

City of East Palo Alto

Agenda
mm/dd/yyyy

1. Special Presentations (Each Presentation Is Limited To 10 Minutes) (Government Code 54954.3(B))
2. Approval Of Consent Calendar
CONSENT CALENDAR- City Council Ordinances, Resolutions/Informational Reports/Approval of Actions and Motions
3. 7:30 P.M. Call To Order And Roll Call
4. Claims
There are none.
5. Minutes
There are none.
6. Oral Reports
Staff Reports

City Council Reports

Community Forum
7. Proclamation
A. Recognizing Henry Lesser

Documents:

[ITEM4.PDF](#)
8. Public Hearings
There are none.
9. Approval Of The Agenda
10. City Council Reports
11. Written Communications
12. Community Forum
13. Policy And Action Ordinances, Resolutions, Informational Reports

Documents:

[ITEM16.PDF](#)
[ITEM17.PDF](#)
[ITEM18.PDF](#)
14. Adjournment



PROCLAMATION

A PROCLAMATION OF THE CITY OF EAST PALO ALTO IN RECOGNITION OF HENRY LESSER

WHEREAS, Henry Lesser, Senior Counsel for DLA Piper LLP (US) resident in its East Palo Alto Office, is an internationally-recognized Corporate and Securities lawyer whose work has emphasized mergers and acquisitions, private equity transactions, corporate governance and securities transactions; the quality of that work leading to his designation as a Northern California "Super Lawyer" and listing in publications including *The Best Lawyers in America*, *Chambers USA*, and *Global Counsel 3000*, and

WHEREAS, since 2005 Mr. Lesser has served as a member of DLA Piper's East Palo Alto Pro Bono Committee (as the office's Pro Bono Partner from 2006 until 2010); during his tenure, pro bono service of firm lawyers to individuals and nonprofits has significantly increased, such the East Palo Alto office of DLA Piper provided nearly 10,000 hours of pro bono service in 2012; and

WHEREAS, Mr. Lesser has demonstrated ongoing commitment to applying his exceptional legal and business skills to help ensure the success of nonprofit organizations throughout the world, such that in 2011 DLA Piper appointed him to serve as the firm's Nonprofit Pro Bono Coordinator; and

WHEREAS, since 2010 Mr. Lesser has served as lead outside counsel to Making it Happen for our Children, an East Palo Alto nonprofit whose mission is to further the conceptualization and implementation of a Promise Neighborhood for the benefit of our youth from cradle to college to career, dedicating more than 400 hours of pro bono legal service and counseling to further its efforts; and

WHEREAS, Mr. Lesser provided significant pro bono legal and strategic governance advice to the Northern California Urban Development Corporation (now Able Works), an East Palo Alto nonprofit whose mission is to equip individuals with financial education, life skills and assets; his work helped establish Able Works' FutureProfits program (which teaches financial literacy and decision making to 500 students a week) and helped bring a credit union to East Palo Alto in 2009, restoring after 25 years local access to banking and financial services for the City and its residents; and

WHEREAS, Mr. Lesser previously provided outside legal and strategic assistance to East Palo Alto's Drew Medical Foundation as well; and

WHEREAS, in his pro bono work with nonprofits serving East Palo Alto, Mr. Lesser has worked as a true partner to those organizations as they sought to increase services to the community and make empowerment of our citizens a reality; he has been a role model to other transactional attorneys who might otherwise not recognize the unique contribution that business lawyers can provide to emerging communities through the pro bono representation of nonprofit organizations; and

WHEREAS, Mr. Lesser has also given pro bono transactional and governance legal advice to a variety of nonprofit organizations throughout California and the world, lending his expertise to causes such as combating human rights abuses in South Africa, increasing commercial law expertise in Tanzania, increasing access to microfinance grants in East African nations, and combating global hunger; and

WHEREAS, in addition to Mr. Lesser's provision of pro bono legal services, he has served on the Boards of Directors of numerous nonprofit organizations in California, including those dedicated to increasing the provision of pro bono legal services to the poor; and

WHEREAS, Mr. Lesser previously served as a member of the Board of Directors of the Volunteer Center of Silicon Valley, demonstrating such strong leadership in that role that his work with the Center was specifically acknowledged by the City of East Palo Alto within its proclamation honoring the Center for its contributions to the City in 2007; and

NOW THEREFORE, The City Council and the City of East Palo Alto congratulate Mr. Lesser on his retirement from the practice of law and recognize him for his commitment and years of service to the City, its residents and its nonprofit organizations.

Dated this 19th Day of February, 2013

Attested:

Honorable Mayor Ruben Abrica

Nora Pimentel, CMC
Deputy City Clerk



CITY OF EAST PALO ALTO
OFFICE OF THE CITY MANAGER
2415 UNIVERSITY AVENUE
EAST PALO ALTO, CA 94303

Policy and Action
Item: # 16

City Council Agenda Report

Date: February 19, 2013
To: Members of the City Council
Via: Magda A. González, City Manager
From: Mayor Ruben Abrica and Vice Mayor David Woods
Kathleen Kane, City Attorney
Hilary Stevenson, Deputy City Attorney
Subject: Measure C Oversight Committee Appointments

Recommendation

- 1) Provide policy direction regarding Measure C Oversight Committee appointments by deciding whether to fill vacancies within existing staggered terms, or establish new Committee terms
- 2) Select a City Council meeting date on which Measure C Oversight Committee appointments will be announced to record the appointments

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

- Priority #3 *Increase Organizational Effectiveness and Efficiency*
- Priority #5 *Improve Communication and Enhance Community Engagement*

Background

The City of East Palo Alto's Crime-Fighting Act of 2007 implemented Measure C, a special parcel tax passed by voters in November 2006 to fight crime through community crime prevention and public safety law enforcement programs.

The Measure C Oversight Committee is an advisory body to the City Council consisting of 15 seats. According to Measure C, the purpose of the Committee is as follows:

To ensure proper administration of the revenue collection and spending, and the implementation of the programs mandated by this Ordinance, the City Council shall appoint 15 members of a "Crime-fighting Act Oversight Committee," with each member of the City Council appointing

three members. The committee shall review the annual audit, evaluate, inquire and review the administration, coordination and evaluation of the programs and make recommendations to the City Council on programs and for any new policies for the administration of the programs to comply with the requirements and intent of this Ordinance.

There are currently several vacancies on the Committee, consisting of both new and unexpired terms. In order to fulfill the requirements of Measure C, it is necessary for the City Council to make appointments to fill these vacancies.

The precise mechanism for making appointments to the Measure C Oversight Committee was not spelled out in the original measure and was left to the City Council’s discretion. The ordinance specifies that appointments are individual to City Council members. It is inherent in this framework that Council members may change their individual appointments, or the procedure for making such appointments.

On February 1, 2011, the City Council established staggered terms for Measure C Oversight Committee members (Resolution 4090—See Attachment). The intention was to create three sets of staggered 3-year terms.¹ On March 15, 2011, the last time the City Council announced appointments to the Committee, the appointments were read into the record as follows:

Initial Committee Member Term of Office	City Council members (Spring 2011)				
	1 Abrica	2 Evans	3 Martinez	4 Romero	5 Woods
1 year (1/1/11 – 12/31/11)	Seat 1 Sharma Viejandra	Seat 2 Anna Turner (later filled by William Webster)	Seat 3 Marva Monje	Seat 4 Heather Stearnes	Seat 5 Re’Anita Burns
2 year (1/1/11 – 12/31/12)	Seat 6 Mario Pulido	Seat 7 Michael Francois	Seat 8 Jonathan Bryant	Seat 9 Larry Moody	Seat 10 Esther Hill
3 year (1/1/11 – 12/31/13)	Seat 11 Marisol Alvarado	Seat 12 Stewart Hyland	Seat 13 Ana Redmond	Seat 14 [_____] (later filled by Steve Teu)	Seat 15 Marcia Perez

Based on the appointments noted above and the staggered terms established in 2011, several Committee members’ terms have expired since the City Council made these appointments. Specifically, the 1-year terms (Seats 1-5) expired at the end of calendar year 2011. The 2-year terms (Seats 6-10) expired at the end of calendar year 2012.

The Municipal Code provides for terms of office for such advisory body members to be extended until new appointments are made. Section 2.36.010 of the Municipal Code provides, “Expiration of terms of office: All terms of office for members of on-going advisory bodies, including, but not limited to commissions, committees and boards shall expire on a date to be established by council policy. Any

¹ This action was taken by resolution of the Council, and may be modified by the same mechanism if it is the will of the Council.

member of an on-going advisory body whose term expires shall be eligible to continue until a successor is appointed by the city council.” Currently, Committee members serving in Seats 1-10 have continued to serve until City Council members appoint successors for these seats.

Additionally, according to a recent phone survey of Committee members, the following members have either resigned since their 2011 appointment or left office: Marisol Alvarado (Seat 11), Larry Moody (Seat 9), and Esther Hill (Seat 10).

Analysis

The City Council has several policy options in making future appointments to the Committee. The two main options are: 1) make appointments to fill the expired and unexpired staggered terms established in 2011, or 2) establish new terms and appoint new members as necessary.

OPTION #1: Fill Existing Staggered Terms

Following the November 2012 election, City Council members preliminarily agreed that Council member Gauthier would make appointments to the open seats formerly filled by Council member Evans’s appointees. Council member Moody would make appointments to the open seats formerly filled by Council member Romero’s appointees. The City Council may wish to re-examine or confirm that structure at this time.

The table below summarizes the duration of the current terms that require appointments by the sitting City Council members as of February 2013. Seats 1 through 5 require appointments or reappointments to the remaining 2-year portion of an unexpired 3-year term. Seats 6 through 10 require appointments to a new 3 year term. Seat 11 requires an appointment to the remaining 1-year portion of an unexpired 3-year term.

Committee Member Term of Office	City Council members (Spring 2013)				
	1 Abrica	2 Gauthier	3 Martinez	4 Moody	5 Woods
Remaining 2-year portion of unexpired 3 year term (1/1/12 – 12/31/14)	Seat 1 currently sitting (Term expired 2011): Sharma Viejandra	Seat 2 currently sitting (Term expired 2011): William Webster	Seat 3 currently sitting (Term expired 2011): Marva Monje	Seat 4 currently sitting (Term expired 2011): Heather Stearnes	Seat 5 currently sitting (Term expired 2011): Re’Anita Burns
NEW 3 year term (1/1/13 – 12/31/15)	Seat 6 currently sitting (Term expired 2012): Mario Pulido	Seat 7 currently sitting (Term expired 2012): Michael Francois	Seat 8 currently sitting (Term expired 2012): Jonathan Bryant	Seat 9 Vacant	Seat 10 Vacant
Remaining 1-year portion of unexpired 3 year term (1/1/11 – 12/31/13)	Seat 11 Vacant	Seat 12 Stewart Hyland	Seat 13 Ana Redmond	Seat 14 Steve Teu	Seat 15 Marcia Perez

Under this option, the staggered terms established in 2011 as depicted in the table above would remain in effect, and the number of appointments to be made in February 2013 by each respective City Council member would be as follows:

Abrica – 3 appointments
Gauthier – 2 appointments
Martinez – 2 appointments
Moody – 2 appointments
Woods – 2 appointments

OPTION #2: Establish New Terms

With the recent election of two new Council members, the City Council may wish to re-examine the structure of the Committee terms at this time.

One possible option is to coordinate Committee terms so that they are concurrent with City Council seats. In this situation, a newly-elected City Council member would appoint three members shortly after assuming office. Committee members would serve for the same four years as the City Council member who appointed them. Additionally, as part of this process, the City Council could designate January as the time when new appointments are made, and when existing appointments would be reaffirmed, in preparation for the funding cycle that commences at the beginning of the calendar year.

If the City Council wishes to select this option, it may direct staff to bring back a resolution rescinding Resolution 4090 and establishing new Committee terms.

NOTICE OF OPEN COMMITTEE SEATS

Under state law, the availability of a city appointment must be made public before such appointment may be made. This agenda item, along with posting of available positions by the City Clerk, shall constitute such notice. Interested members of the public should contact the Council member(s) from whom they would wish to secure an appointment. The appointment to the Measure C committee need not occur at a City Council meeting, but the names of appointees shall be read into the record in order to reflect the official roster of the Measure C Committee. In order to preserve good records of this round of appointments, staff recommends that the City Council designate a date certain on which each Councilmember's appointments will be read into the record at a City Council meeting.

Fiscal Impact

None.

Attachments

1. Resolution 4090

RESOLUTION NO. 4090

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF EAST PALO ALTO
ADOPTING A POLICY ESTABLISHING TERMS OF OFFICE FOR MEASURE C
OVERSIGHT COMMITTEE MEMBERS**

WHEREAS, the City Council sponsored Crime-Fighting Act of 2007, otherwise known as Measure C, provides for the City Council to appoint 15 members of an oversight committee, with each Council Member appointing three members; and

WHEREAS, section 2.36.010 of the City's Municipal Code requires the City Council to establish terms of office for the Measure C Oversight Committee; and

WHEREAS, the City Council of the City of East Palo Alto wishes to establish terms of office for the Measure C Oversight Committee to regulate when and how committee members are appointed; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of East Palo Alto adopts the following policy establishing terms of office for the Measure C Oversight Committee members:

1. In an effort to maintain committee member consistency, starting in 2011, terms will be staggered with five (5) of the members to serve a one-year term, five (5) of the members to serve a two-year term, and five (5) of the members to serve a three-year term. Such assignment of terms shall be made by the City Council at the time of appointment.
2. Subsequent terms of membership will be for three (3) years. No member may serve more than two (2) consecutive terms.
3. Members will not be compensated for their service on the committee.
4. Members who are not in attendance for three (3) consecutive meetings without being excused, or are not present at 25% of the committee meetings over a 12-month period shall be deemed to have resigned and shall be replaced with a new member appointed by the designated City Council Member. It is the responsibility of the staff member working with the committee to notify the City Clerk whenever any member is subject to removal for inadequate attendance. The City Clerk shall place a resolution of removal on the City Council's consent calendar within thirty (30) days of receiving notice. The Council may pull the item from the consent calendar and deny the removal by making a finding of extraordinary circumstances. (Reso. No. 1484).
5. If a member position on the committee becomes vacant, the designated City Council Member will fill the vacant position within 90 days of the date when the position became vacant.

6. If a vacancy occurs mid-term, any replacing member would be appointed for the remainder of that seat's term.
7. No proxy voting will be permitted.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the specific terms of office for each committee member is set forth in the chart below:

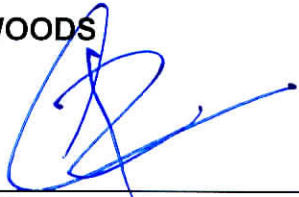
Proposed Terms of Office January 1, 2011 – June 30, 2018*	Councilmember				
	1	2	3	4	5
	Seat 1	Seat 2	Seat 3	Seat 4	Seat 5
1 st Term (1 year)	January 1, 2011 – December 31, 2011				
2 nd Term (3 years)	January 1, 2012 – December 31, 2014				
3 rd Term (3 years)	January 1, 2015 – December 31, 2017				
4 th Term (remainder)	January 1, 2018 ~ June 30, 2018				
	Seat 6	Seat 7	Seat 8	Seat 9	Seat 10
1 st Term (2 years)	January 1, 2011 – December 31, 2012				
2 nd Term (3 years)	January 1, 2013 – December 31, 2015				
3 rd Term (remainder)	January 1, 2016 ~ June 30, 2018				
	Seat 11	Seat 12	Seat 13	Seat 14	Seat 15
1 st Term (3 years)	January 1, 2011 – December 31, 2013				
2 nd Term (3 years)	January 1, 2014/14 – December 31, 2016				
3 rd Term (remainder)	January 1, 2017 ~ June 30, 2018				

* Because tax collection under Measure C ends after ten years on June 30, 2017, it is anticipated that the oversight committee will continue to make funding recommendations to the City Council until June 30, 2018.

PASSED AND ADOPTED THIS 1st day of February, 2011, by the following vote:

AYES: ABRICA, MARTINEZ, ROMERO
NAES: EVANS
ABSTAIN: 0
ABSENT: WOODS

Signed by:



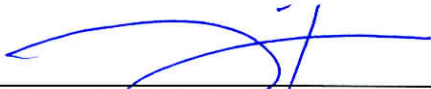
Carlos Romero, Mayor

ATTEST:



For: M L Gordon, City Clerk

APPROVED AS TO FORM:



Vincent C. Ewing, City Attorney



CITY OF EAST PALO ALTO
OFFICE OF THE CITY MANAGER
2415 UNIVERSITY AVENUE
EAST PALO ALTO, CA 94303

Policy and Action
Item # 17

Date: February 19, 2013
To: Honorable Mayor and Members of the City Council
Via: Magda A. González, City Manager
From: Stephanie Osaze, Assistant City Manager
Subject: 2013-2014 City Council Strategic Initiatives Implementation Plan

Recommendation

Receive and accept the 2013-2014 City Council Strategic Initiatives Two Year Implementation Plan

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

- Priority #1 - Enhance Public Safety and Emergency Preparedness
- Priority #2 - Enhance Economic Vitality
- Priority #3 - Increase Organizational Effectiveness and Efficiency
- Priority #4 - Improve Public Facilities and Infrastructure
- Priority #5 - Improve Communication and Enhance Community Engagement
- Priority #6 - Create a Healthy and Safe Community

Background

On January 11, 2013, the City Council held their annual Strategic Initiatives Retreat to develop their goals for 2013. The retreat was facilitated by Mr. Tim Dunkin of Dunkin and Associates. At the retreat, the City Council reviewed and confirmed the Six Strategic Priorities Areas and identified additional goals for 2013. The City Council also reviewed and updated their 2012 goals and identified goals were ongoing for 2013. Staff was then directed to review all identified goals for 2013 and make recommendations for City Council's consideration at the February 19, 2013 meeting.

Analysis

On January 16, 2013, the City Manager held an executive team retreat which was facilitated by Mr. Dunkin to review and fine tune the City Council goals. The executive team reworked the goals; developing outcomes, identifying proposed timelines to accomplish, as well as identified lead

department(s) responsible for each goal. After all adjustments were made, a total of 30 goals have been identified for City Council consideration as summarized in Attachment A. The attached lists all 30 goals organized by the six priority area with a brief summary of each goal's outcome. The team further identified goals that will require additional staffing or financial resources to accomplish and also noted goals that will be added to the Capital Improvement Plan.

Staff has also included the Strategic Initiatives Implementation Plan (Scorecard) which identifies the actions that will be needed to accomplish each of the goals. The scorecard lists each of the goals and identifies the objectives, specific actions and timeline to accomplish each goal. Please see Attachment B.

Staff is recommending the City Council receive, discuss and provide direction to staff on the strategic goals. Once the strategic goals are finalized, staff will make appropriate changes to the implementation plan and provide a six-month progress update to the City Council in July 2013.

Fiscal Impact

There is no impact to the General Fund or other Funds associated with this item.

Attachment

- A. 2013-2014 City Council Strategic Initiative Goals
- B. 2013-2014 Strategic Initiatives Scorecard (Implementation Plan)

ATTACHMENT A

2013-14 TWO YEAR CITY COUNCIL STRATEGIC INITIATIVE GOALS

PRIORITY #1 - ENHANCE PUBLIC SAFETY AND EMERGENCY PREPAREDNESS

GOAL #1A: Implement a long-term crime and violence reduction plan

Outcome: Conduct a comprehensive analysis of crime in the City and develop a citywide crime and violence reduction strategy that involves all stakeholders in fiscal year 2013-2014. This goal may require additional staffing resources to implement.

GOAL #1B: Fully implement Measure C and Transient Occupancy Tax grants program

Outcome: Develop and distribute Request for Proposals for Measure C 90% and Transient Occupancy Tax grant programs for summer 2013 programs. Develop an annual funding cycle and process for evaluation for all grants program in fiscal year 2013-2014.

GOAL #1C: Implement Anti-Graffiti program

Outcome: Reduce graffiti in the City by implementing a graffiti removal program by fiscal year 2013-2014. This goal will require additional financial resources to implement the program.

GOAL #1D: Develop a redundant and multi-medium emergency notification system

Outcome: Explore and present notification system options for City Council's consideration by fiscal year 2013-2014. Conduct annual citywide emergency preparedness drills. This goal will require additional financial resources to acquire, implement, and operate new notification system.

GOAL #1E: Conduct public education and outreach on fire safety and emergency preparation and develop Community Emergency Response Team (CERT) training program

Outcome: Provide emergency training to all City personnel and explore options for providing CERT training and emergency informational workshops to the community in fiscal years 2012-13 and 2013-14.

PRIORITY #2 - ENHANCE ECONOMIC VITALITY

GOAL #2A: Continue with dissolution process for the redevelopment agency

Outcome: Implement redevelopment dissolution requirements and process for winding down redevelopment agency activities. The process includes preparing required reports by appropriate due dates to the City Council, Oversight Board and State Department of Finance.

GOAL #2B: Ensure University Plaza Project receives appropriate attention from the City's building and permit department

Outcome: Review and issue permits within 60 days of submittal of completed application and inspect construction of the project.

GOAL #2C: Provide assistance to small business (permitting, licensing and support)

Outcome: Prepare and circulate a small business assistance resource guide in fiscal year 2013-2014. This goal will require additional financial resources to complete.

GOAL #2D: General Fund monies are set aside for capital improvements

Outcome: Adopt transfer of General Fund allocation to the Capital Improvement Plan consistent with City's budget policies in fiscal year 2012-2013.

GOAL #2E: Develop and implement appropriate development impact fees

Outcome: Conduct nexus and inclusionary studies and adopt impact fees in fiscal year 2012-2013.

2013-14 TWO YEAR CITY COUNCIL STRATEGIC INITIATIVE GOALS

PRIORITY #3 - INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

GOAL #3A: Address structural deficit and establish steps to resolve it

Outcome: Provide long-term financial plan and present options for addressing the structural deficit in fiscal year 2013-2014.

GOAL #3B: Consolidate staff workforce

Outcome: Review organizational structure and functions, identify and implement measures to improve efficiency and effectiveness by fiscal year 2013-2014.

GOAL #3C: Develop a more comprehensive system to evaluate the City Manager and City Attorney

Outcome: Establish an effective instrument to evaluate the City Manager and City Attorney for City Council adoption in fiscal year 2012-2013.

***GOAL #3D: Identify systems investment opportunities to improve organization effectiveness and efficiency**

Outcome: Present options for replacing antiquated financial software, acquire a human resources system and records management system for City Council's consideration in fiscal year 2013-2014. This goal will be added to the and will require additional financial resources to acquire new systems.

PRIORITY #4 - IMPROVE PUBLIC FACILITIES AND INFRASTRUCTURE

***GOAL #4A: Implement Safe Routes to School (SR25) Streets Improvement Program**

Outcome: Complete cycle 8 and cycle 9 Safe Routes to School projects to make school zones safer through accommodation of multi-modal access by fiscal year 2013-2014.

***GOAL #4B: Complete Bay Road and related infrastructure**

Outcome: Complete redesign of road and related infrastructure for Bay Road in fiscal year 2013-2014. This goal will require additional financial resources to complete the Bay Road project.

***GOAL #4C: Enhance pedestrian and bicycle interconnectivity**

Outcome: Complete community engagement process to identify a preferred site for the University Avenue Bridge by fiscal year 2013-2014. Once a preferred site is identified, design modifications and updated traffic analysis will need to be completed. This goal will require additional financial resources to accomplish.

GOAL #4D: Explore options for consolidation of City facilities

Outcome: Explore options for consolidating city facilities; including future plans for City Hall for City Council consideration by fiscal year 2013-2014.

***GOAL #4E: Provide adequate domestic water to customers in the City of East Palo Alto water system**

Outcome: Develop additional domestic water supply to address current and future needs in fiscal year 2013-2014. This goal will require additional financial resources to accomplish.

2013-14 TWO YEAR CITY COUNCIL STRATEGIC INITIATIVE GOALS

***GOAL #4F: Maintain and upgrade City's water system**

Outcome: Develop a plan to replace and enhance water conveyance facilities to provide consistent delivery of water to customers, meet fire flow requirements and address emergency storage needs by fiscal year 2013-2014.

***GOAL #4G: Enhance flood protection for residents, businesses and property owners**

Outcome: Collaborate with appropriate agencies in the San Francisquito Creek Joint Powers Authority to ensure project design and maintenance of the creek protects East Palo Alto community interests. This includes review of design and monitoring construction of creek projects; negotiating a maintenance agreement with Santa Clara Valley Water District to enhance levee and creek banks bordering Highway 101 and Menlo Park. This goal will require additional financial resources.

PRIORITY #5 - IMPROVE COMMUNICATION AND ENHANCE COMMUNITY ENGAGEMENT

GOAL #5A: Establish and implement a website maintenance and management plan

Outcome: Develop a plan and system for ensuring the website content is properly maintain and continues to provide easy navigation tools in retrieving City information by fiscal year 2013-2014. This goal may require additional staffing resources.

GOAL #5B: Develop and publish a City newsletter to improve community communications

Outcome: Explore options and costs associated publishing and distributing a quarterly newsletter by June 2013 with first publication to be developed and distributed in fiscal year 2013-2014.

GOAL #5C: Foster community cultural events and activities in public spaces such as parks

Outcome: Conduct multi-events for City's 30th anniversary celebration with the goal of providing some of the activities in City's public spaces in fiscal year 2012-2013.

GOAL #5D: Develop a communication plan, including topics, schedules, median and branding/messaging

Outcome: Develop a communication plan and present to the City Council for approval by fiscal year 2013-2014. The communication plan will address ways to inform the community about current events and issues occurring in the City. This goal will require additional financial resources to conduct the communication plan and implement recommendations.

PRIORITY #6 - CREATE A HEALTHY AND SAFE COMMUNITY

***GOAL #6A: Improve pedestrian/bicycle access and safety at all school zones**

Outcome: Improve pedestrian/bicycle access at all schools zones through collaboration with school district and enforcement measures to make school zones safer. This goal will require additional financial resources to implement safety measures.

GOAL #6B: Complete a joint use facilities agreement with Ravenswood City School District and Sequoia Union High School District

Outcome: Negotiate an agreement with the school districts to improve capacity and options to sponsor and operate programs and events for the residents of East Palo Alto by fiscal year 2013-2014.

GOAL #6C: Fully implement the Rent Stabilization Program

Outcome: Manage and streamline the Rent Stabilization program ensuring timely issuance of registration statements and timely processing of petitions in accordance with ordinance by fiscal year 2013-2014.

2013-14 TWO YEAR CITY COUNCIL STRATEGIC INITIATIVE GOALS

GOAL #6D: Develop a comprehensive Healthy Communities Plan as a part of the General Plan Update

Outcome: Develop a comprehensive healthy communication plan as part of the General Plan through engagement with the community and other interest groups in fiscal year 2013-2014. This goal will require additional financial resources to develop the healthy communities plan.

***GOAL #6E: Develop a Parks Master Plan incorporating current projects**

Outcome: Develop a park master plan for the City which will identify best use of park space and options for funding park expansions and improvements in fiscal year 2013-2014. In addition to the master plan, completion of design of Phase 2 through 5 of Cooley Landing Park is projected to occur in fiscal year 2012-2013. This goal will require additional financial resources is required to conduct the master park plan and implement recommendations.

*** Goal will be added to the Capital Improvement Plan**

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

PRIORITY AREA #1: Enhance Public Safety and Emergency Preparedness

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
1A	GOAL STATEMENT: IMPLEMENT A LONG-TERM CRIME AND VIOLENCE REDUCTION STRATEGY				
	Develop a Citywide Crime and Violence Reduction Plan that involves all stakeholders	X	X	Police	This goal may require additional staffing resources based on results of the Violence Reduction Strategy
1	Receive community input on crime and violence	X			
2	Conduct comprehensive analysis of crime in the City	X			
3	Develop long-term plan that addresses: Prevention, Intervention, Enforcement & Sustainability	X			
4	Identify the role of the community and City in strategy	X			
5	Identify the resources necessary to implement strategy		X		
1B	GOAL STATEMENT: FULLY IMPLEMENT MEASURE C AND TRANSIENT OCCUPANCY TAX (TOT) GRANTS PROGRAM				
	Develop and complete Measure C and TOT funding cycle and evaluation process		X	City Manager's Office	
1	Develop and distribute Request for Proposal (RFP) to fund programs for 90% grants	X			
2	Develop a process to evaluate Measure C grants program		X		
3	Develop Request for Proposal (RFP) for TOT programs		X		
4	Develop a process to evaluate TOT grants program		X		
5	Launch Truancy Pilot Program	X			

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
1C	GOAL STATEMENT: IMPLEMENT ANTI-GRAFFITI PROGRAM				
	Reduce graffiti in the City		X	Police	
1	Identify all locations in the City with chronic graffiti		X		
2	Implement a graffiti removal program		X		
3	Explore civil sanctions against chronic violators/locations		X		
1D	GOAL STATEMENT: DEVELOP A REDUNTANT AND MULTI-MEDIUM EMERGENCY NOTIFICATION SYSTEM				
	Adopt and fund additional system to increase timely and accurate notifications to the community		X	Police with the support of City Manager's Office	
1	Obtain community input on notification system (s)		X		
2	Explore "siren" emergency notification system		X		
3	Obtain funding and purchase notification system		X		
4	Incorporate notificaion system into city's website		X		
5	Conduct citywide emergency preparedness drill		X		
1E	GOAL STATEMENT: CONDUCT EDUCATION AND OUTREACH ON FIRE SAFETY AND EMERGENCY PREPARATION AND DEVELOP COMMUNITY EMERGENCY RESPONSE TEAM (CERT) TRAINING PROGRAM				
	Provide emergency preparedness training to City personnel and conduct information workshops to the community	X	X	City Manager's Office with the support of Police	
1	Provide Incident Command System (ICS) and Standardize Emergency Management System (SEMS) training to all city personnel	X	X		
2	Offer CERT training to community		X		

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
3	Provide emergency preparedness information on City website	X			
4	Provide emergency preparedness informational workshop to the community and provide overview of available resources and materials		X		

PRIORITY AREA #2: Enhance Economic Vitality

2A	GOAL STATEMENT: CONTINUE WITH DISSOLUTION PROCESS FOR THE REDEVELOPMENT AGENCY				
	Comply with redevelopment dissolution requirements	X	X	Finance and City Attorney	
1	Prepare semi-annual ROPS and obtain OSB approval	X	X		
2	Complete Meet and Confer with State Department of Finance for Housing Asset Transfer List	X			
3	Prepare long-term asset management plan for OSB approval	X			
4	Investigate options for refunding of former Redevelopment Agency debt and report back to OSB	X			
5	Present budget recommendations to address reduced administrative overhead and project implementation reimbursements	X			
2B	GOAL STATEMENT: ENSURE UNIVERSITY PLAZA PROJECT RECEIVES APPROPRIATE ATTENTION FROM THE CITY'S BUILDING AND PERMITTING DEPARTMENT				
	Timely issuance of building permits and commencement of construction for University Plaza project		X	Community Development and City Attorney's Office	
1	Review building plans and issue permits within 60 days of submittal of complete application		X		
2	Inspect construction of University Plaza project.		X		

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
2C	GOAL STATEMENT: PROVIDE ASSISTANCE TO SMALL BUSINESS (PERMITTING, LICENSING, AND SUPPORT)				
	Prepare small business assistance resource guide		X	Community Development	This goal will require financial resources
1	Collect information on current available resources		X		
2	Prepare and circulate small business assistance resource guide.		X		
2D	GOAL STATEMENT: GENERAL FUND MONIES ARE SET ASIDE FOR CAPITAL IMPROVEMENTS				
	City Council adopts budget that includes capital improvement funding	X		Finance & Community Development	
1	Adopt Capital Improvement Plan Budget	X			
2E	GOAL STATEMENT: DEVELOP AND IMPLEMENT APPROPRIATE DEVELOPMENT IMPACT FEES				
	City Council to adopt development impact fees and inclusionary impact fees	X	X	Community Development with the support from City Attorney's Office, City Manager's Office and Finance	
1	Initiate Nexus Study	X			
2	Initiate Inclusionary Study	X			
3	Adopt Below Market Rate Ordinance revisions including in lieu fees		X		
4	Adopt impact fee ordinance for Ravenswood Business District		X		

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
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PRIORITY AREA #3: Increase Organizational Effectiveness and Efficiency

3A	GOAL STATEMENT: ADDRESS STRUCTURAL DEFICIT AND ESTABLISH STEPS TO RESOLVE IT				
	Provide a long term financial plan and an annual balanced budget	X	X	City Manager's Office and Finance with support from all departments	
1	Provide revenue options for City Council consideration	X	X		
2	Provide 5 year and 10 year financial overview.	X	X		
3B	GOAL STATEMENT: CONSOLIDATE STAFF WORKFORCE				
	Operate an effective and efficient organization	X	X	City Manager's Office with support from all departments	
1	Review existing organizational structure and systems for efficiency and effectiveness	X	X		
2	Provide recommendations for organizational changes as needed	X	X		
3	Cross train staff and centralize administration services	X	X		
4	Promote and provide customer service training to staff	X	X		
3C	GOAL STATEMENT: DEVELOP A MORE COMPREHENSIVE SYSTEM TO EVALUATE THE CITY MANAGER AND CITY ATTORNEY				
	A comprehensive system that effectively evaluates the City Manager and City Attorney	X		City Council with support from the City Manager and City Attorney Offices	

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
1	Research other cities process for evaluating the City Manager/City Attorney positions	X			
2	Draft an evaluation instrument for City Council's adoption	X			
3D	GOAL STATEMENT: IDENTIFY SYSTEMS INVESTMENT OPPORTUNITIES TO IMPROVE ORGANIZATION EFFECTIVENESS AND EFFICIENCY				
	Present options for replacing antiquated financial software and acquiring Human Resources Information System (HRIS) and a records management system	X	X	Finance with support from the City Manager's Office	This goal will require additional funding resources and will be added to the CIP Plan.
1	Assess financial system needs, including data, budgeting, and reporting requirements	X			
2	Assess human resources need and integration with financial software	X			
3	Assess electronic records management needs		X		
4	Identify systems options and cost estimates	X	X		
5	Report findings to the Finance and Budget Committee and the City Council and identify funding and approval to make the systems investments	X	X		

PRIORITY AREA #4: Improve Public Facilities and Infrastructure

4A	GOAL STATEMENT: IMPLEMENT SAFE ROUTES TO SCHOOL (SR2S/SRTS) IMPROVEMENT PROGRAM				
	Make school zones safer through the accommodation of multi-modal access	X	X	Community Development with support from City Attorney's Office and Finance	This goal will require additional funding resources. This goal will be added to the CIP Plan.
1	Complete SR2S Cycle 8 project (complete construction)	X			

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
2	Complete SR2S Cycle 9 project (award bid/initiate work)	X	X		
3	Identify scope of work and initiate RFP for federal SRTS grant	X	X		
4	Prepare grant applications for future SR2S and SRTS cycles based upon "existing Conditions" report		X		
4B	GOAL STATEMENT: COMPLETE BAY ROAD AND RELATED INFRASTRUCTURE				
	Complete Bay Road and related Infrastructure	X	X	Community Development with support from City Attorney's Office and Finance	This goal will require additional funding resources. This goal will be added to the CIP Plan.
1	Complete design of road, utilities and related infrastructure and environmental review (CEQA/NEPA)	X	X		
2	Caltrans to complete Right-of-Way acquisitions		X		
3	Advertise, solicit bid, review and award bid(s) for construction of Bay Road		X		
4	Complete Runymede Phase 2 drainage basin and extend culverts from Bay Road		X		
4C	GOAL STATEMENT: ENHANCE PEDESTRIAN/BICYCLE INTERCONNECTIVITY				
	Complete University Avenue bridge widening and complete design of Highway 101 pedestrian/bicycle overcrossing at Newell Road	X	X	Community Development with support from City Attorney's Office and Finance	This goal will require additional funding resources. This goal will be added to the CIP Plan.
1	Complete design modifications of University Avenue Bridge and complete updated traffic analysis		X		
2	Advertise, solicit bids, review and award bid(s) for construction of University Avenue Bridge		X		
3	Complete environmental review of Bicycle/Ped Bridge	X			

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
4	Submit grant applications seeking funding for design and construction of Highway 101 overcrossing		X		
4D	GOAL STATEMENT: CONSOLIDATION OF CITY FACILITIES				
	Explore options for consolidating City facilities		X	City Manager's Office	This goal will require additional funding resources.
1	Re-examine current City Hall facility to better utilize space to accommodate more staff		X		
2	Explore options for PD and Corp Yard facilities		X		
3	Explore options for a new City Hall facility; including continued discussions with County regarding exiting City Hall		X		
4E	GOAL STATEMENT: PROVIDE ADEQUATE DOMESTIC WATER TO CUSTOMERS IN THE CITY OF EAST PALO ALTO WATER SYSTEM				
	Develop additional domestic water supplies to address current and future needs	X	X	Community Development	This goal will require additional funding resources. This goal will be added to the CIP Plan.
1	Adopt City water supply blueprint	X	X		
2	Complete design of Gloria Way Well	X	X		
3	Complete construction of Gloria Way Well including treatment facility		X		
4	Complete ground water management and monitoring plans		X		
4F	GOAL STATEMENT: MAINTAIN AND UPGRADE CITY'S WATER SYSTEM				
	Replace and enhance water conveyance facilities to provide consistent delivery of water to customers, meet fireflow requirements and address emergency storage needs	X	X	Community Development	This goal will require additional funding resources. This goal will be added to the CIP Plan.
1	Adopt City water conveyance and storage strategy		X		

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
2	Negotiate agreement and complete construction of intertie with the City of Palo Alto	X	X		
3	Complete Water System Master Plan		X		
4	Evaluate contract with American Water Enterprises/formulate future strategy		X		
4G	GOAL STATEMENT: ENHANCE FLOOD PROTECTION FOR RESIDENTS, BUSINESSES AND PROPERTY OWNERS				
	Provide 100-year flood protection from San Francisquito Creek (SFCJPA) and San Francisco Bay	X	X	Community Development	This goal will require additional funding resources. This goal will be added to the CIP Plan.
1	Monitor SFCJPA Phase 1 project for the San Francisquito Creek (SFC)	X	X		
2	Negotiate agreement with Santa Clara Valley Water District for maintenance of SFC enhanced levee and creek banks from Hwy 101 to border with Menlo Park		X		
3	Work with Palo Alto on design of Newell Road Bridge	X	X		
4	Work with SFCJPA on design of Phase 2 SFC improvements	X	X		
5	Work with SFCJPA on Phase 1 (Planning study) of tidal levee project	X	X		

PRIORITY AREA #5: Improve Communication and Enhance Community Engagement

5A	GOAL STATEMENT: ESTABLISH AND IMPLEMENT A WEBSITE MAINTENANCE AND MANAGEMEN PLAN				
	Provide a user friendly website for easy navigation to retrieve City information and/or services and maintain updated content	X	X	City Manager's Office	
1	Launch new website	X			

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
2	Establish and implement a mangement plan		X		
3	Identify appropriate staff and resources to maintain and update website content		X		
5B	GOAL STATEMENT: DEVELOP AND PUBLISH A CITY NEWSLETTER TO IMPROVE COMMUNITY COMMUNICATIONS				
	Publish and distribute quarterly newsletter	X	X	City Manager's Office with support from all departments	This goal will require additional staffing resources
1	Explore options and costs for developing a City newsletter to sustain quarterly cycle	X			
2	Present options for City Council consideration, including allocation of resources		X		
3	Publish and distribute quarterly newsletter		X		
5C	GOAL STATEMENT: FOSTER COMMUNITY CULTURAL EVENTS AND ACTIVITIES IN PUBLIC SPACES SUCH AS PARKS				
	Conduct a multi-event 30 year anniversary celebration as a way to further engage the community in public spaces	X	X	City Manager's Office with support from all departments	This goal will require additional staffing resources
1	Establish the 30th Anniversary Planning Committee	X			
2	Identify activities and events within the budget for the 30th City anniversary	X			
3	Create and distribute event calendar for the anniversary	X	X		
5D	GOAL STATEMENT: DEVELOP A COMMUNICATION PLAN, INCLUDING TOPICS, SCHEDULES, MEDIAN AND BRANDING/MESSAGING				
	Develop a Communications Plan to provide options on how information is delivered to the community		X	City Manager's Office with support from all departments	This goal will require additional funding resources

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
1	Hire a consultant to develop a communication plan		X		
2	Present communication plan to City Council		X		
3	Implement approved communication plan		X		
4	Incorporate Community Opinion Survey into communication plan		X		

PRIORITY AREA #6: Create a Healthy and Safe Community

6A	GOAL STATEMENT: IMPROVE PEDESTRIAN AND BICYCLE ACCESS AND SAFETY AT ALL SCHOOL ZONES				
	Make school zones safer through a collaborative study, implementation and enforcement program	X	X	Community Development with support from Police Dept	This goal will require additional funding resources
1	Complete an "Existing Conditions Report"		X		
2	Integrate comprehensive "complete streets" policies within the General Plan Update		X		
3	Identify projects for inclusion in SR2S and SRTS program	X	X		
4	Collaborate with Police Dept and Ravenswood City School District (RCSD) on enforcement of various operational safety measures (i.e. no parking, crosswalks, stop signs and traffic enforcement)	X	X		
6B	GOAL STATEMENT: COMPLETE A JOINT USE FACILITIES AGREEMENT WITH RAVENSWOOD CITY SCHOOL DISTRICT				

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
	Negotiate an agreement with the school districts to improve capacity and options to sponsor and operate programs and events for the residents of East Palo Alto	X	X	City Manager's Office with support from City Attorney Office, Finance and Community Development	This goal will require additional funding resources
1	Conduct inventory of available facilities	X			
2	Continue negotiation of a joint use agreement		X		
3	Approve joint use-use agreement by all agencies		X		
6C	GOAL STATEMENT: FULLY IMPLEMENT THE RENT STABILIZATION PROGRAM				
	Rent Stabilization Program is effectively managed and streamlined		X	City Manager's Office	
1	Issue registration statements and other forms in a timely manner		X		
2	Process pending petitions within Ordinance timelines		X		
3	Conduct Community Outreach to educate both landlords and tenants of their rights under the new ordinance		X		
6D	GOAL STATEMENT: DEVELOP A COMPREHENSIVE HEALTHY COMMUNITIES PLAN AS A PART OF THE GENERAL PLAN UPDATE				
	Improve the health and safety of residents of East Palo Alto	X	X	Community Development with support from City Attorney's Office	
1	Complete evaluation of existing conditions	X	X		
2	Initiate and engage community through outreach program		X		

ATTACHMENT B: 2013-2014 STRATEGIC INITIATIVES IMPLEMENTATION PLAN (SCORECARD)

NO.	OUTCOME	FY 12-13 (Jan-Jun)	FY 13-14 (Jul-Jun)	LEAD/SUPPORT DEPARTMENT	COMMENTS
3	Engage public health agencies and other interest groups	X	X		
4	Evaluate open space, parks and recreational opportunities as part of Westside Area Plan	X	X		
6E	GOAL STATEMENT: DEVELOP A PARKS MASTER PLAN INCORPORATING CURRENT PROJECTS				
	Expand and enhance park facilities for residents of East Palo Alto	X	X	Community Development	This goal will require additional funding resources and will be included in the CIP Plan
1	Identify funding source for plan	X	X		
2	Prepare Request for Proposals (RFP) and award contract	X			
3	Develop Master Plan	X	X		
4	Develop implementation plan (including evaluation of impact fee options) once Master Plan is completed	X			
5	Pursue expansion of MLK Park through exchange or acquisition of County owned land on Beech Street	X	X		
6	Complete design for Phases 2-5 of Cooley Landing Park	X			



CITY OF EAST PALO ALTO
OFFICE OF THE CITY MANAGER
2415 UNIVERSITY AVENUE
EAST PALO ALTO, CA 94303

Policy and Action
Item: # 18

City Council Agenda Report

Date: February 19, 2013
To: Honorable Mayor and Members of the City Council
Via: Magda A. González, City Manager
From: John Doughty, Community Development Director
Subject: Ten-Year Capital Improvement Program and Draft Fiscal Year 2013/14 Capital Improvement Budget

Recommendation

Provide input on the Ten-Year (Fiscal Year (FY) 2013/14 – FY 2023/24) Capital Improvement Program (CIP) and Draft FY 2013/14 Capital Budget.

Alignment with City Council Strategic Plan

This recommendation is aligned with:

- Priority #1: Enhance public safety and emergency preparedness
- Priority #2: Enhance economic vitality
- Priority #3: Increase organizational effectiveness and efficiency
- Priority #4: Improve public facilities and infrastructure
- Priority #5: Improve communication and enhance community engagement
- Priority #6: Create a healthy and safe community

Background

The City has recently begun to identify capital infrastructure needs and to plan for the repair, replacement and enhancement of capital infrastructure. This represents the third fiscal year for the City Capital Improvement Program (CIP). Staff is seeking input from the City Council on the scope and content of the Ten-Year (FY 2013/14 – FY 2023-24) Capital Improvement Program (CIP), which is currently under development.

A Capital Improvement Program is a financial planning document that identifies, budgets, and schedules capital improvements over a multi-year period. Capital improvements are projects which involve the purchase, improvement or construction of major fixed assets and equipment which are typically large in size, expensive, non-recurring and relatively permanent. The CIP identifies capital improvements projects that are needed to satisfy the long-term needs, obligations and goals of the community, matches them with funding sources, and schedules them over a multi-year period.

Capital needs are often identified in infrastructure master plans. These master plans not only allow for identification of needs, but are also the basis for establishing development impact fees. Impact fees provide an opportunity for future development to share in the construction and replacement of infrastructure.

The capital needs of the City are significant. The needs are the result of aging infrastructure built prior to incorporation, significant deferred maintenance and typical enhancements required by the community. Funds available for capital projects are limited by a relatively small General Fund and the availability of federal and State grant funds. As such not every project in the CIP can be completed during the one year capital budget period and at times, even within the 10-year planning period of the CIP.

The FY 2012/13 CIP authorizes work on 26 capital projects during FY 2012/13. Attachment A provides a status update on these 26 projects. The list identifies projects that will be completed before the end of the fiscal year and the projects that are not completed and are recommended to be carried over into FY 2013/2014. Projects completed this fiscal year will be removed from the FY 2013/14 CIP.

Analysis

Process

The CIP serves as a prioritization tool for the City Council. The process, along with financial limitations, ensures that some projects will be scheduled for implementation in the CIP, while other worthy projects be reserved as “future projects”. Based on comments of the City Council and community, staff will formulate a draft CIP.

The City Council will then review and provide staff guidance based on consensus at the April 16, 2013 City Council meeting, where it will review the draft CIP. Following the April meeting staff will present a list of new projects to the Planning Commission for a General Plan conformance finding (as required under California Government Code Section 65401). Staff will also present the CIP to the Public Works and Transportation Commission for review.

Following review by the advisory bodies, staff will incorporate final changes to the document and present it to the City Council for adoption on June 18, 2013, concurrent with adoption of the Annual Operating Budget.

The table below summarizes the proposed schedule.

Table 1 – Tentative Schedule	
Date	Event
February 19, 2013	City Council Study Session
April 16, 2013	City Council Review of Draft CIP
April 17, 2013	Public Works and Transportation Commission Review of Draft CIP
May 13, 2013	Planning Commission Hearing for General Plan Conformance
June 18, 2013	City Council Adoption (Concurrent with Operational Budget)

Overview of the Capital Improvements Program

Capital Improvements and How They Relate to Public Safety

The City's capital needs are extensive and range from the water system to roadways to parks and other facilities. It is unrealistic to address all of the City's capital needs within the one year budgeting cycle and possibly within the ten year outlook of the CIP. Therefore it is important that the most critical needs be identified and prioritized by the City Council.

The City's capital priorities should align with the strategic priorities of the City Council including City Council's Priority #1 – Enhance public safety and emergency preparedness. The City's greatest capital need (in terms of cost and critical need) is related to the water conveyance system. Closely related is the need to develop a groundwater supply and emergency storage system. Finally, there are significant needs to protect the community from natural hazards notably flooding. As such, staff has identified two program areas: 1) Water System Improvements; and 2) Storm Drain/Flood Protection System Improvements as needing prioritization because of their critical relationship to public safety. The City's primary obligation is to protect residents and their properties. Repair and upgrade of the water and storm drain systems will assist the City in meeting these obligations.

Strategic Capital Assets Management

Historically, the City has relied almost entirely on grant money to fund major capital improvements. Instead of systematically programming capital improvements by priority based need, the City has programmed improvements as grant money has become available. Additionally, little or no funding has been available or prioritized for preventative maintenance and incremental upgrades. This method of a capital programming is often referred to as the "pay as you go" approach.

The converse of the "pay as you go" approach is to identify long term capital needs, determine their useful life cycle, and budget for repairs/replacement on an annual basis. For example, if the City knows that a roof of a building will cost \$30,000 to replace and will typically last thirty years, it is ideal to plan for the roof replacement by setting aside \$1,000 per year instead of trying to find \$30,000 when the roof fails.

Ultimately, some use of the "pay as you go" method is unavoidable. However, deviating from "pay as you go" and being more strategic will save the City significant money in the long term on many of its capital needs, including pavement management and civic/community facilities and parks.

Funding Capital Improvements Projects

In order to strategically budget for long term capital improvements, the City must develop a Capital Reserve Fund, set aside specifically for capital improvements. As explained above, the appropriate amount to set aside each year for this fund would be based on the anticipated life span and replacement costs of the City's capital assets/needs. Setting aside money for capital improvements each year would help the City meet its long term capital needs and will take away resources from other City services, obligations and functions. The City Council will have to exercise judgment in determining how much money to set aside each year for capital improvements.

Over the past two fiscal years, the City has provided a five-year outlook in the CIP. Transitioning away from the “pay as you go” approach will require a greater level of long range planning. Staff is recommending increasing the outlook of the CIP from five-years to ten-years.

Transitioning away from the “pay as you go” model, will also require the scheduling of capital projects without an identified source of funding. In previous versions of the CIP, only projects with an identified funding source were scheduled during the five-year cycle. All other projects were deemed to be a “future project” and were not assigned a year. This methodology meant that most of the projects were assigned to year-one or year-two, while years three through five had almost no projects. Staff is suggesting a more strategic approach to scheduling capital improvements.

Proposed New Major Capital Projects

The following is a listing of new major capital improvements projects for Council consideration. These projects are listed in relative priority by staff. Components of these projects include preparation or updates of critical facilities master plans which help identify infrastructure and facility needs.

This initial list may be amended based on input from the City Council. Staff requests that the City Council review this list of new projects and provide input on the adequacy and appropriateness of the projects on the list. Staff will refine the list based on the City Council’s direction and integrate it into the draft CIP.

1. Water Conveyance

Water System Upgrades to the City’s water system are necessary to meet current and future demand, to maintain adequate system pressures and to ensure an emergency supply in case of a disaster. The City Council has also recognized water as critical to economic development. The project includes the replacement of underground pipes (including upgrading of pipe sizes), construction of emergency water storage facilities and establishment of interties with adjacent municipal water systems.

The City’s 2010 Water System Master Plan estimated the City’s water system upgrade needs at approximately \$55 million. This amount is far in excess of what the City can commit from the General Fund. Unfortunately, the need for water system upgrades is immediate and essential. Adequate supply and pressure is needed to provide functional flow for fire protection services. Also, if an earthquake severed the connection to the Hetch Hetchy Water System, there would be no emergency water supply available to serve city residents. The estimated construction cost of two one million gallon water tanks is approximately \$5 million, exclusive of land acquisition costs.

Staff proposes that resources continue to be expended on improving the water system in the near term to provide opportunity for economic development and job creation as well as other critical community needs. This approach will not be adequate to fully address the City’s emergency and fireflow needs, but represents a reasonable start. Further, the City will need, upon clear identification of needs, prepare a rate study analysis and consider bonding for major repair and replacement efforts. Bonding the improvements would require years of preparation, but may provide the only realistic funding source for the water system improvements that are critical to long term economic development and safety of the community.

The California Urban Water Management Planning Act requires the preparation of a Water System Master Plan every five years. The Master Plan is due in 2015. This project is necessary to assess the City’s water system needs and to analyze how to meet those needs. To meet State deadlines, the Master Plan must be scheduled in the next CIP. The estimated cost of the Master Plan is \$100,000.

2. *Water Supply*

The City Council recently accepted a consultant report regarding the Gloria Way Well. The study included analysis of opportunities to develop an additional well and two-one million gallon storage tanks. Prior to proceeding with a second well, the City shall develop a Groundwater Management Plan (GWMP) that will be fully compliant with the Water Code (i.e., AB 3030, SB 1938 and AB 359). The plan will address all of the required and many of the recommended elements of AB3030/SB1938. A Groundwater Monitoring Plan will also be developed to be compliant with the State Water Code (SBx7-6). These plans will identify existing resources, provide direction on managing groundwater resources, describe the means and methods of monitoring impacts, describe appropriate data management and coordination processes, outline any processes for coordinating groundwater management with other agencies, and propose mitigations if significant impacts are identified. The plans are intended to help ensure long-term sustainability of the groundwater resource and provide eligibility for State Water funds. Additionally, these plans will provide the necessary guidance to manage groundwater resources and address California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) mitigation requirements for developing and utilizing those resources through the City's proposed production wells. The Groundwater Management and Monitoring Plan is estimated to cost \$100,000.

Staff has identified the need to establish a Groundwater Monitoring Network and Annual Groundwater Monitoring program. This project will monitor water quality, saline levels and other factors that could impact the City's groundwater resources. This project will implement the Groundwater Monitoring Plan (GWMP) to conform to State Law. This project will make the City eligible for State Water funds (SBx7-6) to assist the City in addressing water supply and conveyance needs. Implementation of the GWMP will aid in managing groundwater resources, meeting requirements under State Law, and addressing California Environmental Quality Act (CEQA)/National Environmental Protection Act (NEPA) mitigation requirements for developing and utilizing those resources through the City's proposed production wells. Establishment of the Groundwater Monitoring Network is estimated to cost \$325,000. Annual operating costs are estimated to be \$26,000.

The GWMP and Monitoring Program is each necessary to comply with State Law and makes the City eligible to apply for State Water funds.

3. *Storm Drain System and Flood Protection Upgrades*

As recent storms have demonstrated, much of the City is vulnerable to flood damage during even regular storm events. Investments in the City's storm drain system are essential because failure of the system during a major storm event could lead to significant additional damage and disruption for stormwater. The Runnymede Storm Drain Project, repair and upgrade of the O'Connor Pump Station and execution of a Storm Drain Master Plan are important components in preventing a catastrophic failure. Failure to properly maintain the O'Connor Pump Station will reduce its functionality and reliability. If the O'Connor Pump Station were to fail during a major storm event, catastrophic flood damage could occur despite the implementation of Phase 1 of the San Francisquito Creek Flood Protection Project. Repairs and improvements to the O'Connor Pump Station, including outfall, are estimated to cost upwards of \$500,000.

4. *Streets and Roads*

The City's pavement network consists of 38 miles of pavement with an estimated total replacement value of \$36.6 million; the average pavement condition index (PCI) is 56 which means it is in fair condition. Maintenance and improvements must be performed in order to keep the PCI at this level over time. Performing routine maintenance and improvements to the City's roadways extends the useful life of the roadways, and reduces the need for major street reconstruction projects, which are exponentially more expensive than performing routine maintenance. At present, the City is programming little more than routine maintenance. To achieve this long term cost savings and reduce future liabilities, it is imperative to annually fund the City's street resurfacing, reconstruction and upgrade programs. Ultimate funding decisions will need to determine if gas tax funds will be used more for capital projects versus funding City maintenance staff. In FY 2012/13 approximately \$75,000 in staff time will be spent on street maintenance. This time has been primarily focused on routine maintenance of signage, striping, litter control and landscape maintenance. An additional \$500,000 per year over the next five years is needed to maintain the current pavement condition index (total \$2.5 million).

The City is working on a joint project with the City of Palo Alto to replace the Newell Road/San Francisquito Bridge. This project includes the replacement of the existing bridge, originally built in 1911. This is a jointly managed project with the City of Palo Alto. The new bridge will improve safety by improving the line of sight for motorists and facilitating pedestrian and bicycle travel across the bridge. The new bridge will also improve flood safety because it would be designed to allow a 100-year flood event to safely pass through the channel. The City's financial contribution to this project is General Funds in the form of staff resources. Staff resources are very limited. Time devoted to this project is time unavailable to work on other critical projects.

Staff is currently participating in development of the Willow Road/101 Interchange Reconstruction Project. The project will address deficiencies with the existing interchange impacting motorists, bicyclists, and pedestrians by eliminating traffic weaves and providing adequate space for vehicles to stack on freeway off-ramps. The City of East Palo Alto is partnering with the City of Menlo Park and Caltrans on this project. The new interchange would improve efficiency, leading to less vehicular congestion along Willow Road and Highway 101. The new interchange would also enhance non-motorized access, which will encourage walking and bicycling, leading to improved public health. The City's financial contribution is General Funds in the form of staff resources. Staff resources are very limited. Again, time devoted to this project is time unavailable to work on other critical projects.

5. *Civic/Community Facilities and Parks*

The City has never conducted a comprehensive study of its civic/community facility and park needs and obligations. Therefore it is unknown what facilities need to be upgraded or what the City's long term liabilities are in these areas. Staff recommends prioritization of a Facilities Master Plan and Parks Master Plan so that the needs and obligations can be quantified and upgrades/replacements can be properly planned. If the City can identify all parks/facilities assets, determine their useful life and determine their replacement cost, the improvements can be budgeted in a strategic fashion. The Master Plan is anticipated to cost approximately \$100,000.

Fiscal Impact

Staff is requesting comments and direction regarding the CIP. There is no fiscal impact associated with this item. The adoption of the CIP will require allocation of funds towards capital projects for FY 2013/14 as well as in outward years. The exact amount of funds, funding sources and list of capital projects to receive funding are not yet known. These impacts will be assessed as part of completion of draft CIP.

Attachments

Attachment A: Status of FY 2012/13 CIP Projects

Attachment A – Status of CIP Projects

FY 2012/2013 Capital Projects - Status Report		
#	Project	Status
Streets and Transportation Projects		
ST-01	Traffic/Transportation Master Plan	This project will be carried over to FY 2013/2014.
ST-02	Traffic Signal Upgrade Program	Currently under construction and anticipated to be completed in the next several months.
ST03A	Safe Routes to School (Cycle 3)	This project will be carried over to FY 2013/2014.
ST03B	Safe Routes to School (Cycle 8)	Cycle 8 improvements extend along Ralmar Avenue between Bay Road and Garden Street. This project is under construction.
ST03C	Safe Routes to School (Cycle 9)	Cycle 9 improvements would extend along Ralmar Avenue between Garden Street to East Bayshore Road, and along Myrtle between Clarke Avenue and Pulgas Avenue. This project is under construction.
ST-04	Street Light Upgrade (Phase II)	This project is under construction.
ST-05	Street Light Upgrade (Phase III)	This project will be carried over to FY 2013/2014.
ST-06	Bay Road Improvements: Phases II & III	The design phase of the project has begun and will likely take a minimum of one year to complete. This project will be carried over to FY 2013/2014.
ST-07	Hwy 101 Ped-Bicycle Overcrossing	This project is in the feasibility/environmental review phase. This project will carry over into FY 203/2014.
ST-09	University Avenue Resurfacing & Signal Upgrade Project	This project will be carried over to FY 2013/2014.
ST-10	Bicycle and Pedestrian Improvements	This project will be carried over to FY 2013/2014.
Parks Projects		
PK-02	Cooley Landing	This project will be carried over to FY 2013/2014.
PK-03	Tree Inventory	In process. Scheduled for completion in April 2013.
PK-04	Tree Planting Program	This project will be carried over to FY 2013/2014.
PK-05	Rail Spur Site Improvement Project	Phase I of the project has been completed, which includes installing underground utilities including storm drainage, irrigation and electric for future lighting and finished grading and paving of the surface.

		Project construction of the next phase of the project, which includes the installation of lighting, street furniture and other landscaping items, is expected to begin within a few months.
PK-06	Skate Park Equipment	Scheduled for installation in March 2013.
Storm Drain Projects		
SD-01	Storm Drainage Master Plan	In process. Scheduled for completion by the end of Calendar Year 2013.
SD-02	Runnymede Storm Drain: Phase II & O'Connor Pump Station Outfall	In process. Scheduled for completion by the end of Calendar Year 2013.
SD-03	Storm Drain Outfall Repair Project	This project will be carried over to FY 2013/2014.
SD-04	Storm-Drainage System Inspection & Condition Assessment	In process. Scheduled for completion by the end of Calendar Year 2013
Water Projects		
WS-01	Emergency Water Connections	This project will be carried over to FY 2013/2014.
WS-02	Gloria Well Assessment /Rehab.	Environmental Phase is underway and should be completed prior to Jun 2013. The project is anticipated to be completed during FY 2013/2014.
WS-04	Water Main Program	This project will be carried over to FY 2013/2014.
Special Projects		
SP-01	Targeted General Plan & Zoning Code Update	A project consultant has been hired and work will commence in this fiscal year. This project is anticipated to last for three fiscal years.
SP-02	San Francisquito Flood Protection Project (SF Bay – Highway 101)	Project underway.
SP-03	Coastal Flood Protection	Project not yet initiated.