



City of East Palo Alto

ACTION MINUTES

DATE POSTED: Sunday, June 28, 2009

Time: 1:30p.m.

By: Minette Warren

SPECIAL CITY OF EAST PALO ALTO STRATEGIC PLANNING RETREAT

TUESDAY – JUNE 30, 2009 – 8:00 A.M. – 4:30p.m.

2415 University Avenue, East Palo Alto, CA

East Palo Alto City Council Chambers/Community Room

8:00 Continental Breakfast

Call to Order: 8:30a.m.

Roll Call:

**Present: Councilmember Martinez, Councilmember Romero, Vice mayor Woods, Mayor Abrica
Councilmember Evans (Absent at beginning of session, did attend for an interval)**

Approval of Agenda:

Action to Approve: Motion/Second: Woods/Romero Vote: 4-0

The Summary for the remainder of the meeting is attached.

8:30 Welcome, Purpose of the Retreat and Public Comment – Ruben Abrica, Mayor

Introduction of the Facilitator and Recorder – Alvin James, City Manager

**Role of the Facilitator, Recorder, Group and Public; Strategic Planning
Elements; Agenda – Marilyn Snider, Facilitator – Snider and Associates**

Introductions of the Group

City of East Palo Alto:

- **Mission Statement**
- **Three-Year Goals (2009-2012)**

**What Are the Accomplishments of the City of East Palo Alto Since the January 12, 2009 Strategic
Planning Retreat?**

What are the City of East Palo Alto's Current Internal Weaknesses/Challenges?

What Are the External Factors/Trends (e.g., economic, political, demographic, technological, environmental, attitudinal) that Will/Might Have an Impact on the City of East Palo Alto in the Coming Year:

- Positively (opportunities)?
- Negatively (threats)?

Identify Core Values/Guiding Principles for the Council and Staff

- Brainstorm Values
- By Consensus, Select 5-7 Core Values

City Council: Review and Revise, if needed, the Three-Year Goals (what needs to be accomplished).

Identify Six-Month Strategic Objectives (how the goals will be addressed – by when, who will be accountable, for what specific, measurable results) for each of the Three-Year Goals.

Next Steps/Follow-Up Process to Monitor Progress on the Goals and Objectives (including setting a date for a 6-month update of the plan and a date for determining the city manager and city attorney evaluation criteria and process).

City Council: Identify 4 or 5 City Manager Evaluation Criteria to be used in July 13, 2009 Evaluation Session.

Summary of Retreat

Closing Remarks

Adjournment: 4:30p.m.

ATTACHMENT: SUMMARY OF MEETING AND SIX MONTH STRATEGIC OBJECTIVES GRID WITH “TIMELINE GRID”

ATTACHMENT 1

CITY OF EAST PALO ALTO

STRATEGIC PLANNING RETREAT

June 30, 2009 * Community Room, City Hall

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Michelle Snider Luna, Recorder – Snider Education & Communication (510) 967-9169

MISSION STATEMENT

The City of East Palo Alto provides responsive, respectful and efficient public services

to enhance the quality of life and safety for our multi-cultural community.

CORE VALUES

The City of East Palo Alto values...

Quality customer service (internally and externally)

Inclusiveness

Accountability

Professionalism

Honesty and integrity

Respect

Communication

Diversity

THREE-YEAR GOALS

2009-2012 • not in priority order

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

Enhance the quality of life

S.W.O.T. ANALYSIS



~~Strengths - Weaknesses - Opportunities - Threats~~

WHAT ARE THE STRENGTHS OF THE CITY OF EAST PALO ALTO AND THE ACCOMPLISHMENTS SINCE THE JANUARY 2009 STRATEGIC PLANNING RETREAT?

Brainstormed List of Perceptions

- Completed the fiscal merger
- In process of updating the housing element
- Completed the tax base growth analysis
- Sold two single family below market rate houses and one two-bedroom condo
- Hired Vince as City Attorney
- Completed a small business needs assessment
- Appointed a City Engineer
- Applied for and received stimulus funds for street improvement
- Council approved the risk management policy
- Updated the procedures for appointing commissioners
- Police Department applied for stimulus funds for three positions
- Issued 509 building permits
- Completed the proposed budget for FY 2009-2010 with the departments
- Engaged the community in Cooley Landing planning
- Council adopted the City mission statement
- Close to achieving full staffing in the Police Department
- Half of the money from Measure C was allocated to the Police Department
- We've accepted 42 Measure C applications/proposals
- \$476,000 grant for job training
- \$1 million grant for job program for parolees
- Overall crime is down 11%
- Reduced our workers comp premium by \$50,000
- City maintains a reserve of \$1.3 million
- Promoted three sergeants
- Continued working closely with Ravenswood School District
- Planning Commission approved the first CIP in nine years
- Dismantled a violent street gang
- Published two community activity guides
- Developed a strategic plan for the Police Department
- One Hearing Examiner added to the Rent Stabilization Program
- Updated the website with more current information
- Pilot community broadcasting of Youth Court Mock Trial

- All police officers received their mandatory State 24 hours of training
- Two Police Captains received 92 hours of training required by the State
- Prepared travel training plans with identified opportunities for training for all staff
- City Attorney's office purchased a critically needed law library
- Built and brought online the City's geographic information system (epagis.com)
- Supported the development of an enhanced farmers' market
- Hired a manager to manage the Cooley Landing process
- Completed the design for the annual street resurfacing project
- Began design phase for Bay Road Phase II
- Having a plan for tenant improvements for youth and recreational activities at the YMCA
- Approved a balanced budget on time
- Aggressively recruited police officers to achieve full staffing
- Approved a grocery store by the Planning Commission
- Completed a draft RFQ for records management
- Amended the General Plan to accommodate the Bay Access Master Plan
- Brought on line two major retail clients—Sports Authority and Nordstrom Rack
- \$1.1 million water infrastructure grant
- \$400,000 grant for anti-gang activity
- Shootings are down 25%
- Continue to support code enforcement
- City prevailed in a court case against Page Mill Properties
- Developed emergency preparedness documents
- Achieved an agreement on the subdivision of Palo Mobile Estates (a mobile home park)

WHAT ARE THE CITY OF EAST PALO ALTO'S CURRENT INTERNAL WEAKNESSES/ CHALLENGES?

Brainstormed List of Perceptions

- Hiring process difficult and slow
- Petty cash not available
- Lack of communication (website)
- Not able to gather information from departments
- Lack of meeting space
- Lack of storage
- Insufficient staff in some departments
- Lack of front office phone coverage (i.e., receptionist) at 2415 University
- Lack of management oversight of department heads
- Electrical system in city offices insufficient
- Antiquated City Council meeting recording system
- Lack of equipment (i.e., copy machine)
- Multiple sites or fragmentation
- Management decision-making process is cumbersome
- Lack of working space
- Lack of a records management system
- Inadequate recording equipment
- Not digitized
- Council meetings too long
- Inadequate staffing resources
- Inappropriate behavior of Council members
- Public complains about lack of affordable housing and lack of public work space
- Permitting process perceived to be too slow, cumbersome and confusing
- City's share of health insurance premiums is too high
- Lack of City services on weekends
- Lack of open space and athletic fields
- Lack of organized youth programs

- Public complains about how funding is distributed
- No articulated small business support program
- Challenge of balancing revenues and expenditures and providing stable City services

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF EAST PALO ALTO IN THE COMING YEAR

Brainstormed List of Perceptions

- Change in the Executive Office in the State of California
- Economic downturn (people are more efficient in their spending and use of energy)
- Talented candidates for hiring personnel
- Abundant supply of labor
- Potential economic recovery in the first quarter of 2010
- Successful Nordstrom Rack and the whole retail center
- Federal FY 2010 appropriation
- Neighborhood Stabilization Funds to address foreclosed properties
- Alternative energy policies
- Continued downturn of the construction market
- Political stability, regionally and globally, and diplomatic efforts of the current administration
- Potential healthcare reform
- Resale of foreclosures
- Immigration reform
- Favorable congressional decision on Lehman Brothers reimbursement

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF EAST PALO ALTO IN THE COMING YEAR

Brainstormed List of Perceptions

- Loss of revenue
- Rapacious, sue-happy landlord
- Natural disasters (e.g., floods)
- Loss of personnel/human resources to other jurisdictions
- Expiring contracts
- Business closures
- More code enforcements
- Increased demand for social services
- Illegal construction
- Increased costs (e.g., PERS, benefits, health, employees)
- Increased homelessness
- Ongoing wars
- Continued downturn of the economy
- State of California fiscal problems
- Prolonged recession
- Rude public comments
- Loss of water
- Hike in crime
- Rapidly increasing costs of water, refuse collection
- Lawsuits
- Continued housing foreclosures
- Property tax appeals
- People moving to more affordable communities
- Increased unemployment
- Increase in City operating costs
- Increased cost of fuel
- Employment law changes
- New threats of war (Iran, North Korea)

IDENTIFY CORE VALUES

Brainstormed list of potential core values:

- Professional, stable and well-trained organization
- Entrepreneurship
- Service

- Effective communication
- Disclosure
- Safety
- Meeting deadlines
- Customer service, internal and external
- Recreation/open space opportunities
- Collaboration
- Strong and respectful interaction of multicultural community
- Vision
- Quality
- Competence
- Technology
- Diversity
- Effective team
- Civility
- Inclusiveness
- Respect
- Integrity
- Accountability
- Responsibility
- Economic vitality
- Outreach/information provision
- Morale boosting
- Citizen involvement
- Professionalism
- Teamwork
- Ethics
- Creativity
- Responsiveness
- Quality of life
- Community
- Honesty
- Youth
- Fiscal stability
- Efficiency

BRAINSTORMED AREAS TO ADDRESS IN SIX MONTH OBJECTIVES
FOR EACH OF THE THREE YEAR GOALS

THREE YEAR GOAL: *ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS*

Brainstormed areas to address in 6 month objectives:

- Measure C
- Emergency preparedness training
- Location of the homeless shelter
- Plan for dealing with the homeless
- Emergency preparedness policies (e.g., FEMA reimbursement)
- Risk avoidance and risk management
- Emergency communication system
- Public recreation linked to crime prevention
- Weapon buy-back program
- Training community leaders in emergency preparedness (e.g., CPR, first aid, CERT)
- Develop mutual aid for emergency preparedness with the Cities of Palo Alto and Menlo Park
- Have community organizations provide in-house training (e.g., STD, birth control, HIV testing, birth control)
- Defibrillators in public buildings including training on how to use them
- Work with Lucille Packard Children's Hospital to expand linkages with the community
- Develop specific school traffic safety plan with the school district
- Establish MOU with wholesale suppliers of emergency equipment (e.g., Home Depot, Smart N Final)
- Updated contact numbers sheet for emergency preparedness
- Information sheet listing emergency shelters—distribute to the public
- Employee IDs for use in an emergency
- Graffiti and vandalism prevention program

THREE YEAR GOAL: *ENHANCE ECONOMIC VITALITY*

Brainstormed areas to address in 6 month objectives:

- Local business support
- Creation of a downtown
- Strengthen "First Source" hiring
- Directory of local businesses
- Incubator space for new businesses
- Enhance business attraction (actively seeking)
- Creation of commercial space
- Filling empty commercial and industrial space
- Community events to attract people to shop in East Palo Alto (including cross-cultural events)
- Development of a green economy initiative
- Short-term business retention plan
- Short-term business attraction plan
- Land use plan for Ravenswood Business District
- Marketing plan for shopping center
- Open a supermarket

THREE YEAR GOAL: *INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY*

Brainstormed areas to address in 6 month objectives:

- Staff training
- Update documentation of policies and distribute to Council, employees and the public
- Update equipment (e.g., copying machine)
- Implement a records management system
- Automated human resource system
- Meeting space that is adequate and near where people work
- Meeting the departments' needs in the hiring process that are seasonal; clarity as what to do to select interns, employees and volunteers
- Multi-language sensitivity, training and translation
- Community feedback mechanism
- Consolidation of City sites
- Remodeling of City Hall to be a more conducive workspace
- Review and purge unnecessary records
- Central place for long-term storage
- Space for storage of records needed in the short term
- Permit tracking system
- Microfiche machine that prints information
- Process for public to use credit card to pay their fees
- Format for staff reports
- Cross-departmental training to inform departments where citizens need to go for what information
- Procedures for what should be included in the City Council's agenda packet
- Use of technology to reduce paper and give people time to meet their information needs
- Bring IT in house

THREE YEAR GOAL: *IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE*

Brainstormed areas to address in 6 month objectives:

- Approval of CIP (Capital Improvement Program)
- Complete 50% (or some other percentage) of identified road pavement
- Complete and celebrate the Safe Routes to School Program
- Develop a joint coordinated plan with the sanitary district
- Bay Road downstream infrastructure improvements
- Complete Cooley Landing technical studies
- Work with County Landlord to wash and pain inside and outside of 2415 University building
- Approach County about ownership of 2415 University building
- Review MOU with the sanitary district
- Funding for creation of a park south of the pump station working with the City of Palo Alto
- Initiate a conversation with Menlo Park and CalTrans regarding University Avenue behind the school where there is no sidewalk and street light
- Inspect all City facilities owned or rented for life, safety and accessibility issues
- Review downstream and upstream alternatives to flood control on SF Creek
- Upgrade of street lights to make lights brighter
- Bell Street Park improvements design
- ADA compliance

THREE YEAR GOAL: *IMPROVE COMMUNICATION AND ENHANCE COMMUNITY ENGAGEMENT*

Brainstormed areas to address in 6 month objectives:

- Plan to improve the public address/audio system
- Review need for new City commissions
- Community assessment regarding preferred form(s) of communication
- Listing of activities/programming on cable TV
- Announcements on cable TV
- Posting information in the community about projects
- Yard signs for residents who have a permit granted to them

- Having Council meetings in the community (e.g., at a church) and on Saturdays
- City-owned kiosk to announce what's going on in the city

THREE YEAR GOAL: *ENHANCE THE QUALITY OF LIFE*

Brainstormed areas to address in 6 month objectives:

- Strategic plan for affordable rental housing utilizing our low/moderate housing funds
- Enhance programming for enjoyment of City parks
- Make a more bike and pedestrian friendly community
- Beautification of the city
- Develop a Healthy Community Initiative
- Subsidy (if feasible) for 11 units of formerly homeless youth coming out of foster care
- Fixing up of rundown houses (a mod rehab program)
- Joint use facilities agreement with the school district
- Review and agreement on criteria for use of Measure C money (crime prevention)
- Strategic plan for use of Measure C crime prevention money
- More aggressive on code enforcement of problem properties in coordination with the Police Department
- City clean up days



CITY MANAGER EVALUATION CRITERIA TO BE USED AT EVALUATION SESSION TO BE HELD ON July 13, 2009

Good fiscal management (e.g., fund development and additional revenue, such as grants)

Effective and timely communication and background information to the City Council

Anticipates problems and resolves them before they become a major issue by working well with the community, the private sector, other public agencies, non-profits and the press

Development and evaluation of management and staff

Assists the Council with their policy role and follows through on implementation of the City Council's strategic goals, priorities and policies

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
July 1, 2009	Deputy City Clerk Minnie Warren	Distribute the strategic planning retreat record to those unable to attend or had to leave early.
Within 48 hours of receipt	All recipients	Read the retreat record.
By July 31, 2009	Management Team (City Manager Alvin James-lead)	Present to the City Council proposed 6-month objectives for each of the 3-year goals
Monthly	City Council and City Manager Alvin James	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Deputy City Clerk Minnie Warren	Prepare and distribute the updated Strategic Plan Monitoring Matrix
December 10, 2009	City Council City Manager Management Team	Strategic Planning Retreat to more thoroughly assess progress on the Goals and Strategic Objectives, develop a Vision Statement and identify Strategic Objectives for the next six months.

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

“SWOT” ANALYSIS

Assess the organization’s:

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

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

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

CORE VALUES

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

THREE YEAR GOALS

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

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

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

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes

setting new objectives every six months

ATTACHMENT 2

CITY OF EAST PALO ALTO * SIX-MONTH STRATEGIC OBJECTIVES

June 30, 2009 – December 15, 2009

THREE-YEAR GOAL: *ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 31, 2009	City Council	Authorize FY 2008-2009 expenditures as stated in the Measure C ordinance.				
2. By September 30, 2009	Assistant City Manager, working with the Police Chief	Achieve full authorized staffing in the Police Department.				
3. By September 30, 2009	Police Chief, with input from the community	Develop and present to the City Council for action a Community Emergency Preparedness Plan.				

THREE-YEAR GOAL: *ENHANCE ECONOMIC VITALITY*

WHEN	WHO	WHAT	STATUS			CO
			DONE	ON TARGET	REVISED	
1. By July 31, 2009	Housing Services Director- lead, Building Official, Planning Manager, Police Chief, in consultation with the City Attorney	Develop and present to the City Council for consideration recommendations for an ordinance to address abandoned and/or foreclosed property.				
2. By July 31, 2009	Housing Services Director	Develop and present to the City Council Housing Subcommittee a plan to address vacant, foreclosed residential properties in East Palo Alto.				
3. By September 30, 2009	RDA Director	Obtain community and RDA direction for implementation of a Tax Base Growth Strategy.				
FUTURE: By (date to be determined)	RDA Director, with community input	Develop and present to the Redevelopment Agency for consideration/direction a strategy to attract a supermarket to East Palo Alto.				

THREE-YEAR GOAL: *INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY*

WHEN	WHO	WHAT	STATUS			CO
			DONE	ON TARGET	REVISED	
1 By December 15, 2009	Deputy City Clerk, with input from all department heads	Present to the City Council for action an RFP to be disseminated to establish an automated record management system.				
2. By December 15, 2009	Employee Relations Manager, with input from Department Heads	Provide at least one training session for supervisors and managers to improve and enhance supervisorial and managerial skills.				

THREE-YEAR GOAL: IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE

WHEN	WHO	WHAT	STATUS			COMM
			DONE	ON TARGET	REVIS ED	
1. At the July 21, 2009 City Council meeting	Community Services Director	Present to the City Council for action a plan for tenant improvements regarding recreational and youth activities for the city's 1500 sq. ft. space in the YMCA facility.				
2. At the July 21, 2009 City Council meeting	Public Works Project Manager, working with a consultant	Present the design for the Safe Routes to School Improvement Project.				
3. By September 30, 2009	Community Services Director	Ensure completion of improvements at Jack Farrell Park.				
4. By September 30, 2009	Public Works Project Manager	Inform the community of the timeline for anticipated street improvement projects.				
5. By September 30, 2009	Public Works Project Manager	Present to the City Council for consideration the city's CIP.				

THREE-YEAR GOAL: IMPROVE COMMUNICATION AND ENHANCE COMMUNITY ENGAGEMENT

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By October 1, 2009	Deputy City Clerk and Assistant City Manager, working with the I.T. consultant, and with input from Department Heads	Develop and present to the City Manager a plan for developing, monitoring and updating the city website, including a timeline to create a new website.				
2. By October 31, 2009	Assistant City Manager	Improve website and ensure it provides correct information.				
3. By December 1, 2009	Mayor and City Manager	Present to the City Council for consideration a draft Community Engagement Plan.				
4. By December 15, 2009	City Manager, in consultation with the Media Center	Develop a format for using the Community Room/City Council media capabilities to record and broadcast programming of community interest.				