



EAST PALO ALTO CITY COUNCIL STUDY SESSION AGENDA

Saturday, February 3, 2024, 9:00 AM
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.

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1. **POLICY AND ACTION**

1.a **City Council Priority Setting for Fiscal Year 2024-2025**

Recommendation:

1. Review the FY 2023/24 through FY 2024/25 Strategic Priorities;
2. Solicit input from the community regarding the City Council's Strategic Priorities;
3. Discuss priorities and any modifications for the FY 2024/25 Work Plan, which makes up the second year of the FY 2023/24 through FY 2024/25 Strategic Priorities; and
4. Direct staff to return to the City Council for final adoption of the FY 2024/2025 City Council Strategic Priorities Work Plan.

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

This Notice of Availability of Public Records: All public records relating to an open session item which are not exempt from disclosure pursuant to the Public Records Act, that are distributed to the majority of the City Council will be available for public inspection at the City Clerk's Office, 2415 University Avenue, East Palo Alto, CA at the same time that the public records are distributed or made available to the City Council. Such documents may also be available on the East Palo Alto website www.cityofepa.org subject to staff's ability to post the documents prior to the meeting. Information may be obtained by calling (650) 853-3100.

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: January 30, 2024

ATTEST:

James Colin

City Clerk



EAST PALO ALTO CITY COUNCIL STAFF REPORT

DATE: February 3, 2024
TO: Honorable Mayor and Members of the City Council
VIA: Melvin E. Gaines, City Manager
BY: Brenda Olwin, Special Projects
Greg Henry, Senior Management Analyst
SUBJECT: City Council Priority Setting for Fiscal Year 2024-2025

Recommendation

1. Review the FY 2023/24 through FY 2024/25 Strategic Priorities;
2. Solicit input from the community regarding the City Council's Strategic Priorities;
3. Discuss priorities and any modifications for the FY 2024/25 Work Plan, which makes up the second year of the FY 2023/24 through FY 2024/25 Strategic Priorities; and
4. Direct staff to return to the City Council for final adoption of the FY 2024/2025 City Council Strategic Priorities 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 the City Council identifies as the highest priorities. The lead element of this



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process is the identification and selection of the top priorities of the Council. The Council Priorities serve as overarching focus areas that shape the direction of a community's projects and programs. Priorities flow from the community to the City Council and they encapsulate the most critical and impactful aspects that the community aims to address or achieve. By identifying and defining the named priorities, the City Council ensures staff remain focused on the highest community needs and provide necessary direction to the City Manager.

The Council held a Priority Setting session during its January 21, 2023, City Council Retreat and officially approved the Council Strategic Priorities for Fiscal Years 2023-24 and 2024-25 on April 18, 2023. In those meetings, the City Council identified the priorities listed in Figure 1.

Figure 1. FY 2023-24 & 2024-25 East Palo Alto Strategic Priorities



Following the identification of the Council Priorities, the Priority Setting process continues with setting the 2-Year Council Work Plan that establishes Council's direction to staff on major projects and initiatives that should be prioritized for available staffing resources in the context of maintaining essential functions, meeting operational needs, and accomplishing nondiscretionary projects, which include statutory requirements and critical continuing projects. Goals or projects identified within the Work Plan are organized under the seven key priorities. A goal-project is included in the Work Plan is because the project: (1) is of particular interest to Council; (2) advances Council's Strategic Priorities in a significant way; (3) and requires significant City resources to complete.

Some of the projects included in the Council work plan are nondiscretionary and would be undertaken regardless of being highlighted in the work plan (e.g., programs associated with the Housing Element update), and others are projects that originate from the Council strategic priorities planning process. The work plan includes major projects that will be substantively



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advanced during the work plan implementation period. However, some projects are not expected to be completed in a two-year time frame. Placing projects in the Council work plan facilitates focus and visibility as Council receives regular updates on and can easily monitor the progress of projects included in the work plan.

The Work Plan includes sub-goals, which are components of the named goal-projects which are significant enough to merit inclusion on the Work Plan. The current Work Plan has 64 named sub-goals.

The Work Plan is not intended to be a full measure of load on staff. This is because the Work Plan does not include operational activities or the abundant projects that are not significant enough to merit inclusion, but still require staff and fiscal commitments.

Analysis

Given that this is the second year of the two-year planning process, staff are not recommending major changes to either the priorities or the goals within. There are administrative changes proposed below, but there are only a minor number of additional projects identified by staff for Council's consideration.

Financial Overview

Financial Results for FY2022-23:

Staff recently reported that the City concluded FY2022-23 in a robust financial position. The General Fund recorded a \$5.3 million change in fund balance, resulting in an unassigned fund balance of \$22.4 million at the end of the fiscal year. As discussed during the related Council meeting, this positive outcome was primarily attributed to one-time factors such as the backfill of Property Tax VLF revenue and salary savings.

Maintaining the Status Quo:

Despite the positive financial trends over the past few years, recent forecasts and analyses indicate a slowdown in the City's major tax revenues, contrasting with the continued growth in operating expenditures, leading to a projected budget deficit in the General Fund for the next several years. As a reminder, the General Fund Adopted Budget for this current FY2023-24 remained balanced by reducing additional spending through departmental initiatives and freezing planned capital infrastructure funding of approximately \$1.5 million to \$2.0 million. Given this economic outlook, there is a compelling argument for maintaining a status quo budget for the current and upcoming fiscal years. While it may be challenging to introduce new projects and positions that increase ongoing operational costs, the City's robust financial position can support one-time projects and programs.

Administrative Updates

Attached as Administrative Updates is a description of the non-program changes to the document, introduced on January 23, as part of the Work Plan update. The attached Work Plan has incorporated those changes.



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Proposed New Projects

Most of the following projects are already underway and are included for consideration for being elevated to the Work Plan for visibility. There are 24 such projects. Additionally, there are 3 projects which have been mentioned by Councilmembers since the Work Plan was adopted and are included for consideration given the expressed interest. These projects include asterisks (*) below.

- **Promote Housing, Economic & Workforce Development**

1. *Revisit the West Side Area Plan Development Approval Process
2. Evaluate the Measure HH Employment Pilot Program:
(This is not a new project, but an independent component of the project to implement the Measure HH programs).
3. Complete the Ravenswood Business District/Four Corners Specific Plan Update
4. Implement the First Source Hiring Program:
(This is not a new project but is proposed to be separated from the previous project to implement the Measure HH and First Source Hiring Programs).
5. Streamline the ADU permitting process
6. Work with partners to complete construction of 965 Weeks/Colibri Commons
7. Update the Zoning Code to address permanent supportive housing, housekeeping units, residential care facilities, etc.as well objective design standards

- **Implement Comprehensive Transportation and Mobility Plan**

1. *Replace the temporary traffic circles on Pulgas Avenue with mini roundabouts:
Complete design and replace temporary traffic circles with mini roundabouts to enhance safety and aesthetics. (Goal – to complete by Q2 24/25 pending construction funds). Staff received grant funds to design mini roundabouts. The temporary traffic circles need to be upgraded or removed. Staff proposes to install mini roundabouts.
2. Construct Bus Stop Shelter Improvements using AHSC grant funds
3. Finalize the Addison Avenue Safe Routes to School and Green Infrastructure project
4. Construct the University Avenue at Runnymede Traffic Signal Improvements
5. Design the East Bayshore sidewalk improvements with grant funds
6. Secure funding to design the University Avenue Grand Corridor
7. Complete the Street Lighting Upgrade Project:
(70 streetlights and Clarke Avenue overcrossing)
8. Construct University Avenue safety improvements

- **Promote Health and Public Safety**

1. Develop the Police Department's Data Analytics Capacity:
(If awarded a pending grant, work with the County C3AI data project and California State University East Bay to study East Palo Alto crime trends, responses, and statistics).
2. Rehabilitate the O'Connor Pump station
(replace diesel engines and perform electrical upgrades with \$800K USEPA grant funds)



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3. Construct improvements to the San Francisquito Creek bank:
(Enforce the slope at San Francisquito creek to prevent further erosion).
 4. Upgrade the Stormwater System to meet State trash capture requirements:
(Full Trash Capture is mandated by the State Water Resources Control Board by 2025)
 5. Complete the update of the Environmental Justice (Health & Equity) Element of the General Plan
 6. Complete the update of the Safety Element of the General Plan
 7. Evaluate emergency shelter sites
- **Ensure Fiscal & Organizational Health**
 1. *Conduct a process to develop a five-to-ten-year strategic plan:
(During FY 2024/25, the City would engage in a process to develop a strategic plan beginning in FY 2025/26 that sets long-term strategic priorities but includes short term strategies or projects that would be updated bi-annually).
 - **Improve the City's Water Infrastructure**
 1. Develop a Water Infrastructure Financing Plan:
(The City received \$800,000 from the US Environmental Protection Agency through in FY 2023 Congressionally Directed Spending (FY 2023 Omnibus Appropriations Bill). The City will use these funds to hire a consultant to develop a water infrastructure financing plan that will outline an effective strategy for the City to leverage existing resources such as water capital improvement fees paid by ratepayers and grant funds to pay for needed water system improvements).
 2. Develop a water asset management database:
Update all water related assets into a GIS and asset management software system. (Goal – to be complete by Q4 23/24)
 - **Enhance Community Services and Parks for Residents**
 1. Construct the Joel Davis Park restroom
 2. Secure Bay Trail access at Rutgers Street:
(Work with SFPUC and MidPen to design and construct a new gate to access the Bay Trail at the end of Rutgers street).

Fiscal Impact

There is no fiscal impact for this item.

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



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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. Council Strategic Priorities Work Plan Update from January 23, 2024
2. Administrative Updates - Redline changes to Council Strategic Priorities Work Plan Update from January 23, 2024
3. Proposed new Council Strategic Priorities Work Plan incorporating proposed administrative updates

Promote Housing, Economic & Workforce Development				
Goal	Lead/Co-Lead	Status	Status Notes	
1 Implement Measure HH Employment & First Source Hiring Programs				
1.1 Launch program, monitoring and evaluation through early 2025	CDD	In-Progress	(1) Measure HH program consists of \$0.76M contracts with Street Code Academy, Job Train, and Live in Peace collaborating to create local workforce development and job training pilot programs. Programs are launched and status is updated quarterly and available online: https://www.ci.east-palo-alto.ca.us/econdev/page/measure-hh-pilot-workforce-development-program . Target Completion: August 2024. (2) First Source Hiring: Outside attorney to develop draft of program guidelines. Target Completion: November 2024.	
2 Continue to Implement the City's Affordable Housing Strategy				
2.1 Present TOPA/COPA recommendations and other opportunities to promote homeownership	CDD	In-Progress	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. Effort supported by a fellow (Partnership for the Bay's Future), CMO and CAO. Fellow will continue to look for funding opportunities and other ways to promote homeownership for remainder of fellowship period ending May 2024.	
2.2 Complete the updated Housing Element	CDD-CMO	In-Progress	Housing Element adopted by Council February 2023 and the third draft is currently in State review process. Item will be presented to Council approximately February 2024 after State completes 60 day review period. Effort supported by multiple city staff including CMO and CAO. Target Completion: Winter 2024.	
2.3 Implement the updated Housing Element	CDD	Operational	This project is considered an operational activity.	
2.4 Update Affordable Housing Strategy	CDD	In-Progress	Update the 2019-2023 Affordable Housing Strategy for the 2024-2028 period. Staff is initiating community outreach and draft of updated plan. Targeted Completion Plan Update: February 2024.	
(a) Identify future pipeline affordable housing projects			Part of 2.4 above. Notice of Funding Availability planned approximately June 2024.	
2.5 Establish Rent Registry for both stabilized and market-rate rental units.	CDD	In-Progress	Report to Council seeking program direction planned approximately March 2024. Issuance of draft request for proposal (RFP) for outside program management planned issuance June 2024. Staff are exploring potential registry options (meeting with other cities, speaking with vendors, etc.)	
3 Create an Economic Development Strategy Focusing on Small and Micro Businesses	CDD	On-hold	Planned issuance of request for proposals (RFP) for an Economic Development Strategy approximately March 2024.	
3.2 Ensure regional partners are fully engaged with supporting EPA businesses				
3.3 Work with local small and micro businesses to identify areas of greatest need/support				
3.4 Begin providing greater support for local businesses				
3.5 Develop an Economic Development Strategy for Council consideration and adoption				
4 Cummings Loft Small Business Administration Space Improvements	PW	In-Progress	The City was awarded a \$0.5M grant from the Small Business Administration to improve the former Redevelopment Agency's space at Cummings Loft for use as a local incubator space. City staff issued a request for design proposals - and to date have not received bid interest. Project will be re-advertised. Target Completion of design: December 2024.	
5 Implement Program to Distribute Community Resource Funds Grant	CMO	On-hold	This is a City-sponsored grant program. In May 2023, staff presented a framework for the program and Council directed that the funds be allocated to four different service areas. Staff will develop a request for proposal (RFP) once eligibility requirements and outcomes are defined. Target Completion: TBD	

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	PW	Complete	Practical short-term measures implemented and completed approximately Spring 2023.
1.2 Implement Mid-term Improvements as Identified in the Final Mobility Report	PW	In-Progress	Mid-term improvement elements to be implemented over 5+ years. \$1.0M grant applied for University Avenue Corridor improvements will study mid-term strategies. City in regular contact with other entities regarding Facebook Willow Village development.
1.3 Initiate a Parking Permit Pilot Program with an initial focus on addressing abandoned vehicles	PW	In-Progress	In collaboration with Police Department, tentative pilot program adoption by June 2024.
2 Begin Construction of the University Overpass Project			
2.1 Bid Construction documents	PW	Complete	Project Bidding complete in early 2023.
2.2 Construction phase of the project	PW	In-Progress	Contract awarded and construction began in Fall 2023. Target Completion: December 2024.
3 Analyze Funding Strategies for Public Infrastructure Including Streets, Parks, & Utilities			
3.1 Seek out design funding for East Bayshore sidewalk improvements from the SMCTA	PW	In-Progress	City awarded \$400,000 grant for design phase. Requests for proposals (RFP) for design services to be completed and advertised. Target Completion: December 2024.
3.2 Seek out construction funding for East Bayshore sidewalk improvements	PW	On-hold	Staff is actively seeking construction funds for the project. Remaining design funds (3.1 above) may be allocated toward construction costs.
3.3 Seek out Highway grant funds for University Ave. safety improvements	PW	In-Progress	City awarded \$1.2M grant and design phase is initiated. Design planned completion is April 2024. Construction estimated to occur August 2024 through February 2025.
3.4 Continue work with consultant to identify and apply for grants	PW	Operational	This project is considered an operational activity. With Ken Brown consultants, staff seek and review federal and state grant opportunities as occur. Currently, staff is at capacity to implement and build projects for several previously awarded grants.
3.5 Implement updated water capital surcharges	PW-CMO	Complete	Council adopted updated charges in March 2023.

Promote Health & Public Safety				
Goal		Lead/Co-Lead	Status	Status Notes
1	Enhance Flood Protection for Residents, Businesses, and Property Owners			
1.1	Coordinate with partner agencies to fund and complete Reach 2 improvements	PW	In-Progress	The Reach 2 Project is led and coordinated by the San Francisquito Creek (SFC) JPA. The total project cost estimate is \$60M, and is approximately 70% funded. The project consists of four main construction elements planned to occur between Summer 2024 and 2026. City staff are in contact with SFC-JPA and agency partners on a regular basis.
1.2	Implement \$22M Safer Bay Project Grant w/ San Francisquito Creek JPA	PW	On-hold	The Safer Bay Project is a multi-benefit, multi-jurisdictional collaboration led and coordinated by the SFC-JPA. The SFC-JPA is conducting technical and scientific studies in anticipation of releasing a draft Environmental Impact Report in 2025. The City has been awarded a FEMA grant of \$17.5M and provided \$4.5M in local match to support \$22M in local construction costs related to the project. City grant project is on-hold pending completion of other project phases.
1.3	Coordinate with City of Palo Alto on the Newell Street Bridge Replacement Project	PW	In-Progress	Represents a \$16M sub-project of the SFC-JPA Reach 2 Project above. City of Palo Alto is lead agency. Project plans and specifications complete, and currently seeking additional grant funding. East Palo Alto staff are working with Palo Alto to coordinate design completion. Upon design completion, the project will be bid for the construction phase in Summer 2024.
2	Resolve Sanitary District Incorporation Matter			
2.1	Implement necessary actions for LAFCo consideration of EPASD becoming City subsidiary	CMO-PW	In-Progress	On November 15, 2023 the LAFCO Board passed Resolution 1312, designating EPASD as a subsidiary district of the City of East Palo Alto. A number of steps remain, with currently unknown timelines and outcomes, in order to formally establish the District as a subsidiary of the City. Following establishment, the City is planning to engage West Bay Sanitary District to oversee operational functions. Process will require significant support in Finance and Public Works, particularly during the initial transition period.
3	Develop a Community Emergency Preparedness and Education Initiative			
3.1	Build EPA CERT Team Membership	PD	In-Progress	City engaging with Menlo Fire District to re-establish EPA CERT in accordance with regulatory emergency protocols. Target Completion: Fall 2024
3.2	Establish emergency communication protocols with community partners	PD	In-Progress	In coordination with Menlo Park Fire District, researching social media and emergency alert notification channels with planned community outreach efforts to expand information access. Target Completion: Summer 2024.
3.3	Update Disaster Preparedness Plan	PD	In-Progress	Currently researching plan format and regulatory requirements with goal of simplifying current plan for ease of reference and use. Target Completion: Summer 2024.

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	PW-FIN	In-Progress	This project is connected to Goal No. 2 above under Council Priority "Promote Public Health & Safety". Financing needs on-hold pending LAFCO decision. However, in addition to Sanitary Sewer operations, the City requires resources to provide cohesive oversight over all managed utilities (water, garbage and storm water management). Consideration of financing of utilities through rate increases or assessment districts is planned for 2024.
1.2	Analyze needs, strategies and community support for funding public infrastructure	CMO	In-Progress	With Lew Edwards consultants, City is conducting a series of community outreach meetings/communication to assess community interest related to both services and infrastructure. Target Completion: February 2024.
1.3	Perform Impact Fee Nexus Study	CMO-PW	In-Progress	Bid process complete and contract approved by Council in October 2023. Project kick-off implemented November 2023. Effort supported by temporary employee. Target Completion: July 2024.
2 Develop 10 Year Financial Projections				
2.1	Issue RFP to Hire Financial Projection Consultant	FIN	Complete	RFP complete and issued April 2023. Consultant hired and in contract.
2.2	Perform Study of Financial Projections	FIN	In-Progress	First phase of model-build issued and available for staff testing and revision process.
2.3	Prepare and Present Projections	FIN	In-Progress	Presentation planned for April 2024 Budget Message.
3 Plan and Implement an Enterprise Resource Planning (ERP) System				
3.1	ERP Implementation	FIN-CMO	In-Progress	In final planning implementation of Caselle accounting (G/L), payroll, and human resource systems. On-site training began October 2023, with go-live November/December 2023. Staff estimates significant training, and procedural and operational changes for approximately six to eight months following implementation. Implementation does not include other aspects of City's enterprise software systems, such as permitting system. As of December 31, 2023, 2,200 hours have been expended.
3.2	ERP Fully Implemented			
4 Focus on Staff Morale, Retention, Recruitment & Succession Planning				
4.1	Update the City's Personnel Policies and Procedures	CMO-HR	In-Progress	Draft document prepared. Citywide management and employee review process, including meet and confer elements, estimated to begin January 2024. Target Completion: Fall 2024. Effort supported by consultants, outside legal.
4.2	Launch Health & Wellness Initiative	CMO-HR	In-Progress	Launched outreach for virtual employee seminars; on-site health and wellness events first launch in October 2023. Effort supported by temporary employee.
4.3	Update the City's recruitment process	CMO-HR	Complete	Standardized operating procedures for the hiring process. Completed April 2023
4.4	Develop and Launch an Employee Training and Development Program	CMO-HR	In-Progress	Primarily consists of revamping employee orientation process, standardizing and auditing regulatory training requirements. New orientation standards implementation November 2023. Standardizing training implemented over six months phases beginning November 2023. Effort supported by temporary employee.
4.5	Issue RFP for Compensation Study	CMO-HR	On-hold	Project goal intended to be expanded to include and prioritize near-term capacity studies. Project initiation TBD.
5 Develop an Information Systems Master Plan				
5.1	Coordinate continuation or completion of contract services provided by Redwood City	CMO-IT	In-Progress	Redwood City agreed to a mid-term continuation plan. Staff expanding goal to include issuance of separate RFP to consider options for long-term operational needs. Target RFP Completion: January 2024.
5.2	Develop a citywide Information Systems Master Plan	CMO-IT	On-hold	Draft RFP prepared and under review; pending outcome of item 5.1 above.

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 2025	CMO	In-Progress	Current Water System Operator lease expires approximately April 2026, and current lease terms are under outside legal review. Project includes multi-departmental consideration of options for long-term operational needs, including RFP for consulting services to consider cost/considerations under differing options. Target Completion: March 2024.
2	Advance Key Water Infrastructure Projects			
2.1	Complete Construction of 12" Water Transmission Line on University Ave.	PW	In-Progress	Project construction planned to begin February 2024. Target Completion: November 2024
2.2	Complete Construction of Water Intertie at University/Woodland with Palo Alto	PW	In-Progress	Project construction planned to begin February 2024. Target Completion: July 2024
2.3	Identify Potential Locations for Additional Water Storage	PW	In-Progress	Staff preparing a request for proposal (RFP) to conduct a water tank siting study and provide analysis of options for water storage capacity of 3+ million gallons. Target Council Presentation: November 2024.
2.4	Investigate State and Federal Water Funding Opportunities, including WIFIA and DWSRF	PW-FIN	Operational	This project is considered an operational activity.
2.5	Proactively Design Additional Water Improvement Projects	PW	On-hold	This project involves working with the City's on-call consultant to design priority 1A water infrastructure projects identified in the Water Master Plan. This activity will begin upon completion of construction of the 12" watermain on University Avenue. (See 2.1 above)
2.6	Complete construction of 12" watermain on Weeks Street			Combined with 2.1 above.
2.7	Complete the woodland watermain gap project in addition to the water intertie			Combined with 2.2 above.

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			
1.1	Identify and implement comprehensive funding strategy	CMO-CS	On-hold	On-hold pending progress of 1.2 below and conclusion of Community Outreach project in February 2024. Rough construction estimates are approximately \$40M. The City applied for a \$10M grant, and has no identified funding source at this time.
1.2	Initiate & oversee facility planning and design	PW-CMO	In-Progress	City applied for, and was awarded, a \$1.5M grant for design of the Library. It is anticipated City may need additional local match to complete the design. Library design RFP issued October 2023. Award of a design contract is anticipated in February 2024.
2	Investigate Options for Developing County Vacant Property Located on Beech Street			
2.1	Endeavor to Finalize Acquisition of County-Owned Beech Street Property	CDD	In-Progress	In final phase of property exchange and acquisition details. Target Completion: February 2024.
2.2	Advance Parks Master Plan Vision for MLK Jr. Park and Beech Street Property	CMO-PW	In-Progress	City preparing CEQA analysis for Master Plan, including potential Beech Street expansion - estimated Council study sessions in Spring 2024.
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	In-Progress	Currently in discussions and exploring both interim and long-term site considerations. Target Completion: Winter 2024
3.2	Provide the Council recommendations for Police Department sites after October 2025	CMO	On-hold	On hold pending completion of 3.1 above. Site recommendations may include closed session presentation and negotiation.
3.3	Implement necessary actions to enable police department operations after October 2025	CMO	On-hold	On hold pending completion of 3.1 above.
4	Complete the City Hall Improvements Planning Process			
4.1	Resolve County consideration of 2415 University for City's exclusive or shared use	CMO	In-Progress	Continuing discussions.
4.2	Investigate potential partnership opportunities with future development projects	CDD-CMO	On-hold	On-hold pending completion of RBD Specific Plan, including related Impact Fee Study implications. Current economic conditions estimated to impact timing of available opportunities.
4.4	Bid and construct the City Hall TI at the former police evidence room	PW	On-hold	Workspace currently under County HVAC renovations. Staff is considering bidding this project together with PD and Tate facility improvements. Construction project estimated to begin Summer 2024.

Enhance Community Services and Parks for Residents				
Goal		Lead/Co-Lead		Status Notes
1 Foster Community Cultural Events & Activities				
1.1	Facilitate City Sponsored Events on Operational Basis	CMO-CS	Operational	This project is considered an operational activity. Total of eight events occurred in 2023; including City Anniversary celebration.
1.2	Consider organizational structure and external partnerships to best provide cultural events	CMO-CS	Operational	This project is considered 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			Refer to Goal 2.2 above under "Develop and Implement a Comprehensive Facilities Plan".
2.4	Advance Design of Bell Street Park Project in Partnership with Magical Bridge Foundation	CS-PW	On-Hold	Plan Phase I complete and project re-scaled and considered with community outreach. Phase II - on hold to consider best program outcomes.
2.5	Consider a pilot dog park program at an existing park or under utility power lines	CMO-CS	In-Progress	This sub-goal primarily is being considered with the MLK Park Expansion Plan. Refer to Goal 2.2 above under "Develop and Implement a Comprehensive Facilities Plan". For other potential sites, staff plans to engage community and vet potential options. Target Report Date: Spring 2024.
3 Focus on Youth Engagement				
3.1	Consider establishing a Youth Commission and/or youth appointees to City Boards/Commissions	CMO-CS	In-Progress	In September 2023, staff presented report and received Council direction to establish the framework for a Youth Commission. Staff is currently surveying surrounding communities and potential partners. Target Report Date: Spring 2024
3.2	Strengthen partnerships with outside organizations for comprehensive focus on youth issues	CMO-CS	On-hold	This goal on-hold pending 3.1 above, and upon completion of policy directives for Commission activities and oversight.
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 in discussion with school district to explore shared interests and potential financial options. Seeking shared facilities agreements with RSD. Target Report Date: Fall 2024.
4.2	Build Relationships with Foundations/Philanthropic Organizations to Identify Partnerships	CMO-CS	Operational	This project is considered an operational activity.

Administrative Changes to the Work Plan

Staff have made structural clarification and standardization changes to the Work Plan. These clarifications include:

- Striking through goal-projects identified as “Complete” (5 sub-goals), for removal in the next update.
 - o Implement Comprehensive Transportation and Mobility Plan
 - 1.1 Implement the Comprehensive Transportation and Mobility Plan, Implement Short-Term Improvements as Identified in the Final Mobility Report
 - 2.1 University Overpass Bid Construction Documents
 - 3.5 Implement Updated Water Capital Surcharge
 - o Ensure Fiscal & Organizational Health
 - 2.1 Develop 10 Year Financial Projects, Issue RFP & Hire Consultant
 - 4.3 Focus on Staff Morale, Retention, Recruitment & Succession Planning, Update to the City’s Recruitment Process
- Reframing or striking through the goal-projects identified as “Operational” status to standardize goals-projects to include a target or metric of accomplishment. (6 sub-goals), those struck through will be removed in the next update. Of the 6 sub-goals three are related to seeking funding, which is an ongoing constant effort by the Council, staff, stakeholders and community members.
 - o Promote Housing, Economic & Workforce Development
 - 2.3 Continue to Implement the City’s Affordable Housing Strategy, Implement the updated Housing Element.
 - o Implement Comprehensive Transportation and Mobility Plan
 - 2.2 Construction phase of the project is combined with 2. Construct University Bicycle/Pedestrian Overcrossing
 - 3.4 Analyze Funding Strategies for Public Infrastructure including Streets, Parks & Utilities, continue work with consultants to identify and apply for grants.
 - o Improve the City’s Water Infrastructure
 - 2.4 Advance Key Water Infrastructure Projects, Investigate State and Federal Water Funding Opportunities, including WIFIA & DWSRF
 - WIFIA shows up as a separate project – Develop a Water Infrastructure Financing Plan
 - o Enhance Community Services and Parks for Residents
 - 1 Foster Community Cultural Events and Activities including both Facilitating City Sponsored Events and Consideration of organization structure and external partnerships to best provide cultural events
 - 4.2 Engage with Community & Partner Agencies to Improve Educational Resources/Outcomes, Build Relationships with Foundations/Philanthropic Organizations to Identify Partnerships

- Reframing or renaming certain priorities to differentiate from the underlying goals and establish priorities as more comprehensive in scope.
 - o Promote Housing, Economic & Workforce Development
 - ~~Rename 4. Cummings Loft Small Business Administration Space Improvements~~ - Convert the City's Cummings Loft property into office space that could be used as a small business incubator
 - o Implement Comprehensive Transportation and Mobility Plan
 - ~~Rename 1.3 Initiate a Parking Permit Pilot Program with an initial focus on addressing abandoned vehicles~~ - Initiate a Parking Permit Pilot Program
 - ~~Rename 3. Analyze Funding Strategies for Public Infrastructure Including Streets, Parks, & Utilities~~ - Explore a potential public infrastructure revenue measure for the November 2024 Election
 - ~~Rename 3.1 Seek out design funding for East Bayshore sidewalk improvements from the SMCTA~~ - Design East Bayshore Sidewalk Improvement Project
 - ~~Rename 3.2 Seek out construction funding for East Bayshore sidewalk improvements~~ - Seek funding and construct East Bayshore sidewalk improvements
 - ~~Rename 3.3 Seek out Highway grant funds for University Ave. safety improvements~~ - Design University Ave safety improvements
 - Construct University Ave. safety improvements
 - o Promote Health and Public Safety
 - Remove Goal 1 Enhance Flood Protection for Residents, Businesses, and Property Owners
 - Promote 1.1 from a sub-goal and rename ~~Coordinate with partner agencies to fund and complete Reach 2 improvements~~ - Enhance Community Flood Protection through collaboration with SFCJPA on San Francisquito Creek Reach 2 improvements
 - Promote 1.2 from sub-goal and rename ~~Implement \$22M Safer Bay Project Grant w/ San Francisquito Creek JPA~~ - Enhance Community Flood Protection through collaboration with SFCJPA to implement the Safer Bay Project
 - Replace Goal 2 ~~Implement necessary actions for LAFCo consideration of EPASD becoming City subsidiary~~ with Transition EPASD from an independent organization to a City subsidiary. Description: If LAFCo were to EPASD's request for reconsideration on February 7, the City will likely take over governance of EPASD in June or July 2024. This transition would require the City to manage EPASD finances, billing and customer service, new service connections, day to day operations (through an operations agreement with West Bay Sanitary District) and manage sanitary capital projects. The initial process of taking over the District will place the greatest temporary resource load on the Finance Department.

- o Develop and Implement a Comprehensive Facilities Plan
 - ~~Rename 1.2 Initiate & oversee facility planning and design-Complete Library Design~~
 - Rename 1.1 Add Work with SMC Libraries to identify and implement a comprehensive funding strategy for library construction
- Re-grouping or combining certain goals, which are related or are subordinate to other listed goals, or which are simply a list of goal-phases.
 - o Promote Housing, Economic & Workforce Development
 - 2.4 (a) Identify future affordable housing projects, combined with 2.4 Update Affordable Housing Strategy
 - 3.2, 3.3, 3.4, 3.5 Sub-goals of 3. Create an Economic Development Strategy Focusing on Small and Micro Business are combined back with the Main goal.
 - o Implement Comprehensive Transportation and Mobility Plan
 - 2.2 Construction phase combined with the Goal 2. Construct University Bicycle/Pedestrian Overcrossing
 - 3.3 Design & Construct University Ave. Safety Improvements split into two sub-goals, Design and Construct.
 - o Ensure Fiscal & Organizational Health
 - 2.1, 2.2 & 2.3 Steps in the Financial Projections combined with main Goal 2. Develop 10 Year Financial Projections.
 - 3.2 ERP Fully Implemented combined with 3.1 ERP Implementation
 - o Improve the City's Water Infrastructure
 - 2.6 12" Watermain on Weeks combined with 2.1 12" water transmission line on University
 - 2.7 Woodland watermain gap project combined with 2.2 Water Intertie on University/Woodland

Promote Housing, Economic & Workforce Development				
Goal		Lead/Co-Lead	Status	Status Notes
1	Implement Measure HH Employment Program	CDD	In-Progress	(1) Measure HH program consists of \$0.76M contracts with Street Code Academy, Job Train, and Live in Peace collaborating to create local workforce development and job training pilot programs. Programs are launched and status is updated quarterly and available online: https://www.ci.east-palo-alto.ca.us/econdev/page/measure-hh-pilot-workforce-development-program . Target Completion: August 2024.
2	Continue to Implement the City's Affordable Housing Strategy			
2.1	Present TOPA/COPA recommendations and other opportunities to promote homeownership	CDD	In-Progress	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. Effort supported by a fellow (Partnership for the Bay's Future), CMO and CAO. Fellow will continue to look for funding opportunities and other ways to promote homeownership for remainder of fellowship period ending May 2024.
2.2	Complete the updated Housing Element	CDD-CMO	In-Progress	Housing Element adopted by Council February 2023 and the third draft is currently in State review process. Item will be presented to Council approximately February 2024 after State completes 60 day review period. Effort supported by multiple city staff including CMO and CAO. Target Completion: Winter 2024.
2.3	Implement the updated Housing Element	CDD	Operational	~~This project is considered an operational activity.~~
2.4	Update Affordable Housing Strategy	CDD	In-Progress	Update the 2019-2023 Affordable Housing Strategy for the 2024-2028 period. Staff is initiating community outreach and draft of updated plan. Targeted Completion Plan Update: February 2024.
2.5	Establish Rent Registry for both stabilized and market-rate rental units.	CDD	In-Progress	Report to Council seeking program direction planned approximately March 2024. Issuance of draft request for proposal (RFP) for outside program management planned issuance June 2024. Staff are exploring potential registry options (meeting with other cities, speaking with vendors, etc.)
3	Create an Economic Development Strategy Focusing on Small and Micro Businesses for City Council Consideration	CDD	On-hold	Planned issuance of request for proposals (RFP) for an Economic Development Strategy approximately March 2024.
4	Convert the City's Cummings Loft property into office space that could be used as a small business incubator	PW	In-Progress	The City was awarded a \$0.5M grant from the Small Business Administration to improve the former Redevelopment Agency's space at Cummings Loft for use as a local incubator space. City staff issued a request for design proposals - and to date have not received bid interest. Project will be re-advertised. Target Completion of design: December 2024.
5	Implement Program to Distribute Community Resource Funds Grant	CMO	On-hold	This is a City-sponsored grant program. In May 2023, staff presented a framework for the program and Council directed that the funds be allocated to four different service areas. Staff will present an updated framework to the City Council on 2/23/2024. develop a request for proposal (RFP) once eligibility requirements and outcomes are defined. Depending on Council direction on February 23, implementation of Community Resource Grant activities will likely occur throughout FY 2024-25

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	PW	Complete	Practical short-term measures implemented and completed approximately Spring 2023.
1.2	Implement Mid-term Improvements as Identified in the Final Mobility Report	PW	In-Progress	Mid-term improvement elements to be implemented over 5+ years. \$1.0M grant applied for University Avenue Corridor improvements will study mid-term strategies. City in regular contact with other entities regarding Facebook Willow Village development.
1.3	Initiate a Parking Permit Pilot Program	PW	In-Progress	In collaboration with Police Department, tentative pilot program adoption by June 2024.
2	Construct University Bicycle/Pedestrian Overcrossing			
3	Explore a potential public infrastructure revenue measure for the November 2024 Election	CMO	In-Progress	The City entered an agreement with the Lew Edwards group who oversaw a community poll and focus group sessions to gauge community priorities and support for revenue measures in 2023. In March 2024, additional polls will be conducted that test specific revenue measures and funding priorities. Depending on the polling results the City will work toward passing a measure in November 2024.
3.1	Design East Bayshore Sidewalk Improvement Project	PW	In-Progress	City awarded \$400,000 grant for design phase. Requests for proposals (RFP) for design services to be completed and advertised. Target Completion: December 2024.
3.2	Seek funding and construct East Bayshore sidewalk improvements	PW	On-hold	Staff is actively seeking construction funds for the project. Remaining design funds (3.1 above) may be allocated toward construction costs.
3.3	Design University Ave. safety improvements	PW	In-Progress	City awarded \$1.2M grant and design phase is initiated. Design planned completion is April 2024.
A	Construct University Ave. safety improvements	PW	In-Progress	Construction estimated to occur August 2024 through February 2025.
3.4	—Continue work with consultant to identify and apply for grants	PW	Operational	~~This project is considered an operational activity. With Ken Brown consultants, staff seek and review federal and state grant opportunities as occur. Currently, staff is at capacity to implement and build projects for several previously awarded grants.~~
3.5	—Implement updated water capital surcharges	PW-CMO	Complete	~~Council adopted updated charges in March 2023.~~

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	PW	In-Progress	The Reach 2 Project is led and coordinated by the San Francisquito Creek (SFC) JPA. The total project cost estimate is \$60M, and is approximately 70% funded. The project consists of four main construction elements planned to occur between Summer 2024 and 2026. City staff are in contact with SFC-JPA and agency partners on a regular basis.
1.2	Enhance Community Flood Protection through collaboration with SFCJPA to implement the Safer Bay Project	PW	On-hold	The Safer Bay Project is a multi-benefit, multi-jurisdictional collaboration led and coordinated by the SFC-JPA. The SFC-JPA is conducting technical and scientific studies in anticipation of releasing a draft Environmental Impact Report in 2025. The City has been awarded a FEMA grant of \$17.5M and provided \$4.5M in local match to support \$22M in local construction costs related to the project. City grant project is on-hold pending completion of other project phases.
1.3	Coordinate with City of Palo Alto on the Newell Street Bridge Replacement Project	PW	In-Progress	Represents a \$16M sub-project of the SFC-JPA Reach 2 Project above. City of Palo Alto is lead agency. Project plans and specifications complete, and currently seeking additional grant funding. East Palo Alto staff are working with Palo Alto to coordinate design completion. Upon design completion, the project will be bid for the construction phase in Summer 2024.
2	Resolve Sanitary District Incorporation Matter			
2.1	Transition EPASD from an independent organization to a City subsidiary	CMO, CAO, PWD, Finance		Assuming LAFCo denies EPASD's request for reconsideration on February 7, the City will likely take over governance of EPASD in June or July 2024. This transition will require the City to manage EPASD finances, billing and customer service, new service connections, day to day operations (through an operations agreement with West Bay Sanitary District) and manage sanitary capital projects.
3	Develop a Community Emergency Preparedness and Education Initiative	PD/CMO	In-Progress	
3.1	Build EPA CERT Team Membership	PD	In-Progress	City engaging with Menlo Fire District to re-establish EPA CERT in accordance with regulatory emergency protocols. Target Completion: Fall 2024
3.2	Establish emergency communication protocols with community partners	PD	In-Progress	In coordination with Menlo Park Fire District, researching social media and emergency alert notification channels with planned community outreach efforts to expand information access. Target Completion: Summer 2024.
3.3	Update Disaster Preparedness Plan	PD/CMO	In-Progress	Currently researching plan format and regulatory requirements with goal of simplifying current plan for ease of reference and use. Target Completion: Summer 2024.

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	PW-FIN	In-Progress	This project is connected to Goal No. 2 above under Council Priority "Promote Public Health & Safety". Financing needs on-hold pending LAFCO decision. However, in addition to Sanitary Sewer operations, the City requires resources to provide cohesive oversight over all managed utilities (water, garbage and storm water management). Consideration of financing of utilities through rate increases or assessment districts is planned for 2024.
1.2	Analyze needs, strategies and community support for funding public infrastructure	CMO	In-Progress	With Lew Edwards consultants, City is conducting a series of community outreach meetings/communication to assess community interest related to both services and infrastructure. Target Completion: February 2024.
1.3	Perform Impact Fee Nexus Study	CMO-PW	In-Progress	Bid process complete and contract approved by Council in October 2023. Project kick-off implemented November 2023. Effort supported by temporary employee. Target Completion: July 2024.
2 Develop 10 Year Financial Projections				
				A 10-year financial projection model for a municipality serves as a strategic planning tool, aligning fiscal policies with community goals, aiding in risk management, and communicating financial plans to residents. This comprehensive tool assists in capital budgeting, enabling efficient resource allocation and providing insights into long-term financial sustainability for the municipality. The first phase of the model has been issued and is staff revisions, expected presentation to Council in the April 2024 Budget Message
3 Plan and Implement an Enterprise Resource Planning (ERP) System				
				In final planning implementation of Caselle accounting (G/L), payroll, and human resource systems. On-site training began October 2023, with go-live November/December 2023. Staff estimates significant training, and procedural and operational changes for approximately six to eight months following implementation. Implementation does not include other aspects of City's enterprise software systems, such as permitting system. As of December 31, 2023, 2,200 hours have been expended.
4 Focus on Staff Morale, Retention, Recruitment & Succession Planning				
4.1	Update the City's Personnel Policies and Procedures	CMO-HR	In-Progress	Draft document prepared. Citywide management and employee review process, including meet and confer elements, estimated to begin January 2024. Target Completion: Fall 2024. Effort supported by consultants, outside legal.
4.2	Launch Health & Wellness Initiative	CMO-HR	In-Progress	Launched outreach for virtual employee seminars; on-site health and wellness events first launch in October 2023. Effort supported by temporary employee.
~~4.3~~	~~Update the City's recruitment process~~	~~CMO-HR~~	~~Complete~~	~~Standardized operating procedures for the hiring process. Completed April 2023~~
4.4	Develop and Launch an Employee Training and Development Program	CMO-HR	In-Progress	Primarily consists of revamping employee orientation process, standardizing and auditing regulatory training requirements. New orientation standards implementation November 2023. Standardizing training implemented over six months phases beginning November 2023. Effort supported by temporary employee.
4.5	Issue RFP for Compensation Study	CMO-HR	On-hold	Project goal intended to be expanded to include and prioritize near-term capacity studies. Project initiation TBD.
5 Develop an Information Systems Master Plan				
5.1	Coordinate continuation or completion of contract services provided by Redwood City	CMO-IT	In-Progress	Redwood City agreed to a mid-term continuation plan. Staff expanding goal to include issuance of separate RFP to consider options for long-term operational needs. Target RFP Completion: January 2024.
5.2	Develop a citywide Information Systems Master Plan	CMO-IT	On-hold	Draft RFP prepared and under review; pending outcome of item 5.1 above.

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 2025	CMO	In-Progress	Current Water System Operator lease expires approximately April 2026, and current lease terms are under outside legal review. Project includes multi-departmental consideration of options for long-term operational needs, including RFP for consulting services to consider cost/considerations under differing options. Target Completion: March 2024.
2 Advance Key Water Infrastructure Projects				
2.1	Complete Construction of 12" Water Transmission Line on University Ave.	PW	In-Progress	Project construction planned to begin February 2024. Target Completion: November 2024
2.2	Complete Construction of Water Intertie at University/Woodland with Palo Alto	PW	In-Progress	Project construction planned to begin February 2024. Target Completion: July 2024
2.3	Identify Potential Locations for Additional Water Storage	PW	In-Progress	Staff preparing a request for proposal (RFP) to conduct a water tank siting study and provide analysis of options for water storage capacity of 3+ million gallons. Target Council Presentation: November 2024.
2.4	~~Investigate State and Federal Water Funding Opportunities, including WIFIA and DWSRF~~	~~PW-FIN~~	~~Operational~~	~~This project is considered an operational activity.~~
2.5	Proactively Design Additional Water Improvement Projects	PW	On-hold	This project involves working with the City's on-call consultant to design priority 1A water infrastructure projects identified in the Water Master Plan. This activity will begin upon completion of construction of the 12" watermain on University Avenue. (See 2.1 above)

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	PW-CMO	In-Progress	City applied for, and was awarded, a \$1.5M grant for design of the Library. It is anticipated City may need additional local match to complete the design. Library design RFP issued October 2023. Award of a design contract is anticipated in February 2024.
1.1	Work with the SMC Libraries to identify and implement a comprehensive funding strategy for library construction	CMO	In-Progress	Rough construction estimates are approximately \$40M. The City has not secured funding yet. The City unsuccessfully applied for a \$10M State grant. The City continues to partner with SMCL and the SMCL Foundation on efforts to fundraise for library construction. This includes participation in a fundraising task force and helping conduct a fundraising feasibility study led by Lotus consulting.
2	Investigate Options for Developing County Vacant Property Located on Beech Street			
2.1	Endeavor to Finalize Acquisition of County-Owned Beech Street Property	CDD	In-Progress	In final phase of property exchange and acquisition details. Target Completion: February 2024.
2.2	Advance Parks Master Plan Vision for MLK Jr. Park and Beech Street Property	CMO-PW	In-Progress	City preparing CEQA analysis for Master Plan, including potential Beech Street expansion - estimated Council study sessions in Spring 2024.
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	In-Progress	Currently in discussions and exploring both interim and long-term site considerations. Target Completion: Winter 2024
3.2	Provide the Council recommendations for Police Department sites after October 2025	CMO	On-hold	On hold pending completion of 3.1 above. Site recommendations may include closed session presentation and negotiation.
3.3	Implement necessary actions to enable police department operations after October 2025	CMO	On-hold	On hold pending completion of 3.1 above.
4	Complete the City Hall Improvements Planning Process			
4.1	Resolve County consideration of 2415 University for City's exclusive or shared use	CMO	In-Progress	Continuing discussions.
4.2	Investigate potential partnership opportunities with future development projects	CDD-CMO	On-hold	On-hold pending completion of RBD Specific Plan, including related Impact Fee Study implications. Current economic conditions estimated to impact timing of available opportunities.
4.4	Bid and construct the City Hall TI at the former police evidence room	PW	On-hold	Workspace currently under County HVAC renovations. Staff is considering bidding this project together with PD and Tate facility improvements. Construction project estimated to begin Summer 2024.

Enhance Community Services and Parks for Residents			
Goal	Lead/Co-Lead		Status Notes
1 Foster Community Cultural Events & Activities			
1.1 — Facilitate City Sponsored Events on Operational Basis	CMO-CS	Operational	This project is considered an operational activity. Total of eight events occurred in 2023; including City Anniversary celebration.
1.2 — Consider organizational structure and external partnerships to best provide cultural events	CMO-CS	Operational	This project is considered 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			Refer to Goal 2.2 above under "Develop and Implement a Comprehensive Facilities Plan".
2.4 Advance Design of Bell Street Park Project in Partnership with Magical Bridge Foundation	CS-PW	On-Hold	Plan Phase I complete and project re-scaled and considered with community outreach. Phase II - on hold to consider best program outcomes.
2.5 Consider a pilot dog park program at an existing park or under utility power lines	CMO-CS	In-Progress	This sub-goal primarily is being considered with the MLK Park Expansion Plan. Refer to Goal 2.2 above under "Develop and Implement a Comprehensive Facilities Plan". For other potential sites, staff plans to engage community and vet potential options. Target Report Date: Spring 2024.
3 Focus on Youth Engagement			
3.1 Consider establishing a Youth Commission and/or youth appointees to City Boards/Commissions	CMO-CS	In-Progress	In September 2023, staff presented report and received Council direction to establish the framework for a Youth Commission. Staff is currently surveying surrounding communities and potential partners. Target Report Date: Spring 2024
3.2 Strengthen partnerships with outside organizations for comprehensive focus on youth issues	CMO-CS	On-hold	This goal on-hold pending 3.1 above, and upon completion of policy directives for Commission activities and oversight.
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 in discussion with school district to explore shared interests and potential financial options. Seeking shared facilities agreements with RSD. Target Report Date: Fall 2024.
4.2 — Build Relationships with Foundations/Philanthropic Organizations to Identify Partnerships	CMO-CS	Operational	This project is considered an operational activity.