



**City of East Palo Alto**

## **ACTION MINUTES**

By: Minette Warren

### **SPECIAL CITY COUNCIL STRATEGIC PLANNING MEETING**

**Meeting Date: Thursday, December 10, 2009 – East Palo Alto City Hall**

**Time: 8:00a.m.-4:00p.m.**

**Community Room – First Floor – 2415 University Avenue, East Palo Alto CA**

8:00 Continental Breakfast

8:30 Welcome, Purpose of the Retreat, Public Comment and Introduction of the Facilitator and Recorder – David E. Woods, Mayor

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

**Public Comments are Welcome during the Meeting**

#### **Roll Call:**

**Present: Martinez, Abrica, Romero, Woods (Evans/Absent)**

Introductions of the Group

1. City of East Palo Alto:
  - Mission Statement
  - Core Values
  - Three-Year Goals (2009-2012)
2. What Are the Accomplishments of the City of East Palo Alto Since the June 30, 2009 Strategic Planning Retreat?

3. What Are the City of East Palo Alto's Current Internal Weaknesses/ Challenges?
4. 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)?
5. City Council: Review and Revise, if Needed, the Three-Year Goals (what needs to be accomplished)
6. 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
7. 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)
8. Summary of the Retreat and Closing Remarks
9. 4:00 Adjourn

**The meeting will begin promptly at 8:30 a.m. There will be a mid-morning and a mid-afternoon break with a group lunch at noon. No cell phone calls/audible pagers/use of PDAs except at breaks please.**

**PLEASE SEE ATTACHMENTS FOR INFORMATION REGARDING ITEMS COVERED DURING  
THE RETREAT**

# CITY OF EAST PALO ALTO \* SIX-MONTH STRATEGIC OBJECTIVES

December 10, 2009 – June 1, 2010

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the January 5, 2010 City Council meeting	City Council (Council Member Carlos Romero-lead)	Determine a process for developing a comprehensive approach to Measure C.				
2. At the January 19, 2010 City Council meeting	Police Chief	Present to the City Council for action the proposal of Advanced Community Policing.				
3. By March 1, 2010	Police Chief	Implement a tabletop emergency preparedness exercise.				
4. By April 30, 2010	Assistant City Manager, working with the Police Chief	Achieve full authorized staffing in the Police Department.				
5. By June 1, 2010	Police Chief	Implement Advanced Community Policing.				

**THREE-YEAR GOAL: *ENHANCE ECONOMIC VITALITY***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the December 15, 2009 City Council meeting	Housing Services Director	Develop and present to the City Council for action a plan to address vacant, foreclosed residential properties in East Palo Alto.				
2. At the January 19, 2010 City Council meeting	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.				
3. By March 31, 2010	RDA Manager, with input from Renaissance and the Economic Development Subcommittee	Present to the City Council for selection strategies to attract and retain small businesses.				
4. Beginning in April 2010 and semiannually thereafter	RDA Manager, working with local businesses	Monitor, facilitate and report on the status of having 30% East Palo Alto residents filling Gateway 101 positions.				
5. By June 1, 2010	RDA Board	Select from the Tax Base Growth Strategy a strategy for implementation.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the January 5, 2010 City Council meeting	Auditors	Report to the City Council the need to revisit the City's purchasing policy.				
2. By February 1, 2010	Interim City Manager	Present to the City Council for direction on addressing the inadequacy of existing City government facilities.				
3. By March 1, 2010	Housing Director	Develop and present to the City Council for action a process for developing rent stabilization regulations.				
4. By March 1, 2010	City Attorney	Prepare and present to the City Council for action a revised rent stabilization ordinance.				
5. By April 1, 2010	Assistant City Manager/HR Director and Employee Relations Manager	Present to the City Council for action a consultant to assist the City in updating personnel policies and procedures.				
6. By June 1, 2010	City Manager and Finance Director, with input from a consultant and City departments	Review all of the City's fees and recommend to the City Council which fees need to be raised in the Master Fee Schedule.				
7. By June 1, 2010	City Manager and Council Member Romero, working with a consultant	Implement an online process for accessing the City Council meeting packets and City reports prior to City Council meetings.				
8. By June 1, 2010	Assistant City Manager/HR Director	Achieve a 95% of greater employee retention rate.				

<p>9. By June 1, 2010</p>	<p>Assistant City Manager/HR Director, with input from the City Attorney</p>	<p>Fill the Deputy City Attorney position.</p>				
<p>10. By June 1, 2010</p>	<p>Assistant City Manager/HR Director, working with the consultant</p>	<p>Update the City Council on the development of updated personnel policies and procedures.</p>				

**THREE-YEAR GOAL: *IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By March 1, 2010	City Engineer	Start construction of at least three street improvement projects citywide for a total of \$3 million.				
2. By April 1, 2010	City Engineer	Present to the City Council for action a consultant to prepare a citywide Storm Drain Master Plan.				
3. By April 1, 2010	Finance Director	Investigate the feasibility of a citywide grant writer system and report the results to the City Council.				
4. By May 1, 2010	City Engineer	Initiate the design and phase and recommend to the City Council for action a consultant for Bay Road Phase 2.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At least weekly	Department Heads, working with Minnie	Provide updated information for the website.				
2. Monthly	Police Chief	Conduct Beat meetings in each Beat.				
3. Monthly	Police Chief	Distribute electronically to the community East Palo Alto's crime statistics.				
4. By December 31, 2009	City Engineer	Inform residents of the affected streets, if timelines have changed and why the delay.				
5. By March 1, 2010	Council Member Abrica and the City Manager	Recommend community communication and engagement strategies to the City Council for action.				
6. By March 1, 2010	Planning Manager, working with other agencies	Develop and present to the City Council for action a strategy to get community participation in the 2010 Census.				
7. In April and June 2010	Police Chief	Conduct "Chats With the Chief" in the community.				
8. By June 1, 2010	Assistant City Manager/HR Director, working with IT staff and a consultant	Develop a plan for a new website and present to the City Council for action.				

**THREE-YEAR GOAL: *CREATE A HEALTHY COMMUNITY***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By February 15, 2010	Police Chief	Develop and present to the City Council for action a Police Activities League program to increase children and youth's physical activities.				
2. By March 15, 2010	Community Services Director, working with Council Members Abrica and Martinez	Develop a Healthy Community Plan and present to the City Council for action.				
3. In April and in Fall 2010	Maintenance Manager	Implement a "City Clean Up Day."				
4. By June 1, 2010	Community Services Director, working with the School-City Subcommittee	Complete a Joint Use Facilities Agreement with the Ravenswood School District.				

# CITY OF EAST PALO ALTO

## STRATEGIC PLANNING RETREAT

December 10, 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 service*

*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*

*Create a healthy community*

**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 JUNE 2009 STRATEGIC PLANNING RETREAT?**

Brainstormed List of Perceptions

- We completed writing the rent stabilization ordinance
- Existing conditions report of the Specific Plan
- Completed writing City-wide Emergency Preparedness Plan
- Hired all but two sworn positions
- Awarded a contract for storm drain improvements
- Invested in staff development (e.g., FEMA training, training for Police and Planning)
- Created a Citizen Advisory Committee for the Specific Plan

- Initiated the collection of registration fees for landlords and property owners in the Rent Stabilization Program
- Executed a MOU with Cal Trans for \$72,000 for bus shelters
- Council awarded Measure C funds
- Brentwood School sidewalk improvements
- Completed a draft CAFR
- Developing a new permit tracking system
- Hired a new Planning Division Manager
- We got a grocery store
- Processed about 15-20 land use applications
- Worked with Ravenswood School District and Sequoia School District to create options for building a high school on their property
- Supported and funded the Summer Employment Program
- Provided \$350,000 in job training to encourage green jobs training
- Achieved 40% first source hiring at Mi Pueblo—about 80 people hired
- Completed cultural competency training
- Transfer of property and evidence room
- Processed and settled numerous claims
- Conducted a Youth Summit
- Engaged and got input from stakeholders regarding ongoing settlement negotiations with the receiver
- Hired 22 people since July
- Submitted the grant application for \$650,000 for the Highway Improvement Project for University Avenue
- Destroyed 400 pounds of narcotics
- Initiated a traffic study on University Avenue
- Signed a 25-year Water Master Agreement
- Recovered 75 pounds of heroin
- Had a successful gun buyback program—got 50 guns
- Reduced shootings by 20%
- Placed cameras in all of the police vehicles
- Successfully retained a design and environmental consultant for our Flood Project
- Completed a citywide Sex Offender Compliance Check Program
- Received numerous grants (e.g., Police Department--\$1.2 million, Public Works--\$1.1 million)
- Hiring an Employee Relations Manager
- Water infrastructure grant received for \$1.1 million
- Retained being one of the cities with the highest rates of recycling
- Signed a 10 year new agreement for refuse collection
- Successful Prop 1A securitization—got back approximately \$678,000
- We have a draft Housing Element
- Adopted a risk management policy
- Adopted the Capital Improvement Program (CIP)
- Completed Jack Farrell Park
- Adopted Department of Transportation policy
- Completed a draft citywide Water Master Plan
- Strengthened and increased collaboration with CalTrans and Ravenswood School District
- Reduced the recidivism rate to 14%
- Completed 95% (of 18 different locations) of the design for pavement projects citywide

- Completed a draft Injury, Illness and Prevention Program (IIPP)
- Completed the construction drawings and cost estimates for tenant improvements at City Hall
- Completed a draft citywide credit card policy
- Had a City 4<sup>th</sup> of July Parade and Celebration
- Adopted a City flag
- Notified the residents of the placement of a sexually violent predator in the community
- Employed 50 parolees in a job program
- Collaborated and submitted an appreciation with the County and five other cities for \$7 million to address foreclosures
- Initiated a process to complete the open space improvements associated with Cooley Landing
- Engaged and got input from the community on the drafting of the rent stabilization ordinance
- Submitted a grant to continue the Shuttle Program (\$240,000) and purchase a senior vehicle (\$70,000)
- Awarded the contract for the Pavement Rehabilitation Project

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

### Brainstormed List of Perceptions

- Limited meeting space—dispersed units—office spaces spread throughout the city
- No central City Hall
- Inadequate code enforcement resources
- Lack of/insufficient training of management and staff
- Inadequate copying capacity
- Lack of affordable housing development plan
- Lack of park program
- No inroads into small business development and support
- Limited resources
- Inadequate records management storage and system
- Woefully inadequate public notices and posting of Council agendas
- Lack of storage facilities
- Not enough vehicles
- Lack of community engagement program
- Lack of engagement of employees about benefits, policies and procedures
- Limited interaction with Council and Commission
- Illegal dumping throughout the city
- Outdated City website
- Insufficient staffing
- Lack of communication and bonding
- Lack of coordination
- Lack of internal operating policies
- Rundown City facilities

- Not enough money
- Inadequate and outdated visual and audio equipment in the Council Chambers
- Outdated policies and procedures
- Outdated municipal code

## **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

- Improved federal grant environment
- Foundation focus on healthy communities
- Improved national economy
- Health care reform plan
- New State green building code
- New ballot initiative to protect cities from State takeaways
- Successful litigation in protection redevelopment funds
- Private-public partnerships
- Improved state and regional water rights
- Improved regional transportation—trains, busses and the Nissan Leaf (an electric car)
- Emphasis on climate change
- Improved open space, trails and bike paths
- Passing of the “to be lettered” measure of the rent stabilization ordinance
- Finalizing the Flood Control Project
- Local, State and National emphasis on green jobs and the environment
- Improved collaboration among local governments
- Partnerships
- Increased funding for public transportation
- Full implementation of Measure C
- Increased focus on education
- Stabilization in foreign places like Afghanistan and Pakistan
- Dismembering of the Page Mill portfolio
- Crime prevention programs funded by Measure C
- Cal Energy Commission’s funding of local programs
- Opening of Mi Pueblo
- Bank paying their money back to the feds

**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

- Unfunded regulatory mandates
- Release of 20,000 inmates in the State of California
- Escalation of the wars and destabilization
- State's continued budget crisis
- Increase or uptick of claims against the City
- Prolonged economic downturn
- Increased cost in health benefits and PERS
- Global warming
- Homeless
- Increased dropout rates and resulting increase in crime
- Pandemic
- Decline in property valuation
- Cutting of rehab programs for prisoners
- State's inability to fund SB90 clients
- Unemployment rate
- Increased tolls on Bay Area bridges
- Increased foreclosures
- Increased crime
- State's cuts in universities and State schools
- Potential flooding
- Increased mental health challenges
- Increase in class size and ratios
- Wars
- H1N1
- Problems attracting the right City Manager

## NEXT STEPS/FOLLOW-UP PROCESS

<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>
December 11, 2009	City Manager	Distribute the strategic planning retreat record to meeting invitees.
Within 48 hours of receipt	All recipients	Read the retreat record.
December 16, 2009	Management Team (City Manager-lead)	Review the “Internal Weaknesses” list for possible action items.
By December 18, 2009	Department Heads	Present the updated Strategic Plan to the staff.
January 5, 2010	City Council (Mayor-lead)	Present the updated Strategic Plan to the public.
Monthly	City Council and City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the written, updated Strategic Plan Monitoring Matrix to the City Council and staff.
June 2010	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