



EAST PALO ALTO CITY COUNCIL STUDY SESSION AGENDA

Tuesday, April 22, 2025, 5:30 PM
EPA Government Center
2415 University Avenue, First Floor
East Palo Alto, CA 94303

NOTICE

This meeting will be held virtually and in-person at the Council Chambers located on 2415 University Ave, First Floor East Palo Alto, CA 94303. The virtual portion of this City Council meeting will be conducted in accordance with City of East Palo Alto Resolution adopted pursuant to Assembly Bill 361.

The public may participate in the City Council Meeting via Zoom Meeting or by attending in-person in the Council Chambers at 2415 University Ave, First Floor East Palo Alto, CA 94303. Community members may provide comments by emailing cityclerk@cityofepa.org, submitting a speaker card at the meeting, or using the **RAISE HAND** feature when the Mayor or City Clerk call for public comment. Emailed comments should include the specific agenda item on which you are commenting.

Please click this URL to join

<https://us06web.zoom.us/j/83960723357>

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+ 1 253 215 8782 or

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Webinar ID: 839 6072 3357

International numbers available: <https://zoom.us/u/aMWYF4KT>

1. **CALL TO ORDER AND ROLL CALL**
2. **APPROVAL OF THE AGENDA**
3. **APPROVAL OF CONSENT CALENDAR**

3.1 Cinco de Mayo Proclamation

Recommendation:

Present the proclamation.

3.2 Amend Turbo Data

Recommendation:

1. Adopt a resolution authorizing the City Manager to amend the existing contract with Turbo Data Systems Inc., in a form approved by the City Attorney, to increase funding by \$32,700.85 for FY 2024-25, and \$78,482.04 for the final year FY 2025-26. This amendment raises the total five-year contract amount from \$200,000.00 to \$311,182.90.
2. Finding that the proposed action being considered does not constitute a “Project” within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guidelines section 1578 (b)(5), in that it is a government administrative activity that will not results in direct or indirect changes in the environment.

4. **PUBLIC COMMENT**

5. **STUDY SESSION**

5.1 Study Session on Development of FY25–29 Strategic Priorities and FY25–27 Council Work Plan

Recommendation:

1. Receive an informational report from staff on the development of the FY2025–2029 Strategic Priorities and initial FY 2025–2027 Council Work Plan.
2. Provide input on the draft Strategic Priorities and project list and complete a prioritization process to support development of a focused and actionable work plan.
3. Direct staff to support refinement of a preliminary list of Strategic Priorities through additional community engagement and return to the City Council in June 2025 for adoption of the Fiscal Year 2025-2029 City Council Strategic Priorities and Fiscal Year 2025-2027 Work Plan.

6. **COUNCIL REPORTS**

7. **ADJOURNMENT**

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

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The City Council meeting packet may be reviewed by the public in the Library or the City Clerk's Office. Any writings or documents pertaining to an open session item provided to a majority of the City Council less than 72 hours prior to the meeting, shall be made available for public inspection at the front counter at the City Clerk's Office, 2ND Floor, City Hall, 2415 University Avenue, East Palo Alto, California 94303 during normal business hours. Information distributed to the Council at the Council meeting becomes part of the public record. A copy of written material, pictures, etc. should be provided for this purpose.

East Palo Alto City Council Chambers is ADA compliant. Requests for disability related modifications or accommodations, aids or services may be made by a person with a disability to the City Clerk's office at (650) 853-3127 no less than 72 hours prior to the meeting as required by Section 202 of the Americans with Disabilities Act of 1990 and the federal rules and regulations adopted in implementation thereof.

DECLARATION OF POSTING

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

POSTED: April 11, 2025

ATTEST:

James Colin

City Clerk



EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 22, 2025
TO: Honorable Mayor and Members of the City Council
VIA: Melvin E. Gaines, City Manager
BY: James Colin, City Clerk
SUBJECT: Cinco de Mayo Proclamation

Recommendation

Present the proclamation.

Attachments

1. Proclamation

PROCLAMA DE LA CIUDAD DE EAST PALO ALTO EN RECONOCIMIENTO Y CELEBRACIÓN DEL FESTIVAL LATINO DEL CINCO DE MAYO 2025 FELICITACIONES AL COMITÉ LATINO POR ORGANIZAR EL EVENTO DESDE 1985

CONSIDERANDO QUE, este año marca otra celebración del Festival Latino Cinco de Mayo, brindando una oportunidad para que la ciudad de East Palo Alto se una en unidad y celebración; y

CONSIDERANDO QUE, el Festival Latino Cinco de Mayo sirve como un poderoso recordatorio del significado histórico del triunfo en la batalla del 5 de mayo de 1862 en Puebla, México, destacando las luchas continuas contra los imperios colonialistas y los estados esclavistas en todo el continente americano; y

CONSIDERANDO QUE, el presidente Benito Juárez, venerado como el 'Benemérito de las Américas', declaró de manera profunda: "Entre las naciones, así como entre los individuos, el respeto al derecho ajeno es la paz", encapsulando la esencia de la democracia y la paz; y

CONSIDERANDO QUE, durante la intervención y colonización de México por parte del Imperio Francés, las comunidades mexicanas y latinoamericanas, incluidas las de California, se unieron en apoyo al presidente Benito Juárez, utilizando el simbolismo de la Batalla del 5 de mayo para abogar por la democracia y resistir la opresión imperial, racista y antidemocrática; y

CONSIDERANDO QUE, otra lucha paralela fue la Guerra Civil en los Estados Unidos entre la República democrática del norte y la Confederación esclavista del Sur (1861-1865), mientras México ya había abolido la esclavitud desde 1829, reconociendo la importancia de resistir a las fuerzas opresoras y luchar por la libertad y la justicia; y

CONSIDERANDO QUE, el Cinco de Mayo en East Palo Alto y Belle Haven ha sido una tradición arraigada desde la formación del Comité Latino en 1981, que desempeñó un papel fundamental en la lucha por la incorporación y la creación de un gobierno municipal independiente en East Palo Alto en 1983, con el apoyo activo de las comunidades mexicanas y latinas; y

CONSIDERANDO QUE, en 1985, en colaboración con el Comité de Padres Migrantes/Bilingües del distrito escolar de Ravenswood y el Comité de Refugiados Salvadoreños (CORES), el Comité Latino organizó el primer evento público del Cinco de Mayo en Bell St. Park, marcando el inicio del querido Festival Latino, que ha sido celebrado continuamente desde entonces, con excepción de dos años debido a circunstancias mayores (1993 y 2020); y

CONSIDERANDO QUE, esta celebración del cuatro de Mayo en 2025 destaca el progreso, la resistencia y la fuerza comunitaria; y

CONSIDERANDO QUE, al celebrar el Cinco de Mayo, podemos reflexionar sobre su relevancia para nuestros tiempos y esforzarnos por construir una sociedad más democrática, justa y equitativa, honrando los principios de respeto, dignidad y solidaridad, tal como lo expresaría Don Benito Juárez;

AHORA, POR LO TANTO, el Ayuntamiento de la Ciudad de East Palo Alto, felicita a la Ciudad de East Palo Alto y el Comité Latino el 4 de mayo de 2025 y celebra el Día del Festival Latino Cinco de Mayo en la Ciudad de East Palo Alto. Animo a todos los residentes a unirse a las festividades, celebrar nuestras diversas culturas y reafirmar nuestro compromiso con la democracia, la paz y la justicia para todos.

Con Fecha: 4 de mayo 2025



Martha Barragan, Alcaldesa

PROCLAMATION OF THE CITY OF EAST PALO ALTO IN RECOGNITION & CELEBRATION OF THE CINCO DE MAYO FESTIVAL LATINO 2025 AND EXTENDING CONGRATULATIONS TO THE COMITÉ LATINO FOR ORGANIZING EVENT SINCE 1985

WHEREAS, this year marks another celebration of the Festival Latino Cinco de Mayo, providing an opportunity for the City of East Palo Alto to come together in unity and celebration; and

WHEREAS, the Festival Latino Cinco de Mayo serves as a powerful reminder of the historical significance of the battle and victory on the 5th of May 1862 in Puebla, Mexico, highlighting the enduring struggles against colonialist empires and slave societies across the American continent; and

WHEREAS, President Benito Juarez, revered as a 'Distinguished Leader of the Americas,' profoundly stated, "Among nations, as among individuals, respect for the rights of others means peace," encapsulating the essence of democracy and peace; and

WHEREAS, during the intervention and occupation of Mexico by the French Empire, the Mexican and Latino American communities, including those in California, rallied in support of President Benito Juarez, utilizing the symbolism of the Battle of May 5th to advocate for democracy and resist racist, imperial, and antidemocratic oppression; and

WHEREAS, the formation of Comité Latino in 1981, and subsequent collaboration with the Migrant/Bilingual Parents Committee of the Ravenswood school district and the Committee of Salvadoran Refugees, paved the way for the inaugural public celebration of Cinco de Mayo at Bell St. Park in 1985, marking the beginning of the cherished Festival Latino in East Palo Alto and Belle Haven; and

WHEREAS, the perseverance and dedication of the East Palo Alto community led to the successful incorporation of East Palo Alto as an independent entity in 1983, with the support and active participation of the Mexican and Latino communities, demonstrating the power of collective action and advocacy; and

WHEREAS, despite challenges and setbacks, the Festival Latino Cinco de Mayo has been celebrated continuously since its inception, symbolizing progress, resilience, and community strength; and

WHEREAS, as we commemorate Cinco de Mayo and reflect on its relevance for our times, let us strive to build a more democratic, just, and equitable society, honoring the principles of respect, dignity, and solidarity as espoused by Don Benito Juarez.

NOW THEREFORE, BE IT RESOLVED THAT, the City Council of the City of East Palo Alto, does hereby congratulate the City East Palo Alto and Comité Latino on May 4th, 2025, as Festival Latino Cinco de Mayo Day in the City of East Palo Alto. I encourage all residents to join in the festivities, celebrate our diverse cultures, and reaffirm our commitment to democracy, peace, and justice for all.

Dated: May 4, 2025



Martha Barragan, Mayor



EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 22, 2025

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: Jeff Liu, Chief of Police

SUBJECT: Authorization to Amend Turbo Data Systems Contract to Increase Purchase Order for additional lease equipment and services.

Recommendation

Adopt a resolution:

1. Authorizing the City Manager to amend the existing contract with Turbo Data Systems Inc., in a form approved by the City Attorney, to increase funding by \$32,700.85 for FY 2024-25, and \$78,482.04 for the final year FY 2025-26, raising total funding for the five-year contract from \$200,000.00 to \$311,182.90; and
2. The proposed action does not constitute a “project” with the meaning of the California Environmental Quality Act (“CEQA”) pursuant to CEQA Guidelines sections 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or administrative activity that will not result in direct or indirect changes in the environment.
3. .

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Promote Health & Public Safety

Priority: Ensure Our Financial and Organizational Health

Background

In the late 1990s, State law decriminalized parking citations, which led the Superior Court to

transfer responsibility for parking citation processing and collection to local agencies. Rather than forming a joint powers agency, local agencies opted to issue a combined request for proposal (RFP). This approach allowed the selected vendor to contract individually with each agency, while combining citation volume to take advantage of economies of scale. As a result, the County, cities, and other participating agencies secured competitive processing rates and high service levels.

In 1999, officials issued the first joint RFP and selected Turbo Data Systems, Inc. as the vendor. A second RFP issued in 2006 again selected Turbo Data as the preferred provider. The City of Daly City served as the lead agency for both RFP processes, authorizing Turbo Data Systems to provide citation processing services to local police agencies in San Mateo County.

In 2014, the San Mateo County Sheriff's Office assumed the role of lead agency and issued a countywide RFP for citation processing services. After reviewing responses from three vendors, the Sheriff's Office once again selected Turbo Data Systems to continue providing these services.

In November 2020, the Sheriff's Office led another RFP process. The County received proposals from three vendors, which a subcommittee evaluated based on four criteria: (1) firm experience, (2) project approach, (3) team qualifications, and (4) fee proposal. Based on this evaluation, the subcommittee selected Turbo Data Systems, Inc.

On July 6, 2021, the City Council approved a five-year contract with Turbo Data Systems through Resolution 91-2021. The contract, effective July 1, 2021, through June 30, 2026, set a not-to-exceed amount of \$200,000. Under this agreement, Turbo Data Systems provides citation processing and collection services via mail, telephone, and website. They also handle multiple reminder notices, DMV holds, appeals, administrative adjudication, optional advanced collections, and lease three mobile ticket writers to the City. Additionally, the vendor reports official collection data to the State and County in compliance with legal requirements.

The City's monthly processing cost depends on the number of citations issued. When the City signed the contract, citation volume was low due to limited staff. On April 5, 2024, the City hired several Community Service Officers (CSOs) to address rising community complaints about parking. To equip the new CSOs, the City arranged with Turbo Data Systems to lease five handheld electronic ticket writers (ticketPRO nFORCERs). The City now issues significantly more citations, which also has increased its monthly costs.

To fund the higher equipment lease costs and increased citation processing volume, staff recommends that the City Council authorize the City Manager to amend the contract with Turbo Data Systems. The proposed amendment would increase the not-to-exceed amount by \$111,182.90, for a new total of \$311,182.90.

Analysis

To enhance parking enforcement, the City hired additional CSOs and expanded its lease of Pro-Ticket writers. These changes, along with the rise in citations issued, increased the total contract cost from \$200,000 to \$311,182.90. The City will incur an increase of \$32,700.85 in FY 2024-25 and \$78,482.04 in FY 2025-26.

Staff recommends that the City Council authorize the City Manager to amend the agreement with Turbo Data Systems and appropriate \$111,182.90, raising the contract's not-to-exceed amount to \$311,182.90. This amendment will allow the City to continue using Turbo's services and equipment through June 30, 2026.

Alternatively, the Council may choose to authorize only the FY 2024-25 amendment and direct the City Manager to conduct a new procurement process for FY 2025-26. If this is the preferred option, the Council should authorize an increase of \$32,700.90 for FY 2024-25.

Fiscal Impact

The proposed amendment will require a \$32,700.85 appropriation for the current fiscal year, which will be covered by salary savings. Staff will include the \$78,482.04 increase for FY 2025-26 in the proposed budget.

Public Notice

The public was provided notice by making the agenda and report available on the City's website and on a bulletin board located at City Hall: 2415 University Avenue, East Palo Alto.

Environmental

The proposed action does not constitute a "project" with the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines sections 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or administrative activity that will not result in direct or indirect changes in the environment.

Government Code § 84308

Applicability of Levine Act: Yes.

Analysis of Levine Act Compliance: The signatory(ies) for the agreement(s) is/are Roberta J. Rosen, President, Turbo Data Systems, Inc. Apart from this individual, staff are unaware of any other parties, participants, or contributions relevant to the Council's consideration of this item.

Attachments

1. Resolution.

RESOLUTION NO. XX-2025

**A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF EAST PALO ALTO**

AUTHORIZING THE CITY MANAGER TO AMEND THE CURRENT CONTRACT WITH TURBO DATA SYSTEMS INC., IN A FORM APPROVED BY THE CITY ATTORNEY, FOR AN INCREASED PURCHASE ORDER FOR \$32,700.85 FOR FY24-25, AND \$78,482.04 FOR THE FINAL YEAR FY25-26 OR A TOTAL AMOUNT OVER FIVE-YEARS INCREASING FROM \$200,000.00 TO \$311,182.90

WHEREAS, the San Mateo County Sheriff's Office countywide sub-committee involved local police agencies issued a request for Proposals for citation processing services; and

WHEREAS, a sub-committee of the local police agencies thoroughly reviewed the three proposals received and determined Turbo Data System Inc., was the RFP source vendor selected to service the local agencies in San Mateo County including East Palo Alto City; and

WHEREAS, on April 5, 2024, the Police Department leased five additional Pro-Ticket Writers for Police Parking Enforcement systems for citation processing and services; and

WHEREAS, the original purchase order was limited to only \$40,000.00 per year via the original of July 2021; and

WHEREAS, Turbo Data Systems is the only authorized company to provide vital services for citation services for the Police Department; and

WHEREAS, staff has determined that additional funding is needed to amend the Turbo Data System contract to resolve the underfunding of the new leased Pro-Tickets Writers.

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF EAST PALO ALTO HEREBY:

1. Finds the foregoing recital are true and correct, and are incorporated by this action;
2. Authorizes the City Manager to amend the current contract with Turbo Data Systems Inc., in a form approved by the City Attorney, to increase the contract amount by \$ 32,700.85 for FY24-25 , and \$78,482.04 for the final year FY25-26 or a total amount over five- years increasing from \$200,000.00 to \$311,182.90; and
3. Finds that the proposed action being considered does not constitute a "Project" within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guideline section 15378 (b)(5), in that it is a government administrative activity that will not result in direct or indirect changes in the environment proposed action does not constitute a "project" with the meaning of the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines sections 15378(b)(4) and (5) in that it is a governmental fiscal, organizational or administrative activity that will not result in direct or indirect changes in the environment.

PASSED AND ADOPTED this 15th day of April 2025, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Martha Barragan, Mayor

ATTEST:

APPROVED AS TO FORM:

James Colin, City Clerk

John D. Lê, City Attorney



EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: April 22, 2025

TO: Honorable Mayor and Members of the City Council

VIA: Melvin E. Gaines, City Manager

BY: Orly Amey, Assistant to the City Manager
Shiri Klima, Assistant City Manager

SUBJECT: Study Session on Development of FY25–29 Strategic Priorities and FY25–27 Council Work Plan

Recommendation

1. Receive an informational report from staff on the development of the FY2025–2029 Strategic Priorities and initial FY2025–2027 Council Work Plan.
2. Provide input on the draft Strategic Priorities and project list and complete a prioritization process to support development of a focused and actionable work plan.
3. Direct staff to support refinement of a preliminary list of Strategic Priorities through additional community engagement and return to the City Council in June 2025 for adoption of the Fiscal Year 2025-2029 City Council Strategic Priorities and Fiscal Year 2025-2027 Work Plan.

Alignment with City Council Strategic Plan

This recommendation is primarily aligned with:

Priority: Promote Housing, Economic and Workforce Development

Priority: Implement the Comprehensive Transportation and Mobility Plan

Priority: Promote Health & Public Safety

Priority: Ensure Our Financial and Organizational Health

Priority: Improve the City's Water Infrastructure

Priority: Develop and Implement a Comprehensive Facilities Master Plan

Priority: Enhance Community Services and Parks for Residents

Background

The City Council conducts an annual Priority Setting process. The goal of this strategic planning is to improve the decision-making process, focusing limited staff and financial resources on initiatives that, other than standard operations, the City Council identifies as the highest priorities. The Council Priorities serve as overarching focus areas that shape the direction of our projects and programs. By identifying and defining the named priorities, the City Council ensures staff time and the City's funding remain focused on the highest community needs.

Following the establishment of Council Priorities, this process proceeds to crafting the 2-Year Council Work Plan. The Work Plan includes the actual projects staff is tasked with completing in the coming two years. Projects are defined as "activities, processes, or initiatives that can be carried out within the time frame to achieve the desired outcomes of a Strategic Priority area, that are not included in the City staff's current work plans." The FY23-25 Work Plan was approved by the City Council on April 18, 2023 and updated on April 16, 2024. The FY 23-25 Work Plan concludes on June 30, 2025.

On October 1, 2024, the City Council directed staff to conduct a process for a four-year strategic plan, and authorized the release of a request for proposals to initiate this process. On December 3, 2024, the City Council awarded a contract to Raimi + Associates (R+A) to guide the Priority Setting process for the City. This process will continue through the spring and is expected to be adopted by Council in June 2025. This process will set clear direction on major policy areas over the next four years and guide the City's budgeting and implementation efforts. This effort represents both an actionable short-term roadmap and an initial step toward longer-range strategic planning in accordance with the City's Vision 2035.

The process began with internal alignment meetings and the formation of a cross-departmental team. In early 2025, staff and consultants launched a robust public engagement strategy that included:

- Key leader interviews with local institutional partners and stakeholders, including nonprofit leaders, service providers, and neighborhood advocates
- Focus groups with diverse community stakeholders
- A community workshop on March 8, 2025, where residents were invited to share their visions for the future of East Palo Alto
- A City Council Goal-Setting Retreat held later that same day to reflect on emerging themes and identify shared Council priorities
-

The information collected was synthesized and organized into 13 draft strategic areas, which were further refined and consolidated into seven emerging priority areas as well as the Council and community's proposed projects regarding these priorities. In parallel, City departments reviewed the draft priorities and submitted project proposals. Where possible, broad or conceptual suggestions were translated into specific, actionable project proposals. Staff also

assessed progress on FY 2023-2025 Work Plan projects and highlighted projects that should continue into the FY 2025-27 Work Plan.

Analysis

This report includes an attachment with status updates on the projects from the FY23–25 Work Plan. Approximately half of these projects are still underway. For those projects expected to continue beyond the first quarter of FY25, staff will work with the Council to confirm which projects should carryforward from the current Work Plan.

The report then presents a full draft list of 111 proposed new projects. It also outlines the process that staff and our consultant will use to guide the Council during the public meeting, helping to narrow this large list down to a more manageable group of projects. Finally, this report outlines the next steps in the process.

1. A Status Update on the FY23–25 Work Plan & Potential Carryforward Projects

Over the course of the FY23–25 period, the City committed to a total of **94 projects** (including 2 inadvertent duplicates) across two Council Work Plans, advancing priorities related to housing, mobility, infrastructure, public safety, fiscal health, and community services. As of April 2025:

- 24 projects have been completed
- 48 projects remain in progress
- 12 projects have transitioned into ongoing operations
- 8 projects are currently on hold due to funding constraints, external dependencies, or shifting priorities

Attachment A provides a status update on all the FY23-25 Work Plan projects, including staff recommendations on why a project should be carried forward to the new Work Plan. As shown in the breakdown above, roughly 40% of the FY 23-25 cycle Work Plan projects have been completed or operationalized. Of the remaining incomplete projects that are recommended to carry forward to the FY25-27 Work Plan, half – 24 in total – are expected to be closed out in the first two quarters of FY26. This leaves 24 projects in that category that are either expected to still be in progress beyond December 2025 or have not yet begun.

Attachment B focuses on these remaining projects that staff recommend should be carried forward to the FY25-27 Work Plan. The first decision point for Council will be whether all, some, or none of these should carry forward into the new work plan. While many of these projects are important, please note that staff focuses the vast majority of our time on standard operations (e.g., issuing permits, designing and building streets, and investigating crimes) and the organization has severe financial and staffing constraints. Thus, we can only accomplish a finite number of projects. Though the projects vary in size and complexity, the City has limited staffing and financial capacity, which means we can only take on a finite number of initiatives at a time.

While many important project ideas are proposed, not all can be pursued meaningfully within existing resources. So, if many of the FY23-25 Work Plan projects carry forward, not many of the new project ideas can be included in the FY25-27 Work Plan.

2. New Projects Proposed

Attachment C is a comprehensive summary of the expressed priorities from community, key leader, and City Council Input gathered in February and March. This list has been consolidated into 13 priorities. These priorities reflect where there was strong alignment between community concerns and Councilmember interests and are listed below in the order of the number of Councilmembers who raised or supported them during the March 8th study session:

- A. Emergency and Disaster Preparedness
- B. Public Infrastructure and Utilities
- C. Land Use and Development
- D. Livability / Community Quality of Life
- E. Economic Development and Workforce Development
- F. Housing
- G. Transportation and Mobility
- H. Parks and Recreation – Services and Facilities
- I. Governance and Organizational Strength
- J. Public Facilities and Services
- K. Fiscal Sustainability
- L. Civic Engagement
- M. Health and Wellness

Each priority area was paired with a clear goal statement and a corresponding list of ideas, themes, or projects that emerged from community and Council engagement.

To ensure transparency and traceability, each project idea collected during the engagement process is labeled in **Attachment C** to show where it came from:

© indicates input provided by City Council during the March 8 goal-setting retreat

* indicates input gathered from the March 8 community workshop

§ indicates input gathered through key leader interviews and community focus groups

In **Attachment C**, green-highlighted text indicates project themes or ideas that were translated into proposed projects within the draft FY25–27 Work Plan project inventory list. This visual marker is intended to help Council see how community resident, stakeholder, and Councilmember input was incorporated into the plan development process, and how specific suggestions evolved into actionable, trackable initiatives.

After consolidating several overlapping or closely related draft priorities, staff has identified seven emerging priority areas. To support this updated draft priorities framework, staff reviewed both community and Council submitted projects and proposed additional projects. The chart below outlines the seven emerging priority areas, the goals associated with each priority, and

the number of new projects staff proposed for each of category.

Table 1: Summary of Proposed New Projects by Draft Strategic Priority Area (FY25–27)

Emerging Priority Areas	Goal:	# New Projects for Consideration
Emergency and Disaster Preparedness	Prepare the city for disasters and emergencies by developing a comprehensive plan and detailed implementation strategies that includes prevention, emergency response, recovery, and mitigation measures.	2
Public Infrastructure, Facilities, and Utilities	Invest in the maintenance, modernization, and expansion of the City’s physical infrastructure (streets, sidewalks, utilities, parks, and public facilities) to ensure safe, resilient, and accessible spaces that support high-quality service delivery, community use, and long-term sustainability.	12
Livability Community Quality of Life	Implement and enforce protections and systems to ensure public safety and promote harmony within the city.	7
Land Use, Economic, and Workforce Development	Promote inclusive economic growth by aligning land use planning with workforce development and business support strategies. Leverage City-controlled land and resources to attract investment, increase local revenue, and expand job access for East Palo Alto residents.	3
Housing	Increase the city’s housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and guard against the displacement of existing residents.	12
Governance, Organizational Strength, and Fiscal Sustainability	Strengthen the City’s internal capacity, transparency, and long-term financial health by improving core operations, investing in workforce and systems, and implementing data-informed strategies to ensure effective service delivery, accountability, and fiscal resilience.	9
Civic Engagement	Provide diverse and inclusive opportunities for all EPA community members to participate in city meetings, have a voice in city affairs, and develop leadership skills for EPA youth.	5
Total Proposed New Projects		50

3. Council Prioritization Process

To support the development of a focused and achievable FY25–27 Council Work Plan, staff is recommending a structured prioritization process grounded in best practices from peer cities. The goal is to enable the City Council to collectively identify and advance a realistic number of

high-impact projects that align with community needs, Council goals, and the City's operational and fiscal capacity.

Council has been provided with a list of 61 continuing projects and 50 proposed new projects (**Attachment D**). These projects span seven thematic categories and vary in scope, timeline, and resource needs.

In advance of this meeting, the Council and the public are encouraged to inform staff of any additional or missing projects that should be added to this list. At the meeting, after confirming the final list of all possible projects, each Councilmember will then be asked to review the full list and assign a priority level to each project using a standardized scorecard and voting system.

During the first round of voting and narrowing, each Councilmember will have a limited number of total high priority and low priority votes to use. The three available priority levels are:

- **High Priority (2 points):** Projects that the Councilmember believes are critical. Staff recommends each Councilmember selecting no more than 30 projects at this level to support a right-sized plan.
- **Low Priority (1 point):** Projects that are important and may be included if resources allow.
- **Do Not Prioritize (0 points):** Projects that can be deferred, reconsidered later, or are not currently aligned with top priorities.

Councilmembers may also use the "Notes" column in the scorecard to record comments, questions, or suggestions related to specific projects.

After Councilmembers complete their individual scorecards, staff will compile the results and identify areas of broad consensus.

Then, to determine the sequencing of these projects, the Council will undergo a second round of voting to determine which of these projects are dire and which are normal in urgency.

- **Dire (2 points):** These are projects that each Councilmember determines must be done right away. Staff recommends each Councilmember select half of the projects as dire.
- **Normal urgency (1 point):** These are projects that, while critical, are not urgent.

The projects with the highest points will be deemed "dire" and will be placed on the FY25-27 proposed Work Plan. Those deemed "normal urgency" will be placed on the FY27-29 proposed Work Plan.

1. Next Steps

Following the Study Session, staff and the consultant will conduct yet another round of community engagement to validate the emerging priorities and gather input on the refined project list. Planned activities include:

- A citywide online survey;
- A virtual community-wide workshop;
- An in-person community workshop; and
- One to two neighborhood pop-up events.

Translation and interpretation services will be provided to ensure inclusive participation across East Palo Alto's diverse communities. Feedback from this phase will be used to validate the plan and ensure alignment with community expectations.

This feedback will inform final adjustments before the plan is presented for Council adoption in June 2025, in alignment with the FY25–26 budget.

Fiscal Impact

There is no fiscal impact for this item. Resource needs for projects included in the final FY25–27 Work Plan will be integrated into the FY25–26 budget and future financial planning.

Public Notice

The public was provided notice by making the agenda and report available on the City's website and on a bulletin board located at City Hall: 2415 University Avenue, East Palo Alto.

Environmental

The action being considered does not constitute a "Project" within the meaning of the California Environmental Quality Act (CEQA), pursuant to CEQA Guideline section 15378 (b)(5), in that it is a government administrative activity that will not result in direct or indirect changes in the environment.

Government Code § 84308

Applicability of Levine Act: No.

Analysis of Levine Act Compliance: Not applicable.

Attachments

1. **Attachment A** – Full Status Update on FY23–25 Council Work Plan
2. **Attachment B** – FY24–25 Work Plan Projects Recommended for Carryforward into FY25–27
3. **Attachment C** – Summary of Expressed Priorities: Community, Key Leader, and Council Input
4. **Attachment D** – FY25–29 Strategic Priorities: Proposed FY25–27 Work Plan Project Inventory for Council Consideration
5. **Attachment E** – Carryforward Project Mapping to Proposed FY25–29 Strategic Priority Framework

Attachment A - Full Status Update on FY23–25 Council Work Plan:

Promote Housing, Economic & Workforce Development				
Goal		Lead/Co-Lead	Status	Status Notes
1	Implement Measure HH Employment Program	CDD - Housing	In-Progress	<p>On January 7, 2025, staff presented the final performance report from StreetCode Academy on Phase I of its Pilot Program. Final reports from Live In Peace and JobTrain will be presented in June/July 2025, as their Phase I completion was extended by the Council to February 28, 2025. To further support the initiative, the Council allocated additional funding to extend the Pilot Program (Phase II) for all three organizations through May 31, 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because although program implementation will be complete, the evaluation will be ongoing as the final evaluation by Informing Change will end in Summer 2025, and contractors will continue to report on participant wages until early 2026.</p>
2	Continue to implement the City's Affordable Housing Strategy	CDD - Housing	Operational	Implementation of the City's Affordable Housing Strategy is considered an ongoing operational activity.
2.1	Present TOPA/COPA recommendations and other opportunities to promote homeownership	CDD - Housing	Complete	On December 6, 2023, the proposed TOPA/COPA ordinance was not adopted by Council. Project effort consisted of two+ years of community outreach meetings, Council presentations, research, ordinance drafting, responding to public queries, etc.
2.2	Complete the updated Housing Element	CDD/CMO	Complete	The updated Housing Element was adopted by the City Council on March 19, 2024, and certified by HCD on April 29, 2024. The 2023-2031 Housing Element is available online: https://www.cityofepa.org/housing/page/housing-element-update-1
2.3	Implement the updated Housing Element	CDD - Housing	Operational	Implementation of the updated Housing Element is considered an operational activity and remains ongoing.
2.4	Update Affordable Housing Strategy	CDD - Housing	Complete	The Affordable Housing Strategy was updated and adopted by the City Council on February 6, 2024. The 2024-2028 Affordable Housing Strategy is available online: https://www.cityofepa.org/housing/page/affordable-housing-strategy

2.5	Establish Rent Registry for both stabilized and market-rate rental units	CDD - RSP/CDD - Housing	In-Progress	<p>Following a competitive bid process, the City Council approved selection of Tolemi to provide a residential rental property registration. Development, testing, and implementation began in November 2024 and are expected to take six months to a year, with a phased launch planned for 2025. Effective outreach and coordination will be critical to ensuring a successful citywide rollout.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the estimated completion date is in January 2026.</p>
3	Create an Economic Development Strategy focusing on small and micro businesses for City Council consideration	CMO/CDD	In-Progress	<p>The City contracted with Regional Government Services to develop a request for proposals (RFP) for an Economic Development Strategy. The Council formed an ad-hoc subcommittee to collaborate with staff and the selected consultant on the plan. The RFP was released in September 2024, yielding eight proposals. Following interviews with the top four firms, staff selected HR&A Advisors, and the City Council approved moving forward with an agreement on December 3, 2024. A virtual kick-off took place on February 18, 2025. HR&A visited EPA for site tours of the business districts and roundtable discussions with staff, developers, and workforce development organizations. A draft Economic Development Strategy is anticipated for Council review and adoption by October 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staffing constraints delayed the original timeline and the plan is now anticipated for completion in late 2025, with adoption and implementation steps continuing into FY 25–27.</p>
4	Convert the City's Cummings Loft property into office space that could be used as a small business incubator	PWD	In-Progress	<p>The City received a \$555,000 grant from the Small Business Administration to repurpose the former Redevelopment Agency's space at Cummings Loft into a local incubator. In 2023, staff issued a request for design proposals and the City Council awarded the design contract on April 16, 2024. The project is currently in the design development phase, with completion expected by June 2025. The bidding process is scheduled for July 2025, followed by an estimated five-month construction phase. City Council provided reedback on the conceptual design at the 2/4/2025 City Council meeting.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the design phase is underway and construction is anticipated to begin in 2026, with completion expected by the end of calendar year 2026.</p>

5	Implement program to distribute Community Resource funds grant	CMO/CS/CDD	In-Progress	<p>This City-sponsored grant program was established to support key community service areas. In May 2023, staff presented a program framework, and the City Council directed the allocation of funds across four service areas. An updated framework was presented on March 5, 2024, resulting in Council direction to:</p> <ul style="list-style-type: none"> -Release an RFP for Senior Home Repair Assistance (\$125,000). -Release an RFP for Small Business Assistance (\$125,000). -Allocate \$50,000 to the Community Services Division for senior programs focused on digital literacy and scam prevention. -Allocate \$50,000 to the Community Services Division for youth civic engagement activities. <p>Staff anticipates issuing the RFPs in 2025 and bringing proposed grant awards to the City Council for approval by mid-2025. The Community Services Division has entered agreements with consultants for youth civic engagement activities and senior programs.</p> <p>This project is recommended to carry forward to the FY 25-27 Priorities as the RFPs for these programs are expected to be issued and agreements entered into by the end of the calendar year 2025.</p>
6	Revisit the West Side Area Plan development approval process	CDD - Planning	Complete	<p>Staff provided a summary and update of the Westside Area Plan at the March 4, 2025 City Council meeting and requested Council direction if an amendment for the plan should be implemented. The majority of City Council indicated that no update was warranted. Council affirmed that there was concern about implementation with Woodland Park and desired specific improvements for future residential projects that requires legislative approvals. Staff will incorporate that direction into future project as Council concerns were clear. Those actions will include approval of relocation plan before entitlement approval, hiring of 3rd party consultants to prepare any studies, affirm protection of tenants is important. Council also expressed concerns over how long the entitlement process is. This clear direction from Council will be shared with applicants to help create a more predictable and efficient path forward.</p>

7	Evaluate the Measure HH Pilot Workforce Development Program	CDD - Housing/ CMO	In-Progress	<p>On June 14, 2024, the City received three proposals to evaluate the 18-month Measure HH pilot program. On July 16, staff updated the City Council, which approved a contract with Informing Change for up to \$120,000. The Program Evaluation Plan was accepted by the City Council on January 7, 2025, and the consultant is scheduling interviews with program participants and employers. The Program Evaluation is expected to be completed by Spring or early Summer 2025. The City further anticipates receiving input from Informing Change on criteria or a tool for evaluating wage outcomes in Summer 2025.</p> <p>On January 7, 2025, City staff presented the City Council with the final performance report from StreetCode Academy on Phase I of its Pilot Program. Final performance reports from Live In Peace and JobTrain will be presented in March/April 2025, as the Council extended their Phase I completion period to February 28, 2025. The Council also allocated additional funds to extend the Pilot Program (Phase II) for all three organizations through May 31, 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the final evaluation by Informing Change will be completed in Summer 2025, and additional reporting from contractors is expected through early 2026. A new priority project to launch an RFP for a 3-year contract for the Measure HH Workforce Development Program in December 2025.</p>
8	Complete the Ravenswood Business District/Four Corners Specific Plan Update	CDD - Planning	Complete	<p>The City Council approved the update to the Ravenswood Business District (RBD) Specific Plan on December 17, 2024. The Environmental Impact Report (EIR) Notice of Determination was posted in compliance with CEQA at San Mateo County. Implementation of the updated plan and the allocation process will begin in 2025. Details of the Specific Plan update process are documented online: https://www.cityofepa.org/planning/page/rbd-specific-plan-update</p>
9	Implement the First Source hiring program	CDD	Operational	<p>Implementation of the First Source Hiring Program is considered an operational activity. City staff are developing program guidelines that will apply to City projects, projects on City property, and projects subsidized with City funds.</p>
10	Streamline the ADU permitting process	CDD - Planning	Complete	<p>The municipal code update for streamlining the ADU permitting process was adopted on February 6, 2024. New forms and a streamlined process were implemented in compliance with the updated code. To support outreach, the City hosted a community event on March 27, 2024, to share information with East Palo Alto residents, homeowners, developers, and other stakeholders about the ADU development code updates and new informational materials available.</p>
11	Work with partners to complete construction of 965 Weeks/Colibri Commons	CDD - Building	In-Progress	<p>Colibri Commons will provide 136 low-income housing units, with affordability ranging from 30% to 60% of the Area Median Income. The development, led by MidPen Housing and EPACANDO, features a unit mix from studios to four-bedroom apartments. Initial grading and deep foundation work have been completed, and the building shell was finished in February 2025. Final grading, including soil import, is scheduled for later this Spring. Full project completion is anticipated by the end of 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the estimated completion date is by the end of calendar year 2025.</p>

12	Update the Zoning Code to address permanent supportive housing, housekeeping units, residential care facilities, etc. as well objective design standards	CDD - Planning	In-Progress	<p>Staff presented an additional Municipal Code update to the City Council on February 18, 2025, addressing Housing Element-related clean-up items, changes required by State laws, and process improvements. The first in a series of Development Code updates began on October 28, 2024, and concluded with the Planning Commission’s recommendation on January 13, 2025. The Development Code Update was approved on second reading on March 18, 2025.</p> <p>This item is recommended to carry forward to the FY 25-27 Work Plan because a separate Municipal Code update, including objective design standards, is scheduled for late 2025.</p>
13	Develop a pop-up and unlicensed businesses policy and program	CMO/CDD	In-Progress	<p>Staff are evaluating unlicensed businesses, including their impact and the regulatory framework at the county, state, and local levels. As part of this effort, staff are benchmarking policies from other cities and exploring potential program models. A report will be presented to the City Council during a study session on April 15, 2025 to discuss policy options. Based on Council input, the City may develop a formal policy and program to regulate pop-up and unlicensed businesses.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staffing constraints and competing priorities delayed progress, and policy work is now scheduled through mid-2026.</p> <p>The new work plan includes presenting a staff report with recommendations for a sidewalk vending program on April 15, 2025. These recommendations include updating the vending ordinance, implementing an education-to-enforcement outreach approach, and providing educational materials to help vendors achieve compliance. Staff anticipates completing this work by June 2026, after which it will transition into ongoing operations.</p>

Implement Comprehensive Transportation and Mobility Plan				
Goal		Lead/Co-Lead	Status	Status Notes
1	Implement the Comprehensive Transportation and Mobility Plan			
1.1	Implement short-term improvements, as identified in the Final Mobility Report	PWD	Complete	Practical short-term mobility improvements were implemented and completed in 2023.
1.2	Implement mid-term improvements, as identified in the Final Mobility Report	PWD	In-Progress	<p>Mid-term mobility improvements are being implemented over a five-year period, supported by a \$1 million Measure W grant for conceptual planning of the University Avenue Grand Corridor. This study, which will evaluate mid-term strategies through 2025, builds on key recommendations from the Mobility Study. Strategies under consideration include closing the median on University Avenue to prevent left turns, collaborating with local companies and jurisdictions to reduce cut-through traffic in East Palo Alto, assessing the feasibility of road pricing on University Avenue, and enhancing transit services. These strategies will be further analyzed in the Grand Corridor study; City Council awarded the project at the 3/18/2025 City Council meeting. Project design is anticipated to be completed by December 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because design work will continue through the end of 2025, and grant close-out activities are expected to extend into 2026. If this project is selected for inclusion in the new Work Plan, staff will identify and suggest the specific improvements to be made.</p>
1.3	Initiate a parking permit pilot program	PWD	In-Progress	<p>Staff is developing a pilot parking program for City Council consideration. A draft program was presented to the City Council on June 18, 2024, followed by a study session on November 12, 2024. Staff brought the ordinance for its first reading on March 18, 2025. The second reading is anticipated to be brought to City Council on the May 27, 2025 meeting.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because, although the ordinance is expected to be adopted by June 2025, continued refinement and development of the program implementation will be necessary.</p>
2	Construct University bicycle/pedestrian overcrossing	PWD	In-Progress	<p>Construction of the University Avenue bicycle/pedestrian overcrossing is currently underway, with completion anticipated in late 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because construction and grant close-out are expected to continue through the end of 2025.</p>
3	Explore a potential public infrastructure revenue measure for the November 2024 Election	CMO	Complete	The City entered an agreement with the Lew Edwards Group (LEG), which conducted a community poll and focus group sessions in 2023 to assess community priorities and support for potential revenue measures. Additional polling took place in April 2024, and LEG presented the results to the City Council on July 16, 2024. Following the review, the City Council decided not to place a ballot measure on the November 2024 election.
3.1	East Bayshore sidewalk improvement project design	PWD	Complete	The City received a \$400,000 grant for the design phase of the East Bayshore Sidewalk Improvement Project and awarded a design contract to CSG Consultants in April 2024. The design is in its final phase and is expected to be completed by the end of January 2025. The Plans, Specifications, and Estimate (PS&E) was approved by City Council on March 18, 2025.

3.2	Construct the East Bayshore sidewalk improvements	PWD/CMO	In-Progress	<p>The estimated construction cost for the East Bayshore Sidewalk Improvements is \$3.9 million. To date, the City has secured \$1.475 million, including \$625,000 from the Lifeline Transportation Program Cycle 7 and \$850,000 in congressionally directed Department of Transportation (DOT) funds. Construction is anticipated to begin Summer 2025 and the project is expected to be closed out Spring 2026.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because construction is expected to begin in Summer 2025, with project completion and grant close-out anticipated in Spring 2026.</p>
3.3	Design University Avenue safety improvements	PWD	Complete	<p>The City was awarded a \$1.2 million grant for the design of University Avenue safety improvements. The design work was completed in early 2024.</p>
A	Construct University Avenue Safety Improvements	PWD	In-Progress	<p>The project will primarily focus on upgrading the University Avenue/Runnymede Street intersection and installing a new traffic signal to improve safety and traffic flow.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because construction will begin in May 2025 and is scheduled to continue through the end of 2025, with grant close-out activities following. In the new Work Plan, this project will be combined with Project 7 - Construct the University Avenue at Runnymede traffic signal improvements</p>
3.4	Continue work with consultant to identify and apply for grants	PWD/CMO	Operational	<p>The ongoing effort to identify and apply for grants in collaboration with a consultant is considered an operational activity.</p>
3.5	Implement updated water capital surcharges	PWD/CMO	In-Progress	<p>An RFP for implementing updated water capital surcharges will be released in the Summer of 2025 as part of a water rate study.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staff will release an RFP and initiate a new water rate study in 2025, with completion anticipated in Q4. Staff will prepare an RFP in Summer 2025 and hire a consultant. The contract is expected to be awarded in Q3 2025, with the study completed in Q4.</p>
4	Replace the temporary traffic circles on Pulgas Avenue with mini roundabouts	PWD	In-Progress	<p>Staff received grant funding to complete the preliminary design for replacing the temporary traffic circles on Pulgas Avenue with mini roundabouts. On March 19, 2024, the City Council approved a contract amendment with ALTA Planning + Design to finalize the plans, specifications, and estimates (PS&E) for the two mini roundabouts. The project design has been completed, and the request for bids was posted in January 2025. The construction contract was awarded at the February 18, 2025, City Council meeting. Construction is expected to begin May 2025 and construction is expected to be completed by the end of 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because construction is scheduled to begin in May 2025, with completion and grant close-out expected by the end of calendar year 2025.</p>

5	Construct bus stop shelter improvements using AHSC grant funds	PWD	Complete	<p>Construction of bus stop shelter improvements was completed in October 2024 at the following locations:</p> <ul style="list-style-type: none"> -2111 University Avenue -NW of Bay Road at Clarke Avenue -SW of Bay Road at Clarke Avenue -Clarke Avenue at O'Connor Street -University Avenue at Sacramento Street -Bay Road and Oakwood Drive -University Avenue and Woodland Avenue -Bay Road and Newbridge
6	Finalize the Addison Avenue Safe Routes to School and Green Infrastructure project	PWD	Complete	The Addison Avenue Safe Routes to School and Green Infrastructure Project was completed in September 2024.
7	Construct the University Avenue at Runnymede traffic signal improvements	PWD	In-Progress	<p>Construct the University Avenue at Runnymede Traffic Signal Improvements is related to Project 3.3, which includes the design and construction of University Avenue safety improvements. The design was completed in April 2024, and construction is scheduled to begin in Summer 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because construction is anticipated to begin in Summer 2025, with close-out expected by the end of the year. In the new Work Plan, this project will be combined with Project 3.3 A - Construct University Avenue Safety Improvements.</p>
8	<i>Design the East Bayshore sidewalk improvements with grant funds; Secure funding to design the University Avenue Grand Corridor</i>	<i>PWD</i>	<i>Duplicate</i>	This project is included in Project 3.1 and is marked as a duplicate.
9	Complete the Street Lighting Upgrade Project (70 streetlights and Clarke Avenue overcrossing)	PWD	In-Progress	<p>The Street Lighting Upgrade Project (70 streetlights and Clarke Avenue overcrossing) is currently underway and will continue through FY 24/25. The installation of streetlights on PG&E poles has been completed, and the new streetlights have been approved and connected to power by PG&E in February 2025. The final scope included is the installation of one (1) solar streetlight. The installation is expected to be complete May 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because although installation is expected to be completed by May 2025, staff plan to initiate a new multi-year phase of the street lighting program for the next five years (new project).</p>
10	<i>Construct University Avenue safety improvements</i>	<i>PWD</i>	<i>Duplicate</i>	This project is included in Project 3.3A and is marked as a duplicate.

11	Design and construct road improvements on Woodland Avenue from University Avenue to Newell Road	PWD	In-Progress	<p>The design and construction of road improvements on Woodland Avenue from University Avenue to Newell Road is estimated to cost \$3 million and is currently partially unfunded. The City was tentatively awarded \$2 million in congressionally directed spending for this project; however, the appropriations were not included in the federal spending bill. The City currently needs funds for this project.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staff are still seeking the remaining construction funding to proceed with design and implementation. Staff proposes the project title be modified to: Seek out funding to design and constuct road improvements on Woodland Avenue from University Avenue to Newell Road.</p>
12	Develop strategies to improve parking and traffic enforcement and identify next steps	PD/PWD	In-Progress	<p>In 2024, the City hired additional Community Services Officers in order to better address parking enforcement. The City is focused on the adoption and implementation of a permit parking program ordinance, which is expected to alleviate parking problems. While the Patrol Division does not have dedicated traffic officers, the Police Department has begun an overtime detail to provide more traffic enforcement. When the police department is fully staffed, it will be able to allocate more resources to traffic enforcement.</p> <p>This project is not recommended to carry forward to the FY 25-27 Work Plan.</p>

Promote Health & Public Safety

Goal		Lead/Co-Lead	Status	Status Notes
1	Enhance flood protection for residents, businesses, and property owners			
1.1	Enhance community flood protection through collaboration with SFCJPA on San Francisquito Creek Reach 2 improvements	PWD/CMO	In-Progress	<p>The effort to enhance community flood protection through collaboration with SFCJPA on San Francisquito Creek Reach 2 improvements is being led by the San Francisquito Creek Joint Powers Authority (SFCJPA). The project is not yet fully funded. It includes four main construction elements, with work scheduled between Summer 2024 and 2026. City staff continue to coordinate regularly with SFCJPA and agency partners to support project progress.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because ongoing coordination with SFCJPA and agency partners will continue through 2026 to support construction progress.</p>
1.2	Enhance community flood protection through collaboration with SFCJPA to implement the Safer Bay Project	PWD/CMO	In-Progress	<p>The effort to enhance community flood protection through collaboration with SFCJPA to implement the Safer Bay Project is a multijurisdictional initiative led by the San Francisquito Creek Joint Powers Authority (SFCJPA). The project aims to protect critical infrastructure, restore vital habitat, enhance community resilience to tidal flooding and projected sea level rise, and improve recreational access through a combination of engineered structures and nature-based flood protection. SFCJPA is conducting technical and scientific studies in preparation for releasing a draft Environmental Impact Report (EIR) in 2025.</p> <p>In East Palo Alto, the project is divided into two sections: south of Bay Road and north of Bay Road. The City has secured a \$17.5 million FEMA grant and committed \$4.5 million in local funds, covering \$22 million of the estimated construction costs for the south of Bay Road area. However, the latest cost estimates place construction at \$92 million for the south of Bay Road section and \$99 million for the north.</p> <p>The 30% design plans for the south of Bay Road area are complete. To advance the project, the City released an RFP to hire a design consultant to guide the project from 30% to 100% design completion. Additionally, a Notice of Intent (NOI) for a FEMA BRIC grant was submitted in October 2024 to help close the significant construction funding gap, but the funding was not secured. Staff anticipates awarding the design contract at the April 15th, 2025 City Council Meeting.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because design work will continue through December 2026 and additional grant coordination is ongoing.</p>

1.3	Coordinate with City of Palo Alto on the Newell Street bridge replacement project	PWD	In-Progress	<p>The effort to coordinate with the City of Palo Alto on the Newell Street Bridge Replacement Project is advancing, with Palo Alto serving as the lead agency for this \$16 million sub-project under the SFCJPA Reach 2 Project 1.1. Project plans and specifications are complete, and partners are actively pursuing additional grant funding. Coordination with utility owners is underway, and temporary construction easements have been secured. Caltrans approved the Right of Way certification in October 2024. The project will move to the construction phase once Caltrans finalizes approval through the E76 process and allocates construction funds for 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because construction is anticipated to begin in 2025 and continue through 2026, pending Caltrans approval and funding allocation. However, this project will carry forward to provide continued reporting on project updates, and will have little impact on staf workload related to the SFCJPA Reach 2 Project (Project 1.1)</p>
2	Resolve Sanitary District incorporation matter			
2.1	Transition EPASD from an independent organization to a City subsidiary	CMO/CAO/ PWD/FIN	In-Progress	<p>East Palo Alto Sanitary District (EPASD) became a City subsidiary on October 1, 2024, following a two-year process. Staff are now working with the West Bay Sanitary District and engineering consultants to manage EPASD operations, including finances, billing and customer service, new service connections, and sanitary capital projects. Consultants are conducted an operational audit and updated the sewer system management plan in February 2025. The fiscal audit was presented to the board in March 2025.</p> <p>Work on the EPASD tranisiton will continue into the FY 25-27 Work Plan period; however, will be treated as operational as opposed to a work plan item. Staff must resolve several key governance, service delivery, and financial oversight issues following the district’s transition in 2024.</p> <p>Next steps include:</p> <ul style="list-style-type: none"> -Determining whether the current service structure is appropriate or if full-time, in-house staffing is needed; -Finalizing the governance structure, including Advisory Committee participation and Council’s governing role; -Reporting results of the fraud investigation.
3	Develop a community emergency preparedness and education initiative			
3.1	Build EPA CERT team membership	PD/CMO	Operational	<p>The Menlo Park Fire Protection District administers the CERT program in East Palo Alto, which the City can access when needed. Additionally, the Fire District collaborates with community groups interested in providing assistance during emergencies, even if they do not seek CERT certification. The District also oversees the Emergency Radio Communications group (e.g., HAM Radio operators), who are available as needed. The City continues to work with Menlo Fire to recruit and train additional residents.</p>
3.2	Establish emergency communication protocols with community partners	PD/CMO	Complete	<p>The City has established communication protocols with the County of San Mateo Department of Emergency Management (DEM) and the Menlo Park Fire Protection District.</p>

3.3	Update disaster preparedness plan	PD/CMO	In-Progress	<p>The effort to update the Disaster Preparedness Plan is currently focused on researching plan format and regulatory requirements to simplify the existing plan for ease of reference and use. Staff are working with the county's Office of Emergency Management to formulate and update the City's current plan. Status updates on outstanding emergency management items were presented to the City Council on March 25, 2025 during a study session. City Council provided guidance and staff are working on revising the work plan with a proposed budget of \$160,000.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staff capacity delays have been resolved, and a clear work plan has been established with a target completion date of June 2026.</p> <p>The updated work plan includes:</p> <ul style="list-style-type: none"> -Developing evacuation strategies for floods and earthquakes -Launching a public outreach campaign ("First 72 Hours on You") -Signing agreements with shelter sites and utility partners -Updating the EOC inventory and supply list -Ensuring all staff receive disaster training -Increasing CERT participation -Identifying additional shelter/storage locations
4	Develop the Police Department's data analytics capacity	PD	In-Progress	<p>The effort to develop the Police Department's data analytics capacity is contingent on securing a pending grant. If awarded, staff will collaborate with the County C3AI data project and California State University East Bay to analyze East Palo Alto crime trends, responses, and statistics.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because, although a state grant was secured in partnership with the County C3AI project, the City has not yet seen tangible progress and may need to explore alternative resources to support analytics development. In the new Work Plan, staff recommend the project title is updated to: Explore possibilities to expand the Police Department's data analytics capacity.</p>
5	Rehabilitate the O'Connor pump station	PWD	In-Progress	<p>The rehabilitation of the O'Connor Pump Station is being funded by an \$800,000 U.S. Environmental Protection Agency grant to replace diesel engines and upgrade electrical systems. The project is split up into two phases. Design of Phase I work was awarded at the March 18, 2025 City Council meeting, with construction of Phase I work is expected to be completed by the end of 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because Phase II design and construction are expected to continue through 2026.</p>
6	Construct improvements to the San Francisquito Creek bank	PWD	Complete	<p>Improvements to the San Francisquito Creek bank were completed in Summer 2024. The project reinforced the slope to prevent further erosion.</p>

7	Upgrade the Stormwater System to meet State trash capture requirements	PWD	In-Progress	<p>The stormwater system upgrade to meet State trash capture requirements is underway to comply with the State Water Resources Control Board’s full trash capture mandate by 2025. This will be achieved through two separate projects. On July 16, 2024, the City Council authorized a contract with United Storm Water for the installation of trash capture device inserts. On October 1, 2024, the City Council approved a contract with Schaff & Wheeler for professional engineering services to design the East Palo Alto Trash Capture Device Installation Project (SD-09).</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan since the 90% trash capture project is expected to be completed by December 1, 2025.</p>
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8	Complete the update of the Environmental Justice (Health & Equity) Element of the General Plan	CDD - Planning	In-Progress	<p>The update of the Environmental Justice (Health & Equity) Element of the General Plan began in June 2023, with the community outreach phase launching in April 2024. In-person workshops were held in May and September 2024, alongside various pop-up events throughout the year. Additionally, an extensive survey was conducted to gather community feedback.</p> <p>On December 3, 2024, the City Council authorized staff to execute agreements totaling \$65,000—\$54,400 with PlaceWorks and \$10,600 with Community Planning Collaborative (CPC)—to enhance community engagement for the Environmental Justice (Health & Equity) and Safety Element updates. This effort supplements a Climate Smart Communities Initiative grant aimed at strengthening public outreach.</p> <p>The City Council had previously approved a resolution on May 16, 2023, for the City to enter a Memorandum of Understanding (MOU) with two other jurisdictions as part of a county collaborative to update the Environmental Justice Element of the Vista 2035 General Plan. The MOU designates the City of Burlingame as the funding agency, with PlaceWorks and CPC serving as the consultant and project manager, respectively.</p> <p>The community engagement process will continue with additional outreach opportunities to gather feedback on the draft element before public hearings.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because project completion and final City Council hearings and adoption of the Environmental Justice Element are expected by December 16, 2025, or January 6, 2026.</p>
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9	Complete the update of the Safety Element of the General Plan	CDD - Planning	In-Progress	<p>The update of the Safety Element of the General Plan began in June 2023, with the community outreach phase launching in February 2024. Two virtual workshops were held on March 13 and April 3, along with multiple pop-up events. In Fall 2024, in-person workshops were conducted at the YMCA in both English and Spanish to gather community priorities. Public engagement will continue with additional outreach opportunities to collect feedback on the draft element before public hearings.</p> <p>On December 3, 2024, the City Council authorized staff to execute agreements totaling \$65,000—\$54,400 with PlaceWorks and \$10,600 with Community Planning Collaborative (CPC)—to enhance community engagement for the Safety and Environmental Justice (Health & Equity) Element updates. This effort supplements a Climate Smart Communities Initiative grant aimed at strengthening public outreach.</p> <p>The City Council had previously approved a resolution on May 16, 2023, for the City to enter a Memorandum of Understanding (MOU) with six other jurisdictions as part of a county collaborative to update the Safety Element of the Vista 2035 General Plan. The MOU designates San Mateo County as the funding agency, with PlaceWorks and CPC serving as the consultant and project manager, respectively.</p> <p>The project is expected to be completed by November 2025, with further outreach planned to incorporate community feedback before public hearings.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because City Council hearings and adoption of the Safety Element are expected to take place on or around December 16, 2025, with additional outreach and plan finalization continuing in the lead-up to adoption.</p>
10	Evaluate emergency shelter sites	CMO	In-Progress	<p>The evaluation of emergency shelter sites has led to a partnership with the Red Cross, resulting in the identification of two strategic emergency evacuation locations. These sites will provide emergency shelter, food, and medical services. A formal agreement with YMCA of EPA and Faith Missionary Baptist Church is in the process of being finalized.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because while two emergency shelter site agreements are expected to be finalized by the end of FY 24–25, work to identify and secure additional locations will continue into FY 25–26.</p>
11	Develop and Implement a strategy to address illegal dumping	PWD/CDD/PD	In-Progress	<p>The strategy to address illegal dumping will be developed and implemented through enhancements to the City’s Clean City Program. Staff will collaborate with other departments to evaluate and strengthen the program throughout the next fiscal year.</p> <p>Progress on this initiative was delayed due to staffing shortages and vacancies over the past two years. A new Public Works Management Analyst II was hired this year and is currently serving as the acting manager for the Environmental Services Division. Developing an illegal dumping program is a priority for this position. Program improvements are scheduled to begin in June 2025 and will be fully launched in the next fiscal year.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staff will be evaluating and strengthening the City’s Clean City Program to address illegal dumping throughout the upcoming fiscal year.</p>

Ensure Fiscal & Organizational Health				
Goal		Lead/Co-Lead	Status	Status Notes
1	Address structural deficit through fiscal resiliency measures			
1.1	Assess and prepare for utility operational and finance needs	PWD/FIN	In-Progress	<p>The assessment and preparation for utility operational and financial needs is underway and the City hired a Utility Manager to oversee water, solid waste, and the sanitary district. The City continues to strengthen EPASD governance while planning for water operations beyond 2026. Additionally, the City Council approved adjustments to solid waste rates in June 2024.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staff is seeking available options after the expiration of the lease agreement with Veolia in April 2026. Options include a two year extension of the current contract, seek proposals for a new operator, or consideration of expanding the City's department and manage the water system in-house. Staff has begun discussions with Veolia for a temporary lease extension while other options are evaluated.</p>
1.2	Analyze needs, strategies and community support for funding public infrastructure	CMO	Complete	With the Lew Edwards Group (LEG), the City conducted community outreach meetings and communication efforts to assess community interest in funding both services and infrastructure. The results were presented to the City Council in July 2024.
1.3	Perform Impact Fee Nexus Study	CMO/PWD	Complete	The draft Nexus Study was presented to the City Council in June 2024. The final Nexus Study was adopted on March 4th 2025, following the completion of the RBD Specific Plan. The fees become effective May 5, 2025.
2	Develop 10 -year financial projections	FIN	Operational	<p>A 10-year financial projection model serves as a strategic planning tool, aligning fiscal policies with community goals, supporting risk management, and informing financial planning. This tool assists in capital budgeting, enabling efficient resource allocation and long-term financial sustainability. The first phase of the model was issued and presented to the Council as part of the April 2024 Budget Message. Staff are now updating the model using the most recent data, including the FY2024-25 Adopted Budget and the FY2023-24 ACFR, which is expected to be issued in December 2024.</p> <p>This item will not be carried forward as a strategic priority project. It will continue to be reported as part of regular financial operations.</p>
3	Plan and implement an Enterprise Resource Planning (ERP) system	FIN/CMO	Operational	<p>As of December 2023, all financial activities, including payroll, accounts payable, and budgeting, have successfully migrated to the new ERP system. Staff are already seeing improvements in efficiency and data accessibility. This transition represents a major citywide effort, and the project is now in its final stages of implementation. While some obstacles have been encountered, the transition has been largely successful given the scale of change. A few remaining functions, including the budget module and approval processes, were finalized in February 2025.</p> <p>This item will not be carried forward as a strategic priority. It will be operationalized as the ERP system transition is complete.</p>
4	Focus on staff morale, retention, recruitment & succession planning			

4.1	Update the City's personnel policies and procedures	CMO - HR	In-Progress	<p>The update of the City's Personnel Policies and Procedures is in progress, with a draft document prepared that includes a citywide management and employee review process, along with meet-and-confer components. This process is expected to begin in January 2025 and be completed by Fall 2027. The effort is supported by consultants and external legal advisors.</p> <p>With labor contracts now finalized, labor representatives have requested that the City prioritize Benefit Committee Meetings to consider structural benefit changes for the 2025 calendar year. Although committee meetings have started, no changes will be implemented in 2025. Discussions are ongoing for a potential 2026 implementation, which may begin in the next fiscal year.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because implementation is scheduled to continue through Fall 2027.</p>
4.2	Launch health & wellness initiative	CMO - HR	Complete	<p>The City launched outreach for virtual employee seminars and on-site health and wellness events in October 2023, and scheduled annual hybrid employee seminars through December 2024. Staff are collecting employee data to improve the program, which focuses on team building and workplace well-being. Topics include self-development, work-life balance, effective communication, and mental health awareness. The program is now operational.</p>
4.3	Update the City's recruitment process	CMO - HR	Complete	<p>The City standardized operating procedures for the hiring process, completing the update in April 2023.</p>
4.4	Develop and launch an employee training and development program	CMO - HR	Complete	<p>The City completed the development and launch of an Employee Training and Development Program, which included revamping employee orientation, standardizing training requirements, and auditing regulatory compliance. New orientation standards were implemented in November 2023, and mandatory training programs continue to expand. Topics covered include DEI training, leadership development, workplace safety, emergency preparedness, and supervisor training. The program is now fully operational, with staff feedback being incorporated for future enhancements.</p>
4.5	Compensation study/market movement study	CMO - HR	Complete	<p>The City completed a compensation market movement study to guide bargaining efforts. A full classification and compensation study is being considered for the next three-year contract cycle.</p>
5	Develop an information systems master plan			
5.1	Coordinate continuation or completion of contract services provided by Redwood City	CMO - IT	Complete	<p>The City recruited and hired an IT Manager, leading to the termination of contract services with Redwood City. A termination notice was sent in late October 2024, and services ended on November 29, 2024.</p>
5.2	Develop a citywide information systems master plan	CMO - IT	On-hold	<p>This project is currently on hold. The City had originally planned to release a Request for Proposals (RFP) for an IT Master Plan in Q1 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because staff are currently assessing citywide IT needs, and the resulting analysis will inform the scope of the IT Master Plan RFP anticipated in the next fiscal year.</p>

6	Conduct a process to develop a five-to-ten-year strategic plan	CMO	In-Progress	<p>On October 1, 2024, with City Council authorization, staff issued a Request for Proposals (RFP) to identify a firm to assist in developing a strategic plan for FY 2025-26. The plan will establish four-year strategic priorities, as directed by the Council, while incorporating short-term strategies and projects to be updated biannually. This Strategic Plan will serve as the foundation for the City Council's priorities and the two-year work plan for FY 2025-26 through FY 2026-27.</p> <p>Following the RFP process and in alignment with Council direction, staff have engaged a consultant to guide and facilitate a new strategic priority-setting process. This process, which will extend through the spring, will help the Council establish its priorities and create the subsequent two-year work plan.</p> <p>This project is expected to complete by June 30, 2025 and will not need to be carried forward to the FY25-27 Work Plan.</p>
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Improve the City's Water Infrastructure				
Goal		Lead/Co-Lead	Status	Status Notes
1	Focus on customer service and education			
1.1	Plan for water system operations in 2026	CMO/PWD/CA O/FIN	In-Progress	<p>The current water system operator lease with Veolia expires in April 2026. Staff are reviewing the existing lease terms to determine whether a similar lease is feasible or if the City should modify the water operations structure to contract with a new vendor. The City is also exploring the feasibility of transitioning water operations into a City-managed function. Staff plan to develop recommendations and present them to the City Council by July 2025, with implementation of the approved plan targeted for April 2026.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because lease negotiations and evaluation of long-term water operations will continue through FY 25–26, with implementation targeted for April 2026.</p> <p>The assessment and preparation for utility operational and financial needs is underway and the City hired a Utility Manager to oversee water, solid waste, and the sanitary district. The City continues to strengthen EPASD governance while planning for water operations beyond 2026. Additionally, the City Council approved adjustments to solid waste rates in June 2024.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan since staff is seeking available options after the expiration of the lease agreement with Veolia in April 2026. Options include a two year extension of the current contract, seek proposals for a new operator, or consideration of expanding the City's department and manage the water system in-house. Staff has begun discussions with Veolia for a temporary lease extension while other options are evaluated.</p>
2	Advance key water infrastructure projects			
2.1	Complete construction of 12" water transmission line on University Avenue	PWD	In-Progress	<p>Construction of the 12" water transmission line on University Avenue is underway, with target completion expected by the end of May 2025.</p> <p>This project is expected to complete by June 30, 2025 and will not need to be carried forward to the FY25-27 Work Plan.</p>
2.2	Complete construction of water intertie at University/Woodland with Palo Alto	PWD	Complete	<p>Construction of the water intertie at University Avenue/Woodland Avenue with the City of Palo Alto has been complete.</p>
2.3	Identify potential locations for additional water storage	PWD	In-Progress	<p>Efforts to identify potential locations for additional water storage are underway. Staff have prepared a Request for Proposal (RFP) to conduct a water tank siting study and analyze options for a water storage capacity of 3+ million gallons. The study was awarded to a consultant at the December 3, 2024, City Council Meeting.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the tank siting and feasibility study is expected to continue past June 2025, with Council review scheduled for July 2025.</p>

2.4	Investigate State and Federal water funding opportunities, including WIFIA and DWSRF	CMO/PWD/FIN	Operational	The City continues to assess and pursue state and federal funding sources to support water infrastructure improvements. Efforts are focused on securing financing through the Water Infrastructure Finance and Innovation Act (WIFIA) and the Drinking Water State Revolving Fund (DWSRF) to enhance long-term system sustainability.
2.5	Proactively design additional water improvement projects	PWD	On-hold	<p>Planning for additional water infrastructure improvements remains on hold. The City will initiate design work for priority 1A projects identified in the Water Master Plan after completing the 12" water main construction on University Avenue. Staff will coordinate with the City's on-call consultant to develop design specifications once the prerequisite project milestones are met.</p> <p>This project will continue into FY26 due to project sequencing since design work for priority water infrastructure improvements will have to begin after the 12" water main on University Avenue construction is completed.</p> <p>Staff does not recommend the inclusion of this project in the FY25-27 Work Plan.</p>
3	Develop a Water Infrastructure Financing Plan	CMO/PWD/FIN	In-Progress	<p>The City is developing a water infrastructure financing plan using \$800,000 in funding received from the US Environmental Protection Agency through the FY 2023 Congressionally Directed Spending (Omnibus Appropriations Bill). These funds will be used to hire a consultant to create a financing strategy that leverages existing resources, such as water capital improvement fees paid by ratepayers, and secures grant funding for necessary water system improvements.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because work will continue beyond June 2025, and the City must use the \$800,000 EPA grant before it expires. This work is anticipated to get completed by Summer 2026.</p>
4	Develop a water asset management database	PWD	In-Progress	<p>Development of a water asset management database is in progress. The first phase, which involved updating all water-related assets into a GIS and asset management software system, has been completed. Existing assets have been added to the database, and efforts will continue through FY 25/26 to establish additional data layers and refine information within the shapefiles.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because continued development of the water asset management database is expected through December 2026.</p>

Develop and Implement a Comprehensive Facilities Plan				
Goal		Lead/Co-Lead	Status	Status Notes
1	Coordinate with the Library District to advance a new library for East Palo Alto			
1.2	Complete library design	PWD	In-Progress	<p>The City was awarded a \$1.5 million grant for the design of the Library. The City Council appropriated an additional \$1.7 million for design and awarded a design contract to Noll and Tam Architects. Design work is underway, and in February 2025, staff presented the project updated concept and space programming document to the City Council for approval.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the library design is expected to continue until June 2026.</p>
1.1	Work with the SMC Libraries to identify and implement a comprehensive funding strategy for library construction	CMO	In-Progress	<p>Efforts to secure funding for library construction are ongoing, with the estimated project cost at approximately \$43 million. While the City applied for a \$10 million state grant, it was not awarded. Currently, the City is collaborating with the San Mateo County Library (SMCL) and the SMCL Foundation to raise funds. The SMCL Foundation hired Lotus Consulting to conduct a fundraising feasibility study, which was completed in May 2024. Based on these findings, the City, SMCL, and the SMCL Foundation are now working together on fundraising efforts.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because the library design is expected to continue for a number of years, at least through June 2027.</p>
2	Investigate options for developing county vacant property located on Beech Street			
2.1	Endeavor to finalize acquisition of County-owned Beech Street property	CMO/CDD	On-hold	<p>The effort to acquire the County-owned Beech Street property is on hold. While in the final phase of property exchange and acquisition discussions, San Mateo County informed the City that they are no longer interested in swapping Beech Street for 2277 University Ave, as they no longer consider 2277 University feasible for housing. The City Manager and County Executive will continue discussions to determine next steps.</p> <p>This low-workload project is recommended to carry forward to the FY 25-27 Work Plan through at least FY 2026.</p>
2.2	Advance parks Master Plan vision for MLK Jr. Park and Beech Street property	CMO - CS/PWD	On-hold	<p>The conversations on the land swap have renewed and CEQA is in its last two steps towards completion. The project is estimated to be in the \$18-22 million dollar range. Staff is proposing that we prioritize low hanging fruit opportunities until a true funding strategy is in place pending all deliverables are met. The City Manager and County Executive will continue discussions to determine next steps.</p> <p>This project is on hold and staff does not recommend that it carries forward to the FY 25-27 Work Plan. If the property swap related to County-owned Beech Street property and 2277 University Ave ends up taking place, this project could potentially be reactivated.</p>
3	Develop a detailed strategy for the location of the future Police Department			

3.1	Conclude consideration of potential interim or long-term Police Department sites	CMO/PD	In-Progress	<p>The City has renewed the lease for 141 Demeter Street through October 2029, with two additional one-year extension options available, allowing for continued use through 2031. The City will continue to evaluate alternative locations for a long-term police department facility beyond 2029.</p> <p>This project is not recommended to carry forward to the FY 25-27 Workplan. Alternatively, for the new Work Plan staff recommend the addition of a new project: Secure a long-term police department for site operations beyond 2029.</p>
3.2	Provide the Council recommendations for Police Department sites after October 2025	CMO/PD	Complete	<p>Police operations will remain at 141 Demeter Street through October 2029 following the City's decision to extend the lease.</p>
3.3	Implement necessary actions to enable police department operations after October 2025	CMO/PD	In-Progress	<p>The City renewed the lease for 141 Demeter Street through October 2029, with two one-year extension options that could extend the lease through 2031. Public Works is finalizing a contract for building improvements to 141 Demeter Street to ensure the facility remains functional for police department operations. This project is recommended to carry forward to the FY 25-27 Workplan since the facility improvements are anticipated to be completed by September 2025.</p>
4	Complete the City Hall Improvements Planning Process			
4.1	Resolve County consideration of 2415 University for City's exclusive or shared use	CMO	On-hold	<p>San Mateo County has invested \$10+ Million in building improvements to 2415 University Avenue. The County and City commissioned a conceptual design for a reimagined government center that would either strip down and expand the existing building or demolish it and construct separate buildings for the City and County. The County is unlikely to move forward with this plan due to their recent investments in the building.</p> <p>This project is not recommended to carry forward to the FY 25-27 Work Plan.</p>
4.2	Investigate potential partnership opportunities with future development projects	CMO/CDD	In-Progress	<p>The City is exploring opportunities to partner with development projects to secure space for City facilities, including City Hall and the Police Department. Several opportunities are currently under evaluation. Staff provided an update to the City Council in March 2025. Staff anticipates receiving Council direction on potential opportunities by June 2025. A new priority project related to future City facilities could be added to the FY 2025-27 Work Plan depending on Council direction on this item.</p>
4.4	Bid and construct the City Hall TI at the former police evidence room	PWD	On-hold	<p>The project to bid and construct the City Hall tenant improvement (TI) at the former police evidence room was initially bid out in September 2024, but no bids were received. The project was re-bid, and one bid was received. Staff have negotiated the contract and City Council awarded the construction of the project at the February 4, 2025, meeting.</p> <p>This project is recommended to carry forward to the FY 25–27 Work Plan, as construction was initially expected to extend into 2026 following a contract award in early 2025. However, the project will be placed on hold pending discussions regarding a potential City Hall relocation.</p>

Enhance Community Services and Parks for Residents				
Goal		Lead/Co-Lead	Status	Status Notes
1	Foster community cultural events & activities			
1.1	Facilitate city-sponsored events on operational basis	CMO - CS	Operational	Facilitation of City-sponsored events continues as an operational activity. A total of eight events took place in 2023, including the City Anniversary celebration.
1.2	Consider organizational structure and external partnerships to best provide cultural events	CMO - CS	Operational	Consideration of the City's organizational structure and partnerships for cultural events remains an operational activity.
2	Completion and implementation of the Parks Master Plan			
2.3	Advance design of Martin Luther King, Jr. (MLK) park expansion project	CMO - CS	Duplicate	<p><i>This project is recommended to carry forward to the FY 25-27 Work Plan because conversations on the land swap have renewed and CEQA is in its last two steps towards completion. The project is estimated to be in the \$18-22 million dollar range. Staff is proposing that we prioritize low hanging fruit opportunities until a true funding strategy is in place pending all deliverables are met. The City Manager and County Executive will continue discussions to determine next steps.</i></p> <p><i>This project is a duplicate of project 2.2 in Develop and Implement a Comprehensive Facilities Plan.</i></p>
2.4	Advance design of Bell Street Park project in partnership with Magical Bridge Foundation	CMO - CS	On-hold	This project is deferred indefinitely because while \$80,000 has been invested in outreach and conceptual design, it is staff's recommendation that we revisit this item when there is more of an opportunity to prioritize this project and funding is available to support it.
2.5	Consider a pilot dog park program at an existing park or under utility power lines	CMO - CS	On-hold	This project, originally on hold throughout the life of the FY23-25 Work Plan, is recommended to carry forward to the FY 25-27 Work Plan because feasibility discussions are underway with PG&E to determine the feasibility of hosting a pilot dog park project under the power lines at Martin Luther King Junior Park. Funds to uplift this project are budgeted in the FY25-26 Community Services requests.
3	Focus on youth engagement			
3.1	Consider establishing a Youth Commission and/or youth appointees to City Boards/Commissions	CMO - CS	In-Progress	<p>The consideration of establishing a Youth Commission and/or youth appointees to City Boards/Commissions is progressing, with the request for proposal (RFP) process now complete. Staff are currently interviewing vendors and will onboard the selected vendor(s) to develop the structure and gather community feedback for forming a youth governing body. A robust engagement plan will take approximately six months to implement. The Youth Commission is expected to be formalized, or alternative recommendations will be presented to the City Council by September 2025.</p> <p>This project is recommended to carry forward to the FY 25-27 Work Plan because it has been expressed as a Council and community priority, and staff now anticipate completion in Q2 of FY 25–26 following delays due to limited staff capacity and the administrative RFP process.</p>

3.2	Strengthen partnerships with outside organizations for comprehensive focus on youth issues	CMO - CS	Operational	TOT funding has allowed staff to strengthen partnerships with organizations such as Foundation for a College Education, EPACENTER, and Anamatangi Polynesian Voices. Additional collaborations with organizations like the YMCA enable a more comprehensive focus on youth issues. Staff will continue engaging new organizations in the coming year. Additionally, the City has launched programs such as Job Shadow Day in partnership with FCE and YCS. This initiative is recommended to transition to an operational item for FY 25–27 rather than as a carry forward project because it involves ongoing engagement and relationship management with youth-serving organizations rather than one-time deliverables.
4	Engage with community & partner agencies to improve educational resources/outcomes			
4.1	Explore partnerships with school district & other entities regarding potential joint use	CMO - CS	In-Progress	Staff are actively engaging with RCSD to explore shared interests and financial options for potential joint-use agreements. The City has received congressional funding for Ronald McNair Field, which will help facilitate discussions. Conversations with RCSD are ongoing, with hopes to include the soon-to-be-completed CCRMS field in future agreements. The new target report date is Fall 2025. This project is recommended to carry forward to the FY 25-27 Work Plan because City staff are finalizing review of the draft JUA-MOU and plan to engage with RCSD for agreement and implementation by Fall 2025. The draft MOU is currently under review by RCSD staff. Once terms are finalized, the agreement will be brought forward for approval by both boards. Staff will propose a \$75,000–\$100,000 budget to support landscaping and programming associated with future joint use of Ronald McNair Field and the CCRMS facility.
4.2	Build relationships with foundations/philanthropic organizations to identify partnerships	CMO - CS	Operational	Efforts to build relationships with foundations and philanthropic organizations to identify partnerships are considered an operational activity and remain ongoing.
5	Construct the Joel Davis Park restroom	PWD	Complete	Construction of the Joel Davis Park restroom has been completed.
6	Secure Bay Trail access at Rutgers Street	CMO - CS/PWD	In-Progress	In January 2024, Public Works and Community Services staff began working with SFPUC to develop a pedestrian pathway at the Rutgers Street Bay Trail entry. The project is currently in the gate design phase, awaiting final SFPUC approval. Construction plans and specifications are expected to be completed by November 2024. MidPen is leading the project in partnership with the City of East Palo Alto, with an updated completion timeline set for Winter 2025. This project is recommended to carry forward to the FY 25-27 Work Plan since final approval from SFPUC is pending, and construction is expected to be completed in November 2025.
7	Implement a program that activates parks, promotes public health and public safety, similar to the FIT Zone program	PD/CMO - CS	In-Progress	Community Services continues to work with partners and other departments like the Police to provide activities that are safe and enjoyable for residents of all demographics in our parks and facilities. This project is not recommended to carry forward to the FY 25-27 Work Plan. Rather, it should be treated as an operational item in FY 25–27 because no dedicated funds have been set aside, and the effort will continue through special events and collaborative safety programming. Staff recommend a phased approach due to limited staffing, with ongoing coordination between the Police Department and Community Services Division. Additional funding is proposed through the FY 25–26 Special Events and Park Safety budget.

Attachment B - FY24–25 Work Plan Projects Recommended for Carryforward into FY25–27

There are **48** projects in the FY 24-25 Workplan that will continue past FY 25 and are recommended to carry forward to the FY 25-27 Work Plan.

24 of those projects are expected to be completed within the first six months of FY 25-26. Those projects are denoted with an asterisk (*).

FY 24-25 Carryforward Projects	FY 2025		FY 2026				FY 2027	
Project	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Implement Measure HH Employment Program								
Establish Rent Registry for both stabilized and market-rate rental units*								
Create an Economic Development Strategy focusing on small and micro businesses for City Council consideration*								
Convert the City's Cummings Loft property into office space that could be used as a small business incubator								
Implement program to distribute Community Resource funds grants								
Evaluate the Measure HH Pilot Workforce Development Program* (pre-RFP)								
Work with partners to complete construction of 965 Weeks/Colibri Commons*								
Update the Zoning Code to address permanent supportive housing, housekeeping units, residential care facilities, etc. as well objective design standards*								
Develop a pop-up and unlicensed businesses policy and program								
Implement mid-term improvements, as identified in the Final Mobility Report*								

Initiate a parking permit pilot program*								
Construct University Avenue bicycle/pedestrian overcrossing*								
Construct the East Bayshore sidewalk improvements								
Construct University Avenue Safety Improvements, including Runnymede traffic signal improvements*								
Implement updated water capital surcharges*								
Replace the temporary traffic circles on Pulgas Avenue with mini roundabouts*								
Complete the Street Lighting Upgrade Project (70 streetlights and Clarke Avenue overcrossing) and Next Phase of Citywide Lighting Project								
Design and construct road improvements on Woodland Avenue from University Avenue to Newell Road								
Enhance community flood protection through collaboration with SFCJPA on San Francisquito Creek Reach 2 improvements								
Enhance community flood protection through collaboration with SFCJPA to implement the Safer Bay Project								
Coordinate with City of Palo Alto on the Newell Street bridge replacement project								
Transition EPASD from an independent organization to a City subsidiary*								
Update disaster preparedness plan*								
Explore possibilities to expand the Police Department's data analytics capacity*								
Rehabilitate the O'Connor pump station								
Upgrade the Stormwater System to meet State trash capture requirements*								
Complete the update of the Environmental Justice (Health & Equity) Element of the General Plan*								

Complete the update of the Safety Element of the General Plan*								
Evaluate emergency shelter sites*								
Develop and implement a strategy to address illegal dumping*								
Assess and prepare for utility operational and finance needs								
Update the City's personnel policies and procedures								
Develop a citywide information systems master plan								
Plan for water system operations in 2026								
Identify potential locations for additional water storage*								
Proactively design additional water improvement projects (specific improvement projects to be determined) *								
Develop a Water Infrastructure Financing Plan*								
Develop a water asset management database*								
Complete library design								
Work with the SMC Libraries to identify and implement a comprehensive funding strategy for library construction								
Endeavor to finalize acquisition of County-owned Beech Street property								
Implement necessary actions to enable police department operations after October 2025*								
Bid and construct the City Hall TI at the former police evidence room								
Consider a pilot dog park program at an existing park or under utility power lines								
Consider establishing a Youth Commission and/or youth appointees to City Boards/Commissions								
Explore partnerships with school district & other entities regarding potential joint use*								

Secure Bay Trail access at Rutgers Street*								
Implement a program that activates parks, promotes public health and public safety, similar to the FIT Zone program								

Attachment C – Summary of Expressed Priorities: Community, Key Leader, and City Council Input – February and March 2025

The priorities and project themes and ideas listed below combine the priorities provided by community members at the March 8, 2025 workshop, the results of the “key leader” meetings conducted in February 2025, and City Council members at the March 8, 2025 City Council Goal-Setting Session.

Key:

© March 8th City Council retreat

* March 8th Community workshop

§ Community focus groups

Text Project theme or idea included in the lists of new or carryover projects for potential inclusion in the FY25-27 Work Plan

A - Priority: Emergency and Disaster Preparedness (5 Council members mentioned or supported this idea)

Goal: Prepare the city for disasters and emergencies by developing a comprehensive plan and detailed implementation strategies that includes prevention, emergency response, recovery, and mitigation measures.

Projects & Ideas:

1. Update and implement the City’s emergency preparedness plan (preventing and safeguarding against disasters, providing timely relief when disasters occur, and ensuring disaster recovery post-event) © * §
2. Develop a comprehensive evacuation and shelter plan for the city © §
3. Develop effective ways to communicate emergencies to residents (e.g., develop and implement an emergency communication system) © §
4. Implement community emergency response teams that are trained in first aid and other services © §
5. Ensure community access to emergency supplies including water and food © §
6. Identify emergency response strategies to support vulnerable residents (e.g. notification systems and resources for seniors; provide generators for different sections of the city) © §
7. Invest more money in the city Fire Department, such as more functional fire hydrants *
8. Create a community resilience center or hub and improve public access to emergency shelters and cooling centers §

B - Priority: Public Infrastructure and Utilities (5 Council members mentioned or supported this idea)

Goal: Ensure high-quality public infrastructure and services that can support a healthy, connected, and supported community and mitigate impacts from flooding and climate change.

Projects & Ideas:

1. Identify rapid response/intermediate infrastructure projects that address current issues (Note: This is an overarching approach and not a specific action.) © §
2. Continue collaboration with the San Francisquito Creek Joint Powers Authority (SFCJPA) ©
3. Allocate sufficient city funding (\$5-7 million) to complete planning and commence the construction of SFCJPA Reach 2 project ©
4. Complete the full design of the Safer Bay program and secure full construction funding. Allocate \$5,000,000 © §
5. Continue investing an average of \$2.5 million dollars per year in street improvement/repair ©
6. Improve sewer infrastructure © §
7. Improve water infrastructure and improve water quality * © §
8. Complete water infrastructure financing plan immediately and apply for WIFIA funds (if the program survives the present administration) ©
9. Prepare an infrastructure/facilities bond for 2026 ballot ©
10. Acquire the land Palo Alto owns in EPA, including the parkland adjacent to creek and the Bay Trail ©
11. Implement streetscape and public space improvements, such as street trees, sidewalk improvements, and crosswalks © §
12. Prepare more detailed CIPs (more detailed than the current CIPs) so that the city knows the exact costs of improving infrastructure and other major projects and can figure out how to achieve this through increased tax revenues. §
13. Secure State and federal grants to fund infrastructure projects. §

C - Priority: Land Use and Development (5 Council members mentioned or supported this idea)

Goal: Increase development within the city to provide more housing, businesses, , and services, in a way that balances the following: 1) the expansion of City revenues to support infrastructure and services; 2) concerns about gentrification and displacement; and 3) the desire to make the city more friendly to outside investment.

Projects & Ideas:

1. Revisit the Ravenswood Business District (RBD) plan to allow reduce barriers to development © §
2. Revisit the Westside Area Plan to improve tenant protections and address relocation concerns voiced by residents © * §
3. Conduct a study and develop a strategy to identify and attract missing businesses and spaces for new businesses for everyday services and basic needs: banks, groceries (especially healthy and cultural foods), retail, restaurants, and youth and family entertainment and experiences, etc.) © * §
4. Develop empty lots to increase property tax revenues and sales tax revenues * §
5. Engage in placemaking and create locations (“3rd spaces”) for people to socialize, such as parks, restaurants, civic center * §

6. Build a “downtown” or “main street” with retail and shopping and where residents can meet and gather §
7. Prepare a comprehensive update to the City’s zoning code to make development procedures easier and clearer ©
8. Undertake a variety of strategies to make the development process easier, improve relationships with developers, and to allow new development to occur. Desired outcomes include: © * §
9. Facilitate the development of more buildings for businesses and housing © * §
10. Encourage a variety of high-density housing developments (affordable and market rate) © * §
11. Mixed-use development along major corridors ©
12. Transit-oriented development near transportation hubs ©
13. Eliminate roadblocks to new development so that proposed projects are constructed. Too many projects have started the process, but developers have left the city because of opposition and strict city regulations. * © §
14. Revise design guidelines to ensure community character ©
15. Hold big businesses accountable for contributing to city programs or needs (e.g. community benefits) *
16. Implement environmental justice solutions during land use planning and development processes (to ensure proper clean up and remediation of brownfield sites, and manage/monitor former industrial facilities) * §

D - Priority: Livability / Community Quality of Life (5 Council members mentioned or supported a version of this idea)

Goal: Implement and enforce protections and systems to ensure public safety and promote harmony within the city.

Projects & Ideas:

1. Parking regulations enforcement. Address problems with parking in neighborhoods including: inoperable vehicles on private property, abandoned cars on public streets, RV parking on public streets, lack of parking enforcement, lack of use of the city’s neighborhood parking permit program, and more punitive parking fines. © * §
2. Housing code enforcement. Enforce existing housing codes with proactive inspection programs, increased responsiveness to community complaints and education programs. © * §
3. Street vending. Develop and implement programs to address illegal street vending including increased enforcement, education and pathways to legal businesses, and software programs to help with public complaints and enforcement. © * §
4. Increase enforcement of traffic laws with additional police presences and more punitive fines to change behavior. © * §
5. Expand use of security cameras to make the City Police Department more efficient and prevent against crime © *
6. Create a public art program to expand art installation projects throughout the city © * §

E - Priority: Economic Development and Workforce Development (5 Council members mentioned or supported this idea)

Goal: Support thriving small businesses that can increase local jobs and City revenues while also providing important community services, diverse restaurant choices, attractive retail options, and “third spaces” where people can gather and build community.

Projects & Ideas:

1. Identify strategies to support small, local businesses © §
2. Reconsider Measure HH, which taxes office space and discourages business investment. §
3. Develop a citywide program to communicate the benefits of economic growth and the impact on public facilities and services §
4. Support business incubators and related programs for current and start-up businesses © §
5. Establish a shared space for different vendors with dining space and restroom facilities © §
6. Subsidize commercial building space for local entrepreneurs © §
7. Streamline permitting for local vendors and food trucks © §
8. Implement a microloan program for small businesses © §
9. Provide technical assistance, advising, and office hours to support small businesses with permitting, licensing, and business plan development © §
10. Assist small businesses with developing better marketing ©
11. Expand investment in job and career training programs and in career pipelines to employers for local residents §
12. Support job training and apprenticeship programs that connect residents to diverse jobs and careers (such as technology, construction trades, public services, and childcare, etc.) §

F - Priority: Housing (4 Council members mentioned or supported this idea)

Goal: Increase the city’s housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and guard against the displacement of existing residents.

Projects & Ideas:

1. Adjust existing housing policies (such as the inclusionary housing requirements) and reduce restrictive laws in order to encourage more housing (especially middle income and market rate housing) in EPA §
2. Provide down payment assistance to support homeownership opportunities © *
3. Adopt a preference plan for families displaced since 2000 due to foreclosure/predatory lending ©
4. Create first-time homebuyer education programs to increase local resident homeownership (for purchasing single family housing, town homes, mobile homes, etc.) © §
5. Create a program that helps returning families and college students with buying homes in EPA * §
6. Provide financial literacy workshops focused on homeownership © §
7. Help existing homeowners generate income through ADUs and property improvements © §
8. Dedicate investments in single-family homes for low-income senior residents who need home improvements © §

9. Establish \$50k yearly fund from Measure JJ for senior home improvements and repairs © * §
10. Expand services and programs for senior homeowners, such as home repair programs and other solutions to keep seniors in their homes * §
11. Identify solutions for creating more senior housing that are linked to senior-specific services and resources §
12. Ensure at least 10% of our housing supply is permanently affordable – a mix of rental and ownership *
13. Enhance the Rental Registration program for absentee landlords, especially for single family homes © * §
14. Require annual health and safety inspections for rental properties © §
15. Support / fund a land trust and housing preservation as an anti-displacement strategy * §
16. Acquire/land bank parcels for future affordable housing development by using accumulated and dedicated housing funds © §
17. Invest in housing preservation work to promote low-income homeownership * §
18. Establish a tenant emergency rental assistance program with 40% of Measure JJ funds © * §
19. Create a program that allows families who left EPA for financial reasons to return to the city * §
20. Create a local housing preference policy for affordable housing units * §
21. Sponsor “Know Your Rights” workshops and educational materials to renters living in single family homes, mobile homes, and apartments * §
22. Require developers to document and present a count of the initial tenants in the buildings that they end up demolishing *
23. Require developers to put together a document of Recognition and Freedom of the Rights of Relocation when tenants leave their apartments before the development project is approved *
24. Codify standards comparable for relocation apartments, as in garages, storage units, and parking spots *
25. Create systems for renters to communicate with city staff when problems occur * §
26. Invest JJ funds to support housing for unhoused individuals and supporting local land trust effort pursuing affordable ownership © §
27. Invest in transitional and supportive housing solutions that collaborate with critical services and programs for unhoused individuals and families * §
28. Increase the allowable annual rent increases for rental housing *

G - Priority: Transportation and Mobility (4 Council members mentioned or supported this idea)

Goal: Ensure safe and healthy streets, active transportation, and public transit systems that facilitate movement and connectivity through the City.

Projects & Ideas:

1. Invest in safer and improved street infrastructure, including repaving the roads, adding striped bike lanes, and widening sidewalks © §
2. Initiate and complete construction of East Bayshore Rd safety improvements ©
3. Implement a comprehensive transportation plan © * §
4. Install traffic calming systems in specific neighborhoods and make temporary roundabouts permanent © * §
5. Invest in improved bike and pedestrian (active transportation) infrastructure © * §

6. Provide infrastructure to support safe walking such as street lighting and sidewalks that are flat, repaired, and accessible * §
7. Invest in Safe Routes to Schools programs to increase student safety §
8. Improve pedestrian/crosswalk traffic signal timing along Bay Road and University and Euclid Avenues * §
9. Install a sound wall along highway 101 * §
10. Create more one-way streets *
11. Provide more traffic control solutions in high-traffic areas, especially during peak hours (signage, patrolling, cameras) * §
12. Take steps to improve traffic congestion (especially from through traffic on certain streets such University Avenue, Pulgas Avenue, and Bay Road) §
13. Work to expand transit options and services in the city to reduce traffic congestion and support residents who do not own a vehicle §
14. Improve programs that make bus passes more affordable for youth, students, and seniors §

H - Priority: Parks and Recreation – Services and Facilities (4 Council members mentioned or supported this idea)

Goal: Provide clean and healthy city parks that create equitable public access to recreation, nature, and community gatherings.

Projects & Ideas:

1. Create a Department of Parks and Recreation ©
2. Improve access to the Bay Trail from neighborhoods * §
3. Implement the Parks and Recreation Master Plan including addressing park maintenance, facilities improvements, and the presence of vendors during park events © §
4. Add lighting to the sports fields and parks © §
5. Add music and snacks/concessions in the parks © §
6. Upgrade and maintain park infrastructure, especially bathrooms * §
7. Create a dog park ©
8. Increase safety and security in parks and public spaces * §
9. Improve the City's relationship with the YMCA to ensure greater community access to programs, exercise and gym features, and other services; increase funding for the YMCA © *
10. Build out MLK Park as proposed in the parks master plan ©
11. Develop formal shared use agreements with the school district for all schools in EPA. §
12. Develop clear guidance and guidelines so that private donations can be used to implement city improvements, especially for parks and open spaces §

I - Priority: Governance and Organizational Strength (3 Council members mentioned or supported versions of this idea)

Goal: Ensure a high-functioning city government that retains quality staff, functions efficiently, provides high-quality public services, and ensures good city leadership.

Projects & Ideas:

1. Foster innovation, collaboration, and continuous improvement in city services © §
2. Recruit, develop, and retain top-tier staff © §
3. Maintain fiscal responsibility and effective governmental partnerships © §
4. Address the City's structural deficit * §
5. Develop reasonable term limits (8 years) for City Council members ©
6. Keep consistent government hours so it's easier for the public to access services ©
7. Facilitate collaborations across various public agencies, departments, and sectors to improve communication and coordination (e.g., CBOs, faith-based organizations, Ravenswood School District) * §
8. Develop a strategy to enhance the City's leadership, collaborations, and advocacy within the Silicon Valley region to leverage more resources and support for East Palo Alto §

J - Priority: Public Facilities and Services (3 Council members mentioned or supported this idea)

Goal: Invest in public buildings and services that support essential city functions, improve health and safety, and provide important resources to diverse members of the EPA community.

Projects & Ideas:

1. Increase the number of police officers in the city §
2. Expand community policing to continue to improve relationships between residents and the police §
3. Improve SMC animal services ©
4. Build a new library and allocate \$6,000,000 from the city's general fund surplus to the project © §
5. Build a new City Hall © §
6. Construct a new police station (separate from City Hall) © §
7. Invest additional funding in ESL training ©
8. Strengthen homelessness response services and systems, including services for unhoused residents and encampment management policies © §
9. Improve transportation services for seniors © *
10. Expand services at the senior center © §
11. Expand and improve meal programs for seniors © §
12. Increase recreation activities and programs for seniors © * §
13. Provide in-home care for seniors *
14. Provide financial literacy and technological literacy programs for seniors * §
15. Develop and implement a Comprehensive Facilities Plan ©
16. Provide more community spaces, programs, and services for youth (libraries, youth center, community centers, mental health services, art center) * §
17. Create resource centers in distributed places such as the YMCA, Woodland Park, and EPACENTER *
18. Organize safe and fun public events for youth and families, especially during the summer * §
19. Create a city plan that provides protections and support services for immigrants * §
20. Develop programs and incentives that expand affordable childcare in the city §

K - Priority: Fiscal Sustainability (2 Council members mentioned or supported this idea)

Goal: Identify new and ongoing strategies for raising City revenues and overcoming the structural deficit, while addressing concerns about gentrification and displacement due to new development. Funding can be used to replace aging infrastructure (such as sewage and water), fund public programs and events, and provide critical amenities for the EPA community.

Projects & Ideas:

1. Plan for development on empty lots to raise property tax revenues and sales tax revenues ©
2. Explore new and diverse revenue sources, such as grants, fees, special districts © §
3. Cultivate and expand public-private partnerships for capital improvements © §
4. Establish economic development zones to attract investment ©
5. Carry out a rebranding campaign to reestablish the City's reputation * §
6. Fundraise for programs, plans, and services that can serve vulnerable populations (e.g. seniors, youth, and immigrants) * §

L - Priority: Civic Engagement (2 Council members mentioned or supported versions of this idea)

Goal: Provide diverse and inclusive opportunities for all EPA community members to participate in city meetings, have a voice in city affairs, and develop leadership skills for EPA youth.

Projects & Ideas:

1. Create policies to enhance communication and engagement with the City's multilingual residents in a more transparent and inclusive manner © §
2. Plan regular town halls and community meetings to inform residents of city initiatives and facilitate community dialogues © §
3. Strengthen partnerships with local community-based organizations to conduct outreach and provide critical services to under-resourced community members §
4. Develop digital participation platforms for communication with the public © §
5. Provide language translation and interpretation services for non-English speakers © §
6. Implement a community ambassador ("promotores") program to conduct outreach and provide community education © §
7. Hold City "office hours" so that community members can drop in to get resources and talk to City staff §
8. Develop a youth leadership program that teaches EPA history and city governance. Model after former Leadership Training Academy (which trained 1,000+ youth). Target 400 youth over 10 years (or an average of 40 per year) © *
9. Implement a social media project with 10-15 youth to inform peers about city government, how it functions, and city affairs © *
10. Increase youth participation in civic activities, boards, and elections © §
11. Provide youth with internship opportunities within city departments ©
12. Implement mentorship programs that connect youth with local leaders ©
13. Implement youth-led community improvement projects © §
14. Create a youth commission / youth council so that young people can have a voice in city issues and decisions *
15. Lead Know Your Rights workshops for youth *

M - Priority: Health and Wellness (1 Council member supported this idea)

Goal: Provide programs, services, and resources that enhance EPA residents' physical, mental, and spiritual health.

Projects & Ideas:

1. Implement community wellness programs ©
2. Provide mental health / behavioral health services and resources, especially for EPA residents © *
3. Implement public health initiatives (e.g. prevent obesity in children and adults) ©
4. Develop and enhance food security programs (especially promoting healthy foods) ©
§
5. Promote current and new community gardens and farmers markets ©
6. Develop and implement environmental health improvements ©

Attachment D – FY25–29 Strategic Priorities: Proposed FY25–27 Work Plan Project Inventory for Council Consideration

Staff has identified a **total of 111 projects** for consideration in alignment with the City's seven emerging priority areas, comprising **50 newly proposed projects** and **61 in-progress projects** from the FY23–25 cycle that may carry forward into the FY25–27 Work Plan.

Please note that **12 of the in-progress projects listed under the Housing priority area originate from a single, operationalized initiative in the FY23–25 Work Plan**: “Continue to Implement the Affordable Housing Strategy.” Given the scope and complexity of this strategy, staff has operationalized and disaggregated the work into distinct project components. These ‘sub’-projects span areas such as program development, compliance monitoring, regional collaboration, and technical updates. The selected set of Affordable Housing Strategy activities is included in this draft project inventory because the Affordable Housing Strategy is expansive and resource-intensive, and staff is seeking Council input to understand how to best prioritize this work over the FY25–27 period.

Emerging Priority Areas	Draft Goal:	# New Projects Proposed for FY25–27	# Continuing Projects from FY23–25 Work Plan
A - Emergency and Disaster Preparedness	Prepare the city for disasters and emergencies by developing a comprehensive plan and detailed implementation strategies that includes prevention, emergency response, recovery, and mitigation measures.	2	2
B - Public Infrastructure, Facilities, and Utilities	Invest in the maintenance, modernization, and expansion of the City's physical infrastructure (streets, sidewalks, utilities, parks, and public facilities) to ensure safe, resilient, and accessible spaces that support high-quality service delivery, community use, and long-term sustainability.	12	27
C - Livability / Community Quality of Life	Implement and enforce protections and systems to ensure public safety and promote harmony within the city.	7	5
D - Land Use, Economic, and Workforce Development	Promote inclusive economic growth by aligning land use planning with workforce development and business support strategies. Leverage City-controlled land and resources to attract investment, increase local revenue, and expand job access for East Palo Alto residents.	3	6
E - Housing	Increase the city's housing stock at all income levels (from affordable to market rate), facilitate pathways to homeownership, and guard against the displacement of existing residents.	12	16
F - Governance, Organizational Strength,	Strengthen the City's internal capacity, transparency, and long-term financial health by improving core operations, investing in workforce and systems, and	9	4

and (Organizational) Fiscal Sustainability	implementing data-informed strategies to ensure effective service delivery, accountability, and fiscal resilience.		
G - Civic Engagement	Provide diverse and inclusive opportunities for all EPA community members to participate in city meetings, have a voice in city affairs, and develop leadership skills for EPA youth.	5	1

Emerging Priority A: Emergency and Disaster Preparedness

FY 25-27 Potential Projects for Priority: Emergency and Disaster Preparedness			
No.	New Project	Description	Draft Deliverables
1	Launch Emergency Preparedness Program	Implement a comprehensive program to update emergency planning, communication, training, and supply readiness across departments and neighborhoods.	<ol style="list-style-type: none"> 1. Development of an updated Emergency Operations Plan (EOP), including evacuation and communications plans 2. Development and distribution of public outreach materials ("First 72 Hours on You" campaign) 3. Execution of MOUs with shelter sites and utility providers 4. Inventory and procurement of Emergency Operations Center (EOC) supplies and equipment 5. Delivery of emergency response training for staff and management 6. Execution of CERT community training program for city residents 7. Identification of additional shelter and storage sites
2	Maintain and Expand Senior Vulnerability and Emergency Contact Database	Maintain and enhance a centralized database of vulnerable senior residents to aid emergency outreach and disaster response.	<ol style="list-style-type: none"> 1. Cleanup and update of existing senior records in the Airtable platform 2. Subscription renewal and database maintenance for FY25–27 3. Development of an outreach and education plan to expand senior participation
No.	Existing FY 23-25 Work Plan Project		
1	Update Disaster Preparedness Plan		
2	Evaluate Emergency Shelter Sites		

Emerging Priority B: Public Infrastructure, Facilities, and Utilities

FY 25-27 Potential Projects for Priority: Public Infrastructure, Facilities, and Utilities			
No.	Project	Description	Draft Deliverables
1	Develop Citywide Sewer Master Plan	Assess current sewer infrastructure and develop a prioritized roadmap of future upgrades.	<ol style="list-style-type: none"> 1. Completion of sewer condition assessment 2. Conduct a sewer rate study 3. Development of prioritized capital improvement list 4. Development of phased implementation and financing plan
2	Create Park and Trail Beautification Project	Explore opportunities to develop a new park or trail south of the O'Connor Pump Station (subject to land acquisition).	<ol style="list-style-type: none"> 1. Explore opportunities for land acquisition from City of Palo Alto 2. Community engagement process for park design 3. Development of phased construction plan
3	Launch Citywide Median Improvements Initiative	Beautify medians along the City's arterial and collector roads.	<ol style="list-style-type: none"> 1. Development of landscape design guidelines 2. Prioritization of median segments for improvement 3. Execution of installation contract
4	Hire Citywide Capital Projects Estimator	Hire a dedicated estimator to improve cost accuracy for CIPs.	<ol style="list-style-type: none"> 1. Hiring and onboarding of staff/consultant 2. Development of cost estimates for x key capital projects
5	Conduct a Comprehensive Evaluation of the Senior Center and service operation (as required per contract)	Conduct a formal assessment of the City's current senior services and facilities as required by the City's agreement with the City's contractual obligations, and identify future facility and service needs.	<ol style="list-style-type: none"> 1. Completion of needs assessment and gap analysis for senior programming and facilities 2. Presentation of findings and recommendations to Council
6	Complete Tenant Improvements to City Facilities	Complete tenant improvements to 1960 Tate Street and the Police Department	<p>Completion of scoped tenant improvements per executed construction contract, including:</p> <ol style="list-style-type: none"> 1. Roof repair 2. Awning installation 3. Interior renovations

7	Plan for Development of Community Hub (new City Hall)	Begin planning for a combined civic center campus including a new library, Police Department, and administrative offices.	<ol style="list-style-type: none"> 1. Conduct analysis of financing models 2. Community and City input process to inform vision and design priorities 3. Recommendations report on next steps for design, phasing, and funding
8	Implement Quick-Win Projects from the Parks Master Plan	Identify and execute small-scale, high-visibility improvements from the adopted Parks Master Plan to demonstrate progress and build public trust while larger capital projects are in planning.	<ol style="list-style-type: none"> 1. Review and selection of eligible "quick win" projects from the Parks Master Plan 2. Completion of design, procurement, and approvals for selected projects 3. Implementation of minor improvements (e.g., benches, signage, landscaping, paint/repairs) 4. Public communication and ribbon-cutting or promotional events for completed enhancements
9	Implement Parks Lighting and Safety Improvement Program	Execute a phased program to improve lighting in City parks, including general safety lighting and stadium lighting at Martin Luther King Jr. Park and Jack Farrell Park.	<ol style="list-style-type: none"> 1. Budget approval for Phase 1 implementation focused on urgent safety needs 2. Site assessment and prioritization of lighting needs across all parks 3. Coordination with Public Works to integrate with Citywide Lighting Plan 4. Procurement and installation of energy-efficient safety lighting 5. Installation of stadium lighting at Martin Luther King Jr. and Jack Farrell Parks 6. Hiring or assignment of a project manager to oversee implementation phases 7. Evaluation of safety improvements and visitor feedback
10	Construct East Bayshore Road Sidewalk Improvements	Complete construction of sidewalk improvements along East Bayshore Road	<ol style="list-style-type: none"> 1. Procurement of contractor and execution of construction contract 2. Construction of ADA-compliant sidewalks, curb ramps, and pedestrian crossings

		to enhance pedestrian safety, ADA accessibility, and multimodal mobility.	
11	Develop a Fleet Management Plan	Develop and implement a citywide Fleet Management Plan to improve the efficiency, sustainability, and lifecycle planning of the City's vehicle and equipment assets. The project will include an inventory and condition assessment of all fleet assets, evaluation of fleet policies, cost analysis of vehicle use, and development of a phased replacement strategy, including exploration of hybrid and electric vehicle (EV) options where feasible.	<ol style="list-style-type: none"> 1. Complete fleet inventory and condition report 2. Recommendations for fleet rightsizing, replacements, and shared vehicle use 3. Draft EV/low-emission transition roadmap (if feasible) 4. Updated vehicle use policy, procurement guidelines, and replacement cycles 5. Cost savings and sustainability impact projections 6. Staff training on new vehicle use protocols
12	Network Infrastructure Buildout for City Facilities	As part of the proposed relocation of City Hall, the Police Department, and administrative offices at 1960 Tate Street, the City must design and implement a modernized and secure network	<ol style="list-style-type: none"> 1. New core network hub designed and installed at future City Hall facility 2. Secure fiber and Metro Ethernet links to connect all City facilities 3. DOJ CJIS compliance documentation and application submitted 4. Infrastructure schematic and migration roadmap 5. Cutover and continuity plan to ensure no service disruption during transition

		infrastructure that supports operational continuity, regulatory compliance, and future scalability. This includes relocation of the City's core network hub currently housed at 2415 University Ave, reconfiguration of Metro Ethernet connections between facilities, and planning for Department of Justice (DOJ) Criminal Justice Information Services (CJIS) compliance at the new Police Department site.	6. Decommissioning plan for legacy infrastructure at 2415 University
No.	Existing FY 23-25 Work Plan Project		
1	Implement Mid-Term Improvements, as Identified in the Final Mobility Report		
2	Construct University Avenue Bicycle/Pedestrian Overcrossing		
3	Construct the East Bayshore Sidewalk Improvements		
4	Construct University Avenue Safety Improvements, Including Runnymede Traffic Signal Improvements		
5	Implement Updated Water Capital Surcharges		
6	Replace the Temporary Traffic Circles on Pulgas Avenue with Mini Roundabouts		
7	Complete the Street Lighting Upgrade Project (70 Streetlights and Clarke Avenue Overcrossing) and Begin Multi-Phase Lighting Project		
8	Design and Construct Road Improvements on Woodland Avenue from University Avenue to Newell Road		
9	Enhance Community Flood Protection Through Collaboration with SFCJPA on San Francisquito Creek Reach 2 Improvements		
10	Enhance Community Flood Protection Through Collaboration with SFCJPA to Implement the Safer Bay Project		
11	Coordinate with City of Palo Alto on the Newell Street Bridge Replacement Project		
12	Rehabilitate the O'Connor Pump Station		

13	Upgrade the Stormwater System to Meet State Trash Capture Requirements
14	Assess and Prepare for Utility Operational and Finance Needs
15	Plan for Water System Operations in 2026
16	Identify Potential Locations for Additional Water Storage
17	Proactively Design Additional Water Improvement Projects
18	Develop a Water Infrastructure Financing Plan
19	Develop a Water Asset Management Database
20	Work with the SMC Libraries to Identify and Implement a Comprehensive Funding Strategy for Library Construction
21	Endeavor to Finalize Acquisition of County-Owned Beech Street Property
22	Implement Necessary Actions to Enable Police Department Operations After October 2025
23	Bid and construct the City Hall TI at the former police evidence room
24	Consider a Pilot Dog Park Program at an Existing Park or Under Utility Power Lines
25	Explore Partnerships with School District & Other Entities Regarding Potential Joint Use
26	Secure Bay Trail Access at Rutgers Street
27	Complete library design

Emerging Priority C: Livability / Community Quality of Life

FY 25-27 Potential Projects for Priority: Livability / Community Quality of Life			
No.	Project	Description	Draft Deliverables
1	Launch Digital Complaint and Service Request Platform	Implement a digital platform for residents to report, track, and receive updates on City service issues (311 service)	<ol style="list-style-type: none"> 1. Procurement and integration of platform 2. Development of program workflows and user interface 3. Launch of resident-facing portal with status tracking 4. Training of staff and public communications rollout
2	Expand Parking Enforcement Capacity	Increase enforcement resources through new hires or contracts and improve public communication around enforcement actions.	<ol style="list-style-type: none"> 1. Identification of staffing needs 2. Execution of hiring or service agreements 3. Development of monthly enforcement metrics reports 4. Development of a communications strategy specific to parking (and traffic) enforcement

3	Establish Dedicated Traffic Enforcement Division	Authorize the Police Department to create a new police unit to focus solely on traffic safety.	<ol style="list-style-type: none"> 1. Development of unit structure and scope of duties 2. Budget request for new positions 3. Monthly reporting on violations and behavior change
4	Install Smart Street Lights with Surveillance Capability	Install smart lighting with safety monitoring technology in public spaces.	<ol style="list-style-type: none"> 1. Pilot location selection 2. Procurement and installation of infrastructure 3. Creation of privacy and use policies
5	Establish Real-Time Crime Center	Authorize the Police Department to create a real-time crime center to monitor and respond to citywide public safety incidents 24/7.	<ol style="list-style-type: none"> 1. Identification of hardware and operational needs 2. Development of SOPs and staffing plan 3. Training and implementation of real-time monitoring
6	Implement Shopping Cart Abatement Program	Establish a program to address and reduce abandoned shopping carts in public spaces through code enforcement, retailer outreach, and coordinated retrieval efforts.	<ol style="list-style-type: none"> 1. Development and adoption of a local shopping cart ordinance 2. Partnership with retailers to co-develop cart containment/retrieval plans 3. Outreach campaign to retailers re: program requirements and their responsibilities 4. Development of reporting mechanism for abandoned carts 5. Coordination with Public Works for collection of abandoned carts, including procurement of cart retrieval services
7	Launch Residential Rental Inspection Program	Proactively inspect rental properties for code violations.	<ol style="list-style-type: none"> 1. Development of inspection guidelines and protocols 2. Launch of inspection scheduling system 3. Delivery of educational materials for tenants and landlords
No.	Existing FY 23-25 Work Plan Project		
1	Initiate a Parking Permit Pilot Program		
2	Implement a Program that Activates Parks, Promotes Public Health and Public Safety, Similar to the FIT Zone Program		
3	Complete the Update of the Environmental Justice (Health & Equity) Element of the General Plan		
4	Complete the Update of the Safety Element of the General Plan		
5	Develop and Implement a Strategy to Address Illegal Dumping		

Emerging Priority D: Land Use, Economic, and Workforce Development

FY 25-27 Potential Projects for Priority: Land Use, Economic, and Workforce Development			
No.	Project	Description	Draft Deliverables
1	Develop an Economic Development Strategy with Land Use Focus	Create a strategy to promote development that enhances revenue, balances displacement risks, and encourages investment.	<ol style="list-style-type: none"> 1. Analysis of existing conditions and land constraints 2. Stakeholder outreach sessions 3. Identification of strategic sites for development 4. Development of implementation strategy
2	Issue RFP for Measure HH Workforce Development Program	Launch a competitive procurement process to select service providers for a 3-year workforce development program funded by Measure HH, with a focus on economic mobility for low-income residents.	<ol style="list-style-type: none"> 1. Development of program framework, priority populations, and service outcomes 2. Drafting and issuance of RFP for qualified service providers 3. Facilitation of pre-bid information session for applicants 4. Evaluation of proposals and selection of grantees 5. Execution of multi-year contracts with outcome and reporting provisions 6. Public launch and communication of funded workforce services
3	Continue Independent Program Evaluation for Measure HH Programs	Continue third-party evaluation and auditing of Measure HH-funded programs by maintaining and extending the contract with Informing Change to assess impact, identify gaps, and inform improvements.	<ol style="list-style-type: none"> 1. Renewal or extension of existing contract with Informing Change 2. Coordination of data collection across funded programs 3. Development of standardized impact reporting templates 4. Delivery of annual evaluation reports
No.	Existing FY 23-25 Work Plan Project		
1	Create an Economic Development Strategy Focusing on Small and Micro Businesses for City Council Consideration		
2	Convert the City's Cummings Loft Property into Office Space That Could Be Used as a Small Business Incubator		
3	Implement Program to Distribute Community Resource Funds Grants		

4	Evaluate the Measure HH Pilot Workforce Development Program
5	Develop a Pop-Up and Unlicensed Businesses Policy and Program
6	Implement Measure HH Employment Program

Emerging Priority E: Housing

FY 25-27 Potential Projects for Priority: Housing			
No.	Project	Description	Draft Deliverables
1	Implement Rental Assistance and Legal Defense Program	Provide funding and programmatic support to help low-income tenants avoid eviction through rental assistance and legal aid.	<ol style="list-style-type: none"> 1. RFPS and execution of contracts for: <ol style="list-style-type: none"> a. Unlawful detainer legal services b. Direct rental assistance c. Emergency assistance
2	Launch Housing Rights Education and Outreach Campaign	Create a sustained outreach program to inform tenants and landlords of their rights, responsibilities, and available housing resources	<ol style="list-style-type: none"> 1. RFP and execution of contract for tenants' rights services 2. Design and production of multilingual outreach materials 3. Community workshops and pop-up clinics throughout EPA 4. Collaboration with local community organizations
3	Establish Housing Element Implementation Coordination Process	Launch a structured process for internal coordination and accountability on Housing Element implementation via quarterly cross-departmental project management meetings.	<ol style="list-style-type: none"> 1. Development of meeting calendar and agendas 2. Identification of responsible departments for each Housing Element program 3. Regular interdepartmental updates and summary reports to Council
4	Issue Affordable Housing Production Notice of Funding Availability (NOFA)	Facilitate the development of affordable housing by issuing a competitive	<ol style="list-style-type: none"> 1. Annual review of available local, state, and federal affordable housing funds 2. Coordination with City's grant coordinator to align timing and priorities

		Notice of Funding Availability (NOFA) to allocate City-controlled funds to qualified developers, in alignment with Housing Element goals and local housing priorities.	<ol style="list-style-type: none"> 3. Development and issuance of NOFA, including technical assistance workshops 4. Evaluation and selection of development proposals 5. Tracking and reporting on awarded units, affordability levels, and development timelines
5	Launch Home Repair Program	Implement home repair programs to support minor and major repairs for low-income homeowners	<ol style="list-style-type: none"> 1. Issuance of RFP to select nonprofit administrator(s) 2. Development of program guidelines, eligibility criteria, and application materials 3. Execution of contract(s) and launch of program intake 4. Tracking and reporting on households served and scope of repairs completed
6	Launch Financial Empowerment and Foreclosure Prevention Program	Fund programs that provide financial literacy, credit-building, and foreclosure prevention services using Measure JJ and Measure HH funds.	<ol style="list-style-type: none"> 1. Issuance of RFP and agreement with select service provider(s) 2. Tracking of program participation and foreclosure mitigation outcomes
7	Implement First-Time Homebuyer Assistance Program	Begin development of a down payment assistance program for eligible first-time homebuyers. This phase will focus on researching best practices, identifying potential funding models, engaging stakeholders, and preparing materials for a future RFP to select a program administrator.	<ol style="list-style-type: none"> 1. Scan of best practices and models from other cities and states 2. Stakeholder engagement and needs assessment 3. Draft program framework and preliminary eligibility criteria 4. Preparation of RFP scope and materials for future issuance (if project is determined to be feasible) 5. Internal memo summarizing options and recommendations 6. Council update and request for direction on program structure and next steps

8	Launch Foreclosure Prevention Fund Program	Conduct research and internal analysis to explore the feasibility of establishing a foreclosure prevention fund to assist homeowners at risk of losing their homes. This phase will focus on reviewing models from other jurisdictions, identifying legal and nonprofit support partners, and defining program structure and eligibility pathways.	<ol style="list-style-type: none"> 1. Scan of best practices and models from other cities and counties 2. Stakeholder engagement and needs assessment (e.g., legal aid, housing counselors) 3. Draft program goals and eligibility criteria 4. Preparation of RFP scope and materials for future issuance (if feasible) 5. Internal memo summarizing options and recommendations 6. Council update and request for direction on program structure and next steps
9	Launch CalHome 2.0 ADU/JADU Loan Program	If CalHome 2.0 funds are awarded, implement a loan program to support low-income homeowners building or legalizing ADUs and JADUs.	<ol style="list-style-type: none"> 1. Confirmation of CalHome 2.0 award 2. Loan program design and documentation 3. Launch of application process and technical assistance clinics 4. Disbursement of funds and compliance monitoring
10	Apply for State Funding for a Supportive Employment Program for Unhoused Residents	Pursue state funding to launch a supportive employment program for unhoused residents, modeled after Downtown Streets Team.	<ol style="list-style-type: none"> 1. Identification of funding source 2. Application submission 3. Outreach to potential program operators 4. Development of pilot scope, staffing model, and metrics 5. Program launch, pending funding
11	Conduct Community Outreach and Develop Guidelines for Affordable Housing Development	Conduct stakeholder and community engagement to inform the future development of formal affordable	<ol style="list-style-type: none"> 1. Issuance of RFP and selection of planning consultant 2. Stakeholder and community input process 3. Draft and final design/development guidelines 4. Presentation and adoption by City Council

		housing development guidelines.	
12	Feasibility Study: BMR Fee Structure to Support Long-Term Sustainability of the BMR Administration Program	Conduct a feasibility analysis of establishing fees for Below Market Rate (BMR) housing units to support the long-term financial sustainability of the City's BMR Administration Program.	<ol style="list-style-type: none"> 1. Review of peer jurisdictions with similar BMR fee structures 2. Cost model outlining BMR administrative needs and sustainable revenue targets 3. Stakeholder engagement with affordable housing developers and property managers 4. Development of policy options for potential administrative fee structure 5. Internal memo summarizing findings and recommendations 6. Council study session to present findings and receive direction on next steps
No.	Existing FY 23-25 Work Plan Project		
1	Establish Rent Registry for Both Stabilized and Market-Rate Rental Units		
2	Work with Partners to Complete Construction of 965 Weeks/Colibri Common		
3	Update the Zoning Code to Address Permanent Supportive Housing, Housekeeping Units, Residential Care Facilities, Etc., as Well as Objective Design Standards		
4	Continue to Implement the City's Affordable Housing Strategy (select items listed below for Council prioritization)		
4-A	Implement Local Preference Policy for Affordable Housing		
4-B	Manage and Monitor Affordable Housing Pipeline Projects		
4-C	Conduct Annual Update of Inclusionary Housing In-Lieu Fees		
4-D	Monitor CalHome ADU/JADU Loan Program and Support Grantee Compliance		
4-E	Streamline ADU Development and Coordinate ADU Technical Working Group		
4-F	Fund and Launch Minor Home Repair Program for Seniors		
4-G	Determine Viability of Master Temporary Use Permit for Homelessness Response		
4-H	Coordinate Encampment Response Work Group with Cross-Agency Partners		
4-I	Implement and Monitor Below Market Rate (BMR) Housing Program		
4-J	Administer Equity Innovation Fund and Develop Affordable Housing Preservation Guidelines		
4-K	Complete Grand Nexus Study of Housing In-Lieu and Commercial Linkage Fees		
4-L	Expand Housing Access Through Digital Transparency and Multilingual Outreach		
4-M	Participate in Regional Housing Policy Coordination via 21 Elements Collaborative		

Emerging Priority F: Governance, Organizational Strength, and Fiscal Sustainability

FY 25-27 Potential Projects for Priority: Governance, Organizational Strength, and Fiscal Sustainability			
No.	Project	Description	Draft Deliverables
1	Implement a citywide process improvement program	Launch a structured and cross-departmental initiative to identify and implement improvements in service delivery and workflows.	<ol style="list-style-type: none"> 1. Complete process and performance audits for 3-5 divisions annually 2. Develop standard toolkit/templates for each division audited 3. Implementation of “quick win” improvements 4. Annual report on improvements implemented
2	Develop a long-term fiscal strategy and structural deficit plan	Develop a multi-year fiscal strategy that evaluates structural deficit risks and identifies policy options and trade-offs.	<ol style="list-style-type: none"> 1. Develop a multiyear fiscal forecast 2. Develop a menu of options and revenue strategies 3. Conduct a Council study session on fiscal strategy
3	Develop and Implement CalPERS Prefunding Strategy	Create and execute a plan to proactively manage and reduce long-term pension liabilities through prefunding and reserve strategies.	<ol style="list-style-type: none"> 1. Completion of actuarial analysis and liability forecasting 2. Council presentation and selection of prefunding option(s) 3. Establishment of pension reserve or trust fund 4. Annual reporting on funding status and return performance
4	Dissolve EPA Successor Agency and Redirect Property Tax Revenue	Facilitate the early dissolution of the EPA Successor Agency by retaining expert consultants and preparing required reports, resulting in cost savings and greater property tax revenue to local	<ol style="list-style-type: none"> 1. Staff report to retain a consultant and outline strategies to increase property tax revenues in former RDA zones 2. Completion and submission of the Final Recognized Obligation Payment Schedule (ROPS) 3. Staff report to the Successor Agency Oversight Board with final approval documentation

		taxing entities, including the City.	
5	Explore Public-Private Partnership (P3) Model for City Tech Infrastructure and Innovation Projects	Engage with external partners to develop a sustainable model for technology and innovation pilots that enhance city operations and/or public services.	<ol style="list-style-type: none"> 1. Identification of potential pilot projects and tech use cases 2. Outreach to private and philanthropic partners 3. Development of P3 framework and risk-sharing agreement 4. Launch of at least one pilot project with external funding or in-kind support
6	Conduct Council Term Limit Policy Research	Provide policy research and draft recommendations regarding term limits for City Council members.	<ol style="list-style-type: none"> 1. Staff report summarizing regional practices and legal considerations 2. Draft ordinance (if directed by Council)
7	Implement a Grants Management System	Assess the City's current approach to grants management (both for external grants the City applies for and internal grants issued to community partners) and explore the feasibility of adopting a comprehensive grants management system to improve tracking, compliance, transparency, and reporting for both incoming and outgoing grant programs.	<ol style="list-style-type: none"> 1. Needs assessment summary and internal workflows 2. Side-by-side comparison of at least 3 software platforms 3. System implementation for tracking and managing outgoing grants and incoming applications

8	Conduct a Citywide Classification and Compensation Study	Conduct a citywide classification and compensation study to assess current job descriptions, titles, compensation ranges, and internal alignment. The project will benchmark EPA salaries and classifications against comparable agencies, address internal equity, and support recruitment and retention efforts.	<ol style="list-style-type: none"> 1. Updated classification specifications 2. Compensation benchmark report 3. Final recommendations and implementation roadmap 4. Council study session presentation
9	Conduct an Ergonomic Equipment Refresh	Improve employee wellness and reduce repetitive strain injuries by assessing existing workstation ergonomics and providing updated equipment as needed. This refresh will prioritize high-use workstations and staff with prior ergonomic concerns and support hybrid/flexible work setups.	<ol style="list-style-type: none"> 1. Citywide ergonomic needs report 2. Procurement and delivery of x # of new ergonomic items 3. Internal staff survey on post-rollout satisfaction and improvements
No.	Existing FY 23-25 Work Plan Project		
1	Transition EPASD from an Independent Organization to a City Subsidiary		
2	Explore Possibilities to Expand the Police Department's Data Analytics Capacity		
3	Update the City's Personnel Policies and Procedures		
4	Develop a Citywide Information Systems Master Plan		

Emerging Priority G: Civic Engagement

FY 25-27 Potential Projects for Priority: Civic Engagement			
No.	Project	Description	Draft Deliverables
1	Launch Rebranding and Communications Campaign	Develop and implement a new citywide branding strategy to increase visibility, accessibility, and community pride.	<ol style="list-style-type: none"> 1. Completion of city branding assessment and public engagement sessions 2. Design of new logo, tagline, and visual identity system 3. Rollout of updated materials across all departments and public spaces 4. Evaluation of public response and usage across digital platforms
2	Implement Sister City and Cultural Exchange Initiative	Establish a sister city relationship with the Kingdom of Tonga to promote cross-cultural engagement and international collaboration.	<ol style="list-style-type: none"> 1. Execution of partnership agreements 2. Planning and facilitation of exchange visits and cultural events 3. Reporting on resident engagement and shared outcomes
3	Upgrade and Launch New City Website	Redesign and modernize the city website to improve access to information, services, and engagement opportunities.	<ol style="list-style-type: none"> 1. Procurement of web development vendor and platform selection 2. Creation of accessible and multilingual interface 3. Integration of service request forms, alerts, and engagement tools 4. Community feedback loop and testing prior to full launch
4	Pilot Zencity Platform for Community Engagement Analytics	Launch a 5-year pilot of the Zencity platform to improve digital communications and engagement analytics across the City's public-facing platforms, including NextDoor, Facebook,	<ol style="list-style-type: none"> 1. Execution of a 5-year Zencity subscription agreement 2. Onboarding and training for City staff 3. Deployment of digital surveys and analytics tools on City channels 4. Annual engagement analytics report 5. 2x increase in digital engagement across all platforms by end of FY27

		Instagram, LinkedIn, and Twitter.	
5	Launch NovaWorks Youth Civic Communications Internship	Partner with NovaWorks to host a paid young adult intern who will support the City's social media and digital communications, while gaining experience in public sector communications.	<ol style="list-style-type: none"> 1. Recruitment and onboarding of youth intern 2. Creation of social media templates and outreach toolkits for City departments 3. Weekly engagement support and digital content development 4. Mentorship and government knowledge-sharing for intern 5. End-of-internship summary presentation or report
No.	Existing FY 23-25 Work Plan Project		
1	Consider Establishing a Youth Commission and/or Youth Appointees to City Boards/Commissions		

Attachment E – Carryforward Project Mapping to Proposed FY25–29 Strategic Priority Framework

FY 23-25 Project That May Carry Forward to FY 25-27 Work Plan	Priority Area (FY 25-29)
Update disaster preparedness plan	A - Emergency and Disaster Preparedness
Evaluate emergency shelter sites	
Implement mid-term improvements, as identified in the Final Mobility Report	B - Public Infrastructure, Facilities, and Utilities
Construct University Avenue bicycle/pedestrian overcrossing	
Construct the East Bayshore sidewalk improvements	
Construct University Avenue Safety Improvements, including Runnymede traffic signal improvements	
Implement updated water capital surcharges	
Replace the temporary traffic circles on Pulgas Avenue with mini roundabouts	
Complete the Street Lighting Upgrade Project (70 streetlights and Clarke Avenue overcrossing)	
Design and construct road improvements on Woodland Avenue from University Avenue to Newell Road	
Enhance community flood protection through collaboration with SFCJPA on San Francisquito Creek Reach 2 improvements	
Enhance community flood protection through collaboration with SFCJPA to implement the Safer Bay Project	
Coordinate with City of Palo Alto on the Newell Street bridge replacement project	
Rehabilitate the O'Connor pump station	
Upgrade the Stormwater System to meet State trash capture requirements	
Assess and prepare for utility operational and finance needs	
Plan for water system operations in 2026	
Identify potential locations for additional water storage	
Proactively design additional water improvement projects	
Develop a Water Infrastructure Financing Plan	
Develop a water asset management database	

Work with the SMC Libraries to identify and implement a comprehensive funding strategy for library construction	
Complete library design	
Endeavor to finalize acquisition of County-owned Beech Street property	
Implement necessary actions to enable police department operations after October 2025	
Bid and construct the City Hall TI at the former police evidence room	
Consider a pilot dog park program at an existing park or under utility power lines	
Explore partnerships with school district & other entities regarding potential joint use	
Secure Bay Trail access at Rutgers Street	
Initiate a parking permit pilot program	C - Livability / Community Quality of Life
Implement a program that activates parks, promotes public health and public safety, similar to the FIT Zone program	
Complete the update of the Environmental Justice (Health & Equity) Element of the General Plan	
Complete the update of the Safety Element of the General Plan	
Develop and implement a strategy to address illegal dumping	
Create an Economic Development Strategy focusing on small and micro businesses for City Council consideration	
Convert the City's Cummings Loft property into office space that could be used as a small business incubator	
Implement program to distribute Community Resource funds grants	
Evaluate the Measure HH Pilot Workforce Development Program*	
Implement Measure HH Employment Program	
Develop a pop-up and unlicensed businesses policy and program	
Establish Rent Registry for both stabilized and market-rate rental units	E - Housing
Work with partners to complete construction of 965 Weeks/Colibri Commons	
Update the Zoning Code to address permanent supportive housing, housekeeping units, residential care facilities, etc. as well objective design standards	
Transition EPASD from an independent organization to a City subsidiary	F - Governance, Organizational Strength, and (Organizational) Fiscal Sustainability

Explore possibilities to expand the Police Department's data analytics capacity	
Update the City's personnel policies and procedures	
Develop a citywide information systems master plan	
Consider establishing a Youth Commission and/or youth appointees to City Boards/Commissions	G - Civic Engagement