



City of East Palo Alto
City Council Workshop held February 23, 2019

May 2019

**Management
Partners**



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Workshop Report

The City of East Palo Alto held a City Council workshop on Saturday, February 23, 2019 from 8:30 a.m. to 2:30 p.m. in the East Palo Alto Community Room. The workshop provided an opportunity for Council members to discuss and determine top priorities for the next two years, celebrate recent accomplishments, and strengthen teamwork between Council and staff. This report contains a summary of the results of the workshop.

Management Partners' team members Greg Larson, Partner, and Christine Butterfield, Senior Management Advisor, facilitated the workshop.

Workshop Overview

Objectives

- Strengthen Council and staff's collaborative relationship
- Adopt priorities for the next two years
- Celebrate recent victories and changes
- Understand organizational constraints

Agenda

- Welcome from the Mayor
- Public comments
- Agenda review
- Workshop overview
- Review recent accomplishments
- Communications and teambuilding exercise
- Tools for working together
- Council priority setting
- Wrap up and next steps

Workshop Ground Rules

At the start of the workshop, the facilitator suggested several ground rules to help the group have a successful workshop.



- Listen to understand each other's point of view
- Seek consensus
- Assume good intent
- Speak up if we need course correction
- Stay focused

Bike Rack. The facilitator explained that items that were raised but would not receive immediate attention would be added to a "bike rack." The following items were added to the bike rack:

- Mayor, Vice Mayor and City Manager to discuss Council agenda setting process and possible follow up actions
- Staff to provide an update on the water storage issues and possible mandates

Participants

City Council

- Mayor Lisa Gauthier
- Vice Mayor Regina Wallace Jones
- Council member Ruben Abrica
- Council member Larry Moody
- Council member Carlos Romero

Staff

- Interim City Manager, Sean Charpentier
- City Attorney, Rafael E. Alvarado, Jr.
- City Clerk, Maria Buell
- Finance Director, Brenda Olwin
- Chief of Police, Albert Pardini
- Interim Community Development Director, Hansom Hom
- Administrative Services Director, Marie McKenzie
- Public Works Director, Kamal Fallaha
- Planning Manager, Guido Persicone
- Senior Planner, Daniel Berumen
- Interim Chief Building Official, Jose Martinez
- Housing Projects Manager, Patrick Heisinger
- Management Analyst, Michelle Daher
- Human Resources Manager, Irene Camarena
- Rent Stabilization Program Administrator, Victor Ramirez
- Executive Assistant to the City Manager, James Colin
- Permit Technician, Janet Nunez-Aguilar
- Facilities Maintenance Manager, Jay Farr

Opening Comments

The workshop began with a roll call and welcome from Mayor Gauthier, who thanked the public, Council, and staff for attending and identified the importance of taking time to establish Council priorities.

Interim City Manager Sean Charpentier offered some opening comments. He explained the background of the day's workshop and introduced the consultants.

Several members of the public spoke about specific priorities for City Council consideration or more broadly on the importance of public engagement in the priority setting process.

Greg Larson provided an overview of the day to help develop a common understanding the workshop's purpose and objectives. He reviewed the ground rules and agenda, as presented previously.



Recent Accomplishments

Council members discussed several recent accomplishments and celebrated the City's achievements and completed priorities. The group reviewed a list of recent accomplishments that Council members discussed during interviews. Highlights of these accomplishments are shown below.

Council-Identified Accomplishments

- Ballot measures approved by voters
- Water supply agreements
- Public safety improvements
- Homeless/RV parking
- New developments
 - New affordable housing
 - Facebook settlement, Amazon,
- General Plan update
- Celebrated 35 year history



Other accomplishments that were identified are listed on the slide below.

Other Accomplishments

- Manager and Council transition
- Improved staff compensation packages
- CIP Projects
 - Cooley Landing Park
 - Gloria Way Well
 - Runnymede Way
 - Trash capture improvements
- Arts Center under construction
- ADA transition plan
- Measure C Violence Prevention funding completed
- Community Services Aid Program expanded



The facilitator asked the group if any successes were missing from the list. Additional accomplishments included:

- San Francisquito Creek flood protection (an interjurisdictional project)
- Designated “Clean Zones” as a source of civic pride and beautification

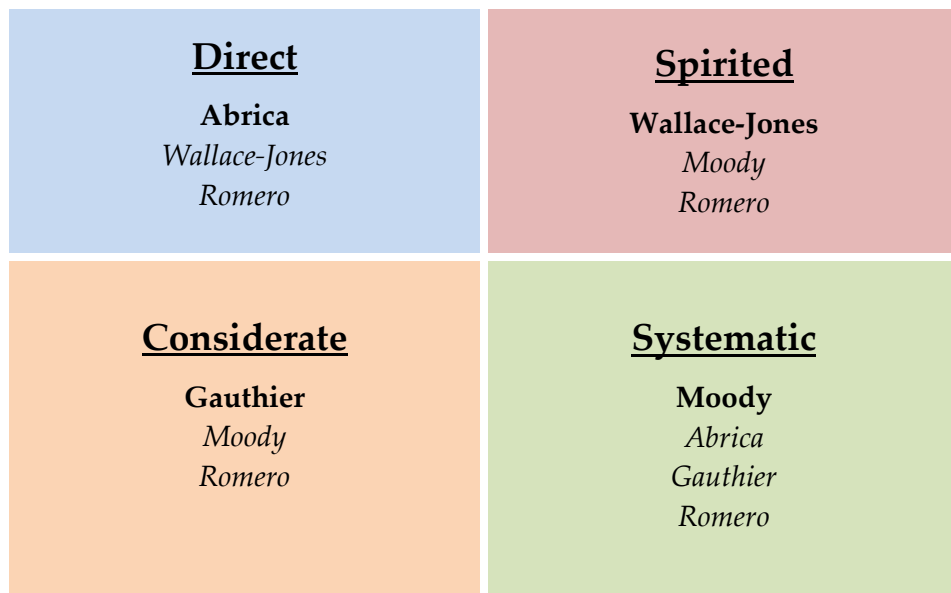
The facilitator then asked Council members to identify the key factors that contributed to the City’s long list of recent accomplishments. Factors for success included:

- Hard-working and “amazing” staff
- Council working together collectively and collegially
- Council listening to extensive public input and valuing resident engagement and activism
- Conducting a priority-setting process over the last several years

Communications Exercise

The Council members participated in an ice-breaker exercise to facilitate teambuilding. The purpose of this exercise was to identify each Council member’s current preferred communication style and discuss the organization’s communication strengths and needs. The identified communications styles for each Council member are shown in Figure 1 below. Primary styles for each are shown in **bold** while secondary or tied styles are shown in *italics*.

Figure 1. Communication Styles



The facilitator noted that the East Palo Alto City Council appears exceptionally balanced in their collective communication styles. At least one member has a primary style in each, with others secondary. This balance allows Council members to draw on the strengths of each style and better connect with the varying styles present in the public. However, each style also has weaknesses that can cause communication challenges unless understood and managed. The facilitator also explained that communication styles change over time and are often situational.

Tools for Working Together

The facilitator reviewed the results of the Council interviews pertaining to roles and relationships, noting that Council members well-understood their respective roles as a whole and as individual members. Further, they were very positive about the relationships with each other, emphasizing improved collegiality and respecting each member's extensive public contacts and engagements.

The only areas of concern identified during the interviews were related to Council meeting performance and management. Some members cited the need for increased respect for the public, staff and each other, as well as more efficient meetings.

Council members then brainstormed ideas for further improving Council relationships and meeting management. Comments included:

- There is a balance needed between City Council and appointees:
 - Council shouldn't micro-manage staff, and
 - Staff shouldn't unintentionally decide policy.
- Responses to the public must recognize the changing needs of the community.
- Council interactions with each other and the public can feel disrespectful at times, making communications more difficult.
- Need to consider balancing the Council's time on action items versus strategic items, possibly considering:
 - Holding periodic meetings or town halls around the city,
 - Alternating regular meetings and study sessions, and
 - Establishing a calendar of upcoming strategic items.

Council members agreed to refer these and other ideas to the Mayor and Vice Mayor for further consideration and possible implementation on a pilot basis.

Project Updates

Prior to lunch, the City Manager presented updates on the broad array of current and pending project priorities, including previously adopted Council priorities as well as items identified during the last budget process and regular Council meetings. The list of current, pending and proposed projects presented by the City Manager is provided as Attachment A.

Management Partners also presented a summary of organizational constraints to achieving Council priorities, including research on the allocation of management staff time available for Council priorities. The generalized management staff time allocation was modified to reflect

staff’s assessment of the situation in East Palo Alto, given both the limited number of staff and the high number of special projects. The management staff time summary follows.

Activity	General	East Palo Alto
• Day-to-day operations	70%	60%
• Special projects	10	20
• Council staff reports	10	15
• Commissions/committees	10	5

City Council Priority Setting



After lunch, the workshop was again opened for public comment and additional residents spoke about City needs and possible Council priorities.

Council members then clarified and refined the priority and project lists, consolidating specific tasks under their respective goals. They also identified the additional priorities they wanted to consider during the priority setting exercise.

Through a dot-voting exercise, Council members determined the City’s top priorities for the coming year. These priorities are listed in Table 1 below with the total dots received during the workshop.

Table 1. Council’s Top Priorities

Top Priorities	Dots
Enhance local employment opportunities/Support workforce development	5
Maintain and upgrade the City’s water system	5
Develop a comprehensive transportation and mobility plan	5
Preserve and expand affordable housing	4-5
Prepare a comprehensive city facilities plan	4
Improve communications with residents and businesses through a variety of mediums	3
Engage with the community and partner agencies to improve educational resources and services	3
Enhance flood protection for residents, businesses and property owners	3

The facilitator mentioned that remaining focused on the Council's top priorities will require concerted action and discipline by both the staff and Council members, especially given the other work and projects that are already underway.

Wrap-up and Next Steps

The workshop concluded with final comments and key take-aways from the Mayor and Council members. Next steps include:

- Presentation of this summary report to the City Council.
- City Manager will direct staff to develop detailed work plans pertaining to the Council's top priorities, and report on the work plans at a future Council meeting.

Appendix A: Initiatives and Programs Underway

The table below was prepared by the City of East Palo Alto, and lists goals and strategies pertaining to each priority area. Priority areas are listed in blue shading, goals are in gray, completed items in green, and current and pending projects and tasks without coloring. The dots voted for each goal are listed in the right column. This table will be updated by City staff to incorporate Council priority setting as well as to adjust the numbering and formatting for consistency.

PRIORITY AREA #1: Enhance Public Safety and Emergency Preparedness			COUNCIL DOT EXERCISE
1A	GOAL STATEMENT: IMPLEMENT A LONG-TERM CRIME AND VIOLENCE REDUCTION STRATEGY	Existing Priority	
1A(a)	Fill existing vacancies and continue advancing training of existing employees	CM Suggestion	2
1A(b)	Implement the Lexipol policy manual and support service	CM Suggestion	
1A(c)	Body Worn Camera's, train personnel on use of Body Worn Cameras and implement the daily use	CM Suggestion	
1B	GOAL STATEMENT: IMPLEMENT ANTI-GRAFFITI PROGRAM	Existing Priority	0
1C	GOAL STATEMENT: CONDUCT EDUCATION AND OUTREACH ON FIRE SAFETY AND EMERGENCY PREPARATION AND DEVELOP COMMUNITY EMERGENCY RESPONSE TEAM (CERT) TRAINING PROGRAM	Existing Priority	0
1C (a)	Prepare for and hold at least 2 table top emergency exercises during Fiscal Year	CM Suggestion	
PRIORITY AREA #2: Enhance Economic Vitality			
2A	GOAL STATEMENT: PROVIDE ASSISTANCE TO SMALL BUSINESSES (PERMITTING, LICENSING, AND SUPPORT)	Existing Priority	2
2B	GOAL STATEMENT: GENERAL FUND MONIES ARE SET ASIDE FOR CAPITAL IMPROVEMENTS	Existing Priority	1
2C	GOAL STATEMENT: DEVELOP AND IMPLEMENT APPROPRIATE DEVELOPMENT IMPACT FEES	Existing Priority – COMPLETED	NO DOTS NEEDED
New 2C	GOAL STATEMENT: ENHANCE LOCAL EMPLOYMENT OPPORTUNITIES AND SUPPORT WORKFORCE DEVELOPMENT		5
2C-1	Implement Proposition HH Employment Development Component		
2C-2	Update First Source Hiring Policy; Career Center Enhancement		

2D	Prepare a Study to develop City Strategy to Implement Employment Development Component of Proposition HH and potential update of First Source Hiring Policy	CM Suggestion	Supplanted by new Goal 2C above
2E	GOAL STATEMENT: PRIORITIZE COMMUNITY DEVELOPMENT PROCESSING FOR CITY PRIORITIES	CM Suggestion	
2E-1	Prioritize process of applicants assisting with securing new water rights		1
2E-2	Ensure that resources exist to process pipeline development projects.	listed elsewhere	
2E-3?	Prioritize processing of affordable housing projects (discussed, not noted)	CM Suggestion	
2G	NEW GOAL STATEMENT: Council direction on exploration of commercial cannabis	CM/CA Suggestion	0
PRIORITY AREA #3: Increase Organizational Effectiveness and Efficiency			
3A	GOAL STATEMENT: ADDRESS STRUCTURAL DEFICIT AND ESTABLISH STEPS TO RESOLVE IT	Existing Priority	
3A(a)	Move Goal 3A to Economic Vitality. Add Task: Support Commercial Development to generate net general fund revenue and local jobs. (Comment: consider other impacts as well)	CM Suggestion	2
3A(b)	Update Master Fee Schedule and Cost Allocation Plan	CM Suggestion	
3A©	Establish Reserve policies and Calpers prepayment strategy	CM Suggestion	
3B	GOAL STATEMENT: DEVELOP A STAFF WORKFORCE PROFESSIONAL GROWTH PLAN	Existing Priority	
3b (a)	Complete Kof Study and begin implementing recommendations	CM Suggestion	1
3b (b)	Prepare a staff retention/development strategy	CM Suggestion	
3C	GOAL STATEMENT: I.D. SYSTEMS INVESTMENT OPPORTUNITIES TO IMPROVE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY	Existing Priority	
3C (a)	Initiate ERP program	CM Suggestion	2
3C (b)	Implement Granicus Agenda Management program	CM Suggestion	
3C (c)	Update purchasing policy and digitize City Documents	CM Suggestion	
PRIORITY AREA #4: Improve Public Facilities and Infrastructure			
4A	GOAL STATEMENT: IMPLEMENT SAFE ROUTES TO SCHOOL (SR2S/SRTS) IMPROVEMENT PROGRAM	Existing Priority – COMPLETED	NO DOTS NEEDED
4B	GOAL STATEMENT: COMPLETE BAY ROAD AND RELATED INFRASTRUCTURE	Existing Priority	0
4B	NEW GOAL STATEMENT: MAINTAIN AND IMPROVE PAVEMENT CONDITION INDEX	CM Suggestion	2

1	Design and implement 2019/2020 Street Resurfacing Program	CM Suggestion	
4C	GOAL STATEMENT: ENHANCE PEDESTRIAN/BICYCLE INTERCONNECTIVITY		
	Complete: 1) University Avenue Interchange and 2) design of Hwy. 101 Pedestrian & Bike Overcrossing (POC) at Newell Road & Clarke	Existing Priority – HWY 101 Clark Ave POC – COMPLETED	1
1	Complete University Ave Interchange and Pedestrian Overpass	Existing Priority (edited for brevity)	
4D	GOAL STATEMENT: CONSOLIDATION OF CITY-OWNED FACILITIES	Existing Priority	
1	Re-examine current City Hall facility to better utilize space to accommodate staff	Existing Priority	4
2	Develop a Public Facilities Plan (consult with San Mateo County)	Existing Priority	
4D(a)	Complete City Hall Tenant Improvements and Design	CM Suggestion	
4D (b)	Secure permanent location for Police Station	CM Suggestion	
4E	GOAL STATEMENT: PROVIDE ADEQUATE DOMESTIC WATER TO CUSTOMERS IN THE CITY OF EAST PALO ALTO WATER SYSTEM		
1	Implement City water supply blueprint	Existing Priority	0
2	Complete construction of Gloria Way Well including treatment facility	Existing Priority – COMPLETED	
3	Complete ground water management and monitoring plans & explore additional municipal wells (Pad D)	Existing Priority	
4E(a)	Complete Pad D Groundwater well for emergency water	CM Suggestion	
4F	GOAL STATEMENT: MAINTAIN AND UPGRADE CITY'S WATER SYSTEM (intertie and water storage)		
1	Adopt City water conveyance and storage strategy	Existing Priority	5
2	Negotiate agreement and complete construction of intertie with the City of Palo Alto	Existing Priority	
4F(a)	Prepare Feasibility Study for potential sites for a water storage tank pursuant to Corrective Action Plan (provide update on mandated requirements)	CM Suggestion	
4F(B)	Water mains replacement project.	CM Suggestion	

4G	GOAL STATEMENT: ENHANCE FLOOD PROTECTION FOR RESIDENTS, BUSINESSES AND PROPERTY OWNERS		
1	Monitor SFCJPA Phase I project for the San Francisquito Creek (SFC)	Existing Priority – COMPLETED	3
2	Negotiate agreement with Santa Clara Valley Water District (SCVWD) for maintenance of SFC enhanced levee and creek banks from Hwy 101 to border with Menlo Park		
3	Work with Palo Alto on design of Newell Road Bridge	Existing Priority	
4	Work with SFCJPA on design of Phase II SFC improvements	Existing Priority	
5	Work with SFCJPA on Phase I (Planning study) of tidal levee project	Existing Priority (Safer Bay levee)	
4H	GOAL STATEMENT: DEVELOP A COMPREHENSIVE TRANSPORTATION & MOBILITY PLAN		
1	Adopt Transportation Demand Management and adequate street parking strategies	Existing Priority	5
4H(a)	Identify and implement solutions to mitigate cut through traffic (parking?)	CM Suggestion	
4I	Design and Implement City's Portion of the AHSC Improvements (if awarded) including Addison Street Green Infrastructure, bikeways, and transit stop improvements	CM Suggestion	0
PRIORITY AREA #5: Improve Communication and Enhance Community Engagement			
5A	GOAL STATEMENT: ESTABLISH AND IMPLEMENT A WEBSITE MAINTENANCE AND MANAGEMENT PLAN	Existing Priority	Consolidated under 5C below
5B	GOAL STATEMENT: FOSTER COMMUNITY CULTURAL EVENTS AND ACTIVITIES IN PUBLIC SPACES SUCH AS PARKS	Existing Priority	1
5C	GOAL STATEMENT: DEVELOP A COMMUNICATION PLAN, INCLUDING TOPICS, SCHEDULES, MEDIA AND BRANDING/MESSAGING	Existing Priority	3
5A	Prior Goal Statement folded in her: Established and Implement a Website Maintenance and Management Plan	Existing Priority	
3	Incorporate Community Opinion Survey into communication plan	Existing Priority	

PRIORITY AREA #6: Create a Healthy and Safe Community			
6A	GOAL STATEMENT: IMPROVE PEDESTRIAN AND BICYCLE ACCESS AND SAFETY AT ALL SCHOOL ZONES	Existing Priority	2
6B	GOAL STATEMENT: FULLY IMPLEMENT THE RENT STABILIZATION PROGRAM	Existing Priority	Consolidated under 6F below
6C	GOAL STATEMENT: DEVELOP A COMPREHENSIVE HEALTHY COMMUNITIES PLAN AS A PART OF THE GENERAL PLAN UPDATE	Existing Priority	0
6D	GOAL STATEMENT: DEVELOP A STRATEGY TO KEEP EAST PALO ALTO YOUTH ON EDUCATIONAL TRACK	Existing Priority	Consolidate under new Education Goal
	Through My Brother's Keeper' initiative, develop plan to keep youth on educational track.	Existing Priority	
1	Convene Local Action Summit, and formulate recommendations for action	Existing Priority	
6E	GOAL STATEMENT: DEVELOP A PARKS MASTER PLAN INCORPORATING CURRENT PROJECTS - Goal postponed to 2019	Existing Priority	2
	Expand and enhance park facilities for EPA residents.	Existing Priority	
4	Develop implementation plan & impact fee options once MP done	Existing Priority – Impact Fees – COMPLETED	
5	Pursue expansion of MLK Park by exchange/acquisition of County land.	Existing Priority	
6	Complete design for Phases 2-5 of Cooley Landing Park	Existing Priority – COMPLETED	
6F	GOAL STATEMENT: PRESERVE AND EXPAND AFFORDABLE HOUSING IN EAST PALO ALTO		4 to 5 (double-voting)
	Affordable Housing Strategy, RFP 965 Weeks,	Existing Priority – COMPLETED	
6F (a)	Review existing affordable housing stock and present to Council a strategy to preserve and expand affordable housing options that meet the needs of East Palo Alto residents.	CM Suggestion	
6F (b)	Implement Affordable Housing Strategy	CM Suggestion	

6F (c)	Affordable housing production to accomplish 500-unit goal, including Light Tree, 965 Weeks, other affordable housing projects	CM Suggestion	
6F (d)	Preserve existing RSO Units and explore options for nonprofit ownership	CM Suggestion	
6F (e)	Implement RV Safe Parking Program	CM Suggestion	
6F(f)	Update Inclusionary Housing Ordinance	CM Suggestion	
6F (g)	Prepare and issue RFP for anti-displacement services for Measure O	CM Suggestion	
6F (h)	Complete 2nd Unit Taskforce process and identify methods to facilitate legal 2nd Units	CM Suggestion	
6B	Prior Goal consolidated here: Fully implement the rent stabilization program	Existing Priority	
6F (i)	New: Address homelessness locally and regionally		

Appendix B: Priorities Suggested by the City Council

The table below provides the list of priorities suggested by City Council members during interviews in advance of the City Council Priority Setting Workshop as well as additional priorities proposed during the Workshop itself, with the dots received by each.

Priorities Proposed During the City Council Interviews	Links to Existing Priorities	Dots
Stay focused on our priorities <i>(deleted during discussion)</i>	NA	NA
Improve staff retention and recruitment, including morale and workloads	3B	NA
Ensure new development provides for East Palo Alto's future needs	2D-G, 3A(a-b)	NA
Minimize displacement and gentrification, help those who are already here	7	NA
Prepare for next economic downturn	3A(c)	NA
Identify and brand East Palo Alto for Silicon Valley (play to our strengths)	NEW	1
Invest in transportation: roads, streetlights and cut-through traffic issues	4H-I	NA
Provide affordable housing (e.g., inclusionary, equity growth solutions)	7	NA
Work on homeless locally and regionally, especially for families	7	NA
Strengthen educational services/partnerships; Great cities need great schools	NEW	3
Provide for resident workforce development and upward mobility	2D, 3A(a), 6D	NA
Conduct a new community survey to identify City strengths and needs	5(c), 3	NA
Conduct a mobility study for improved transit, walkability and bikeability	4H	NA
Increase CIP funding for maintenance and economic development	2B	NA
Increase community services/facilities (sports, dog park, senior center, parks)	5B, 6E	NA
Continue improving public safety and emergency services	1A, 1C	NA
Update organizational use of technology and automation	3C(1)-(c)	NA
Plan for new city and police facilities	4D	NA
Launch the My Brother's Keeper initiative	6D	NA
Complete the Addison project	6D	NA
Provide needed Council training <i>(deleted – in the works operationally)</i>	NA	NA
Possible Priorities Proposed During the Priority Setting Workshop		Dots
Improve customer services and process improvement (focus on AWE and others)		3
Library feasibility analysis		2
Big "H" Housing (speculative development, gentrification/densification, metrics, creating paths to home ownership)		1