

**CITY OF EAST PALO ALTO
CITY COUNCIL**

STRATEGIC PRIORITIES RETREAT

Thursday, January 5, 2012
East Palo Alto Government Center

*Mary Rauner, Facilitator
Jessica Buendia, Recorder*

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.

CORE VALUES

THE CITY OF EAST PALO ALTO VALUES:

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

THREE-YEAR PRIORITY AREAS

2012-2015

**Enhance public safety and emergency preparedness
Enhance economic vitality
Increase organizational effectiveness and efficiency
Improve public facilities and infrastructure
Improve communication and enhance community engagement
Create a healthy and safe community**

Summary

The East Palo Alto City Council met on Thursday January 5th, 2012 for the City Council Strategic Priorities Retreat. The goals of the retreat were to review and celebrate the City's achievements during 2011 and to agree upon the goals for each of the City's Strategic Priorities for the 2012 calendar year.

The first part of the retreat highlighted the accomplishments of the City of East Palo Alto during 2011. The participants in this session included the City Council Members, the Department Heads and the Division Managers. 10 community members were present.

City Council Members

Laura Martinez, Mayor

Rubén Abrica, Vice-Mayor

Carlos Romero, Council Member

David E. Woods, Council Member

Absent: A. Peter Evans, Council Member

ML Gordon, City Manager

Department Heads

Ronal L. Davis, Police Chief, Police Department

John Doughty, Director, Community Development Department

Kathleen Kane, City Attorney, City Attorney's Office

Stephanie Osaze, Assistant City Manager, City Manager's Office

Edmund Suen, Director, Finance Department

Division Managers

Brent A. Butler, Planning Division Manager

Kamal Fallaha, City Engineer

Jay Farr, Maintenance Division Manager

Carol Lamont, Rent Stabilization Program Administrator

Carlos Martinez, RDA Division Manager

Absent: Frank Rainone, Chief Building Official

During the second part of the retreat, City Council members set the 2012 goals for each of the six strategic priority areas. At this time, the department heads and division managers were dismissed.

The following was the agenda for the City Council Strategic Priorities Retreat:

Agenda

Call to Order and Roll Call

Approval of the Retreat Agenda (Government Code § 54957.7(a))

- Welcome, Purpose of Retreat, and Introduction of Staff, Facilitator, and Recorder (*Laura Martinez, Mayor, Ruben Abrica, Vice-Mayor*)
- Role of the Facilitator, Recorder, and Group (*Mary Rauner, Facilitator*)
- What are the Accomplishments of the City of East Palo Alto during 2011 (*City Council and Management Team*)

Break – Management Team will be dismissed at this time

- Review and Revise, if needed, the Three-Year Categorical Priority Areas: (*City Council, Mary Rauner, Facilitator*)
- Set Goals for each Categorical Priority Area (*City Council*)
- Summary of the Goals for the Categorical Areas (*Mary Rauner, Facilitator*)
- Public Comment
- Next Steps (*Laura Martinez, Mayor*)

Adjournment into Closed Session

Summary

Call to Order and Roll Call

The meeting was called to order at 9:05 and roll call was taken. Mayor Martinez, Vice-Mayor Abrica, Councilmember Romero and Councilmember Woods were in attendance. Councilmember A. Peter Evans was absent.

Approval of the Retreat Agenda

The agenda for the retreat was approved.

Welcome, Purpose of Retreat, and Introduction of Staff, Facilitator, and Recorder *(Laura Martinez, Mayor, Ruben Abrica, Vice Mayor)*

East Palo Alto Mayor, Laura Martinez, called the retreat to order and welcomed the group. Mayor Martinez explained that the purpose of the retreat was to celebrate the successes of 2011 and to set goals for 2012. Mayor Martinez asked the staff members in attendance to introduce themselves. She then introduced the facilitator, Mary Rauner, and the recorder, Jessica Buendia.

Role of the Facilitator, Recorder, and Group *(Mary Rauner, Facilitator)*

Facilitator Mary Rauner thanked Mayor Martinez for the introduction. She then reviewed the roles of the facilitator, the recorder and the group. She described the role of the facilitator as one who acts as a neutral party and gives structure and process to conversations. The facilitator's role is also to encourage participation and ensure that the retreat stays on schedule.

Rauner explained that the recorder will be taking notes, keeping time and helping summarize the results of the discussion in written form after the retreat.

The group was reminded that their role was to participate in the discussion and to keep their comments brief because of the limited time that was allocated for this year's retreat. Rauner explained that during brainstorming sessions, the group should withhold judgment of ideas or comments and build on other's ideas in order to do their best thinking and make high-quality decisions.

Accomplishments of the City of East Palo Alto during 2011 *(City Council and Management Team)*

The group reviewed the list of 2011 accomplishments that was submitted prior to the retreat. The accomplishments were organized by categorical priority area, and included an additional area titled "other" for accomplishments that did not fit into one of the six priority areas. After the previously submitted accomplishments were reviewed for each of the six categorical areas, Rauner asked the group to report any additional accomplishments that could be added to the list.

The final list of accomplishments of the City of East Palo Alto during 2011, by categorical priority area, is listed in Appendix A.

Break

During the short break, the management team was dismissed.

Review and Revise, if needed, the Three-Year Categorical Priority Areas (*City Council, Mary Rauner, Facilitator*)

No revisions were requested from the Council Members.

Set Goals for each Categorical Priority Area (*City Council*)

Before setting goals for each categorical Priority Area, Councilmember Romero suggested that the Council Members consider and keep in mind the following high priority projects that the City is facing for 2012:

- The elimination of the Redevelopment Agency;
- The upcoming Environmental Impact Review;
- Issues related to Facebook moving to Menlo Park;
- Completing Gloria Way Well and Phase 2 of Runnymede Storm Drain;
- Construction of the Pedestrian-Bicycle Bridge; and
- San Francisquito Creek Joint Powers Authority – Phase I.

Summary of the Goals for the Categorical Areas *(Mary Rauner, Facilitator)*

The summary of the goals that were set for each categorical priority area is listed in Appendix B.

Feedback and Recommendations for Future Strategic Planning Retreats

Mary Rauner requested that 10 minutes of the agenda be used to discuss process improvements for future strategic planning retreats.

Suggestions included:

- Lengthen the retreat to five hours. The Council recognized that many challenges were caused by the limitation of having a three-hour time retreat;
- Continue to have the retreat take place in early January;
- Distribute the list of previous accomplishments to the Council at least a week in advance. The list of accomplishments should also be posted on the website so that it is accessible to members of the public;
- Match accomplishment statements with goals and priorities that were set the previous calendar year;
- Present to the Council a six-month progress report assessing the status of the goals that were set during the retreat;
- Spend less time at the retreat on accomplishment statements. At most, only offer a PowerPoint presentation of the accomplishments as a quick refresher;
- Increase participation from community members by having one-minute public comment opportunities after the Council discusses each priority area; and
- Request to have staff present for the goal setting portion of the retreat to serve as a resource, but not to set goals.

Public Comment

Eight community members participated in the public comment period. Comments included advocacy for the cannabis collective, additional assistance to the business community, improvement of infrastructure, re-examining the boundaries of the City, and additional investment in housing, education, and human development.

Next Steps (*Laura Martinez, Mayor*)

DATE	LEAD	ACTIVITY
January 26, 2012	City Manager	Meet with city staff to develop measurable objectives for 2012 goals.
February 7 th , 2012	City Manager	Present to council the report on the 2011 goals and results.
February 21 st , 2012	City Manager	Present to council the measurable objectives for each 2012 goal under the six categorical priority areas.
July 24, 2012	City Council City Manager	Special meeting or study session to review six-month progress report on goals of strategic plan for 2012.

Adjournment

The 2012 Strategic Priorities Retreat was adjourned at 12:30 p.m.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

APPENDIX A
JANUARY 5, 2012

STRATEGIC PRIORITY: **Enhance Public Safety and Emergency Preparedness**

1. Adopted medical marijuana distribution facilities ban.
2. Adopted a 72-hour parking restriction ordinance.
3. Created a Legislative Handbook for Disasters in conjunction with the Emergency Preparedness Plan.
4. Researched the history and options related to Public Safety Commission (to be considered by Council on January 10).
5. Responded to the Bay Road/Gloria Way pedestrian tragedy.
6. Administered floodplain management and Community Rating System (CRS) resulting in 10-percent reduction in flood insurance rates for residents. Initiated additional efforts seeking further reductions in 2012.
7. Monitored and provided input to the San Francisquito Creek Joint Powers Authority.
8. Completed overhaul of Pump #1 at O'Connor pump station in January.
9. Initiated work on Gloria Way well and secondary potable water supplies.
10. Continued to work to resolve the 600-code enforcement related cases.
11. Attained USEPA STAG Waiver Approval for Gloria Way well.
12. Oversaw extension of Health Clinic.
13. Explored the Acquisition of Water Rights.
14. Crime lowered 2%.
15. Violence lowered 11%.
16. Received grant from the California Endowment for an anti-violence initiative.
17. Implemented Operation Cease Fire.
18. Allocated funds for local realignment and re-entry program.
19. Identified levee retrofit source and applied to state funding through the program.
20. Expanded consideration of levees to include coastal.
21. Conducted several meetings to move along Measure C process.
22. Adopted emergency preparation plan.
23. Weapons Buy-Back Program brought in 84+ weapons.
24. Fire board and Council approved fire station and communication improvements.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

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STRATEGIC PRIORITY: **Enhance Economic Vitality**

1. Implemented Foreclosed Residential Properties and Distressed Vacant Properties ordinances.
2. Adopted Ellis Act amendments ordinance.
3. Adopted Below Market Rate (BMR) amendments ordinance.
4. Adopted RSP property line for unpaid fees and penalties.
5. Settled and managed claims and lawsuits in a cost-effective manner.
6. Obtained reimbursement for damages to city property (signs, hydrants).
7. Processed 170 new business licenses in 2011.
8. Continued to work with the Sobrato Group on the re-entitling and repositioning of University Plaza project. Brought in \$1.2 million in community benefits.
9. Completed work on small business assistance through Renaissance.
10. Completed site assembly for Four Corners project site.
11. Completed work on EIR and draft Specific Plan for Ravenswood Business Park.
12. Continued to provide services via the City's permit center at 1960 Tate Street.
13. Completed 90% of Master Fee Schedule Study (MFS). Implementation will occur in February of 2012.
14. Drew site purchase agreement bringing in \$225,000 in community benefits.
15. Implemented weekly cash analysis to improve ratio of funds invested in LAIF versus San Mateo County Pool improving portfolio investment returns.
16. Approved maintenance agreement for Gateway 101 shopping center.
17. Approved two ordinances: the bicycle transportation plan and the technical guidelines.
18. Attained full payment of hotel tax for the first time for the amount of \$1.6 million.
19. Completed negotiations of expansion of Stanford hospital with substantial financial benefits equaling \$225,000 in current funds and \$500,000 in future funds.
20. Took protective steps to address redevelopment, e.g. transferring assets.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

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STRATEGIC PRIORITY: Increase Organizational Effectiveness and Efficiency

1. Adopted RSB Seats and Staggered Terms Resolution.
2. Adopted Measure C Oversight Committee Staggered Terms Policy and By-Laws.
3. Implemented the 2010 Rent Stabilization Ordinance through the creation of Rules and Regulations.
4. Developed an online internal directory for ordinances and resolutions.
5. Created a fillable pdf template for routine contracts.
6. Created a fillable pdf template response letter for Public Records Act requests.
7. Purchased Policy Ordinance amendments.
8. Offered timely management of claims.
9. Updated Municipal Code online in a timely manner.
10. Department initiated the implementation of a consolidated Community Development Department.
11. Initiated cross training within all Divisions to increase effectiveness.
12. Continued to implement recommendations from the Matrix Study.
13. Implemented various programs identified in the City's Certified Housing Element including revision of the City's affordable housing ordinance (BMR units).
14. Successfully recruited and hired Finance Director, City Attorney and Community Development Director.
15. Filled all authorized sworn positions in the Police Department.
16. Joined the San Mateo County Consortium, which provided Supervisory Academy Training to five Managers.
17. Joined Cal-Opps recruitment services to attract qualified applicants and reduce the number of recurrence of recruitments.
18. Completed bargaining union negotiation over concessions.
19. Maintain good relationship with local press.
20. Increased partnerships (ex. HUD Sustainable Communities Grant, Silicon Valley Bicycle Coalition Partnership on general plan with Youth United for Community Action – YUCA).
21. Provided consistent quarterly financial analysis.
22. Awarded the Government Finance Officers Association Certificate of Achievement for Excellence Award for the second year.
23. Significantly restructured City organization.
24. Revised and updated City Purchasing Ordinance.
25. Completed study with NBS and Implemented Cost Allocation Plan (CAP).

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

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26. Implemented real-time studies (CAO and Maintenance) to support CAP and MFS.
27. Implemented improved capital project and grant accounting procedures-and amended budget to properly appropriate for transactions.
28. Revised Measure C Procedures to allow for administrative decisions regarding acceptance of late forms.
29. Implemented improved procedures to control accuracy of city purchase orders.
30. Implemented quarterly salary and cost center analysis to improve budget analysis presented at mid-year.
31. Migrated the City Business License onto the CRW system; increasing control and accountability of licenses issued. Also, increased customer service as licenses can now be printed upon payment.
32. Performed studies of restricted fund charges and activity; reconciled historical activity and made significant progress toward conforming budgets and charges to accepted best practices.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

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STRATEGIC PRIORITY: **Improve Public Facilities and Infrastructure**

1. Adopted Skate Boarding Facilities ordinance.
2. Attained Cooley Landing Partnership Agreement amendment.
3. Attained Cooley Landing Joint Permitting Agreement.
4. Proposed Sidewalk Maintenance Policy (additional work in progress).
5. Supported development of City's Capital Improvement Plan (CIP).
6. Completed construction of the Annual Streets Reconstruction and Resurfacing Project -2010, and Safe Routes to Schools, Cycle 7 Improvements Project. Improvements included new sidewalks, widening, and reconstruction of Poplar St., Garden St., Addison Ave., Bell St, Oakwood Dr., and Dumbarton Av. as well as resurfacing over thirty streets throughout the City including Donohoe and West Bayshore Road.
7. Completed design and construction of the Annual Street Resurfacing Project – 2011. Improvements included resurfacing on many City Collectors and Arterials including Clarke Ave., Cooley Ave.
8. Completed Street Lights Replacement Project, Phase I. Replaced approximately 400 street light fixtures with more efficient LED lights as part of the City street lights replacement program.
9. Completed 90% of the design of the Safe Routes to School Project – Cycle 8.
10. Completed 90% of the design of the traffic signals and geometric improvements on University Avenue/Bell Street and East Bayshore Road/Pulgas Avenue intersections.
11. Obtained a \$300K grant from the County Measure A funds for the Planning, Environmental, and Preliminary Design for the Pedestrian/Bicycle overcrossing at Highway 101. Issued a RFP and obtained five proposals.
12. Completed and adapted the City Capital Improvements Plan (CIP) for 2011-2015.
13. Identified and appropriated Federal High Priority Projects (HPP) USDOT for Phase 2 - Phase 3, Bay Road and add it to the MTC TIP.
14. Obtained a waiver of the local match (45%) for the STAG USEPA funds for Runnymede Phase II and the Gloria Well Restoration and upgrade Project.
15. Provided design and construction inspection of the new skate park at Bell Street.
16. Issued a RFP and obtained five proposals for Gloria Well Restoration and Upgrade Project to provide an alternative source of potable water for use in emergencies.
17. Council authorized funding to complete sidewalk inventory and identified Tier 1 list of sidewalk locations to be improved in 2012. Advertised the sidewalk Repair Project-Tier 1. Improvements and construction will soon commence.
18. Submitted a successful application and obtained Federal Safe Routes To School (SRTS) grant in the amount of \$580K for safety improvement near schools.

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19. All facilities passed annual inspection by Menlo Fire with no violation.
20. Improved New Bridge (Triangle) park.
21. Addressed proposed State elimination of Redevelopment.
22. Prepared analysis of all available capital resources.
23. Prepared financial analysis and worksheets for CIP Budget.
24. Supported preparation and presentation of CIP Budget.
25. Met with Community Development Department and Consultant to initiative infrastructure financing studies.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

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STRATEGIC PRIORITY: **Improve Communication and Enhance Community Engagement**

1. Translated Rent Stabilization Program documents, forms and letters into Spanish.
2. Maintained good relationship with local press.
3. Staff attended Beat Meetings to improve communication and dialogue with residents.
4. Continued to prepare and provide informational materials and brochures to inform residents of services.
5. Staffed the Public Works and Transportation Commission, Planning Commission, Senior Advisory Committee.
6. Conducted community workshops and meetings on a variety of issues including General Plan Update and pedestrian safety.
7. City conducted two town hall meetings.
8. Policy department started using social media.
9. City engaged community in capital improvement plans.
10. City conducted three meetings to engage community in Measure C projects.
11. Presented comprehensive historical analysis of City and RDA finances, including detailed analysis of total equity fund balance to address Council, citizen, and union concerns that City staff was not disclosing all available resources.
12. Prepared presentations of supporting cash analysis and projections to respond to RDA legislation, including: Budget analysis and amendments to loans, overhead, etc; Analysis and study of capital and housing funds for Voluntary Opt-in, Remittance payments, and Dissolution scenarios; and Draft EOPS and Enforceable Obligations Payment Schedule.
13. Expanded financial Budget Document disclosure and improved clarity of budgeted revenues and expenditures, and available fund balance for all funds citywide.
14. Achieved May deadline for presentation of 2011-2012 Proposed Budget.
15. Met with Rent Stabilization Board regarding cost allocation studies, fee collection, settlement and allocation of Page Mill, and budgets.
16. Due to DOF comments, re-formatted and conformed RDA SCO and SOI reports to “un-merge” certain project areas and report each project area separately.
17. Instituted an Open Door Policy whereby other city employees and citizens were encouraged to meet with Finance to discuss financial concerns.
18. Engaged tenants and landlords in securing compliance with the City's new Rent Stabilization Ordinance: Held workshops for landlords and tenants; Provided notices and issued certificates of Maximum Allowable Rent with petition forms to challenge information reported by landlords; Secured rent adjustments and rebates.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS

BY STRATEGIC PRIORITY

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STRATEGIC PRIORITY: **Create a Healthy and Safe Community**

1. 2010 Building Codes.
2. Revisions to Zoning Ordinance based on 2010 Housing Element.
3. Payday Lending Ordinance.
4. Condominium conversion policy direction (ordinance in progress).
5. Tenant protection policy direction (ordinance in progress).
6. Animal control and shelter services agreement through 2015.
7. Nuisance abatement and code enforcement administrative hearings.
8. Housing referrals to residents displaced by red-tagged buildings.
9. File and serve a lawsuit against Peninsula Caregivers Collective.
10. Agreement with the Sequoia Union High School District related to sidewalk installation at the Myrtle street school site.
11. Continued Corporation Yard Recycling program.
12. Since July, have served more than 2300 lunches to seniors.
13. Since July 1st, have provided more than 1,600 rides to seniors within the community through the Senior Transportation program.
14. From July to November, the City's shuttle program has served more than 41,000 riders.
15. Completed work and Council adopted City's first Climate Action Plan.
16. Initiated development of a City NPDES program to address storm runoff from and through the City.
17. Opening first stake park.
18. 3 miles of new sidewalks.
19. New regulations for tenants to petition for improved living conditions
20. Successful and fun city anniversary event with "legal" fireworks.
21. Completed Phase I of Cooley Landing.
22. Started Police Activities League (PAL).
23. Completed Newbridge Park (extended from Bay Road).
24. Moved ahead to complete streets and accommodate users of all ages and abilities.

CITY OF EAST PALO ALTO 2011 ACCOMPLISHMENTS
BY STRATEGIC PRIORITY

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STRATEGIC PRIORITY: Other (For accomplishments that do not fit under the six aforementioned strategic priorities)

1. Maintained and expanded Geographic Information System (GIS) capabilities for the City.
2. Responded to Grand Jury Report regarding cell tower installation processes.
3. Obtain environmental mitigation money for impacts from the Stanford University Medical Center.
4. Prepared analysis for CMO Restructure.
5. Prepared all requested cost analysis, responded to union inquiries, and met with unions to discuss City's financial position during concession negotiations with all unions.

CITY OF EAST PALO ALTO 2012 GOALS
BY STRATEGIC PRIORITY
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STRATEGIC PRIORITY: Enhance Public Safety and Emergency Preparedness

DATE	LEAD	GOAL	STATUS			COMMENTS
			COMPLETED	ON TARGET	REVISED	
		Develop a robust emergency notification system and conduct public education and outreach on fire safety and emergency preparation for all populations.				
		Complete the restructuring of the Measure C re-granting process.				
		Implement the local parole realignment and re-entry program.				
		Adopt an anti-gun shot policy.				
		Adopt an aggressive anti-graffiti ordinance.				

BRAINSTORMED GOALS:

- **Conduct public education and outreach on fire safety and emergency preparation for all populations (3 votes)**
- **Develop a robust emergency notification system (1 vote)**
- **Complete the restructuring of the Measure C re-granting process (3 votes)**
- **Fully implement the local parole realignment and re-entry program (3 votes)**
- **Adopt an anti-gunshot policy (3 votes)**
- **Adopt an aggressive anti-graffiti ordinance (2 votes)**

CITY OF EAST PALO ALTO 2012 GOALS
BY STRATEGIC PRIORITY
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STRATEGIC PRIORITY: Enhance Economic Vitality

DATE	LEAD	GOAL	STATUS			COMMENTS
			COMPLETED	ON TARGET	REVISED	
		Provide assistance to small business (permitting, licensing, and support).				
		Develop and implement a transitional plan for the Redevelopment Agency.				
		Ensure University Plaza Project receives appropriate attention from the city's building and permitting departments.				
		Represent East Palo Alto interests during the Facebook entitlement process.				
		Hold public hearings and approve the environment impact report (EIR) and the specific area plan (SAP) for Ravenswood Business District.				
		Explore job creation opportunities.				

BRAINSTORMED GOALS:

- Offer assistance to small business, e.g. permitting, licensing, and other support (2 votes)
- Develop and implement a transitional plan for the Redevelopment Agency (3 votes)
 - Identify, prioritize, and allocate funds for future capital improvements, e.g. hotel tax funding, property tax directed to the general fund (currently there approximately \$3 million)
 - Include marketing in the transitional plan.
- Ensure University Plaza Project receives appropriate attention from building and permitting city departments (3 votes)
- Assist in the acquisition of a critical parcel of land related to the development of the Ravenswood Health Clinic (0 votes)
- Represent East Palo Alto interests in the Facebook entitlement process (4 votes)
- Hold public hearings and approve EIR and SAP for the Ravenswood Business District (2 votes)
- Explore job creation opportunities (2 votes)

CITY OF EAST PALO ALTO 2012 GOALS
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STRATEGIC PRIORITY: Increase Organizational Effectiveness and Efficiency

DATE	LEAD	GOAL	STATUS			COMMENTS
			COMPLETED	ON TARGET	REVISED	
		Consolidate staff workforce.				
		Review the effects of the outcomes of the organizational restructuring completed in 2011.				
		Re-examine structural deficit and take appropriate steps to solve it.				
		Develop a more comprehensive system to evaluate the City Manager and City Attorney.				

BRAINSTORMED GOALS:

- **Consolidate staff workforce (3 votes)**
- **Revisit and review the effects of the outcomes of the organizational restructuring completed in 2011 (2 votes)**
- **Re-examine structural deficit and take appropriate steps to solve the deficit (4 votes)**
- **Develop a more comprehensive system to evaluate the City Manager and City Attorney (2 votes)**

CITY OF EAST PALO ALTO 2012 GOALS
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STRATEGIC PRIORITY: Improve Public Facilities and Infrastructure

DATE	LEAD	GOAL	STATUS			COMMENTS
			COMPLETED	ON TARGET	REVISED	
		Implement Phase II of the Safe Routes to School Streets Improvement Program.				
		Complete the design of Bay Road Phase II.				
		Complete the community process for citing the pedestrian bridge and aggressively identify capital funding.				
		Acquire park land on Beech Street from the county through a cooperative exchange or sale.				
		Plan in partnership with other entities the construction of small community center or park on the West Side.				
		Complete the design of the Gloria Way well.				

BRAINSTORMED GOALS:

- **Implement phase II of Safe Routes to School Streets Improvement Program with a complete streets approach including all modes of transportation (4 votes)**
- **Complete the design of Bay Road Phase II (2 votes)**
- **Complete the community process for citing the pedestrian bridge (3 votes)**
 - **Project will have 30% drawings**
 - **Aggressively identify capital funding to complete the project**

CITY OF EAST PALO ALTO 2012 GOALS

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- **Work closely with fire district on the expansion of the fire station and the water plan (1 vote)**
- **Determine what to do with the University Bridge overcrossing re-design and the \$2 million federal grant that may be lost (1 vote)**
- **Acquire park land on Beech Street from the county through a cooperative exchange or sale (3 votes)**
- **Plan in partnership with other entities the construction of small community center or park on the West Side (2 votes)**
- **Complete the design of Gloria Way well (2 votes)**
- **Discuss potential ownership of the East Palo Alto Government Center (1 vote)**

CITY OF EAST PALO ALTO 2012 GOALS
BY STRATEGIC PRIORITY
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STRATEGIC PRIORITY: Improve Communication and Enhance Community Engagement

DATE	LEAD	GOAL	STATUS			COMMENTS
			COMPLETED	ON TARGET	REVISED	
		Complete re-design of website and expand new forms of communication.				
		Develop a consistent public outreach and information process and program.				
		Develop and publish a City newsletter that comes out regularly.				
		Foster community cultural events and activities in public spaces such as parks.				

BRAINSTORMED GOALS:

- **Complete the re-design of the website and expand new forms of communication (4 votes)**
- **Develop a consistent public outreach and information process and program (4 votes)**
- **Develop and publish a City newsletter that comes out regularly (4 votes)**
- **Foster community cultural events/activities in parks, etc. (4 votes)**

CITY OF EAST PALO ALTO 2012 GOALS
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STRATEGIC PRIORITY: Create a Healthy and Safe Community

DATE	LEAD	GOAL	STATUS			COMMENTS
			COMPLETED	ON TARGET	REVISED	
		Create more pocket parks.				
		Improve all school zones for pedestrians and bikes.				
		Expand the provision of mental health, counseling, and support services.				
		Develop a comprehensive healthy community plan inclusive of all departments.				
		Complete a joint use facilities agreement with Ravenswood City School District and Sequoia Union High School District.				
		Ensure follow up on landlord compliance.				

BRAINSTORMED GOALS:

- **Create more pocket parks (1 vote)**
- **Improve all school zones for all transportation (4 votes)**
- **Provide/enhance mental health, counseling, and support services (1 vote)**
- **Develop a comprehensive healthy community plan that includes all departments (2 votes)**
- **Complete a joint use facilities agreement with Ravenswood City School District and Sequoia Union High School District (4 votes)**
- **Ensure follow up on landlord compliance issues (3 votes)**
- **Develop a complete streets design program to be used in future street improvement projects (currently mandated by the Metropolitan Transportation Commission - MTC) (1 vote)**