with individual or small groups of stakeholders, City and County staff, community leaders and member organizations to dig deeper into specific topics and issues such as affordable housing, health and safety, and transportation, among others.

Council, Commission and Board Updates

To ensure that the City's Boards and Commissions received regular briefings on the advisory committees' work, representatives from the Planning Commission, the Rent Stabilization Board, and the Public Works and Transportation Commission served as liaisons to the GPAC and to the WAPAC, attending committee meetings and reporting back to their respective board or commissions about the events and discussions underway. City staff and the Consultant Team also briefed these boards and commissions as needed during the planning process.

As the planning process unfolded, City staff also provided the City Council with Quarterly Progress Reports, to ensure the Council was regularly briefed and could provide input regarding the many activities and discussions taking place around the City. These briefings also served as another opportunity for the community at large to learn about and weigh in on the planning process.

The first Joint Meeting of the GPAC and WAPAC was held on July 3, 2013. At this kick off meeting, advisory board members learned about the legal and practical requirements of the City's General Plan and the roles and responsibilities of the advisory committees during the public participation process. They also reviewed and discussed the Community Engagement Plan, brainstormed about the key strengths, weaknesses, opportunities and threats facing the City, and discussed outreach tools that would be useful during the planning process.

Advisory Committees

The General Plan update process involved 2 advisory committees – one for the General Plan and another for the Westside Area Plan. The process of each is described below. Note that some of the times the advisory committees met separately and at other times they met together as a single body.

Role and Formation of Advisory Committees

At the onset of the planning process, the City Council decided that it wanted a bottom-up planning process, as opposed to a top-down Planning Commission or Council-driven process, to ensure that the draft general plan that ultimately came to the City's Boards, Commissions and the Council itself, was a reflection of the entire community's visions for the future of East Palo Alto. In July 2013, the City Council therefore formed and appointed thirteen members to a General Plan Advisory Committee (GPAC) and nine members to a Westside Area Plan Advisory Committee (WAPAC) to provide input and guidance to City staff, the Consultant Team, and the Planning Commission and the City Council on topics related to the General Plan Update Process.

The City Council made adjustments to these committees in July 2013 and in December 2013 to maximize participation of East Palo Alto residents who reflect the diversity of the City. As a result, there were 15 members on the GPAC and 13 members on the WAPAC, reflecting a diversity of residents, non-profit organizations, and business owners.

The GPAC and the WAPAC both met nine times during the planning process, the first time and the last three times together to ensure integration of the Westside Area Plan chapter with the rest of the Citywide General Plan.

GPAC Meetings

The GPAC met nine times throughout the planning process. The purpose of the GPAC was top provide high-level guidance on the overall land use pattern, the transportation network and other topics that impacted the City as a whole. Topics covered included key issues impacting the City, a vision for growth and development areas where change could occur, land use designations, transportation system improvements and guidance on the Westside.

Westside Area Plan Advisory Committee (WAPAC)

The Westside Area Plan Advisory Committee met nine times through the General Plan update process. The purpose of the WAPAC was to provide input and guidance on the vision, guiding principles and land use patterns on the Westside. Throughout the process, the City and the consultant team conducted an education process to ensure that all WAPAC members had a basic understanding of land use planning and housing policy. Key topics for the WAPAC meetings included the following:

- A vision for the Westside
- Guiding principles and community needs
- Prerequisites for additional development
- Alternative growth scenarios for the Westside
- Structure and content of the Area Plan
- Integration of the Area Plan with the General Plan
- Housing policy, including definitions of income-restricted affordable housing, rent control and other laws and regulations

The WAPAC meetings were well attended by the public and the public was invited to provide input at key junctures of the meetings. The input about the future of the Westside was provided to the City Council (at a Special Study Session on March 12, 2015) and the Council provided direction to City staff and the consultant team to be included in the Area Plan. This ultimately provides the foundation for the principles and policy direction contained in the Westside Chapter of the General Plan.

GPAC and WAPAC joint meeting.

Ideas for the Westside are stated by the public at a town hall meeting in 2015.

4. Land Use and Urban Design

Overview

This Element provides a long-term vision, goals and policies for land use and development in East Palo Alto over the next 20 to 30 years. Topics covered include land use designations, neighborhood preservation, expanded economic development, fiscal stability and corridor revitalization. In addition to the citywide goals and policies, the chapter also includes goals and policies for each of the City's unique neighborhoods and commercial areas.

Statutory Requirements

California law (Government Code Section 65302(a)) requires that a city's general plan include:

> ". . . a land use element which designates the proposed general distribution and general location and extent of uses of the land for housing, business, industry and open space, including agriculture, natural resources, recreation, and enjoyment of scenic beauty, public buildings and grounds, solid waste disposal facilities and other categories of public and private uses of land. The land use element shall include a statement of the standards of population density and building intensity recommended for the various districts and other territory covered by the plan."

The required land use element has the broadest scope of the required elements of a general plan, regulating how all land in a city is to be used in the future. To fully reflect the range of physical attributes that are important for East Palo Alto's success, this chapter also contains goals and policies to guide urban form and design.

Issues and Opportunities

Existing Land Use and Zoning

The City of East Palo Alto, which is 2.6 square miles, is a mostly built out city with the exception of open space and marshlands and vacant land in the Ravenswood industrial area. Of the developed areas, residential uses are the most common land use in the City. Approximately 665 acres in the City (just over 50 percent of land) are residential uses. Most residential land is single family residential (41.4 percent of total land), along with multi-family residential of five or more units (5.4 percent of land), and duplexes, triplexes, condos or fourplexes (3.1 percent of land).

Table 4-1: Distribution of Existing Land Uses

Land Use Designation	Acres	%
Residential - Mobile Home	8	0.6%
Residential - Single Family	546	41.4%
Residential - Duplex/Triplex/4plex	41	3.1%
Residential - 5 or more Units	71	5.4%
Commercial	61	4.6%
Lodging	3	0.3%
Office	14	1.1%
Institutional or Public Facilities	110	8.3%
Light Industrial	69	5.3%
Baylands and Marshland	247	18.8%
Parks & Recreation Facilities	23	1.8%
Parking	1	0.1%
Vacant	124	9.4%
Total	**1,319**	**100.0%**

Source: San Mateo County GIS Enterprise Database, 2013. Note: Table excludes rights-of-way.

Commercial and office account for a very limited amount of the land in the City at approximately 6 percent of the land area. The greatest mix of uses occurs where residential neighborhoods are near University Avenue's retail uses, or near the Ravenswood 101 Shopping Center.

There is also a relatively significant amount of vacant land, primarily concentrated along Bay Road within the area of the Ravenswood TOD Specific Plan, where previously industrial businesses were located. Institutional uses, public facilities, and parks and recreational facilities account for approximately 10 percent of the land area in the City.

Urban Form and Pattern

The urban design character of East Palo Alto is defined by its history as an unincorporated area of San Mateo County, the varied residential neighborhoods that were developed during that time, and its position in a larger, regional circulation network. The regional transportation network largely defines the boundaries of the residential neighborhoods, with University Avenue bisecting the City east/west and Highway 101 separating the Westside from the rest of the City. The intersection of these major thoroughfares has become the Ravenswood 101 Shopping Center that primarily serves regional clientele. University Avenue serves a dual purpose as a regional connection from Highway 101 to the Dumbarton Bridge and as a commercial corridor with City-serving retail and services located along it.

The residential structure of East Palo Alto is made up of individual neighborhoods, whose boundaries are generally defined by their development pattern. Some of the neighborhoods developed as distinct communities, while others developed incrementally over time. Many of these neighborhoods developed under County jurisdiction prior to the incorporation of the City in 1983. The variety of regulations under which neighborhoods developed contributed to their different character.

Gateway from Menlo Park at the intersection of Newell Street and Willow Road.

Gateways

Entry and exits points in East Palo Alto are important character-defining features for the City. Most people enter East Palo Alto from Highway 101 onto University Avenue and from the Dumbarton Bridge.

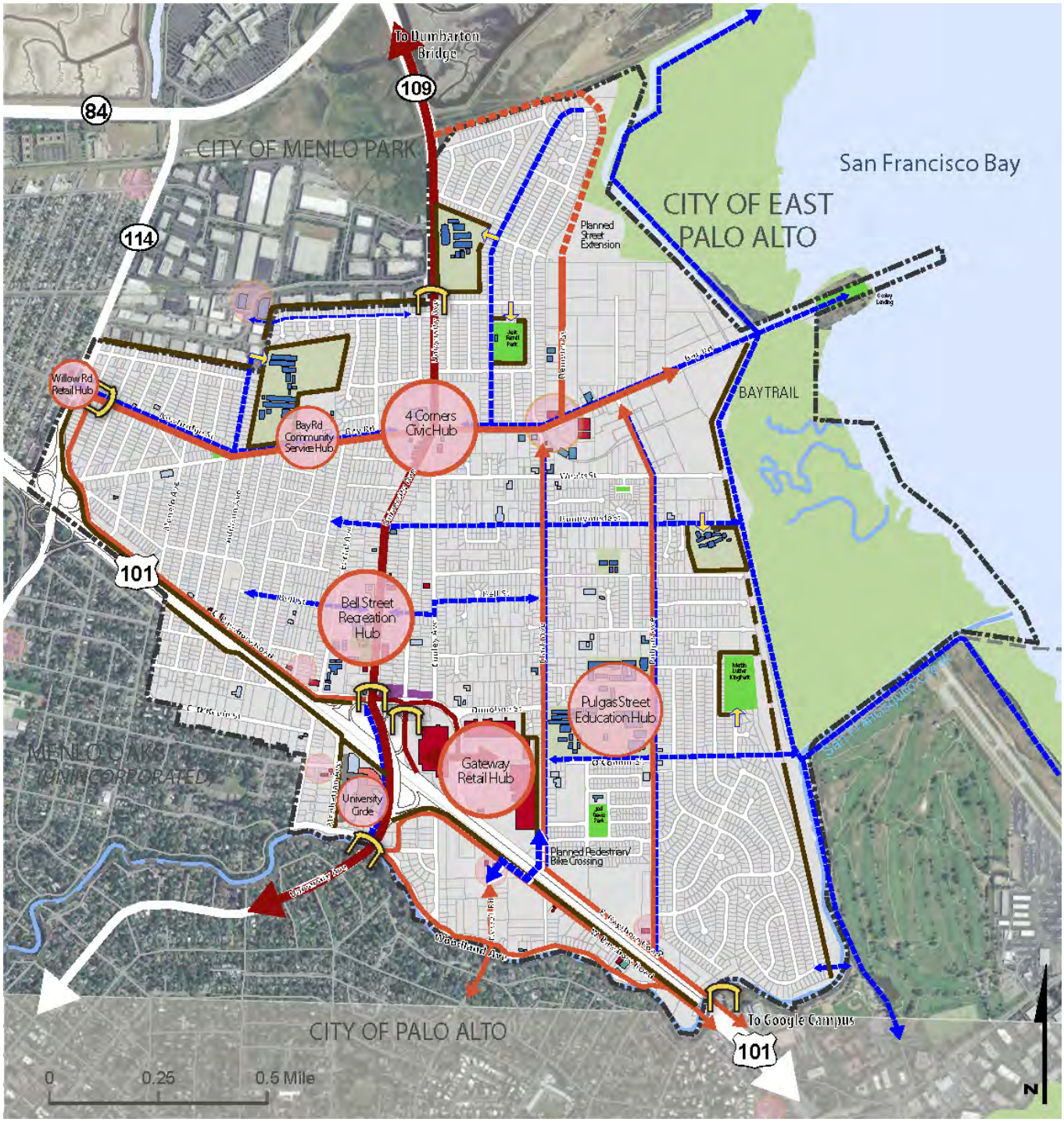
There are a number of secondary gateways, which are mostly used by local residents and those most familiar with East Palo Alto. Newbridge Road, which intersects with Willow Road, is the primary entrance from Menlo Park and a key gateway to the City with retail uses located at this intersection. West and East Bayshore Road are also gateways into the City. West Bayshore Road meets up with Embarcadero Road and provides access from Palo Alto. East Bayshore Road follows the Palo Alto Baylands Park and provides access to the Palo Alto North Bayshore employment area. Woodland Avenue, which follows the San Francisquito Creek, provides access to the City from the western side. Newell Road and bridge is the only other street that crosses the San Francisquito Creek into East Palo Alto.

City Structure and Activity Hubs

There are a number of existing significant "hubs" – activity centers with clusters of similar or active uses – located in close proximity to one another throughout the City. These hubs are shown in Figure 4-1. These hubs function as focal points and destinations in the City, and are important places to encourage pedestrian activity and active land uses. The most important ones are:

- **Bell Street Recreation Hub.** Recreational uses and social services, including the YMCA, Senior Center, a Community Health and Law Center, Bell Street Park and the School District.
- **Pulgas Avenue Education Hub.** Multiple schools and associated facilities, including Brentwood Elementary School, Ronald McNair Academy, Eastside College Preparatory School, East Palo Alto Academy High School, the Boys & Girls Club of the Peninsula, and the Ravenswood Child Development Center.
- **Bay Road Community Service Hub.** Various churches and schools such as Cesar Chavez & Green Oaks Academy, St. Francis Church, Magnolia Head Start, the St. Vincent De Paul Society and the Officer Rich May field.
- **4 Corners Civic Hub.** Public uses including the existing City Hall, the San Mateo County library and County offices and the United States Postal Service Office.
- **Gateway Retail Hub.** Primary retail center of the City, including several national chain stores located adjacent to Highway 101 and south of University Avenue.
- **Willow Road/Newbridge Retail Hub.** Small retail/commercial area, with food markets, a laundromat, salon, taquería, and other stores.
- **University Circle Hub.** Office and hotel uses with the Four Seasons Hotel, several Class A offices, and other ancillary uses.

Figure 4-1: City Structure and Activity Centers



Land Use Designations

Land use designations indicate the intended use of each parcel of land in the City. They are developed to provide both a vision of the organization of uses in the City and a flexible structure to allow for changes in economic conditions and community visions. The 2035 General Plan includes 15 land use designations, described below, mapped in Figure 4-2 and summarized in Table 4-2.

The land use designations and locations are compatible with the zoning districts found in the Zoning Ordinance. For each land use designation, the uses allowed and the standards for development intensity (dwelling units per acre and population per acre for residential development and floor area ratio (FAR) for nonresidential development) are specified. The population density estimates are based on an analysis of existing census numbers, which show an average of 4.5 residents per single-family unit and 3.0 residents per multi-family unit. While the General Plan land use designations are broad, the zoning districts include specific allowances and prohibitions of uses (including conditional uses), dimensional requirement such as building setbacks, parking standards, and building heights. Land use designations and zoning districts must be compatible but need not be exactly the same. Zoning districts must be within the range of the allowed intensity and uses found in the General Plan. Where the documents differ, the General Plan takes precedence. Note that the maximum density of any land use designation may be exceeded to complement General Plan Housing Element policy (in accordance with the density bonus provisions of Section 65915 of the California Government Code).

There are four broad categories of land use designations – 1) residential, 2) nonresidential uses (commercial and industrial uses), 3) mixed use and 4) public. Residential designations define the predominantly residential areas of the City and range from single family homes to multi-family housing. Mixed use designations provide areas for a range of residential or commercial uses in vertical or horizontal pattern. Nonresidential designations provide locations for retail, office and industrial uses. Public designations identify a range of public facilities such as schools, parks, churches, and non-profit organizations.

Low Density Residential (LDR)

Description: This designation provides for the retention, maintenance, and development of existing single-family residential neighborhoods. This designation covers the majority of residential areas in the City and is intended to preserve and enhance the existing character and nature of these neighborhoods. The overall character (lot size, building setback, location of parking garage and building height) of each neighborhood will vary within the City, with some low density areas being more rural in character with single homes on large lots, some as more traditional suburban development with lots between 5,000 and 7,000 square feet and some small lot single family homes with parcels ranging from 3,000 to 5,000 square feet. This designation allows second units on parcels larger than 5,500 square feet.

Allowed Land Uses: Single-family dwellings, with second units allowed on some parcels. There is a maximum of one primary dwelling structure per lot (second units excepted). Uses such as mobile homes, guest houses, churches, schools, day care centers, public facilities, and others which are determined to be compatible with and oriented toward serving the needs of low density neighborhoods may also be allowed.

Density/Intensity: 0 - 12 units/acre, 0 to 50 persons/acre. Maximum height of 2 stories and 26 feet.

Typical single-family dwelling in the City.

Medium Density Residential (MDR)

Description: This land use designation provides for the development of a wide range of living accommodations, including house-form multi-family structures, row houses, small-scale apartments, and cooperatives. This designation is intended to provide for an increase in housing units in the City to meet affordability and other community goals. It is located in the City to provide a transition between higher intensity residential and commercial areas and low density residential neighborhoods. A wide variety of building types are allowed in this designation ranging from duplexes to small scale apartment buildings. The designation ensures that new development complements the scale of existing structures and the existing pattern of development.

Allowed Land Uses: A range of multi-family residential uses including duplex, triplex, quadruplex, row houses, townhouses, courtyard multi-family buildings and small scale multi-family buildings. Education, cultural, and public assembly uses are conditionally allowed.

Density/Intensity: 12.1 - 22 units/acre, 40 to 80 persons/acre. Maximum height of 3 stories and 36 feet.

Example of a townhouse building type. Structures are attached, with parking located to the rear.

High Density Residential (HDR)

Description: The purpose of this designation is to provide for higher density multi-family housing to meet the City's desire for a variety of housing types. This designation is located in areas with a diverse mix of uses within walking distance of the homes, as well as in neighborhoods that already exhibit a high degree of diversity in the type and density of residential housing. The designation allows for a variety of high density building types that are compatible in scale and character with existing structures and development standards. New development should be designed to create attractive frontages.

Allowed Land Uses: A range of multi-family housing types are allowed ranging from townhomes to multi-family apartments at moderate to high densities. Education, cultural, and public assembly uses are conditionally allowed.

Density/Intensity: 22.1 - 43 units/acre (maximum of 1 dwelling unit per 1,000 feet of parcel area), or 80 to 150 persons/acre. Maximum height of 5 stories and 60 feet.

Three to five-story multi-family apartment complex, which is typical of the buildings allowed in the High Density Residential designation.

Urban Residential (UR)

Description: This designation is intended to support the development of very high density housing in limited locations in the City. Mid-rise and high-rise residential development is encouraged, ideally supported by high-frequency public transit and located within walking distance of neighborhood services and amenities. Parking structures shall be designed so that they do not face the primary public streets.

Allowed Land Uses: High-density multi-family dwellings, such as rental apartments, condominiums, and single room occupancy (SRO) developments. Other uses such as day care centers and public facilities may be allowed if they are compatible and serve the needs of residents living in higher density residences.

Density/Intensity: 43.1 - 86 units/acre, or 150 to 300 persons/acre. Maximum height of 7 stories and 75 feet.

Larger, denser building types are allowed in the highest residential designation.

Mixed Use Low (MUL)

Description: This designation is intended for areas with a wide variety of existing residential and commercial uses. The intent of the designation is to provide for both additional housing needs in the City and to expand neighborhood-serving commercial uses, where appropriate. The designation allows buildings that are residential only, commercial only or a mix of the two. Uses may be mixed either vertically or horizontally on a parcel. The design of new building should be compatible with adjacent single-family areas of the City and thus building heights are limited to 3 stories. Residential uses should be small-scale multi-family or attached single family housing (e.g., townhomes). Commercial uses should serve the retail, shopping and service needs of adjacent residential neighborhoods. Appropriate land uses include neighborhood convenience stores, commercial services, retail stores, restaurants, and cafés.

Allowed Land Uses: Multi-family residential, attached single-family residential (townhomes or courtyard design housing), retail, office, services, parks/plazas/open space, education, cultural, public assembly, public uses allowed.

Density/Intensity: Up to 22 units/acre. Up to 1.0 FAR. Maximum of 3 stories and 36 feet and up to 80 persons/acre.

This land use designation is primarily found along East Bayshore Blvd, supporting small mixed-use development.

Mixed Use Corridor (MUC)

Description: This designation provides for vertical and horizontal mixed use developments along arterial roads and other high-activity areas throughout the City. The designation supports buildings with different uses such as office, retail and residential or other compatible uses. Uses on individual parcels may contain a vertical mix of uses, or be either stand-along residential or commercial uses. In certain locations, ground floor retail or other active ground floor uses are required for a portion of the building frontage in order to activate the public realm. Buildings in this designation are required to front the primary roadway and shall be designed to create an attractive pedestrian environment, regardless of the ground floor use. New buildings with parking fronting the main corridor should not be allowed. Mixed-use projects along corridors should be developed in a manner that protects and preserves the adjacent residential neighborhoods by stepping down in density or height, and/or by providing appropriate buffer areas between the building and the neighborhood.

This designation will be applied to a variety of parcel sizes and the City expects that parcel assembly may be necessary to build to the maximum density. The City shall implement policies and/or incentives to promote parcel aggregation along and behind University Avenue and other areas with this designation.

Allowed Land Uses: Multi-family residential, attached single family residential, retail, services, office, hotel/ lodging, public, assembly and other similar uses.

Density/Intensity: Up to 65 units/acre. Up to 1.75 FAR. Maximum 5 stories or 60 feet. Up to 195 persons/acre.

Ground-floor retail is generally required in this designation, to activate public spaces and enliven the streetscape.

Mixed Use High (MUH)

Description: This designation is meant to support new enlivened, thriving districts for East Palo Alto, by accommodating multi-story mixed-use buildings. This designation provides for vertical and horizontal mixed use development at key locations within the City, including the Ravenswood 101 Shopping Center, and 4 Corners/Bay Road specific plan area. Residential only projects are not allowed however there may be a horizontal mix of residential and non-residential uses within a single project. At least 35% of the ground floor space of building shall be retail space in those areas. In areas where retail is removed for the construction of new buildings, the new retail space shall be greater than 85% of the previously existing retail space.

Allowed Land Uses: Multi-family residential, attached single family residential, retail, services, office, and R&D.

Density/Intensity: Up to 86 units/acre. Up to 2.5 FAR. Maximum of 8 stories or 100 feet, whichever is greater. Up to 260 persons/acre.

Mixed Use High is intended to promote 4 to 8 story office or residential buildings over retail, services, or other active spaces.

Neighborhood Commercial (NC)

Description: The Neighborhood Commercial land use designation provides for a variety of retail, office and service-oriented business activities serving a local community area and population. Other uses that are determined to be compatible with the primary uses, such as residential units are the upper floors of commercial buildings, may also be allowed.

Commercial land uses serve local areas and generally include professional and business offices, retail and commercial services and community facilities. Site development standards for this land use designation encourage smaller projects and are aimed at creating an attractive and pedestrian-oriented retail frontage with buildings and entrances adjacent to the sidewalk. Parking should be located to the side or behind of the building and the City may grant significant reductions for parking requirements since the parcels sizes are generally small.

Allowed Land Uses: Retail, services and related uses. Office and residential uses allowed on the upper floors.

Density/Intensity: Up to 22 units/acre. Up to 1.0 FAR. Maximum of 3 floors or 36 feet.

This designation is for small-scale, neighborhood- serving retail and services. Residential uses are allowed on the upper floors but the primary use should be commercial.

General Commercial (GC)

Description: This designation is for parcels that support regional and city-serving retail uses due to the presence of a high volume of automobile traffic. Commercial land uses serve broader regional market areas and generally include retail and commercial services, professional and business offices, and community facilities. Residential uses are not allowed in this designation as its intent is to promote and protect retail and service uses to diversify the City's tax base.

Site development standards for this land use designation encourage large projects and provide for appropriate setbacks, parking, landscaping, buffering features from residential land use areas and other features which create well-designed, efficient and attractive projects.

Allowed Land Uses: Retail, office, hotel and service-oriented business activities serving a community-wide area and population or broader market.

Density/Intensity: Up to 2.0 FAR. Maximum of 3 stories and 75 feet.

This designation is for large-scale commercial uses such as regional shopping centers.

Office (OC)

Description: The purpose of this designation is to diversify the job and economic base of the City of East Palo Alto and to provide the opportunity for more residents to work in the City. Specific uses allowed in this designation include medium- and large-scale uses such as professional, legal, medical, financial, high-tech, and research and development uses. Other supporting uses such as restaurants, medical services, community facilities and similar uses which together create concentrations of office employment or community activity are also allowed.

Site development standards should create urban office environments with minimal setbacks, pedestrian-oriented building massing, and building entrances facing the primary street. Parking should be located in structures or surface parking lots at the rear or side of buildings.

Allowed Land Uses: Single-tenant or multi-tenant offices that include professional, legal, medical, financial administrative, corporate and general business offices. Supporting ground floor retail is allowed at no more than 15% of total project square footage. Lodging uses area also allowed.

Density/Intensity: Up to 3.0 FAR. Maximum of 8 stories or 100 feet, whichever is greater.

This designation is for office and R&D uses and is designed to expand the City's tax base.

General Industrial (I-G)

Description: This designation provides for industrial or manufacturing activities that may occur inside or outside of an enclosed building. Large-scale warehouse, distribution or logistics facilities are also allowed in this designation. Industrial activities are allowed in the Ravenswood Business District Specific Plan area.

Allowed Land Uses: Industrial (manufacturing, wholesaling, and storage), and R&D (research laboratory, professional office, and medical office).

Density/Intensity: Up to 1.0 FAR. Maximum of 3 stories or 30 feet.

The General Industrial designation allows a range of employment uses.

Industrial Buffer (I-B)

Description: This designation is intended to accommodate office and light industrial uses in areas that are near large clusters of single-family homes, while ensuring that the light industrial uses do not adversely affect nearby homes. Proposed projects will be required to provide an acceptable transition between residential and light industrial uses. This designation also accommodates professional offices, along with low-intensity manufacturing and repair businesses that do not attract large amounts of traffic or create undue nuisance.

Allowed Land Uses: Office buildings, along with a limited range of light industrial, manufacturing, and repair businesses.

Density/Intensity: Maximum FAR ranges from 0.75 to 3.0. Maximum of 8 stories or 100 feet. Maximum height within 200 feet of University Village District is 3 stories above grade, and minimum setback from the University Village District is 50 feet.

This designation serves as a buffer between the General Industrial areas and residential neighborhoods.

Parks/Recreation/Conservation (PRC)

Description: This designation provides for public parks such as local, community and regional parks. Trails, community gardens, and other similar uses that provide open space resources to surrounding neighborhoods, communities and the region are permitted. Recreation facilities with an emphasis on outdoor use are also allowed. This use is allowed and encouraged throughout the City.

Allowed Land Uses: Public recreational uses, including public parkland, open space, and associated recreational activities (indoor and outdoor sports athletic facilities). Other uses that are determined to be compatible with the primary uses may also be allowed.

Density/Intensity: Buildings are allowed that meet the purpose and intent of providing parks and recreation facilities. No specific FAR is identified and the FAR shall be determined by the City during project approval.

Jack Farrell Park is one of the City's finest outdoor recreation spaces.

Resource Management (RM)

Description: This designation is for the conservation and preservation of environmentally sensitive open space lands. These areas are designated to retain their natural biological function serving as defensive barriers to waves, high tides and storm surge and providing habitat for plants and animals. The designation includes the s, creeks, and other protected wetlands.

Allowed Land Uses: None, except those required for the maintenance and security of the natural landscape.

Density/Intensity: N/A

These natural areas are to be preserved in perpetuity.

Public/Institutional (PI)

Description: This designation provides for public uses such as government buildings, public schools (does not include private schools), colleges, community centers, water storage facilities, and utility stations or rights-of-way. The designation also allows for a variety of support uses such as restaurants, housing and retail/service.

Allowed Land Uses: Education, city buildings, fire stations, police stations, city corporation yards, and other public and related ancillary uses.

Density/Intensity: N/A

This designation is for public buildings, such as schools or the YMCA on Bell Street.

Table 4-2: Land Use Classification System			
Major Classes	**Maximum Density / FAR**	**Land Use Designation and Summary Description**	**Maximum Building Height** (see zoning code for further restrictions and standards)
RESIDENTIAL	0 – 12 du/a	**Low Density Residential** (R-LD). Single-family dwellings, with 2nd units allowed on some parcels.	Maximum height of 2 stories and 26 feet.
	12 – 22 du/a	**Medium Density Residential** (R-MD). A range of multi-family residential uses including second units, single-family, duplex, triplex, quadplex, rowhouses, courtyard buildings and small-scale multi-family buildings.	Maximum height of 3 stories and 36 feet.
	22 – 43 du/a	**High Density Residential** (R-HD). A range of multi-family housing types ranging from townhomes to multi-family apartments at moderate to high densities.	Maximum height of 5 stories and 60 feet.
	43 – 86 du/a	**Urban Residential** (R-UHD). High-density multi-family dwellings (apartments, condos, and SROs).	Maximum height of 7 stories and 75 feet.
COMMERCIAL	Up to 22 du/a; 1.0 FAR	**Neighborhood Commercial** (NC). Local-serving retail, services and related uses.	Maximum of 3 floors or 36 feet.
	Up to 2.0 FAR	**General Commercial** (GC). Regional retail, office, and service-oriented business activities serving a community-wide population or broader market.	Maximum of 3 stories and 75 feet.
	Up to 3.0 FAR	**Office** (OC). Single-tenant or multi-tenant offices that include professional, legal, medical, financial, corporate and general business offices.	Maximum of 8 stories or 100 feet, whichever is greater.
MIXED USE	Up to 22 du/a; 1.0 FAR	**Mixed Use Low** (MUL). Low-density mixed-use.	Maximum of 3 stories and 36 feet.
	Up to 65 du/a; 1.75 FAR	**Mixed Use Corridor** (MUC). Multi-story mixed-use buildings.	Maximum 5 stories or 60 feet.
	Up to 86 du/a; 2.5 FAR	**Mixed Use High** (MUH). Multi-story mixed-use buildings at a larger scale than MUC.	Maximum of 8 stories or 100 feet, whichever is greater.
INDUSTRIAL	Up to 1.0 FAR	**General Industrial** (I-G). Industrial (storage and manufacturing), and R&D (lab/medical).	Maximum of 3 stories or 30 feet.
	Ranges from 0.75 to 3.0 FAR	**Industrial Buffer** (I-B). High-quality office buildings, along with a limited range of manufacturing and repair businesses.	Maximum of 8 stories or 100 feet. Maximum height within 200 feet of University Village area is 3 stories above grade.
COMMUNITY	Determined during approval	**Parks/Recreation/Conservation** (PRC). Public recreational uses, including park and open space.	n/a
	N/A	**Resource Management** (RM). Preservation of sensitive open space lands in a natural condition.	n/a
	N/A	**Public/Institutional** (PI). Education, city buildings, fire/police stations, & other uses.	n/a

Figure 4-2: General Plan Land Use Designations

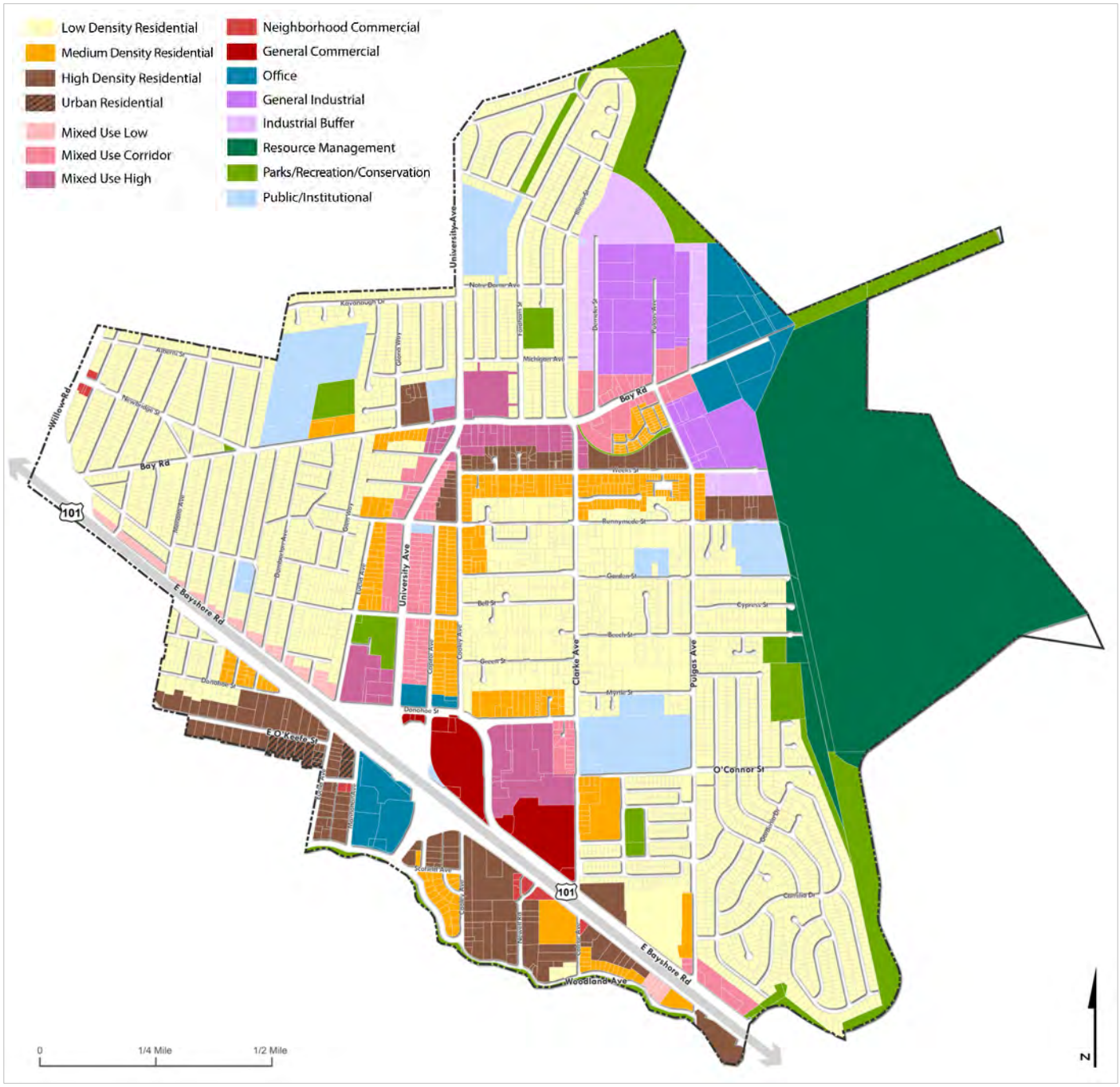


Figure 4-2A: General Plan Land Use Designations, Northwest

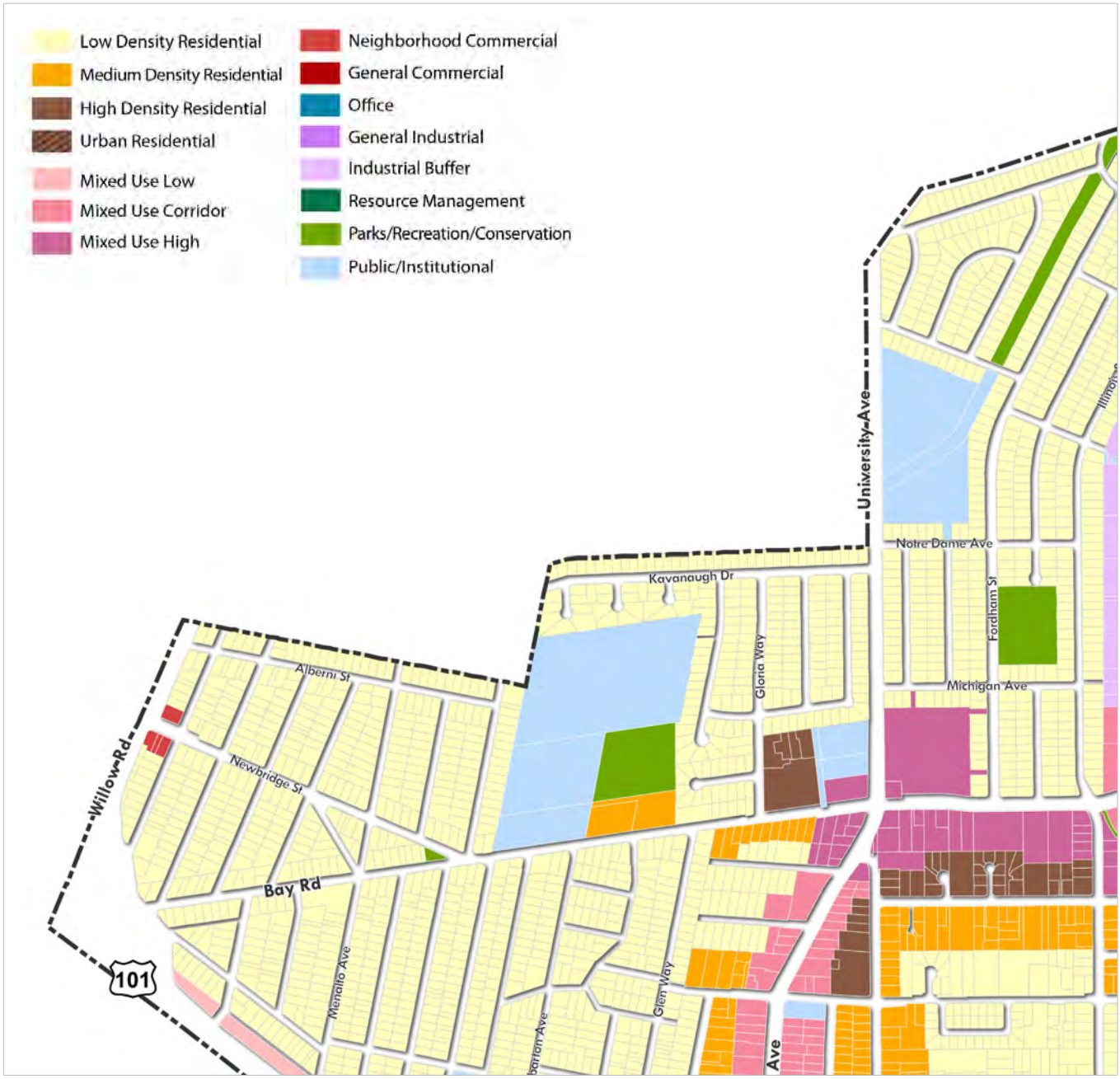


Figure 4-2B: General Plan Land Use Designations, Northeast

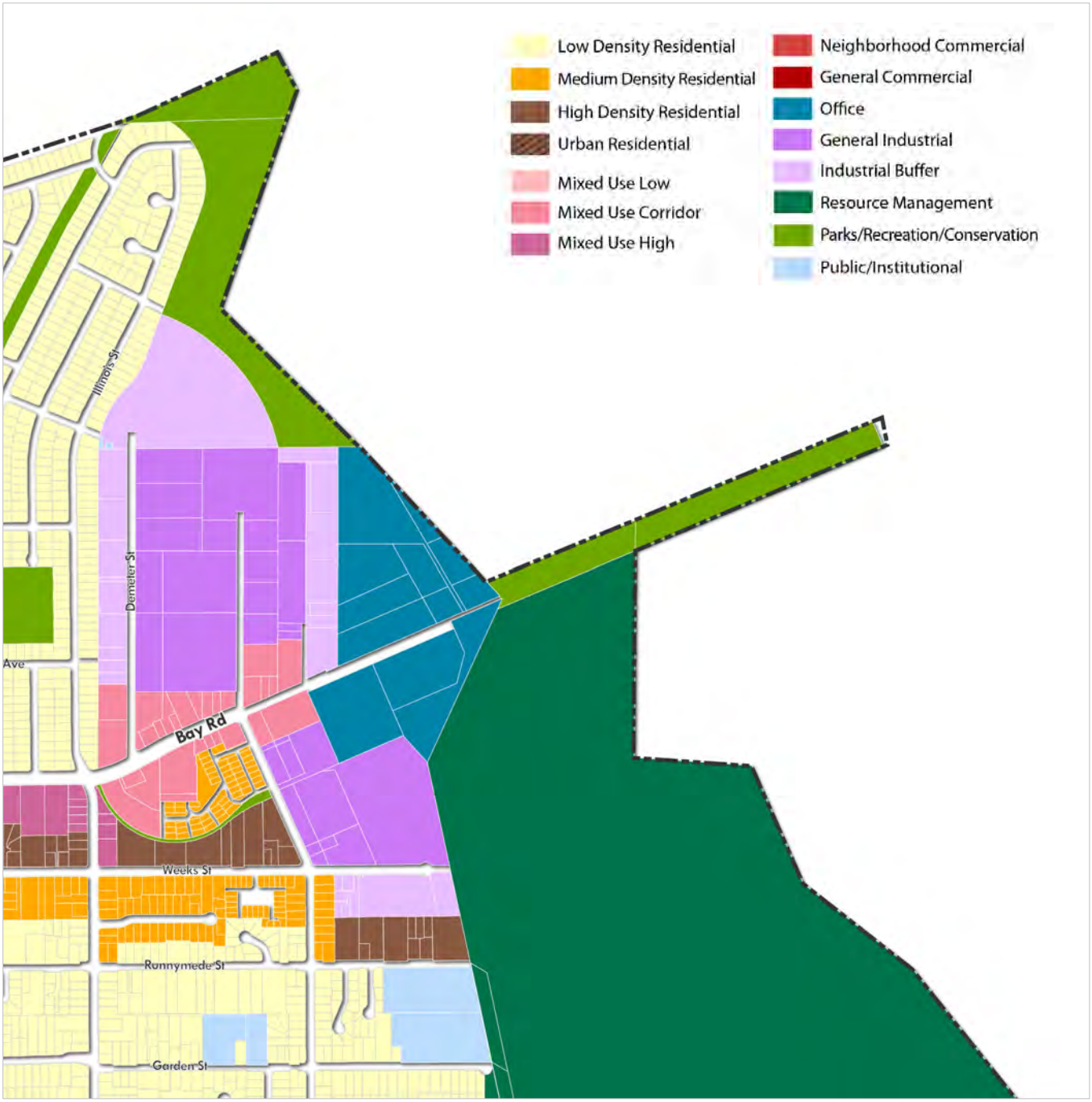


Figure 4-2C: General Plan Land Use Designations, Southwest

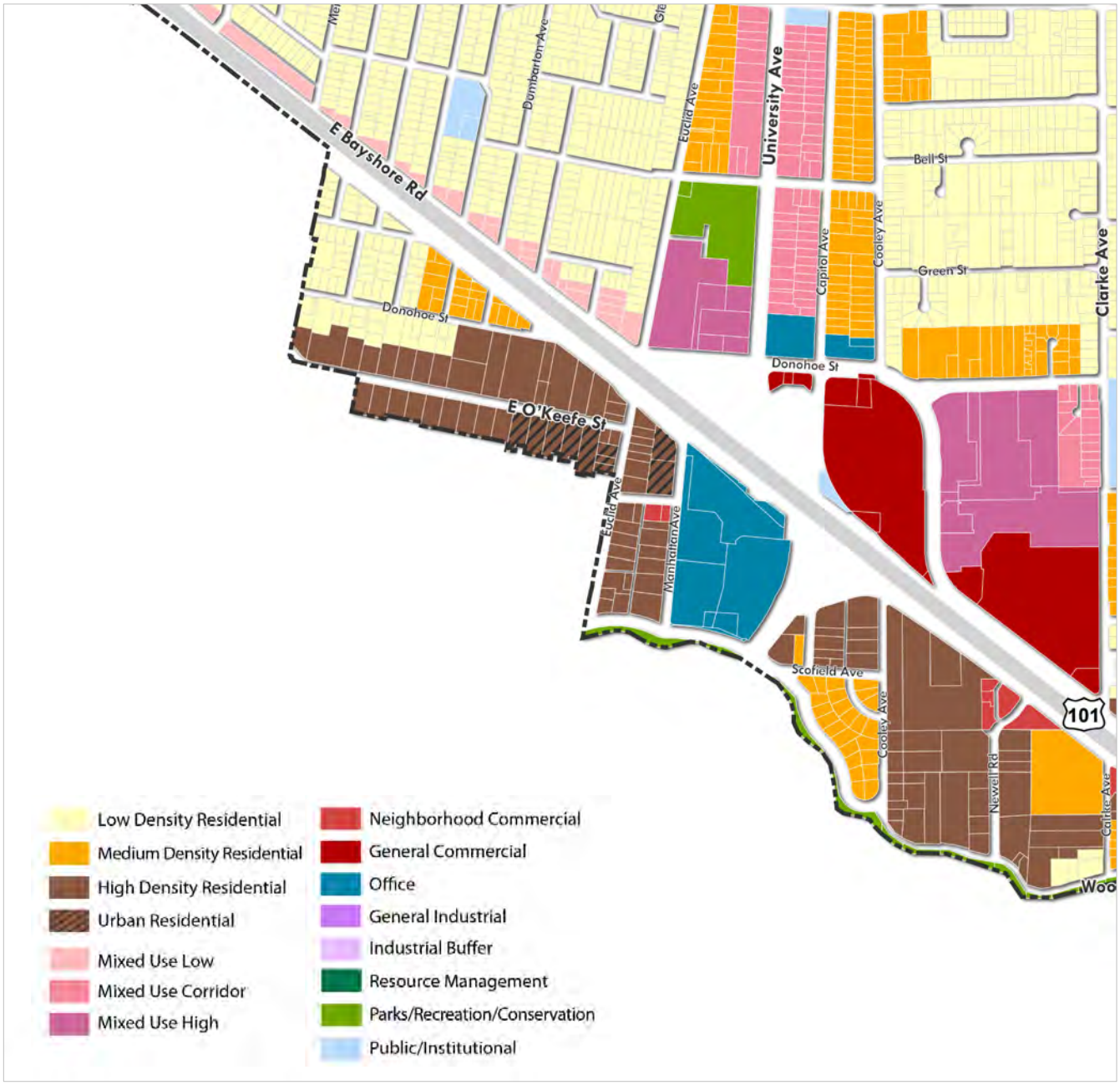
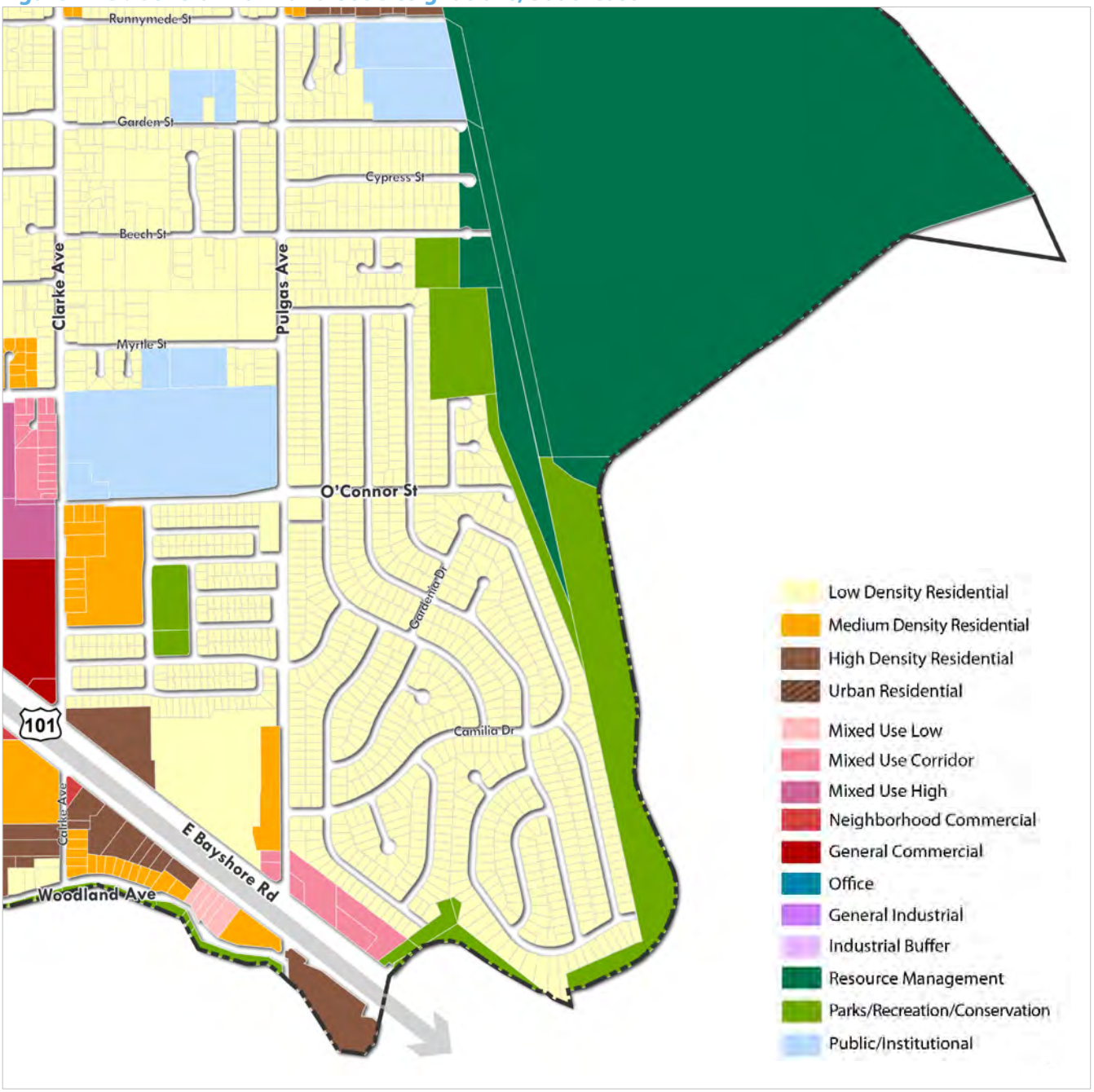


Figure 4-2D: General Plan Land Use Designations, Southeast



Goals and Policies

Goal LU-1. **Maintain an urban form and land use pattern that enhances the quality of life and meets the community's vision for its future.**

Intent: To provide housing, employment, retail and services, recreation, arts, education and entertainment for the City's residents and businesses in an urban environment that promotes health, equity, prosperity, and well-being.

1.1 **Balanced land uses.** Create a balanced land use pattern to support a jobs-housing balance, minimize traffic and vehicle miles traveled, reduce greenhouse gas emissions, and promote a broad range of housing choices, retail businesses, employment opportunities, cultural venues, educational institutions and other supportive land uses.

1.2 **Nonresidential expansion.** Prioritize development in key opportunity sites outside of the Westside neighborhood. Apart from the Westside, prioritize nonresidential development in the City and seek opportunities to convert residential uses to enhance the tax base so long as replacement housing is provided at the same or greater level of affordability and mix of housing types and sizes.

1.3 **Coherent pattern of land use.** Ensure that new development occurs in a unified and coherent pattern that avoids conflicts between uses and promotes job creation and fiscal stability, creating a high-quality environment for East Palo Alto residents.

1.4 **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.

1.5 **Access to daily activities.** Strive to create development patterns such that the majority of residents are within one-half mile walking distance of a variety of neighborhood-serving uses, such as supermarkets, restaurants, churches, cafes, dry cleaners, laundromats, farmers markets, banks, hair care, pharmacies and similar uses.

1.6 **Adjacent cities.** Actively coordinate land use planning efforts with adjacent jurisdictions, establish an ongoing forum for the discussion of area-wide issues, and invite or provide constructive comments regarding the impacts that such programs will have on the City of East Palo Alto, or adjacent cities.

Goal LU-2. **Revitalize the City's non-residential areas to diversify the tax base and improve the jobs-housing balance.**

Intent: To develop a multi-faceted, long-term vision for the non-residential areas of the City that enhance the tax base, provide jobs for residents, provide long-term fiscal sustainability and increase the amount and quality of services provided to City residents. Expanding the tax base through intensification and expansion of non-residential uses.

2.1 **Jobs-housing balance.** Strive for a balanced land use pattern that has a 1 to 1 ratio of jobs per employed residents.

2.2 **Neighborhood Commercial areas.** Improve the appearance and quality of neighborhood retail shopping areas to provide attractive neighborhood meeting and shopping centers. Improvements could include facade improvements, small plazas and business development assistance.

2.3 **Ravenswood TOD Specific Plan Area.** Prioritize the redevelopment of the Ravenswood TOD area according to the Specific Plan. This area represents a great opportunity for significantly improving the jobs-housing balance in the City.

2.4 **Gateway/101 Shopping Center.** Over time, seek opportunities to intensify the low-density retail uses into a high-intensity retail and office complex, with the possibility of multi-family housing, of up to 8 stories. The area should take advantage of the visibility from Highway 101 as a regional employment and retail destination. The City shall negotiate with developers to maximize the potential for acquiring community benefits.

2.5 **University Avenue.** Incentivize new residential, mixed use and commercial development along University Avenue. (See Tables 12-9, 12-10, and 12-11 in the Implementation Chapter for related necessary physical improvements to the University Avenue corridor.)

2.6 **Bay Road "Main Street".** Pursue the creation of a mixed use "main street" along Bay Road in the Ravenswood TOD Specific Plan Area.

2.7 **University Circle.** Over time, consistent with planning and legal framework, allow for intensification of the University Circle project to include an additional office or hotel building and incorporate shared or unbundled parking. The City shall negotiate with developers to maximize the potential for acquiring community benefits associated with increases in development intensity.

2.8 **East Bayshore Road**. Seek opportunities to revitalize the non-residential uses on East Bayshore Road north and south of University Avenue with a mix of retail and residential uses up to 3 stories.

2.9 **Preservation of commercial development.** Encourage the retention and success of existing businesses, especially locally-owned businesses, and the incubation of new commercial establishments that serve the needs of residents.

2.10 **Parking for retail.** Encourage the retention of existing building for new uses by allowing for reductions in parking requirements, parking along University Avenue or alternatives to the City's parking standards.

2.11 **Development incentives.** On a case-by-case basis, consider increases in the General Plan's permitted FAR and height for projects in all non-residential designations that provide one or more of the following:

- Addresses citywide infrastructure deficiencies.
- Provides new parks and open spaces or improvements to existing facilities beyond current requirement.
- Provides other physical improvements.
- Provides additional affordable housing.

2.12 **Required community benefits.** Require that community benefits be provided for new development of the Gateway 101 Shopping Center at higher intensities and office development above 4 stories along University Avenue.

2.13 **Conversion of land to non-residential uses.** In areas within or immediately adjacent to established commercial areas, allow for the conversion of residential land to non-residential uses, including mixed-use development, as means of expanding the tax base and achieving long-term fiscal stability. Housing removed for commercial uses must follow other City policies regarding replacement housing and displacement.

2.14 **Non-residential parcel aggregation.** Promote aggregation of smaller parcels along key corridors, especially University Avenue. Allow for density/FAR to be distributed throughout a consolidated parcel. Establish policies and incentives in order to guide the design and form of development that faces different contexts.

2.15 **Shared driveways.** Allow and encourage new commercial and residential developments to have common driveways serving multiple units, to minimize the number of curb cuts along any given block to improve pedestrian safety.

2.16 **Commercial conversion.** Prohibit the conversion of land zoned specifically for commercial uses

(General Commercial, Office, Industrial Buffer/Flex Overlay, and General Industrial) to other uses.

2.17 **Parcel aggregation.** Create a density bonus policy for projects that aggregate parcels to create a contiguous parcel that would support development.

2.18 **Mechanized parking.** On a case-by-case basis, provide development incentives to encourage the use of mechanized parking in new multi-family and non-residential development projects or major renovations of existing projects.

2.19 **Transportation Demand Management.** Update and improve the City's TDM Ordinance.

Goal LU-3. **Expand the number, types and diversity of housing within East Palo Alto.**

Intent: To expand the City's number of housing units and diversity of housing types in a way that enhances the quality of life, provides multi-generational housing, and strengthens community connectedness.

3.1 **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.

3.2 **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.

3.3 **Preservation of housing.** Maintain regulations that encourage the preservation of existing housing and development of new housing that accommodates households that are diverse in size, type and level of affordability.

3.4 **No net loss in housing.** Require no net loss in the number of residential units during reconstruction or renovation.

3.5 **Income-restricted affordable housing.** Make land use and development decisions that expand the number and diversity of income-restricted affordable housing. Favor income-restricted affordable housing over new rent-controlled housing to ensure long-term benefits to housing affordability.

3.6 **Incentives for affordable housing.** Allow increases to permitted density/intensity and height for projects that provide income-restricted affordable housing targeted to the income levels of current residents and in excess of requirements in current regulations.

3.7 **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.

3.8 **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:

- **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.
- **Replace with Income-Restricted Units**. A developer shall dedicate land and additional local gap financing for the development of new income-restricted units. The land dedicated to the City shall be sufficient to develop a number of units (and bedrooms) equivalent to or greater than the existing number of removed units, based on existing zoning densities. Developer shall also contribute additional local gap financing in an amount determined on a project by project basis, or upon a Policy or Master Plan adopted by the City Council. The amount of additional local gap financing shall take into account the average median income of a given project's occupants, the type of financing, the in-lieu fee generated by the overall project, and other financial aspects.

The purpose of land dedication is to preserve the affordability of replacement housing in perpetuity. The City shall own the land and issue a RFP for affordable housing developers to develop the projects on the land.

- **Other Approved Option**. Replacement housing can also be achieved by some other option approved by the City Council. This option can consist of some combination of the options articulated in this Policy or some other option provided it achieves the goal of replacing affordable housing units comparable to the existing units displaced by new development.

3.9 **Multi-generational housing.** Encourage new and innovative housing types in all residential land use designations that meet the needs of multi-generational households.

Goal LU-4. **Expand multi-family housing.**

Intent: To expand multi-family housing in order to provide housing options for existing and future residents and increase the number of housing units in the City.

Policies:

4.1 **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.

4.2 **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.

4.3 **Reconstruction.** Allow for the reconstruction or replacement of nonconforming multi-family residential buildings significantly damaged or destroyed in a natural or man-made disaster with an equivalent number of units and parking spaces to what was previously developed on the same parcel where legally required.

4.4 **Transitions to residential areas.** Require development projects in non-residential areas employ architectural transitions to adjoining residential properties to ensure compatibility of scale and a sense of privacy for the existing residences. Such transitions include setbacks, gradations and transitions in building height and appropriate landscaping.

4.5 **Green neighborhoods.** Encourage new multi-family developments to build to a green neighborhood rating standard and apply for certification from a program, such as LEED for Neighborhood Development, LEED-NC, or other programs that certify green buildings and neighborhoods.

4.6 **Building orientation.** Wherever feasible, orient multi-family buildings to face streets, public spaces or shared private spaces.

Goal LU-5. **Preserve the character of existing single-family neighborhoods.**

Intent: To encourage stable, livable low density neighborhoods and to maintain and enhance their character.

5.1 **Single-family homes.** Areas designated as Residential Low will be predominantly single family.

5.2 **Single-family home expansion.** Expansion of single family homes is encouraged within the standards of the zoning code. Renovations and expansions should adhere to the following principles:

- Use complementary building materials, colors and forms while allowing for flexibility for unique designs.
- Maintaining off-street parking.

5.3 **Infill.** Allow infill development in single family areas to expand the number of housing units in the City. Lot sizes for infill housing may vary from the surrounding lot sizes.

5.4 **Redevelopment of large lots.** Allow for the subdivision of large lots (primarily in the Weeks neighborhood) for single family housing and in conformance with the zoning code. The design of the new infill development should integrate to the greatest extent feasible with adjacent areas.

5.5 **Gated subdivisions.** Gated single family subdivisions are prohibited.

5.6 **Secondary dwelling units.** Encourage second units on single family lots greater than 5,000 square feet outside of the 100-year floodplain (as defined by the most recent FEMA floodplain maps). Garage conversions are also allowed under the provisions of Ordinance 380. All secondary units must adhere to the criteria in Section 6429 Development standards of the City Municipal Code.

5.7 **Garage conversions.** Allow the conversion of garages to living spaces if building codes are met and the number of parking spaces conforms to current zoning regulations.

5.8 **Streetscape beautification.** Proactively beautify existing streetscapes with pedestrian-scaled lighting, and drought-tolerant street trees and landscaping.

5.9 **Property maintenance.** Encourage property owners to maintain and improve their yards and the front facades of homes.

5.10 **Nonconforming uses.** Preserve and enhance the quality of East Palo Alto neighborhoods by avoiding or abating the intrusion of disruptive, nonconforming buildings and uses.

Goal LU-6. **Improve residential parking in neighborhoods.**

Intent: To develop strategies to address the critical parking issues in all residential areas in a way that balances the need for more parking with the impact of parking on the quality of the built environment.

6.1 **New construction.** New construction should provide adequate on-site parking for new residents.

6.2 **Parking districts.** Allow the creation of permit parking districts to minimize neighborhood parking impacts.

6.3 **Parking restrictions.** Allow for the implementation of neighborhood parking restrictions, such as parking permit programs, where appropriate.

6.4 **Non-operational vehicles.** Prohibit the parking of non-operational and/or unregistered cars on residential properties.

Goal LU-7. **Consolidate a multitude of public and private institutional uses, spaces and services that serve East Palo Alto's diverse population.**

Intent: To encourage efficient and appropriate locations for institutional uses, which provide important community-wide amenities, in a way that integrates the uses with surrounding residential, commercial and public areas.

7.1 **Public uses.** Allow municipal facilities, structures and projects in all land use designations.

7.2 **Surplus property.** Promote the reuse of surplus or underutilized property for other uses in ways that benefit the City. Development of surplus property shall be subject to the requirements of *AB 2135 - Surplus Land: Affordable Housing*.

7.3 **Continuation of public and institutional uses.** Allow for the continuation of recreational, cultural, public and religious land uses.

Goal LU-8. **Improve the City's image and physical appearance through quality design and key interventions.**

Intent: To beautify the City and its public spaces, create a comfortable and enjoyable pedestrian experience, and encourage integrated urban design.

8.1 **Gateways.** Enhance the image of the community by creating high quality, artistic structural elements that provide city-wide consistency, substantially improving the appearance of entrances to the City along University Avenue, Bay Road, Willow Road, and Newbridge Street.

8.2 **High quality construction and architecture.** Require high-quality and long-lasting building materials on all new development projects in the City. Encourage innovative and quality architecture for new public and private projects.

8.3 **Key projects.** For major vacant sites or development opportunities (such as the Bay Road/University Avenue site or new Westside development), encourage the use of visionary architects and designers to create iconic buildings and promote the use of public art.

8.4 **Fencing guidelines.** Create design guidelines for ornamental fencing that reinforce a consistent aesthetic and enhance community character. Consider developing a fencing improvement program that aids residents in installing or upgrading fencing on their properties, especially along major arterials. New fencing or gating will be prohibited for large multi-block subdivisions and projects, and discouraged for all other projects.

8.5 **Wayfinding.** Encourage wayfinding features such as directional signage and lighting (day/night) to help residents and visitors find local amenities such as parks, schools, trails, and other activity centers.

8.6 **Historic resources.** Use the City's natural and historic resources as a way to strengthen the attractiveness and image of the City.

8.7 **Blight**. Develop property maintenance standards/policies and programs that prohibit blight and encourage the rehabilitation of properties.

8.8 **Street connectivity**. When possible, provide new through street and pedestrian connections to create smaller block sizes, and avoid creating new cul-de-sacs or dead ends. Improve bike and pedestrian access to existing parks and schools.

Goal LU-9. **Provide an urban environment that is tailored to the pedestrian.**

Intent: To support and increase pedestrian activity and walkability throughout the City, encouraging a vibrant public realm and walking as a safe, comfortable, healthy, and viable mode of transportation.

9.1 **Pedestrian focus.** Design the streetscape of high volume corridors, including University Avenue, East Bayshore Road, Bay Road, and Pulgas Avenue, to balance regional traffic flow with pedestrian movement and safety and the unique physical environment of the area.

9.2 **Parking frontages.** Continue to implement parking strategies and standards that ensure parking areas do not dominate street frontages and are screened from public views whenever possible.

9.3 **Landscaping.** Require development projects to incorporate drought tolerant, native species landscaping in order to extend and enhance the green space network of the City.

9.4 **Lighting.** Strive for all new gateway features in commercial areas to be pedestrian-oriented, attractively designed, compatible in design with other street furniture, and to provide adequate visibility and security.

9.5 **Public gathering spaces.** Improve existing, and create new, gathering spaces throughout the City including in commercial/retail and office developments to provide beautiful, comfortable,

and inviting public and pedestrian spaces; encouraging walking and public gatherings.

9.6 **Public plazas**. Encourage new development to incorporate public art, public plazas, seating, and gathering places, especially in prominent locations and areas of pedestrian activity.

9.7 **Commercial requirements.** Require development projects in non-residential and mixed use areas to provide for enhanced pedestrian activity and viable commercial spaces through the following techniques:

- Minimizing vehicle intrusions across the sidewalk.
- Locating the majority of a building's frontages in close proximity to the sidewalk edge.
- Requiring that the first level of the building occupy a majority of the lot's frontage, with exceptions for vehicle access.
- Requiring that the first level of building where retail uses are allowed have a minimum 15 feet floor to floor height for non-residential uses.
- Allowing for the development of outdoor plazas and dining areas.
- Requiring that the majority of the linear ground floor retail frontage (where it occurs) be visually and physically "penetrable," incorporating windows and other design treatments to create an attractive street frontage.
- Discouraging new surface parking lots.
- Locating parking (surface or structured) behind buildings, wherever feasible.

9.8 **Auto-oriented uses.** Along University Avenue and Bay Road, discourage uses that serve occupants of vehicles (such as drive-through windows) and uses that service the vehicle (such as car washes and service stations), except where they do not disrupt pedestrian flow, are not concentrated, do not break up the building mass of the streetscape, and are compatible with the planned uses of the area.

9.9 **Tree planting.** Encourage the planting and maintenance of appropriate tree species that shade the sidewalk, improve the pedestrian experience throughout the City, and enhance flood protection. Street trees should be selected that do not damage sidewalks, or block views of commercial buildings.

9.10 **Streetscape.** Enhance the pedestrian experience through streetscape improvements that could include new street lighting, tree planting, undergrounding of utilities, and easement dedications to increase the size of the sidewalks and pedestrian amenities.

9.11 **Crime Prevention through Environmental Design (CPTED).** Incorporate crime prevention through environmental design especially based on natural surveillance – "eyes on the street" approaches for private development and public parks.

Neighborhoods, Districts, and Corridors

The neighborhoods, districts and corridors concept sub-divides the City into unique areas since strategies for change, growth and prosperity will vary by area. Each and every parcel in the City is located in one of the identified sub-areas and goals and policies for growth and preservation are provided with each sub-area. The sub-area goals and policies supplement the citywide goals and policies presented on the previous pages. A map of the sub-areas is presented in Figure 4-3. Note that the Westside areas of Woodland and Willow are not included in this section but are included in the Westside Area Plan chapter of the General Plan.

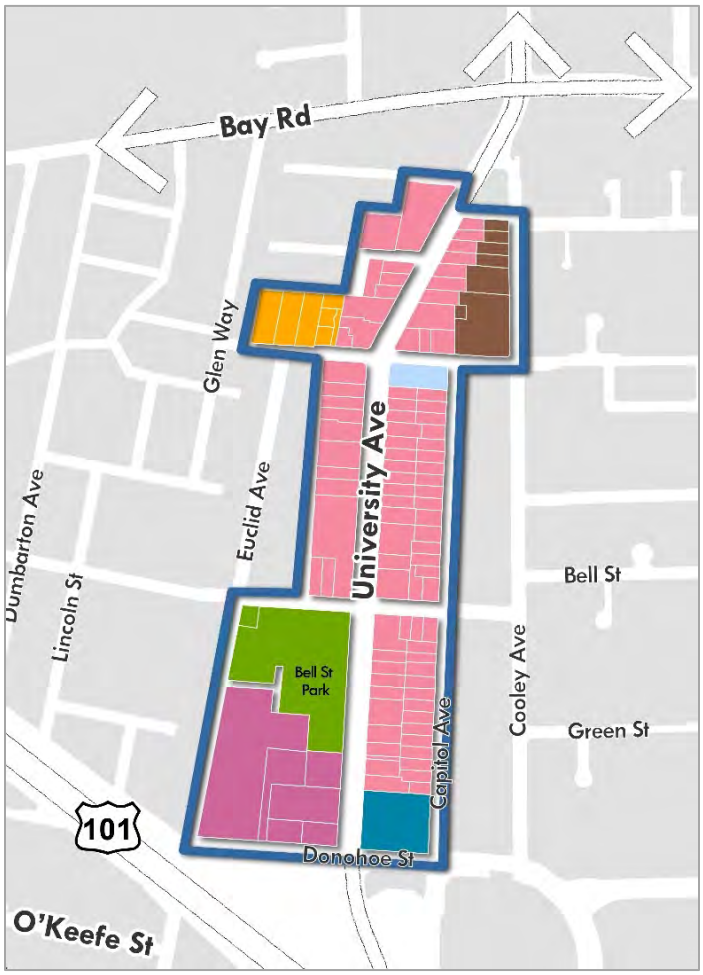
Figure 4-3: Neighborhoods and Districts Map

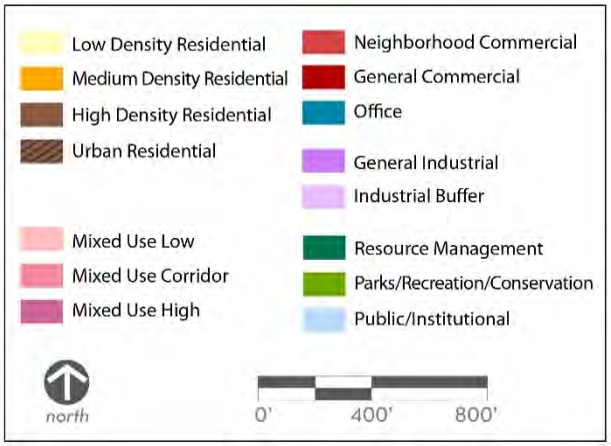
University Corridor

Existing Conditions

University Avenue is a major corridor that bisects East Palo Alto, creating a barrier between the two sides of the City. This important street is used as a cut-through route for traffic accessing the Dumbarton Bridge to the north and 101 Bayshore Freeway to the south. The uses on corridor vary from multi-family housing to single story retail with surface parking to single family homes. Several public and institutional uses also front the corridor, including the County civic center and East Palo Alto City Hall, a fire house, the Senior Center and the YMCA. The parcel sizes vary and many are relatively small thus making it more difficult to revitalize the corridor with new, higher intensity development.

Figure 4-4: University Corridor Land Use Designations





Goal LU-10. **Transform University Avenue into a mixed-use corridor with a diversity of residential, mixed use and commercial development in a walkable urban fabric.**

Intent: To transform the corridor from its current purpose as a regional traffic roadway into a resource that contributes to the identity, character and economic stability of East Palo Alto. There should be a variety of residential, office and retail uses that are higher in intensity than current development, supported by public and institutional uses. The character of the roadway should also be modified to slow traffic and create a more livable place for residents.

Policies:

10.1 **Mixed use residential.** Encourage mixed use development with an emphasis on residential development on upper floors.

10.2 **Building heights.** Limit building heights to 5 stories on the majority of the corridor, with the exception of the areas designated for Office and Mixed Use High (these areas allow building heights of up to 8 stories).

10.3 **Residential.** Allow stand-alone multi-family residential buildings along the corridor to provide additional housing in East Palo Alto.

10.4 **Office and hotel.** Encourage new office and hotel uses to locate along the University Corridor to improve the jobs-housing balance and expand the City's tax base.

10.5 **Gateway.** Pursue major office development projects at the intersection of Donohoe Street and University Avenue. Require any new development at the southern end of the corridor at the intersection with Donohoe Street to use building design and architecture to create a prominent gateway to East Palo Alto.

10.6 **Ravenswood City School District Site.** Encourage the Ravenswood City School District to redevelop their property at Donohoe Street in conjunction with a mixed use office complex along University Avenue.

10.7 **Parcel aggregation along University Avenue.** Incentivize the consolidation of parcels fronting University Avenue to encourage the redevelopment of the corridor.

10.8 **Parcel aggregation to adjacent blocks.** Provide incentives for parcels along University Avenue to develop in conjunction with parcels on Capitol and Euclid. In such instances, allow projects to add open space, eliminate rear setbacks, and increase densities so long as the buildings facing Capitol or Euclid are compatible with the character and scale of the surrounding area and meet the other setback and height requirements.

10.9 **Transitions.** Require that buildings adjacent to lower scale residential development step down toward the residential uses. See Figure 4-5 for some illustrative concepts for handling building massing and height along University Avenue and behind.

10.10 **Architecture.** Encourage a variety of architectural styles, building forms and building heights along University Avenue.

10.11 **Pedestrian orientation.** Require new buildings or substantial remodels along the corridor to enhance pedestrian activity along the sidewalks. Strategies should include but not be limited to the following:

- Orienting buildings to the pedestrian environment.
- Providing building details, such as windows, awnings, and architectural features that create a visually interesting pedestrian environment.
- Incorporating uses along the street frontage that stimulate pedestrian activity.
- Providing maximum window exposure and minimizing blank walls.
- Incorporating landscaping that visually distinguishes the site or structure.

- Incorporating building articulation of the facade.
- Providing distinct treatment of building entrances.
- Promoting outdoor dining.

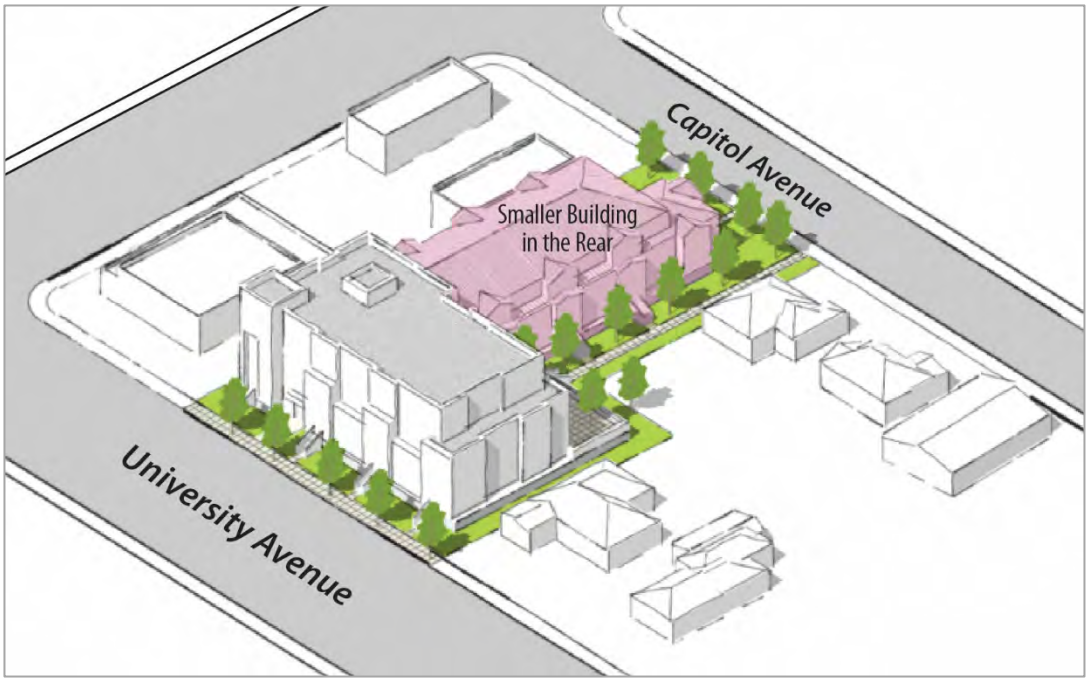
10.12 **Street design.** Work with Caltrans and the Fire District to complete traffic calming and roadway narrowing activities to slow traffic along University Avenue to make the area more desirable for pedestrians, residential development and neighborhood-serving retail. The street design must not significantly impact emergency response routes, emergency response times and emergency vehicle access.

10.13 **Streetscape.** Implement a comprehensive streetscape improvement program that includes street trees, pedestrian amenities, new sidewalks, signage, and setback standards that improve the pedestrian character of the University Avenue right-of-way.

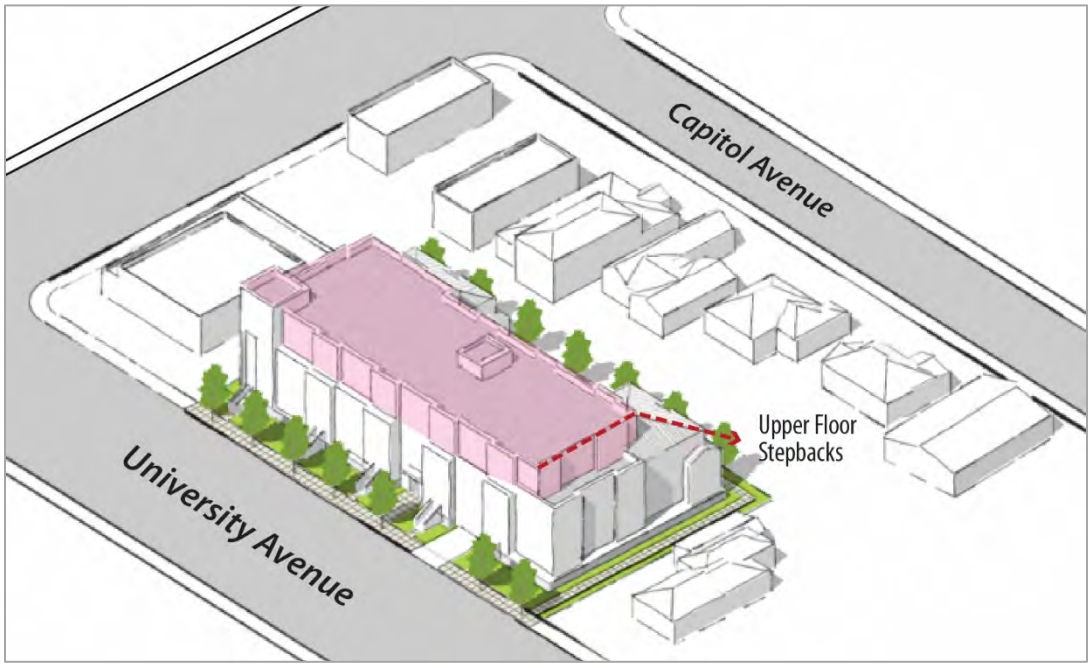
10.14 **Ground floor retail.** Require that ground floor retail space be included in new projects along the entirety of the University Avenue Corridor. This should be done in a way that creates nodes of pedestrian-oriented retail activity at key intersections (such as Bay Road, Bell Street, and Donohoe Street). Exceptions to requiring retail space within a project may be made when projects provide community benefits or meet other community goals.

10.15 **CPTED.** Ensure that new projects incorporate the most relevant crime prevention through environmental design standards or principles.

Figure 4-5: Suggested Massing for University Avenue Projects



Infill Development Example #1: New development that occupies both the front and back parcels, allowing the front building to present a 3- to 5-story mixed-use facade to University Avenue, while the building in the back is more compatible in scale and character to adjacent residential dwellings.



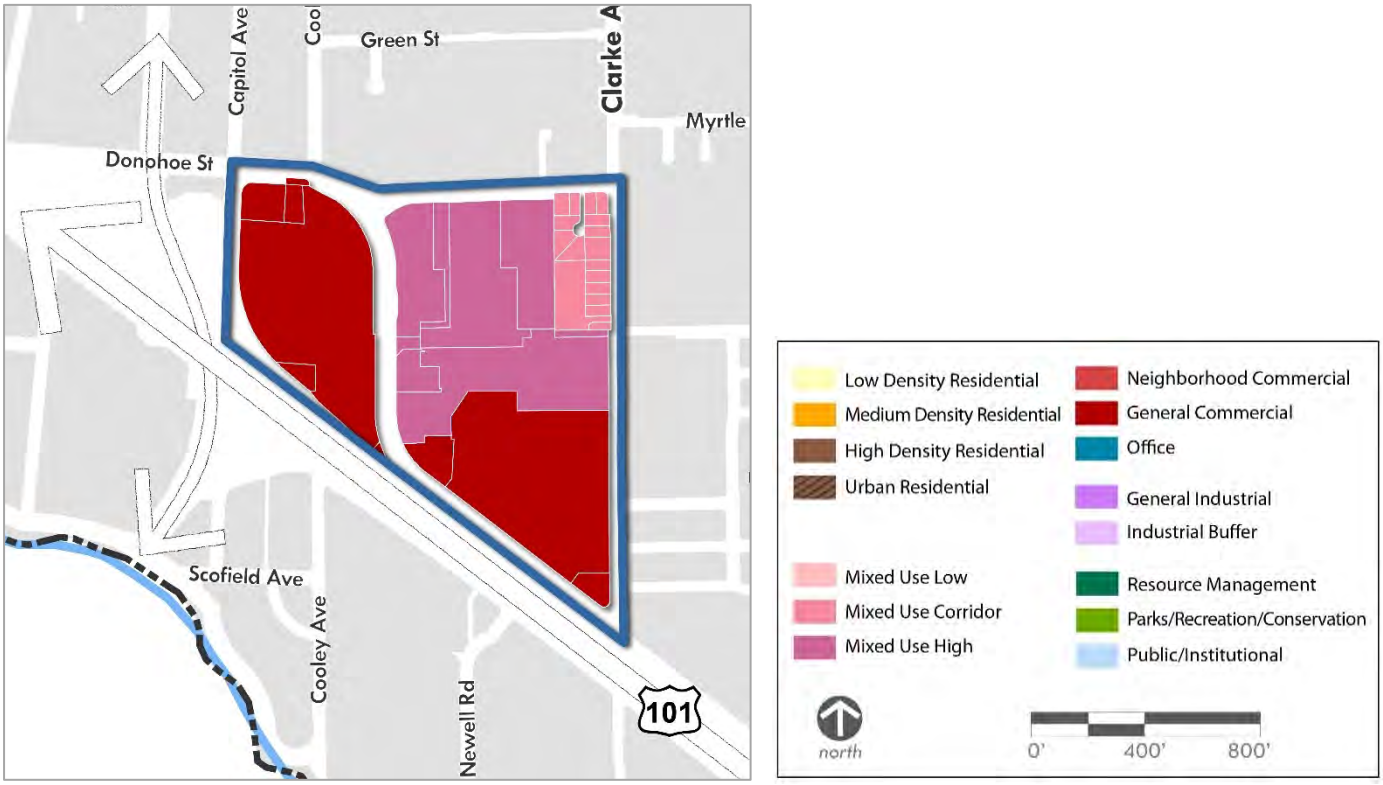
Infill Development Example #2: New multi-story development built without aggregating parcels. The structure occupies only the parcel fronting University Avenue. Rear floors step downward to provide a gentle transition to 1 and 2-story residences along Capitol Avenue.

Gateway District

Existing Conditions

The Gateway district is the area that includes the Ravenswood 101 Shopping Center, IKEA, and other uses; and is generally defined by Capitol Avenue on the west, Donohoe Street on the north, the Bayshore Freeway on the south, and Clarke Avenue on the east. The Gateway district contains the City's regional retail uses and provides a significant source of tax revenues for the City.

Figure 4-6: Gateway District Land Use Designation



Goal LU-11. **Encourage the transformation of the surface parked retail shopping center into a mixed-use office and shopping district.**

Intent: To create a vibrant walkable mixed-use office and retail district that increases city revenue, provides a dynamic entertainment and shopping location for East Palo Alto residents, and provides new office space that capitalizes on the Gateway's proximity to Highway 101 and Silicon Valley technology companies.

11.1 **Redevelop retail center.** Allow the private sector to redevelop portions of the retail center with a high density mixed-use development featuring office and retail uses, with the possibility of multi-family housing. Residential shall not become the predominant use for this site and the developer will need to provide a community benefit to justify a change in use or intensification of use. The City shall negotiate with developers to maximize the potential for acquiring community benefits for new development that is an increase over current development intensity.

11.2 **Office development.** Capitalize on the proximity to Highway 101 and Silicon Valley and pursue a high-tech office campus on portions of the site.

11.3 **Maintain retail uses.** Require that at least 85% of existing retail square footage be maintained after redevelopment and ensure that the overall fiscal impact to the City is positive.

11.4 **Development intensity.** Allow buildings of up to 8 stories and an FAR of 2.0. Significant increases in development intensity shall only be allowed if significant community benefits are provided to the City, such as jobs, income-restricted affordable housing, infrastructure improvements and other benefits.

11.5 **Urban block pattern.** Develop standards to require new streets and pedestrian connections in a grid development pattern that connects to existing neighborhoods.

11.6 **"Main Street."** Locate retail frontages on internal streets and plazas and adjacent to remaining surface parking lots to create an urban shopping experience.

11.7 **Village plaza.** Require a minimum ½ acre community gathering space with retail and entertainment uses.

11.8 **Parking.** Allow for district parking and parking reductions based on shared-parking between land uses. Parking structures should be located along East Bayshore Road across from the IKEA parking structure.

11.9 **Gateway.** Provide a strong visual presence from the freeway for major projects with taller buildings located facing the south creating a strong gateway character to the mixed-use neighborhood. Parking structures should not be allowed to face the freeway.

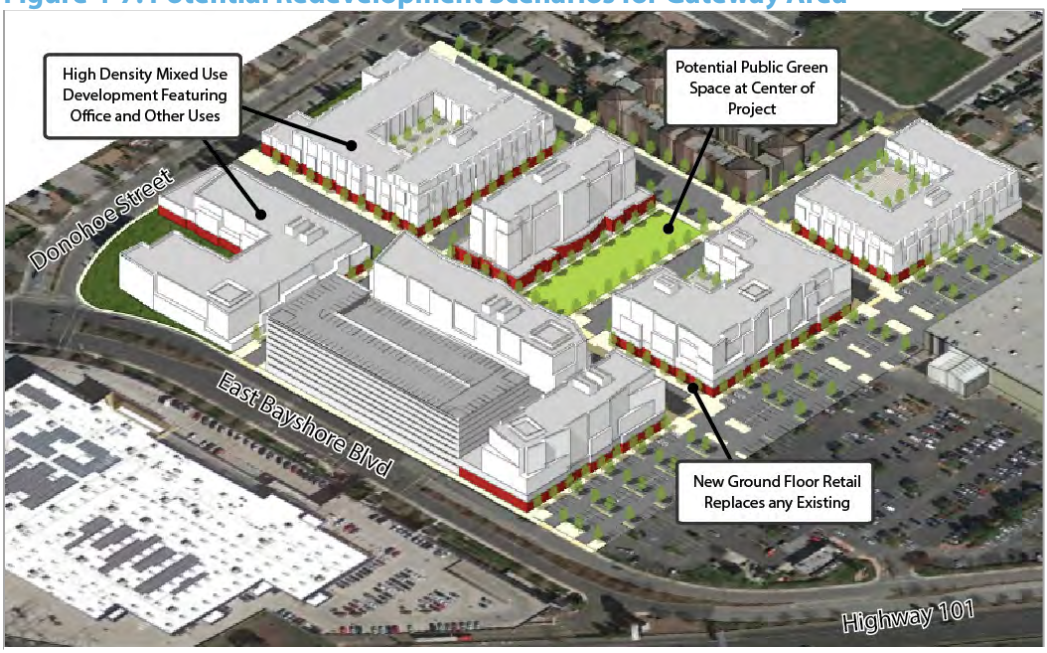
11.10 **Transitions.** Step down building massing and heights from Bayshore Road to Donohoe Street and Clarke Avenue.

11.11 **Connections.** To the extent feasible, pursue stronger pedestrian connections between the Gateway area and the high density area along the north side of Donohoe Street.

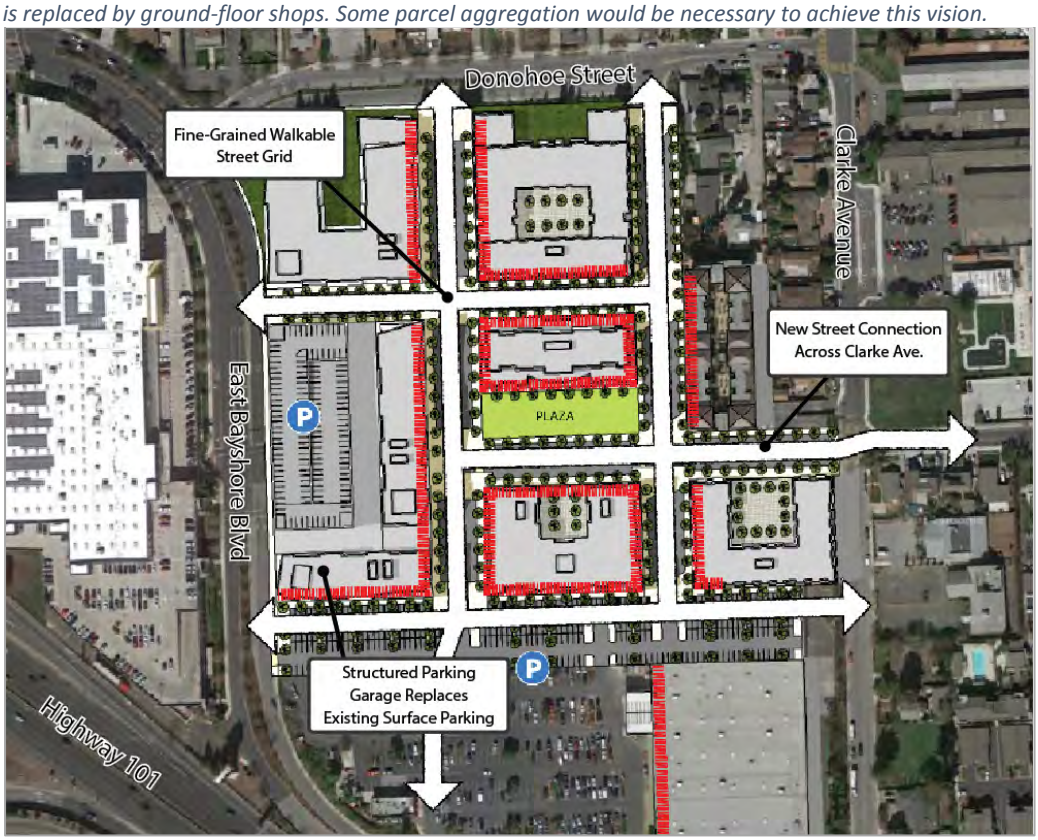
11.12 **Interim improvements**. In the absence of a major site wide redevelopment, require new pedestrian walkways and/or connections to surrounding neighborhoods as part of major individual development proposals.

11.13 **Consolidation.** Support any future efforts to consolidate ownership of parcels in the Gateway/101 retail center.

Figure 4-7: Potential Redevelopment Scenarios for Gateway Area



Potential long-term redevelopment scenario for the Gateway District. In this illustrative example, IKEA and Home Depot remain as commercial anchor tenants, while smaller retail stores and the large surface parking lot is more intensely developed with an urban street grid and multiple mixed-use buildings up to eight stories in height. Access to surrounding neighborhoods is improved, and any existing retail square footage is replaced by ground-floor shops. Some parcel aggregation would be necessary to achieve this vision.



4 Corners/Bay Road Corridor

Existing Conditions

The 4 Corners neighborhood is centered on the intersection of University Avenue and Bay Road. Uses around this intersection are primarily in the form of small neighborhood stores with parking in front. East Palo Alto's City Hall and the San Mateo County library are located in a county building to the north of this intersection. Across from the civic area is a six-acre vacant lot that formerly housed the Nairobi Village Shopping Center. Multi-family housing (townhouses, duplexes, triplexes, and apartment buildings) have been developed on the south side of Bay Road. It is an area that is expected to experience substantial changes and its future will be guided through implementation of the Ravenswood TOD Specific Plan. Opportunities for 4 Corners identified in the Specific Plan include the creation of a main street/downtown, improved connections and streetscapes, and additional mixed-use development in the area.

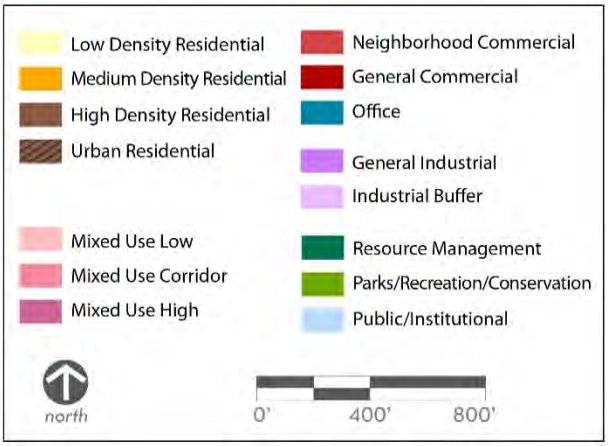
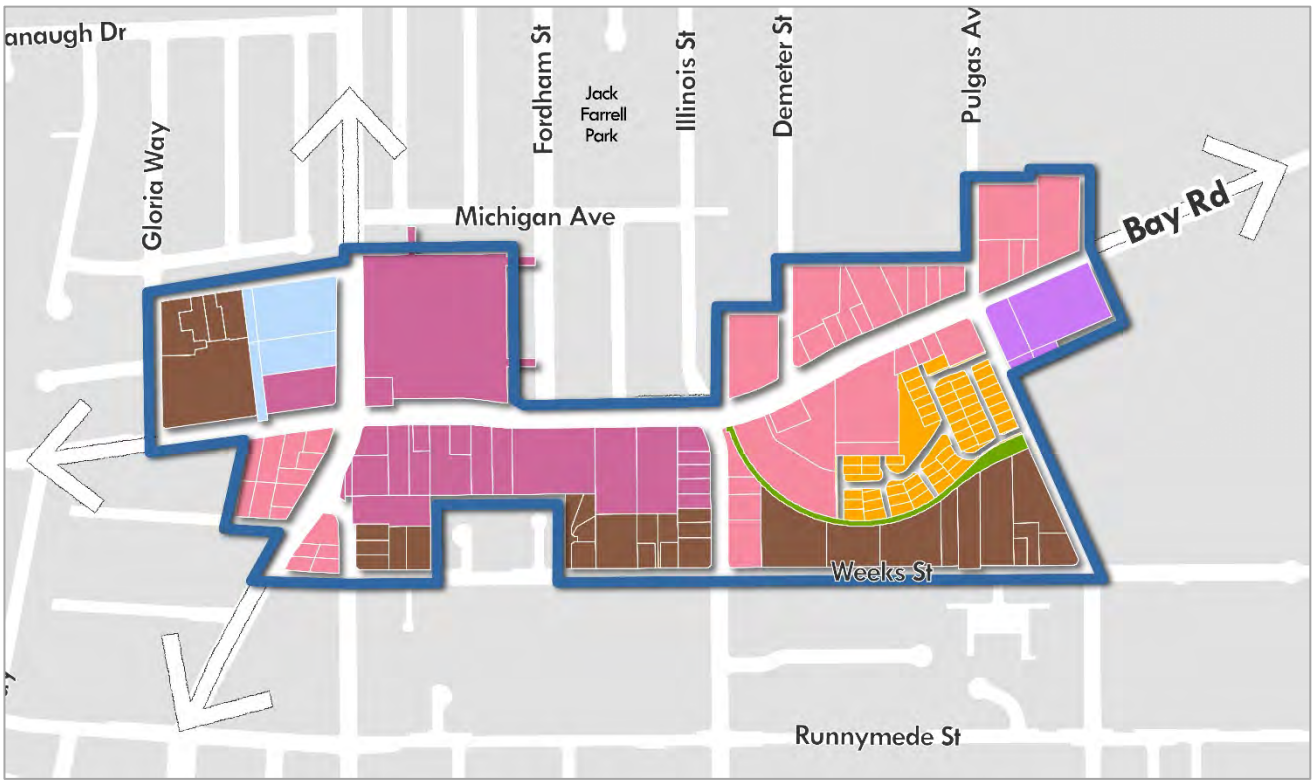


Figure 4-8: 4 Corners/Bay Road Corridor Land Use Designations



Goal LU-12. **Foster the creation of a "main street," centered on University Avenue and along Bay Road to enhance the City's image and identity.**

Intent: To enliven the street with new ground-floor shops and mixed-use development. To create community gathering spaces with new parks and plazas along Bay Road.

12.1 **Specific Plan.** Implement the vision, goals, policies and regulations of the Ravenswood TOD Specific Plan as a high priority of the City.

12.2 **Vacant parcel.** Prioritize the development of the vacant parcel at the intersection of Bay Road and University Avenue as a catalyst project for the City.

12.3 **4 Corners identity.** On all parcels with frontage on the intersection of University Avenue and Bay Road, encourage new development that exhibits a high quality and character, and that supports this intersection's identity as the heart of the City.

12.4 **Main Street.** Create a walkable main street environment for East Palo Alto to serve adjacent neighborhoods, and the entire community, along with connecting with Cooley Landing and the Bay Trail. Ensure that development along Bay Road helps reinforce the corridor's importance as the primary "activity spine" within the City.

12.5 **Ground floor activity.** Require active ground-floor land uses along Bay Road. New development should be built with minimal setbacks in order to activate the pedestrian realm.

12.6 **Gateway.** Ensure that new development at 4 Corners responds to its regional significance as a gateway to East Palo Alto as a whole.

12.7 **Design standards.** Ensure that all development in the Plan Area along University Avenue and Bay Road adheres to the Specific Plan's design standards and guidelines.

12.8 **Parcel aggregation.** Assist in and encourage the assembly of sites to enable implementation of the vision for the area that overcomes existing small and irregular parcelization patterns and maximizes uses along Bay Road.

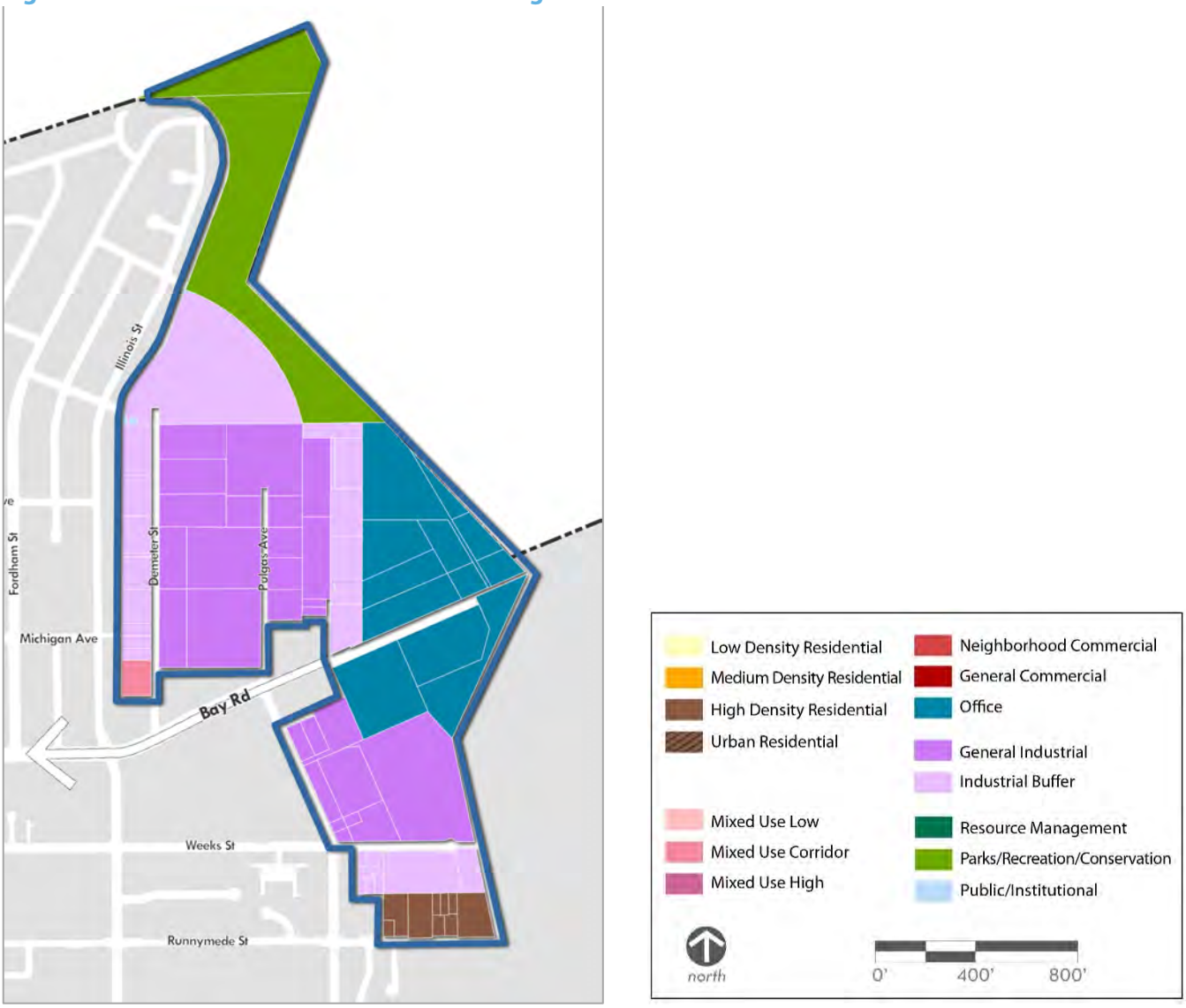
12.9 **Development partners.** Seek outside development partners to develop large portions of the "main street" along Bay Road. Encourage the use of the existing City density incentives to develop mixed use housing in this area.

Ravenswood Employment District

Existing Conditions

The Ravenswood Employment District is located along Bay Road between University Avenue and the Cooley Landing open space. The area is the former home of heavy industrial development and now contains much vacant land, some retail and services (including the Ravenswood Health Clinic) and some small-scale industrial and storage facilities. The Ravenswood Employment District is regulated by the 2013 Ravenswood TOD Specific Plan.

Figure 4-9: Ravenswood Business District Designations



Goal LU-13. **Enable the vision and planned redevelopment of the area as described in the Specific Plan.**

Intent: To transform the former industrial area into a high tech office and industrial campus that provides significant tax revenues and jobs for the City of East Palo Alto and is designed to support transit use. The area should experience significant intensification, including office and R&D buildings of up to 8 stories.

13.1 **Specific Plan.** Implement the vision, goals, policies and regulations of the Ravenswood TOD Specific Plan as a high priority of the City.

13.2 **Hazards and contamination.** Eliminate toxic and hazardous industrial uses. Encourage clean-up and redevelopment of contaminated sites.

13.3 **Jobs-focused land use.** Maintain and expand the Ravenswood Employment District as a jobs center for the City. Support the development of new uses that will bring a wide range of high-quality jobs accessible to people with a variety of skill levels to the Specific Plan Area, including office, R&D, and industrial uses.

13.4 **Wayfinding.** Develop signage and wayfinding for Cooley Landing, including at the terminus of Bay Road.

13.5 **Municipal services.** Reconstruct infrastructure to attract a diversity of employers. This will provide job opportunities for residents and new revenue for municipal services. Provide adequate water supply in order to support new development.

13.6 **Adjacent neighborhoods and uses.** Ensure that new development throughout the Plan Area maintains or improves the character of any adjacent residential neighborhoods, including the following:

- Require project proponents to design all new development so that it responds to the scale, grain, and character of existing nearby development.
- Ensure that new development does not adversely affect the Ravenswood Open Space Preserve and Palo Alto Baylands Natural Preserve.
- Maintain adequate separation between potentially incompatible land uses.

13.7 **Public open space.** Seek to create new public open spaces within the Specific Plan area.

13.8 **Viewsheds.** Encourage developers to design projects that capitalize on views of adjacent natural resources. Require viewshed analysis as part of any potential development application. New development shall allow for the proposed east-west view corridor through Ravenswood north of Bay Road (see Specific Plan for details).

13.9 **Landscaping.** Require that new office, industrial and R&D uses in Ravenswood provide landscaped buffers to adjacent residential areas.

13.10 **Parking.** Development should provide the minimum number of parking spaces necessary to avoid excessive parking lots, which impair community character. Ensure that building forms face onto streets and sidewalks to enhance the pedestrian environment and that parking areas are concentrated toward the inner core of parcels.

13.11 **Parcel assembly.** Collaborate with developers, brokers, and the landowners to consolidate separate parcels into larger parcel assemblages.

13.12 **Expanded transit service.** Work with regional transit agencies to expand transit service to the Ravenswood District. This could include an extension of light rail proposed in Menlo Park and connecting to the Caltrain Station.

13.13 **Block sizes.** Where possible, minimize block project size so as to create penetrations (pedestrian and vehicular) through large projects.

Weeks Neighborhood

Existing Conditions

The Weeks neighborhood began as part of the original Runnymede agricultural community under County jurisdiction. Its rich agricultural heritage remains evident today in the form of greenhouses and historic farmstead homes that remain in the neighborhood. Overall, the area has an eclectic feel and, unlike other parts of the City, Weeks has many large, deep parcels which provide ample opportunity for new development. Clarke Road and Pulgas Avenue are well-used north-south corridors with high traffic volumes.

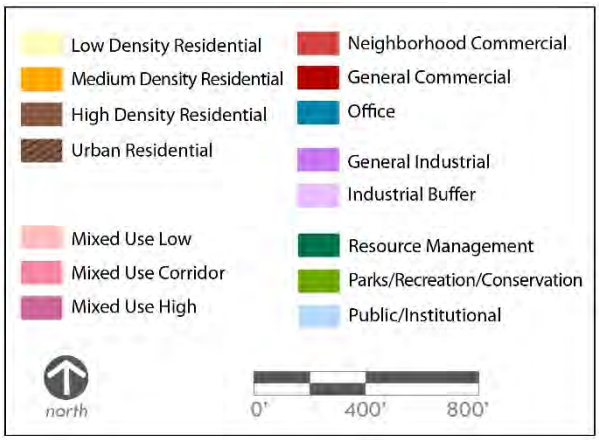
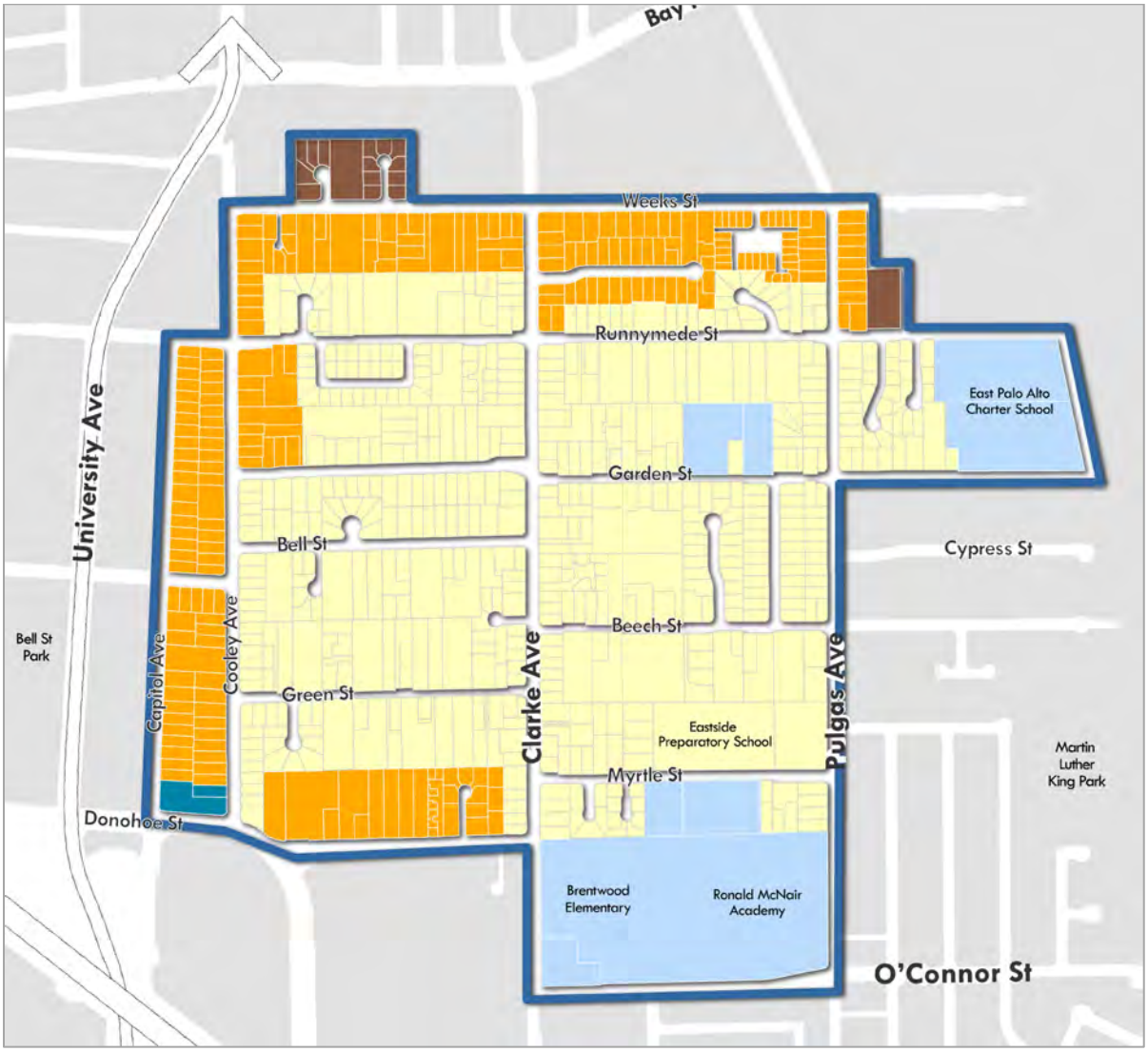


Figure 4-10: Vision for Weeks Neighborhood



Goal LU-14. **Encourage compact infill development that enhances the community, improves walkability and enhances neighborhood identity.**

Intent: To guide the redevelopment of large parcels in a manner that enhances the character and walkability of the neighborhood

14.1 **Infill development.** Encourage new infill with single and multi-family housing consistent with identified land use designations on large lots in the Weeks neighborhood.

14.2 **Pedestrian focus site planning.** Site layout should prioritize pedestrian movements and create strong building entries with stoops and front porches. (See design examples below)

14.3 **Create community spaces.** When developing large parcels, seek opportunities to provide shared community open spaces and streets.

14.4 **Through connections.** When possible, create new through street and pedestrian connections to create smaller block sizes, and avoid creating new cul-de-sacs or dead-ends.

14.5 **Connections.** Prioritize roadway improvements on streets that connect to community/retail services.

14.6 **Safe Streets.** Provide traffic calming on major streets, consistent with the Transportation Element.

14.7 **Signage.** Reinforce neighborhood identity with the creation of a gateway sign that displays the name of the neighborhood and identifies the area as a distinct and historic place.

14.8 **Agriculture.** Allow for continued agricultural uses in the Weeks neighborhood, including nurseries and greenhouses.

14.9 **Curb and gutter.** Upgrade all residential streets in the Weeks Neighborhood to include curbs and gutters.

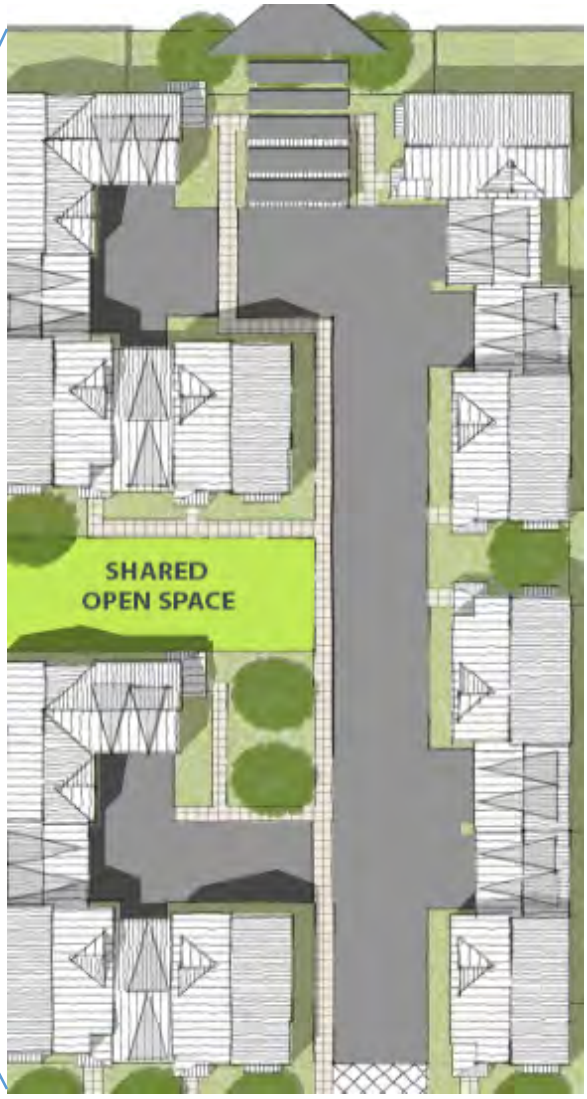
14.10 **Lighting.** Improve street lighting for public safety and prioritize areas near parks and schools for lighting improvements.

14.11 **Neighborhood parking.** Identify strategies to improve the lack of parking in the neighborhood. Consider agreements with churches and other non-residential uses and neighborhood parking programs, among other strategies.

14.12 **Parks and open space.** Identify opportunities to add new or expand existing parks and open spaces in the Weeks Neighborhood.

Figure 4-11: Example Building Type for Weeks Infill

Connection to Adiacent Parcel



Illustrative concept for Weeks Neighborhood infill. Existing parcel that fronts onto Runnymede St. is developed with single dwelling unit. New typology proposes eight duplex or other similar attached dwelling type units arranged along a common driveway that bisects the parcel. Estimated density for this infill pattern is 12 du/acre.

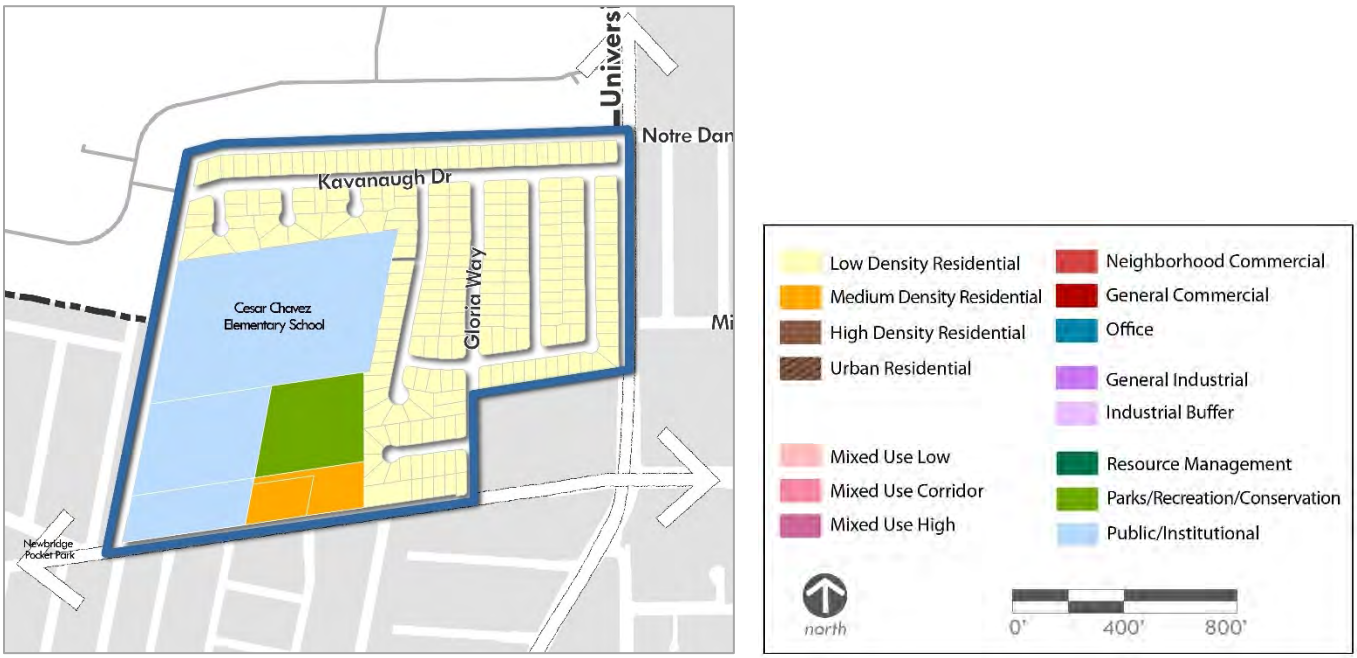
The clustering of units within the parcel allows for the possibility of creating shared open space. If adjoining parcels permit, pedestrian or vehicle connection could continue through to Weeks Street.

Kavanaugh

Existing Conditions

Kavanaugh is an established single-family residential neighborhood. Key features of the neighborhood include Cesar Chavez Elementary School and County civic building. The Rich May Memorial Field, which broke ground in October 2013, will add a regulation-sized turf soccer field with lighting, restrooms, and a volleyball court to the area. Two important corridors border the neighborhood: Bay Road and University Avenue. Kavanaugh Drive also provides access to employment areas in Menlo Park.

Figure 4-12: Kavanaugh Neighborhood Land Use Designations



Goal LU-15. **Preserve and enhance the character and identity of the Kavanaugh neighborhood.**

Intent: To enhance the existing single family character of the Kavanaugh neighborhood with a variety of improvements including streetscape improvements and improved connections to nearby destinations.

15.1 **Single family character.** Preserve the single family character of the area.

15.2 **Streetscape improvements.** Improve streetscapes in the neighborhood through tree plantings and sidewalk improvements and existing and new maintain street trees.

15.3 **Buffers from University Avenue.** Seek opportunities to provide buffers between traffic along University Avenue and the Kavanaugh neighborhood. This could include landscaping, soundwalls or other mechanisms.

15.4 **Connections to Menlo Park.** Work with the City of Menlo Park and private property owners to: 1) improve and establish new lit pedestrian and bicyclist connections between the Kavanaugh neighborhood and Menlo Park employment uses and neighborhoods; 2)remove restrictive fencing; and 3) create lit pathways or cut-throughs in Menlo Park (such as Adams Court/Hamilton Court, Kelly Court/Hamilton Avenue, O'Brien Drive/Hamilton and others).

15.5 **Increased regional transit service.** Work with regional transit agencies to expand transit services to the Kavanaugh neighborhood.

15.6 **Lighting.** Improve street lighting for public safety and prioritize areas near parks and schools for lighting improvements.

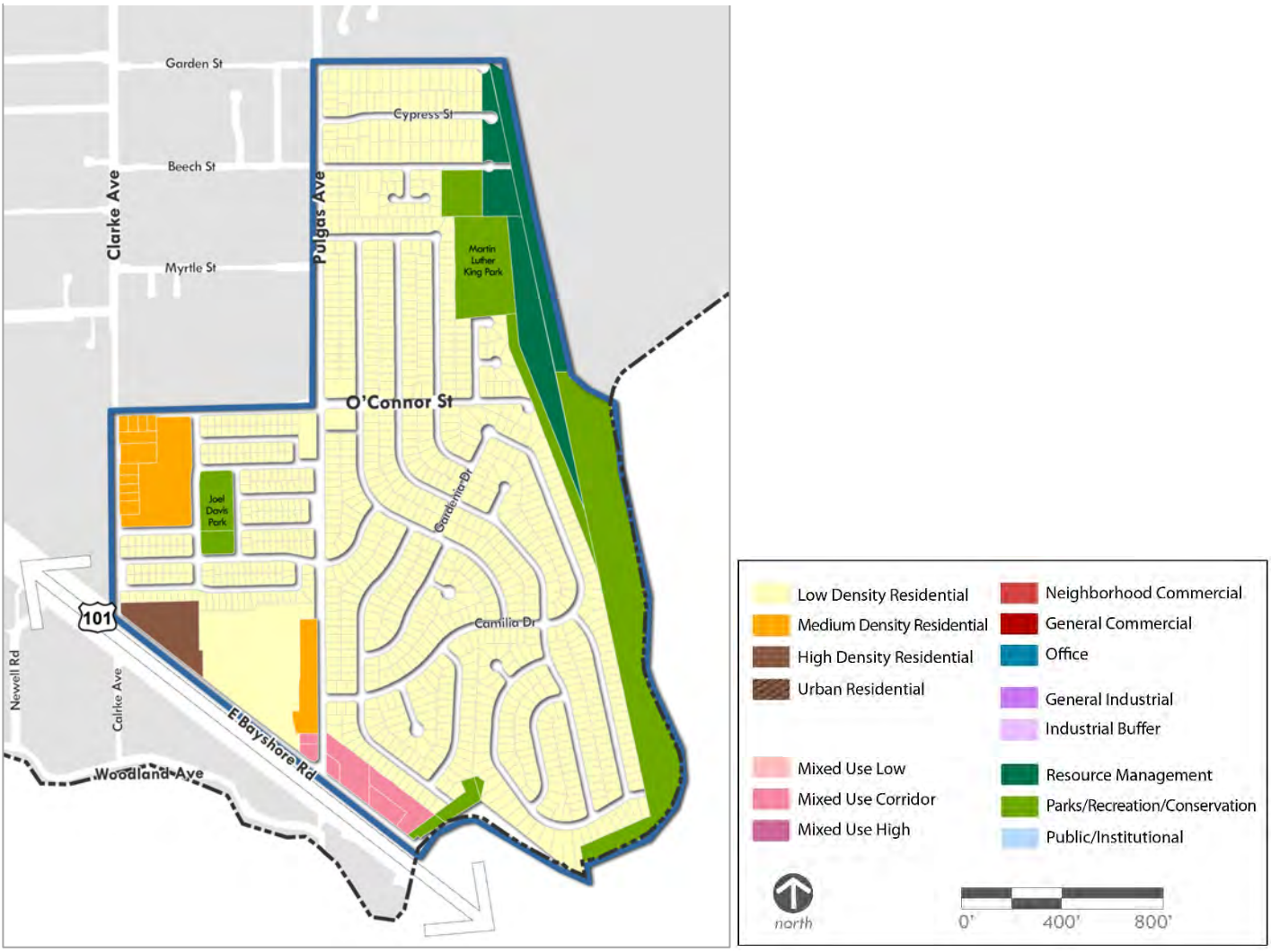
15.7 **Neighborhood parking.** Identify strategies to improve the lack of parking in the neighborhood. Consider agreements with churches and other non-residential uses and neighborhood parking programs, among other strategies.

Gardens Neighborhood

Existing Conditions

The Gardens is an established neighborhood with a number of different residential characters. The majority of the neighborhood is one-story single-family residential housing on curvilinear streets. University Square, a newer development, has two-story housing laid out in an orthogonal grid. There is also a mobile home park and a multi-family housing development on East Bayshore Road. Area amenities include Joel Davis Park, MLK Jr. Park, Bay Trail access points, and a few neighborhood retail stores at the intersection of Pulgas Avenue and East Bayshore Avenue.

Figure 4-13: Gardens Neighborhood Land Use Designations



Goal LU-16. **Enable new pedestrian connections, improve safety, and provide guidelines for incremental improvements to the neighborhood.**

Intent: To enable small-scale improvements in the form of pedestrian connections, improve neighborhood safety (both crime and flood-related), and guide any potential redevelopment of the neighborhood retail center.

16.1 **Connections.** Improve existing or establish new connections as follows:

- Create better access to the Bay Trail (see the Open Space chapter for more details).
- Find opportunities to introduce new pedestrian cut-throughs to increase connectivity in the Gardens neighborhood.
- Focus streetscape improvements along walking routes to parks.
- Re-establish connections from Pulgas Avenue onto fenced or walled neighborhood streets east of Joel Davis Park.
- Remove restrictive fencing surrounding MLK Park to improve permeability and access to key amenities for pedestrians and bicyclists.
- Promote more events, such as festivals, at MLK Park
- Improve sidewalk accessibility by improving on street parking.
- Consult with and seek mutual approval of the Fire District on traffic calming locations, measures and devices so that they do not impede or adversely affect primary emergency response routes, response times or emergency vehicle access per the Fire Districts Ordinance adopted by the City.

16.2 **Flood safety.** Encourage flood-protection efforts in the Gardens neighborhood.

16.3 **Multi-family housing.** Maintain and improve existing multi-family housing located at East Bayshore Road and Clarke Avenue.

16.4 **Neighborhood commercial.** Encourage the redevelopment and intensification of the existing neighborhood retail at the intersection of Pulgas Avenue and East Bayshore Road. New uses could include mixed use development with ground floor retail and office or residential on the upper floors.

16.5 **Single-family character.** Maintain and enhance existing single-family homes by implementing the following policies:

- Encourage homes to engage the street and integrate with the neighborhood by requiring the design of new carports/garages to be subordinate in scale to the primary dwelling, to minimize views from the street, and to not occupy the majority of the street frontage,
- Consider the building scale, form, and setbacks within the block when approving new single-family dwellings and additions to existing housing.
- Emulate the pedestrian-focused urban design and diverse housing types around Joel Davis Park in future development.

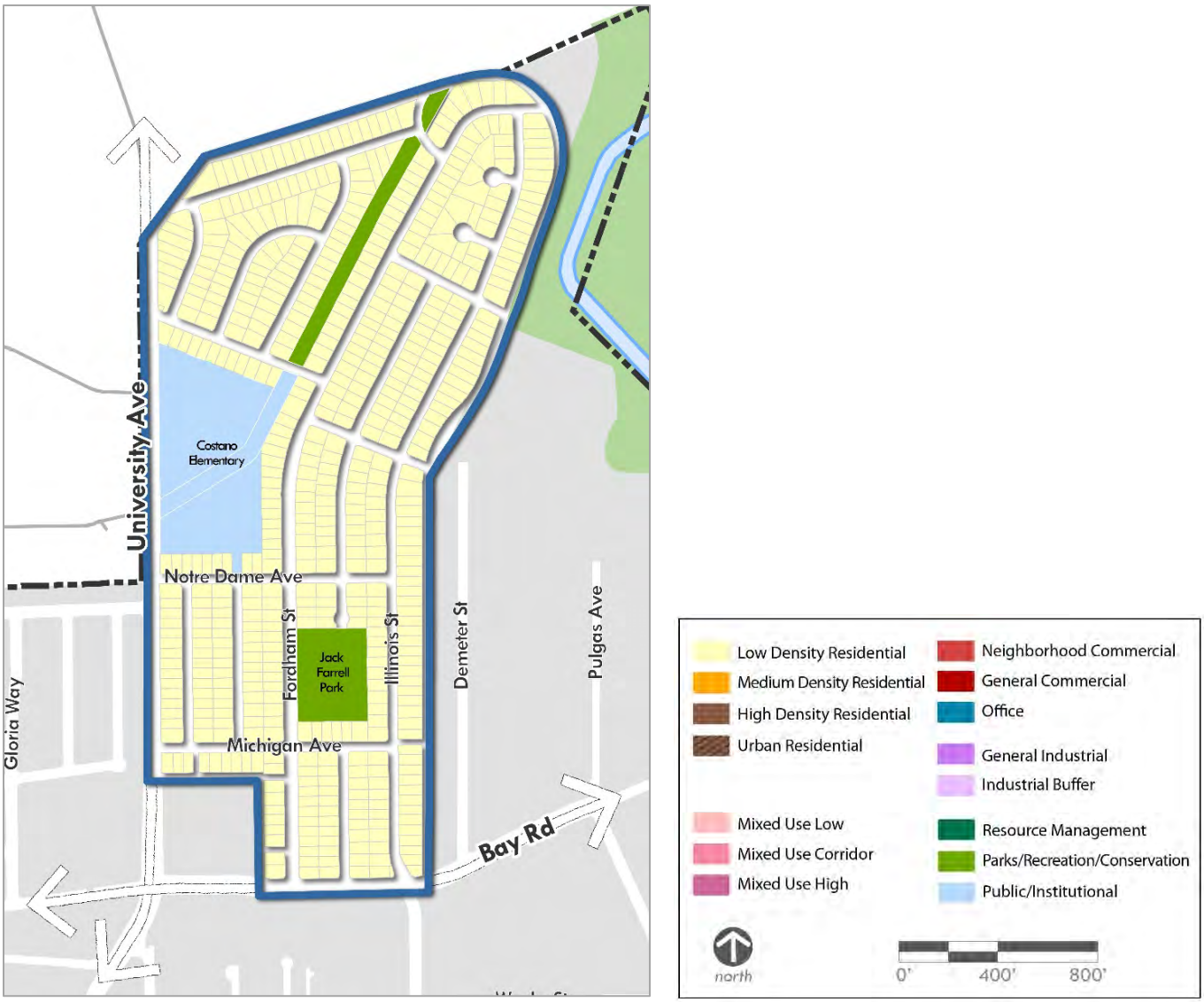
16.6 **Neighborhood parking.** Identify strategies to improve the lack of parking in the neighborhood. Ensure that parking does not prohibit sidewalk travel.

University Village

Existing Conditions

University Village is an established single-family residential area, which is expected to remain stable through the duration of the General Plan. The neighborhood includes Costano Elementary School and Jack Farrell Park. University Village was one of the neighborhoods that was included in the 2013 Ravenswood TOD Specific Plan.

Figure 4-14: University Village Neighborhood Land Use Designations



Goal LU-17. **Preserve the single family character of the University Village area.**

Intent: To enhance the character and identity of University Village as development occurs in the Ravenswood area.

17.1 **Single family character.** Preserve the single family character of the area.

17.2 **Streetscape improvements.** Improve streetscapes in the neighborhood through tree plantings and sidewalk improvements.

17.3 **Connections to Bay Road "Main Street."** Enhance pedestrian and bicycle connections between the University Village and the new "main street" on Bay Road as it develops.

17.4 **Buffers from University Avenue.** Seek opportunities to provide buffers between traffic along University Avenue and the University Village neighborhood. This could include landscaping, soundwalls or other mechanisms.

17.5 **Network of trails.** Improve connections and trails to the Baylands Open Space area.

17.6 **Shared use agreements.** Seek shared use agreements with the Ravenswood School District to open the Costano Elementary School to the public during non-school hours.

17.7 **Buffers from non-residential development.** Ensure that new non-residential development provides adequate measures to protect residents in the University Village neighborhood from the negative impacts of traffic, noise and other potential issues.

17.8 **Hetch Hetchy linear park.** Pursue the creation of a public park atop the San Francisco Public Utilities Commission's (SFPUC's) Hetch Hetchy right-of-way in the University Village neighborhood Orient new neighborhood connections and social gathering spaces towards this new linear park.

17.9 **Cut-through traffic.** Implement traffic calming measures to divert traffic from cutting through the University Village neighborhood.

17.10 **Transit stop.** Continue to work with regional agencies to monitor the use of Dumbarton rail corridor for commuter rail service and seek to protect the University Village from noise, air quality and other impacts.

17.11 **Lighting.** Improve street lighting for public safety and prioritize areas near parks and schools for lighting improvements.

17.12 **Neighborhood parking.** Identify strategies to improve the lack of parking in the neighborhood. Consider agreements with churches and other non-residential uses and neighborhood parking programs, among other strategies.

17.13 **Linear park.** Pursue creation of a trail along the Union Pacific Spur north of Bay Road to encourage pedestrian and bicycle activities and provide a buffer between the University Village residential neighborhood and the commercial uses along Demeter Street.

17.14 **Crime Prevention through Environmental Design (CPTED).** Use CPTED strategies, such as lighting and increased site lines, to increase safety at Jack Farrell Park.

Palo Alto Park Neighborhood

Existing Conditions

Palo Alto Park is an established neighborhood composed primarily of one- and two-story single family homes. Significant neighborhood features include a small retail cluster at the intersection of Willow Road and Newbridge Road, and the nearby University Avenue corridor. Additional pockets of neighborhood-serving retail are located on the southern edge of the neighborhood along East Bayshore Road. The low-density residential character of the neighborhood is expected to remain unchanged.

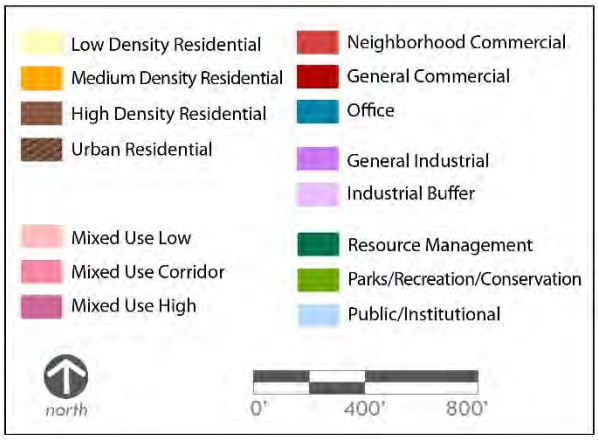


Figure 4-15: Palo Alto Park Neighborhood Land Use Designations

Goal LU-18. **Enhance the character of the existing single-family residential areas and foster the development of neighborhood retail and services.**

Intent: To preserve single-family character of the Palo Alto Park neighborhood with streetscape improvements, neighborhood protections, enhanced parks and open space and improved access to retail and services. To encourage retail, office and mixed-use development along East Bayshore Road and at the retail area along Newbridge Road.

18.1 **Existing character.** Preserve and enhance the small-block pattern and single-family character of the Palo Alto Park neighborhoods.

18.2 **Neighborhood parking.** Identify strategies to improve the lack of parking in the neighborhood. Consider agreements with churches and other non-residential uses and neighborhood parking programs, among other strategies.

18.3 **Neighborhood commercial on Newbridge Road.** Enhance the neighborhood commercial area at the corner of Willow Road and Newbridge Road with retail and mixed use development. This could include facade improvements; redeveloping the existing retail or constructing new mixed use development with ground floor retail and residential or office on the upper floors. Identify uses that take advantage of the regional traffic on Willow Road.

18.4 **Parks.** Explore new opportunities for parks and open spaces including the Palo Alto Park Municipal Water storage tank and vacant parcels.

18.5 **East Bayshore Road.** Seek opportunities to redevelop the East Bayshore corridor with new retail, office, service or residential uses. Encourage parcel aggregation and limit the height to 3 stories to protect adjacent single-family residential areas.

18.6 **Buffer from Highway 101.** Provide enhanced landscape along East Bayshore Road including the planting of street trees that will create a visual barrier to the freeway and help filter particulate matter.

18.7 **Transitions.** Ensure appropriate transitions between East Bayshore uses and adjacent single family neighborhoods, and between University Corridor uses and adjacent single family neighborhoods.

18.8 **Traffic calming.** Pursue traffic calming along Bay Road and Newbridge Road to reduce cut-through traffic and to protect students walking to and from Cesar Chavez Elementary School.

18.9 **Curb and gutter.** Upgrade all residential streets in the Palo Alto Park neighborhood to include curbs and gutters.

18.10 **Lighting.** Improve street lighting for public safety and prioritize areas near parks and schools for lighting improvements.

5. Economic Development

Overview

The Economic Development Element provides goals and policies to guide sustainable and equitable growth of East Palo Alto's economy, in which all East Palo Alto residents benefit from economic growth. Topics include business attraction and retention, providing high-quality job opportunities and training for local residents, and maintaining the city's ability to provide services through sustainable fiscal health.

Statutory Requirements

The City of East Palo Alto chose to include an Economic Development Element in its General Plan in order to prioritize growth and maintenance of the community's economic and fiscal health. California law does not mandate the inclusion of an Economic Development Element in a General Plan, but California Government Code Section 65303 allows for inclusion of additional elements relating to the physical development of the City.

Issues and Opportunities

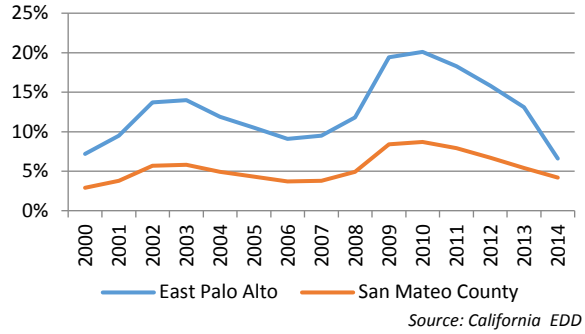
Employment

East Palo Alto is estimated to contain approximately 2,700 jobs, less than one percent of the total number of jobs in the "Market Area" of East Palo Alto, Menlo Park, Redwood City, Palo Alto, Los Altos, and Mountain View. The Association of Bay Area Governments projects that East Palo Alto will maintain this share of Market Area jobs by 2035. However, East Palo Alto has a relatively low number of jobs, with a 0.23 ratio of jobs to employed residents (compared to 1.0 countywide). An opportunity exists to grow East Palo Alto's job base through new commercial development (particularly at Ravenswood) and new business start-ups and expansions.

East Palo Alto's jobs are generally lower-paying than in the rest of San Mateo County. As of 2013, the U.S. Census estimated that nearly 40 percent of East Palo Alto's jobs are in the relatively low-paid retail, accommodation, and food service sectors, compared to less than 19 percent of all jobs in San Mateo County. Educational services and health care / social assistance were the next largest employment sectors, comprising nearly 30 percent of citywide jobs. Jobs in professional, largely office-based industries comprised an additional 12 to 15 percent of employment.

As of late 2015, the unemployment rate of East Palo Alto residents stood at 4.7 percent, compared to 3 percent countywide. As is shown in Figure 5-1, since 2000, unemployment trends in East Palo Alto have largely tracked the trends at the County level. However, East Palo Alto's rates of unemployment are consistently higher, and the peak of unemployment during the 2009-2011 recession was dramatically higher than in the rest of San Mateo County.

Figure 5-1: Unemployment Rate

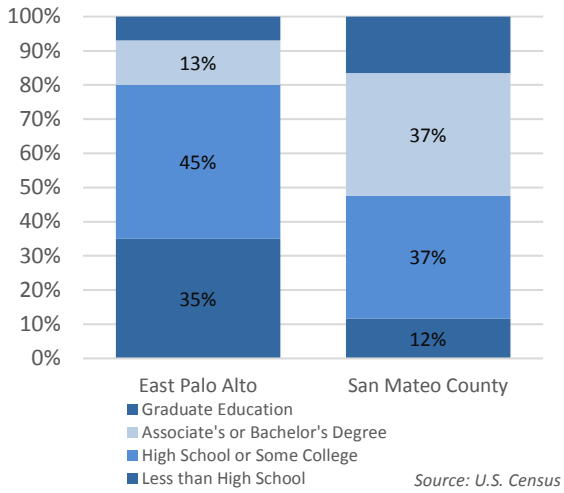


Source: California EDD

Workforce Skills and Education

As is shown in Figure 5-2, many East Palo Alto residents have lower educational attainment levels, creating a significant barrier to accessing high-quality jobs. Based on data from the U.S. Census, 35 percent of East Palo Alto residents age 25 and older do not hold a high school degree, and another 45 percent lack an Associate's or Bachelor's degree, which is increasingly critical to securing suitable, lifelong employment.

Figure 5-2: Educational Attainment, Population 25 Years and Older, 2010



Source: U.S. Census

Workforce development and education programs are essential for providing technical training or Associate's degrees for City residents. This training prepares residents for "career ladder" jobs, which provide moderate or better starting wages and long-term opportunities for advancement. The city can build on its partnerships with existing workforce development organizations and non-profits in East Palo Alto and neighboring communities to provide adult education and skills-building for residents. Middle skill jobs are a promising opportunity for East Palo Alto's residents since they are likely to offer better wages and advancement opportunities relative to the education requirements.

Because of the large gap in educational attainment levels of existing residents, there will be a need for continued and expanded workforce development and education programs at all levels, ranging from basic adult education to associate's degree programs.

Job Access

East Palo Alto sits within a larger thriving jobs market that is anticipated to add a substantial number of housing units and jobs within the next two decades. As a result, most of the new job opportunities for East Palo Alto residents are likely to be located outside of the City. Access to jobs throughout the region will be critical. Partnerships with transit agency operators and private employers can help to improve the time and cost of the commute for East Palo Alto residents.

New Development

Economic development in East Palo Alto is tied to the City's ability to attract new commercial development and expand existing businesses. Growth in the office, light industrial, hotel, and retail sectors can help to increase available local jobs and provide needed local tax revenues to increase services for residents, workers, and visitors. However, East Palo Alto must also invest in its infrastructure to support attraction of this development.

East Palo Alto can capitalize on strong demand for new office, hotel, and research and development (R&D) space, given its location and the rapid job growth projected for the Silicon Valley region. The strongest locations for attracting new office and R&D space include the University Avenue/Highway 101 interchange and the Ravenswood TOD Specific Plan area.

The retail sector, though fairly healthy, has opportunities for growth and diversification. Despite a number of large, regional-serving retailers, overall retail sales per capita are lower than in neighboring cities. Residents often shop outside the community for goods and services, including restaurants, grocery stores, apparel, gasoline, and specialty retail, referred to as "sales leakage." According to the Tax Base Expansion Analysis, "total sales leakage" was estimated at $115 million as of 2009.

Over time, new development can contribute toward providing desired community facilities. The City lacks central gathering spaces to serve the community, such as public open spaces and community facilities. As new development occurs, there is an opportunity to work with property owners and developers to ensure that retail and community facilities are integrated into new projects.

Fiscal Health

Achieving and sustaining a healthy fiscal position from which to support the goals and vision of the General Plan will require East Palo Alto to address both a projected structural budget deficit and its significant long-term under-investment in major capital infrastructure. The City can address these issues by growing and diversifying its revenue resources.

East Palo Alto has historically balanced its budget primarily by successfully engaging in redevelopment activity, implementing significant service cost reductions, utilizing one-time grants and short-term funding sources, lagging the labor market in employee compensation, minimizing service delivery, and deferring critical capital maintenance and investment. A more sustainable financial strategy will be necessary to achieve East Palo Alto's goals of improving and maintaining a healthy and vibrant community.

East Palo Alto's limited commercial development creates a weak revenue base for generating sales, property, and other taxes. An opportunity exists to expand commercial and industrial development, and to assist existing commercial and industrial properties to attract higher value uses that generate more jobs and revenue. Given that East Palo Alto has a substantial jobs-housing imbalance and a limited number of available and well-located development sites, the City must ensure that future development maximizes job creation while contributing to its economic development goals.

The dissolution of redevelopment in California significantly reduced the City's ability to fund major infrastructure improvements needed to attract business investment and development in certain areas – including the Ravenswood Business District as well as ending set-aside payments to support and fund local affordable housing projects. East Palo Alto's history of constrained resources affects its ability to deliver the services and programs needed and desired by the existing population. As shown in Table 5-1, EPA's General Fund revenues per capita are significantly less than similar jurisdictions. Specifically, EPA's revenues are equal to less than 60% of the total average revenue of several surrounding cities. Furthermore, the revenue sources are not economically resilient as they lack both diversity (75% of revenues are from property, sales, and transient occupancy tax) and are subject to extreme fluctuations based on economic conditions.

A healthier, resilient, and diversified municipal budget will allow East Palo Alto to continue investing in and improving the City's physical infrastructure, and to provide a greater range and depth of services to the community. These critical services include recreational services for residents, affordable housing, economic development programs for existing businesses, and code enforcement services to address quality of life issues related to parking, traffic, illegal construction, waste dumping, and noise abatement. These improved services will also contribute to overall quality of life for residents, employees, and visitors, which will in turn help to retain, support, strengthen and attract businesses.

Table 5-3: Comparison of per Capita Municipal Revenues

	East Palo Alto	Menlo Park	Palo Alto	Mountain View	City of San Carlos	Redwood City	San Mateo
Property Taxes	$9,411,000	$15,156,065	$35,300,000	$62,601,000	$10,979,456	$42,438,190	$52,000,000
Sales Taxes	$3,114,000	$6,444,292	$29,400,000	$16,935,000	$6,548,812	$20,781,613	$23,600,000
TOT	$2,453,000	$4,158,809	$12,300,000	$5,595,000	$1,270,072	$5,262,280	$6,412,500
Total	**$14,978,000**	**$25,759,166**	**$77,000,000**	**$85,131,000**	**$18,798,340**	**$68,482,083**	**$82,012,500**
Population	29,530	33,309	66,955	79,378	29,803	82,881	102,893
Per Capita	$507	$773	$1,150	$1,072	$631	$826	$797

Source: 2014 CAFRS and 2010 Census

Goals and Policies

Goal ED-1. **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.**

Intent: Improve East Palo Alto's tax revenue base by expanding existing revenue sources and maximizing development and business growth on the city's limited stock of high-value, high-visibility development opportunity sites. Provide sufficient revenues to fulfill city service needs.

Policies:

1.1 **Balance costs and revenues.** Promote a land use composition and development phasing in East Palo Alto that provides a jobs-housing balance or surplus between the generation of public revenues and the cost of providing public facilities/services.

1.2 **Industrial development.** Work with property owners and developers to encourage office, research and development and industrial development projects at strategic opportunity sites in the city, particularly within the Ravenswood TOD Specific Plan.

1.3 **Attraction of revenue-generating businesses.** Target economic development efforts toward attracting sales and use tax-generating businesses to vacant and new developments, including retail stores/services and office/industrial-based businesses.

1.4 **Retention of revenue-generating businesses.** Target economic development efforts toward retaining sales and use tax-generating businesses including retail stores/services and office/industrial-based businesses.

1.5 **Commercial tenant attraction.** Actively reach out to and partner with brokers and site location experts to attract desired commercial tenants.

1.6 **New hotel use.** Prioritize attracting new hotel development to increase transient occupancy tax revenues, especially near the intersection of University Avenue and Highway 101 or other locations with excellent regional access and visibility. This policy applies to the east side of the City and to the University Circle area on the Westside.

1.7 **Expedited permitting.** Ensure permits and entitlements processes are streamlined and expedited in order to help attract desired commercial development.

1.8 **Neighborhood-serving retail.** Expand and diversify the sales tax base through development of neighborhood-serving retail in areas of change, such as 4 Corners, Bay Road, the Ravenswood 101 Shopping Center, the Willow Road/Newbridge retail area, and the Westside.

1.9 **Office and R&D business.** Promote growth of office and R&D businesses that contribute property and sales tax revenues to the city, particularly at the University Avenue and Highway 101 interchange and within the Ravenswood TOD Specific Plan.

1.10 **Infrastructure improvements supporting higher and better uses.** Implement infrastructure improvements that encourage development of higher and better uses which contribute to achieving citywide economic development and livability goals.

1.11 **Fiscal impact reports.** Require a Fiscal Impact Report for all housing projects larger than twenty units and other projects as directed by the City. The project sponsor shall provide the City adequate funds for the preparation of the Fiscal Impact Report. If the project does not have a net positive impact based on the Report, the project sponsor shall create an assessment district or other funding mechanism to ensure that the project has a net positive impact on the General Fund. Income-restricted affordable housing and replacement housing projects and units shall be exempt from all

requirements of this policy. City Council can also exempt projects from this requirement.

1.12 **Property tax in-lieu payments.** Require in-lieu payments from property tax exempt institutions. Users and property owners that are exempt from property tax (including, but not limited to universities and hospitals/healthcare non-profits) are to pay the City an annual payment in lieu of the property and other taxes and fees. The amount paid would be equal to the amount the City would receive from a similar non-exempt use. Religious institutions and affordable housing projects are exempt from this requirement. The City Council can exempt projects from this requirement.

1.13 **New revenue sources.** Actively pursue implementation of new revenue sources to the city's budget, including potential increases to sales tax, transfer tax, and/or transient-occupancy tax.

1.14 **Commercial linkage fee.** Prepare affordable housing commercial linkage fee study and levy fee if feasible. Periodically update study to determine feasibility of levying the fee on office, R&D, industrial, hotel, retail, and commercial uses. City Council can exempt projects from this requirement if the project delivers other community benefits.

1.15 **Negotiated community benefits**. For large-scale developments, negotiate with developers to maximize the potential for acquiring community benefits including but not limited to infrastructure, new facilities, employment opportunities for residents, income-restricted affordable housing, local serving retail, and other benefits.

1.16 **Jobs impact analysis.** Require employment generating projects larger than 20,000 square feet to prepare a jobs analysis including number of jobs, estimated wages, and estimated jobs for local residents.

Goal ED-2. **Recruit, assist, and retain businesses in the community, focusing on retail, services, and resident employment.**

Intent: Grow businesses in the community, especially those fulfilling unmet day-to-day resident needs and businesses offering high-quality jobs with opportunities for advancement.

Policies:

2.1 **Job growth.** Promote the establishment, retention and expansion of businesses that provide employment for East Palo Alto's residents.

2.2 **Retail attraction.** Recruit retail tenants currently lacking in the community, including restaurants, grocery stores, drug stores/pharmacies, apparel, gasoline, and specialty retail.

2.3 **Jobs attraction.** Target recruitment and retention to business types offering well-paying jobs with low education requirements and opportunities for advancement, with particular focus on growth envisioned in the Ravenswood Employment District.

2.4 **Small business technical assistance.** Partner with existing non-profits and business groups to provide technical assistance to start-ups and small local businesses.

2.5 **Small business permitting assistance.** Actively assist entrepreneurs and small business owners to navigate the City's permitting and licensing processes.

2.6 **Spaces for small business.** Support local retail by encouraging new development to include local, small businesses and by exploring a small business incubator.

2.7 **Home businesses.** Support home businesses that meet city planning and permitting requirements and create jobs, and opportunities for

entrepreneurship. Include home businesses in small business assistance efforts.

2.8 **Economic development staffing.** Establish dedicated, staffed economic development operations to undertake business development, retention, and attraction activities.

Goal ED-3. **Ensure efficient coordination with public facilities and service providers to support existing and new development within the City.**

Intent: To ensure that there is sufficient infrastructure and supporting public facilities and services necessary for new development, and that there is not a diminishment in the quality of public services provided by the City as growth occurs.

Policies:

3.1 **New development.** Require new development to pay its fair share of required improvements to public facilities and services through impact fees or other financial and regulatory mechanisms.

3.2 **Concurrency.** Require that infrastructure is in place or planned and funded prior to approval of new development projects that require such infrastructure, including water availability.

3.3 **Supporting infrastructure and public services.** Require new development projects to provide supporting infrastructure and public services that contribute to an overall improvement in the quality of life in the City.

Goal ED-4. **Improve worker and student education, training, and job placement.**

Intent: To provide East Palo Alto residents with easily accessible and affordable job training and preparation in order to boost skills and employment in high-quality jobs.

Policies:

4.1 **Job training.** Expand job training programs in the City, especially those that train residents for technology jobs in Silicon Valley.

4.2 **Workforce development**. Maintain and grow ongoing partnerships with local workforce development organizations – such as the San Mateo County Workforce Investment Board and community college districts – to improve adult resident access to job training, placement, and skills development.

4.3 **Corporate relationships**. Maintain and grow ongoing partnerships with employers and business organizations in the region – especially Silicon Valley business partnerships – to identify opportunities for resident advancement and youth career exposure, mentoring, and on-the-job training.

4.4 **STEM education**. Partner with the Ravenswood School District, Sequoia Union High School District, and community college districts to identify opportunities for collaboration and integration of skills-training or STEM (Science, Technology, Engineering, and Math) education.

4.5 **Youth apprentice programs.** Help to develop and support programs that provide apprenticeship/ internship programs for East Palo Alto youth. Formalize and publicize existing mentorship programs between organizations that work with City youth and area businesses.

Goal ED-5. **Attract businesses offering middle-skill, middle-wage jobs with opportunities for advancement, and attract businesses committed to local hiring.**

Intent: Building off the initial business types targeted in the Ravenswood TOD Specific Plan, grow job and advancement opportunities for workers without college degrees by attracting businesses offering high-quality "career ladder" jobs.

Policies:

5.1 **New employment sectors.** Monitor regional and national findings identifying industries and business types offering high proportions of middle-skill jobs with opportunities for advancement.

5.2 **Business retention.** Target business retention and recruitment efforts to businesses offering a relatively high share of well-paid jobs which require less than a college degree and offer opportunities for advancement.

5.3 **Local jobs and hiring.** Continue to require local hiring programs for new businesses that locate in East Palo Alto. Seek out businesses that employ workers at appropriate skill levels and that provide training to increase local skills for the full range of job opportunities. For larger development projects, require developers and tenants to establish local hiring targets. Ensure businesses comply with the City's First Source Hiring Program, as applicable.

5.4 **Small business support.** Encourage programs and staffing that support small businesses, including start-up capital, small business loan support, assistance with navigating City, County and State regulations and requirements, and administrative activities such as human resources and taxes.

5.5 **First Source Hiring Program.** Monitor and analyze opportunities to improve East Palo Alto's First Source Hiring Program in ways that improve East Palo Alto's economic development efforts. Continue to implement existing First Source Hiring Policy and amend and strengthen policy to maximize job opportunities for East Palo Alto residents.

6. Transportation

Overview

A safe and well-maintained multi-modal transportation system is essential for the vitality, connectedness, and economic success of East Palo Alto. The City oversees most street, pedestrian, and bicycle facilities while also coordinating with partners like CalTrans and SamTrans for highways and transit service. This chapter defines the transportation system envisioned for East Palo Alto and contains goals and policies for different modes of transportation throughout the City. It serves to reinforce the City's long-term strategy to improve access for all means of travel and design streets that accommodate all users. This chapter includes goals and policies for transportation; specific transportation improvements are listed in Chapter 12: Implementation, while the traffic analysis of the future year growth may be found in the EIR.

Statutory Requirements

The East Palo Alto Transportation Element meets state requirements for the "Circulation Element" as defined in Section 65302(b) of the California Government Code. As per State law, the Element must contain "the general location and extent of existing and proposed major thoroughfares, transportation routes, terminals, any military airports and ports, and other local public utilities and facilities, all correlated with the land use element of the plan." Additionally, as of 2011, Circulation Elements must "plan for a balanced, multimodal transportation network that meets the needs of all users of streets, roads, and highways for safe and convenient travel in a manner that is suitable to the rural, suburban, or urban context of the general plan."

Issues and Opportunities

East Palo Alto has a diverse transportation system that is used for both local and regional travel. It consists of a network of roads, transit routes, and paths for bicyclists and pedestrians in various states of repair.

The transportation goals and policies of this chapter directly respond to current conditions, including issues and opportunities, to direct change and advance community priorities. This Issues and Opportunities section represents an overview of current conditions, and is organized according to the following topics:

- Transportation Patterns
- Connectivity and Accessibility
- Vehicle Traffic and Roadways
- Transit
- Bicycling
- Walking
- Parking

Transportation Patterns

The ways in which people get around are important indicators of the success of a transportation system, shedding light on which modes are most popular, convenient, and safe.

According to the U.S. Census' American Community Survey, East Palo Alto residents currently own cars at a much lower rate than the county average (9% of households have no vehicle, as compared to 6%

Countywide), but are almost as likely to use a car to get to work and are less likely to take transit given the lack of convenient alternatives to the car. Comparing vehicle ownership rates to journey to work mode split data, shown in Table 6-1, it is clear that East Palo Alto exhibits a larger than average transit dependent population, but poor east-west transit connectivity and little bicycle and pedestrian infrastructure. This dynamic serves to discourage travel via non-car modes, and commuting patterns are thus dominated by automobile travel, be it persons driving alone or as part of a carpool. As such, there likely exists a sizeable latent demand for improved transit service and bicycle and pedestrian facilities. Improving transit, bicycle, and pedestrian connectivity will help decrease traffic, increase mobility and access to jobs, reduce greenhouse gas emissions, and improve East Palo Alto's overall health, wellness, and quality of life.

Table 6-1: Journey to Work Mode Splits

Mode	East Palo Alto	San Mateo County
Drive Alone	69%	71%
Carpool	14%	11%
Transit	6%	8%
Bicycle	4%	1%
Walk	4%	3%
Telecommute	2%	5%

Source: American Community Survey, 2007-2011 5-year estimates

Connectivity and Accessibility

There exists a lack of connections within East Palo Alto (be it bicycle, pedestrian, or transit) to regional transit corridors such as Caltrain and El Camino Real, and job and activity centers in neighboring municipalities. In particular, the barriers created by U.S. Highway 101, and the lack of adequate bicycle and pedestrian crossing accommodations on the University Avenue (State Highway 109) and Willow Road (State Highway 114) overpasses, further limit connectivity. Moreover, people with disabilities often face additional obstacles to mobility, encountering parked cars blocking sidewalks by driving over rolled curbs.

By improving the multimodal connectivity of the transportation network, residents would enjoy improved access to employment, services, recreational opportunities, and activity centers. Palo Alto, followed by Menlo Park, is the primary location of employment for many East Palo Alto residents; therefore, non-motorized alternatives in these areas need to be prioritized.

The University Avenue overpass includes no bicycle lanes and an uninviting pedestrian sidewalk. (Image Source: Bryan Goebel)

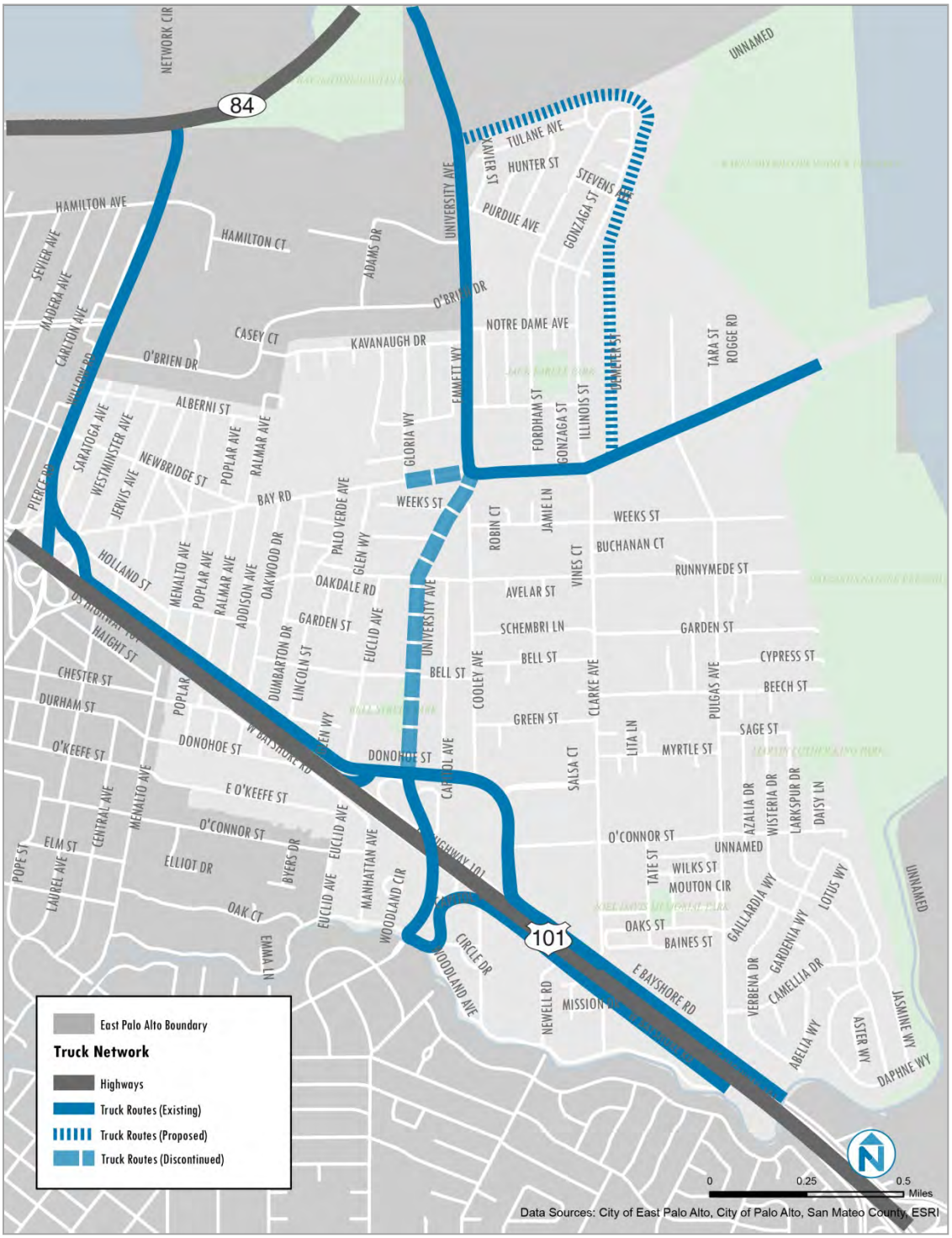
Vehicle Traffic and Roadways

Private and commercial vehicles (including trucks) are a large part of the transportation system in East Palo Alto. Generally, traffic volumes within East Palo Alto are relatively low on most streets, with the exception of two key arterials: University Avenue, which runs through the heart of the City, and Willow Road, which delineates the northernmost border between Menlo Park and the City.

There is a significant amount of regional traffic between the Dumbarton Bridge and Highway 101 cutting through the City via these two streets, increasing delay and localized air pollution. As of 2015, University Avenue carries an estimated 25,000 vehicles on most segments, including the US 101 overpass, with higher volumes – just over 30,000 – on the segment just north of East Bayshore Road. Approximately 84% of this traffic is "cut-through" traffic that neither originates nor ends in East Palo Alto. Willow Road carries similar amounts, representing, along with University Avenue, the City's highest volume streets.

Other streets, such as Pulgas Avenue, Clarke Avenue, Bay Road, Cooley Avenue and East Bayshore Road see significant cut-through traffic as well, though not to the degree of University and Willow.

Figure 6-1: Truck Routes



Truck routes on existing streets within East Palo Alto include portions of University Avenue, East Bayshore Road, West Bayshore Road, Donohoe Street, Willow Road, and Bay Road. The new street to be constructed as part of the Ravenswood/4 Corners TOD Specific Plan is a proposed future truck route.

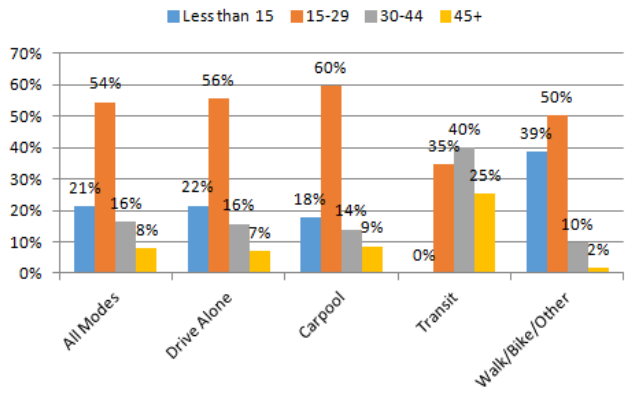
It should also be noted that while University Avenue is currently predominantly used by regional traffic, it is also the main local transportation spine of East Palo Alto. As such, it represents a prime candidate for potential redesign to improve its local function as a community focal point and gathering place. Potential redesigns for the roadway could include buffered and painted bicycle lanes, streetscape improvements such as benches and pedestrian scale lighting, and mid-block crossings.

Finally, as regional through traffic contributes to localized congestion within East Palo Alto, a plan for truck traffic is an important tool to protect neighborhood streets from noise and traffic impacts. Figure 6-1 maps existing and proposed truck routes within city limits.

Transit

There are currently frequent, convenient transit options throughout much of East Palo Alto. Most commute hour bus lines serving East Palo Alto operate on 15 minute headways, thus requiring short waits between buses. However, on average, transit riders in East Palo Alto spend 25 more minutes commuting per day than the citywide average across all modes, as shown in Figure 6-2. This equates to 500 more minutes per month, and 6,000 minutes (100 hours) per year.

Figure 6-2: Means of Transportation to Work by Travel Time



More specifically, five SamTrans routes have stops within the City limits, including:

- **Route 280** with service to the Stanford Shopping Center, Palo Alto Caltrain Station, and the Ravenswood Shopping Center (1 hour headways)
- **Route 281** with service to the Stanford Shopping Center, Palo Alto Caltrain Station, East Palo Alto, and the Onetta Harris Community Center (15 minute peak headways)
- **Route 296** with service to Redwood City, Atherton, and Menlo Park (15 minute peak headways)
- **Route 297** with service to Redwood City and Palo Alto (4 times daily on weekdays, 10 times on weekends)
- **Route 397** with late night service to San Francisco, South San Francisco, San Francisco International Airport, Burlingame, San Mateo, Belmont, San Carlos, Redwood City, and Palo Alto (hourly)

SamTrans is also currently studying ways of restructuring bus service in East Palo Alto, particularly as new development projects are completed.

AC Transit operates two Dumbarton Express routes which stop only at Newbridge and Willow, offering connections between the city of Menlo Park and the East Bay (including the Union City BART station), as well as Palo Alto and Stanford University. Both routes only operate during peak commute hours (6AM to 8PM with hour long headways).

The proximity of high capacity transit service, however, such as Caltrain, bus service along El Camino Real, and proposed rail service along the Dumbarton Corridor, presents an opportunity to improve connectivity between East Palo Alto and regional employment and activity centers. Figure 6-3 shows existing and planned transit service. Currently, the San Mateo County Transportation Authority is considering restoring train service or establishing bus rapid transit service on a 4.5-mile segment of the Dumbarton Rail Corridor between the Redwood City Caltrain Station and Willow Road in Menlo Park, near Facebook's campus.

Encouraging the increased use of public transportation can help reduce vehicular emissions and pollution, increase access to employment and activity centers for those without a car, and also help individuals meet daily requirements for physical activity.

Figure 6-3: Existing and Planned Transit Service

Existing transit service is predominantly provided by SamTrans, though new rail service is proposed along the Dumbarton rail corridor, with potential station locations in Menlo Park and East Palo Alto.

Bikeability

East Palo Alto's existing bicycle network is relatively modest, even though the bicycle mode share in the City is four times the countywide average (4% versus 1%). Existing facilities do afford both north-south and east-west bicycle connectivity, but key facility gaps exist, particularly across Highway 101. The University Avenue corridor – particularly at Bay and University – is the most common site of vehicle collisions with bicycles. Figure 6-4 shows the number of bicycle collisions from 2007 to 2011, and helps illustrate the need for improved bicycle accommodations.

The new bicycle and pedestrian overpass for Highway 101 at Clarke Avenue, however, represents an investment to improve connectivity across the freeway, and a focal point around which to plan additional connecting infrastructure. Figure 6-5 shows the existing and planned bicycle network. Connecting the planned bicycle network to neighboring jurisdictions will improve accessibility to existing bikeways. The East Palo Alto Bicycle Transportation Plan, adopted in 2011, describes many potential improvements (as well as some improvements which are currently being implemented, such as the Highway 101 overcrossing). The 2011 Bicycle Transportation Plan was adopted as an interim plan, to acknowledge that this General Plan Transportation Element may incorporate and/or supersede its contents.

The benefits of walking and bicycling to school or work, for daily errands, and for recreation include increased physical activity, stress reduction, and better cardiovascular fitness and cardiovascular risk factors among working-age adults. Additionally, when more people bicycle for transportation, car emissions decrease. This can improve air quality (and respiratory health) and reduce carbon emissions that contribute to climate change. Finally, walking and cycling are no- or low-cost transportation options, saving money that individuals would otherwise spend on fuel and car expenses.

Walkability

Similar to bicycling, walking represents a no-cost transportation mode that improves health outcomes, reduces congestion, and improves air quality.

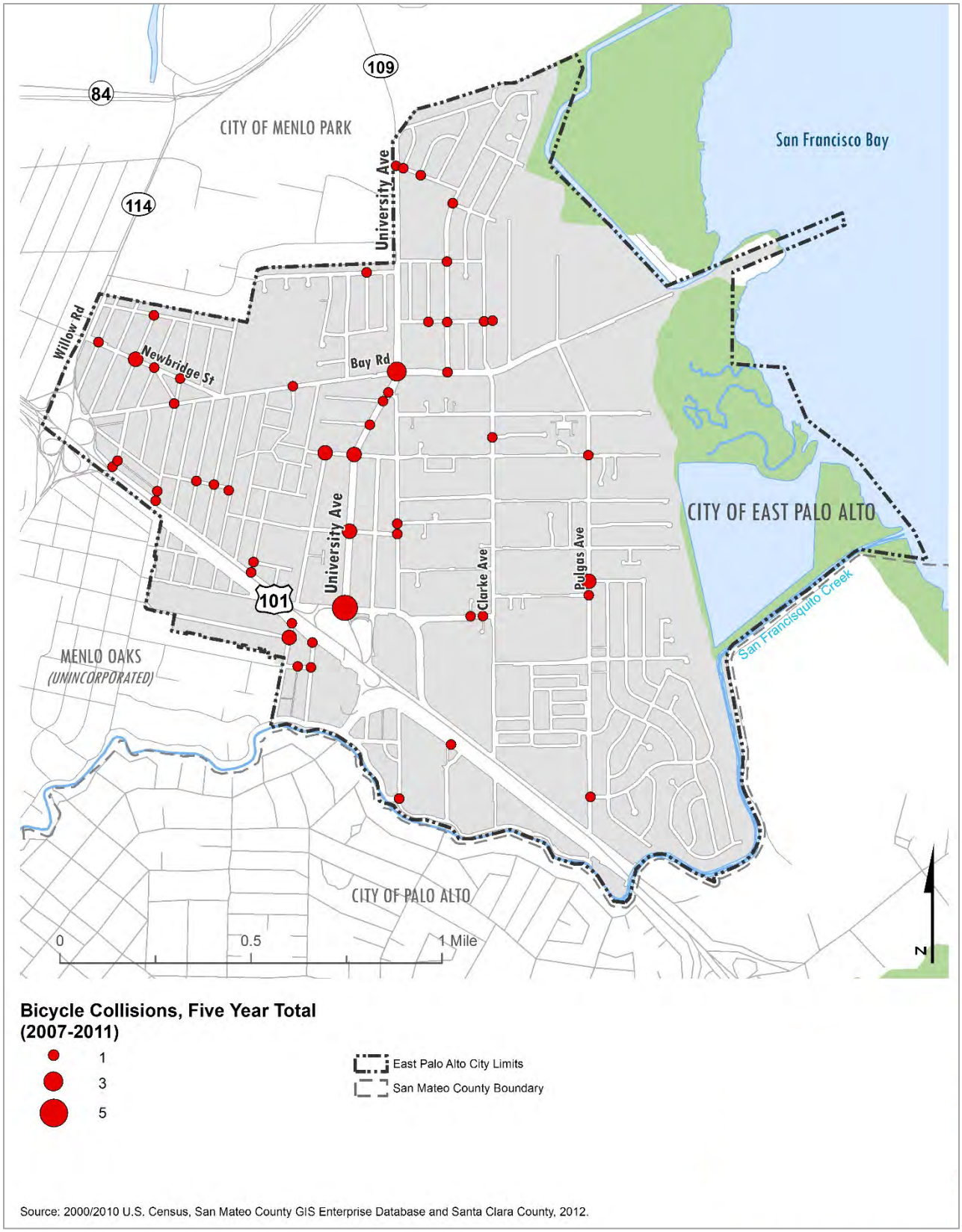
Numerous streets in East Palo Alto lack sidewalks on either one or in many cases both sides, as shown in Figure 6-6. Additional sidewalk gaps exist across key barriers, such as Highway 101 and the San Francisquito creek. Additionally, some East Palo Alto streets, such as those in the Gardens Neighborhood, are slender and have rolled curbs, which frequently results in drivers parking on sidewalks. Wheelchair users and other pedestrians are then forced to walk in the street. Various traffic calming improvements can help reduce vehicle speeds and improve bicyclists and pedestrian safety. These improvements could be utilized along key corridors shown in Figure 6-7, and could include speed humps, roundabouts, bulbouts, high visibility crossings, pedestrian refuges, raised crosswalks, motion-activated beacons, conversion of rolled curbs to vertical curbs, and mid-block crossings.

Parking

There is currently a significant parking problem in certain areas of the City, particularly in the area west of Highway 101 (the Westside), and the Gardens neighborhood. This is as a result of limited on-street parking and relatively few off-street parking spaces given the number of dwelling units or the number of residents (on average) per unit. In the Gardens neighborhood, the parking shortage is likely attributed to the conversion of garages into living space, curb cuts that reduce on-street parking and narrow street widths which limit the possibility of parking parallel on both sides of the street. Furthermore, parking is also influenced in the Westside's Willows Neighborhood bordering Menlo Park whose city ordinance prohibits overnight parking.

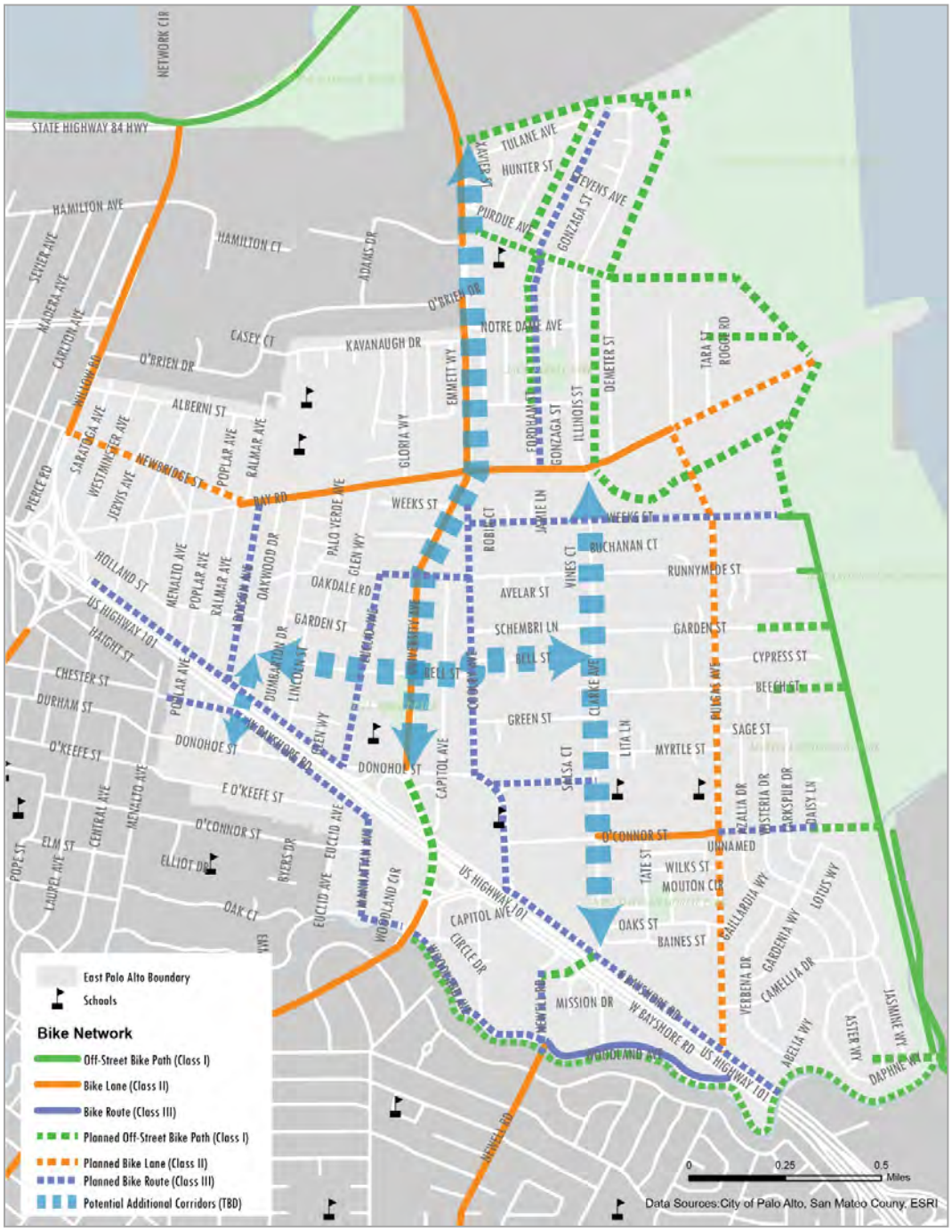
The efficient provision and management of parking can help provide sufficient space for vehicles while also encouraging more efficient use of existing facilities, reducing the impact of parking facilities, and reducing automobile use.

Figure 6-4: Bicycle Collisions, 2007-2011



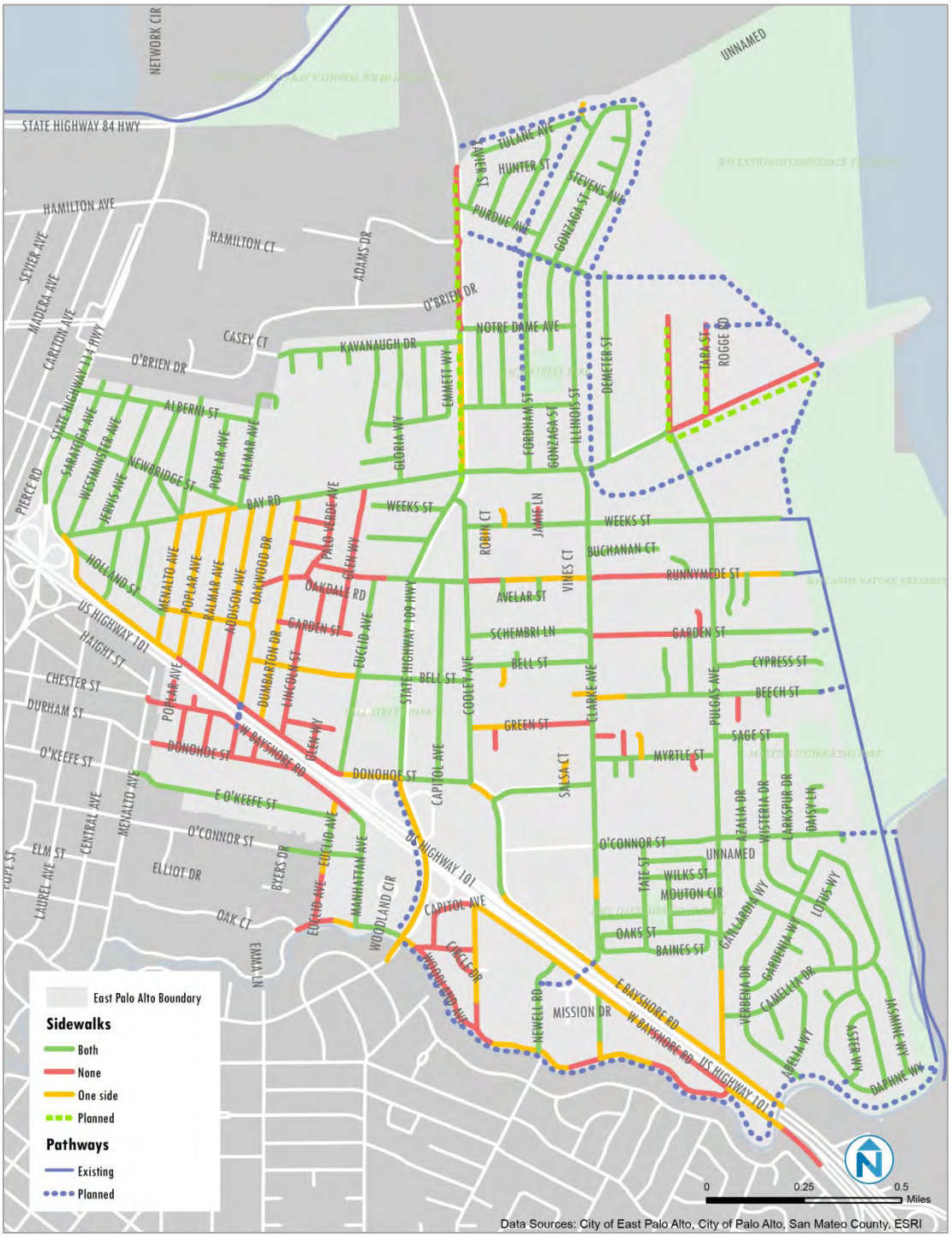
Source: 2000/2010 U.S. Census, San Mateo County GIS Enterprise Database and Santa Clara County, 2012.

Figure 6-5: Existing and Proposed Bicycle Network



The existing bicycle network in East Palo Alto exhibits various gaps, particularly across Highway 101. Planned facilities, such as the bicycle and pedestrian bridge across Highway 101 and bicycle lanes along Pulgas Avenue will improve connectivity, though additional potential new bicycle corridors should be studied, and cou d include: University Avenue (buffered lanes), Bell Street, Clarke Avenue, Newell Road, an additional crossing over Highway 101 north of University, and various connections to the Bay Trail.

Figure 6-6: Existing and Proposed Pedestrian Network



Many streets in East Palo Alto lack sidewalk facilities on one or both sides. The policies spelled out in this Circulation Element call for eliminating these gaps in the pedestrian network whenever feasible to improve safety, increase pedestrian comfort, and benefit public health.

Figure 6-7: Traffic Calming Priority Corridors

Traffic calming priority corridors include roadways with high levels of bicycle and pedestrian collisions, existing or planned bicycle infrastructure, and those leading to schools, parks, and other community facilities. These represent priorities for implementation of traffic calming policies, as stated in Goal T-1 and Policy T-1.2.

Street Network

Street Types

The General Plan's system of street types will inform future roadway improvements and performance measurement for new and reconfigured streets to carry out mobility priorities more effectively and to balance the needs of all travel modes. Definitions of street types consider surrounding land uses and designate priority levels for different travel modes within each street type. Combined, the types represent a hierarchical network linked to typical design standards and anticipated traffic levels.

Table 6-3 and Figure 6-8 delineate the planned roadway circulation system at full build-out of the General Plan, while Figures 6-9-14 serve as illustrative examples of each street type. Each street type is based upon a corresponding street type defined in the National Association of City Transportation Officials (NACTO) *Urban Street Design Guide*. Additional definition of and information about each street type is provided in the NACTO *Urban Street Design Guide*. As noted in the Implementation section of this document, the City will develop updated City standards for each street type.

Street types include the following:

- Major Thoroughfare
- Connector
- Residential Boulevard
- Neighborhood Main Street
- Neighborhood Connector
- Neighborhood Street
- Yield Street

Federal Guidance on Functional Classification

Functional classification is required by the Federal Highway Administration for projects receiving federal funds. This system is primarily auto-centric and does not take into consideration local context, land use, or built form. The street types presented in this document are an alternative to conventional functional classification. To ensure that East Palo Alto remains eligible for federal transportation funds, Table 6-2 converts street types into FHWA functional classification terminology.

Table 6-2: Relationship between Street Types & Existing FHWA Classifications

	Arterial	Collector	Local
Major Thoroughfare	●		
Connector		●	
Residential Boulevard		●	
Neighborhood Main Street		●	
Neighborhood Connector		●	
Neighborhood Street			●
Yield Street			●

Table 6-3: Street Types

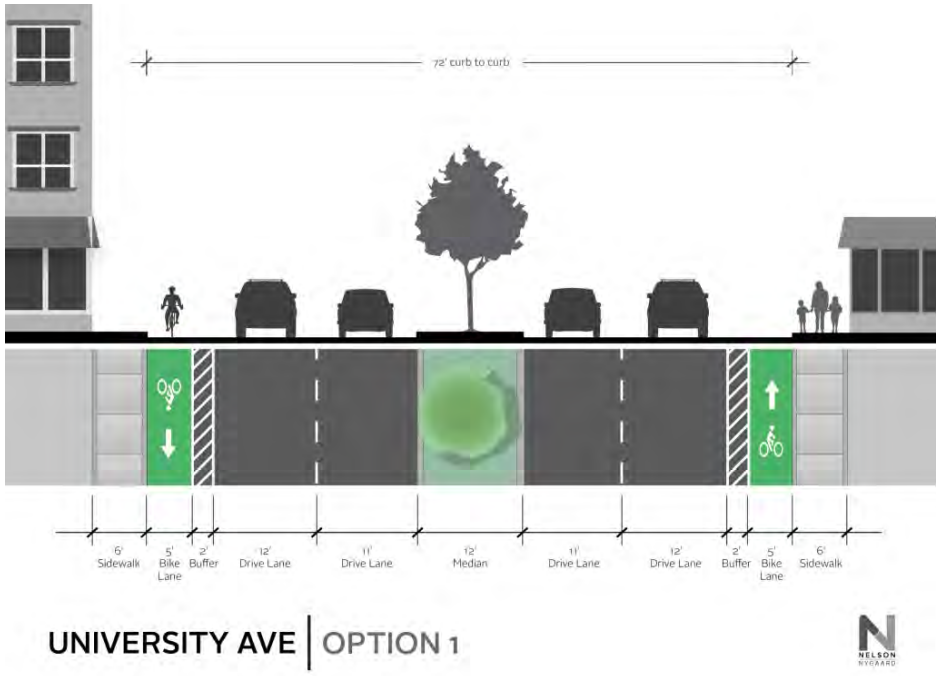
Type	Mode Priority	Description and Guidelines
Highway	Vehicle: ● Other modes: N/A	*Limited access, major regional freeways that are part of the state and regional network of highways and subject to state design standards.*
Major Thoroughfare (Arterial)	Bicycle: ◑ Pedestrian: ● Transit: ● Vehicle: ●	*Major arterial with higher frequency of transit service and mixed commercial and retail frontages.* Provides access and safe crossings for all travel modes along a regional transportation corridor. Emphasizes walking and transit and accommodates regional vehicle trips in order to discourage such trips on nearby local roadways, through collaborations with other cities and agencies. In areas of significant travel mode conflict, bicycle improvements may have lower priority, particularly where parallel corridors exist.
Connector (Collector)	Bicycle: ● Pedestrian: ● Transit: ● Vehicle: ◑	*Streets with mixed residential and commercial frontages that serve as a main route for multiple modes.* Distributes trips to residential and commercial areas. Provides a balanced level of service for vehicles, transit, bicycles and pedestrians wherever possible. Bicycle priority is greater along identified bicycle corridors. Pedestrian improvements are comfortable to walk along, and provide safe crossings at designated locations.
Residential Boulevard (Collector)	Bicycle: ● Pedestrian: ● Transit: ◑ Vehicle: ◑	*Primarily residential street that serves a significant destination.* Prioritizes walking and bicycling. Accommodates intra-city trips while also distributing local traffic to other streets and areas. Accommodating vehicle traffic while ensuring a high quality of life for residents is a key design challenge.
Neighborhood Main Street (Collector)	Bicycle: ● Pedestrian: ● Transit: ◑ Vehicle: ◑	*Mixed-use street that serves a significant destination.* Serves as a nexus of neighborhood life, with high pedestrian volumes, frequent parking turnover, key transit routes, and bicyclists all vying for limited space.
Neighborhood Connector (Collector)	Bicycle: ● Pedestrian: ● Transit: ○ Vehicle: ◑	*Low-medium volume residential through street.* Primarily serves residential neighborhoods. Provides high quality conditions for walking and bicycling and distributes vehicle, pedestrian and bicycle trips to and from other streets.
Neighborhood Street (Local)	Bicycle: ● Pedestrian: ● Transit: ○ Vehicle: ○	*Low volume residential street, serving mostly local traffic.* Provides access primarily to abutting uses. These streets should offer safe and inviting places to walk and bike.
Yield Street (Local)	Bicycle: ● Pedestrian: ● Transit: ○ Vehicle: ○	*Narrow, low volume residential street serving mostly local traffic.* Residential environments where drivers are expected to travel at low speeds and pedestrian and bicycle comfort is prioritized.

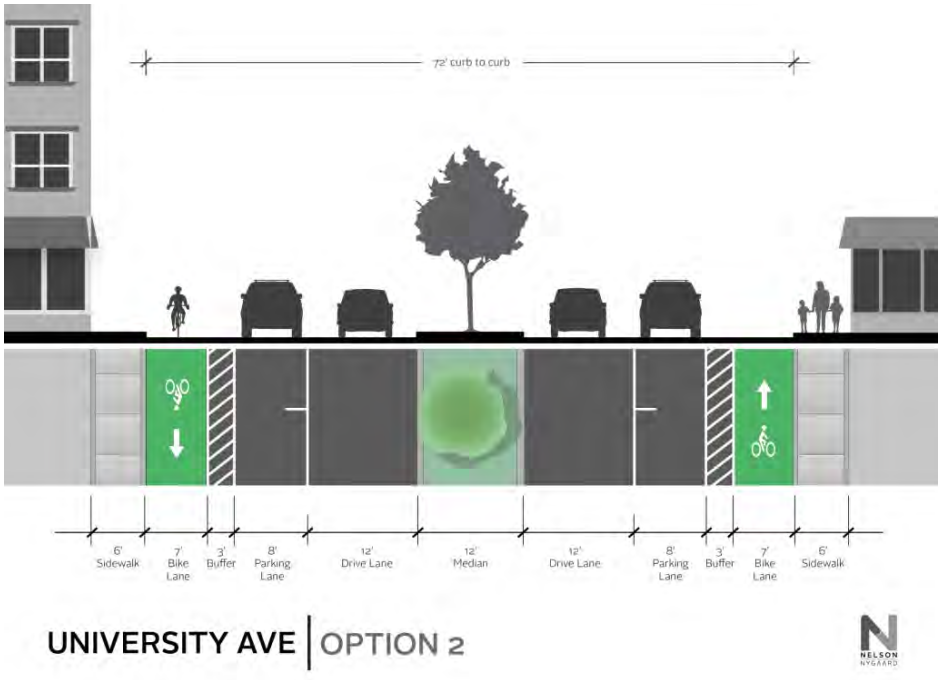
● = *High Priority*
◑ = *Medium Priority*
○ = *Low Priority*

Figure 6-8: Street Network

As described above on page 6-12, the City's street network contains a variety of types intended to support a wide spectrum of users and adjacent land uses. Combined, the types represent a hierarchical network linked to typical design standards and anticipated traffic levels.

Figure 6-9: Major Thoroughfare





University Avenue, Willow Road, and portions of Donohoe and East Bayshore are designated as Major Thoroughfares. This street type is referred to in the NACTO Urban Street Design Guide as a "Downtown Thoroughfare". Additional information on this street type is provided on pages 12-13 of the Urban Street Design Guide. (Image source: NACTO Urban Street Design Guide.)

Figure 6-10: Connector

Manhattan Avenue, Woodland Avenue and portions of Donohoe, West Bayshore Road and East Bayshore Road are designated as Connectors. This street type is referred to in the NACTO Urban Street Design Guide as a "Downtown 2-Way Street". Additional information on this street type is provided on pages 10-11 of the Urban Street Design Guide. (Image source: NACTO Urban Street Design Guide.)

Figure 6-11: Residential Boulevard

Newbridge Street and the portion of Bay Road west of University Avenue are designated as Residential Boulevards. Additional information on this street type is provided on pages 20-21 of the Urban Street Design Guide. (Image source: NACTO Urban Street Design Guide.)

Figure 6-12: Neighborhood Main Street

Bay Road east of University Avenue is designated as a Neighborhood Main Street. Additional information on this street type is provided on pages 14-15 of the Urban Street Design Guide. (Image source: NACTO Urban Street Design Guide.)

Figure 6-13: Neighborhood Street and Neighborhood Connector

Numerous local residential streets throughout the City are designated as Neighborhood Streets. Neighborhood Streets are wide enough to allow slow-flow operation, allowing vehicles moving in opposite directions to pass each other at slow speeds. Clarke, Euclid, Fordham, Pulgas and portions of Cooley, Glen Way, Runnymede and O'Connor are designated as Neighborhood Connectors. The typical physical dimensions and elements of these two street types are similar, and typical elements are illustrated in the figure above. The primary difference between the Neighborhood Connector and the Neighborhood Street type is that the Neighborhood Connector type is intended (a) to serve more destinations (such as local schools) than the Neighborhood Street, and (b) to distribute local traffic to neighborhood streets. Neighborhood Connectors are therefore designated to accommodate low-to-medium traffic volumes. By contrast, the Neighborhood Street serves primarily local traffic and is designated for low volumes. These street types are collectively referred to in the NACTO Urban Street Design Guide as "Neighborhood Streets". Additional information on this street type is provided on page 16 of the Urban Street Design Guide. (Image source: NACTO Urban Street Design Guide.)

Figure 6-14: Yield Street

The most slender local residential streets in the City are designated as Yield Streets. The Yield Street type is distinguished by a slender curb-to-curb width, and typically includes segments where two-way traffic is not possible when vehicles are parked at the curb: in such segments, some drivers must stop and yield the right-of-way to oncoming traffic. This is referred to as yield-flow operation. As noted in the Institute of Transportation Engineers' (ITE) Residential Streets, Third Edition, "Yield flow occurs when two-way traffic is impossible where parked vehicles are present. Thus, some motorists must stop and yield the right-of-way to oncoming vehicles. For decades prior to the 1960s, yield flow was the widely accepted norm for local streets. Thus, the vast majority of local streets throughout the United States operate at yield flow." Recent research has confirmed the traffic calming and safety benefits of this street type. Additional information on this street type is provided on page 17 of the Urban Street Design Guide and pages 12-50 of the ITE's Residential Streets, Third Edition. (Image source: NACTO Urban Street Design Guide.)

Goals and Policies

Goal T-1. **Improve safety through the design and maintenance of sidewalks, streets, intersections, and other roadway improvements.**

Intent: To ensure that human life and health is paramount and takes priority over mobility and other road traffic system objectives.

Policies:

1.1 **Vision Zero.** Eliminate traffic fatalities and reduce the number of non-fatal injury collisions by 50% by 2030.

1.2 **Traffic calming.** Implement traffic-calming and traffic-slowing measures on roads and at intersections with a high level of existing or planned pedestrian and non-motorized vehicle activity and/or collisions.

1.3 **Safe Routes to Schools.** Actively promote safety around schools, pursue funding to implement physical improvements around schools and student education programs around traffic safety (such as "walking school buses", walking audits, bike rodeos, classroom instruction and promotional events).

1.4 **ADA-compliant Sidewalks.** Ensure sidewalks are ADA compliant and free of blockage resulting from parked vehicles or other obstructions.

1.5 **Coordination with public safety.** Ensure that the Menlo Park Fire Protection District (MPFPD) and the City's Police Department review construction plans for roadway modifications, internal circulation, and establish, if needed, temporary alternative emergency routes to be used the duration of any construction project. During design review, ensure that roads and driveways are established that meet applicable code requirements for emergency access, including potentially including signal preemption mechanisms. Ensure that the MPFPD reviews related building plans for compliance with the Fire Code and establishes a future inspection schedule for continued compliance. Continue the existing practice of informing the MPFPD and the Police Department of projects and proactively engaging with the MPFPD and the Police Department through the Development Review Committee (DRC) and the plan check process.

Goal T-2. **Foster the creation of complete, multimodal streets.**

Intent: To encourage multimodal and attractive streets that provide for the needs of diverse members of the community, balance the different modes of transportation, promote physical activity, and support environmental sustainability.

Policies:

2.1 **Accommodating all modes.** Plan, design and construct transportation projects to safely accommodate the needs of pedestrians, bicyclists, transit riders, motorists, people with disabilities, and persons of all ages and abilities.

2.2 **University Avenue.** As the main transportation spine of East Palo Alto, ensure that any future redesign of University Avenue include improvements for all modes of travel, focusing on its local function as a community centerpiece for local activity and travel. Design options could include buffered and painted bicycle lanes, streetscape improvements such as benches and pedestrian scale lighting, and mid-block crossings, reversible lanes, and the reintroduction of on-street parking. The City shall maintain control of University Avenue (not Caltrans).

2.3 **Fix It First**. Maximize the value of past investments by prioritizing infrastructure spending to support the maintenance and upgrading of existing transportation infrastructure before incurring the cost of constructing new infrastructure.

2.4 **Funding.** Pursue adequate and sustainable funding sources for maintaining all existing city transportation infrastructure.

2.5 **NACTO Design Guides.** Adopt the NACTO (National Association of City Transportation Officials) Urban Street Design Guide and Urban Bikeway Design Guide as supplements to the street types in this Plan and the California Manual for Uniform Traffic Control Devices.

2.6 **Pedestrian and bicycle crossings.** Encourage pedestrian and bicycle crossings at key locations and across existing barriers such as Highway 101 and to local employment and schools, such as Bay Road.

2.7 **Truck routes.** Update Municipal Code demarcating truck routes through East Palo Alto to conform to the new Truck Route map shown in this Circulation Element.

Goal T-3. **Create a complete, safe, and comfortable pedestrian network for people of all ages and abilities.**

Intent: To encourage a livable, healthy, and connected city with a safe and comfortable pedestrian network among its various neighborhoods, parks, trails, employment centers, community facilities, and commercial areas.

3.1 **Active transportation.** Increase the levels of active transportation.

3.2 **Loop road.** Pursue the new multimodal Loop Road, including the Bay Trail connection, as described in the Ravenswood/4 Corners TOD Specific Plan to alleviate congestion and neighborhood traffic

3.3 **Pedestrian network.** Create a safe, comfortable, and convenient pedestrian network that focuses on a) safe travel; b) improving connections between neighborhoods and commercial areas, and across existing barriers; c) providing places to sit or gather, pedestrian-scaled street lighting, and buffers from moving vehicle traffic; and d) includes amenities that attract people of all ages and abilities.

3.4 **Pedestrian and bicycling education, encouragement, and awareness.** Actively engage the community in promoting walking and bicycling through education, encouragement (such as Bike to Work Day, Walk to Work Day, and Bike/Walk to School days and programs), and outreach on improvement projects and programs.

3.5 **Coordination with neighboring jurisdictions.** Coordinate pedestrian and bicycle improvements with the plans of neighboring jurisdictions and the region.

Goal T-4. **Build a comprehensive and well-used bicycle network that comfortably accommodates bicyclists of all ages and skill-levels.**

Intent: To encourage a livable, healthy, and connected city with a safe and comfortable bicycle network and adequate bicycle parking to enhance bicycling as a convenient form of transportation for both commute and leisure trips.

4.1 **Bicycle network.** Improve facilities and eliminate gaps along the bicycle network to connect destinations across the city and create a network of bicycle facilities of multiple types that connect to neighboring cities, including a path along Newell Road between Highway 101 and San Francisquito Creek. The network should facilitate bicycling for commuting, school, shopping, and recreational trips by riders of all ages and levels of experience.

4.2 **Bicycle Transportation Plan.** Utilize the City's Bicycle Transportation Plan to help guide the location and timing for bicycle improvements

4.3 **Wayfinding.** Increase the convenience of walking and bicycling by supporting the phased implementation of a comprehensive citywide, consistent bicycle and pedestrian wayfinding system connecting major destinations.

4.4 **Bicycle safety.** Support bicycle education, encouragement, and enforcement activities that promote bicycle safety.

4.5 **Public bicycle parking**. Increase the amount of safe and convenient short- and long-term bicycle parking and storage available to the public throughout the city.

4.6 **Bicycle parking standards.** Require large public and private development projects to provide sufficient bicycle parking, shower and locker facilities.

4.7 **Bikeshare.** Support the expansion of the regional bike share pilot program, helping to identify appropriate locations for system expansion within East Palo Alto.

4.8 **San Francisco Bay Trail.** Support the completion of the San Francisco Bay Trail, including relevant portions within East Palo Alto.

Goal T-5. **Support local and regional transit that is efficient, frequent, convenient, and safe.**

Intent: To support planning and coordination of transit services to accommodate diverse community needs for safe, comfortable, and efficient local and regional transit.

5.1 **Dumbarton rail service.** Support ongoing regional efforts to reintroduce passenger rail service along the Dumbarton corridor and support multimodal access improvements to future rail station(s).

5.2 **Coordination with transit agencies.** Coordinate with transportation service providers to improve transit service and access in the City, focusing particularly on areas with high concentrations of zero vehicle households, areas that currently lack public transit options, and on the improvement of transfers and connections between systems.

5.3 **Transit priority.** Ensure transit vehicles retain priority over other vehicles along transit network streets (as shown in Figure 6-3), prioritizing transit speed and schedule reliability.

5.4 **Access to transit.** Provide connecting bicycle and pedestrian infrastructure and amenities to improve access to transit stations and stops, and encourage new development projects near transit to improve transit stop amenities.

5.5 **Transit stops.** Support the installation of transit stop amenities, including shelters, benches, real-time information panels, lighting, bike parking, bike sharing stations, etc.

5.6 **Local transportation services.** Create or partner with transit providers, employers, educational institutions, major commercial entities and event organizers to improve local transportation services, including developing discount transit pass programs for groups such as students.

5.7 **Connection to Dumbarton corridor.** Should Facebook be successful in lobbying for a fixed railway or Bus Rapid Transit (BRT) connection to their campus, request a pedestrian connection to a Willow Road station that transects the office park behind the Kavanaugh neighborhood.

5.8 **Senior transit.** Support the expansion of affordable and reliable transportation options such as discounted transit passes for older adults and persons with disabilities, focusing on neighborhoods with high concentrations of elderly residents.

5.9 **Cut-through traffic**. Encourage and support efforts to improve regional transportation given that the majority of traffic congestion in the City is generated by regional circulation..

Goal T-6. **Develop strategies to provide efficient and adequate vehicle parking.**

Intent: To encourage the development of an efficient and adequate parking supply, reduce the negative effects of parking on the pedestrian environment and surrounding neighborhoods, and support community goals for complete streets, walkability, bikeability, and effective transit.

6.1 **Public parking management.** Improve the efficiency of the on- and off-street public parking system via parking management strategies that ensure adequate parking is available for nearby uses, including Residential Permit Parking (RPP) in residential areas that see significant parking spillover.

6.2 **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.

6.3 **Off-street parking.** Ensure new off-street parking is properly designed and used efficiently.

6.4 **"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 as church and school parking lots.

Goal T-7. **Adopt transportation performance measures.**

Intent: To enable effective, informed transportation planning by using indicators, data and monitoring to evaluate the city's multi-modal transportation system.

7.1 Automobile Level of Service Standards. Improve the East Palo Alto circulation system roadways in concert with land development to maintain adequate levels of service for automobile travel. Automobile Level of Service (LOS) performance can be measured using a volume-to-capacity (V/C) ratio. V/C ratios are calculated based on existing or future average daily traffic (ADT) volumes and daily capacity values for various types of roadways. A level of service scale is used to evaluate roadway performance based on V/C ratios. These levels range from "A" to "F", with LOS A representing free flow conditions and LOS F representing severe traffic congestion. Descriptions of traffic flow for the different levels of service are provided in Table 6-4 Standards for Roadway Levels of Service. The performance criteria for evaluating volumes and capacities of the East Palo Alto roadway system is LOS D. At a signalized intersection, an impact is considered significant if it causes operations to degrade from LOS D or better to LOS E or F; or exacerbates LOS E or F conditions by increasing critical delay by >4 seconds and increasing volume to capacity ratio (V/C ratio) by 0.01; or increases the V/C ratio by > 0.01 at an intersection that exhibits unacceptable operations, even if the calculated LOS is acceptable. At an unsignalized intersection, an impact is considered significant if it: causes operations to degrade from LOS D or better to LOS E or F; or exacerbates LOS E or F conditions by increasing control delay; or causes volumes under project conditions to exceed the Caltrans Peak Hour Volume Warrant Criteria. Where the City determines that proposed development projects will cause LOS standards to be exceeded, appropriate mitigation will be required to improve roadways to meet LOS standards.

7.2 Updating Transportation Performance Measures. Update the transportation performance measures in this Transportation Element, including Automobile Level of Service standards, once the State of California has amended the California Environmental Quality Act Guidelines to implement Senate Bill 743's requirement to provide an alternative to automobile Level of Service for evaluating transportation impacts (See California Public Resources Code Section 21099(b)(1).) Additionally, designate appropriate infill opportunity zones within East Palo Alto, within which the automobile Level of Service standards prescribed by California Government Code Section 65089 shall not apply. (See Government Code Sections 65088.1 and 65088.4.)

7.3 Multimodal transportation impact fee. Adopt a transportation impact fee for new development that raises funds for improving all modes of transportation.

Goal T-8. **Adopt transportation demand management and roadway system efficiency strategies.**

Intent: To increase transportation choices, improve public health, reduce pollution, make effective use of roadway capacity and decrease automobile traffic by improving management of existing roadways and implementing complementary policies promoting transit, walking, bicycling and complete streets.

8.1 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.

8.2 Avoidance of street widening. When feasible, avoid widening streets to increase automobile capacity,

focusing instead on operational improvements such as signal timing optimization, modern roundabouts and other Transportation Systems Management (TSM) strategies that aim to improve traffic conditions and reduce cut-through traffic by maximizing the efficiency of existing vehicle infrastructure.

Table 6-4: Standards for Roadway Levels of Service

Level of Service	Traffic Conditions	V/C Value
A	Primarily free flow operations at average travel speeds usually about 90% of free-flow speed. Vehicles can maneuver unimpeded within the traffic stream. Delay at signalized intersections is minimal.	0.00 - 0.60
B	Reasonably unimpeded operations at average travel speeds usually about 70% of free flow speed. Ability to maneuver is only slightly restricted and stopped delays are not bothersome. Drivers are not subjected to appreciable tension.	0.61 - 0.70
C	Represents stable operations, however, ability to maneuver and change lanes in midblock locations may be more restricted. Longer queues and/or adverse signal coordination may contribute to lower average travel speeds of about 50% of free-flow speed. Drivers will experience some appreciable tension.	0.71 - 0.80
D	Borders on a range in which small increases in flow may cause substantial increases in approach delay, and hence, decreases in arterial speed. Causes range from adverse signal progression, inappropriate signal timing, high volumes, or any combination. For planning purposes, this Level of Service is the lowest that is considered acceptable. Average travel speeds are about 40% of free-flow speed.	0.81 - 0.90
E	Characterized by significant approach delays and average travel speeds of one-third of free-flow speed or lower, caused by adverse progression, high signal density, extensive queuing at critical intersections, inappropriate signal timing, or some combination.	0.91 - 1.00
F	Characterized by arterial flow at extremely low speeds below one-third to one-quarter of free flow speed. Congestion is likely at critical signalized intersections, resulting in high approach delays. Adverse progression is frequently a contributor to this situation.	Above 1.00

Source: Highway Capacity Manual (HCM), 2000.

7. Health and Equity

Overview

This element presents the community's priorities for realizing a healthy and equitable community. It includes goals and policies that address existing community health concerns as well as approaches to managing new development to prevent future health issues, covering topics such as environmental justice, mental health, access to healthy food, disease, healthy housing, and physical activity. The chapter also addresses civic engagement, including transparency and inclusivity in the decision-making process.

Statutory Requirements

The Health and Equity element is not a required Element of the General Plan. The topics covered in the Element were determined by the City and its residents through the public process. However, as of late 2016, SB 1000 requires that jurisdictions include an "environmental justice" element or include topics that address health, equity and environmental justice throughout the General Plan beginning in January 2018. This Element covers all of the required topics and East Palo Alto is considered a "disadvantaged community" due to the low life expectancy, lower income levels, and lower educational attainment compared to the rest of San Mateo County.

Issues and Opportunities

Place, race, income, living conditions and education are all significant contributing factors to people's health. How we plan and prioritize growth for the future can determine how healthy residents are in the long run. Along with building healthy equitable communities, East Palo Alto must balance the threat of displacement that faces long term residents as conditions in the City improve and become healthier.

Life Expectancy and Preventable Disease

Life expectancy is an overarching health indicator for any population. Leading causes of death can highlight a population's risk factors and suggest policy priorities. Average life expectancy in East Palo Alto (62 years) is 13 years less than the San Mateo County Average (75 years) and significantly less than surrounding jurisdictions. There is no single cause for this disparity; rather, it suggests that the average East Palo Alto resident faces a variety of combined physical, social, and economic conditions that reduce health status and life expectancy. This disparity in life expectancy underscores why improving community health is a critical long-term goal.

East Palo Alto's leading causes of death are roughly similar to San Mateo County's. The top three causes – heart disease, Alzheimer's, and stroke – have some of the same risk factors, including poor diet and lack of physical activity. Better access to nutritious food and more opportunities for physical activity could reduce East Palo Alto residents' vulnerability to these diseases. Poverty, low levels of education, and lack of access to health care may also contribute to these causes of death.

Rates of common health conditions such as asthma and heart attacks are indicators of population health. In zip code 94303, which covers all of East Palo Alto and includes some Palo Alto households, heart attacks occur 30 percent more frequently than in the rest of San Mateo

County, but essentially at the same rate as the State as a whole.

Rates for asthma hospitalizations and emergency visits are significantly higher in East Palo Alto compared to the County, with rates for children ages 0-17 nearly triple the County rates (15.0 versus 6.6). Rates for all ages are 40 percent higher in the City compared to the County, and are also higher than the Statewide average. Asthma-related emergency visit rates for children are almost double in the City of East Palo Alto compared to the County. Rates for all ages are roughly one-third higher than the County and State.

Similarly, diabetes is a major health risk on the rise. In East Palo Alto, the number of patients hospitalized for diabetes-related conditions has fluctuated slightly and ranged from 50 to 58 per year during the past decade. Addressing the causes of diabetes through a variety of physical and social interventions to improve nutrition and fitness will be necessary to reverse this health trend.

In San Mateo County, cancer mortality rates for black males and females are significantly higher than the County average for all demographic groups. High mortality rates are often an indicator of limited access to preventive care or post-diagnosis care. This underscores the continued importance of preventive care and access to affordable medical care in the East Palo Alto community.

Income and Employment

The most important variables in an individual's health outcomes are employment status and income. These factors determine a person's ability to provide housing, purchase healthy foods, and pay for medical services. Unfortunately, incomes in the City (after adjusting for inflation) have actually *decreased* since 2000. The City's median household income is just more than half the County total. Unemployment also remains high, and, based on the US Census, poverty is on the rise (half of the population is below 200% of the poverty level, up from 44% in 2000). Part-time employment has risen at the expense of full-time employment. Though the City of East Palo Alto is located in the rapidly growing, jobs-rich Silicon Valley region, in the period between 2000 and 2010 the number of total jobs declined in East Palo Alto. Currently, the City has a jobs-housing ratio of 0.23, which is among the lowest on the Peninsula (for comparison, Menlo Park has 2.2 jobs per housing unit). While specific health topics are critical for the General Plan, addressing the underlying socio-economic conditions will go a long way in improving the health of East Palo Alto residents.

Access to Medical Service

As is shown in Figure 7-1 on the following page, all of East Palo Alto and a small portion of Menlo Park and Redwood City are designated as a Health Professional Shortage Area (HPSA), a federal designation given to areas that demonstrate a shortage of healthcare professionals, including primary care professionals, dentists, and mental health professionals). Even with the addition of the Ravenswood Family Health Clinic's new 53,000 square foot facility, the City still lacks adequate access to primary and specialty health care services. It is the only HPSA in all of San Mateo County and Santa Clara counties.

A lack of health care professionals is a common occurrence in lower income areas throughout the United States, and can have particularly negative impacts on the elderly, the poor, and non-White or non-English-speaking populations. The distance to health care providers can also have a significant effect on whether children and the elderly receive preventive care, particularly in areas such as East Palo Alto that lack access to frequent, high-quality public transportation. The General Plan can propose strategies to increase access to medical services to promote the health of all City residents.

Every year, the Fire District responds to over 2000 calls for service in East Palo Alto, of which almost two-thirds are for emergency medical incidents. Each Fire Engine is staffed by a paramedic firefighter for first response in the community.

Figure 7-1: Health Professional Shortage Areas

Access to Nutritious Food

A 2006 report concluded that childhood obesity rates in East Palo Alto were some of the highest in the County. Another study suggested that East Palo Alto residents were the most likely in San Mateo County to consume one or more sodas a day. This underscores the importance of providing affordable, accessible nutritious food options for East Palo Alto residents. The community desperately needs more opportunities to buy fresh fruits and vegetables.

Compared to surrounding communities, there are very few food retailers of any kind in East Palo Alto. Overall, the City has more "unhealthy" food retailers (fast food, liquor stores, and convenience stores) than "healthy" retailers such as supermarkets that sell fresh food. Compared to other cities its size in the region, the City is underserved by full-service markets and grocery stores. With the exception of one supermarket, convenience stores are the most common food retailer in the City (representing about one-third of the total). There are 14 authorized food assistance (SNAP) vendors in the City, nine of which are convenience stores. There are four markets that sell fresh fruits and vegetables in East Palo Alto: Mi Pueblo Supermarket, which opened in 2009, and three small neighborhood grocers.

These four markets are fairly well distributed within the City, but still a large percentage of residential parcels are located further than a one-quarter-mile walk from any market. The East Palo Alto Community Farmers' Market, which offers a wide selection of fresh produce, is operated by the local non-profit Collective Roots and generally operates every Wednesday from April through December (the lack of weekend operation is a barrier for some residents).

Another concern for public health is the number and concentration of liquor stores in East Palo Alto. According to the San Mateo County Public Health Department, East Palo Alto has lower rate of liquor stores per 100,000 people than many other cities in the County. However, in East Palo Alto, there are concentrations in some areas such as along University Avenue and East Bayshore Road and there are a larger number of liquor stores relative to other food stores and thus liquor stores may be a higher percentage of total food stores than other communities. Further, liquor stores are associated with other criminal activity, thus making them a concern for residents.

Physical Activity

Over 60% of children in the Ravenswood City School District are considered unfit by the California Physical Fitness Test, compared to approximately 30% in San Mateo County overall, and one in three children in the Ravenswood City School District is overweight according to the California Physical Fitness Test. Children need access to healthful foods and opportunities to be physically active in order to grow, learn, and thrive. Furthermore, research demonstrates an association between healthy diet and physical activity, student attendance, and academic achievement.

In order to increase physical activity and public safety in East Palo Alto, the City has started the ground-breaking FIT Zones program, which employs gunshot location detection system (GLDS) technology to identify shooting hot spots and involves residents in activating hot spots through engaging in health and fitness activities at events. FIT Zones implement both law enforcement activities and health-related activities based on the idea that as residents increase outdoor activities they will improve their health and regain control and ownership of their neighborhood. Police officers assigned to the FIT Zones participate in physical activities such as walking, jogging, and bike riding with the residents. The intention is that the officers' presence and participation will allow neighbors to exercise with a stronger sense of security and become acquainted with police officers.

Affordable Housing and Health

Housing profoundly affects health and wellbeing. It is an important determinant of health, and an increasing body of evidence links housing with infectious and chronic disease, injuries, poor nutrition, and mental disorders.

For many, unaffordable housing means housing instability, which negatively affects health and forces households to forgo basic needs. Families who have reported that they have trouble paying for housing or utilities are 84 percent more likely to report that they have delayed necessary medical care and 116 percent more likely to report having postponed the purchase of needed medications. In addition, families that spend more than 30 percent of their income on rent also suffer other adverse health effects, such as reduced cognitive development in youth. Housing cost burden can lead families to double or triple up in overcrowded conditions and accept substandard housing conditions, which can lead to communicable disease and asthma. Displacement and the threat of displacement are also harmful to health, causing stress, depression, long commutes, and poor educational outcomes for youth.

The renovated Woodlands Newell development, 49 affordable apartments for families in East Palo Alto.

Mental Health

Mental health is a concern in East Palo Alto, partially stemming from stress and trauma related to growing up in violent surroundings and hearing gunshots. For this reason, working to reduce crime in the City will have a positive impact on citizens' mental health.

In terms of rehabilitation from substance abuse, there are only two treatment locations in the City. Free At Last, an organization that provides drug and alcohol services for youth, serves over 4,200 people each year and provides a free drop-in center. While Free At Last provides much-needed residential treatment programs for substance abuse for up to 20 men/women at a time, there are no residential rehab programs for youth in the City.

Goals and Policies

Goal HE-1. **Improve overall health conditions in East Palo Alto.**

Intent: To address public health disparities at a citywide level.

Policies:

1.1 **City actions and programs.** Promote and address the health and wellness of the public through the City's actions, policies, programs and publications.

1.2 **Inter-agency cooperation.** Work with the San Mateo County Health Department to implement programs that improve the health of East Palo Alto residents. Similarly, support and work with other health-related organizations, community groups and residents to improve the health of all residents.

1.3 **Measuring success.** Develop indicators and metrics, and continually track the health status of residents over time.

1.4 **Data sharing.** Foster data sharing between the City and County, and utilize existing County data sets. Work with the County to track health data, and coordinate with the County to ensure the City has necessary health-related data.

1.5 **County Health System.** Actively work with the County Health System to secure support for health initiatives and other healthy community work, such as community implementation grants.

1.6 **Preventative care.** Promote preventative care as a means of improving health conditions in the City.

1.7 **Health-related employee programs.** Encourage local employers to adopt healthy living/healthy employee programs, practices, and events (such as walk-a-thons and other group walks).

Goal HE-2. **Promote the City as a health leader for residents and businesses.**

Intent: To have City staff, City agencies, and City-sponsored activities and events set a precedent for healthy behaviors and choices.

Policies:

2.1 **City leadership.** Promote healthy lifestyles and activities at government offices and government-sponsored events.

2.2 **City employees.** Promote the health and well-being of city employees through health challenges, healthy food choices and healthy work environments.

2.3 **City events.** Require that City-funded events offer healthy food choices to participants.

2.4 **Vending machines.** Work with the Ravenswood City School District and the Sequoia Union School District on policies or programs related to healthy food in cafeterias and in vending machines.

Goal HE-3. **Create land use patterns, a transportation network, and a parks system that encourages physical activity, promotes healthy living, and reduces chronic illnesses.**

Intent: To promote a City that incorporates health in all policies, and whose built environment serves to keep its residents healthy and safe.

Policies:

3.1 **Parks and open space.** Encourage the City to create safe and attractive places for recreation and exercise. This policy is implemented through the Parks and Open Space Element of the General Plan.

3.2 **Land use.** Promote land use patterns that encourage physical activity and healthy lifestyles. This policy is implemented through the goals and policies of the Land Use and Urban Design Element.

3.3 **Affordable housing.** Pursue the addition of new "income restricted" affordable housing in East Palo Alto. Recognize that affordable housing is a crucial public health issue and that housing instability leads to mental and physical health issues.

3.4 **Active transportation.** Prioritize transportation system improvements that encourage walking, biking and transit use. This policy is implemented through the Mobility Element.

3.5 **Transportation improvements.** Consider the positive and negative health impacts of new transportation projects prior to approval.

3.6 **Transportation safety.** Strive to improve the safety of the transportation system by making transportation improvements in areas with a high incidence or a greater potential of pedestrian/vehicle or bicycle/vehicle collisions.

Goal HE-4. **Safely and systemically address toxics, legacy pollutants, and hazardous materials.**

Intent: To protect residents and visitors against harmful health and other impacts associated with dangerous materials that may pose a threat to life and property, and may dictate costly public improvements. Reduction or elimination of these hazards can be accomplished with concerted efforts.

Policies:

4.1 **Toxic waste.** Prohibit new non-residential uses that are known to release or emit toxic waste at levels that are harmful to human health while continuing to allow R&D uses, medical uses, and other necessary services such as dry cleaners.

4.2 **Pollutants**. Continue to work with state, federal, regional, and local agencies to eliminate and reduce concentrations of regulated legacy pollutants.

4.3 **Illegal dumping**. Prioritize the prevention of illegal dumping and hazardous waste dumping, and the removal of dumping by the Department of Public Works when it does occur, to protect health, safety, environmental quality, and community aesthetics.

4.4 **Agricultural pesticides**. Reduce exposure to legacy pesticides, particularly in areas previously under agricultural use, and whenever possible work with landowners and developers to eliminate concentrations of pesticides from soil and groundwater.

4.5 **Illegal wells**. Seek out and shut down illegal or unpermitted private wells in the City to protect the City's aquifer and water quality.

Goal HE-5. **Improve pedestrian, bicycle and vehicle safety around schools in East Palo Alto.**

Intent: To create a physical environment where it is safe and convenient for local children to walk to and from schools. To promote physical exercise and reduce traffic fatalities and injuries.

Policies:

5.1 **Safe Routes to Schools.** Pursue and support local Safe Routes to Schools programs.

5.2 **Aging pedestrians.** Promote safe routes for aging adults, particularly routes to transit and shopping centers.

5.3 **Vision Zero**. Work to achieve a roadway system with no pedestrian or bicycle fatalities or serious injuries in road traffic.

5.4 **Pedestrian improvements.** Prioritize transportation improvements in areas immediately around schools or on primary walking routes to/from schools.

5.5 **Coordination with school districts.** Work with the Ravenswood School District, Sequoia Union School District, charter schools and private schools to improve transportation safety around schools.

5.6 **Emergency vehicles.** Maintain a multi-modal transportation network that allows for direct, safe routes for emergency response vehicles.

5.7 **Emergency response and safety**. Balance the safety concerns of pedestrians/cyclists with emergency response to ensure that the safety of all users of the transportation system is considered. Emergency vehicles must be accommodated in the public right-of-way but the geometry of intersections and crosswalks should favor the pedestrian when feasible.

Goal HE-6. **Improve access to healthy food for all East Palo Alto Residents.**

Intent: To provide easy access to healthy food, attract economic anchors and jobs, and promote stronger local economies, vibrant neighborhoods, and healthy people. Poor diets can lead to higher levels of obesity and other diet-related illness, such as diabetes and heart disease.

Policies:

6.1 **Healthy eating.** Improve the food environment in East Palo Alto and pursue programs, policies and regulations that encourage healthy eating habits and discourage unhealthy foods.

6.2 **Fresh food vendors.** Pursue the attraction and retention of high quality, full-service grocery stores and other healthy food purveyors[1] in the City. Primary locations for healthy food stores are in the Ravenswood 101 Shopping Center, along University Avenue and along Bay Road in the Ravenswood TOD Specific Plan Area.

6.3 **Healthy corner stores.** Encourage corner stores and small markets to carry a wider array and more healthy food options.

6.4 **Financial incentives.** Consider providing incentives for healthy food outlets and farmers markets.

6.5 **Fast food restaurants.** Strive to balance the number of fast food restauirants with healthy food establishments so that there are not concentrations of fast food and other unhealthy food vendors in the City.

6.6 **Healthy youth programs.** Work with school districts and schools to create or implement educational programs for kids about healthy eating, such as edible school yards and healthy cooking classes.

6.7 **Community gardens.** Support the use of public and private vacant lots and public facilities for growing food for personal consumption, as feasible or appropriate. Encourage use of low-flow, drip, or similar highly efficient irrigation methods.

6.8 **Urban agriculture.** Allow residents to grow food (fruits and vegetables) and raise livestock (chickens, goats and bees) so long as there are not significant negative impacts to local adjacent property owners.

6.9 **Liquor stores.** Avoid concentrations of liquor stores and corner stores that sell liquor (multiple stores on the same block or intersection).

[1] Healthy food outlets include full-service grocery stores, regularly-held farmers markets, fruit and vegetable markets, healthy mobile vendors, and convenience stores or corner stores that sell a significant proportion of health foods.

Goal HE-7. **Strive for East Palo Alto to be a smoke-free community.**

Intent: To reduce the exposure of community members to nicotine, carcinogens associated with cigarettes, second hand smoke, and various forms of cancer.

Policies:

7.1 **Smoking in public spaces.** Prohibit smoking in public buildings and public spaces such as parks, open spaces, and outside of public buildings. The ban would cover cigarettes, cigars, medical marijuana, and similar products.

7.2 **Anti-smoking ordinances.** Establish local policies protecting smoke-free multi-unit housing, such as prohibiting smoking in residential buildings controlled by the local housing authority, establishing jurisdiction-wide prohibitions of smoking in multi-unit buildings, and affirming by local ordinance that landlords may establish smoke-free rental units.

7.3 **Second-hand smoke.** Develop programs and regulations that discourage and prohibit smoking to address second-hand smoke.

7.4 **Limitations on retailers.** Within legal frameworks, take steps to limit the number of tobacco retailers in East Palo Alto and limit advertising for tobacco products, especially near schools.

7.5 **Advertising.** Encourage store owners to remove tobacco signage from shop windows.

Goal HE-8. **Strive for all residents to have access to affordable, quality health care, mental health care and social services.**

Intent: To help members of the community to command appropriate health care resources in order to preserve or improve their health. To acknowledge and ameliorate special healthcare needs in East Palo Alto, such as mental health and addiction.

Policies:

8.1 **Health education.** Provide information about existing health care facilities through City-sponsored events, publications and activities.

8.2 **Homeless services**. Build on and enhance existing strategies and planning for addressing homelessness, including prevention, services, access to mental health services, and necessary facilities.

8.3 **Location of services**. Encourage the County to provide new and expanded health services and be supportive of them coming. Encourage co-location with other existing health providers.

8.4 **Regulatory incentives.** Allow the City to provide financial and regulatory incentives for low cost medical clinics and doctor's offices to locate in East Palo Alto.

8.5 **Culturally-sensitive services.** Encourage health care service providers to provide services in a way that is culturally-sensitive and linguistically-appropriate for members of the community.

8.6 **Factors of mental health.** Work to reduce factors that cause stress and mental health issues such as the lack of affordable housing, crime, and financial instability.

8.7 **Continuum of care.** Work in partnership with county agencies to implement continuum of care strategies.

8.8 **Mental health services.** Work with other agencies to provide information about available mental health services available to East Palo Alto residents.

8.9 **Drug rehabilitation programs.** Provide more information and better outreach about available treatments at the "Free At Last" center. Expand the programs to cover youth and other mental health issues.

8.10 **Re-entry programs.** Create programs to assist with job finding for people newly released from jail and educational opportunities when desired.

Goal HE-9. **Increase the number and distribution of childcare facilities throughout the City.**

Intent: To coordinate better quality care from birth through early childhood because early care of children should be a primary concern of society. To provide child care professionals with support and training to reach their full potential to provide quality care. To recognize there is a need for more affordable, high quality care as many parents in East Palo Alto are working.

Policies:

9.1 **Diversity of childcare services.** Encourage the development of a range of child care facilities including family day care homes and public and private childcare centers in order to fulfill the childcare needs of East Palo Alto families.

9.2 **Childcare demand.** Work with local and regional agencies to assess child care supply and demand in East Palo Alto and encourage the implementation of programs to address childcare shortfalls.

9.3 **Developer incentives.** Provide regulatory and financial incentives to encourage new childcare facilities while ensuring they are sited near compatible uses.

9.4 **Integrated childcare.** Coordinate and integrate childcare programs with housing and social programs, where feasible.

9.5 **City events.** Incorporate child care programs into City-sponsored public programs and events, where feasible.

Goal HE-10. **Improve respiratory health throughout the City and strive to reduce incidence of asthma and other respiratory illnesses.**

Intent: To use policies and regulations that reduce the impact of air pollution on residents in East Palo Alto.

Policies:

10.1 **Highway buffers.** Discourage the development of sensitive land uses (schools, health care clinics, and elder and childcare facilities) within 500 feet of freeways and stationary sources of air pollution.

10.2 **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.

10.3 **Landscape barriers.** Plant landscape buffers between Highway 101 and residential areas to reduce noise and air pollution for residential areas.

10.4 **No new truck routes.** Prohibit the designation of new truck routes on residential and collector streets in East Palo Alto.

10.5 **Clean technology.** Attract "clean technology" companies to the Ravenswood Employment District, such as solar panel manufacturing and recycling companies and companies that focus on innovative energy, water and waste technologies.

10.6 **Electric vehicle fleet.** Improve air quality and respiratory health through City programs and operations such as converting to a clean-air and primarily electric fleet.

10.7 **Other mobility strategies.** Implement the strategies in the Transportation Element that improve air quality. These include transit, walking, biking and Transportation Demand Management strategies.

Goal HE-11. **Ensure that all citizens, regardless of race or ethnicity, feel welcome and included in the community.**

Intent: To create an inclusive and welcoming community that lives up to the vision of a place for all.

Policies:

11.1 **Gentrification.** Pursue and support policies and actions that discourage and prevent displacement of existing residents.

11.2 **Displacement.** Establish goals for preventing displacement of existing long-time residents and businesses. If feasible, track displacement.

11.3 **Greater interaction.** Increase opportunities for intercultural interaction, especially at public gathering spaces throughout the City.

11.4 **Equal representation.** Encourage a cross-section of the community in the appointment of Commissions and other appointed and advisory bodies.

Goal HE-12. **Maintain transparency and integrity in East Palo Alto's decision-making process.**

Intent: To engage a diverse cross-section of the community in the City's decision-making process related to policies, ordinances, and funding priorities, ensuring that the actions taken by the City reflect the needs and interests of the community as a whole.

Policies:

12.1 **Open meetings.** Enhance the community's 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.

12.2 **Inclusive outreach.** Encourage public participation in the public process by effectively engaging the community and making special efforts to accommodate all residents, including:

- Providing simultaneous translation services and listening devices for all meetings
- Using a variety of venues throughout the community
- Using participatory facilitation techniques.

12.3 **Cultural sensitivity.** Encourage residents and other stakeholders to participate in development plans and proposals through culturally appropriate public outreach efforts.

12.4 **Social capital.** Strive to preserve and strengthen social capital by supporting formal and informal social networks in the community.

12.5 **Community participation.** Strive to increase rates of participation in community events such as voting, youth activities, adult education, senior activities and family-oriented programs.

12.6 **Regular public meetings.** Provide regular updates on the progress of General Plan implementation and other planning-related activities through a variety of mechanisms such bi-annual Town Hall meetings on major activities to update the General Plan, regular updates to the Planning Commission and City Council, and email newsletters.

12.7 **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.

Goal HE-13. **All housing is designed and built in a way that facilitates health, sustainability, and efficiency.**

Intent: To ensure that all housing has healthy indoor air that is free from pollutants such as tobacco smoke, mold, carbon monoxide, and radon, and is constructed from materials that do not contain hazardous elements, such as lead or asbestos.

Policies:

13.1 **Healthy design guidelines.** Support creativity in the construction of new housing by proactively developing zoning and healthy design guidelines. Solicit broad public input during drafting.

13.2 **Healthy housing codes.** Review, revise, and update the building code (as well as other relevant plans, procedures, regulations, guidelines, programs, and design manuals) as needed, in order to promote healthy housing quality.

13.3 **Healthy design checklists.** Work with developers to prioritize health in planned construction, using healthy design checklists and/or other review tools (such as the Building Design Checklist by the Center for Active Design).

13.4 **Abatement assistance.** Establish or support abatement assistance programs that help residents eliminate common pollutants from their homes, such as providing free or subsidized supplies to test and monitor indoor air quality and providing grants to remediate indoor air pollution problems in low-income homes or affordable rental units.

13.5 **Code enforcement.** Coordinate with San Mateo County to address health issues in buildings, such as pests and mold, that compromise the health of residents. Ensure code enforcement compliance for all single family residences and multi-family housing units.

13.6 **Pesticides**. Reduce or eliminate toxic pesticide use in civic buildings through the use of integrated pest management (IPM) techniques and encourage the use of IPM on private property.

13.7 **Healthy buildings.** Strive for and allow incentives for new and rehabilitated buildings to be designed and constricted to improve the health of workers and visitors. Activities could include:

- Using materials that are proven to eliminate negative health impacts on employees.
- Siting buildings to encourage walking.
- Designing internal staircases that are visually prominent and attractive
- Designing buildings to allow for high levels of natural light and air.

8. Parks, Open Space and Conservation

Overview

Safe, accessible, and well-maintained parks and open spaces are essential to an urban city like East Palo Alto. Additionally, some of East Palo Alto's most valuable assets are its shoreline, the Don Edwards San Francisco Bay National Wildlife Refuge, Cooley Landing, and San Francisquito Creek. This chapter contains the goals and policies for protecting and enhancing these public parks, and open spaces. The chapter addresses the conservation of biological, cultural, and natural resources, and also includes direction on climate change and adaptation.

Statutory Requirements

The East Palo Alto Parks and Open Space Element meets state requirements for the Conservation and Open Space Elements as defined in Sections 65302(d) and 65302(e) of the Government Code. State law requires all general plans to contain a conservation element, which addresses the "conservation, development and utilization of natural resources." An Open Space Element must contain goals and policies to protect and maintain state natural resources such as water, forests, soils, wildlife and minerals, and prevent wasteful resource exploitation, degradation and destruction. It must also contain goals and policies for managing open space areas, including undeveloped lands and outdoor recreation areas. Over and above the State requirements for an open space element, this chapter includes policy guidance about recreation services and facilities in the City. The provisions of this Element are closely related to those of the Land Use, Transportation, and Safety Elements.

Issues and Opportunities

Parks and Recreation

Parks and recreational facilities provide a critical benefit to the City. They provide space for active and passive recreation, enhance the visual appearance of the City and contribute to increased residential and commercial property values.

Since the 1999 Conservation and Open Space Element was released, the City has continued to expand its parks and open space network. Joel Davis Park was completed in University Square, a pocket park was constructed at the intersection of Newbridge and Bay Roads, gaps in the Bay Trail have been completed, and a new field adjacent to Cesar Chavez School is under construction. Most significantly, the Cooley Landing project was finished, giving the City's residents unprecedented access to the Bay and the surrounding wetlands. Yet the City still has important steps to take in order to ensure high-quality parks and open spaces are available to all.

As shown in Table 8-1, there are currently five public parks and 225 acres of the Don Edwards SF Bay National Wildlife Refuge (hereafter Wildlife Refuge) in the City, accounting for approximately 33 total acres of usable parks and open space. A map of existing City parks and open space can be found in Figure 8-1. This equates to one acre of parkland per 1,000 residents. The Quimby Act (Government Code 6647) allows local agencies to establish standards for open space, at a maximum of five acres per 1,000 residents, and to require residential developers to provide land or in lieu fees for developing new or rehabilitating existing parks or recreational facilities to serve new residents. The City currently maintains a parkland dedication in/lieu fee standard of 3 acres per 1,000 residents (Ordinance 145).

With a projected increase in population of 7,515 by the 2035 buildout, 79 acres of new parkland will be needed to meet the 3 acre standard. East Palo Alto's demographics – with more children and larger household size than the County average – highlight the high demand for parks in comparison to neighboring communities.

Certain areas of the City are better served by parks than others. For instance, University Village, University Corridor and the Gardens have a higher level of park access than other neighborhoods in the City, as shown in Figure 8-2. The Weeks, Kavanaugh, and Westside neighborhoods have no public parks. The population in the Westside – often young families living in multi-family housing without backyards – creates an even higher need for park spaces there than in other areas of the City. Even in neighborhoods with existing parks, many residents are located further away from a park than the commonly accepted standard of access of ¼-mile walking distance, also known as the "walkshed."

Improving park access throughout the City is critical, and upgrading pedestrian connections to existing parks is the primary means to achieve this goal (apart from adding new parks). Many of the parks in East Palo Alto are not highly visible because they were constructed after much of the City was built out. This exacerbates the lack of visible parks in the City and makes it more difficult for the parks to be the focus, hub or connector of neighborhoods. Furthermore, residents who live far from city parks use the play structures or fields at local schools – however, when school is out (summer/winter breaks), entrances are locked up and fields cannot be accessed. Many school fields are closed to the public during all non-school hours, eliminating potential locations for play and recreation.

Connections to the Bay Trail could also be improved, as many of the trail access points are informal and located at the end of cul-de-sacs at Garden, Beech and Cypress (roughly four or five total). Similarly, the Wildlife Refuge, which is commonly known as the Faber-Laumeister Tract, and Cooley Landing are tremendous City assets, but they are underutilized by residents because there are a limited number of formalized entry points. Few people use the trails, and the entry points that do exist lack features that enhance public safety. Additionally, most of the Faber-Laumeister Tract is in an intertidal zone that is above water at low tide and under water at high tide. Consequently, the usable area for passive or active recreation is less than 6 acres.

Overall, the many parks and trails in the City improve the attractiveness of East Palo Alto as a place to work, and increases the value of commercial activities citywide.

Park Facilities and Character

Although few in number, East Palo Alto's parks are well appointed, of high quality, and equipped with amenities. Martin Luther King Jr. Park has sports fields with bleachers, restrooms, a play structure, barbeque and seating. Jack Farrell Park has sports fields, a restroom (open only during special events) and concession building, a play structure, and seating. Joel Davis Park has a play structure, barbeque and seating. The Pocket Park and Bell Street Park are landscaped open spaces.

In general, the City's parks could benefit from implementing the principles of crime prevention through environmental design (CPTED). While Joel Davis Park is designed so that nearby homes and City offices have a direct line of sight, illustrating the concept of "natural surveillance," most other parks do not. Most notably, Jack Farrell Park is visually blocked by fences on several sides and a sloping berm that impedes visibility. MLK Park and Cooley Landing also have limited access and visibility. Conversely, Bell Street Park does have good access and visibility.

The nine-acre Cooley Landing Nature Preserve, located in the Baylands on the eastern side of the City, provides access to the Bay Trail and San Francisco Bay. In the near future, it will include an education center with environmental interpretation and programs.

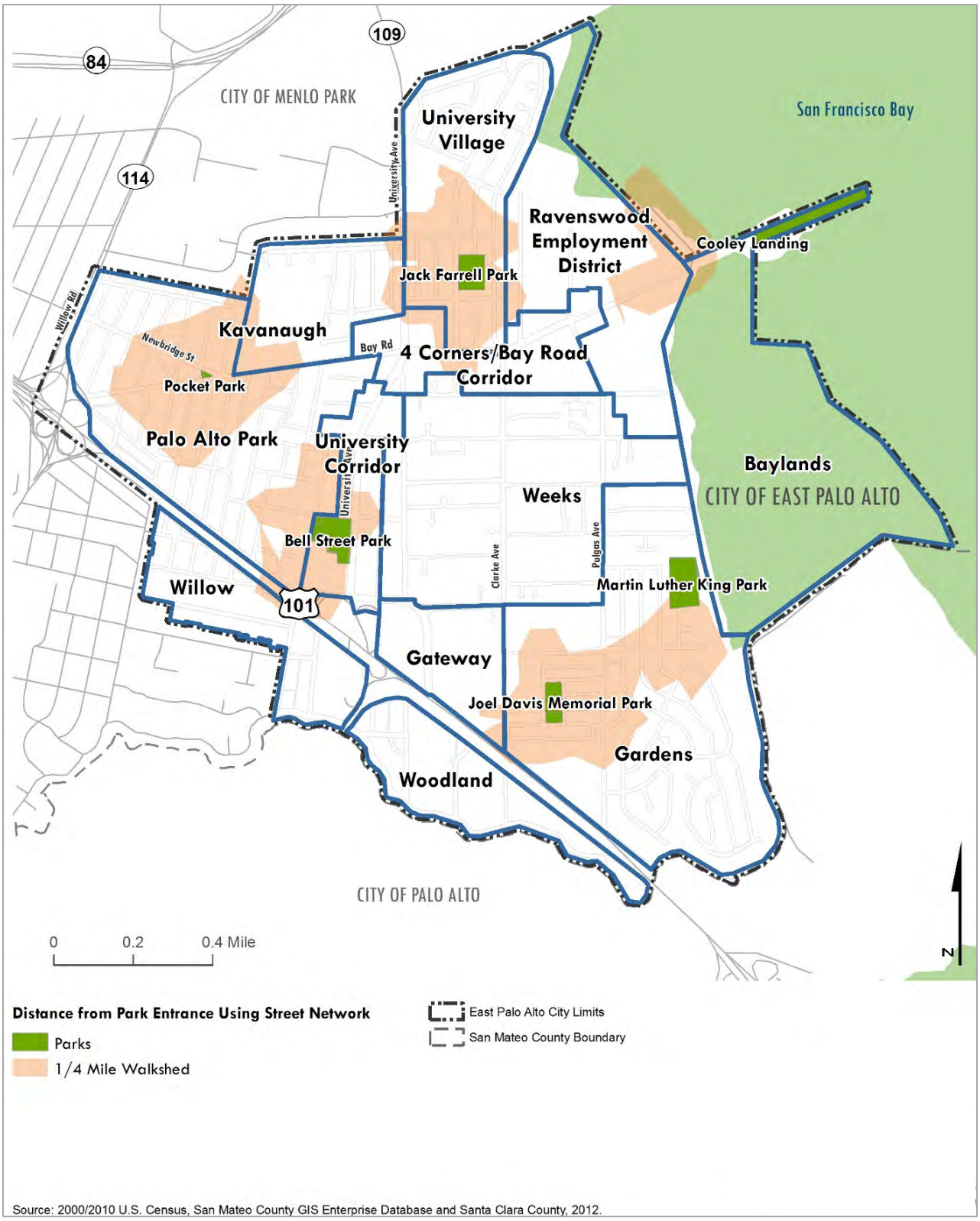
The City also has several planned or potential expansions to its inventory of existing open space, the most significant of which is the approximately 30 acres of new parks included in the Ravenswood TOD Specific Plan. New parks would be located at the termini of Demeter Street and Purdue Avenue, and at the entry to Cooley Landing. Another major opportunity site is the vacant Right of Way owned by the SFPUC adjacent to Costano Elementary School. There are other disused alleys and passages that could be converted into usable space, such as the greenbelt behind Kavanaugh or Holland Streets.

Figure 8-1: Existing City Parks and Open Space

Table 8-1: Park Inventory			
Park Name	**Description**	**Location**	**Acres**
Mini Parks			
Pocket Park	The pocket park provides landscaping and trees, benches and lights in a residential neighborhood.	Bay Road and Newbridge St	0.15
Neighborhood Parks			
Bell Street Park	Bell Street Park features mature landscaping and a skateboard park and children's play area with playground and benefits from its close proximity to the local YMCA and Senior Center.	2159 University Avenue	5
Jack Farrell Park	Jack Farrell Park is located in the northeastern part of the City. The park features a baseball diamond, and play structures.	2509 Fordham Street	5.5
Joel Davis Park (old University Square Park)	Joel Davis Park includes play structure, barbeque grills, and lush grass and is located adjacent to the Community and E.D. Department. Planned improvements include new bathrooms and play equipment.	1960 Tate Street	2.8
Martin Luther King Park	The park features a soccer field and baseball field with an electronic scoreboard, bleachers and concession stand. The park also has a jungle gym, picnic tables, and barbeque grills.	435 Daisy Lane	5.7
Cooley Landing Nature Preserve	Opened in July 2012, Cooley Landing is the City's first nature park and bay front park. It will eventually include a fully staffed Education Center.	2100 Bay Road	9
Regional Parks			
Don Edwards San Francisco Wildlife Preserve/Baylands Nature Preserve	The Bay Trail, a pedestrian/bicycle trail that links to other open spaces around the Bay Area, runs the length of the Baylands Nature Preserve (Note: for the purposes of this inventory, the usable area of the Preserve was calculated).	Eastern side of City	5.5
		Total Acres:	**33.65**

Source: City of East Palo Alto

Figure 8-2: Park Level of Service by Neighborhood



Habitat and Natural Resources

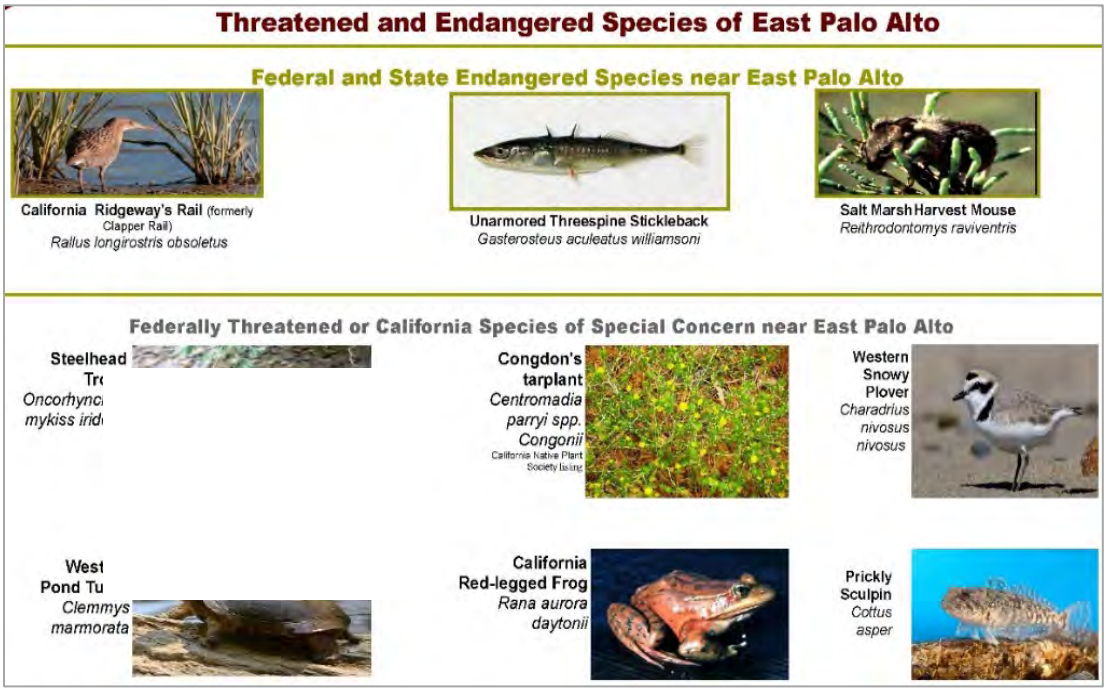
The City and its surrounding area includes many important natural features, such as the Baylands, San Francisquito Creek, and the shoreline of the Bay. These natural features act as landmarks establishing a strong sense of place and location within the community.

Access to and public recreational use of the Don Edwards San Francisco Bay National Wildlife Refuge is an important issue for this Plan to address. The City's proximity to the Shoreline is a key part of the City's identity, and efforts will need to be made in order to enable residents to easily access the network of trails that runs through the Baylands area. Surmounting the barriers to properly utilizing the City's Bayfront open space (which include perceptions of an unsafe environment, rudimentary access points and facilities, and the physical separation created by the levees) will be critical.

The Faber-Laumeister Tract, located south of Cooley Landing, is one of the oldest wetland restoration projects in the San Francisco Bay. The City of Palo Alto purchased the area in 1944 for industrial purposes (even though it was outside the city limits), and then dedicated the site as parkland in 1965. Wetlands restoration projects began in 1971. The area provides food and shelter for thousands of native plants and animals every year, including the endangered California Ridgway's Rail. The Baylands population is the world's largest concentration of the chicken-sized marsh waders.

East Palo Alto is bordered on three sides by open space areas that provide habitat for sensitive plant and animal species. San Francisquito Creek, the Baylands Nature Preserve, Cooley Landing, and the Don Edwards San Francisco Bay National Wildlife Refuge all provide recreational and ecosystem benefits to East Palo Alto, but also need to be protected from impacts from development and human use.

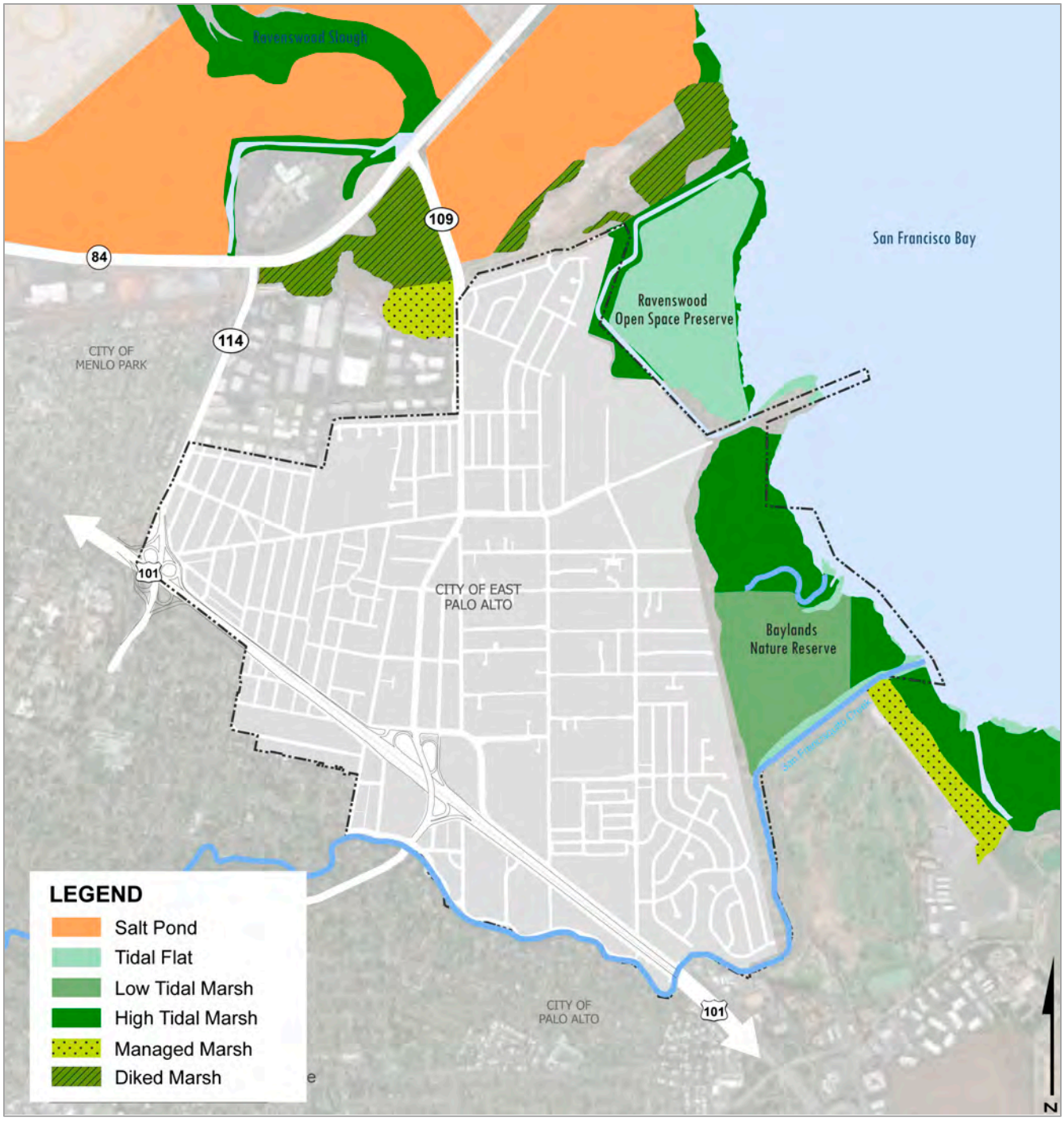
In particular, the areas adjacent to the Bay contain important tidal marsh and tidal mudflats vital to the survival of several endangered and threatened species. Specifically, the following species are on the federal or state endangered list: California Ridgeway's Rail, Unarmored Threespine Stickleback, and Salt Marsh Harvest Mouse (see Figure below). Other threatened or species of concern are also present in the wetlands and rivers of the City. Special policies are needed to ensure their survival. A balance is key to ensuring that the open space and natural resources in and around East Palo Alto remain healthy and viable for future generations to enjoy and benefit from. The negative impact of low-flying aircraft on wildlife populations should be examined and minimized if possible.



Source: City of East Palo Alto

San Francisquito Creek is one of the few remaining natural creeks in the South Bay, and also supports one of the last runs of endangered steelhead trout. The riparian woodland along the creek corridor protects the water quality of the creek and the wildlife in it, guards against erosion and bank collapse, provides habitat for numerous wildlife species, and provides environmental and public health benefits for City residents.

Figure 8-3: Natural Resources & Wetlands



Climate Change Adaptation and Mitigation

Climate change is a threat to the health and safety of East Palo Alto residents, as well as those in other parts of the region, the state, and the globe. Concerned about the impact of climate change, California has adopted a wide variety of legislation policies aimed at reducing the state's greenhouse gas emissions. These include the California Global Warming Solutions Act of 2006 (AB 32), which requires statewide climate planning; SB 375, which requires and encourages sustainable land use and transportation patterns at the regional and local level; and various actions by the State Attorney General's Office. Concern about climate change also resulted in a June 4, 2015 San Mateo County Grand Jury report entitled, "Flooding Ahead: Planning for Sea Level Rise". The report states that "of all the counties in California, San Mateo County is by far the most exposed to Sea level Rise (SLR), in terms of both the resident and economic value at risk".

The City completed a Climate Action Plan in 2010, outlining strategies at both the municipal and community-wide level to mitigate and adapt to climate change. In addition to energy-related topics like energy efficiency and use of renewable energy, the climate action plan also points to material re-use and recycling, public transportation, bicycle and pedestrian facilities, urban green spaces, and compact development patterns as important strategies in reducing greenhouse gas emissions. Mitigation topics such as reducing flooding and sea surges, particularly in low-lying areas of East Palo Alto, will continue to be important over the time horizon of the general plan.

Mineral Resources

The California Geological Survey has classified lands within the San Francisco-Monterey Bay Region into Aggregate and Mineral Resource Zones (MRZs) based on guidelines adopted by the California State Mining and Geology Board. East Palo Alto is mapped as MRZ-1, an area where no significant mineral or aggregate deposits are present.

Soils

The City of East Palo Alto is located on a mostly alluvial plain adjacent to the San Francisco Bay and east of the Santa Cruz Mountain foothills in the Coast Ranch Geomorphic Province of Central California. Regional geology includes Quaternary Alluvium, which are near-surface sediments consisting of gravels, sands, silts, and clay. Bedrock is over 1,600 feet below the surface and consists of igneous, sedimentary and metamorphic rock.

Urban Forest

The City has an extensive diversity of trees planted in public spaces such as streets, medians, and parks. This urban forest has a number of benefits including increasing property values, absorbing carbon dioxide, and improving storm water runoff.

According to an inventory conducted in 2013, there are 5,475 total City-owned trees and 255 different tree species. Around half of trees examined are shorter than 15 feet and less than six inches DBH (diameter at breast height), indicating a relatively young stock of trees. Based on the study and as shown in Figure 8-4, 88 percent of trees surveyed were given a rating of "fair" or better, which is indicative of a fairly healthy urban forest. However, that still means there are nearly 600 trees in poor or critical health. This is partially a result of a successful tree planting effort started in 2006, which added approximately 1,200 new trees to East Palo Alto's urban forest. These new trees account for approximately 22 percent of the City's tree inventory. Nevertheless, there are many opportunities to plant more trees in the City - 1,480 vacant tree locations have been identified, as shown in Figure 8-5.

Figure 8-4: Tree Condition

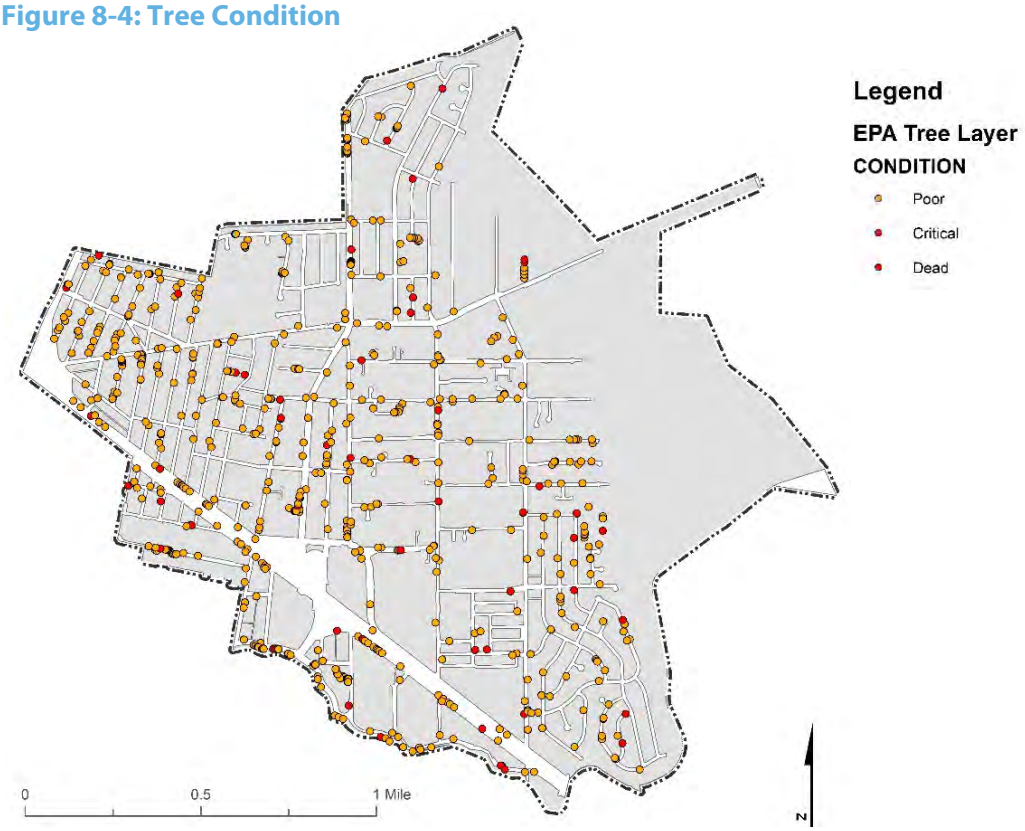
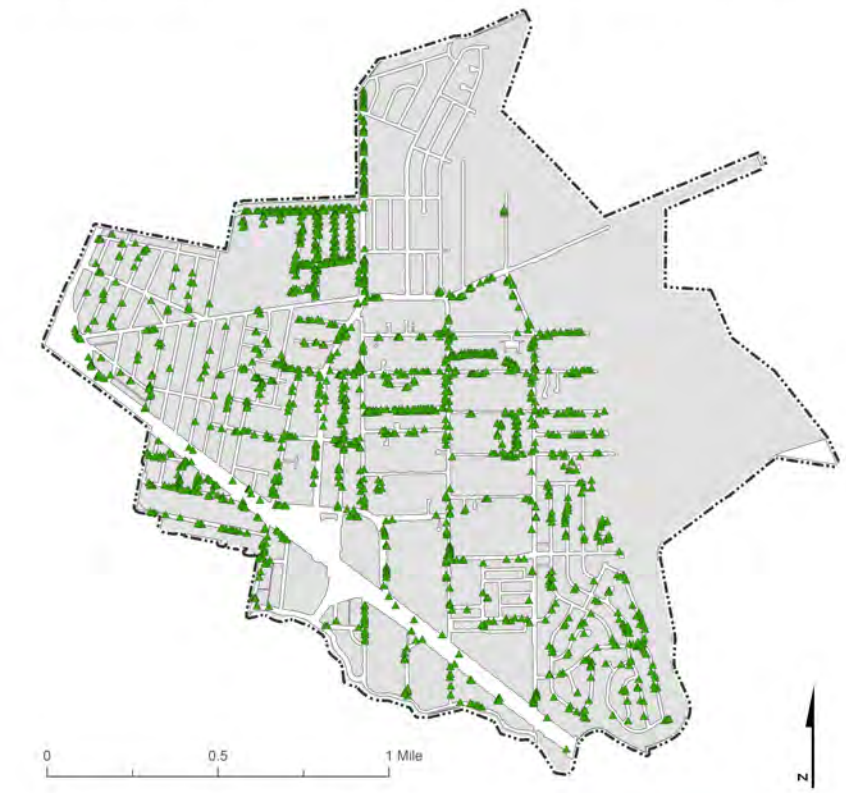


Figure 8-5: Vacant Tree Sites



Historic Resouces

In 2015, the City Council adopted the inventory of resources in a 1994 Historic Resources Report as the 'Local Register of Historic Resources.' The public interest in preserving historic resources dates back to the adoption of the City's first General Plan in 1986, which includes a Historic Element as Chapter 9 in the Table of Contents that was not completed. Later, in 1994, East Palo Alto residents, historians, and members of the East Palo Alto Historical and Agricultural Society (the "Historical Society") worked with the San Mateo County Historical Association ("SMCHA") to identify historic resources within the City of East Palo Alto. Funded by a grant from the Peninsula Community Foundation, the SMCHA completed a Historic Resources Report that identified 52 historic resources, some of which include multiple buildings, and details why the inventory of properties qualify as historic.

The inventory contained in the 1994 Historic Resources Report was included in the 1997 Weeks Neighborhood Plan (Neighborhood Plan), which was an effort by Historical Society and other community members to craft a unique vision for the Weeks Neighborhood. Among other things, the Neighborhood Plan calls for the City to adopt the inventory contained in the 1994 Historic Resources Report and to impose less restrictive building regulations on historic properties. Although the Neighborhood Plan was never adopted, the 1999 General Plan included goals, policies, and an implementation program that articulates the community's interest in the preservation of historic resources.

Of 52 resources included in the 1994 Historic Resources Report, seven were classified as "3," meaning they had potential to be listed on the National Register of Historic Properties. Eight of the properties were classified as "4," meaning that they might be eligible for listing. The other 37 properties were classified as "5," signifying that they are likely ineligible for listing but still have local interest. Figure 8-6 shows the City's four remaining heritage resources.

Figure 8-6: Potential Historic Resources

Goals and Policies

Goal POC-1. **Create new parks and open spaces throughout the City.**

Intent: To increase the availability of park space for all City residents, and to promote physical activity. See Figure 8-6 for a complete illustration of proposed/planned additions to the City's open space network.

Policies:

1.1 **New parks and open space.** Maintain a park standard of 3 acres per 1,000 residents. Undertake a program to add 79 acres of new formalized park spaces, prioritizing the areas of the City currently underserved by parks (Weeks, Kavanaugh, Willow, and Woodland).

1.2 **Bay Access Master Plan.** Implement the park and trail improvements and expansions called for in the EPA Bay Access Master Plan.

1.3 **Ravenswood Plan.** Implement the parks and trails identified in the Ravenswood TOD Specific Plan.

1.4 **General Plan Implementation.** Develop the other trails and parks listed in the General Plan Implementation Chapter (Table 11-9).

1.5 **Park access.** To increase resident access to open space, strive to locate park facilities within ¼ mile walking distance of all residences in East Palo Alto.

1.6 **Park variety.** Seek to maintain a diversity of park spaces throughout the City, including recreation areas and sports fields, pools, hardscaped plazas; children's play areas, and linear greenways.

1.7 **Community involvement.** Encourage public involvement in every aspect of park and open space acquisition, design, construction, and programming.

1.8 **Parks and open space.** Establish a range of parks and open spaces, including tot lots, neighborhood parks, community parks, plazas/greens and/or greenways/parkways within all new Neighborhoods, Centers and Districts.

1.9 **Measure AA projects.** With the financial and administrative support of Mid-Peninsula Regional Open Space[1], build new Bayfront trails and City-to-Bay trails. Support wetland restoration and science education exhibits.

1.10 **New trails and paths.** Construct new trails or multi-use paths, particularly along the San Francisquito Creek or in the Baylands.

1.11 **Gap closure.** Work to fill critical gaps in the City's trail network, particularly completing the Bay Trail and other planned connections in the Ravenswood Employment District, and along San Francisquito Creek between O'Connor and University Avenue.

1.12 **Opportunistic conversions**. Work to convert unused utility rights-of-way (including the Hetch Hetchy ROW), railroad rights-of-way (including the UP Spur) and alleys into attractive open space corridors.

1.13 **Property acquisition**. Allow the City to purchase land, including single-family parcels, to construct new parks, particularly in areas of the City most underserved by parks.

1.14 **Connections to Bay Trail.** Explore new and improved connections to the Bay Trail in key locations.

[1] Measure AA is a $300 million general obligation bond approved in June 2014 by over two-thirds of Mid-Peninsula Regional Open Space District voters. Proceeds from bonds, which will be sold over the next 20-30 years, will be used for a series of key open space enhancements and access improvements throughout the District.

Figure 8-7: Existing and Proposed Open Space Network

This figure displays both the existing parks and trails, as well as the full future parks network that the City anticipates to complete over the lifetime of this General Plan.

Goal POC-2. **Improve and enhance existing parks and trails.**

Intent: To ensure that the community is provided with excellent parks and recreation facilities that meet its diverse needs and interests.

Policies:

2.1 **Create reciprocal agreements**. Work with the Ravenswood City School District and private schools to develop and maintain shared-use arrangements to share school facilities with outside organizations to expand recreation opportunities in the City.

2.2 **Crime Prevention through Environmental Design (CPTED).** Utilize CPTED to improve safety in new and existing parks. Some suggested techniques include:

- Appropriate lighting and visibility in park facilities.
- Activate parks with programs/community gardens/community events.
- Increase 'natural surveillance' by trimming surrounding vegetation and allowing views in and out of park spaces.
- Removing graffiti and maintaining parks

2.3 **Access to parks**. Improve bike and pedestrian access to existing parks and schools.

2.4 **Perimeter paths.** Consider perimeter paths around parks, where feasible, to improve safety and to improve how the parks interface with the sidewalk and surrounding neighborhoods.

2.5 **Park improvements.** Maintain, improve, and renovate existing parks with new equipment and features (especially drinking fountains, lighting, fitness equipment, and restrooms) to ensure continued use, accessibility and quality facilities.

2.6 **Special events.** Continue to produce and/or provide support for community-related special events

2.7 **Baylands use**. Encourage public recreational use and access to the Baylands, South Bay Salt Pond, and other nearby open space, in coordination with the Don Edwards San Francisco Bay National Wildlife Refuge and other partners and in a manner that does not adversely impact the natural environment.

2.8 **Trash and litter**. Continue to implement and support regular trash clean-up events throughout the City, especially in and around San Francisquito Creek, entrances to the Bay Trail, Ravenswood Open Space Preserve, and Cooley Landing.

2.9 **Community gardens**. Support new community gardens in City-owned public spaces and parks.

Goal POC-3. **Expand funding for park improvements and maintenance.**

Intent: To ensure that the City's parks will provide safe and attractive recreational opportunities for many generations to come.

Policies:

3.1 **Commercial and residential park impact fees.** Adopt a Nexus Study Impact Fee so that commercial and residential development contributes its fair share towards capital improvements, operations, and maintenance of parks and recreational facilities.

3.2 **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

3.3 **Recreation facilities.** Encourage the creation of private/non-profit recreation facilities (e.g., gyms, yoga or dance studios, martial arts, children's play programs, etc.).

3.4 **Baylands PCA.** Leverage the Priority Conservation Area (PCA) designation for the Ravenswood Open Space Preserve and Don Edwards San Francisco Bay National Wildlife Refuge areas to obtain new revenue streams and grant funding from regional authorities.

3.5 **Volunteering.** Encourage public-private partnerships to develop and maintain public playing fields and other open spaces and recreational facilities. This

could include creating a City-wide Adopt a Park Program or similar stewardship/volunteer programs.

3.6 **Corporate and non-profit funding.** Pursue local corporate contributions and other donations, especially from nearby technology firms or other major employers. Explore innovative funding and development concepts with non-profit groups.

Goal POC-4. **Protect and preserve the City's natural habitat and wildlife.**

Intent: To preserve the aesthetic and ecological quality of the City's nearby urban natural resources.

Policies:

4.1 **Public access.** Ensure that public access to the Bay is designed, developed, and maintained in a manner that protects the existing natural resources and habitats.

4.2 **Human activities.** Protect wildlife from adverse impacts caused by human activities.

4.3 **Don Edwards NWR management.** Coordinate with federal agencies and neighboring cities to manage the Don Edwards San Francisco Bay National Wildlife Refuge in a manner consistent with the Conservation Plan, including:

- Increased survey efforts on native fauna/flora
- Additional improvements to tidal marsh areas
- Enhanced visitor service and expanding the volunteer program
- Adopt '15 Comprehensive Conservation Plan'

4.4 **Light pollution.** Require that new buildings located adjacent to Baylands Nature Preserve or Ravenswood Open Space Preserve shield any site lighting from the Bay.

4.5 **Light and glare.** Review major public and private development projects to ensure that the spillover effects of light and glare from new exterior lighting is minimized. Where feasible, require lighting fixtures to be directed downward and equipped with cut-off lenses. For development near sensitive sites, particularly undeveloped Bayfront areas, require submittal of photometric studies to demonstrate minimization of light spill-over. Ensure that all implemented lighting measures adhere to the regulations outlined in Title 24.

4.6 **Predation**. Ensure that new development and landscaping adjacent to tidal marshes and other Bayfront areas avoids tall perches for raptors or other predatory birds. Protect the salt-marsh harvest mouse from feral cat predation.

4.7 **Native species.** Encourage or require the use of native and/or non-invasive plants in privately built landscaping or new open spaces near natural open space areas, in order to provide foraging, nesting, breeding and migratory habitat for wildlife. Discourage herbicides and fertilizers.

4.8 **Inter-agency coordination**. Coordinate with other public agencies such as the San Francisquito Creek Joint Powers Authority, Army Corps of Engineers, National Fish and Wildlife Service, and other similar entities on construction or development activity occurring within or adjacent to the City.

4.9 **Riparian and flood buffer.** Do not allow new development within a 100-foot buffer zone from the top of the San Francisquito creek bank.

Goal POC-5. **Expand use of the Cooley Landing Nature Preserve.**

Intent: To inspire the community to celebrate its rich history and contributions to the Bay Area maritime legacy. To activate the area around Cooley Landing during both day and night.

Policies:

5.1 **Education Center.** Operate and maintain a state-of-the-art community accessible education and interpretive center in an economically sound and environmentally sensitive manner. Work with public, private, and non-profit partners to develop financial, operations, maintenance and

management plans to ensure the center's long-term viability and activation.

5.2 **Interpretative programs.** Establish programs that celebrate East Palo Alto's rich history and utilize resources to provide youth, families and visitors alike with exceptional natural experiences that inspire a lifelong commitment to environmental stewardship and preservation

5.3 **Other site amenities.** Provide amenities that welcome the East Palo Alto community and the broader public and promote enjoyment of Cooley Landing.

5.4 **Security.** Monitor the effectiveness of security measures to ensure long-term use of Cooley Landing.

Goal POC-6. **Preserve and expand the urban forest on both public and private property.**

Intent: To maximize the benefits of a healthy urban forest, especially to counteract the impacts of highways and other sources of air pollution.

Policies:

6.1 **Urban forestry.** Expand the urban forest in East Palo Alto by adding street trees and landscaping throughout the City.

6.2 **New tree planting.** Prioritize the planting of new trees on sites designated as sensitive receptors (e.g. schools, health centers) or that are in close proximity to sources of air pollution such as freeways and heavily traveled road corridors.

6.3 **Fruit trees.** Encourage planting of fruit trees and other edible landscaping in private development for food sources for residents and foraging opportunities for wildlife. Plant fruit trees when feasible on public property.

6.4 **Urban forestry programs.** Support education and outreach programs to inform community members about the benefits of urban trees, including shade, improved air quality, filtration of stormwater, and wildlife habitat. Educate the community about proper tree maintenance.

Goal POC-7. **Promote a sustainable energy system.**

Intent: To enable citywide access to energy in a way that meets community needs while positioning the community for a sustainable energy future.

Policies:

7.1 **Citywide building energy efficiency.** Promote and encourage citywide building energy efficiency through strategies that may include the following:

- Retrofits of buildings with energy-efficient technology
- High energy performance in new buildings, in excess of CALgreen when possible.

7.2 **Municipal building energy efficiency.** Strive for high levels of energy efficiency in municipal facilities.

7.3 **Energy-efficient infrastructure.** Whenever possible, use energy-efficient models and technology when replacing or providing new city infrastructure such as streetlights, traffic signals, water conveyance pumps, or other public infrastructure.

7.4 **Renewable energy.** Encourage the use of renewable energy in the City, including solar and wind in new and existing development.

Goal POC-8. **Adapt to and mitigate climate change impacts.**

Intent: To become a resilient community that is prepared for the health and safety impacts of and minimizes the risks of climate change.

Policies:

8.1 **Climate Action Plan.** Implement and regularly update the City's Climate Action Plan (CAP). Update the City's Greenhouse Gas Inventory and associated

implementation actions matrix every 2 to 3 years, and the overall CAP framework document every 5 to 10 years.

8.2 **Heat island reductions.** Require heat island reduction strategies in new developments such as light-colored cool roofs, light-colored paving, permeable paving, right-sized parking requirements, vegetative cover and planting, substantial tree canopy coverage, and south and west side tree planting.

8.3 **Public realm shading.** Strive to improve shading in public spaces such as bus stops, sidewalks and public parks and plazas through the use of trees, shelters, awnings, gazebos, fabric shading and other creative cooling strategies.

8.4 **Reducing GHG emissions.** In consulting with applicants and designing new facilities, prioritize the selection of green building design features that enhance the reduction of greenhouse gas emissions.

8.5 **Communications and outreach.** Continue to work with the San Mateo County Public Health Department to establish social networks and website updates to distribute information on climate change impacts to vulnerable populations including actions they can take to reduce exposure to unhealthy conditions.

8.6 **Climate change and health.** Acknowledge the on-going and future impacts of climate change and extreme events on East Palo Alto's residents, taking action to minimize the effects among vulnerable populations and help implement California's executive order (EO) S-13-08 and the 2009 California Climate Adaptation Strategy.

8.7 **Adaptation strategy.** Proactively develop strategies to reduce the community's vulnerability to climate change impacts. This could include providing emergency heating or cooling stations for residents.

8.8 **Efficiency incentives.** Provide incentives for households to improve resource efficiency, such as rebate programs and giveaways for items such as low-flow showerheads and electrical outlet insulation.

8.9 **Sustainable building code.** Encourage changes in building code to reflect emphasis on health, sustainability, and energy efficiency. Look to the codes of other cities who are leaders.

8.10 **Green building credentialing and incentives.** Provide incentives for contractors to obtain Leadership in Energy & Environmental Design (LEED) professional credentials as well as LEED certification for their buildings.

8.11 **Green building certification.** Require that new residential, commercial, or mixed-use buildings over 20,000 square feet earn LEED Silver certification (or equivalent) including meeting the minimum CALGreen code requirements.

8.12 **Green waste management practices.** Support on-going green waste recycling efforts and facilitate composting opportunities for residents and businesses in order to reduce surface ozone pollution and offset greenhouse gas emissions and provide soil nutrients.

Goal POC-9. **Protect historic, natural, mineral, and cultural resources.**

Intent: Maintain the community's connection to the past and promote the City's unique identity and character.

Policies:

9.1 **Archeology, paleontology and natural resources.** Protect areas of important archaeological paleontological and natural resources.

9.2 **Historic buildings and sites.** Protect and conserve buildings or sites of historic or cultural significance to contribute to the character of the community.

9.3 **Cooley Landing.** Preserve and promote Cooley Landing as an important historical site in the development of the City.

9.4 **City history.** Work with partners to document, educate the public about the history of the City and memorialize significant people, places and events in the history of the City through plaques & public art.

9.5 **City resources.** Maintain an internal resource center containing a collection of relevant historic documents.

9.6 **Adaptive reuse.** Allow for the adaptive reuse of historic buildings and cultural resources.

9.7 **Construction impacts.** Suspend development activity when archaeological resources are discovered during construction. The project sponsor will be required to retain a qualified archaeologist to oversee the handling of resources in coordination with appropriate local and State agencies and organization and local Native American representatives, as appropriate.

9.8 **Soil quality.** Require soil testing for contaminants on sites that have historically, or currently, been exposed to chemical releases. If contamination does exist, require a remediation strategy to reduce or eliminate contamination on site.

9.9 **Agricultural soils.** Preserve the excellent soil in the City by protecting against soil erosion due to construction activity, wind, and water. Require new development to follow BMPs for erosion and sedimentation control.

9.10 **Mining operations.** Do not permit the extraction of mineral resources within the City.

9.11 **Recycling.** Encourage the reuse and recycling of existing aggregate, concrete and asphalt materials for new residential, commercial, and industrial developments.

9. Infrastructure, Services, and Facilities

Overview

This chapter encompasses the physical infrastructure, city-owned facilities, and civic services of the City of East Palo Alto. It includes goals, policies and service standards for city-owned properties, public services (police and emergency response), and schools.

Statutory Requirements

While an Element addressing infrastructure, services, and public facilities is not required, this Element provides vital policy basis to guide shorter-term documents, such as the capital improvements program and the annual capital budget. The Element offers generalized long-term policies grounded in realistic analyses of existing capacity, future demand, and financing options. The element should discuss the location of future facilities and improvements, acceptable levels of service, funding priorities, and the timing of facility or service availability.

Specifically, this chapter addresses the goals and policies relating to stormwater drainage, water supply and demand, utilities & telecommunications, and recycling/solid waste. This chapter also addresses other topics related to infrastructure, public facilities, and public services. The Circulation Element includes additional content related to transportation and street infrastructure.

Issues and Opportunities

Stormwater System

The storm drainage system in the City is composed of networks of pipes, channels, storage ponds and pump stations which outlet to San Francisquito Creek, and the San Francisco Bay. Figure 9-1 shows the existing system layout. Stormwater in East Palo Alto drains into two major drainage systems: the Runnymede Storm Drain System and the O'Connor Storm Drain System. Due to its proximity to the San Francisco Bay, portions of the drainage system are influenced by tide. The majority of East Palo Alto is low lying and over half of the drainage area is reliant on pumping from the O'Connor pump station.

As several storms have demonstrated, much of the City is vulnerable to flood damage during even regular storm events. Since 1940 there have been eight major flood events, and over half of the City (56%) is located in areas designated for an elevated risk for flooding. The City has a Storm Drain Master Plan, adopted in 2015, that guides the development of a comprehensive approach to storm drain facilities. As of 2015, many of the streets in East Palo Alto lack storm drains. Where storm drains exist, they lack the capacity to handle stormwater during heavy rain events. During 10 and 20 year storm events in East Palo Alto, storm drains can overflow, flooding the streets, and in the case of the 1998 floods, parts of the City were effectively stranded. A heavy rain event in 2012 led to significant flooding in multiple parts of the City. Low-lying areas face extra risk of floods related to levee breaks, ruptures or overtopping. Additionally, the other infrastructure, such as pump stations, are in need of replacement. This, combined with the overtopping

spills from San Francisquito Creek, present significant flooding issues in the City.

A recent study of the drainage system indicated several drainage system issues. The cost of the needed capital improvements is approximately $37.5 million and consists of pipe improvements, system cleaning, drainage system expansion and realignments, monitoring and data collection, a pump station retrofit, and two projects that will require coordination with the City of Menlo Park. An evaluation of the O'Connor Pump Station indicated that several near term improvements are necessary to maintain the pump station's existing capacity, and several other improvements are necessary to rehabilitate the pump station for future conditions.

Figure 9-1: Existing Storm Drain System

Potable Water Quality and Supply

The City's potable water system is operated by California American Water under contract with the City. The majority of the City's water supply is supplied by the San Francisco Public Utilities Commission (SFPUC) Bay Division Pipelines 1 and 2, as well as two small independent systems: the Palo Alto Park Mutual Water Company and the O'Connor Tract Co-Op Water Company. There are no water storage reservoirs or potable groundwater sources in the City at this time (with the exception of small private water storage at the Home Depot and IKEA for fire flow needs). To provide additional future water supply and supplement the SFPUC supply, the City is working to upgrade the Gloria Way Well and develop a second groundwater well at Pad D, a City-owned parcel near the Gateway 101 Shopping Center.

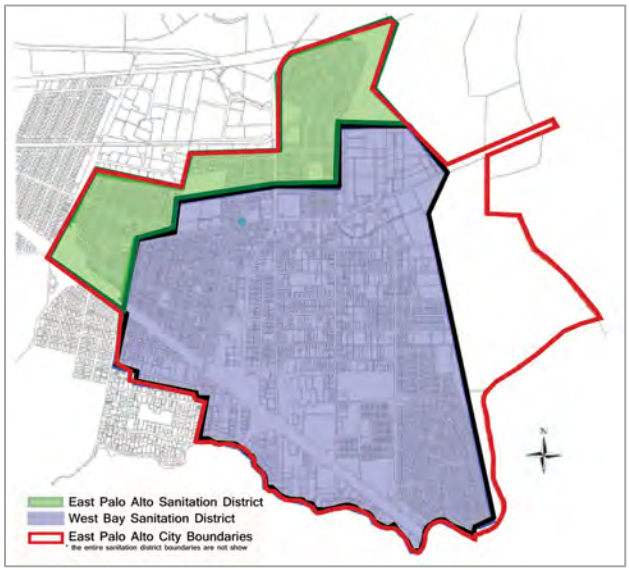
According to the existing infrastructure analysis performed by Schaaf & Wheeler for this General Plan Update, East Palo Alto has a significant water supply challenge. The City has a fixed supply guarantee from the SFPUC of 2,199 acre-feet per year (AFY). The City's 2010 Urban Water Management Plan (UWMP) shows a current demand of 2,200 AF, rising to 2,658 AF by 2015 and 3,400 AF by 2035. A shortfall was expected in 2015, however, due to extraordinary conservation efforts by residents, no shortfall occurred. Overall, there has been three exceedances in the last five years. By 2030, the water shortfall was projected to increase unless other sources are found. The primary cause of this anticipated shortfall is due to flat supply (no anticipated increase in the SFPUC allotment), and a gradually increasing population (2,400 additional units). Potential solutions to this problem include re-negotiating the water supply agreement with SFPUC, water transfers or exchanges with neighboring cities, new groundwater wells, and advances in recycled water and increased water conservation. This lack of water supply is a major constraint on all new development in East Palo Alto – for instance, the Ravenswood TOD Specific Plan projected that an additional water demand of 820 AFY would be required at full plan build-out.

Sewer System

The sanitary sewer system within East Palo Alto is composed of systems managed by the West Bay Sanitary District (WBSD) and the East Palo Alto Sanitary District (EPASD), which are both independent districts not maintained by the City of East Palo Alto. Figure 9-2 shows the boundaries of the two sanitary district service areas within the city limits. The EPASD provides sanitary sewer services for the majority of East Palo Alto and completed a Sewer Master Plan in March, 2015. Sewage within the EPASD service area is conveyed by gravity to a 24 inch trunk line that flows to the Palo Alto Regional Water Quality Control Plant (PARWQCP). The master plan has determined the majority of this trunk line to be properly

sized. The remaining areas of East Palo Alto are served by WBSD, with sewerage conveyed to the South Bayside System Authority (SBSA), now called Silicon Valley Clean Water (SVCW) treatment plant located in Redwood City. SVCW is currently upgrading system infrastructure to meet operational and capacity goals.

Figure 9-2: Sewer/Sanitation Districts



Solid Waste and Recycling

East Palo Alto's solid waste operations are operated by South Bay Waste Management Authority (SBWMA). The region is serviced by the Shoreway Environmental Center (SEC) and receives, handles, and transfers solid waste and recyclables collected from SBWMA to offsite shipment into the Ox Mountain Landfill. The Ox Mountain Landfill has a maximum capacity of 48.3 million cubic yards, and is expected to reach capacity in 2028[11]. The SBWMA has a permitted a capacity of 3,000 tons per day (TPD). East Palo Alto contributes 40 TPD, of which 13 TPD are diverted for recycling. The current solid waste generated from East Palo Alto does not exceed allotted capacity for the SBWMA, SEC, or Ox Mountain Landfill. The City is currently undertaking efforts to increase the amount of solid waste recycling and recycling capacity.

Climate Change Adaptation and Mitigation

Climate change is a threat to the health and safety of East Palo Alto residents, as well as those in other parts of the region, the state, and the globe. Concerned about the impact of climate change, California has adopted a wide variety of legislation policies aimed at reducing the state's greenhouse gas emissions. These include the California Global Warming Solutions Act of 2006 (AB 32), which requires statewide climate planning; SB 375, which requires and encourages sustainable land use and transportation patterns at the regional and local level; and various actions by the State Attorney General's office. Concern about climate change also resulted in a June 4, 2015 Grand Jury report entitled, "Flooding Ahead: Planning for Sea Level Rise". The report states that "of all the counties in California, San Mateo County is by far the most exposed to Sea Level Rise (SLR), in terms of both the resident and economic value at risk".

The City completed a Climate Action Plan in 2010, outlining strategies at both the municipal and community-wide level to mitigate and adapt to climate change. In addition to energy-related topics like energy efficiency and use of renewable energy, the climate action plan also points to material re-use and recycling, public transportation, bicycle and pedestrian facilities, urban green spaces, and compact development patterns as important strategies in reducing greenhouse gas emissions. Mitigation topics such as reducing flooding and sea surges, particularly in low-lying areas of East Palo Alto, will continue to be important over the time horizon of the general plan.

Table 9-1: Public Schools Within East Palo Alto			
School	**Address**	**City**	**Grades**
Preschool			
Ravenswood Child Development Center	951 O'Connor Street	East Palo Alto	Pre-K
Elementary Schools			
Green Oaks Academy	2450 Ralmar Avenue	East Palo Alto	K-4
Edison Brentwood Academy	2086 Clarke Street	East Palo Alto	K-5
East Palo Alto Charter School *(Charter)*	1286 Runnymede Street	East Palo Alto	K-5
Combined Elementary & Middle Schools			
Costaño Elementary School & 49ers Academy	2695 Fordham Street	East Palo Alto	K-8
Middle Schools			
Cesar Chávez Academy	2450 Ralmar Avenue	East Palo Alto	5-8
Ronald McNair Academy	2033 Pulgas Avenue	East Palo Alto	6-8
High Schools			
Aspire Phoenix Academy *(Charter)*	1039 Garden Street	East Palo Alto	6-12
East Palo Alto Academy High School *(Charter)*	1050 Myrtle Street	East Palo Alto	9-12

Schools

The public schools in East Palo Alto are shown in Table 9-1 below. From kindergarten through eighth grade, East Palo Alto students attend school in the Ravenswood School District (RCSD), which includes schools within and outside the City of East Palo Alto. Most students attend RCSD schools in East Palo Alto, but many also attend one of the two RCSD elementary schools in Menlo Park (Willow Oaks and Belle Haven). Elementary and middle schools are distributed throughout the City, with a cluster of several adjacent schools concentrated along Pulgas Avenue.

Most of the City's public high-school students are served by Sequoia Union High School District (SUHSD). Beginning in Fall 2015, all students in the Sequoia Unified School District from East Palo Alto will go to Menlo-Atherton High School (Atherton), unless they choose to go to a different school in the district. School selection will no longer be address-based (previously, EPA students were divided amongst several high schools). The former high school in East Palo Alto burned down in the early 1970s.

Alternatively, high school-age students may apply to one of two public charter schools in the City – Phoenix Academy or EPA Academy – or the private high school, Eastside Preparatory, located at 1041 Myrtle Street (not shown in the table).

All the local school districts are bound by the 1986 Voluntary Transfer Plan (VTP), wherein the school districts agreed to reduce racial isolation. The Tinsley Voluntary Transfer Plan allows minority students in the RCSD to transfer to one of seven local school districts: Belmont-Redwood Shores, Las Lomitas, Menlo Park, Palo Alto, Portola Valley, San Carlos and Woodside. Conversely, non-minority students in those seven local school districts may transfer into Ravenswood.

City-Owned Facilities

The City of East Palo Alto owns and operates a number of facilities throughout the City, including City Hall and City offices, the David Lewis Re-entry Program, the Senior Center, the Police Station, and the Corporation Yard (see Table 9-2 for a full list).

The City does not own its own City Hall or space for many of its offices. City Hall is currently located at 2415 University Avenue in space leased from San Mateo County. The City Hall building includes City Council Chambers and many of the City offices, as well as the East Palo Alto branch of the San Mateo County Library System. The library includes a homework center for after-school tutoring, story times, and computer classes. The current 8,000 square foot library equates to 275 square feet per 1,000 residents.

The City owns the David Lewis Community Re-entry Program building at 2277 University Avenue, as well as the building at 1960 Tate, which currently houses the Community Development Department. The City leases the Public Works Maintenance Division's Corporation Yard at 160 Tara Road. The Senior Center on University Avenue and Bell Street is owned by the City but managed by the East Palo Alto Senior Center, Inc., a non-profit organization with an executive director and a board of directors.[1] The City provides an on-site nutrition supervisor for the Congregate Lunch Program, and security and transportation services to the Senior Center.

Emergency Services and Preparedness

The East Palo Alto Police Department is led by the Chief of Police who manages a staff of 44 within three major units: Operations; Investigation; and Administration. There are a total of 29 employees in the Operations Division: 21 officers, four sergeants, one commander, and 3 non-sworn staff to fulfill code enforcement and community service functions. The Investigations Division includes a commander and 7 police officers/detectives. In addition, the Administration Division, which is staffed by the Police Chief, a sergeant, and 6 non-sworn staff, oversees crime analysis and records, among other duties. Some large property owners – such as Equity Residential on the Westside – provide their own private security services, but most of the public rely on City police services. Even with the presence of private providers, EPAPD continues to police the Westside and respond to calls for service at all Equity properties.

Overall, crime rates are higher in the City of East Palo Alto than in the surrounding cities and the State, though some crime indicators have shown a decline in recent years (overall crime in the City has dropped by 33 percent since the beginning of 2015 and murders have dropped by 63 percent). In particular, East Palo Alto had a noticeably higher rate of violent crime than its neighbors. The City's rate of 115.8 violent crimes per 10,000 people was more than ten times higher than its neighbors Palo Alto and Menlo Park, and similar to the rates in Richmond, CA (109.3) and Compton (124.2).

The City of East Palo Alto receives fire and emergency services through the Menlo Park Fire Protection District, which has seven stations and also serves the Cities of Atherton and Menlo Park and other portions of unincorporated San Mateo County. The City's fire station, Station #2, is located at 2290 University Avenue. Station #2 is considered by the Fire District to be the busiest station in the District.

Flooding along San Francisquito Creek.

[1] 2003 East Palo Alto Recreation and Community Services Strategic Plan

In addition, the City plays a crucial role in emergency preparedness and direct response in the case of a natural disaster.

Table 9-2: City Facilities

Facility Name	Operator/Facility Type
Facilities Operated and Owned:	
Jack Farrell Park	City Park
MLK Park	City Park
O'Connor Pump Station	Drainage Distribution Pump House
Facilities Operated, but not Owned (Lease):	
141 Demeter Street	Police Department
219 Demeter Street	Police Department
160 Tara Road	Corporation Yard
Facilities Occupied, Not Operated or Owned (Lease):	
2415 University Avenue	City Administration/Housing
Facilities Owned, Not Operated:	
550 Bell Street Land and Pool, Pool House	Operated by YMCA
550 Bell Street Senior Center	Operated by Senior Inc.
2277 University Avenue	Operated by SMC, Reentry
Former RDA Facilities in Dissolution Trust - To be Transferred to City (Owned /Operated)	
Cooley Landing	City Park
Pad "D" Well	Groundwater Well
Rail Spur	Trail
1960 Tate Street	CEDE/PW
1798 Bay Road	Former Clinic

Goals and Policies

Goal ISF-1. **Manage stormwater safely, efficiently, and sustainably.**

Intent: To reduce dangers from flooding, protect community safety and property, and provide well-maintained infrastructure to the community while reducing the negative environmental impacts of storm run-off on creeks and the Bay.

Policies:

1.1 NPDES compliance. Ensure compliance with all NPDES requirements for litter control, dumping, pollutants of control, business operations, and new/re- development.

1.2 On-site stormwater management. Encourage development projects to manage stormwater on site to reduce burdens on the City's stormwater system. Whenever possible, stormwater should be infiltrated, evapotranspirated, reused or treated on-site in other ways that improve stormwater quality and reduce flows into the storm drain system.

1.3 Stormwater infrastructure for new development. Require development projects to pay for their share of new stormwater infrastructure or improvements necessitated by that development.

1.4 Stormwater re-use and recycling. Encourage innovative ways of capturing and reusing stormwater for non-drinking purposes to reduce the use of potable water, including the creation of a recycled water system and installation of purple pipe in private and public projects.

1.5 Collaborative stormwater management. Encourage collaborative, integrated stormwater management between multiple property owners and sites.

1.6 Green infrastructure in public rights of way. Encourage green streets with in-street bio-retention and other forms of stormwater retention and infiltration in streets and public rights-of-way.

1.7 Regional and local collaboration. Collaborate with Palo Alto, Menlo Park, the San Francisquito Creek Joint Powers Authority and other jurisdictions and agencies in the watershed to reduce and remove contaminants from stormwater runoff.

1.8 Stormwater best practices. Encourage the use of best practices in stormwater treatment, retention, and quality and quantity control into flood control efforts, ensuring that flood control measures do not have negative ecological impacts on stormwater runoff.

1.9 Stormwater and flooding. Integrate stormwater management efforts with flood control efforts, seeking synergies and innovative strategies for stormwater treatment to reduce flood risks and volumes.

1.10 Storm Drain Master Plan. Implement the adopted East Palo Alto Storm Drain Master Plan. Seek funding sources to complete the identified capital improvements.

1.11 Assessment district. Consider avenues for sustainable funding of landscaping and maintenance to fund the maintenance of the storm water conveyance and treatment systems.

1.12 Ravenswood stormwater management. All new projects in the Ravenswood TOD Specific Plan Area must follow the stormwater policies established in Goal LU-9: Hydrological Context in the plan. Guidance in the Specific Plan supersedes policies from this General Plan.

Goal ISF-2. **Ensure a sustainable, clean, long-term water supply.**

Intent: To address the City's lack of water supply, and institute long-term strategies to sustainably manage limited water resources.

Policies:

2.1 **Water planning.** Continue to maintain a Water System Master Plan, Urban Water Management Plan, and water supply blueprint. Prepare a Recycled Water Feasibility Study.

2.2 **Water supply infrastructure.** Improve infrastructure to ensure the provision of a clean, reliable citywide water supply sufficient to serve existing and planned development.

2.3 **New water sources.** Actively seek to secure additional water supply from SFPUC, groundwater sources, neighboring cities, or other available sources. Securing additional water supply and adding water storage facilities should be a City priority to ensure RHNA goals are being met.

2.4 **Water supply planning and demand offset regulations for new or intensified development.** Consider and adopt a water offset ordinance or other policy to reduce the water demand and to ensure adequate water supply exists to meet the needs of new projects or intensified development. Allow the City the right to require a Water Supply Assessment of any development project. The policy will consider the type or size of projects that might be exempt, the water offset ratio, the method for analyzing the projected water demand and methods for offset demand, the types of demand reduction/mitigation implementation options (e.g., onsite or offsite design or building modification), including an in-lieu fee, that will be required, a method for estimating the savings from onsite or offsite efficiency measures, and the appropriate regulatory instruments to enforce, implement, and monitor the offset policy.

2.5 **Priority improvement areas.** Prioritize water improvements in areas identified in the Land Use Element as areas of growth/change and economic activity generators, particularly the Westside, University Avenue and Bay Road, the Gateway 101 area, and the Ravenswood TOD Specific Plan area.

2.6 **Water infrastructure for new development.** Require development projects to pay for their share of new water infrastructure or improvements necessitated by that development, including but not limited to water supply, storage, and conservation: and recycled water.

2.7 **Water supply for new development.** Require new or intensified development to demonstrate that adequate water is available before project approval. Before new or intensified development projects are approved, the development proponent must provide the City with enforceable, verifiable proof that adequate water supply exists to supply the new or intensified development. The enforceable proof can take three forms:

- Depending on the location of the development, a will-serve letter or similar instrument from the City of East Palo Alto, the Palo Alto Park Mutual Water Company, or the O'Connor Tract Co-Operative Water Company.
- A verifiable recordable water demand offset project or program that ensures that there is no net increase in new water demand.
- Verifiable and enforceable proof that the developer has secured new water supplies necessary to serve the project.

2.8 **Municipal water conservation and efficiency.** Seek to reduce municipal water use through the following strategies:

- Implement aggressive indoor and outdoor water efficiency measures in all new city developments, substantial rehabs and remodels.

- Prioritize water efficiency upgrades to existing buildings, such as water efficient fixtures.
- Reduce potable water used for parks, by planting drought-tolerant species and implementing other water saving practices.

2.9 Citywide water conservation and efficiency. Encourage and promote community water conservation and efficiency efforts, including indoor and outdoor efforts that exceed CalGreen requirements.

2.10 Conservation partnerships. Partner with the local water agency to create and promote water conservation rebates (such as for installing low-flow toilets in existing residences, high efficiency front load washing machines and distributing low-flow shower heads). Encourage residents to take advantage of the Bay Area Water Supply & Conservation Agency (BAWSCA) Lawn Be Gone Program (or other similar rebates).

2.11 Public education about water. Educate the public regarding water conservation, water efficiency, graywater use, stormwater reuse, water-efficient planting and outdoor efficiency, and other efforts to conserve water.

2.12 Groundwater recharge. Working with regional partners, explore options for groundwater recharge and prohibit new private groundwater wells.

2.13 Maximizing infiltration. Consider requiring all new development to provide roof catchment systems, irrigated landscaping, and permeable pavements (where feasible), or other means to enhance on-site infiltration of stormwater runoff or landscape irrigation water.

Goal ISF-3. **Provide a well-maintained sewer system for the community.**

Intent: To protect human health, protect ecological resources and water quality, and provide well-maintained services for new and existing development.

Policies:

3.1 Sewer system maintenance. Work with the East Palo Alto Sanitary District and the West Palo Alto Sanitary District to ensure sewers are operational and in good working order.

3.2 Sewer infrastructure for new development. Require development projects to pay for their share of new sewer infrastructure or improvements necessitated by that development.

Goal ISF-4. **Use best practices to reduce and manage solid waste.**

Intent: To provide high-quality waste management services to the community while reducing the negative health and environmental impacts of waste.

Policies:

4.1 Provide waste and recycling service. Provide solid waste, recycling, and green waste services to the community. If new funding sources are identified, consider building recycling centers in the City or partnering with Recology (or another service provider) to provide additional recycling services.

4.2 Waste reduction. Seek to reduce East Palo Alto's rate of waste disposal per capita, and to increase the diversion rate of recycling and green waste.

4.3 Zero waste government operations. Work towards zero waste government operations, modeling best practices in solid waste management and recycling for the rest of the community.

4.4 **Construction waste.** Encourage all construction projects to divert 80% of their construction waste away from landfills, exceeding CalGreen requirements.

4.5 **Hazardous waste disposal.** Work with regional agencies to educate residents about available drop-off and/or pickup points for e-waste and hazardous materials and chemicals such as paints, lubricants, motor oil, pharmaceuticals, fertilizers, pesticides, and other contaminants, to avoid their disposal into the sewer system, waste stream, or open space areas.

4.6 **On-street recycling.** Where feasible, provide streetside recycling containers alongside public trash receptacles.

4.7 **Recycled building material.** Encourage the use of recycled building and infrastructure materials in City operations and construction.

4.8 **Paper waste reduction.** Reduce paper waste and encourage the use of recycled paper in City operations.

4.9 **Packaging.** Work with local food vendors and farmer's markets to promote the use of compost friendly packaging.

Goal ISF-5. **Fund construction and maintenance of basic infrastructure and public facilities.**

Intent: Pursue public and private funding for construction of infrastructure and public facilities, with a goal of addressing existing deficiencies and mitigating the additional impacts of new development.

Policies:

5.1 **Impact fees.** Collect nexus-based impact fees that mitigate the cost of providing infrastructure and public facilities to serve new development.

5.2 **Community benefits.** For large-scale projects, negotiate with developers to maximize the potential for acquiring community benefits like new facilities and infrastructure.

5.3 **Grants and funding.** Pursue grants and funding sources that can be directed towards existing deficiencies in infrastructure and facilities, including regular maintenance.

5.4 **Special districts.** As feasible, work with other infrastructure providers (fire, water, sanitary) in East Palo Alto to provide more effective municipal services through improved coordination or consolidation.

Goal ISF-6. **Ensure safe and well-maintained telecommunications services.**

Intent: To provide citywide access to telecommunications services for residents, students, and businesses, enabling successful business operations and community connections within East Palo Alto and with the rest of the world.

Policies:

6.1 **Telecommunications services.** Work with utilities and agencies to ensure high-quality citywide access to utilities and energy.

6.2 **Collaboration with Silicon Valley.** Seek to establish relationships and solicit funding or capital investments from Silicon Valley technology companies to expand affordable community access to high-performing telecommunications and technology, including WiFi.

6.3 **WiFi hotspots.** Encourage the commercial marketplace to provide WiFi hotspots throughout the City.

6.4 **Fiber optics infrastructure.** Require new developments to install and ensure compatibility with the most-up-to-date and established broadband and telecommunications technology.

Goal ISF-7. **Ensure high-quality educational opportunities for East Palo Alto students.**

Intent: To invest in the education, personal betterment, and long-term success of East Palo Alto's children, young people, and adults, and attract and retain residents by providing an excellent school system. To build and coordinate systems of support so that the most vulnerable residents succeed from cradle to career, and have a clear path to the middle class.

Policies:

7.1 **Educational quality.** Collaborate with the Ravenswood School District, charter schools and private schools to maximize educational quality, maximize the use of existing school sites for educational purposes and improve the overall quality of the schools and to ensure that East Palo Alto residents are properly prepared for employment and have the skills and education levels needed to be competitive in current and future job markets.

7.2 **New programs.** Encourage educational programs from existing educational providers in East Palo Alto that improve the educational outcomes for East Palo Alto residents.

7.3 **Education hub.** Support and enhance the emerging education hub in Weeks near Myrtle Street and Pulgas Avenue. Site new schools or charter academies near existing schools as opposed to randomly throughout the city and encourage nearby schools to share facilities.

7.4 **Student-community connections.** Encourage area businesses, professionals, universities, artists, city employees, or other community role models to provide mentorship, job training, and/or financial resources to local schools and students.

7.5 **Early childhood education facilities.** Encourage childcare facilities in the City, including in public buildings and major employment campuses, to serve the needs of working families.

7.6 **Cultural resources and facilities**. Preserve and encourage facilities, institutions, buildings, and organizations that enhance cultural awareness and education in East Palo Alto.

7.7 **Education monitoring.** Monitor the educational attainment of East Palo Alto residents over time, compared to residents of other jurisdictions in the School District, and advocate for programs and educational materials that are culturally-sensitive and allow East Palo Alto residents to improve their educational attainment.

7.8 **Adult education.** Support the creation of adult education programs in East Palo Alto, including English language classes, vocational training, and on-going educational activities.

7.9 **After school programs.** Support after school programs that provide expanded educational opportunities and create a safe and affordable place for youth after school.

7.10 **Libraries.** Coordinate with San Mateo County to provide library services for the community, aiming to provide approximately 750 square feet of equipped and staffed library space per 1,000 residents.

Goal ISF-8. **Provide high-quality public and civic facilities for the community.**

Intent: To provide the physical buildings, venues, and other facilities necessary to conduct civic activities and city business, while fostering community cohesion, vibrancy, and character.

Policies:

8.1 **New City Hall and civic district.** Develop a civic district or city-owned facility to house City Hall and other City offices and facilities, providing a beautiful, publicly- accessible setting for civic life in East Palo Alto.

8.2 **Community center on Westside.** Strive to locate a new community center on the Westside to serve the population in this area.

8.3 **Community meeting facilities.** Take steps to expand the number and diversity of community meeting facilities, encouraging new development to construct such spaces as part of development projects.

8.4 **Community center and facilities standards.** Strive to provide 2,000 square feet of publicly accessible community center space or community meeting space per 1,000 residents, either in a City facility or in coordination with other partners.

8.5 **Civic and institutional uses.** Locate civic and institutional uses in central, walkable, and transit-served locations.

8.6 **Role of civic buildings.** Require civic buildings to be distinctive, beautiful, and architecturally beneficial to the fabric of the City.

8.7 **Family-friendly gathering spaces and businesses.** Encourage safe and family-friendly public gathering spaces and private businesses such as community centers, movie theaters, entertainment center and other uses focused on youth and families to locate in the City.

8.8 **Equitable distribution of facilities and services.** Strive to equitably distribute public facilities, improvements and services throughout East Palo Alto, with priority given to remedying existing deficiencies in underserved areas of the City.

Goal ISF-9. **Maintain and pursue services, programming, and humane social policies to serve the community and improve quality of life.**

Intent: To foster community cohesion, vibrancy, and social connection. To provide comprehensive, integrated social services to vulnerable children and families. To recognize that families seeking assistance often face multiple, complex needs and that they typically require the services of more than one program.

Policies:

9.1 **Coordination to provide services.** Work closely with local agencies and services providers to provide and coordinate social services.

9.2 **Customer service.** Strive for a high level of customer service and accessibility to the community on the part of the City government.

9.3 **Support community festivals and programming.** Maintain and support existing community festivals while seeking new opportunities to hold community events, encourage social gathering, and program public space.

9.4 **Equitable distribution of services.** Ensure that City-sponsored social service programs are provided for all racial and ethnic groups in the City.

9.5 **Alleviating homelessness.** Work with local service providers and agencies to alleviate homelessness and ensure services are available for those experiencing temporary or long-term homelessness.

9.6 **Low-income residents and families.** Work with low-income families and residents to access various forms of assistance, access to jobs, social services, childcare services, and other assistance for those in need.

9.7 **Regular analysis of staffing levels.** Regularly study staffing needs to ensure East Palo Alto is providing competitive levels of service and meeting resident and business expectations.

9.8 **Funding.** Seek funding for social service programs from county, State and federal sources.

Goal ISF-10. **Provide excellent emergency services to the community.**

Intent: To increase safety, health, peace of mind, and quality of life through excellent police, fire, and EMS services, as well as emergency preparedness for natural disasters.

Policies:

10.1 **Crime-prevention through Environmental Design (CPTED).** Work with the police and planning departments to deter crime by encouraging CPTED strategies in new and existing development, including the following strategies:

- Active public space.
- Building design to promote "eyes on the street."
- Clear delineation between private and public space.
- Natural access control between public and private space.
- Maintenance of public places.
- Removal or repair of vandalism or broken property.

10.2 **Emergency preparedness.** Work with MPFPD, EPAPD, City Staff, and East Palo Alto residents to ensure that sufficient emergency plans and resources are established and known by all stakeholders. Ensure that all City employees partake in yearly emergency drills and/or trainings.

10.3 **Fire and emergency services.** Continue to coordinate with the Menlo Park Fire Protection District (MPFPD) to ensure excellent fire and emergency services.

10.4 **Excellent police service.** Strive to continuously improve the performance and efficiency of the East Palo Alto Police Department.

10.5 **Police-community relations.** Continue to foster positive, peaceful, mutually supportive relationships between East Palo Alto residents and the police. Promote additional visibility of police throughout residential neighborhoods.

10.6 **Data-driven policing.** Monitor crime data and ensure sufficient crime prevention resources are deployed at effective times in areas with criminal activity.

10.7 **Code enforcement.** Work to ensure that buildings, homes, yards, businesses and public spaces are free from hazards. Maintain cooperation and communication between the Code Enforcement Division (within EPAPD), the Planning Division, and the Building Department on issues relating to neighborhood quality of life.

10.8 **Community reentry.** Encourage and support efforts that foster an inclusive community and help reintegrate formerly incarcerated persons into positions of employment and positive roles in the community (including working with local employers).

10.9 **Policy refinement.** Engage residents and businesses in processes to evaluate, refine, and establish laws that enhance public safety and quality of life.

10. Safety and Noise

Overview

Protecting people and property from a variety of hazards (both natural and manmade) is one of the key missions of any city. Like many communities in the Bay Area, the residents of East Palo Alto face risks from such natural and human-caused hazards as flooding, seismic events like earthquakes, sea level rise, and contaminated soils and groundwater.

Cities can take action to be more prepared for the dangers posed by natural hazards and more resilient when such unpredictable events occur. This element sets forth broad goals and policies to reduce harm to people and property from natural and manmade hazards as well as allow the community to be more resilient when such events occur.

In addition, area roadways and nearby airports expose East Palo Alto residents to high and potentially unhealthy noise levels. The Safety and Noise Element identifies major factors of concern as well as the City's goals and policies intended to reduce risks to people and property.

Statutory Requirements

California law requires that a general plan include elements (or chapters) specifically addressing both safety and noise. This element was prepared to meet these requirements (Government Code Section 65302(f) and 65302(g)).

The safety section of the element must contain goals and policies to address seismic risks, including ground shaking, landslides, tsunami and seiche; flooding; fire; evacuation routes; and water supply requirements.

The noise element must identify and appraise noise problems in the community from a variety of sources, establish a land use pattern that minimizes exposure of residents to excessive noise, and include possible solutions to address existing and foreseeable noise problems.

Issues and Opportunities

Safety

Seismic Risks

As in most of the San Francisco Bay Area, seismic events are considered a fact of life in East Palo Alto; more of a "when" than an "if." Earthquakes cannot be reliably predicted or avoided, but communities like East Palo Alto can be prepared to face these risks and create a plan/policies to ensure the resilience of the community.

The United States Geologic Survey (USGS) considers most of the San Francisco Bay Area, including all of San Mateo County, to be at very high risk of experiencing a major earthquake within the next 50 years.

Geologists use the terms "magnitude" and "intensity" to describe and measure the degree of ground shaking in an earthquake. Magnitude measures the amount of energy released by an earthquake. Intensity is a more subjective measure of effects that people can perceive or see. Magnitude and intensity form the basis of the Modified Mercalli Intensity Scale (MMI). The MMI is a scale of 1 to 12 (I to XII) with higher numbers representing higher intensity. For reference, the 1906 San Francisco earthquake (whose epicenter was located in Marin County) is estimated to have resulted in an MMI of VII to VIII in East Palo Alto. The 1989 Loma Prieta earthquake (whose epicenter was in the Santa Cruz Mountains) registered an MMI of VIII in East Palo Alto.

As shown in Figure 10-1, all of East Palo Alto would experience severe ground shaking in a large earthquake. USGS predicts a 63% probability that the Bay Area will experience a magnitude 6.7 or greater earthquake before the year 2036. Of all Bay Area faults, USGS predicts that the San Andreas, Hayward, and Rodgers Creek faults have the greatest probability of activity. None of these faults run directly through East Palo Alto, reducing the potential for direct surface fault rupture. Surface rupture occurs when fault movement during an earthquake literally breaks or ruptures the ground. Therefore, East Palo Alto's proximity to several known active faults represents an important factor in planning for a safer future.

Liquefaction

East Palo Alto's location makes it particularly susceptible to liquefaction. Liquefaction occurs when soils take on liquid-like qualities during a seismic event. A key consequence of liquefaction is ground failure. This can have serious implications for older structures that were before state and local building codes were updated (in the early 1970s) to be more resilient against seismic and soils-related hazards. As shown in Figure 10-1, the areas at greatest risk of liquefaction are the baylands areas as well as the area along US 101/San Francisquito Creek.

Tsunami and Seiche

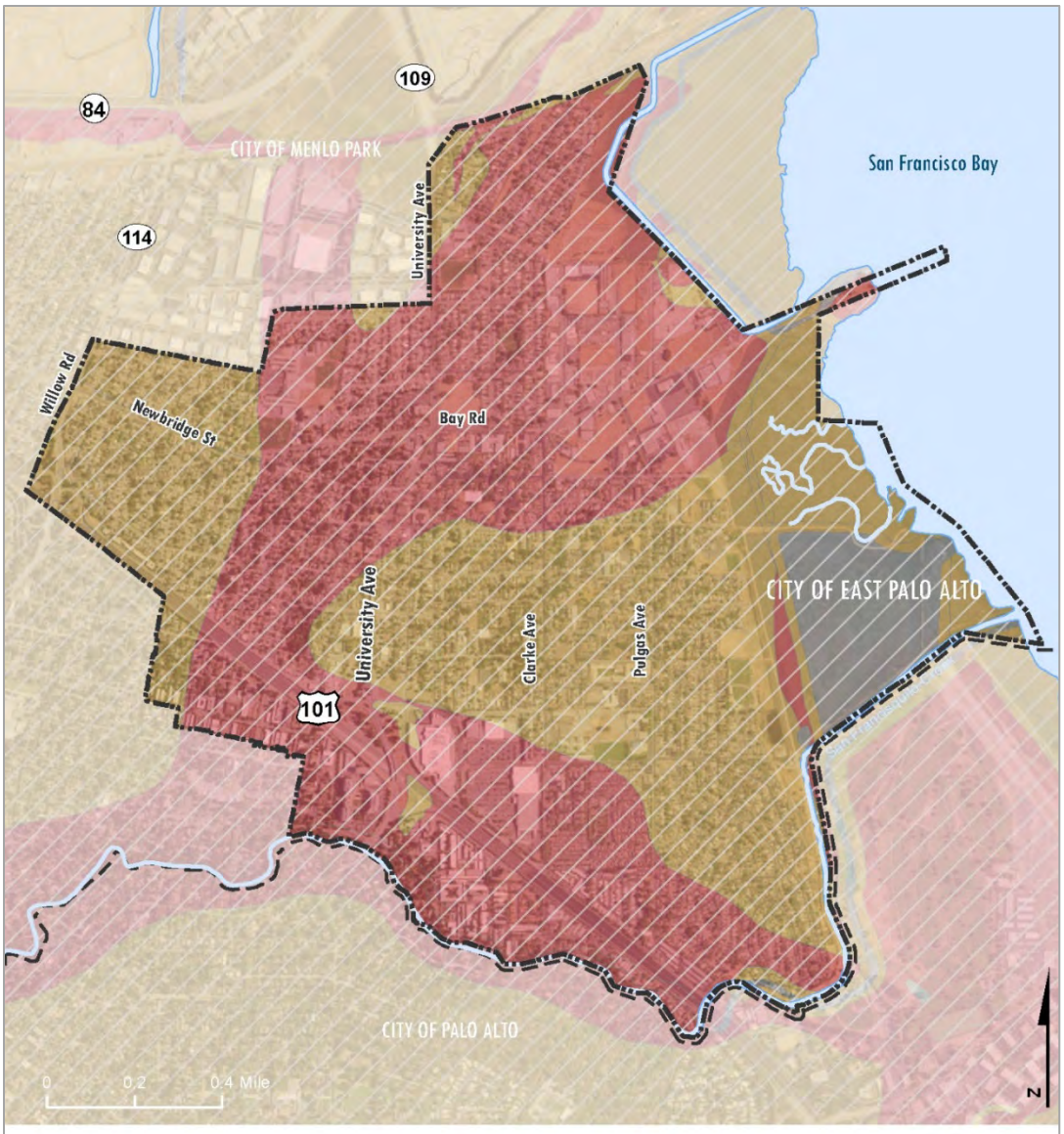
Coastal and shoreline portions of California must consider the potential for tsunamis and seiches. Tsunamis, like the surges generated by the March 11, 2011 Tōhoku earthquake in northeastern Japan, resulted in substantial damage to harbors in Crescent City and Santa Cruz. East Palo Alto's position within San Francisco Bay limits the potential for tsunami damage, but sea surges may impact areas of the City directly adjacent to the Bay. The California Department of Conservation has identified the area around Ravenswood Slough and Cooley Landing as potential tsunami inundation areas.

Seiches are another Bay-related seismic hazard. Seiches are earthquake-generated waves within an enclosed body of water like a lake or a reservoir. East Palo Alto lacks major enclosed bodies of water, but seiche risks within the Bay need to be considered in planning. Figure 10-2 shows the inundation resulting from a tsunami or seiche.

Dam Failure

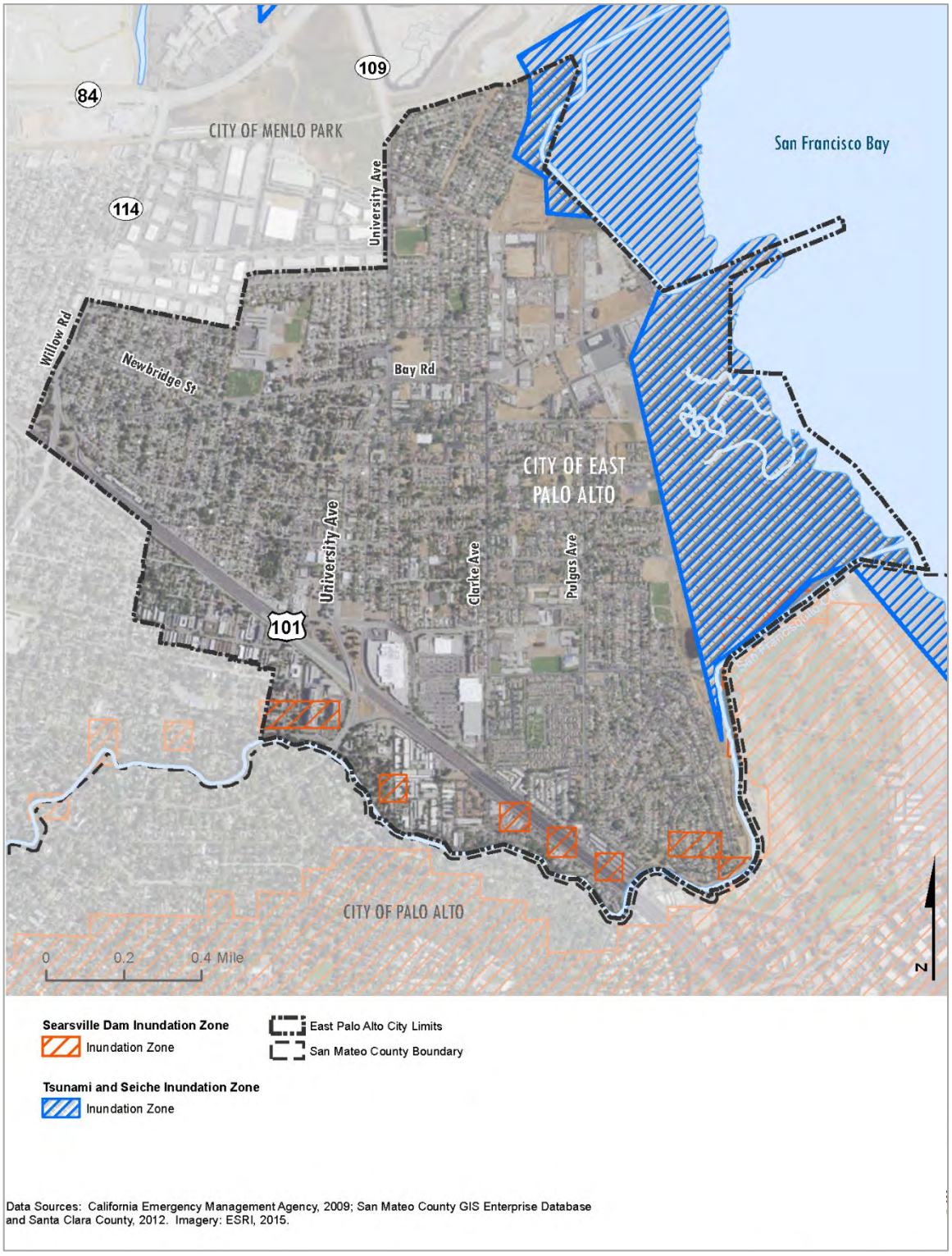
Dam failure - resulting from seismic or other causes - is another potential natural hazard. The failure of a dam can result in swift flooding and inundation of downstream areas, potentially causing harm to people and property within the path of released waters. San Mateo County has mapped areas susceptible to the failure of dams located in or near the County. The County has identified the Searsville Dam, which impounds a creek tributary to San Francisquito Creek, as posing a potential dam failure hazard to portions of the Stanford campus, the City of Palo Alto, and the lower reaches of San Francisquito Creek, which forms the boundary of East Palo Alto and Palo Alto as it enters San Francisco Bay, as shown in Figure 10-2.

Figure 10-1: Liquefaction and Ground Shaking



Data Sources: U.S.G.S. Liquefaction, 2006; CISN Ground Shaking, 2003; San Mateo County GIS Enterprise Database and Santa Clara County, 2012. Imagery: ESRI, 2015.

Figure 10-2: Tsunami and Dam Inundation Zones



Soils-Related Hazards

While seismic hazards pose the most acute risk to safety in East Palo Alto, a number of other soils-related hazards can also result in harm to people and damage to property.

Subsidence means a failure or collapse of the existing ground surface. This is usually caused when subsurface materials are extracted or dissolve, which can create a subsurface void leading to a surface failure. Subsidence can occur when groundwater is extracted or when subsurface organic soils decompose and shrink. Groundwater extraction in East Palo Alto has been minimal, allowing groundwater recharge to limit the potential for subsidence to occur.

Differential settlement is a type of subsidence. Differential settlement describes a condition in which adjacent areas of soil sink or settle at different rates. When buildings or structures straddle lands with differing settlement rates, the portion of the building or structure below the sinking soil can be damaged. Typically, differential settlement occurs slowly so that acute harm to humans is not generally a concern. However, over time, differential settlement can result in substantial damage to buildings and structures. Areas of East Palo Alto that are comprised of former tidal flats could be susceptible to differential settlement where low-strength native soils are immediately adjacent to loose or unconsolidated fill.

Due to its relatively flat topography, the City faces little risk of landslides or other seismic-related debris flows.

Flooding Potential and Sea Level Rise

East Palo Alto has a history of flooding problems due to its low-lying location along the Bay, particularly in areas along San Francisquito Creek. The City has experienced eight major flood events since 1940.

Flooding has occurred primarily as a result of high tides, rain flowing down the San Francisquito Creek, and an inadequate storm drain system. High tides combined with winds from the east that create storm surge or wave run-up could lead to widespread and significant flooding, especially if precipitation exceeds the Creek's capacity to carry floodwaters to the Bay.

As of 2015, many of the streets in East Palo Alto lack storm drains. Where storm drains exist, they lack the capacity to handle stormwater during heavy rain events. During 10 and 20 year storm events in East Palo Alto, storm drains can overflow, flooding the streets, and in the case of the 1998 floods, parts of the City were effectively stranded. A heavy rain event in December 2012 led to significant flooding in multiple parts of the City. Low-lying areas face extra risk of floods related to levee breaks, ruptures or overtopping. Tidal flood waters completely submerged some streets in the University Village neighborhood in 1972.

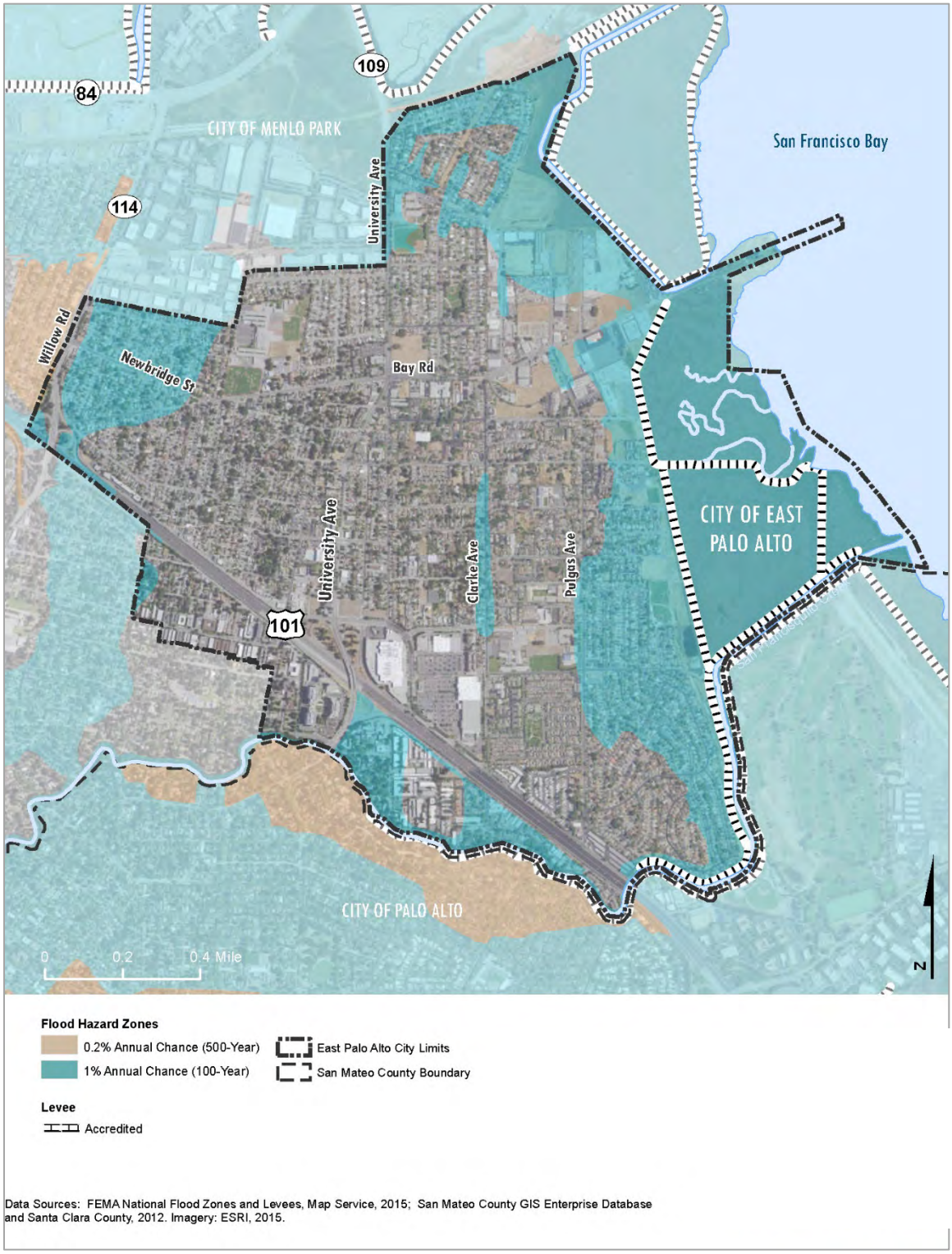
Special Flood Hazard Areas

The Federal Emergency Management Agency (FEMA) prepares a detailed technical study, known as the Flood Insurance Study, and maintains maps of floodways and floodplains for the entire United States. FEMA maps these areas on Flood Insurance Rate Maps (FIRM). A typical FIRM will show Special Flood Hazard Areas (SFHA) within reach of a 100 year flood, estimate the height of floodwaters, and delineate areas subject to high velocity wave action and a 500 year flood. Cities and other jurisdictions use FIRMs to establish zoning districts, buffers, or other regulatory requirements intended to protect people and property from flood damage and minimize the cost of physical flood control mechanisms.

As illustrated in Figure 10-3, data from the relevant FIRMs indicates that areas along the Bay and near the San Francisquito Creek face the highest flood risks during storm events and/or high tide events. Based on this analysis and past flooding incidents, the following areas within the City are particularly vulnerable to flooding:

- The Weeks and Garden Neighborhoods, east of Pulgas Avenue;
- The Woodland Neighborhood, between San Francisquito Creek and the Bayshore Freeway;
- The University Village Neighborhood, north of Notre Dame Avenue;
- The portion of the Ravenswood Employment District closest to the Baylands;
- The Kavanaugh Neighborhood; and
- The Palo Alto Park Neighborhood, west of Menalto Avenue.

Figure 10-3: Flood Hazard Zone



While approximately 49 percent of the City is currently located within a FEMA designated SFHA, sea level rise and climate change area likely to further expand the SFHA. As identified by the new preliminary FIRMs published in August 2015, 56% of the City may soon be designated as SFHA, and more by the turn of the century. The brown areas shown in Figure 10-3 have been assigned a 0.2 percent annual chance of flooding, known as a 500-year flood. While a much larger portion of the City would be inundated in such a flood, it would be a very rare event.

It is important to note that many structures inside the SFHA have a much higher than one percent probability of being flooded. For instance, some areas near San Francisquito Creek have been flooded several times in the last 60 years. It is also possible that properties outside the flood zones could be subject to flooding even though FEMA's hydrologic models do not predict such flooding. With this in mind, the City of East Palo Alto has taken great strides to alleviate hazards related to flooding.

The City has undertaken many actions and activities to avoid or reduce flood risks. These activities include the mailing of a relevant brochure to all properties in the community on an annual basis, explaining the risks and hazards related to flooding and establishing benchmarks so developers have accurate elevation figures. The City also requires more stringent building codes, such as the mandatory elevation of structures to 18 inches above the height of flood waters, which mitigate risk due to inundation. Additionally, East Palo Alto reviews the effectiveness of these activities annually, and provides FEMA a progress report each year that identifies action taken to reduce the potential for loss of life and damage to property.

FEMA rewards voluntary actions that reduce potential loss of life and damage to property in a flood by reducing flood insurance premiums. In 2012, 910 property owners in the City paid $1,060,141 for flood insurance. Due to activities undertaken by the City to alleviate potential flooding hazards, residents collectively received a yearly savings on insurance premiums of $174,927, or $191 per household.

San Francisquito Creek Joint Powers Authority

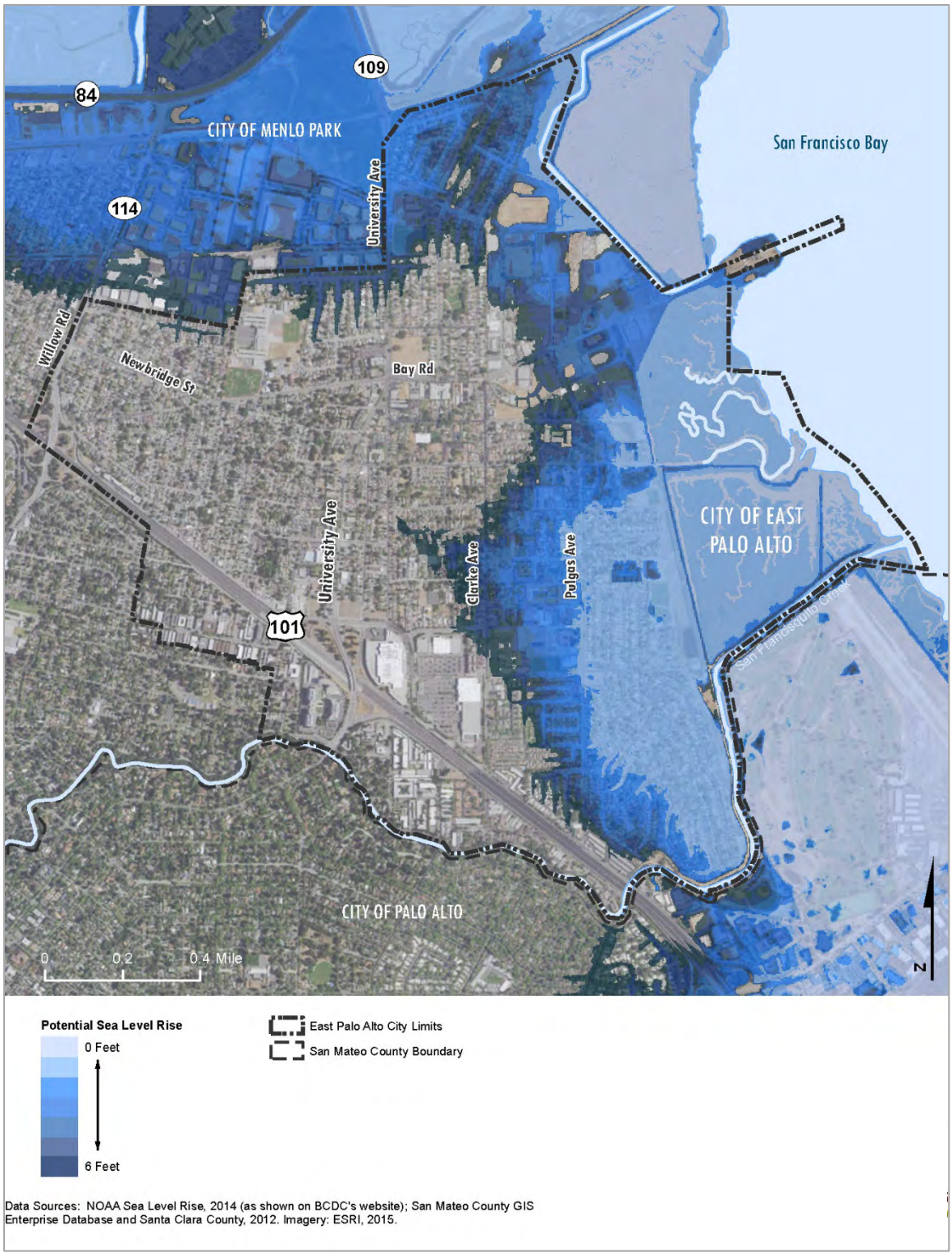
A proactive step the City has taken to reduce flooding risk involves joining with the cities Menlo Park and Palo Alto, along with the San Mateo County Flood Control District and the Santa Clara Valley Water District in a joint powers authority (JPA) intended to develop and maintain projects along the creek that reduce flood threats and benefit the environment. Formed in 1999, the JPA's first major project would improve the lower reaches of the creek, from Highway 101 to the Bay. This project would widen the creek to better convey 100 year storm flows (also taking into account high tides and up to 26 inches of sea level rise), excavate sediment from the mouth of the Bay, and construct new floodwalls.

Many Bayfront areas in and near East Palo Alto feature earthen levees intended to protect against tidal influx. Figure 10-3 shows the incomplete system which generally follows the shoreline but also upland portions of San Francisquito Creek. Notwithstanding that FEMA has accredited many of the levees along the Bayfront, SFHAs are still present throughout substantial portions of the community as noted above.

Sea Level Rise

The FIRM does not take into account potential flooding related to sea level rise. The Bay Conservation and Development Commission (BCDC) have mapped areas throughout the Bay region susceptible to inundation from potential sea level rise scenarios. Figure 10-4 shows the areas along the Central Bay West Coast that BCDC has identified as being potentially exposed to inundation related to sea level rise. Even in the low sea level rise scenario (16 inches), substantial Bayside portions of the City would be at risk of inundation if no inundation protections are implemented. The risk of damage from sea level rise could be lessened by the incomplete system of levees on Bayfront areas (see Figure 10-3). However, sea level rise will continue to be an important issue in long-range land use planning all along San Francisco Bay as well as other low-lying areas world-wide.

Figure 10-4: Sea Level Rise



Fire/Wildfire Hazards

The Menlo Park Fire Protection District (MPFPD) provides a variety of life safety related services to the entirety of East Palo Alto. These services include fire prevention, inspection, and investigation, as well as firefighting, hazardous materials response, search-and-rescue, and paramedic services. MPFPD serves a 33 square mile service area comprising the cities of East Palo Alto, Menlo Park, Atherton, and portions of unincorporated San Mateo County. MPFPD operates a station (Station 2) within East Palo Alto at 2290 University Avenue. Station 2 staff responds to approximately 2,000 incidents annually, comprising about one-quarter of all of MPFPD's annual emergency responses. More than half of annual calls are medical emergencies.

Each of MPFPD's seven stations provides at least one heavy fire engine and is continuously staffed by at least three crew members.

MPFPD reconstructed Station 2 starting in 2012 as an essential service building, meaning that it is being reconstructed to be able to withstand and continue to operate throughout any type of major emergency.

The predominant fire-related concern in East Palo Alto is structural fire. MPFPD notes that higher density occupancies and industrial structures – both of which figure prominently within East Palo Alto – are at elevated fire risk. In particular, industrial structures are at heightened risk due to the fact that many industries handle hazardous materials and fuels which, if mishandled, can result in unwanted releases.

Most people assume wildfire risks only apply in heavily forested areas. Indeed, data compiled by the State Fire Marshal indicates that most of the County's large wildfires have occurred in hilly, forested areas well to the west and north of East Palo Alto. However, though the city itself is not designated as a high fire hazard severity zone, the State Fire Marshal has identified portions of the Bay shoreline (outside city limits and populated areas) as having an elevated risk from grass fires. MPFPD has had a long-standing weed abatement program intended to minimize such risks.

While MPFPD is able to meet its response and service goals, ongoing and increasing traffic in the service area pose operational challenges, particularly along University Avenue in East Palo Alto and other nearby major routes like Willow Road and Marsh Road. In many circumstances, emergency responders must drive against the flow of traffic. The Belle Haven and east sides of East Palo Alto can be more challenging to access when traffic is congested.

Transportation Hazards: Airport Operations

Safety risks associated with airport operations comprise a distinct hazards category. Lands surrounding or near an airport have an increased risk of experiencing accidents involving aircraft.

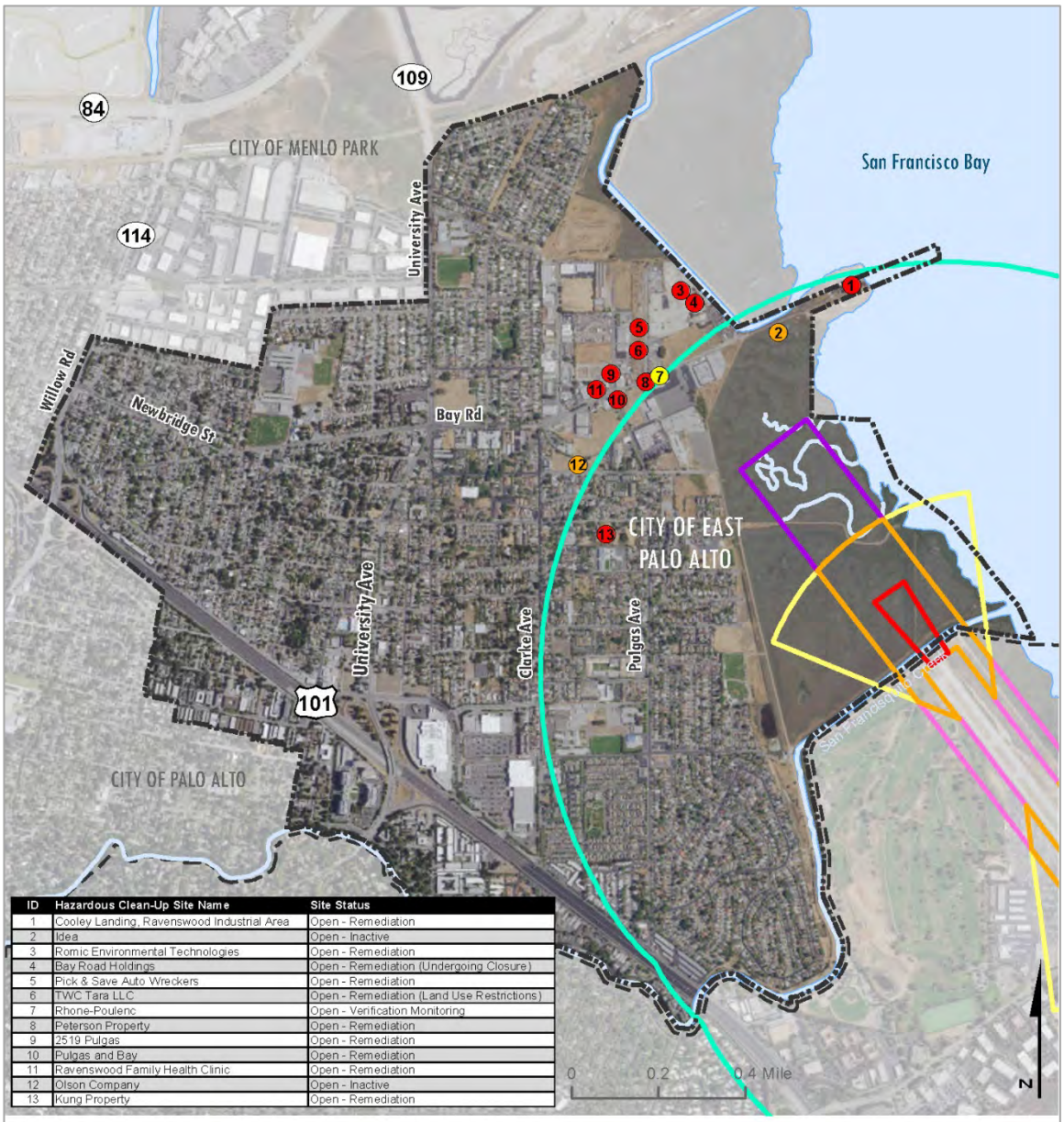
The Palo Alto Airport is a general aviation facility located just south of East Palo Alto. The airport is owned by the City of Palo Alto, but Santa Clara County will manage the airport until 2017. Airport and land use compatibility issues are overseen by the Santa Clara County Airport-Land Use Commission.

As shown in Figure 10-5, the northern edge of the airport's runway is immediately adjacent to San Francisquito Creek, which in this location serves as both City and County boundary. The County has prepared a comprehensive land use plan (CLUP) for the Palo Alto Airport, which identifies zones around the airport where land use and building height restrictions are needed to guard against potential conflicts with airport operations.

California law (Government Code 65302.3) requires that a local general plan be consistent with the applicable airport land/use plan compatibility criteria in the relevant adopted airport land use plan.

The Palo Alto Airport land use plan identifies building height restrictions (pursuant to Federal Aviation Regulations part 77) to ensure no obstructions to air navigation are created. A portion of the height restriction zone extends into the Baylands area of East Palo Alto which is commonly known as the Faber-Laumeister Tract and is part of the Don Edwards San Francisco Bay National Wildlife Refuge (Refuge). The Baylands are the only portion of East Palo Alto within the Palo Alto Airport Influence Area (AIA). This General Plan maintains the refuge in open space use. The open space designation is focused on maintaining and preserving open space and other public recreational uses. The General Plan proposes no new residential or commercial development in the

Figure 10-5: Airport Safety Zones and Hazardous Sites



ID	Hazardous Clean-Up Site Name	Site Status
1	Cooley Landing, Ravenswood Industrial Area	Open - Remediation
2	Idea	Open - Inactive
3	Romic Environmental Technologies	Open - Remediation
4	Bay Road Holdings	Open - Remediation (Undergoing Closure)
5	Pick & Save Auto Wreckers	Open - Remediation
6	TWC Tara LLC	Open - Remediation (Land Use Restrictions)
7	Rhone-Poulenc	Open - Verification Monitoring
8	Peterson Property	Open - Remediation
9	2519 Pulgas	Open - Remediation
10	Pulgas and Bay	Open - Remediation
11	Ravenswood Family Health Clinic	Open - Remediation
12	Olson Company	Open - Inactive
13	Kung Property	Open - Remediation

Palo Alto Airport Protection Zones
- Inner Safety Zone
- Outer Safety Zone
- Runway Protection Zone
- Sideline Safety Zone
- Traffic Pattern Zone
- Turning Safety Zone

Hazardous Clean-Up Sites
- Open - Inactive
- Open - Remediation
- Open - Verification Monitoring

- East Palo Alto City Limits
- San Mateo County Boundary

Data Sources: Airport Safety Zones, Santa Clara County Land Use Plan, 2008; State Water Resources Control Board, 2015; San Mateo County GIS Enterprise Database and Santa Clara County, 2012; EnviroStore, 2015; GeoTracker, 2015. Imagery: ESRI, 2015

Baylands area. Given the open space designation, there would be no navigation obstruction.

Surface Transportation/Pedestrian Safety

Surface transportation also poses risks to the safety and well-being of people. According to data compiled by the California Office of Traffic Safety, East Palo Alto ranked third out of 97 California cities surveyed for the number of pedestrian collisions per daily vehicle miles traveled. A 2007 study showed that the City experienced 74 fatal or injury causing traffic collisions. Of these incidents, 13 involved pedestrians and 17 were of a "hit and run" nature.

Hazardous Materials

As cities age and patterns of development change, former industrial properties, gasoline stations, and other parcels with land uses associated with hazardous materials (which can include agricultural uses) are often abandoned. These properties, where soils and groundwater are known or suspected to be contaminated, are often referred to as "brownfields." The threat of contamination and potential liability for cleanup costs drives developers away from brownfields and encourages growth on previously undeveloped parcels at the outskirts of urban areas. This results in the inefficient use of land, blight in older portions of cities and, most importantly, the potential for adverse health impacts to nearby residents.

Several different types of hazardous material contamination have been documented in East Palo Alto in numerous previous studies (including but not limited to the Ravenswood TOD Specific Plan EIR, the Facebook EIR, and the 1999 General Plan EIR), as shown in Figure 10-5.

The greatest concentration of affected sites is in the Ravenswood TOD Specific Plan Area, centered around Bay Road and the Cooley Landing area. This area was historically home to numerous industrial uses dating back to the 19th century. The handling, use, and disposal of hazardous materials were not as tightly regulated as they are today; consequently, many historic industrial sites are marked with moderate to substantial contamination of soils and groundwater.

PCBs, metals, petrochemicals, and other harmful materials can be found at such sites. Many of these sites are currently undergoing clean-up activities, and others have restrictions that prohibit sensitive uses like homes or schools to be placed on top.

Besides industrial sites, other documented sources of hazardous materials in the City include areas of uncontrolled fill, former gas stations (particularly if underground storage tanks leaked), and areas formerly in agricultural use. Though agricultural uses may sound relatively benign when compared to industrial uses or gas stations, former agricultural properties will often have pesticide residue in the top two feet or more of soil. In addition, buildings constructed and/or painted before the late 1970s may contain asbestos and/or lead-based paint; demolition or removal of such buildings must conform to federal and state policies to ensure the safe handling and disposal of hazardous materials.

As a result of a cluster of agricultural, heavy manufacturing, chemical manufacturing and auto wrecking uses, the City of East Palo Alto was nominated a Brownfields Showcase Community in 1997. The Gateway 101 and University Circle area brownfields were redeveloped, and now contribute significant revenue to the City's general fund. The adoption of the Ravenswood TOD Specific Plan is the first major step to remediate the City's remaining brownfields, which are clustered in the Ravenswood Employment District.

Noise

Noise is typically defined as unwanted sound and is usually objectionable because it is disturbing or annoying. Excessive noise may result in hearing loss, interference with normal activities such as sleep, speech communication, work, and recreation, or annoyance, which may impact quality of life.

The City's noise ordinance is designed to protect people from non-transportation noises sources such as music, construction activity, machinery and pumps, and air conditioners. The Noise Ordinance does not apply to railroad operation, maintenance and construction activities occurring with the Union Pacific right-of-way or the permitted hours for such activities. The ordinance also does not apply to noise generated by aircraft activity at Palo Alto Municipal Airport.

Noise from transportation activity is the primary component of the noise environment in East Palo Alto. Transportation corridors that traverse East Palo Alto, such as Highway 101; major arterial roadways, such as Willow Road, University Avenue, and Bay Road; and collector roadways, such as Clarke Avenue and Pulgas Avenue, are the predominant sources of environmental noise. Figure 10-6 shows existing noise exposure generated by traffic in East Palo Alto. Figure 10-7 shows estimated 2040 noise exposure generated by traffic in East Palo Alto, accounting for conditions resulting from new development proposed by this General Plan.

The most effective methods for mitigating transportation noise impacts on new noise-sensitive land uses involve appropriate planning, such as the site design review process and CEQA (when applicable). During these stages of the development process, potential impacts from transportation noise will be identified and mitigation measures will be required as needed to meet City noise standards. Site planning, topography and the design and construction of noise barriers (walls, berms or combination of walls/berms) are the most common methods of alleviating traffic and train noise impacts. Setbacks and buffers can also be used to achieve small noise reductions. Careful consideration should be given to proposed projects that qualify for statutory or infill exemptions in order to avoid potential noise impacts due transportation noise. The noise contour maps contained in the noise element should be reviewed by planning staff to ensure that the noise environment at a particular project site is appropriate for the proposed land use.

Aircraft activity from the Palo Alto Municipal Airport forms the primary source of noise in the eastern portion of the City, where roadway traffic noise sources are limited. This area is located below the flight path for the Palo Alto Municipal Airport. In addition to local airplane activity, overflight from jet aircraft is another source of noise associated with aircraft. Aircraft noise primarily affects people who live, work, or play in the vicinity of the airport. Bayfront areas are also home to certain animals that can be sensitive to noise. Figure 10-8 shows the aircraft noise contours generated by the Palo Alto Municipal Airport.

The Union Pacific Railroad tracks (Dumbarton Rail Corridor) are located along the northern boundary of the City. These tracks are currently not in use, although there are plans to extend commuter rail service between the Peninsula and the East Bay.

Commercial and industrial operations are the primary stationary noise sources that make a significant local contribution to community noise levels. Such uses can generate noise due to the regular operation of equipment, including fans, blowers, chillers, compressors, boilers, pumps, and air conditioning systems that may run continuously. Other intermittent sources of noise include horns, buzzers, and loading activities. In general, these stationary noise sources are often located in areas that are isolated from noise sensitive land uses. However, the possibility of sensitive development encroaching on some of these stationary noise sources remains, which could result in some land use conflicts.

Noise sources that affect sensitive receptors within the community also include commercial land uses or those normally associated with and/or secondary to residential development. These include entertainment venues, nightclubs, outdoor dining areas, gas stations, car washes, fire stations, drive-thru restaurants, air conditioning units, swimming pool pumps, residential gatherings or parties, school playgrounds, athletic and music events, and public parks. These non-transportation noise sources are local and typically only affect their adjacent neighbors.

Another source of noise in East Palo Alto relates to intermittent construction activities. Construction noise can be significant for short periods of time at any particular location as a result of public improvement projects, private development projects, remodeling, etc. The highest construction noise levels are normally generated during grading and excavation, with lower noise levels occurring during building construction.

Ground-borne Vibration

Ground-borne vibration consists of rapidly fluctuating motions or waves with an average motion of zero. In urban environments, sources of ground-borne vibration include construction activities such as pile driving and the movement of heavy equipment, light and heavy rail transit, and heavy trucks and buses. Low-level vibrations at a structure frequently cause irritating secondary vibration, such as a slight rattling of windows, doors or stacked

dishes. The rattling sound can give rise to exaggerated vibration complaints, even though there is very little risk of actual structural damage.

There are currently no active rail lines within the City of East Palo Alto; however, Union Pacific reserves the right to run freight operations on these tracks and there are plans to extend commuter rail service between the Peninsula and the East Bay as previously noted.

Ground-borne vibration would occur in areas adjacent to the rail lines when railroad trains pass through East Palo Alto. Ground vibration levels along the railroad corridor would be proportional to the speed and weight of the trains, as well as the condition of the tracks, train engine, and car wheels. Vibration levels resulting from railroad trains vary by site, but are generally perceptible within 100 feet of the tracks.

Construction activities such as demolition, site preparation, excavation, and foundation work can generate ground-borne vibration at land uses adjoining construction sites. Impact pile driving has the potential of generating the highest ground vibration levels and is of primary concern to structural damage. Other project construction activities, such as caisson drilling, the use of jackhammers, rock drills, and other high-power or vibratory tools, and rolling stock equipment (tracked vehicles, compactors, etc.) can generate substantial vibration levels in the immediate vicinity.

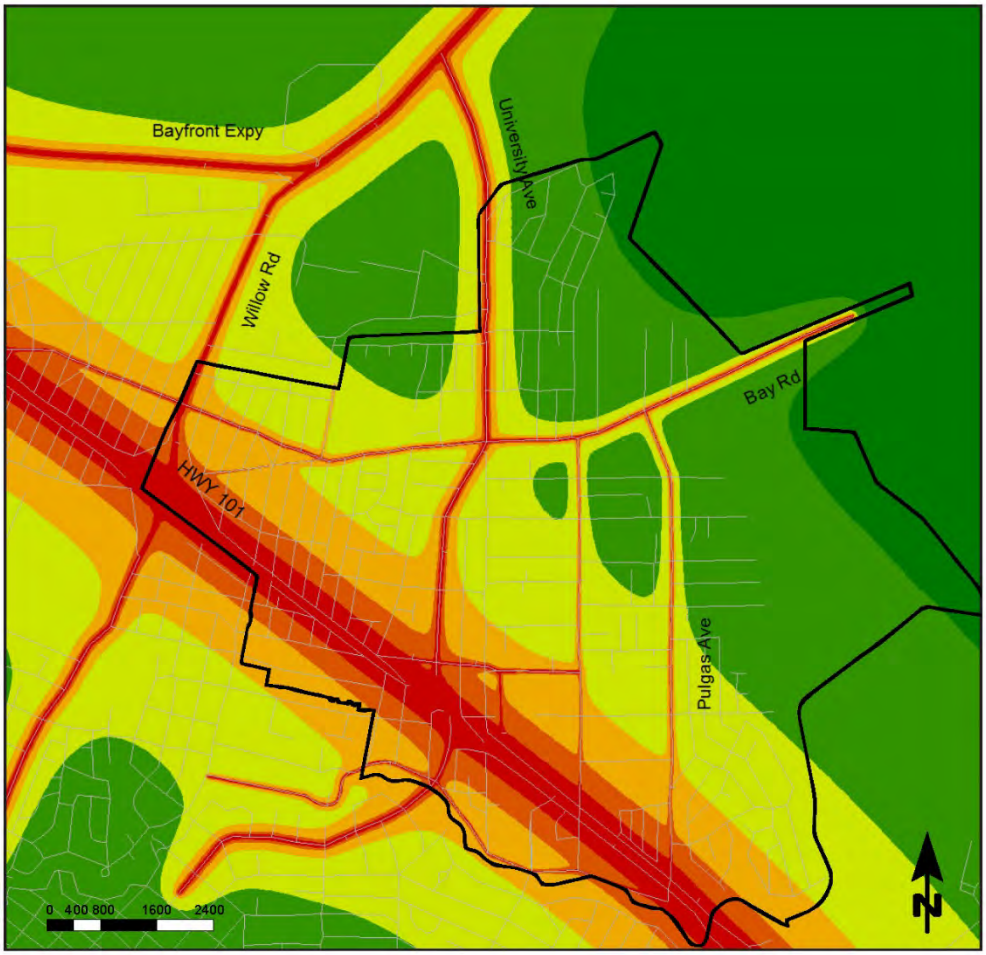
Options for Noise Reduction

Because ground transportation noise is the dominant source of noise in East Palo Alto, it is unlikely that proposed actions would cause a substantial increase in noise in the community. There is currently ongoing research on the effects of different types of pavement surfaces on the noise generated by vehicular traffic. The interaction of tires and pavement is the main source of traffic noise. The City of East Palo Alto has no jurisdiction over the noise generated by automobiles, the types of tires drivers select, etc., but the City can select the type of pavement that it uses to repave its streets. The consideration of quiet pavement surfaces in the City's repaving plans provides an opportunity to make a noticeable reduction in traffic noise along City streets in East Palo Alto.

Placing residents in proximity to non-residential land uses can result in isolated noise problems. For instance, music played at outdoor dining areas or bars can annoy adjacent residences and be a source of ongoing complaints. Other urban noise sources, such as the collection of large garbage dumpsters early in the morning, the noise of heating, ventilating, and air conditioning equipment, and outdoor maintenance activities, are all more frequent in an urban setting. The purpose for a quantitative noise ordinance is to address these types of issues. Reviewing and updating applicable City ordinances is something the City could consider in the future if the change in land use patterns results in conflicts that cannot be resolved through existing regulations.

The most common noise issue that is likely to be faced by the City can be addressed as it has been historically by evaluating land use proposals in noisy areas and incorporating noise control treatments to these projects.

Figure 10-6 - Existing (2015) Traffic Noise



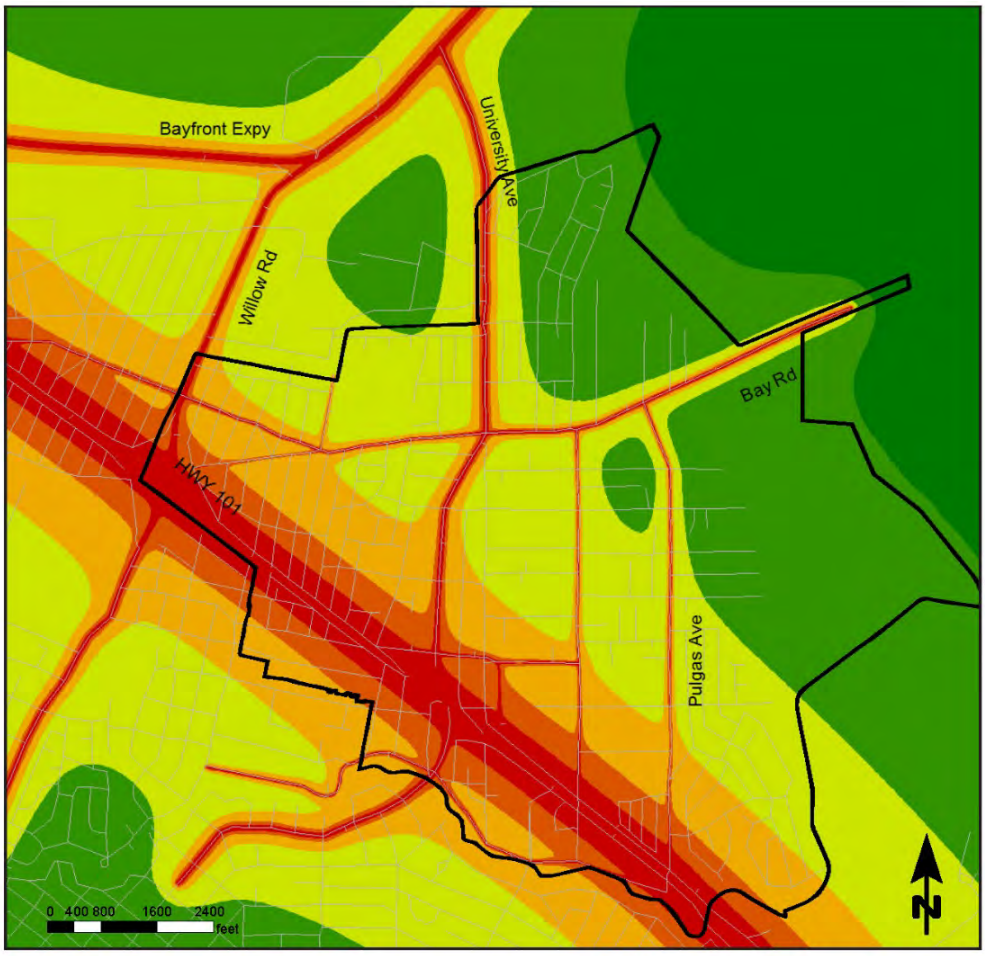
Existing Noise Levels from Vehicle Traffic along Major Roadways in decibels (dB)

East Palo Alto City Limits

- > 75 dB
- 70-75 dB
- 65-70 dB
- 60-65 dB
- 55-60 dB
- <55 dB

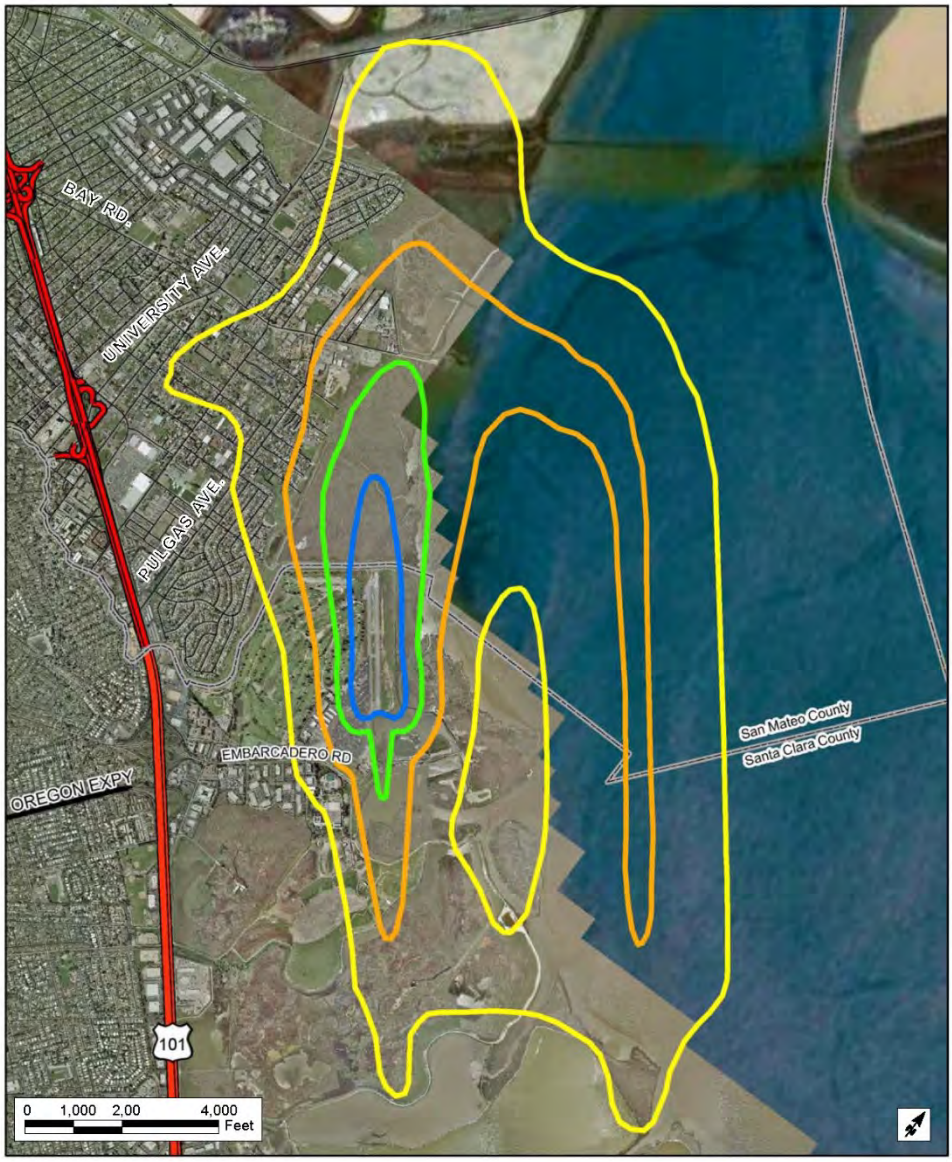
Data Source: City of East Palo Alto General Plan Update EIR Draft, Noise and Vibration Assessment, 2015.

Figure 10-7: 2040 Future Plus Project Traffic Noise Contours



Data Source: City of East Palo Alto General Plan Update EIR Draft, Noise and Vibration Assessment, 2015.

Figure 10-8: Palo Alto Airport Noise Contours



Noise Contours (CNEL)*

55 60 65 70

*Community Noise Equivalent Level (CNEL) is a method of averaging single-event noise levels occurring during a typical 24-hour day. This system is used to measure community exposure to airport noise.

Data Source: Comprehensive Land Use Plan — Palo Alto Airport, Santa Clara County Airport Land Use Commission, 2008.

Goals and Policies

Goal SN-1. **Reduce the risk to people and property from earthquakes and other geologic hazards.**

Intent: To lessen the impacts of earthquakes and geologic threats on City residents.

Policies:

1.1 **Construction requirements.** Apply the proper development engineering and building construction requirements to avoid or minimize risks from seismic and geologic hazards.

1.2 **Robust seismic guidance.** Utilize and enforce the most recent State guidance for seismic and geologic hazards when evaluating development proposals.

1.3 **Licensed geologist.** Require that a state licensed engineering geologist prepare and/or review development proposals involving grading, unstable soils, and other hazardous conditions. Incorporate recommendations of the geologist into design plans, potentially including building modifications and open space easements.

1.4 **Seismic upgrades.** Examine necessity of seismic upgrades to existing public facilities as well as existing multi-family housing constructed prior to 1971.

Goal SN-2. **Provide adequate flood control and storm drainage facilities to minimize the risk of flooding.**

Intent: To lessen the impacts of flood events on City residents by avoiding placing residents in harm's way.

Policies:

2.1 **Flood Insurance Program.** Continue to participate in the National Flood Insurance Program and FEMA's voluntary programs, such as the Community Rating System.

2.2 **Flooding related to sea level rise.** Consider expanding boundaries of development control particularly where sea level rise could worsen flooding above predicted conditions.

2.3 **Development in floodways.** Continue to control development in the floodway and floodway fringe.

2.4 **Floodplain Management Ordinance**. Continue to enforce and consider strengthening the City's Floodplain Management Ordinance.

2.5 **Location of essential public facilities.** Continue to avoid placing essential services and critical facilities in areas of elevated risk of flood. If essential services and critical facilities cannot be located outside of risk zones, ensure that facilities are constructed to appropriate standards to maintain operations during and after disaster events.

2.6 **Public buildings.** Work to enhance flood protection for essential public buildings and associated parking areas.

2.7 **San Francisquito Creek Joint Powers Authority (JPA):** Continue to work with the JPA on projects that will reduce the risk of flooding in East Palo Alto.

Goal SN-3. **Reduce the risk of fire and wildfire hazards in the community.**

Intent: To lessen the impacts of fire on City residents by decreasing likelihood of fire and improving response time.

Policies:

3.1 **Response times.** Continue to support MPFPD in helping maintain adequate emergency response times. Work with MPFPD to identify choke points to help ensure continuation of adequate emergency response in all of East Palo Alto.

3.2 **Fuel reduction strategies.** Continue to coordinate with the Mid-Peninsula Regional Open Space District and other bayfront property owners to consider implementing fuel reduction/weed abatement in areas of highest risk.

3.3 **Location of critical services and facilities.** Continue to avoid placing, essential services and critical facilities in areas of elevated risk of wildfire. If critical facilities cannot be located outside of risk zones, ensure that facilities are constructed to appropriate standards to maintain operations during and after disaster events.

3.4 **Fire Safe San Mateo County.** Continue to support Menlo Park Fire Protection District's participation in the Fire Safe San Mateo County program.

3.5 **Fire buffer zones.** Encourage property owners near hazard areas to implement and maintain buffer zones from the riskiest areas.

3.6 **Development Impact Fee.** Coordinate with MPFPD in examining an impact fee on new development in order to help ensure provision of services in the event of demand increases.

Goal SN-4. **Protect the community from public safety hazards related to aircraft, surface transportation, and hazardous materials.**

Intent: To help City residents avoid human-made hazards and maintain lives of maximum security and freedom from harm

Policies:

4.1 **Contamination.** Avoid or minimize risk to the community from exposure to contaminated soils or groundwater.

4.2 **Management of hazardous materials.** Continue to cooperate with federal, state, and county agencies to effectively regulate the management of hazardous materials and hazardous waste.

4.3 **Risk Management Plans.** Continue to cooperate with the Certified Unified Program Agency (CUPA) for East Palo Alto (the County of San Mateo Health System) and the Menlo Park Fire Protection District to administer Risk Management Plans for businesses within the City.

4.4 **Transportation safety.** Minimize transportation accidents by considering pedestrian safety in all land use planning decisions and working closely with CHP, Caltrans, SamTrans, and other relevant agencies to identify safety problems and implement corrective measures

4.5 **Airport land use plan.** Coordinate with the Santa Clara County ALUC and Palo Alto Airport Comprehensive Land Use Plan (CLUP) and consider the CLUP in making any land use decisions in airport influence area.

4.6 **Gas pipeline emergency prevention and planning.** The City shall coordinate with the Menlo Park Fire Protection District, and other local, regional, and state agencies to ensure that emergency evacuation plans are in place and any major pipelines in the community are appropriately inspected and marked to prevent accidental rupture.

Goal SN-5. **Provide efficient and effective emergency response in the immediate aftermath of a natural or human caused disaster.**

Intent: To ensure a safe and timely response by City residents and services during emergency events.

Policies:

5.1 **Community preparedness.** Reduce harm from natural hazards by promoting a culture of preparedness in the community to help residents be more responsive to seismic and flooding events when they occur. Provide public education relating to these hazards.

5.2 **Hazard mitigation planning.** Continue to participate in Local Hazard Mitigation Planning through the Association of Bay Area Governments (ABAG), San Mateo Office of Emergency Services, FEMA, and surrounding jurisdictions.

5.3 **Risk evaluation.** Encourage business and property owners to evaluate and minimize their risks to fire, flooding, and other hazards.

5.4 **Emergency access routes.** Ensure the City's designated system of emergency access routes is coordinated with regional activities for both emergency operations and evacuation.

5.5 **Fire suppression.** Ensure potable water and water for fire suppression can be available in an emergency.

5.6 **Reconstruction.** Following a major disaster, ensure expedient, sound, and equitable reconstruction of the affected community through measures such as development of a Pre-Disaster and Recovery Action Plan

5.7 **Partnerships for disasters.** Promote partnerships with government and nongovernmental agencies, including public/private partnerships, to ensure support is ready to step in after a disaster.

5.8 **Coordinated emergency response.** Ensure coordinated emergency response with the Menlo Park Fire Protection District, major transportation agencies, and adjacent jurisdictions.

Goal SN-6. **Minimize the effects of noise through proper land use planning.**

Intent: To ensure that new noise-sensitive land uses in the City are located in a compatible noise environment or adequately mitigated in order to provide a compatible exterior and interior noise environment.

Policies:

6.1 **Noise standards.** Use the Interior and Exterior Noise Standards (Table 10-1) for transportation noise sources. Use the City's Noise Ordinance for evaluating non-transportation noise sources when making planning and development decisions. Require that applicants demonstrate that the noise standards will be met prior to project approval.

6.2 **Compatibility standards**. Utilize noise/land use compatibility standards and the Noise Ordinance as guides for future development decisions.

6.3 **Noise control.** Provide noise control measures, such as berms, walls, and sound attenuating construction in areas of new construction or rehabilitation.

6.4 **Vibration impacts.** The City shall require new development to minimize vibration impacts to adjacent uses during demolition and construction. For sensitive historic structures, a vibration limit of 0.08 in/sec PPV will be used to minimize the potential for cosmetic damage to the building. A vibration limit of 0.30 in/sec PPV will be used to minimize the potential for cosmetic damage at buildings of normal conventional construction.

6.5 **Airport-adjacent land uses.** Maintain the non-residential designation for land near the airport in order to prevent new noise sensitive residential uses from being constructed in areas with excessive aircraft noise.

Goal SN-7. **Minimize transportation- and non-transportation-related noise impacts, especially on noise-sensitive land uses.**

Intent: To maintain and improve the noise environment at noise-sensitive land uses throughout the City.

Policies:

7.1 **Noise ordinance.** Continually enforce and periodically review the City's Noise Ordinance for adequacy (including requiring construction activity to comply with established work schedule limits). Amend as needed to address community needs and development patterns.

7.2 **CEQA acoustical analysis.** Require an acoustical analysis to evaluate mitigation measures for noise generating projects that are likely to cause the following criteria to be exceeded or to cause a significant adverse community response:

- Cause the Ldn/CNEL at noise-sensitive uses to increase by 3 dBA or more and exceed the "normally acceptable" level.

- Cause the Ldn/CNEL at noise- sensitive uses to increase 5 dBA or more and remain "normally acceptable."

7.3 **Highway noise barriers.** Require that noise barriers are included in the design of roadway, freeway and rail improvements to mitigate significant noise impacts. Support efforts by Caltrans and other transportation providers to provide acoustical protection for noise sensitive development (especially along Highway 101).

7.4 **Vehicle noise standards.** Coordinate with the California Highway Patrol and other law enforcement agencies to enforce noise standards for cars, trucks, and motorcycles.

7.5 **Traffic and truck noise.** Regulate traffic flow to enforce speed limits to reduce traffic noise. Periodically evaluate and enforce established truck and bus routes to avoid noise impacts on sensitive receptors.

7.6 **Coordination with Airport Land Use Commission.** Work with the Santa Clara County Airport Land Use Commission and the Palo Alto Airport to reduce aircraft noise in East Palo Alto.

7.7 **Site design review.** Utilize site design review to identify potential noise impacts on new development, especially from nearby transportation sources. Encourage the use of noise barriers (walls, berms or landscaping), setbacks and/or other buffers.

7.8 **Quiet asphalt.** Consider a "quieter" pavement that also meets other criteria established by the City for pavements for use in resurfacing roadways. Encourage its use in future capital projects.

7.9 **Noise barriers along future rail.** Should commuter rail service or other significant intensification of rail use be initiated, the City shall require that Union Pacific construct noise barriers adjacent to existing unprotected residential areas near the rail line.

7.10 **Airport noise.** Work with regional partners to minimize general aviation and commercial airport noise over East Palo Alto.

7.11 **Construction noise.** The City shall require that contractors use available noise suppression devices and techniques and limit construction hours near residential uses. Reasonable noise reduction measures shall be incorporated into the construction plan and implemented during all phases of construction activity to minimize the exposure of neighboring properties. The City considers significant construction noise impacts to occur if a project located within 500 feet of residential uses or 200 feet of commercial or office uses would:

- Involve substantial noise generating activities (such as building demolition, grading, excavation, pile driving, use of impact equipment, or building framing) continuing for more than 12 months.

For such large or complex projects, a construction noise logistics plan that specifies hours of construction, noise and vibration minimization measures, posting or notification of construction schedules, and designation of a noise disturbance coordinator who would respond to neighborhood complaints will be required to be in place prior to the start of construction and implemented during construction to reduce noise impacts on neighboring residents and other uses. A typical construction noise logistics plan would include, but not be limited to, the following measures to reduce construction noise levels as low as practical:

- Limit construction activity to weekdays between 7:00 am and 7:00 pm and Saturdays and holidays between 9:00 am and 7:00 pm, with no construction on Sundays;
- Utilize 'quiet' models of air compressors and other stationary noise sources where technology exists;
- Equip all internal combustion engine-driven equipment with mufflers, which are in good condition and appropriate for the equipment;
- Locate all stationary noise-generating equipment, such as air compressors and

portable power generators, as far away as possible from adjacent land uses;

- Locate staging areas and construction material areas as far away as possible from adjacent land uses;
- Prohibit all unnecessary idling of internal combustion engines;
- If impact pile driving is proposed, multiple-pile drivers shall be considered to expedite construction. Although noise levels generated by multiple pile drivers would be higher than the noise generated by a single pile driver, the total duration of pile driving activities would be reduced;
- If impact pile driving is proposed, temporary noise control blanket barriers shall shroud pile drivers or be erected in a manner to shield the adjacent land uses. Such noise control blanket barriers can be rented and quickly erected;
- If impact pile driving is proposed, foundation pile holes shall be pre-drilled to minimize the number of impacts required to seat the pile. Pre-drilling foundation pile holes is a standard construction noise control technique. Pre-drilling reduces the number of blows required to seat the pile. Notify all adjacent land uses of the construction schedule in writing;
- Designate a "disturbance coordinator" who would be responsible for responding to any local complaints about construction noise. The disturbance coordinator will determine the cause of the noise complaint (e.g., starting too early, bad muffler, etc.) and will require that reasonable measures warranted to correct the problem be implemented; and
- Conspicuously post a telephone number for the disturbance coordinator at the construction site and include it in the notice sent to neighbors regarding the construction.

Goal SN-8. **Coordinate land use planning to prevent new odor complaints.**

Intent: To avoid conflicts related to bad odors, especially between incompatible uses.

8.1 Identify potential for odor complaints. Use BAAQMD Odor Screening Distances or City-specific screening distances to identify odor potential. Evaluate odors from sources within these screening distances based on odor potential, wind conditions, setback distance and receptor type.

8.2 Odor sources. Prohibit new sources of odors that have the potential to result in frequent odor complaints unless it can be shown that potential odor complaints can be mitigated.

8.3 Sensitive receptors near odor sources. Prohibit sensitive receptors from locating near odor sources where frequent odor complaints would occur, unless it can be shown that potential odor complaints can be mitigated.

Table 10-1. Interior and Exterior Noise Standards

Land Use	Noise Standards[1]	
	Interior[2, 3]	Exterior
Residential – Single family, multifamily, duplex, mobile home	CNEL 45 dB	CNEL 65 dB[4]
Residential – Transient lodging, hotels, motels, nursing home, hospitals	CNEL 45 dB	CNEL 65 dB[4]
Private offices, church sanctuaries, libraries, board rooms, conference rooms, theaters, auditoriums, concert halls, meeting halls, etc.	Leq(12) 45 dB(A)	-
Schools	Leq(12) 45 dB(A)	Leq(12) 67 dB(A)[5]
General offices, reception, clerical, etc.	Leq(12) 50 dB(A)	-
Bank lobby, retail store, restaurant, typing pool, etc.	Leq(12) 55 dB(A)	-
Manufacturing, kitchen, warehousing, etc.	Leq(12) 65 dB(A)	-
Parks, playgrounds	-	CNEL 65 dB[5]
Golf courses, outdoor spectator sports, amusement parks	-	CNEL 70 dB[5]

Notes:

1. CNEL: Community Noise Equivalent Level; Leq (12): The A-weighted equivalent sound level averaged over a 12-hour period (usually the hours of operation).
2. Noise standard with windows closed. Mechanical ventilation shall be provided per UBC requirements to provide a habitable environment.
3. Indoor environment excluding bathrooms, toilets, closets, and corridors.
4. Outdoor environment limited to rear yard of single family homes, multifamily patios, and balconies (with a depth of 6' or more) and common recreation areas.
5. Outdoor environment limited to playground areas, picnic areas and other areas of frequent human use.

Source: Title 24, California Code of Regulations

11. Westside Area Plan

Overview

The Westside Area Plan provides a detailed vision, guiding principles, and goals and policies for the Westside area of East Palo Alto. It focuses on tools to preserve a stock of affordable housing and improve the quality of life for residents. Topics addressed include land use and development policies, transportation, infrastructure and housing. This is a stand-alone chapter of the General Plan and the goals and policies located herein shall be consistent with the General Plan's other Elements.

Statutory Requirements

This chapter is not required by law, but addresses an area within the City's boundaries that is facing critical issues including development pressure, loss of affordable housing and infrastructure deficiencies.

Issues and Opportunities

Geography

The Westside area – shown in Figure 11-1 – is bounded by Highway 101 to the northeast, San Francisquito Creek and the City of Palo Alto to the southwest, and a meandering boundary line shared with Menlo Park to the west and northwest. The Westside area encompasses 107 acres, approximately eight percent of the City's land area but has a relatively high population density, containing 22 percent of East Palo Alto's residents. The neighborhood is geographically isolated from the rest of East Palo Alto by Highway 101 and from Palo Alto by San Francisquito Creek. Highway 101 is a significant barrier for Westside residents as it is dangerous to cross for pedestrians who would wish to access services, retail, and community facilities elsewhere in the City. In fact, there are only six ways in or out of Westside: West Bayshore Road to the southeast, Newell Bridge across the San Francisquito Creek to Palo Alto, University Avenue through the center of the neighborhood, Woodland Ave to the southwest, and either East O'Keefe Street or Donohoe Street into the east side of the Willows neighborhood.

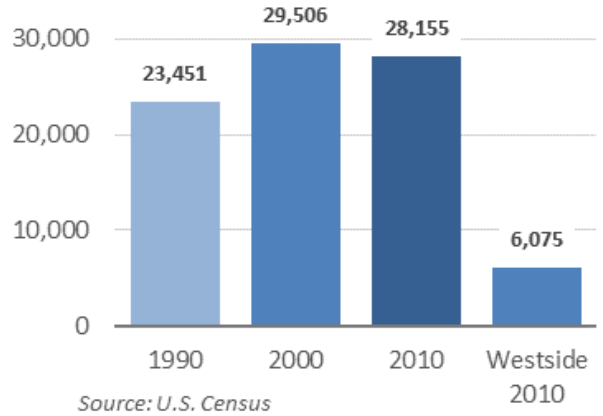
Figure 11-1: Westside Area

Population/Demographics

With 6,075 residents, the Westside contains approximately one fifth of East Palo Alto's total population (see Figure 11-2), even though it is less than one-tenth of the City's land area. This greater population density is due to the multi-family housing stock abundantly present throughout the neighborhood.

Overall, the Westside has a similar proportion of children as the rest of East Palo Alto, but noticeably fewer residents over 65, indicating a younger population. The ethnic composition of the Westside is essentially the same as the rest of the City, with Hispanic/Latino residents comprising the majority (68%). However, there are substantially more Spanish speakers who are not fluent in English residing in the Westside (48%) compared with 34 percent of the City as a whole. The only other noticeable difference is the greater rate of White residents (12%) compared to six-percent citywide. In fact, there are several block groups in the Westside where White residents are the majority ethnic group, something that occurs nowhere else in the City, underscoring the West side's ethnic diversity.

Figure 11-2: Population Count



Source: U.S. Census

Generally, Westside residents have a greater level of educational attainment, with 37 percent of residents holding an Associates or Bachelor's degree compared to only 20 percent citywide. Presumably this contrast is due the presence of students attending nearby Stanford University. However, in the Westside, there are noticeably fewer 15 to 17 and 18 to 19-year-olds enrolled in school compared to the rest of the City. Incomes on the Westside are slightly lower than average City incomes ($46,401 vs. $50,137), owing mainly to a smaller proportion of residents earning more than $75,000.

Existing Land Use

The Westside has a different mix of uses than the rest of the City. As is shown in Table 11-1 and Figure 11-3, land use on the Westside is predominantly residential, accounting for 81 percent of the land area. Of the residential land uses, multi-family housing accounts for the greatest land area by far at 48 percent of the total land area in the Westside. Comparatively, the vast majority of the City's multi-family uses are located on the Westside. There are several pockets of extremely dense development, upwards of 60 and 70 dwelling units per acre (du/a), shown in Figure 11-4. These areas are along the southern part of East O'Keefe Street, and within the superblock bounded by Cooley Ave, Newell Rd, Woodland Ave, and West Bayshore Rd. In addition to residential uses, there are eight acres of office use and one acre of commercial use on the Westside. These uses are found in the University Circle area and include the Four Seasons Hotel and three 6-story office buildings. There are also a few retail uses spread throughout the Westside including two convenience stores, a laundromat and a small number of restaurants. There are approximately six acres of vacant land in the Westside.

Table 11-1: Existing Land Use - Westside

Land Use	Acres	%
Residential - Mobile Home	1	1%
Residential - Single Family	14	13%
Residential – Duplex/Fourplex	21	19%
Residential - 5 or more Units	51	48%
Commercial	1	1%
Lodging	3	3%
Office	8	8%
Institutional or Public Facilities	1	1%
Light Industrial	1	1%
Baylands and Marshland	0	0%
Parks & Recreation Facilities	0	0%
Parking	0	0%
Vacant Land	6	6%
Total	**107**	100%

Source: East Palo Alto GIS, 2013

Figure 11-3: Existing Land Use

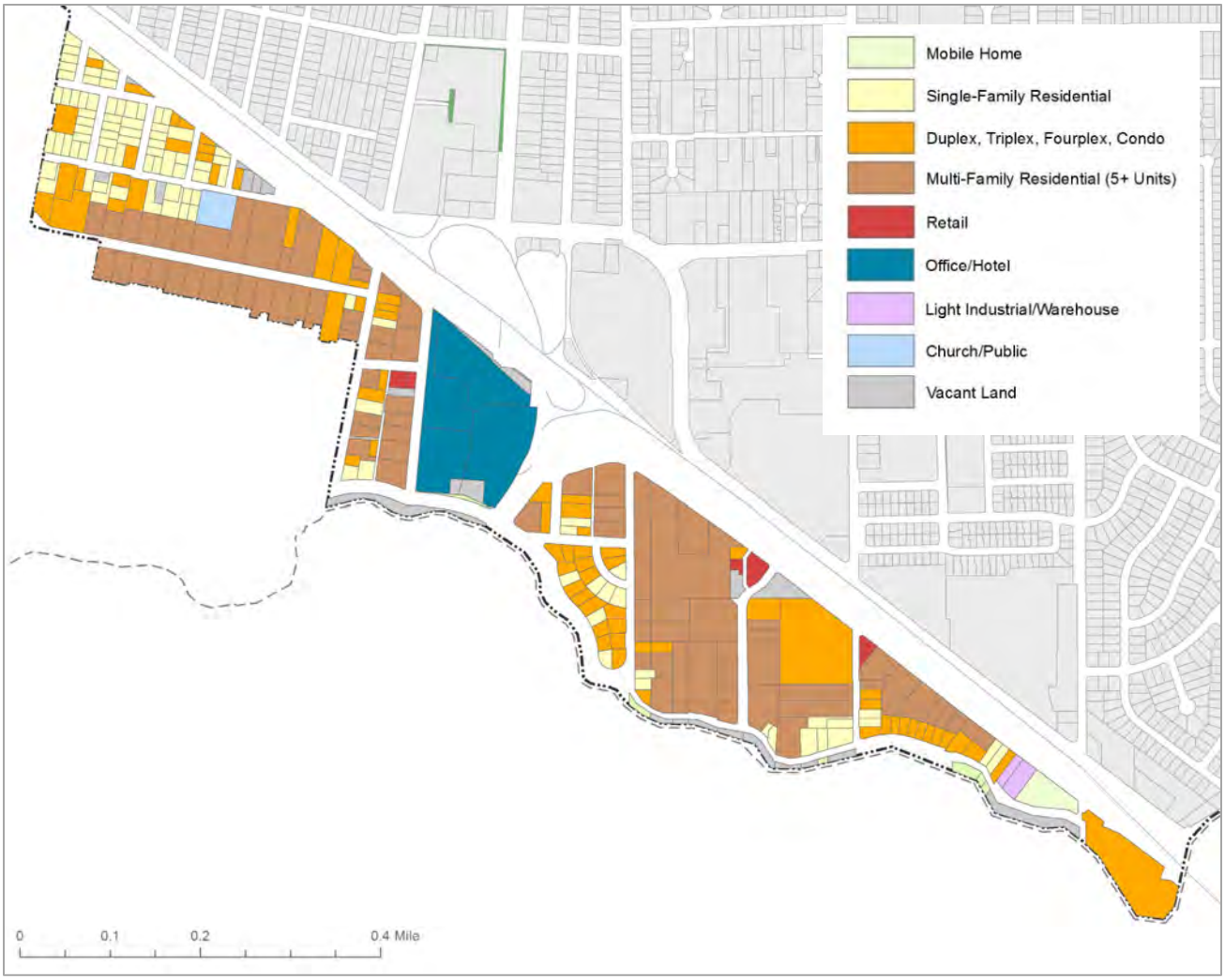


Figure 11-4: Existing Density (du/acre)

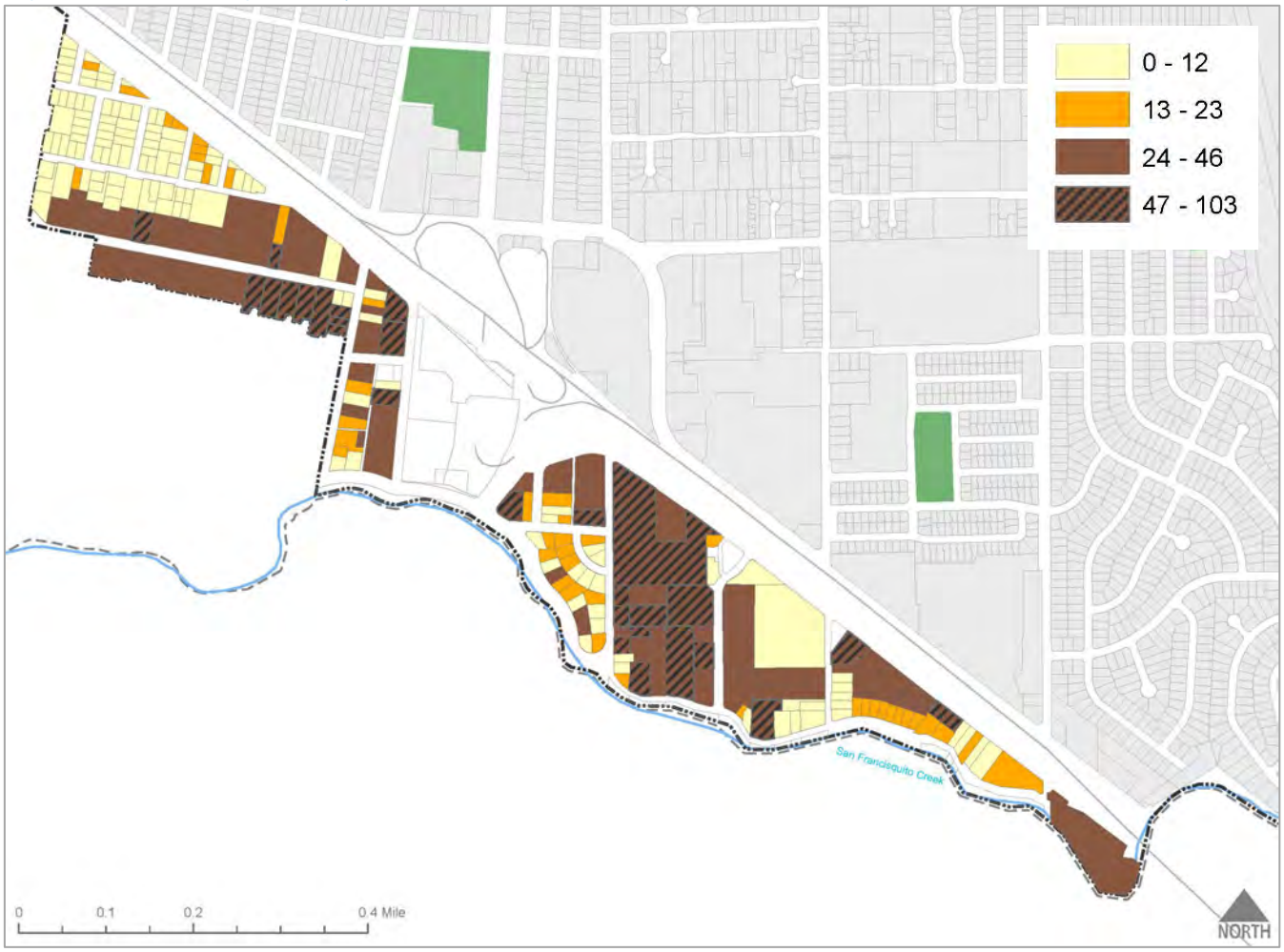
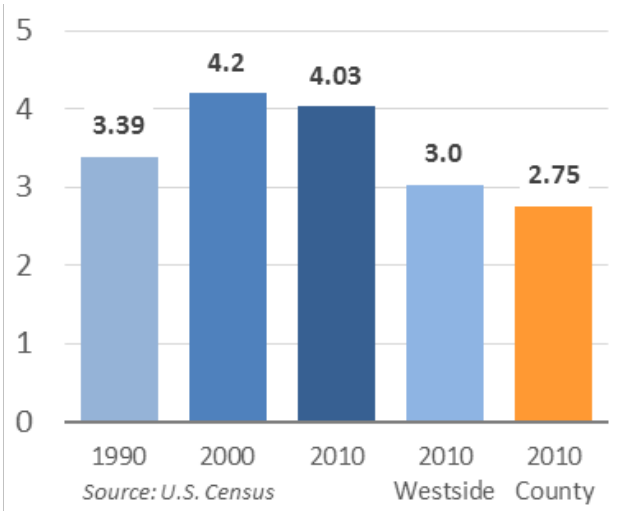


Figure 11-5: Household Size



Housing

The Westside contains the majority of the City's multifamily housing stock (77%) and rent-controlled rental housing (95%), much of which is owned by one owner. Currently, there are 2,700 total residential units on the Westside, and 2,185 of those are subject to the Rent Stabilization Ordinance (80% of units are rent-controlled).

Household size on the Westside is noticeably smaller than in the rest of the City (three members per household instead of the City average of four, as shown in Figure 11-5). Westside has a higher proportion of one-person households than the rest of East Palo Alto; single person households account for 37 percent of the Westside, compared to 21 percent Citywide.

Compared to the rest of East Palo Alto and the surrounding area, the Westside has a much larger proportion of housing structures with five or more units. Three-quarters (74%) of the buildings on the Westside have 5 or more units compared to only 35 percent Citywide (see Table 11-2).

Over 80 percent of units are renter-occupied, significantly higher than the average in the rest of East Palo Alto as well as the surrounding cities. This illustrates how the Westside's multi-family rental housing serves a unique niche in the local market.

Table 11-2: Building Units by Type

	City	Westside
S.F. Detached	4,190 (54%)	378 (14%)
S.F. Attached	388 (5%)	189 (7%)
2, 3, or 4 units	310 (4%)	135 (5%)
5 or more units	2,715 (35%)	1,998 (74%)
5 to 9 units	233 (3%)	297 (11%)
10 to 19 units	465 (6%)	216 (8%)
20 + units	2,017 (26%)	1,485 (55%)
Mobile Home	155 (2%)	10 (0%)
Total	7,759	2,700

As far as the characteristics of the rent-controlled units, they are mostly affordable to low income [50%-80% of Average Median Income (AMI), or $50,601 to $80,960] and very low income families (30-50% AMI, or $30,361 to $50,600).

Figure 11-6 illustrates the full break-down of unit prices. At present, market rents are also affordable to low income households. Turnover is extremely high with 75% living in their unit for 4 years or less, which, during extremely tight housing markets, blunts the effectiveness of rent control. Also, as shown in Figure 11-8, the majority of buildings were built prior to 1970, with most buildings dating back to the 1960s or even 1950s. Only a handful of modern condominium developments were built in the last twenty years.

Figure 11-6: Affordability of Units

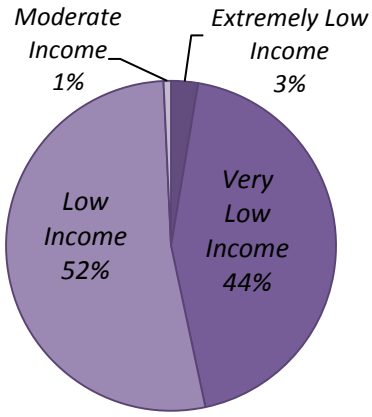


Figure 11-7: Existing Units

Figure 11-8: Age of Structures

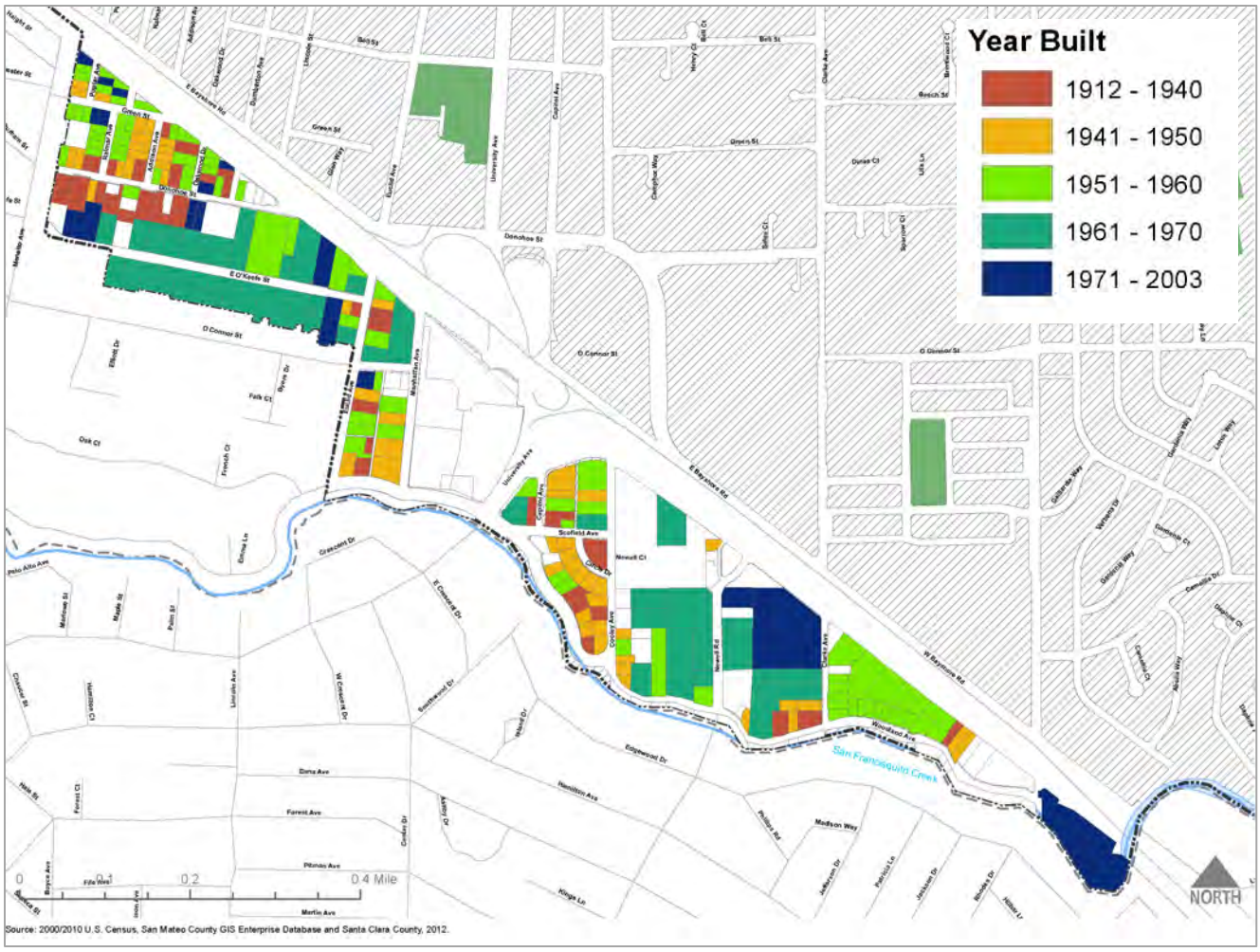


Table 11-3: Number of Overcrowded Units			
		Citywide	Westside
Owner	Not overcrowded	79%	99%
	Overcrowded	19%	0%
	Extremely overcrowded	2%	0%
Renter	Not overcrowded	60%	58%
	Overcrowded	18%	19%
	Extremely overcrowded	22%	23%

One-fifth of the rental units on the Westside are "extremely overcrowded," meaning that there are more than 1.5 people per room. However, owner-occupied units on the Westside show little to no overcrowding, reflecting a significant disparity in lifestyles.

Urban Design and Character

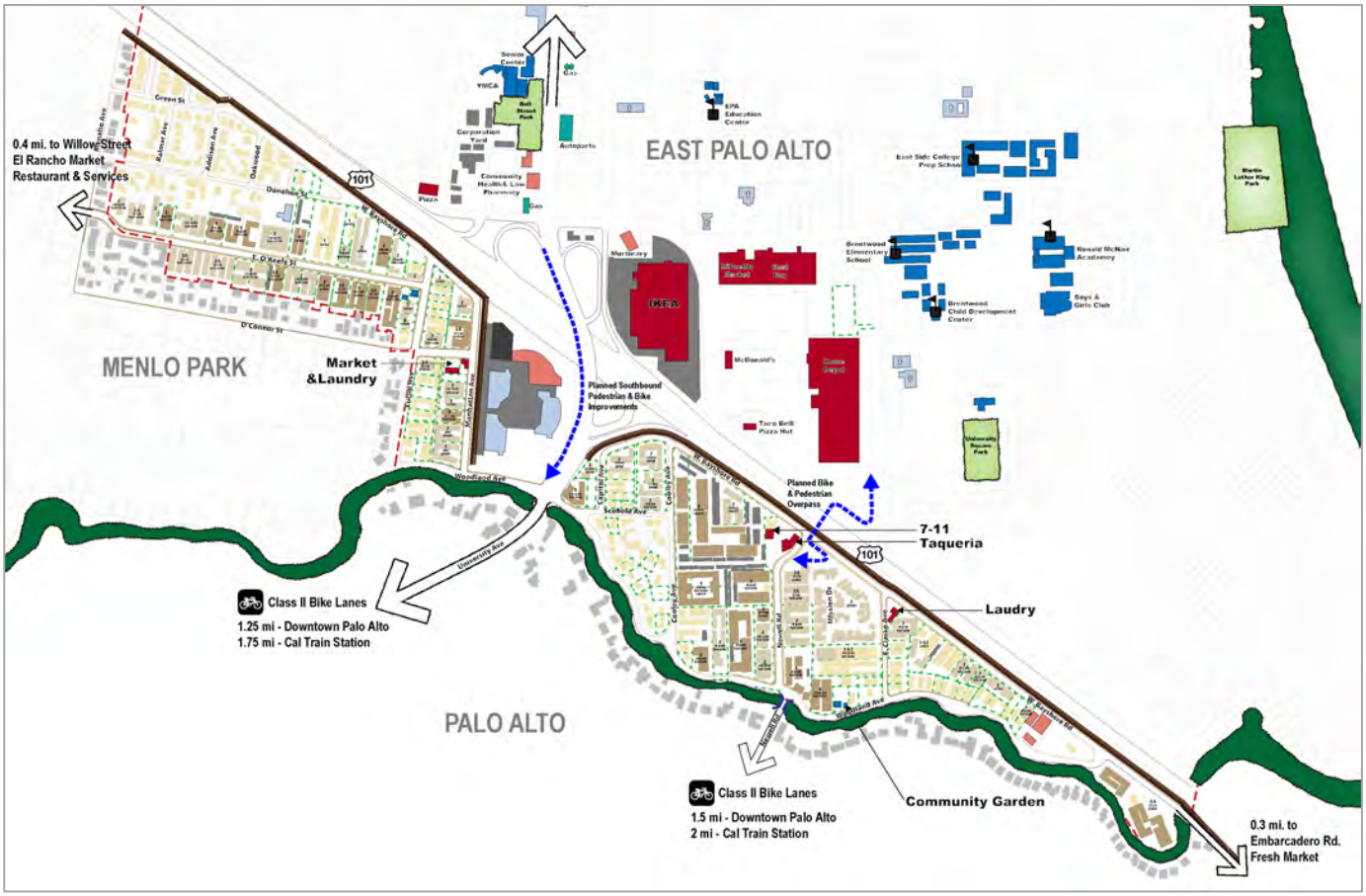
The character of the Westside is generally dominated by the University Circle hotel and office development. The five to six story office project is one of the most prominent developments along the Highway 101 corridor and creates a strong gateway to Palo Alto while it hides the neighborhood behind it. South of University Avenue, the neighborhood is also hidden from public view behind an unassuming three-story apartment complex and the dense growth along the San Francisquito Creek. While being very prominent on Highway 101 and University Avenue, the University Circle project is set back from the street and buffered by landscaping and surface parking along both University and Woodland Avenues. The setback nature of the project and the walls created by the structured parking on Manhattan Avenue sets the project off from the rest of the Westside neighborhoods.

The structure and development pattern of the Westside, outside of the recently developed University Circle project, follows historical patterns of development. Prior to the construction of Highway 101, in the Willows neighborhood, O'Connor Street and Donohoe Street fed into the retail core on University Avenue with single-family homes with orchards behind. During a period of strong growth, O'Keefe Street was added between the streets, and multi-family housing was developed in the open orchard land. The area south of University Avenue had much less development prior to the construction of Highway 101 and consisted of houses located along Woodland Avenue and mainly agricultural lands east of Cooley Avenue. When the agricultural lands developed, Newell Road was extended to Bayshore Road. West of Cooley Avenue, a single-family neighborhood extended to the previous alignment of University Avenue. This neighborhood largely remains intact and has been in-filled with a variety of multi-family apartment projects.

Building Form and Character

The building types on the Westside are a mix of single-family homes and two-to-three story multi-family buildings, as shown on Figure 11-9. The multi-family buildings are a mix of tuck-under or podium buildings with a few larger developments that have surface parking, and a few alley-loaded developments. The quality of the buildings and associated open space varies greatly from property to property. Some projects have considerable open space, including shared courtyards and pools. Some projects have virtually no common open space but include larger covered private balconies. Recently, much of the multi-family housing has been cosmetically updated with fresh paint.

Figure 11-9: Existing Building Types



Transportation

The Westside neighborhood has the highest percentage of zero vehicle households in the City. While nine percent of all households in East Palo Alto have no access to a vehicle, approximately 13 percent of households in the Westside are zero vehicle households. Significantly higher densities in the Westside may hide this trait and suggest that the area is primed for enhanced transit service and improved bicycle and pedestrian facilities.

Roadways and Streetscapes

University Avenue is the only arterial providing direct access to the Westside, connecting to the rest of East Palo Alto to the east of Highway 101, and to the city of Palo Alto to the west. West Bayshore and Woodland Avenue are classified as collector streets, while all other streets in the neighborhood are local streets.

Traffic passing through the neighborhood is highest on University Avenue, which serves an estimated volume of over 25,000 vehicles per day, consistent with typical volumes for many four-lane arterial streets. Woodland Avenue provides direct access to the Westside from University Avenue, and carries relatively low volumes of traffic, serving an estimated volume of up to about 11,000 vehicles per day on the short segment immediately north of University Avenue.

The streets in the Westside north of University Avenue were developed under prior County jurisdiction and have not been completed with curbs/gutters and sidewalks. East O'Keefe Street is wider and has sidewalks on each side of the street, and lighting and power lines as well. Manhattan Avenue and Euclid Avenue are fully constructed, with curb, gutter and sidewalks. Donohoe Street, Green Street, and other side streets (Oakwood Drive, Addison Avenue and Ralmar Avenue) have not been fully improved with new curbs and gutters; they have only limited sidewalks and street lighting. Similarly West Bayshore Road has not been improved with sidewalks, curb and gutter.

The variation of the streetscapes changes the character of the neighborhood, making for a more rural, or less urban, quality to the neighborhood. Though this could be considered positive, it makes walking and biking potentially more dangerous, with narrow driveways, and no designated pedestrian or bike pathways. The lack of lighting also makes security and safety a greater issue as lighting of the street is limited by tree coverage that blocks light from taller posts.

Figure 11-10: Sidewalk Gaps

South of University Avenue, a similar pattern exists. West Bayshore Road, Cooley Avenue, Newell Road and Clarke Avenue are mostly improved, while Woodland Avenue along the creek, and Scofield and Capitol Avenues are not completed. The condition of the streets has the single greatest effect on the "feel" or character of the area.

Bicycle and Pedestrian Network

As shown in Figure 11-10, the majority of streets in the Westside lack sidewalks. However, various pedestrian improvement plans exist, the largest of which is the planned bicycle/pedestrian crossing of Highway 101, which will likely be built at West Bayshore and Newell Road. On the Westside, the City is also considering construction of a bicycle/pedestrian cut-through path connecting Capitol Avenue to University Avenue via a small Caltrans right-of-way.

The intersection of University Ave and Woodland Street has been particularly hazardous for pedestrians, with over 30 collisions recorded during the five-year span between 2007 and 2011.

As with pedestrian infrastructure, bicycle infrastructure is also severely limited in the Westside. The only existing routes are Class II lanes on University Avenue (which end abruptly at the Highway 101 overpass), though planned new infrastructure includes the striping of lanes on the University Avenue overpass and the new bicycle/pedestrian crossing of Highway 101. The lack of bicycle facilities within and adjacent to the Westside likely contributes to the rate of bicycle collisions in the city, particularly at the University Avenue and Donohoe Street intersection just outside of the Westside, where the Class II bicycle lanes along University end as they cross Highway 101. Completing the bicycle lanes over Highway 101 will help provide a connected, safe bicycle route along the whole length of University Avenue.

Transit Network

There is a lack of public transit throughout the Westside. Service by SamTrans and AC Transit is limited to lines along University Avenue (see Figure 11-11), which may require a lengthy walk for residents at the southernmost and northernmost ends of the Westside neighborhood. In addition, access to transit stops on University Avenue is not ideal, due to gaps in the sidewalk network and barriers to direct pedestrian access approaching University Avenue.

Figure 11-11: Transit Network

Parking

On-Street Parking Supply

There is a significant parking problem on the Westside. This is as a result of limited on-street parking and relatively few off-street parking spaces given the number of dwelling units or the number of residents (on average) per unit. Parking is most difficult to find in the evenings and this problem is exacerbated by ordinances in both Palo Alto and Menlo Park restricting overnight parking to residents living in their respective neighborhoods.

On-street parking is permitted in the residential portions of the Westside. However, on-street parking is not permitted adjacent to the commercial development on street segments adjacent to newer commercial development to the north of University Avenue, accessed from Woodland Avenue.

Some of the on-street parking supply is informal, in unmarked spaces and along streets that lack curbs. Table 11-4 describes the current Westside supply of on-street parking by type. There are an estimated 1,076 on-street parking spaces on the Westside.

Table 11-4: On-Street Parking Supply in Westside Neighborhood, by Type

On-Street Parking Type	On-street parking capacity (number of vehicles)
Parallel Informal	352
Parallel Curbed	594
Perpendicular Informal	99
Perpendicular Curbed	31
Total	**1,076**

On-Street Parking Demand

Based on observations, the on-street parking supply within the Westside area is mostly occupied during mid-day hours, while off-street parking supply appears to be underutilized. In addition, the unregulated nature of the on-street parking supply – which has no time limitations – contributes to the high occupancy rate and low rate of turnover.

Off-Street Parking Supply

The off-street parking in the Westside is mostly in surface lots or the garages of apartment complexes, with an estimated supply of approximately one parking space per dwelling unit. There are approximately 2,113 registered regulated rental units on the Westside, 85 percent of which (1,790) are owned by Equity Residential. These 1,790 apartments include 1,704 off-street parking spaces, suggesting a roughly 1:1 ratio of parking spaces per unit. Using this logic, approximately 2,011 off-street spaces exist on the Westside.

Total Westside Residential Parking Supply

Total parking supply within the residential portions of the Westside neighborhood is estimated to be approximately 3,087 spaces – thus a total parking supply of 1.5 parking spaces per dwelling unit (based on 2,113 existing dwelling units and 1,076 on-street parking spaces).

Parks and Public Facilities

There are no public parks or community facilities in the Westside, despite the large number of residents living in the area. Westside residents typically use parks and other community in adjacent jurisdictions or travel over Highway 101 to access parks in East Palo Alto. In order to provide an average of 1.5 acres of park space per 1,000 residents, an additional nine acres of parks and open space would be required in the Westside.

Guiding Principles

The Guiding Principles listed below summarize the vision and direction for the future of the Westside. These Guiding Principles were developed by the Westside Area Plan Advisory Committee, in coordination with the public at advisory committee meetings and Town Hall public workshops.

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 with a similar size unit, with similar amenities, at comparable rents.

2) **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.

3) **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 such as the Newell Bridge replacement and other creek-related projects.

4) **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.

5) **Maintain diversity.** Over time, the Westside should continue to serve and enhance the lives of the diverse population that currently resides in the area.

6) **Promote diverse ownership.** Over time, the Westside should transition from having a single, majority property owner to ownership by a larger number of property owners. If possible, homeownership by existing Westside and East Palo Alto residents should be encouraged.

7) **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.

8) **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 including families, young professionals, and seniors.

9) **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 identity with the rest of East Palo Alto.

10) **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.

11) **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.

12) **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, plazas, community centers, retail and restaurants.

13) **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.

14) **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.

Goals and Policies

This section provides the goals and policies for the Westside of the City of East Palo Alto. The goals and policies are intended to complement the citywide goals and policies found in the Plan.

Goal W-1. **Prevent displacement and preserve affordable housing.**

Intent: To avoid displacement and preserve affordable housing by continuing to provide housing in the Westside for a diverse array of income levels and demographics, while protecting the existing supply of affordable housing and improving the quality of housing for those who live in the Westside.

Policies:

1.1 **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.

1.2 **No net loss in housing.** Require 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 (also see Policy 3.3).

1.3 **Home ownership.** Encourage a mix of home ownership and rental housing on the Westside.

1.4 **Diversity of housing types.** Encourage a diversity of housing types in the Westside such as large apartments, walk-up apartments, stacked flats, townhomes, live-work housing, fourplexes, triplexes and duplexes.

1.5 **Diversity of unit sizes and types.** Encourage a 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.

1.6 **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.

1.7 **Funding for affordable housing.** Continually seek new local funding sources for publicly-supported, income-restricted affordable housing.

1.8 **Maintain a viable Rent Control program.** Maintain a financially solvent Rent Stabilization Program even if units are removed from the program through new development.

Goal W-2. **An equitable, inclusive, and constructive Community Process.**

Intent: To ensure that the community is represented, consulted, and respected in any future planning and development process on the Westside.

Policies:

2.1 **Outreach and participation.** Ensure ongoing participation in the decision-making process for the Westside.

2.2 **Westside Advisory Committee.** For future master planning and other long range planning process, develop an advisory committee that reflects the diversity of residents and business interests.

Goal W-3. **Create new, high-quality affordable housing.**

Intent: To increase the amount of affordable housing on the Westside and strive for a mix of housing types that meets the income levels of existing residents.

3.1 **Expansion of income-restricted affordable housing.** Ensure that future land use and development decisions expand the number and diversity of income-restricted affordable housing units. Prioritize the creation of permanent income-restricted affordable housing over new rent-controlled housing, to ensure long-term benefits to housing affordability.

3.2 **Affordable housing location.** Ensure that income-restricted affordable housing is not concentrated in any single area but rather is spread throughout the Westside in a variety of building types and locations.

3.3 **Land swap to achieve no net loss.** Allow new development to relocate housing on the Westside to other parts of the City if it results in no net loss of housing units in the City (per Policy 1.2), and if it locates new housing closer to existing public facilities and services such as parks, schools, and community centers.

3.4 **Mix of affordability levels.** Encourage housing in the Westside to encompass a range of deeper affordability levels, including for those with moderate, low, very low, and extremely low incomes, as well as market rate housing. Strive for a maximum mix of income -restricted affordable housing for every development project and on the Westside overall that at a minimum matches the percentages of the City's Below Market Rate Housing Program, as found in the Housing Element of the General Plan.

3.5 **Incentives for affordable housing.** Allow increases to permitted density and height for projects that provide income-restricted affordable housing over the current requirements for inclusionary housing and/or in lieu fees.

3.6 **Affordability for current residents.** To the greatest extent feasible, target new income-restricted affordable housing to the income levels of current residents.

Goal W-4. **A diverse land use mix to create a livable Westside.**

Intent: To maintain and enhance the residential character of the Westside while allowing neighborhood-serving retail and services to create a more livable neighborhood focused on the well-being and quality of life of residents.

Policies:

4.1 **Land use designations.** Until a future master plan or other detailed planning process occurs, maintain land use designations and zoning districts that are consistent with the zoning code or the amount of development currently constructed, whichever is greater.

4.2 **Development within established zoning parameters.** Development applications that do not propose to increase intensity or height over the established zoning regulations may proceed within the regulations and parameters established by the zoning code.

4.3 **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 the needs of Westside residents or to help improve the fiscal health of the City.

4.4 **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.

4.5 **Prohibited uses.** Prohibit retail uses with large parking lots that do not provide as their primary business the provision of groceries. Prohibit industrial and manufacturing uses, automobile service or sales, and drive-through restaurants as a single use on a lot on the Westside.

4.6 **University Circle.** Allow the University Circle project to add development over the time horizon of the General Plan so long as it meets the vision for the Westside, is designed to integrate with the adjacent neighborhood, and provides direct and measurable benefits for the City and the residents of the Westside.

4.7 **Code enforcement.** Work collaboratively and proactively with building owners to address code violations, particularly those that affect health,

safety, and aesthetic quality in the Westside.

Goal W-5. **The long-term development of new buildings and a new street network to improve housing opportunities and improve quality of life.**

Intent: To establish a long-term process and framework for future development, to establish clear prerequisites and parameters for any future increases in density and height on the Westside over what is currently allowed in zoning, and to ensure that the community's vision for the Westside is maintained in the long term.

Policies:

5.1 **Transformation over time.** Pursue mechanisms and tools to allow increases in intensity to improve the quality of life for Westside residents.

5.2 **Development intensity or change or 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.

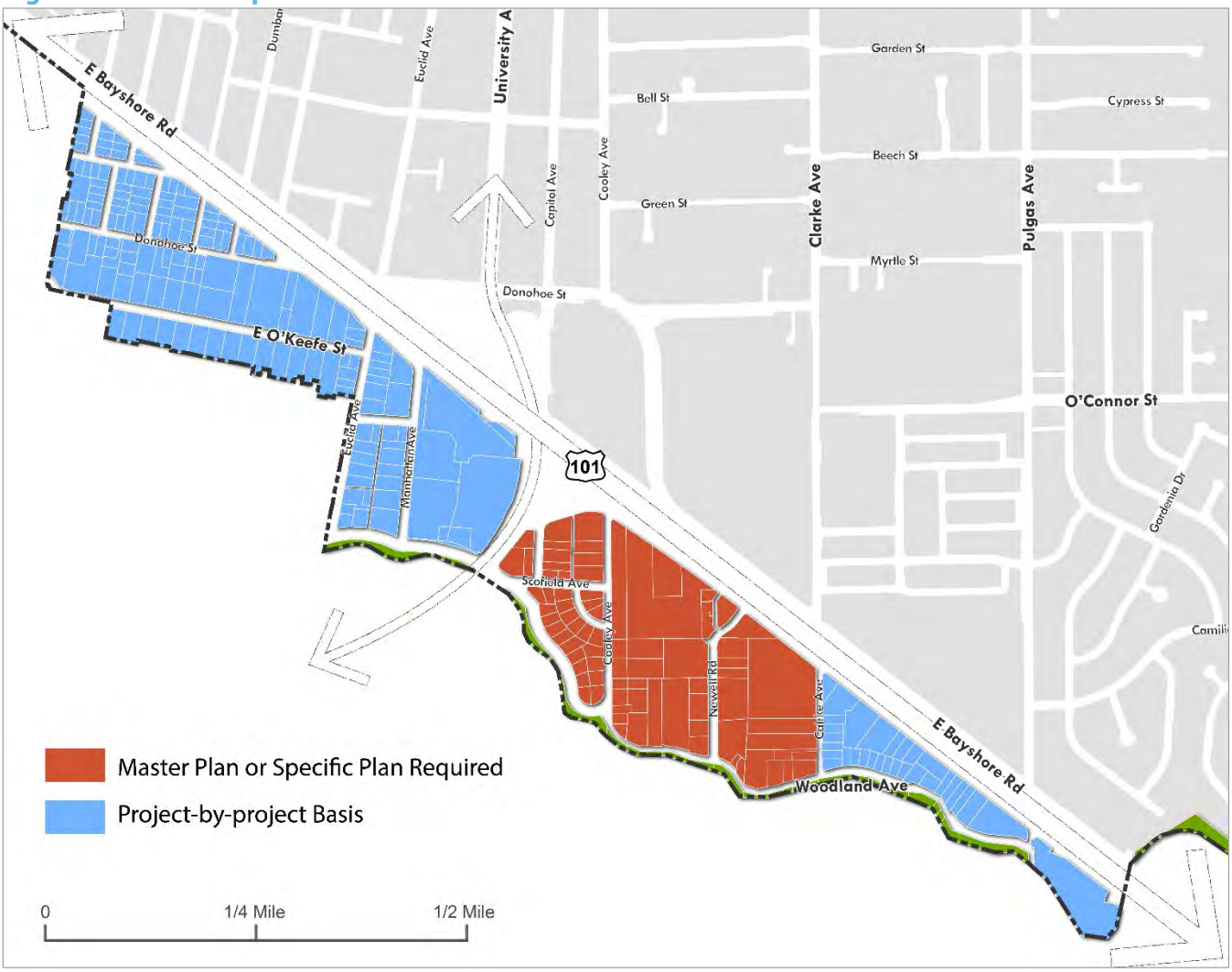
5.3 **Prerequisites for new development per Policy 5.2 (above).** Increases in development intensity over the currently allowed zoning intensity on the Westside must meet the criteria listed below. Specific information on each of the items shall be required as part of the development application process. The following are the prerequisites for increased development intensity:

- 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.

5.4 **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:

- For areas on the north side of University Avenue or south of Clark 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.
- For the area between University Avenue and Clarke Avenue, proposed increases in intensity over the currently allowed zoning intensity shall be required to prepare a master plan, specific plan, or similar planning document. In some instances, a developer agreement may be appropriate.

Figure 11-12: Development Process



5.5 Application information for increased intensity. 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 minimum, include the following information:

- Proposed general plan and zoning for each parcel, including uses, building heights, and maximum development intensities.
- 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 contribution 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 meets the vision of the community.

5.6 Replacement of affordable housing stock. 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) or other income-restricted affordable housing 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:

- **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.
- **Replace with Income-Restricted Units**. A developer shall dedicate land and additional local gap financing for the development of new income-restricted units. The land dedicated to the City shall be sufficient to develop an equivalent number of units (and bedrooms), based on existing zoning densities. Developer shall also contribute additional local gap financing in an amount determined on a project by project basis, or upon a Policy or Master Plan adopted by the City Council. The amount of additional local gap financing shall take into account the average median income of a given project's occupants; the type of tax credits, financing, or other equity capital used; the in-lieu fee generated by the overall project; and other financial aspects. The purpose of land dedication is to preserve the affordability of replacement housing in perpetuity. The City shall own the land and issue a Request for Proposals for affordable housing developers to develop the projects on the land.
- **Other Approved Option**. This option can consist of some combination of the options articulated in this Policy or some other option provided it achieves the goal of replacing affordable housing units comparable to the existing units displaced by new development.

5.7 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.

5.8 **Replacement affordable housing for density bonus projects.** Require that density bonus projects, including those seeking bonuses under provisions of the Government Code for properties with existing rental and rent-controlled dwelling units subject to affordability requirements, or which had such dwelling units removed from rent-control, either through demolishment or other means, within the five-year period prior to application, provide for replacement units on a one-for-one basis to the extent required and permissible under applicable law.

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 ability to return to a unit at the same level of affordability (measured in monthly rent) as the prior unit.
- 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.

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 are relocated into a replacement unit. The relocation plan must meet the following criteria:

- 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.

5.11 **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.

5.12 **Land use vision for the Westside.** Due to the Westside's predominant role in providing affordable housing, development is directed to the other areas of the City, including the Ravenswood Business District, Bay Road, and University Ave. Require that any redevelopment or planning process on the Westside incorporate the following into its process or development proposal:

- **Housing focus.** Maintain a predominant residential focus for the majority of the Westside while allowing for the possibility of new non-residential uses.
- **Neighborhood amenities.** New development should include local-serving retail, commercial and service uses and also provide a neighborhood meeting and focal point for the community. To the extent feasible, locate new retail adjacent to public spaces.
- **New supermarket.** Seek to attract a Westside supermarket with fresh, healthy and affordable food. Locate the

supermarket in a mixed use building south of University Avenue on the "main street."

- **Office and other non-residential uses.** Consider new non-residential development uses on the Westside as part of a master planning process if the non-residential development results in overall benefits to the City and the Westside, does not reduce the total number of housing units in the City, provides direct community benefits.
- **New streets.** If significant redevelopment of the Westside occurs through a master planning process, seek opportunities to create new streets in the Westside that provide for improved vehicular access and pedestrian and bicycle circulation. New streets also increase the opportunity for new open space.

5.13 **Existing building renovation**. Encourage existing buildings to conduct small and large-scale renovations. This could range from minor improvements to facades and interiors to structural improvements to complete renovations of individual units. Any renovation or rehabilitation shall comply with requirements for replacement housing as set forth in Policy 5.9.

5.14 **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 heights no more than three stories near San Francisquito Creek and along the western portion of O'Keefe Street that is adjacent to residential neighborhoods.

5.15 **Neighborhood transitions and character.** For new multi-family development in the Westside that is adjacent to existing single-family residential neighborhoods, provide transitions in height, increased build setbacks and landscaping to minimize the impact on adjacent low density residential uses.

Goal W-6. **Building and site design to support a beautiful Westside and a high-quality pedestrian environment.**

Intent: To ensure that future and existing development on the Westside generates a more aesthetically pleasing and pedestrian-oriented environment. This is particularly important where the ground floors of buildings meet the street and sidewalk network, framing the public realm and visual character of the Westside.

Policies:

6.1 **Existing building renovation.** Encourage existing buildings to conduct small and large-scale renovations. This could range from minor improvements to facades and interiors to structural improvements to complete renovations of individual units.

6.2 **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.

6.3 **Frequent pedestrian entries and windows.** Include regular pedestrian entries onto public space and transparent windows along the ground floor of new buildings, particularly in areas with ground-floor retail.

6.4 **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 stepbacks, architectural details, and variations in materials to distinguish between upper and ground floors.

6.5 **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.

6.6 **Elevated ground-floor residential.** Elevate new ground-floor residential space above the sidewalk level to provide privacy and ensure high-quality, usable residential spaces.

6.7 **Parking frontage.** Whenever possible, locate parking and vehicle areas in the Westside behind or under buildings, and should not be located on street corners.

6.8 **Building length.** Limit the length of individual new buildings or building masses along the street frontage to create human-scaled buildings with access to fresh air and daylight.

6.9 **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.

6.10 **Placement of utilities.** Locate visible utilities – including all "dry" utility access, above-ground equipment, trash containers, and utility boxes – behind or to the side of buildings, behind buildings, behind screening, and away from street corners.

6.11 **Loading docks and service access.** Ensure that loading docks and service entrances in the Westside are screened from the right-of-way and adjacent properties; are accessed via alleys, side streets, or services access driveways; and are internal to the building envelop and equipped with closable doors to improve the aesthetics of the public realm and limit noise.

Goal W-7. **Beautification and greening of the Westside.**

Intent: To introduce more green space, natural features, and design features within the public realm. A beautiful, green public realm can increase quality of life on the Westside, provide a calm and livable environment, and emphasize the Westside's natural setting.

Policies:

7.1 **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.

7.2 **Connections to parks and nature.** Encourage physical connections and visual sightlines to parks, public space, San Francisquito Creek, and other beautiful outdoor areas.

7.3 **Street furnishings.** Improve existing streets or construct new streets with a diversity of street furnishings including benches, directional signage, bollards, bicycle parking, and trash receptacles.

7.4 **Street lighting.** Provide adequate and consistent street lighting for safety and nighttime pedestrian activity throughout the Westside.

7.5 **Green streets.** Integrate "green streets" concepts into street, sidewalk, public space design to minimize the impacts of stormwater runoff and to add visual interest and appeal.

7.6 **University Circle integration.** Seek opportunities to better integrate the University Circle area into the surrounding neighborhoods, including through new street and pedestrian connections, more pedestrian-focused streetscape and façade design, better public access into and across the site, and better crossings of adjacent streets.

Goal W-8. **Accessible and well-maintained parks and public facilities.**

Intent: To increase the overall amount of park space, natural areas, and accessible community spaces on the Westside, providing locations for recreation, respite, and social events.

Policies:

8.1 **San Francisquito Creek.** Establish a trail or linear park along the creek as part of a redevelopment of the Westside or as part of the creek flood protection project.

8.2 **New central park.** Establish a large (at least 1.5 acre), centrally located park south of University Avenue – potentially near the intersection of Cooley Avenue and an extended Scofield Avenue – providing open space amenities for Westside residents.

8.3 **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 in the following locations:

- At the intersection of East Clarke Avenue and Woodland Avenue.
- On O'Connor Street between Euclid Avenue and Manhattan Avenue.
- On a new street connection between Donohoe Street and East O'Keefe Street.

8.4 **Community Meeting Space.** Pursue the following new community meeting spaces in the Westside, with at least one space on either side of University:

- One Small community meeting space (at least 500 square feet).
- One Medium-sized community space (at least 1,250 square feet).

- One Large community space (at least 2,500 square feet).
- Community spaces may be stand-alone independent facilities, or may be incorporated into a larger development, but should provide easily accessible public meeting spaces for a variety of community meetings, educational efforts, civic events, social events, or other neighborhood activities.

Goal W-9. Better streets and transportation options for residents and visitors.

Intent: To improve the street network on the Westside and provide a better-connected, safer, and more complete transportation system, achieving incremental improvements by leveraging new development and infrastructure improvements.

Policies:

9.1 **New street connections.** Should redevelopment occur, establish new street connections across existing large blocks whenever possible, prioritizing connections in the following locations:

- Mid-block between East O'Keefe Street and Donohoe Street.
- Mid-block between Euclid Avenue and Manhattan Avenue, south of O'Connor.
- Into or through University Circle.
- From Cooley west to San Francisquito Creek.
- Multiple connections through the large block between Cooley Avenue and Newell Road.
- Through the large block between Newell Road and East Clarke Avenue.
- From Cooley west to San Francisquito Creek.

9.2 **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.

9.3 **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.

9.4 **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.

9.5 **Complete Streets.** Implement the concepts of Complete Streets, balancing the needs of automobiles, cyclist, pedestrians, and transit as appropriate when improving streets or creating new streets.

9.6 **Sidewalks.** Ensure sidewalks are provided on both sides of all streets in the Westside, with wider sidewalks in retail areas, and replace and repair missing sidewalks.

9.7 **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.

9.8 **Scofield Main Street extension.** Prioritize the extension of Scofield Avenue east to link to West Bayshore and Newell Road, providing a new main street and east-west spine for this area of the Westside. Prioritize ground floor retail uses along this extension.

9.9 **Improve access across Highway 101.** Complete a new pedestrian bridge Highway 101 at Newell Road. Establish a new connection across Highway

101 north of University Avenue, either by re-opening and improving the existing pedestrian underpass or by constructing a new bridge over the freeway.

9.10 **Newell Bridge.** Complete the new Newell Bridge connecting the Westside to Palo Alto across San Francisquito Creek and align the bridge with existing streets.

9.11 **University Avenue crossings.** Improve pedestrian crossings of University Avenue at Woodland Avenue and at the freeway interchange in order to improve transportation safety and enable improved pedestrian connections from the Westside.

9.12 **University Avenue overpass.** Fully implement safe bicycle and pedestrian facilities on the University Avenue overpass of Highway 101, ensuring that bicycle facilities are integrated with the bicycle network on either side of the overpass.

9.13 **Newell Road bicycle facilities.** Prioritize Class II bicycle lanes or other high-quality bicycle facilities along Newell Road, providing a connection between the new Newell Bridge and the planned pedestrian/bicycle overpass over Highway 101 at Newell Road.

Goal W-10. **An adequate and efficiently administered parking supply on the Westside.**

Intent: To make efficient use of the Westside's parking supply, provide sufficient parking supply, and reduce the demand for parking in order to create a convenient parking system for residents on the Westside.

Policies:

10.1 **Parking for new development.** Ensure an appropriate supply of parking for new development.

10.2 **Parking regulation.** Ensure adequate enforcement, permitting, and monitoring of on-street parking in the Westside.

10.3 **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.

10.4 **Increase opportunities for residents parking.** Seek opportunities to ensure an adequate supply of parking for residents and visitors on the Westside including:

- Constructing public parking lots or garages.
- Providing incentives for new projects to provide additional parking spaces as part of the projects for existing residents and visitors.
- Encouraging all existing and new non-residential development to allow residents to park in parking lots during non-business hours.

10.5 **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.

10.6 **Mechanized Parking.** Encourage the use of mechanized parking in new construction and major renovations of existing buildings.

Goal W-11. **Safe, sufficient, and well-maintained infrastructure and services.**

Intent: To address deficiencies in infrastructure in order to protect health and safety in the Westside, while enabling sufficient infrastructure capacity and services for new and existing development.

Policies:

11.1 **Infrastructure upgrades.** Replace aging wet and dry infrastructure throughout the Westside to ensure safe and reliable provision of services for new and existing residents.

11.2 **Higher quality drinking water.** Take active steps to ensure a more reliable and plentiful source of potable water for the Westside, in coordination with citywide efforts to secure the City's supply.

11.3 **Flood protection.** Continue to work with adjacent cities and the Army Corps of Engineers to reduce flooding risks from the San Francisquito Creek.

11.4 **Public Safety Services.** Ensure that police, fire, and EMS services to the Westside are sufficient to protect residents' health and safety, and are kept at a level commensurate with any changes in population on the Westside.

11.5 **Infrastructure for new development.** Ensure that new development in the Westside pays its fair share for infrastructure and utility improvements that it necessitates.

11.6 **Waste and recycling.** Provide adequate trash and recycling services to keep pace with the number of residents on the Westside.

12. Implementation

Overview

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

Plan Implementation and Administration

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

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

Chapter Organization

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

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

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

Table 12-1: Time Frame Guide

Estimated Date of Completion	
Short	*1 – 5 years*
Medium	*5 – 10 years*
Long	*10+ years*
Ongoing	*Recurring or continuous action*

Implementation Programs

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

Table 12-2: Land Use and Urban Design Programs

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

Table 12-3: Economic Development Programs

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

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

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

Table 12-6: Parks, Open Space, and Conservation Programs				
	Description	**Priority**	**Time Frame**	**Responsibility**
2.	**Coordination with the San Francisquito Creek Joint Powers Authority (JPA).** Work with the JPA on the construction of a new park or open space between Camelia Drive and the levee (south of O'Connor St).	High	Short	Public Works
3.	**Shared use agreement with School District.** Create a formal shared use agreement with the Ravenswood City School District whereby the public and organizations (such as youth and adult intramural leagues) can access school fields/property after normal school hours.	High	Short	City Manager
4.	**Agreement with Don Edwards San Francisco Bay National Wildlife Refuge.** Establish a formal cooperative agreement with the Don Edwards San Francisco Bay National Wildlife Refuge and develop programs to encourage public recreational use of the Bay Trail and trails in and adjacent to the Baylands Nature Preserve and the South Bay Salt Pond Restoration Project.	Medium	Medium	City Manager
5.	**Agreement to Manage Cooley Landing.** Continue to maintain an agreement for a non-profit or other entity to manage Cooley Landing	Medium	Ongoing	City Manager
6.	**Bird-safe design.** Adopt bird-safe design guidelines for new buildings and structures adjacent to the Bay.	Medium	Medium	Planning
7.	**Light pollution guidelines.** Adopt guidelines for outdoor lighting located adjacent to wildlife areas that will keep the amount of light that reaches wildlife habitat areas to a minimum.	Low	Medium	Planning
8.	**Community space fund**. Maintain development fee programs to accumulate funds for the acquisition and improvement of parks and public gathering places and facilities.	Medium	Medium	City Manager/ CEDD
9.	**Tree Planting program.** Partner with local non-profit organizations to implement a tree planting program (planting of trees on City owned property).	High	Short	Public Works
10.	**Citizen reporting.** Create a program and/or methods for residents to monitor and report vandalism along with maintenance issues in parks and public Right-of-Way.	High	Short	Public Works
11.	**Feral Cat Program.** Work with partners to consider establishment of a year round cat program or fund one as cats prey on the salt water harvest mouse which is a Federally protected species in accordance with the ESA. This condition originates in the Cooley Landing environmental clearance document.	Medium	Medium	Public Works

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

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

	WATER INFRASTRUCTURE			
1.	**Emergency water connections.** Explore the feasibility of establishing an emergency intertie with the following outside water systems: • City of Palo Alto • Palo Alto Park Mutual Water Company • O'Connor Tract Co-op Water Company The City currently has no source of water if the City's connection with the Hetch Hetchy Aqueduct is severed.	High	Short	Public Works
2.	**Groundwater Management Plan.** Complete the Groundwater Management Plan, as required by State law. Oversee the completion of the Plan and provide materials and resources as needed.	Medium	Short	Public Works
3.	**Urban Water Management Plan.** Develop an updated Urban Water Management Plan (UWMP) to support long-term water resource planning and ensure adequate water supplies are available to meet existing and future water demands of the land uses contemplated under the Land Use Element.	Low	Ongoing	Public Works
4.	**Water Master Plan.** Update the 2010 Water Master Plan to guide the implementation of appropriate water supply and water distribution projects (must be updated per statutory requirements every ten years).	Low	Long	Public Works
5.	**Water supply.** Develop additional domestic water supplies to address current and future needs, including: • Completing the Gloria Way Well and treatment facility • Exploring additional municipal wells such as Pad D • Completing the monitoring program • Exploring storm water capture and reuse • Explore recycled water generation and distribution facilities and opportunities • Explore water demand offset regulations for new and intensified development • Evaluate the contract with American Water Enterprises and formulate future strategy.	High	Ongoing	Public Works
6.	**Water conservation and recycling.** Update the building code to allow and encourage water recycling, graywater use, water efficiency, and other conservation measures not already permitted under CalGreen.	Medium	Medium	Planning
7.	**Water user fees.** Update existing user fees for water to fund needed system upgrades and explore water demand offset regulations for new or intensified development.	Medium	Medium	Planning/ CEDD

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

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

Table 12-8: Safety and Noise Programs				
	Description	**Priority**	**Time Frame**	**Responsibility**
1.	**Flood control master plan**. Prepare a flood control master plan to assess the adequacy of the City's flood control system as a whole. Implement improvements as warranted and as feasible. Seek outside funding as available to implement improvements.	High	Short	Public Works
2.	**Fire buffer zones**. Work with property owners near hazard areas to implement and maintain buffer zones from the riskiest areas and adopt fire code revisions when appropriate.	Medium	Short	Planning
3.	**Hazard Mitigation Planning.** Adopt and develop both a Multi-hazard Mitigation plan and a Recovery Action Plan to guide growth and development in the event of a widespread destructive event.	High	Short	Planning
4.	**Coordinated emergency response**. Implement coordinated emergency response planning with the Menlo Park Fire Protection District, major transportation agencies, and adjacent jurisdictions.	Medium	Ongoing	Police/City Manager/Public Works
5.	**Hazardous emergency plan**. Develop and implement a multi-hazard emergency plan for accidents involving hazardous materials.	Medium	Medium	Public Works
6.	**Noise Ordinance.** Amend the Noise Ordinance to require that interior noise levels attributable to exterior sources shall not exceed 45 dB (Ldn or CNEL) when the outdoor noise level exceeds 60 dB (Ldn or CNEL)[1] for all new hotels, motels, dormitories, apartment houses, and single-family dwellings.	Medium	Short	Planning
7.	**Quiet asphalt.** Select a "quieter" pavement that also meets other criteria established by the City for pavements for use in resurfacing roadways. Require its use in future capital projects.	Low	Medium	Public Works
8.	**Public disaster training**. Conduct training exercises about earthquakes, fires, floods, and other natural and man-made disasters that are most likely to strike East Palo Alto.	Medium	Ongoing	City Manager/ Community Programs

[1] Ldn means average day-night noise level – or a noise level measured over a 24 hour period. Similarly, CNEL is a 24 hour weighted noise average.

Physical Improvements

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

Table 12-9: Transportation Physical Improvements

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

Table 12-10: Parks, Open Space, and Conservation Physical Improvements				
	Description	**Priority**	**Time Frame**	**Responsibility**
1.	**Develop new citywide parks.** Create new, formalized park space in the following locations: • Vacant parcel to the north of Martin Luther King Park • The informal open space at the termination of Purdue St and Demeter St • Vacant parcel adjacent to Verbena Dr • Part of the existing Palo Alto Park Mutual Water Association land at Oakwood Dr and Garden St.	Medium	Ongoing	Planning
2.	**Finalize Richard May field.** Coordinate with the St. Francis of Assisi Church to facilitate the construction of the Richard May fields.	High	Short	Planning
3.	**Bay Trail Access.** Improve access to the Bay Trail in the locations below. Add signage, seating, and other amenities. • Eastern end of Weeks St • Eastern end of Beech St • Eastern end of Cypress St • Eastern end of Daphne St • Southern end of Verbena Dr.	Medium	Ongoing	Public Works
4.	**Right-of-way conversions.** Convert the following into public linear parks: • Hetch Hetchy right-of-way between Rutgers St and Purdue Ave (Hetch Hetchy Aqueduct Linear Park) • UP railroad right-of-way near the Ravenswood Family Health Annex • Abandoned alley that runs along the back of parcels between Holland St and East Bayshore Rd • Alley that runs diagonally from East Bayshore Rd and Laurel Ave • Unused alley between rear of lots and Menlo Park city limits (behind Alberni St).	High	Varies by project	Planning
5.	**Bay Access Master Plan.** Complete the trails identified in the Bay Access Master Plan, including the Ravenswood Bay Trail link, and along SF Creek between O'Connor and University Avenue.	High	Medium	Planning

6.	**Park access.** Improve access to the following parks and fields, by unlocking gates, adding entrances, removing fences or improving sidewalks/paths and bathrooms: • Martin Luther King Junior Park • Cesar Chavez Elementary/Richard May Field • Track/sports field at Costano Elementary School.	Medium	Medium	Public Works
7.	**Bay Trail viewing platforms.** Construct elevated viewing platforms along the Bay Trail.	Medium	Medium	Public Works
8.	**No-feeding signage.** Post signs notifying the public that feeding of wild animals, including feral cats, is prohibited.	Medium	Medium	Public Works
9.	**Wildlife-proof waste containers.** Provide animal-proof garbage containers in wildlife areas where human activity is or may be frequent, including at Cooley Landing and entry points to the Bay.	Medium	Medium	Public Works
10.	**Cooley Landing.** Complete the final phase of the Cooley Landing project (construct elevated viewing piers or platforms and improve access to the waterfront). Identify and secure funding for this phase.	Medium	Medium	Public Works
11.	**Park improvements.** Implement various upgrades identified in the Community Facilities & Parks Master Plan (FA-01) in the following parks: • **Joel Davis Park.** Identified needs are to upgrade the picnic area, replace playground equipment, install bathrooms and upgrade the playfield. • **Jack Farrell Park.** Identified needs are to install new play equipment, security cameras, security fencing, a concrete seat wall, upgrades to the existing building, upgrades to the picnic area and upgrades to existing playfields and courts. • **Bell Street Park.** Identified needs are new park lighting, a concrete stage, new restrooms, security cameras, security fencing, new bathrooms, new play equipment, new picnic area, a drinking fountain and upgraded playfields.	Low	Long	Public Works
12.	**New Ravenswood trails.** Construct the approximately 4.5 miles of trails and improved pedestrian sidewalks identified in the Ravenswood TOD Specific Plan.	Low	Long	Public Works
13.	**San Francisquito Creek park/trail.** Convert the land bordering San Francisquito Creek into a neighborhood park and/or trail.	Medium	Medium	Public Works
14.	**Baylands Park.** Construct improvements to enhance access and usability of existing open space in the Baylands. Resolve issues related to site ownership structure, liability, uses of the site, access to the site and facilities, operation of programs, planning, development, construction, and maintenance costs.	Low	Long	Public Works
15.	**New Ravenswood parks.** Build the approximately 25 acres of open space and parks identified in the Ravenswood TOD Plan.	Low	Long	Public Works

Table 12-11: Infrastructure, Services, and Facilities Physical Improvements				
	Description	**Priority**	**Time Frame**	**Responsibility**
	PUBLIC FACILITIES			
1.	**Police Department and Corporation Yard.** Relocate the Police Station at 141 Demeter Street and the Corporation Yard at 150 Tara Street to a different location outside of the Special Flood Hazard Area or in an area that will have continual access.	High	Short	Public Works
2.	**New facilities in Ravenswood TOD Specific Plan Area.** Construct the three major community facility improvements identified in the Ravenswood TOD Specific Plan: a recreation center, a community center at 4 Corners and a library expansion. Issue RFPs for design, construction, and management of these new facilities.	Medium	Long	City Manager
3.	**Performing arts center.** Develop a performing arts center and/or cultural center(s) that includes indoor and outdoor performance areas.	Low	Long	City Manager
4.	**Community Development building improvements. Improve** the physical condition of the Community Development Department building through needed upgrades.	High	Short	Public Works
	WATER INFRASTRUCTURE			
1.	**Gloria Way well retrofit.** Assess the hydrological condition of the existing well at Gloria Way / Bay Road and install the necessary treatment systems to utilize this well for additional water supply.	High	Short	Public Works
2.	**New water storage tanks.** Construct two new storage tanks with the capacity to meet emergency supply needs for the current and anticipated future population of the City. Identify potential locations for one storage tank on the east side of Highway 101 and one storage tank on the west side of Highway 101.	High	Medium	Public Works
3.	**Second groundwater well.** Construct a 1,000 gallon per minute (GPM) groundwater well and associated iron-manganese treatment system to supplement the City's existing water supply (in addition to Gloria Way).	High	Medium	Public Works
4.	**Water main replacement.** Continue to replace deficient water mains in the City's water delivery system as funding is secured, improving available fire flow throughout the system.	High	Ongoing	Public Works
5.	**Water meter replacement.** Replace water meters, water meter boxes, and lids as specified in the Water System Master Plan.	High	Ongoing	Public Works
6.	**Water valve replacement.** Perform regular maintenance on or replace the 908 existing valves in the City's water system.	Medium	Ongoing	Public Works
7.	**Groundwater monitoring.** Install a monitoring network to monitor saline levels and other factors that could impact the City's groundwater resources.	High	Short	Public Works

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

Community Indicators

The numerical indicators presented below are organized by chapter and topic. They are intended to be tracked over time to monitor the City's progress in implementing the General Plan and achieving the vision for the City. Indicators may be adjusted or changed over time as new data becomes available.

Table 12-12: Indicators

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

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

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

Topic	Indicator (unit)	Current Status	2035 Target
PARKS, OPEN SPACE, AND CONSERVATION			
Park Access	Acres of parks per 1,000 residents	1 acre per 1,000 people	*1.5 acres of park per 1,000 people*
Number of Community Gardens	Number of community gardens		*5 active community gardens*
Park Access	% of Residents within ¼ mile walk distance of parks	33%	*50% of residents are within ¼ mile walk from park*
Open Space Conservation	Acres of protected and/or conserved land lands		*Increase by 2%*
Energy conservation	Average per capita energy consumption		*Decrease by 5%*
Household Retrofits	Number of household energy retrofits		*Increase by 5%*
Household Energy Audits	Improved energy audit outcomes		*Increase by 5%*
Greenhouse Gas Emissions	Metric tons of CO_2 emitted	140,500 (year 2005)	*Decrease by 15%*
Street Trees	Number of vacant street tree sites	1,480 vacant tree locations	*1,000 trees planted within 5 years. (200 trees per year)*
Trees in Critical or Poor Health	Number of trees in poor and critical health	584 were found to be in poor health, and 6 were critical	*Fewer than 100 city-owned trees in critical or poor health*

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

Appendix A: Glossary

Acre
A standard unit of measure, specifically 5,280 feet.

Acre-Foot (AF)
The volume of water necessary to cover one acre to a depth of one foot. Equal to 43,560 cubic feet, 325,851 gallons or 1,233 cubic meters.

Acreage, Gross
The land area that exists prior to any dedications for public use, health and safety purposes.

Acreage, Net
The portion of a site that can actually be built upon, which is the land area remaining after dedication of rights-of-way for:

- Exterior boundary streets
- Flood ways
- Public parks and other open space developed to meet minimum standards required by City ordinance
- Utility Easements and rights-of-way may not be counted as net acreage

Action
An action is a program, implementation measure, procedure or technique intended to help achieve a specified goal or policy.

Adverse Impact
A negative consequence for the physical, social, or economic environment resulting from an action or project.

Affordable Housing
Affordable housing is housing deemed affordable to those with a median household income as rated by country, province, region or municipality – i.e. housing that is aimed at certain low-income segments of the population. Another commonly accepted standard is housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. This definition is intended solely as an approximate guideline or general rule of thumb.

Archaeological Resource
Material evidence of past human activity found below the surface of ground or water, portions of which may be visible above the surface.

Area Median Income
The point at which half the households in an area make less and half make more. The median annual income figures are adjusted for family size and calculated annually by the U.S. Department of Housing and Urban Development (HUD) for every regional area in the country.

Arterials
Major thoroughfares that carry large volumes of traffic at relatively high speeds. Arterials are designed to facilitate two or more lanes of moving vehicles in each direction and rarely contain on-street parking.

Average Dry Weather Flow (ADWF)
The amount of wastewater that flows into a system on an average day during the dry weather part of the year.

Base Flood (100-year flood)
In any given year, a flood that has a 1 percent likelihood of occurring, and is recognized as a standard for acceptable risk. (See “Floodplain”)

Bicycle Lane (Class II facility)
A corridor expressly reserved for bicycles, existing on a street or roadway in addition to lanes for use by motorized vehicles.

Bicycle Path (Class I facility)
A paved route, not on a street or roadway, expressly reserved for bicycles traversing an otherwise unpaved area. Bicycle paths may parallel roads but are typically separated from them by landscaping.

Bicycle Route (Class III facility)
A roadway shared with motorists and identified only by signs, a bicycle route has no pavement markings or lane stripes.

Brownfield
A term used to describe land previously used for industrial purposes or some commercial uses. Such land may have been contaminated with hazardous waste or pollution or is feared to be so. Remediation or other cleaning is usually possible, given time and the appropriate investment.

Boulevard
A broad roadway that functions as an arterial and where through-lanes are separated from local lands by a median.

Building Height
The vertical distance from the average contact ground level of a building to the highest point of the coping, whether a flat roof, the deck line of a mansard roof, or to the mean height level between eaves and ridge for a gable, hip, or gambrel roof. The exact definition varies by community. For example, in some communities building height is measured to the highest point of the roof, not including elevator and cooling towers.

Build-out
Development of land to its full potential, or theoretical capacity, as permitted under current or proposed planning or zoning designations.

California Environmental Quality Act (CEQA)
Legislation and corresponding procedural components established in 1970 by the State of California to require environmental review for projects anticipated to result in adverse impacts to the environment.

Capital Improvements Program
A program administered by a City and reviewed by its Planning Commission that schedules permanent improvements, usually for a minimum of five years in the future that fits the projected fiscal capability of the local jurisdiction. The CIP generally is reviewed on an annual basis for conformance to and consistency with the General Plan.

City
City with a capital "C" generally refers to the City government or administration. City with a lower case "c" may mean any city or may refer to the geographical area.

City limits
The legal boundaries of the geographical area subject to the jurisdiction of the City of Hermosa Beach government. For example, development applications for properties located within the City limits must be reviewed by the City.

Clean Technology
A term used to describe products, processes or services that reduce waste and require as few non-renewable resources as possible.

Climate Change
A change in global or regional climate patterns attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Collectors
Collectors are roadways that connect local streets to "arterials," usually provide two travel lanes for automobiles, and may also have bicycle lanes.

Community Noise Equivalent Level (CNEL)
A 24-hour energy equivalent level derived from a variety of single-noise events, with weighting factors of 5 and 10 dBA applied to the evening (7 PM to 10 PM) and nighttime (10 PM to 7 AM) periods, respectively, to allow for the greater sensitivity to noise during these hours.

Community Park
A large park, generally 5 acres or more, that includes a mix of passive and active recreation areas that serve the entire city or a large portion of the city. A community park should include, but not be limited to, the facilities that are typically found at neighborhood and mini parks as well as specialized facilities such as amphitheaters and skate parks.

Compatible
Capable of existing together without conflict or ill effects.

Conditional Use Permit
The discretionary and conditional review of an activity or function or operation on a site or in a building or facility.

Conservation
The management of natural resources to prevent waste, destruction or neglect.

Crime prevention through environmental design (CPTED)
A multi-disciplinary approach to deterring criminal behavior through environmental design.

Cul-de-sac
A short street or alley with only a single means of ingress and egress at one end and with a turnaround at its other end.

Cultural Resources
Includes historic, archaeological and paleontological resources, as well as human remains.

Cumulative Impact
As used in CEQA, the total environmental impact resulting from the accumulated impacts of individual projects or programs over time.

Decibel (dB)
A unit used to express the relative intensity of a sound as it is heard by the human ear. The lowest volume a normal ear can detect under laboratory conditions is 0 dB, the threshold of human hearing. Since the decibel scale is logarithmic, 10 decibels are ten times more intense and 20 decibels are a hundred times more intense than 1 db.

dBA
The "A-weighted" scale for measuring sound in decibels, which weighs or reduces the effects of low and high frequencies in order to simulate human hearing. Every increase of 10 dBA doubles the perceived loudness even though the noise is actually ten times more intense.

Dedication
The turning over by an owner or developer of private land for public use, and the acceptance of land for such use by the governmental agency having jurisdiction over the public function for which it will be used. Dedications for roads, parks, school sites or other public uses are often required by a city or county as conditions for approval of a development. (See "in-lieu fee")

Density
The amount of development or people per unit of area or property. (See also "Density, residential" and "Floor Area Ratio")

Density, Residential (du/acre)
The number of permanent residential dwelling units (d.u.) per acre of land. Densities specified in the General Plan are expressed in dwelling units per net acreage (du/acre), minus any land dedications, and not per gross acre. (See "Acres, Gross" and "Acres, Net")

Development Review; Design Review

The comprehensive evaluation of a development and its impact on neighboring properties and the community as a whole, from the standpoint of site and landscape design, architecture, materials, colors, lighting and signs, in accordance with a set of adopted criteria and standards. "Design Control" requires that certain specific things be done and that other things not be done. Design Control language is most often found within a zoning ordinance. "Development Review" usually refers to a system established in the Municipal Code, whereby projects are reviewed against certain standards and criteria by a specially established design review board or other body such as the Planning Commission.

Development

The physical extension and/or construction of nonfarm land uses. Development activities include: subdivision of land; construction or alteration of structures, roads, utilities and other facilities; installation of septic systems; grading; deposit of refuse, debris or fill materials; and clearing of natural vegetative cover (with the exception of agricultural activities).

Duplex

A free-standing house divided into two separate living units or residences, usually having separate entrances.

Dwelling Unit (d.u.)

The place of customary abode of a person or household, which is either considered to be real property under State law or cannot be easily moved.

Dwelling Units per Acre

The number of net dwelling units per acre of land; used to calculate density for residential-only land use designations, and some mixed-use designations.

Economic Development

Economic development at the municipal level is paramount to the promotion of growth and stability, and to establishing strong, cohesive municipalities. Any efforts made in the area of municipal development must capitalize on efficiency and effectiveness to maximize each community's social, cultural, economic, and environmental value, reducing wasteful or counterproductive areas such as crime and improving access to resources and services. How a community chooses to invest in creating or redeveloping its built environment depends on its planned outcomes which can be achieved through the use of any number of different planning and financial tools.

Effluent

Liquid or partially solid waste such as is found in sewer systems or discharged from factories.

Endangered

A species that is classified as "endangered" is one that is likely to become extinct, and requires special attention.

Environmental Impact Report (EIR)

A report required pursuant to the California Environmental Quality Act (CEQA) that assesses all the environmental characteristics of an area, determines what effects or impacts will result if the area is altered or disturbed by a proposed action, and identifies alternatives or other measures to avoid or reduce those impacts. (See "California Environmental Quality Act.")

Fault

A fracture in the earth's crust that forms a boundary between rock masses that have shifted.

Flood, 100-year

The magnitude of a flood expected to occur on the average every 100 years, based on historical data. The 100-year flood has a 1/100, or one percent, chance of occurring in any given year.

Floodplain

The relatively level land area on either side of the banks of a stream regularly subject to flooding.

Floodway

The part of the floodplain capable of conveying the 100-year flood with no more than a one-foot rise in water. The floodway includes the river channel itself and adjacent land areas.

Floor Area Ratio (FAR)

The size of a building in square feet (gross floor area) divided by net land area, expressed as a decimal number. For example, a 60,000 square foot building on a 120,000 square-foot parcel would have a floor area ratio of 0.50. The FAR is used in calculating the building intensity of nonresidential land use designations, and some mixed-use designations. Structured parking is excluded from the calculation of Floor Area Ratio.

Gateway

Entrance to an urban area, or to an important part of a city, along a major roadway. It can also be a point along a roadway at which a motorist or cyclist gains a sense of having left the environs and of having entered the city.

General Plan

A compendium of City policies regarding its long-term development, in the form of maps and accompanying text. The General Plan is a legal document required of each local agency by the State of California Government Code Section 65301 and adopted by the City Council. In California, the General Plan has seven mandatory elements (Circulation, Conservation, Housing, Land Use, Noise, Open Space and Public Safety) and may include any number of optional elements the City deems important.

Goal

A description of the general desired results that Tracy seeks to create through the implementation of the General Plan. Goals are included in each element of the Plan and may include the key physical or community characteristics that the City and its residents wish to maintain or develop.

Greenfield Development

Urban development occurring on non-urban land previously used for agriculture or open space.

Groundwater

Water that exists beneath the earth's surface, typically found between saturated soils and rock, and is used to supply wells and springs.

Greenhouse Gas Emissions

Atmospheric gases that contribute to the greenhouse effect by absorbing infrared radiation produced by solar warming of the Earth's surface.

Habitat

The physical location or type of environment in which an organism or biological population lives or occurs.

High Occupancy Vehicle (HOV)

Traffic lanes that are designated and reserved for vehicles with a minimum number of passengers during high-volume commute hours, in order to encourage carpooling through faster travel. They are enforced with fines and traffic tickets.

Household

All persons occupying a single dwelling unit.

Hub

An area in the city where economic or social resources/activities are concentrated for the benefit of the community.

Impact Fee

A fee charged to a developer by the City according to the proposed development project, typically by number of units, square footage or acreage. The fee is often used to offset costs incurred by the municipality for services and infrastructure such as schools, roads, police and fire services, and parks.

Impervious Surface

Surface through which water cannot penetrate, such as a roof, road, sidewalk, and paved parking lot. The amount of impervious surface increases with development and establishes the need for drainage facilities to carry the increased runoff.

Implementation

Actions, procedures, programs or techniques that carry out policies.

Income Restricted Housing

Income restricted housing are usually planned developments where renters or home owners must meet income guidelines to live there. The monthly rent amount is based on a percentage of the area's average income and the apartment size.

Infill Development

Development that occurs on vacant or underutilized land within areas that area already largely developed.

In-lieu fee

Cash payments that may be required of an owner or developer as a substitute for a dedication of land for public use, usually calculated in dollars per lot, and referred to as in-lieu fees or in-lieu contributions. (See "dedication")

Jobs-Housing Balance

A calculation based on the number of jobs provided within a particular jurisdiction compared to the number of housing units. The City currently suffers from a low ratio due to the lack of employment opportunities within City limits.

Land Use

The occupation or utilization of an area of land for any human activity or any purpose.

Land Use Designation

One particular category in a classification series of appropriate use of properties established by the General Plan Land Use Element.

Leadership in Energy and Environmental Design (LEED)

A voluntary, consensus-based national standard for developing and rating high-performance, sustainable "green" buildings. LEED provides a complete framework for assessing building performance and meeting sustainability goals, such as water savings, energy efficiency, materials selection and indoor environmental quality. LEED standards are currently available or under development for: new commercial construction and major renovation projects, existing building operations, commercial interiors projects, core and shell projects, and homes.

Level of Service (LOS) Standard

A standard used by government agencies to measure the quality or effectiveness of a municipal service, such as police, fire or library, or the performance of a facility, such as a street or highway.

Level of Service (Traffic)

A scale that measures the amount of traffic that a roadway or intersection can accommodate, based on such factors as maneuverability, driver dissatisfaction and delay.

Local Agency Formation Commission (LAFCo)

A five- or seven-member commission within each county that reviews and evaluates all proposals for formation of special districts, incorporation of cities, annexation to special districts or cities, consolidation of districts and merger of districts with cities. Each county's LAFCo is empowered to approve, disapprove, or conditionally approve such proposals.

Local Street

Provides direct access to properties; generally they carry the lowest traffic volumes.

Mini-Park

Small sized park, less than 1 acre, that provide recreation activities for a specific neighborhood within a ½ mile radius.

Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters.
Also refers to reducing or eliminating negative environmental impacts from development, such as noise or traffic.

Mixed Use

Any mixture of land uses on a single parcel, including mixtures of residences with commercial, offices with retail, or visitor accommodation with offices and retail. As distinguished from a single use land use designation or zone, mixed use refers to an authorized variety of uses for buildings and structures in a particular area.

Mix of Uses

Any mixture of uses, such as retail, office, residential or general commercial in close proximity spread over a small area.

Mobile Home

A structure, transportable in one or more sections, built on a permanent chassis and designed for use as a single-family dwelling unit and which: (1) has a minimum of 400 square feet of living space; (2) has a minimum width in excess of 102 inches; (3) is connected to all available permanent utilities; and (4) is tied down (a) to a permanent foundation on a lot either owned or leased by the homeowner or (b) is set on piers, with wheels removed and skirted, in a mobile home park.

National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property and harm to the environment.

Natural Habitat Area

An area that sustains animal and vegetative biotic resources that has not been improved or disturbed. Natural Habitat Areas can also be areas that were previously "disturbed" and have been reclaimed or rehabilitated.

Neighborhood

A district, especially one forming a community within a town or city.

Neighborhood Park

Medium sized park, usually 5 to 15 acres, that provide basic recreational activities for one or more neighborhoods within a ½ to ¾ mile radius.

Noise Contour

A line connecting points of equal noise level as measured on the same scale. Noise levels greater than the 60 Ldn contour (measured in dBA) require noise attenuation in residential development.

Non-Conforming Use

A use that was valid when brought into existence, but no longer permitted by later regulation. "Nonconforming use" is a generic term and includes: (1) non-conforming structures (because their size, type of construction, location on land, or proximity to other structures is no longer permitted); (2) non-conforming use of a conforming building; (3) non-conforming use of a non-conforming building; and (4) non- conforming use of land. Any use lawfully existing on any piece of property that is inconsistent with a new or amended General Plan, and that in turn is a violation of a zoning ordinance amendment subsequently adopted in conformance with the General Plan, will be a nonconforming use. Typically, non-conforming uses are permitted to continue for a designated period of time, subject to certain restrictions.

Objective

Overall statement describing a need, concern, opportunity, or desire. Objectives are designed specifically to establish positions or directions for policies and actions.

Overlay

A land use designation on the Land Use Map, or a zoning designation on a zoning map, that modifies the basic underlying designation or designations in some specific manner.

Parcel

A lot, or contiguous group of lots, in single ownership or under single control, usually considered a unit for purposes of development.

Per Capita

A measure for each person; in relation to people taken individually.

Planned Unit Development (PUD)
A description of a proposed unified development, consisting at a minimum of a map and adopted ordinance setting forth the governing regulations, and the location and phasing of all proposed uses and improvements to be included in the development.

Pocket Park
Also known as a parkette or mini-park, this is a small park accessible to the general public. Pocket parks are frequently created on a single vacant building lot or on small, irregular pieces of land.

Policy
A specific statement of principle or of guiding actions that implies clear commitment but is not mandatory. A general direction that a governmental agency sets to follow, in order to meet its goals and objectives before undertaking an implementing action or program. (See "Action")

Recreational Corridor
Typically linear pathways, bikeways or open space areas that weave in and around urban uses to provide recreational and transportation amenities to city residents.

Rehab Stabilization Ordinance (RSO)
Protects tenants from excessive rent increases while allowing apartment owners a reasonable return on their investments.

Riparian Corridor
A habitat and vegetation zone which is associated with the banks and floodplains of a river, stream or lake. Riparian trees and shrubs are typically phreatophytes, plants whose root systems are in constant contact with groundwater.

Regional Park
A large park, typically more than 50 acres, that serves the open space and recreation needs for all users of the entire city and unincorporated areas surrounding the city. Regional parks contain active and passive recreation areas and may also include natural open space.

Road Diet
Conversion of a four-lane undivided road to a three-lane undivided road made up of two through lanes and a center two-way-left-turn-lane. The fourth lane may be converted to bicycle lanes, sidewalks, and/or on-street parking.

Sea Level Rise
The rise of sea levels resulting from global warming. Sea level rise will cause a general shoreline retreat and an increased flooding risk and has to be handled according to the local conditions.

Secondary Dwelling Units
An additional dwelling unit established in conjunction with a single-family dwelling on the same lot including a kitchen, sleeping and full bathroom facilities with a permanent foundation.

Sensitive Receptors
Uses sensitive to noise such as residential areas, hospitals, convalescent homes and facilities, and schools.

Single Room Occupancy (SRO)
A form of housing where one or two people are housed in individual rooms within a multiple-tenant building.

Specific Plan
Under Article 8 of the State Government Code (Section 65450 et seq), a legal tool for detailed design and implementation of a defined portion of the area covered by a General Plan. A specific plan may include all detailed regulations, conditions, programs, and/or proposed legislation which may be necessary or convenient for the systematic implementation of any General Plan element(s). (See also "Planned Unit Development")

Sphere of Influence (SOI)
The probably physical boundaries and service area of the city, as determined by the Local Agency Formation Commission (LAFCO) of the county.

Steep Slope
An area with a greater than 5 percent slope.

Sustainable

Sustainable development is the organizing principle for sustaining finite resources necessary to provide for the needs of future generations of life on the planet. Sustainable development ties together concern for the carrying capacity of natural systems with the social, political, and economic challenges faced by humanity. Sustainability is tied to CEQA (California Environmental Quality Act), which requires mitigation for identified deleterious impacts on the environment.

Townhouse/Townhome

A series of residences, often two to three stories in height, that are connected side by side in a row with each having a separate street-level entrance.

Traffic Calming

Measures designed to reduce motor vehicle speeds and to encourage pedestrian use, including:

- narrow streets
- tight turning radii
- sidewalk bulbouts
- parking bays
- textured paving at intersections
- parkways between sidewalks and streets

Transient-Occupancy Tax

A tax charged to travelers when renting accommodations (a room, rooms, entire home or other living space) in a hotel, inn, tourist home or house, motel or other lodging unless the stay is for a period of 30 days or more.

Transit Oriented Development (TOD)

Residential and commercial areas designed to maximize access by public transportation, such as trains and buses. TODs typically have a neighborhood center with a transit station, surrounded by relatively high-density development, with progressively lower-density spreading outwards.

Triplex

A free-standing house divided into three separate living units or residences, usually having separate entrances.

Use

The purpose for which a lot or structure is or may be leased, occupied, maintained, arranged, designed, intended, constructed, erected, moved, altered and/or enlarged in accordance with the City zoning ordinance and General Plan land use designations.

Use, Non-conforming

(See "Non-conforming Use")

Utility Corridor

Rights-of-way or easements for utility lines on either publicly or privately owned property.

Vehicle Miles Traveled (VMT)

A measurement of miles traveled by vehicles within a specified region for a specified time period. SB 743 will allow cities to base transportation impact fees on total VMT rather than LOS.

Wastewater

Water that has already been used for washing, flushing, or in a manufacturing process, and therefore contains waste products such as sewage or chemical by-products.

Wastewater Irrigation

The process by which wastewater that has undergone appropriate treatment is used to irrigate land.

Wetland

An area that is inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support a prevalence of vegetation typically adapted for life in saturated soil conditions, commonly known as hydrophytic vegetation.

Zoning

The division of a city by ordinance or other legislative regulation into districts or zones, which specify allowable uses for real property and size restrictions for buildings constructed in these areas; a program that implements the land use policies of the General Plan.

Zoning District

A designated area of the City for which prescribed land use requirements and building and development standards are or will be established.