



EAST PALO ALTO CITY COUNCIL SPECIAL MEETING AGENDA

February 22, 2020, 8:00 a.m.

Cooley Landing

2100 Bay Road

East Palo Alto, CA 94303

Members of the public have the right to address the City Council on any item on the Agenda, before or during its consideration [G.C. §54954.3(a)]. In order to speak, you must fill out a speaker card and submit it to the City Clerk. You will have no more than two (2) minutes to speak.

1. CALL TO ORDER AND ROLL CALL

2. STRATEGIC PLANNING SESSION

**1. Strategic Planning 2020
Recommendation:**

1. Review the attached supporting documents to evaluate the progress made and status of the Fiscal Year 2019-2020 City Council Strategic Priorities;
2. Define the Fiscal Year 2020-2021 City Council Strategic Priorities; and
3. Direct staff to return to the City Council in April 2020 for final adoption of the Fiscal Year 2020-2021 City Council Strategic Priorities.

3. ADJOURNMENT

This AGENDA is posted in accordance with Government Code Section 54954.2(a)

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DECLARATION OF POSTING

This Notice is posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the City website. Under penalty of perjury, this Agenda was posted to the public at least 72 hours prior to the meeting.

POSTED: February 18, 2020

ATTEST:

Walfred Solorzano
City Clerk



EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: February 22, 2020

TO: Honorable Mayor and Members of the City Council

VIA: Jaime M. Fontes, City Manager *Jaime M. Fontes*

BY: Patrick Heisinger, Assistant City Manager

SUBJECT: Strategic Planning 2020

Recommendation

1. Review the attached supporting documents to evaluate the progress made and status of the Fiscal Year 2019-2020 City Council Strategic Priorities;
2. Define the Fiscal Year 2020-2021 City Council Strategic Priorities; and
3. Direct staff to return to the City Council in April 2020 for final adoption of the Fiscal Year 2020-2021 City Council Strategic Priorities.

Background

This staff report provides an overview of the City Council Strategic Priority Setting (Priority Setting) process for Fiscal Year 2020-2021, as well as a status update on previous planning processes. The 2020-2021 Priority Setting session has been scheduled for Saturday, February 22, 2020.

The City Council conducts an annual Priority Setting session to designate high-priority initiatives, ordinances, and/or projects. The goal of the Priority Setting process is to allow the Administration to focus limited staff and financial resources on initiatives that City Council identifies as the highest priorities. The most recent Priority Setting session was held on February 23, 2019.

Status of 2019-2020 City Council Priorities

A key outcome of the Priority Setting process is a plan that is approved by City Council for the upcoming fiscal year. The current plan, entitled “FY 2019-20 City Council Priorities” (Attachment 1), features 15 “goal statements” divided into two tiers with approximately 46 total proposed actions/objectives within those goal statements.

Attachment 1 also provides the City Council and the community with an update

on accomplishments in achieving the goals set forth in the 2019-20 City Council Priorities.

Analysis

While the current Plan provides detailed information about activities throughout the City organization, it may be improved through the following modifications:

- Providing specific target completion dates;
- Defining anticipated outcome measures or data collection expectations;
- Aligning priorities with the corresponding fiscal year budget, also approved by City Council; and
- Clarifying the difference between activities associated with **Core Services**, as defined below, and strategic priorities that are directed by City Council.

Core City Services

The City, through our City departments, provides a number of services to our residents which may be understood to be functions of ongoing city operations, actions that are based in legal or regulatory obligations, or activities that were approved through the City's budget process. (Core Services) The current complement of Core Services is detailed by Department in Table 1 below.

TABLE 1

Department	Director/Lead	Core Services
City Manager's Office	Jaime M. Fontes	<ul style="list-style-type: none"> • Lead and Manage the City Organization.
City Attorney's Office	Rafael Alvarado	<ul style="list-style-type: none"> • Provide legal advice to the City Council and City staff. • Draft documents that help achieve the City Council's Strategic Plan and the City Manager's priority action items. • Defend the City's interest in court and administrative hearings and initiate legal action to protect the City and/or improve the quality of life of the residents of East Palo Alto.
Administrative Services Department	Marie McKenzie	<ul style="list-style-type: none"> • Human Resources. • Community Programs.
Finance Department	Brenda Olwin	<ul style="list-style-type: none"> • Financial Management, Reporting, Auditing. • Budget Planning, Development, Forecasting. • Treasury, Tax and Fee Administration. • Capital Financing, Asset and Debt Management.
Police Department	Chief Pardini	<ul style="list-style-type: none"> • Patrol Division: Provide 24/7. • Investigations Division: Provide Investigative follow-up of serious crimes. • Administration Division: Provide Administrative leadership of the department, Records/Warrant/DOJ compliance, PRA/staff Public Service Counter, Evidence and Court liaison.
Community and Economic Development Department	Patrick Heisinger	<ul style="list-style-type: none"> • Citywide Land Use Planning. • Development Plan • Review/Building. Construction Inspection. • Administration of the City's Affordable Housing Strategy/Rent Stabilization Program. • Business and Workforce Development.

Public Works Department	Kamal Fallaha	<ul style="list-style-type: none"> • Capital Improvement Programs Implementation. • Public Works Maintenance. • Environmental Programs Solid Waste Management, Stormwater Compliance, Sustainability. • Oversee the maintenance and operation of the City Water System. • Issuing permits for any work to be performed on City right-of-way (Encroachment Permits) and Transportation Permits. • Performs various reviews related to private development projects.
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Within each Department, there are Divisions that also function to implement ongoing Core Services through activities that are reflected in annual Division and unit workplans. Many of these activities are presented and reviewed by City Council throughout the year, as work is completed, or approvals are required. More importantly, these items are detailed in the City's workplan associated with the approved budget process for each fiscal year and, therefore, may not need to be reflected in the Priority Setting process. The City Council will be provided with detailed information about these proposed activities, by Division, during the annual budget hearings that occur each June.

A Revised Approach

Given the evolving needs of the community and City leadership, the Administration proposes that the Priority Setting process be modified to focus on identifying the City Council's priorities beyond the City's core services, obligations, and workplans associated with the approved annual budget. The revised approach to City Council Priority Setting involves:

- Recognition that Core Services and activities that are budgeted in each fiscal year should be reflected in the Department and unit work plans and, thus, may be reported back to City Council throughout the year.
- Definition of discrete measurable outcomes that are anticipated as a result of each priority goal.
- Transparency efforts will be implemented, including –
 - Council Priorities detailed in a living document on the City's website.
 - Each December, the Administration provides the City Council with a mid-year update on progress in achieving the current Council Priorities.

Defining a Priority

For the purposes of developing the City Council Priorities, a Priority shall be any item that requires:

- Additional city resources to implement (e.g. funding for staffing or new projects/programs);
- Cross-departmental coordination or engagement of partners and entities outside of the City; or
- An increase in level-of-service for any Core Service or previously budgeted activity; and
- Specific goals articulated in terms of defined subtasks that may lead to achievement of a larger multi-year goal.

Reporting Accomplishments

In previous years, the staff report associated with the Priority Setting process would list many activities from the previous year as “accomplishments,” regardless if the “accomplishment” was associated with one of the City Council’s approved priorities.

Moving forward, the Administration recommends that:

1. Accomplishments associated with regular Core Services and budgeted actions for the fiscal year be reported during the annual budget process; and
2. A new format be adopted that (tracks) each City Council Priority, each Goal that is identified as being necessary to achieve the Priority, and each Action that is necessary to achieve the Goal. The City Council Priority Workplan (Workplan) would also detail the lead staff, status, and target completion by quarter. An example of the proposed Workplan is provided in Attachment 2.

Strategic Priorities for Consideration

To facilitate discussion of possible items for consideration as City Council Strategic Priorities in FY 2020-2021, the Priority Setting process will initiate with topics that have been identified from the following sources:

- Tier 1 FY 2019-2020 City Council Strategic Priorities
- Tier 2 FY 2019-2020 City Council Strategic Priorities
- City Council Suggestions Since Last Priorities were Established
- City Council Suggestions During Meetings with Management Partners¹
- Community Suggestions
- Administration Suggestions

The Draft Prioritization Matrix is included as Attachment 3 (this is the document we would create with the items in yellow above).

“Dot Exercise” for Prioritization

During the Priority Setting session on February 22, 2020, staff will support City Council in conducting an exercise to identify and prioritize potential goals for the next fiscal year. Consultant Greg Larson will facilitate City Council engagement and discussion. Staff recommends that the City Council review the Draft Prioritization Matrix (Attachment 3) in advance.

Next Steps

After the 2020-2021 Priority Setting session on February 22, 2020, staff will return to the City Council with an updated City Council Priority Workplan in April 2020. The updated draft will identify detailed workplans and targets for each item, as well as any resources needed and timing constraints (if applicable). Any items added during the Priority Setting process may be reflected in the new City Council Priorities or in the City Department workplans.

Attachments

1. Update on 2019-2020 Council Priorities
2. Workplan Template
3. Prioritization Matrix

FY 2019 – 20
City Council Priorities
City of East Palo Alto
(February 2020 Status)

TIER 1 - GOALS AND PRIORITIES		STATUS (As of February 2020)
A	DEVELOP AND IMPLEMENT MEASURE HH EMPLOYMENT PROGRAM	
	1	Issue RFP for consultant assistance with developing Measure HH employment program, including program options for City Council, implementation framework, and evaluation program. Program design should evaluate potential enhancement of existing East Palo Alto Career Center.
	2	Implement and evaluate Measure HH employment program.
	3	Update First Source Hiring Policy.
RFP issued pursuant to City Council direction in October 2019. Consultant anticipated to be on board by April 2020.		
B	IMPROVE OPERATION AND INFRASTRUCTURE OF WATER SYSTEM	
	1	Improve customer service and process improvements with AWE and VEOLIA.
	2	Secure City Council prioritization of the sequencing of emergency water supply improvements, including Pad D groundwater well, new water storage tanks, and emergency interties.
	3	Prepare Feasibility Study of potential sites for a water storage tank pursuant to Corrective Action Plan.
	4	Design and begin implementation of water mains replacement project.
	5	Implement water meter replacement project.
City facilitated numerous public meetings to hear residents' concerns.		
Currently in negotiations for intertie agreement with Palo Alto; new tank(s) expected by 2023.		
Staff will initiate study in June 2020.		
Four (4) projects scheduled to occur by 2022: O'Brien Turnout Upgrade; University Ave. Gap Closure Project; Cooley Ave. Transmission Main Project; and SFPUC Turnout at Purdue Ave.		
Install 970 meters by 2021. All meters to be replaced by the end of 2023 Citywide.		

Attachment: Update on 2019-2020 Council Priorities (1121 : Strategic Planning 2020)

C	DEVELOP A COMPREHENSIVE TRANSPORTATION AND MOBILITY PLAN		
1	Complete Mobility Study and identify options for parking and cut through traffic issues. Establish short/mid/long-term goals.	Study to be completed by June 2020. Short term goals include installation of speed humps, radar feedback signage, and installation of stop signs to be completed by Summer 2021. Implementation of the Mobility Study elements by 2022.	
2	Adopt updated Transportation Demand Management Policy.	Ordinance is anticipated to be adopted by June 2020.	
3	Identify and implement regulatory and capital solutions to mitigate cut through traffic.	Interim parking and traffic enforcement pending capital solutions and funding from Mobility Study.	
D	PRESERVE AND EXPAND AFFORDABLE HOUSING		
1	Implement Affordable Housing Strategy.	Approved with annual expectations defined.	
2	Affordable housing production to accomplish 500-unit goal, including Light Tree, 965 Weeks, other affordable housing projects.	City continued to advance this goal, including the approval of the 965 Weeks affordable housing development.	
3	Preserve existing RSO Units and explore options for nonprofit ownership.	City was selected to participate in the San Francisco Foundation’s Challenge Grant initiative. Staff will continue to pursue this activity in FY 2020/21.	
4	Implement RV Safe Parking Program.	Completed.	
5	Update Inclusionary Housing Ordinance.	Completed.	
6	Prepare and issue RFP for anti-displacement services and education.	Completed.	
7	Complete 2nd Unit Taskforce process and identify methods to facilitate legal 2nd Units.	Completed.	
E	CONSOLIDATION AND IMPROVEMENT OF CITY FACILITIES		
1	Develop a Public Facilities Plan.	Staffing and space needs, as well as identification of possible sites, to be finalized in the Facilities Plan by end of 2020.	
2	Identify permanent location for Police Station.	Location to be identified in the Facilities Master Plan.	
3	Complete City Hall Tenant Improvements and Design.	Improvements, coordinated with San Mateo County, include reconfiguration to the former police evidence room and improvements to the City Council Chambers. Tentative design completion in Summer 2020.	
4	Upgrade audio visual system in City Council Chambers.	Partial funding approved. Improvements to be performed with the City Hall Tenant Improvements Project.	

F	DEVELOP A COMMUNICATIONS PLAN WITH BRANDING AND MESSAGING	
1	Provide a user-friendly website for easy navigation to retrieve City information and/or services and maintain updated content.	City Council approved funding in February 2020. Project to begin March 2020.
2	Establish and implement a website management plan.	To be completed by July 2020.
3	Identify appropriate staff and resources to maintain and update website content.	Completed.
4	Develop a Communications Plan to provide options on how information is delivered to the community.	To be completed by August 2020.
5	Present communication plan and Community Calendar to City Council.	City Council provided direction to staff in January 2020. Community calendar finalized to be published by March 2020.
6	Implement approved communication plan.	To be completed by August 2020.
7	Incorporate Community Opinion Survey into communication plan.	City initiated a community survey in February 2020. Staff will provide an update on findings to City Council in April/May 2020.
G	ENGAGE WITH THE COMMUNITY AND PARTNER AGENCIES TO IMPROVE EDUCATIONAL RESOURCES AND OUTCOMES	
1	The Community Services Division will scan other comparable cities to identify best practices, points of intervention, and partnerships with educational entities.	City Council will be hosting a Study Session on this item on February 18, 2020.
2	Through My Brother's Keeper initiative, develop plan to address educational needs of local youth.	
H	ENHANCE FLOOD PROTECTION FOR RESIDENTS, BUSINESSES, AND PROPERTY OWNERS	
1	Coordinate with City of Palo Alto regarding the Newell Street Bridge Replacement.	EIR certification underway. The project includes replacement of a functionally obsolete bridge originally constructed in 1911.
2	Coordinate and collaborate with the San Francisquito Creek JPA on the design, entitlements, permitting, and construction of the Phase II Upstream project.	Anticipate permitting by 2021. Project location is west of the 101.
3	Implement the \$22M Safer Bay Project CALOES/FEMA Grant with the San Francisquito Creek JPA, including design, permitting, and construction.	Agreement with JPA by June 2020. The project lies between O'Conner Pump Station and the north end of Tara Street and will construct improved flood control features along the Bay shoreline.
4	Continue to advocate for regional solutions for flooding and sea level rise with local, regional, State, and Federal entities.	Requires regional resiliency planning initiative, as a Community Rating System (CRS) Class 7 Community (resulting in 15% reduction in flood insurance for residents).

TIER 2 - GOALS AND PRIORITIES		STATUS (December 2019)	
I	ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS		
	1	Fill existing vacancies and continue to advance training for existing employees.	Since July 2019, the Police Department completed four (4) hiring processes and has three (3) current Officer vacancies.
	2	Implement the Lexipol policy manual and support service.	Done.
	3	Train personnel on use of Body Worn Cameras and implement in daily use.	Done.
	4	Update Hazard Mitigation Plan.	Staff continues to work with San Mateo County and other agencies. Plan to be completed in 2021.
J	ADDRESS THE CITY'S STRUCTURAL DEFICIT		
	1	Update Master Fee Schedule and Cost Allocation Plan.	City Council to consider new fee schedule April 2020.
	2	Establish Reserve policies and CALPERS prepayment strategy.	City Council Study Session planned for April 28, 2020 for reserves. CalPERS prepayment session will occur by August 2020.
K	PROVIDE ASSISTANCE TO SMALL LOCAL BUSINESSES		
	1	Complete Small Business Grant with Renaissance.	During the City's FY 2020/21 Budget process, staff will seek City Council direction regarding potential uses for the future office space provided by the Sobrato Phase II project.
	2	Implement existing General Plan Policies that encourage new development to provide local retail or community service space as a community benefit.	
L	IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE		
	1	Set aside General Fund monies for Capital Improvements.	Council currently sets aside annual Measure P Sales Tax funding in each budget process.
	2	Actively pursue funding for projects in the adopted Capital Improvement Plan.	To date, the City has pursued up to \$40M in new funding for capital improvements (AHSC, Bay Road, and IIG).
	3	Initiate construction of Bay Road and related improvements by 2019.	Construction will be underway by Spring 2020.
	4	Design and implement annual Street Resurfacing Program to improve the Pavement Condition Index.	2019 project completed. 2020 project to be constructed in Summer 2020.
EXPAND PEDESTRIAN/BICYCLE FACILITIES AND INTERCONNECTIVITY			

Attachment: Update on 2019-2020 Council Priorities (1121 : Strategic Planning 2020)

M	1	Complete design, approvals, and secured funding for University Avenue/Hwy 101 Interchange and Pedestrian and Bike Overcrossing.	The project includes construction of bicycle/pedestrian overcrossing. Design will be completed by Spring 2020. Seeking Caltrans approval of the project. Staff will also seek ATP project funding in Spring 2020.
	2	Design and Implement City's Portion of the AHSC (Cap and Trade) Improvements that include Addison Street Safe Routes to School/Green Infrastructure, which consists of up to 8.6 miles of bikeways, 3,200 feet of new and improved sidewalks, and transit stop improvements.	Design work to be completed by Fall 2020.
	3	Pursue <i>Safe Routes to School</i> funding opportunities.	Ongoing (noted to delete).
	4	Pursue bicycle and pedestrian improvements with AHSC application for 965 Weeks.	The City submitted an AHSC application for the 965 Weeks project in February 2020.
N	PRIORITY AREA #2: Increase Organizational Effectiveness and Efficiency		
	1	Complete Koff Classification/Compensation Study and begin implementing recommendations.	Study completed. Position wage adjustments estimated to occur through FY 21-22. New job descriptions forthcoming for Council approval.
	2	Prepare a staff retention/development strategy.	Work is expected to be completed in the Fall 2020.
	3	Initiate Enterprise Resource Planning (ERP) program.	Pre-implementation Phase in Process. System selection and contract negotiations expected to be finalized by September 2020. System Implementation Phase begins following vendor contract acceptance.
	4	Implement Granicus Agenda Management program.	Completed.
5	Update purchasing policy and digitize City Documents.	City Council authorized funding to initiate the City's digitization efforts in February 2020. Phase 1 is expected to be completed by Fall 2020. Staff anticipates updating the City's purchasing policy in July 2020.	
O	FOSTER COMMUNITY CULTURAL EVENTS AND ACTIVITIES IN PUBLIC SPACES SUCH AS PARKS		
	1	Conduct events to engage the community in public spaces.	Per City Council direction, the City focused on activating parks during the summer months. Staff is preparing an update to the City Council in March 2020.
	2	Plan Open Space Events and Activities.	City Council provided staff with direction in February 2020 regarding City sponsored events.

EAST PALO ALTO CITY COUNCIL PRIORITY WORKPLAN

DEPT: [INSERT DEPT NAME] **LEAD:** [INSERT DIRECTOR NAME]

GOAL ACTION	CC PRIORITY: [INSERT TEXT]	STATUS	FY 2020-2021				FY 2021-2022			
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1	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1	[Actions to Achieve Goal Text]	To Do								
1.2	[Actions to Achieve Goal Text]	To Do								
1.3	[Actions to Achieve Goal Text]	To Do								
1.4	[Actions to Achieve Goal Text]	To Do								
1.5	[Actions to Achieve Goal Text]	To Do								

2	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1	[Actions to Achieve Goal Text]	To Do								
2.2	[Actions to Achieve Goal Text]	To Do								
2.3	[Actions to Achieve Goal Text]	To Do								
2.4	[Actions to Achieve Goal Text]	To Do								
2.5	[Actions to Achieve Goal Text]	To Do								

3	GOAL: [in Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1	[Actions to Achieve Goal Text]	To Do								
3.2	[Actions to Achieve Goal Text]	To Do								
3.3	[Actions to Achieve Goal Text]	To Do								
3.4	[Actions to Achieve Goal Text]	To Do								
3.5	[Actions to Achieve Goal Text]	To Do								

4	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1	[Actions to Achieve Goal Text]	To Do								
4.2	[Actions to Achieve Goal Text]	To Do								
4.3	[Actions to Achieve Goal Text]	To Do								
4.4	[Actions to Achieve Goal Text]	To Do								
4.5	[Actions to Achieve Goal Text]	To Do								

5	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1	[Actions to Achieve Goal Text]	To Do								
5.2	[Actions to Achieve Goal Text]	To Do								
5.3	[Actions to Achieve Goal Text]	To Do								
5.4	[Actions to Achieve Goal Text]	To Do								
5.5	[Actions to Achieve Goal Text]	To Do								

6	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6.1	[Actions to Achieve Goal Text]	To Do								
6.2	[Actions to Achieve Goal Text]	To Do								

Attachment: Workplan Template (1121 : Strategic Planning 2020)

EAST PALO ALTO CITY COUNCIL PRIORITY WORKPLAN

DEPT: [INSERT DEPT NAME] **LEAD:** [INSERT DIRECTOR NAME]

GOAL ACTION	CC PRIORITY: [INSERT TEXT]	STATUS	FY 2020-2021				FY 2021-2022			
6.3	[Actions to Achieve Goal Text]	To Do								
6.4	[Actions to Achieve Goal Text]	To Do								
6.5	[Actions to Achieve Goal Text]	To Do								

7	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
7.1	[Actions to Achieve Goal Text]	To Do								
7.2	[Actions to Achieve Goal Text]	To Do								
7.3	[Actions to Achieve Goal Text]	To Do								
7.4	[Actions to Achieve Goal Text]	To Do								
7.5	[Actions to Achieve Goal Text]	To Do								

8	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
8.1	[Actions to Achieve Goal Text]	To Do								
8.2	[Actions to Achieve Goal Text]	To Do								
8.3	[Actions to Achieve Goal Text]	To Do								
8.4	[Actions to Achieve Goal Text]	To Do								
8.5	[Actions to Achieve Goal Text]	To Do								

9	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
9.1	[Actions to Achieve Goal Text]	To Do								
9.2	[Actions to Achieve Goal Text]	To Do								
9.3	[Actions to Achieve Goal Text]	To Do								
9.4	[Actions to Achieve Goal Text]	To Do								
9.5	[Actions to Achieve Goal Text]	To Do								

10	GOAL: [to Achieve Priority - Insert Text]	STATUS	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
10.1	[Actions to Achieve Goal Text]	To Do								
10.2	[Actions to Achieve Goal Text]	To Do								
10.3	[Actions to Achieve Goal Text]	To Do								
10.4	[Actions to Achieve Goal Text]	To Do								
10.5	[Actions to Achieve Goal Text]	To Do								

Attachment: Workplan Template (1121 : Strategic Planning 2020)

**Draft Prioritization Matrix
2020-21 City Council Priority Setting**

PRIORITY ORIGIN	#	PRIORITY
TIER 1 FY 2019-2020 CITY COUNCIL STRATEGIC PRIORITIES ¹	1	Implement Affordable Housing Strategy Goals (<i>completed</i>)
	2	Develop and Implement Measure HH Employment Program
	3	Improve Operations and Infrastructure of Water System
	4	Develop a Comprehensive Transportation and Mobility Plan
	5	Consolidate and Improve City Facilities
	6	Develop a Communications Plan with Branding and Messaging
	7	Engage with the Community and Partner Agencies to Improve Educational Resources and Outcomes
	8	Enhance Flood Protection for Residents, Businesses, and Property Owners
TIER 2 FY 2019-2020 CITY COUNCIL STRATEGIC PRIORITIES	9	Enhance Public Safety and Emergency Preparedness
	10	Address the City's Structural Deficit
	11	Provide Assistance to Small Local Businesses
	12	Improve Public Facilities and Infrastructure
	13	Expand Pedestrian/Bicycle Facilities and Interconnectivity
	14	Foster Community Cultural Events and Activities
CITY COUNCIL SUGGESTIONS SINCE LAST PRIORITIES WERE ESTABLISHED	15	Establish AirBNB Ordinance for Regulation of Short-Term Rentals
	16	Investigate Potential Revenue Sources for the Housing Trust Model (<i>underway</i>)
	17	Continue to Implement Affordable Housing Strategy Goals (<i>underway</i>)
	18	Finalize Flavored Tobacco Ordinance (<i>underway</i>)
	19	Establish City Policy Regarding Use of City Funding for Purchase of Plastic Bottles at City-Sponsored Events
	20	Advance Key Water Infrastructure Projects
	21	Continue Summer Programs
	22	Investigate Potential Options for Developing County Vacant Property Located on Beech Street
	23	Pursue Development of a Dog Park
	24	Examine Opportunities for City Participation in the Blues Festival
	25	Consider Creation of a Youth Commission

¹ Many of the priorities shown have additional subtasks/goals as shown in Attachment X – FY 2019-20 City Council Priorities

	26	Identify City Sponsored Events
	27	Install Cameras/Surveillance at Parks and the POC (Pedestrian Overcrossing Bridge)
CITY COUNCIL SUGGESTIONS DURING MEETINGS WITH MANAGEMENT PARTNERS	28	To be Presented During the Priority Setting Session
COMMUNITY SUGGESTIONS	29	Improve City Parks: Increase Access, Security, Wi-Fi, Lighting, Programming (Soccer vs. Baseball)
	30	Establish a Pilot Traffic Enforcement Division for the Police Department
	31	Create a Retail Space for Local Entrepreneurs/Business Owners
	32	Coordinate with the County Library District Regarding the Potential New Library in East Palo Alto
ADMINISTRATION SUGGESTIONS	33	Establish a Pilot Traffic Enforcement Division for the Police Department
	34	Prepare for the 2023 Housing Element Update Process
	35	Develop 25-year Financial Projections to Inform Comprehensive Tax Resource, Capital and Debt Strategies
	36	Pursue State/Federal Grants or Other Subsidies to Improve Infrastructure
	37	Develop a Detailed Strategy around the Location of the Future Police Department
	38	Evaluate the City's General/Specific Plans to Respond to Current and Expected Development
	39	IT Strategic Plan
	40	Parks Master Plan
	41	Comprehensive Update to HR Policies/Procedures
	42	