Report Type: Consent Calendar  
Meeting Date: 7/11/2011

Council Priority: City Finances, Community Collaboration for Youth Well-Being, Emergency Preparedness, Environmental Sustainability, Land Use and Transportation Planning

Summary Title: City Council Priorities Quarterly Report

Title: City Council Strategic Priorities Quarterly Report for the Period Ending June 30, 2011

From: City Manager

Lead Department: City Manager

**Recommendation**

Approval of the City Council Strategic Priorities Quarterly Report for the period ending June 30, 2011.

**Executive Summary**

The City Council adopted Council priorities earlier this year on January 22, 2011.

**Background**

The City Council was provided a report in April of this year that included a master list of the Council priorities and key goals under each priority. At that time, Staff indicated they would provide quarterly update reports to the City Council. The enclosed report is the first quarterly update report on the progress of the priorities for the period April to June 2011. The report includes the original information, plus the current status and next steps for each priority. The City Council will receive the next report in early October for the period of July to September 2011.

**Attachment**

City Council Strategic Priorities Quarterly Report Summary, April 1 to June 30, 2011
Attachments:

- Attachment A - Strategic Priorities Quarterly Report (PDF)

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City Manager Approval: James Keene, City Manager
City of Palo Alto 2011
Strategic Priorities Quarterly Report

July 11, 2011
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For the period ending June 30, 2011

City of Palo Alto, City Manager’s Office
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2011 Strategic Priorities Summary

A. City Finances (CF) 💰

Goals
1. Complete labor negotiations with all major bargaining groups
2. Complete refuse fund study and stabilization
3. Complete economic development strategic plan
4. Execute new budget and fiscal measures to help ensure long-term financial stability
5. Infrastructure Blue Ribbon Commission to complete analysis of the City’s long-term infrastructure needs and report to the City Council

B. Emergency Preparedness (EP) 🚑

Goals
1. Conduct community exercise
2. Evaluate a secondary electrical transmission line source
3. Implement recommendations of Foothills Fire Management Plan
4. Implement Office of Emergency Services (OES) restructure
5. Improve Emergency Operations readiness

C. Environmental Sustainability (ES) 🌿

Goals
1. Evaluate construction of composting digester or alternatives
2. Evaluate plan to introduce electric vehicle (EV) charging stations at commercial sites, residential sites, and City facilities
3. Establish formal collaboration with Stanford University
4. Explore methods to integrate Palo Alto Green into City sustainability programs
5. Prepare Urban Forest Master Plan

D. Land Use & Transportation Planning (LUTP) 🌿

Goals
1. Complete strategies and plans at the Development Center (DC) to improve customer service and accountability
2. Complete draft Rail Corridor Study outlining measures to provide for community land use, transportation, and corridor urban design
3. Complete Stanford University Medical Center Renewal and Replacement Project
4. Substantially complete update of the City’s Comprehensive Plan Amendment/Housing Element Update and 2 Area Concept Plans
5. Facilitate, in cooperation with local and regional agencies and organizations, the development of a short and long-term action plan to sustain Caltrain
6. Actively participate, in preparation of, regional Sustainable Communities Strategy (SB375), and Regional Housing Needs Allocation (RHNA)
7. Prepare Pedestrian and Bicycle Master Plan update
E. Youth Well Being (YWB)

Goals
1. Implement Project Safety Net
2. Monitor fundraising for Magical Street Bridge
A. City Finances (CF) $

Executive Summary:

City finance strategies form the foundation for the City Council identified priorities. A stable financial picture in the short and long-term ensures the City’s ability to deliver on all five Council priorities. Sound City finances are integral to Palo Alto’s quality of life.

A key principle of the City’s finance objectives is to provide for the City’s finances in the near and long-term. For example, the City negotiates labor agreements on a periodic basis, and the contracts envisioned during this cycle are ones where the City plans to make meaningful long-lasting changes to key City legacy costs (e.g., pension and health care). The City is working toward developing a sustainable business model for funding ongoing infrastructure needs while eliminating a major backlog of City projects. These efforts will take time, yet this investment is well worth the effort. This work will result in improving the overall high quality of life that Palo Alto citizens have come to rely and expect from their City government. Identified below are goals for Fiscal Year 2011.

1. Develop and execute new human resource contracts that help the City manage its labor costs to a sustainable level over the long-term.

2. Execute an economic development program that supports and creates new municipal revenue streams to support vital City services, and positions the City for the 21st century innovation economy.

3. Outline a comprehensive initiative to fund ongoing infrastructure maintenance, and the existing backlog of City projects. A quality infrastructure base is vital to the community’s quality of life, and attracting and sustaining a robust business base to support City services.

4. Explore in-depth available potential revenues, along with expenditure reductions that enable the City to create a long-term sustainable fiscal ecosystem for the City to maintain and ultimately enhance City service delivery and quality of life. The solution to the City’s finances should be multi-dimensional, incorporate new or enhanced revenues, reset long-term labor contracts, and use new methods to deliver City services.
1. Project: Complete labor negotiations with all major bargaining groups
   Department: Human Resources Department
   Project lead: Interim Human Resources Director
   Project start date: May 2010
   Target completion date: December 2011

   Background and description:

   In 2009, the City took the lead among Bay Area public agencies by initiating steps in contract negotiations with Service Employees International Unit (SEIU) and Management and Professional employees to implement a two-tier retirement benefit. The new benefit changed the retirement formula for new hires to 2% @60. The City also implemented an employee medical contribution with non-public safety employee groups (e.g., management, professionals, and SEIU employees). Over the past year, the City has been involved in difficult negotiations with two out of the four public safety unions: International Association of Firefighters (IAFF) Local 1319, and the Palo Alto Police Manager’s Association (PAPMA). The other two sworn safety units will begin contract negotiations in spring 2011. Many existing benefits were negotiated over an extended period of time and are long established. These are challenging negotiations to address in a short period of time.

   In 2010, Council reaffirmed the importance of attracting and retaining a quality workforce but emphasized the critical need to balance this objective with a commitment to sustainable employee compensation. In addition, Council directed that systemic problems and issues be addressed with systemic solutions. As described in the City’s input to the Santa Clara County Grand Jury Report, the City agreed that unsustainable employee costs must be aligned with available resources, taking into consideration the City’s significant infrastructure needs and the public’s expectation of services. As demonstrated by its balanced budgets, minimal use of reserves, AAA credit rating, and excellent annual outside audits, the City prides itself on responsible financial stewardship and management. The City fully intends to maintain these best practices and adjust costs and revenues as needed. Progress is dependent on the City’s success in its collaboration with employee units. The City must abide by contractual obligations of its labor contracts, as well as legal requirements to meet, confer, and bargain in good faith over matters within the scope of representation. This places real and practical constraints on the City’s ability to move forward with changes it may believe necessary, but which are subject to negotiation. The City strives to reach agreements that ensure a sustainable financial future, and one which provides excellent services to the community. Identified below are goals for Fiscal Year 2011.

   1. PAPMA is a new bargaining unit. The City and PAPMA are in negotiations to create their first Memorandum of Understanding (MOU).
   2. The City has been negotiating with the Fire Fighters’ Association since May 2010. The City determined that a further productive movement toward a negotiated agreement cannot be reasonably expected after eight months of negotiations, and declared impasse on February 15, 2011. This action initiated a binding interest arbitration of the unresolved issues. Dates for Arbitration have been set for the Fall.
   3. The City typically negotiates with the Fire Chiefs’ Association after the Fire Fighters’ negotiations’ conclude. Given the lack of progress as described above, the City will initiate negotiations with the Fire Chiefs in spring 2011 with the goal of reaching an agreement in Fiscal Year 2012.
   4. The City and SEIU will meet in spring 2011 to prepare a successor agreement that is scheduled to expire on June 30, 2011.
5. Palo Alto Police Officers' Association (PAPOA) deferred their scheduled wage increase in FY 2010 for one year to provide relief to the City’s budget and negotiated an additional year on their existing contract for a new expiration date of June 30, 2011. Negotiations o begin in the Spring, 2011.

Current status:

The City continues in negotiations with PAPMA to create their first Memorandum of Understanding (MOU.) The City reached impasse in negotiations with IAFF/Palo Alto Firefighters in February 2011. Arbitration hearing is scheduled in September 2011. The City has continued with informal discussions in hope of reaching agreement in accordance with Council direction. Negotiations with the Fire Chiefs’ Association was initiated in May 2011. The City reached an agreement with SEIU to rollover SEIU’s contract, keeping its existing terms, and extending the contract until June 30, 2012. The City held preliminary off-the-record discussions with PAPOA in the Spring of 2011, with formal negotiations targeted to begin in July 2011.

Next steps:

The City will begin formal negotiations with PAPOA in July 2011. The Utilities Management and Professional Association of Palo Alto (UMPAPA) is a new unit. The City certified UMPAPA in May 2011 and will begin negotiations in July 2011.
2. Project: Complete refuse fund study and fund stabilization
   Department: Public Works Department
   Project lead: Interim Public Works Director
   Project start date: August 2010
   Target completion date: December 2011

   Background and description:
   Studying the Refuse Fund and executing a plan to balance and stabilize the fund is one goal identified by the Council. This enterprise fund supports a large array of City services including garbage, recyclables, compostable collection, disposal, street sweeping, household hazardous waste services, and supporting City-owned facilities. City-owned facilities include the Recycling Center and the Palo Alto Landfill and Composting Facility. Due to multiple factors, such as the success of the City's zero waste services, downturn in economy, and use of reserve funds, the Refuse Fund financial health has been compromised. Identified below are goals for Fiscal Year 2011.

   1. Rebuild the Refuse Fund’s Rate Stabilization Reserve to a level that meets established guidelines. This includes ensuring balanced annual operating budgets and establishing a stable annual revenue stream.
   2. Assess and realign refuse rates among users. The City is finalizing a Cost of Service Study. The results of this study will be used to evaluate the current refuse rate structure, and help make recommendations for changes.
   3. Continue to work towards zero waste. The City has made great strides towards reaching this goal, and much of its success is connected to the Refuse Fund conservation pricing rate structure.

   Current status:
   Major progress has been made this fiscal year in returning the Refuse Fund to financial health and stability. Fiscal Year 2011 revenues are matching expenditures for the first time since Fiscal Year 2008, and reserves are no longer decreasing. The Palo Alto Landfill is being closed with substantial savings to follow. Short and Long-term time schedules have been developed to place the Refuse Fund on a trajectory to full sustainability.

   Next steps:
   A major set of analysis will be presented to the Council on July 6, 2011 with refuse rate changes to ensure financial health in Fiscal Year 2012. The Cost of Service Study is anticipated to be completed in fall 2011.
3. **Project: Complete economic development strategic plan**

   Department: City Manager’s Office  
   Project lead: Economic Development Manager  
   Project start date: January 2011  
   Target completion date: December 2011

**Background and description:**

Economic development is nearly always a strategic priority for local municipal business retention and business expansion. Business attraction strategies have direct correlation to revenues and City services. Stable and predictable revenues are critical to the community’s quality of life. Identified below are goals for Fiscal Year 2011.

1. Develop new revenue streams and innovative uses for under-utilized City owned properties.  
2. Provide leadership in the outreach and messaging for the Development Center (DC) restructuring process.  
3. Outreach to the City’s largest revenue generating and most innovative companies.  
4. Create emerging technologies demonstration and pilot partnerships program partnerships, especially with innovative green/clean tech companies.  
5. Enhance the City’s Doing Business webpage and create engaging and effective marketing collateral geared towards the City’s diverse business environment (i.e. retention and attraction of different market segments), and transition to electronic marketing.

**Current status:**

A draft of the Economic Development Strategic Plan was presented to the Policy & Services Committee in March 2011. A second iteration was brought forward to the Committee in June 2011. In the meantime, work has progressed on all of the above items:

1. A plan has been developed at the staff level on a revenue generating use for a City-owned small parcel and will be returning to the Council in fall 2011.  
2. The DC restructuring effort continues, and there has been significant outreach to the business community and press from the Economic Development Team. Staff will be bringing recommendations for the DC improvements to the Council at the August 1, 2011 meeting. Recommendations include a recommendation for central management of all DC operations, including utility and public works functions.  
3. The Economic Development Team has targeted many of the City’s largest revenue generating and several innovative companies for outreach. Staff has made numerous contacts by email, phone, and in person. In many cases, solutions to issues have been orchestrated by the Economic Development Team, including many companies expanding or re-locating to Palo Alto.

**Next steps:**

A third iteration of the plan will be brought forward in September 2011 with the idea to separate the larger policy discussion and the actual team plan. While the policy discussion is expected to be ongoing, the plan and outlined deliverables, including those prioritized above, are expected to move forward as a City Manager directive.
4. **Project: Execute new budget and fiscal measures to help ensure long-term financial stability**

Department: Administrative Services Department  
Project lead: Chief Financial Officer  
Project start date: May 2011  
Target completion date: Fall 2011

**Background and description:**

The City currently completes and uses a Long-Range Financial Forecast (LRFF). The forecast provides actual financial data for the most recent completed budget year, adopted and projected financial data for the current budget year, and projected financial data looking forward ten years (to 2021). The LRFF is used to project and quantify a baseline projection of revenues, expenditures, cash flows, and fund balance for the General Fund. The forecast enables the City to take steps to plan for potential revenue and expenditure increases/decreases, and future liabilities and costs (e.g., health care and PERS pensions). The forecast enables policy makers to evaluate financial impacts of potential initiatives and to plan ahead to ensure the long-term fiscal stability of the City. To achieve fiscal stability it is critical for revenues to exceed expenditures on an ongoing basis. The LRFF shows a snapshot of the expected ten-year relationship between revenues and expenditures to enable corrective action to be taken if needed. The forecast helps community members understand the organization’s present and future financial capabilities and resource allocations to support services and programs. Coupled with the City’s annual budget documents, the LRFF provides an invaluable source of financial information for those interested in the City’s financial plan.

The plan allows the City to evaluate potential new revenues, expenditure reductions, and service options that can achieve a stronger more sustainable budget. For example, last year the City made substantial changes to its PERS pension plan by moving to a new two-tier formula (2% @ 60) for non-safety personnel. In addition, the City will be implementing an employee contribution to healthcare this year, which will reduce the City’s healthcare expense immediately. The City needs to execute additional measures to ensure long-term financial sustainability. Identified below are goals for Fiscal Year 2011.

1. Identify new, potential revenue sources including preparation of a report outlining various potential revenue options, the pro’s and con’s of each option, and estimated potential revenues. Potential new revenues options include but are not limited to ambulance service subscription tax, business operations tax, City-wide parcel tax, increase in property transfer tax, and increase in utility users tax.
2. Develop plans to address increased employee compensation (salary and benefit) costs, and develop plans to share cost increases with employees.
3. Identify additional operational efficiencies, such as contracting out City services, exploring potential partnerships with existing non-profit organizations and non-governmental organizations, adjacent cities, and other governmental organizations. Also consider establishing partnerships with regional public agencies on the Peninsula to jointly act to deliver services and programs.
   a. Analyze and review organizational structure for potential functional consolidation options (e.g. placing all maintenance functions within one department), and consolidation options with regional agencies that may provide similar services to the City (e.g. public safety and dispatch services).
   b. Consider the potential ability to civilianize certain public safety management positions.
   c. Consider an exclusive towing services contract in the City.
d. Explore contracting out fleet maintenance and utility billing services.
e. Explore partnerships with private entities and/or Friends Groups for cost sharing for community services.

4. Identify a long-term sustainable financial model to address the City’s infrastructure backlog, and develop a model to fund infrastructure preventive maintenance. This model will be developed in coordination with the Infrastructure Blue Ribbon Commission (IBRC) and presented to the Finance Committee.

**Current status:**

Staff is working on a draft report and anticipates providing the report to the Council in the fall 2011. The timing is based on coordination between this report and a draft report from the IBRC.

**Next steps:**

Completion of the report is anticipated in fall 2011.
5. Project: Infrastructure Blue Ribbon Commission to complete analysis of the City’s long-term infrastructure needs and report to the City Council

Department: City Manager’s Office
Project lead: Deputy City Manager
Project start date: November 2010
Target completion date: December 2011

Background and description:

The Infrastructure Blue Ribbon Commission (IBRC) was established to make recommendations to the Council to address the City’s current infrastructure backlog. The IBRC will return to the Council in the fall 2011 after considering the following list of questions:

1. What is the complete listing of the City’s infrastructure backlog and future needs? What criteria should be used to prioritize this list?
2. Are there ways the City’s infrastructure needs can be prioritized into five year increments that can be financed and effectively implemented given current Staffing resources?
3. What are potential financing mechanisms that could be used to address the City’s infrastructure needs? Should there be a one-time financing mechanism or some ongoing source of infrastructure funding? What are the options for each of these choices?
4. Is a bond measure the best mechanism for funding the infrastructure backlog? If so, when should this move forward and how could it be structured?
5. How can public/private partnerships be leveraged as an infrastructure funding mechanism?
6. How are project cost estimates developed and are these in alignment with other local jurisdictions?
7. How do Enterprise Fund infrastructure projects intersect with General Fund infrastructure projects?

Current status:

The IBRC divided into three sub-committees and analyzed the project’s problems. Information was gathered via surveys, Staff interviews, meetings with other cities, and individual members’ research. Staff and IBRC Commissioners developed the most detailed and extensive needs assessment database prepared to date. On May 17, 2011 Staff and four IBRC Commissioners toured multiple City parks, bike paths, streets, bridges, and medians to view examples of the infrastructure backlog and needs.

Next steps:

The three IBRC sub-committees are preparing reports and a Council study session is being scheduled in July 2011. A draft report from the IBRC is anticipated in September 2011, with a final report returning to Council in December 2011.
B. Emergency Preparedness (EP)

Executive Summary:

The City, like any community in the Bay Area, is susceptible to a variety of natural hazards including earthquakes, floods, wild-land fires, and man-made disasters. The City is committed to protecting life, property, and the environment through a number of activities including preplanning, training, rapid emergency response, and public safety education. Identified below are goals for Fiscal Year 2011.

1. The City will conduct one major community emergency preparedness exercise. Staff will work with community groups to plan and host a full-scale exercise which will include multiple neighborhood groups and City departments. This exercise will be consistent with accepted national exercise guidelines.

2. The City will evaluate and complete a feasibility analysis and report on alternatives for a secondary electrical transmission source. The new transmission source will be established in a separate geographical area that would eliminate the possibility of a single contingency outage interrupting power to the City.

3. Implement recommendations of the Foothills Fire Management Plan to address treatment and mitigation measures that are required to ensure the viability of evacuation routes and protect life and property.

4. Implement the Office of Emergency Services (OES) restructuring, and focus on four key readiness areas: preparedness, mitigation, response, and recovery.

5. Improve emergency operations readiness per the City’s Emergency Operations Plan. The City will work to better coordinate all City facilities and personnel to respond in a coordinated and cohesive fashion.
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1. **Project: Conduct community exercise**
   
   **Department:** Police Department  
   **Project lead:** Acting Public Safety Director  
   **Project start date:** January 2011  
   **Target completion date:** September 2011

**Background and description:**

The City and the community seek to improve response time to major incidents. A coordinated, well-planned response requires an exercise component in order to rehearse and clarify Staff and resident roles. Such exercises are building blocks in support of a strategic, multi-year training and exercise plan. Deliverables identified are as follows, and not in rank order:

1. City departments will work with volunteer groups and external stakeholders to develop the scope, purpose, objective, and scenario for a City/community exercise.  
2. Identify a joint community/Staff exercise design team to coordinate/manage the exercise, and support community resilience.  
3. Encourage participation within community groups and volunteer organizations.  
4. Manage exercises which will evaluate the following: 1) intra-City communications; 2) sharing real-time communications with external stakeholders; and 3) internal emergency preparedness procedures.  
5. Develop an after-action report and corrective action plan post-exercise.

**Current status:**

In 2010, the Palo Alto Neighborhoods (PAN) community group, under the leadership of Lydia Kou, pioneered the first post-major-earthquake scenario called Quakeville. Residents "camped" in a local park which simulated the immediate aftermath and illustrated some of the challenges that could arise. In 2011, PAN will partner with the City, via the Palo Alto/Stanford Citizen Corps Council, to involve residents and Staff (police, fire, public works, utilities, etc.) in an expanded Quakeville community exercise.

**Next steps:**

The Training and Exercise Design Team (TEDT), part of the City's adoption of the Homeland Security Exercise and Evaluation Program (HSEEP), includes Lydia Kou and subject matter experts Sergeant Wayne Benitez, Sergeant Scott Savage, and Officer Ken Dueker. The TEDT has met several times to define the scope and objectives of the exercise. Next steps will be to define the "vignette" scenarios that will include the Block Preparedness Coordinator (BPC) program communicating with the new Mobile Emergency Operations Center (MEOC). A series of BPC training classes, neighborhood-level training sessions, and mini-drills have been ongoing, in preparation for the big event.
2. Project: Evaluate a secondary electrical transmission line source
   Department: Utilities Department
   Project lead: Utilities Director
   Project start date: July 2010
   Target completion date: December 2011

   Background and description:
   In February 2010, the City had electricity interrupted to the entire service area for over ten hours. This outage was due to an airplane leaving the Palo Alto Airport striking Pacific Gas and Electric (PG&E) transmission lines. The purpose of this initiative is to investigate alternatives to install a secondary electrical transmission source to the City. The new transmission source would be established in a separate geographical area that would eliminate the possibility of a single contingency outage interrupting power to the City. Identified below are goals for Fiscal Year 2011.

   1. Continue coordinating with PG&E and the Independent System Operator (ISO) on including a transmission line connecting PG&E’s Ames Substation to Palo Alto’s Adobe Creek Substation. This project would be part of PG&E’s system plans to improve transmission service in the Bay Area.
   2. Continue discussions with Stanford University on a project that would connect the City’s Quarry Substation to Stanford’s Substation, and to the Stanford Linear Accelerator’s 230 kV Substation.
   3. Prepare a report for Council on viable alternatives for providing a secondary transmission source and take action per Council direction.

   This project is expected to take between three and six years to complete once a viable alternative is determined due to planning and environmental requirements for a transmission facility.

   Current status:
   The California Independent System Operator (CAISO) submitted its draft plan in April 2011. The draft plan did not recommend that the Ames to Adobe Creek Substation line be installed in the current planning year. CAISO continues to review this alternative and it may be included in future planning years.

   Next steps:
   As a result of this recommendation, the City proposed that the CAISO consider an alternative transmission line connecting the SLAC Substation to the Quarry Road Substation. The City met with the CAISO in June 2011 and identified numerous issues requiring further resolution. Additional meetings are planned and negotiations are ongoing. The City will continue to include Stanford University in discussions with the ISO regarding the review of the alternate proposal.
3. **Project: Implement recommendations of Foothills Fire Management Plan**
   Department: Fire Department  
   Project Lead: Acting Public Safety Director  
   Project Start Date: January 2011  
   Target Completion Date: Ongoing

**Background and description:**

In 2009, the City commissioned a study to evaluate the fire potential in the wildland-urban interface. The study revealed that there are treatment and mitigation measures that are required to ensure the viability of evacuation routes and to protect life and property. Identified below are goals for Fiscal Year 2011.

1. Extend consultant’s contract to assist Staff in implementing the Foothills Fire Management Plan.  
2. Submit the application to classify the Foothills Fire Management Plan as a Community Wildfire Protection Plan; explore grant eligibility under Community Wildfire Protection Plan to fill the estimated $715,000 obligation.  
3. Seek Public Works Capital Improvement Program for ongoing mitigation activities to implement recommendations.  
4. Host three educational sessions for residents to review the community’s role in mitigation, prevention, response, and recovery.  
5. Apply for CALFIRE Work Crew as one option to assist in mitigating identified hazards in the Foothills Fire Management Plan.

**Current status:**

Staff issued a new scope of work with the City’s consultant Wildland Resource Management, Inc. The scope included implementation plans, using a fiscally-constrained environment, which identified possible cost-saving alternatives for some abatement processes and possible grant funding (e.g., California Fire Safe Grants). The application was successful, and the plan has been accepted as a Community Wildfire Protection Plan. A City consultant will help identify grant funding. Capital Improvement Project (CIP) funding for $200,000 has been identified in Fiscal Year 2012. Staff is planning three public educational meetings, which will cover homeowner fire mitigation (defensible space laws), the Block Preparedness Coordinator (BPC) program, and evacuation. The use of CALFIRE Work Crews is anticipated to be covered in subsequent funding options.

**Next steps:**

Following CIP funding allocation and to ensure work is prioritized based on Plan priorities, Staff will form an interdepartmental team, including Wildland Resource Management Inc., to coordinate the implementation and develop a work plan. The work plan will include biological surveys and treatment prescriptions.
4. **Project: Implement Office of Emergency Services (OES) restructure**
   Department: City Manager’s Office/Police Department
   Project lead: Assistant City Manager/Acting Public Safety Director
   Project start date: May 2011
   Target completion date: Fall 2011

   **Background and description:**
   In October 2010, the City Manager’s Office commissioned a study to review the City’s practices in emergency management. A consultant was hired by the City to conduct a gap analysis and make recommendations to improve emergency/disaster readiness. The consultant interviewed key stakeholders, inspected critical infrastructure, and reviewed emergency planning procedures. Staff and the consultant presented recommendations to the Council at a study session held in spring 2011.

   The report examined how the City and community can improve in the four key emergency/disaster readiness categories: preparedness, prevention, response, and recovery. The report examined the appropriate staffing and structure for these emergency preparedness activities. The consultant presented recommendations that can enhance the City’s coordination with the community.

   **Current status:**
   The OES consultant report was completed and reviewed by the Council and the Palo Alto/Stanford Citizen Corps Council (CCC) in April 2011. In May, the Council's Finance Committee voted to fund the implementation of the report. The Finance Committee recommended the following actions: 1) hiring a OES Director; 2) funding one OES Coordinator position; 3) funding one administrative assistant position; 4) funding the recommended hazard studies (such as HazUS); and 5) creating a separate OES budget and structure.

   **Next steps:**
   Staff, with continued input from the CCC, seeks to move forward with the hiring process for the OES Director. The report identified numerous high-priority projects for the OES Director, including completing various emergency plans, improving the City’s Emergency Operations Center, implementing training for City staff, and optimizing City-sponsored volunteer programs. Outreach and interviews for the OES Director is anticipated to occur in the Third Quarter of the current Fiscal Year.
5. Project: Improve emergency operations readiness

Department: Police Department
Project lead: Acting Public Safety Director
Project start date: January 2011
Target completion date: Ongoing

Background and description:

The City seeks, per its Emergency Operations Plan to “incorporate and coordinate all facilities and personnel...into an efficient organization, capable of responding in a coordinated and cohesive fashion.” To better achieve this objective, the City will make a number of improvements in training, equipment, and technology. Deliverables identified are as follows, and not in rank order:

1. Staff will implement a multi-year, training and exercise plan designed to engage the community and improve response capabilities.
2. Enhance interoperable communications and further develop virtual consolidation of dispatch with neighboring communities.
3. Identify and seek grant funding for support equipment for emergency response operations. Staff will explore regional partnerships and support joint planning initiatives, such as the pending National Disaster Resiliency Center at NASA Moffett Field.
4. Develop and implement training for Staff on personal and family emergency preparedness.

Current status:

In September 2010, Staff held a study session with the Council. Numerous projects and plans for improvement were identified, including the role of the new Palo Alto/Stanford Citizen Corps Council (CCC), and the importance of regional efforts, such as the National Disaster Resiliency Center at Moffett Field. Multi-discipline training, such as Urban Shield, was discussed.

Staff efforts to improve the Emergency Operations Plan and training include the following:

Homeland Security Exercise and Evaluation Program (HSEEP): develop Multiyear Training & Exercise Plan (MTEP); create Training and Exercise Design Team (TEDT); create a comprehensive, multi-entity Training Calendar; interface with regional TEDTs; hold joint-planning meetings with community stakeholders.

Regional Cooperation: Officer Dueker is the City’s liaison to regional training groups and exercises, including the Great Shake Out and Urban Shield; continue to support nascent National Disaster Resiliency Center at NASA, Moffett Field; review Section 13 of the September 2010 study session report regarding other regional initiatives.


Emergency Operations Center: Staff are evaluating transition to Mobile Emergency Operations Center (MEOC) as the primary EOC.

Support of other Council Priorities: It should be noted that some of the community-based efforts are supportive of youth well being. For example, the 41 Developmental Assets encourages the City to create volunteer opportunities for youth. This same objective is part of the CCC. The integration of businesses and business districts as “neighborhoods”, as part of the Block Preparedness Coordinator Program, supports the City finances priority.
The ongoing contraction in sales tax revenue increases the burden on public safety to attract visitors and shoppers to the City. Many revenue sources may be “fragile”, as a criminal incident or other emergency could disproportionately harm such entities or areas. Due effort is appropriate to aid the private sector in its preparation, response, and recovery. Officer Dueker is working with the Stanford Shopping Center and Stanford Hospital in joint exercises and on a hazards vulnerability analysis. Further, Officer Dueker is coordinating with Thomas Fehrenbach to expand this activity to other private sector partners.

**Next steps:**

When the OES restructuring is complete, the City will start a long-term process to improve its resilience. The new OES Director will be tasked with surveying the existing situation, studying best practices, and formulating a strategic plan for the next several years. While there are many areas of improvement, it should be noted that the City’s Block Preparedness Coordinator Program and CCC were key factors in the Red Cross awarding the City with a 2011 Innovative Heroes Award.

An opportunity for Palo Alto is to be an innovative leader by establishing a solar-powered, off-the-grid wireless network for disaster recovery: the Community Disaster Network (CDN). One objective of the CDN is to allow real-time event reporting and information sharing among all levels of community response and volunteer structures. During a major storm, when phone and electrical lines are impaired, a Block Preparedness Coordinator could survey neighbors and fill out an online report form on their laptop computer (or even iPad®) via the CDN. This information would then be relayed to the City’s EOC and other key locations, all without the time-consuming and laborious paper forms and voice-radio methods currently employed.
C. Environmental Sustainability (ES)

Executive Summary:

Environmental sustainability is a core value and ongoing priority for the City. The City has been a leader in this area in the Bay Area metropolitan region and in North America. The City is a Certified Green Business and has adopted a Climate Protection Plan (CPP), Sustainability Policy, Palo Alto Green Program, and continues to make strides in reducing greenhouse gas emissions (GHG). One recent example is the initial installation of LED streetlights in the City. Identified below are goals for Fiscal Year 2011.

1. Continue to look at the City’s utility plant operations for methods and strategies to increase the ability to reduce GHG. This year a major focus will be to look at the financial practicality of new composting digesters or other alternatives to reduce GHG’s.

2. Fleet operations and gas vehicles are a major contributor to GHG emissions. Staff will explore the ability to install electric vehicle charging stations at various locations in the City to facilitate and encourage the use of electric vehicles.

3. Stanford has a robust sustainability program and several initiatives underway and ongoing in this area. Stanford is a leader in research and development of green technologies and practices. The City will explore developing a more formal collaborative relationship with Stanford to determine if there are synergies and potential partnerships to enable both entities to leverage combined efforts to be leaders in sustainable communities.

5. The residents of Palo Alto have embraced many green practices on their own and with the encouragement of the City. This includes recycling, use of available transit options (e.g., Caltrain), planting of trees, and many other homegrown initiatives. The City has a number of sustainability programs and engages in practices to encourage sustainability in the community. This initiative will provide a focused effort in looking at strategies and tactics to leverage knowledge, resources, and talent to build a more sustainable community.

6. Palo Alto is a City with a considerable urban forest canopy. This canopy provides considerable environmental and community quality of life benefits to the community. A master plan will enable the City to create a long-term plan for managing and enhancing this significant asset, and help the City meet its sustainability goals.
1. **Project: Evaluate construction of composting digester or alternatives**

   Department: Public Works Department  
   Project lead: Interim Public Works Director  
   Project start date: October 2010  
   Target completion date: October 2011

**Background and description:**

Evaluating alternatives for handling the City’s organic residuals (e.g., yard trimmings, food scraps, and wastewater solids) is a critical goal of the Council’s environmental sustainability priority. Identified below are goals for Fiscal Year 2011.

1. Hire a consultant to evaluate a dry anaerobic digestion system.  
2. Prepare an applicable level EIR, focused on 8-9 acres of Byxbee Park, adjacent to the City’s Regional Water Quality Control Plant.  
3. Conduct a Preliminary Analysis before completion of the study.  
4. Explore energy conversion technologies in conjunction with the Regional Water Quality Control Plant long range facilities planning.  
5. Explore partnering with local agencies within 20 miles of Palo Alto.

**Current status:**

The Preliminary Feasibility Analysis was completed on time and vetted in a series of public and Council meetings. Proponents and opponents of a Palo Alto facility on the Landfill/Byxbee Park site had extensive comments on the analysis. Comments were also received on the alternative regional sites in the South Bay Area.

**Next steps:**

The key comments on the Preliminary Analysis were addressed and a draft Feasibility Study was discussed by City Council at its June 27, 2011 Council meeting. A full study is anticipated to return to the Council in fall 2011.
2. **Project: Evaluate plan to introduce electric vehicle (EV) charging stations at commercial sites, residential sites, and City facilities**

   Department: City Manager’s Office  
   Project Lead: Assist to the CM for Sustainability  
   Project start date: 2011  
   Target completion date: EV chargers installed July 2011; remainder of goals will continue through the end of the year

**Background and description:**

Electric vehicles (EVs) are being introduced in the marketplace, and require new charging infrastructure. Encouraging the use of EVs will reduce the community’s greenhouse gas emissions (GHG), and help meet the Council approved Climate Protection Plan goal of reducing municipal and community GHG emissions by 15% below 2005 levels by 2020. Having publicly accessible EV charging stations at City facilities is one way of encouraging the adoption of EVs.

The City has undertaken a number of steps to facilitate the adoption of EVs. Staff has provided charger technology and permitting requirement information to customers on the installation of chargers in homes. An assessment of long-term EV penetration in town has been undertaken, and in September 2009, the Utilities Advisory Commission (UAC) received a report assessing the potential impacts of EVs on the distribution system. Staff concluded that no short-term capacity problems were expected. Longer term, if several households within close proximity of each other purchased electric vehicles, some larger transformers and secondary conductors may need to be installed to alleviate localized capacity restraints. The Utilities department will continue to monitor charger installation locations in the City. EV charging is being encouraged in the City’s Building Code. Staff has applied for and obtained two State grants totaling $35,000 to install EV chargers at publicly available facilities. A number of charging stations are anticipated at libraries utilizing Measure N bond funds. Identified below are goals for Fiscal Year 2011.

1. Staff plans to return to the UAC and the Council with a number of policy level questions. These may include:
   a. How can the City best leverage private capital to install EV chargers?  
   b. Should free EV charging be provided at City facilities to the public?  
   c. Should the employee commute program include incentives for EV charging?  
   d. How can the City best deploy charging stations and optimally utilize the limited parking space available downtown for EV charging?  
   e. What is the role of the Utilities Department in installing EV chargers?  
   f. Should the Utilities department offer time-differentiated residential electric retail rate for EV owners to encourage charging during evening hours in order to reduce the adverse impacts on the electrical grid and distribution system?

2. Determine how to best leverage State grant funds to install EV chargers in publicly available facilities, and explore the possibility of leveraging private equity capital to provide the funding shortfall. EV chargers cost between $2,500 and $100,000 each, depending on charging speed and between $1,500 and $50,000 each to install depending on proximity to electric service and other location-specific conditions.
3. Determine locations to install chargers. There are two charging spots at City Hall and the Alma Parking Garages; however, these are older charger technologies. Staff anticipates installing three of the newer chargers at the same locations, while maintaining the older chargers for a few more years. A faster Level 3 charger is being considered at the street level on Hamilton Avenue in front of City Hall, but would cost significantly more than the Level 2 chargers. Other public parking areas are being evaluated for EV charger installations.

4. A Request for Proposal (RFP) to solicit proposals from the private sector to optimally deploy EV chargers is planned. This RFP will provide an option for the private sector to utilize the grants, and add their own funds to install, own, and operate charging stations in town, and provide a franchise fee to the City for utilizing public space.

5. Many of these goals will be accomplished by December 2011, with all goals expected to be completed by June 2012.

Current status:

A multi-departmental task force has been created and meets monthly to help develop an EV policy and resolve related issues including: the installation of new and maintenance of existing EV chargers in city facilities, developing a fee structure for using City EV chargers, developing an expedited permit and inspection process for residential and business customers, and determining appropriate locations throughout Palo Alto for City or privately owned EV chargers.

The internal task force is taking advantage of secured grant offerings from the Department of Energy (DOE), California Energy Commission (CEC) and the Bay Area Air Quality Management District (BAAQMD) to install chargers at publicly accessible locations. The first is a ChargePoint America Program (DOE funded) grant that will provide the City with five Coulomb - Level 2 chargers. A portion of the installation cost will be offset by a grant from the Bay Area Air Quality Management District (BAAQMD) and the remainder will be paid for by the Utilities Department. The five Coulomb – Level 2 chargers were received in June and will be installed in July in the following locations:

<table>
<thead>
<tr>
<th>No.</th>
<th>Downtown Garage</th>
<th>No. of Chargers</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>City Hall</td>
<td>2</td>
<td>A-Level</td>
</tr>
<tr>
<td>2</td>
<td>Bryant Street</td>
<td>2</td>
<td>Level 2</td>
</tr>
<tr>
<td>3</td>
<td>Alma/High Street (South)</td>
<td>1</td>
<td>Level 2</td>
</tr>
</tbody>
</table>

At the April 27, 2011 UAC meeting, the commission provided feedback regarding the Utility’s and the City’s role with respect to EVs. The UAC supports cost recovery for EV-related capital expenses and electricity. In addition, the UAC supports the development of time of use rates to encourage evening charging providing relief to the distribution system. To the extent that private funds are available, the UAC did not encourage City-owned and operated EV charging stations.

The internal task force presented to the Planning and Transportation Commission in late June 2011 to get their feedback on EV related policies, EV charging station signage, and parking plan related issues.
Next steps:

The internal task force continues to thoroughly review all related EV issues and is developing a comprehensive EV policy. Council approval of this policy will be sought in the fall of 2011. After adoption of the policy and determination of the City’s role in the development of the EV charger infrastructure, Staff will recommend whether to pursue any additional grant funds for EV chargers and where funds will come from for costs not covered by grant funds.

A third grant from the CEC, in the amount of approximately $26,000, is still available for EV charging station installations throughout Palo Alto. Rather than invest the funding in additional EV charging station infrastructure, the internal task force has opted to solicit private-sector input in the development of an EV Charging Station Program through a two-step RFP process that will be released in summer 2011. Staff believes that releasing the RFP will help the City better understand the EV market, and therefore make better decisions regarding infrastructure.
3. **Project: Establish formal collaboration with Stanford University**

   Department: City Manager’s Office
   Project lead: Deputy City Manager
   Project start date: 2011
   Target completion date: December 2011, but partnership will be ongoing

**Background and Description:**

Stanford University represents the most progressive and innovative research in the area of sustainability and climate change. Palo Alto can leverage its green initiatives through enhanced collaboration with Stanford. Stanford has many programs engaged in sustainable innovation. These include the Precourt Institute, the Woods Institute for the Environment, and Sustainable Stanford. While informal relations exist with Stanford, the City could develop strategic relations around sustainability, allowing for resource sharing, best practices, and internship opportunities. Identified below are goals for Fiscal Year 2011.

1. Organize a Sustainability Partnership Summit open to the public, including Stanford and City panelists.
2. Organize a formal site visit to Y2E2, including key Staff in Planning, Utilities, and Public Works, highlighting innovative construction and facilities management techniques utilized by Stanford.
3. Develop volunteer internship programs for at least one sustainable initiative.

**Current Status:**

The Assistant to the City Manager for Sustainability met with the Office of Government and Community Relations and the Department of Sustainability and Energy Management at Stanford University. The group determined there were three main connection points which could be explored and expanded to ferment a stronger relationship between Stanford University and the City. They are internships or academic exchange, faculty knowledge or City projects, and intra - departmental development or utility relationships.

**Internships / Academic Exchange** - There have been and continue to be numerous Stanford students completing internships in the City. The team discussed formalizing the effort or process by having an annual event where the students will present what they learned in their internship.

**Faculty Knowledge / Projects** - There are a few faculty/student projects that have occurred, including one at the WQTP with Professor Craig Criddle, which is expanding into the second phase of research. The team discussed documenting some of these projects and honoring them and/or asking them to present their project/results in a larger forum to develop a better connection between academic work and the community. The team will explore the idea of incorporating this at an event at the Woods Institute for the Environment. Staff is looking into ways to make the procurement process for projects with Stanford researchers more streamlined.

**Intra - Departmental Relationships** - There are existing working relationships between City departments, such as the Utilities and Public Works departments and their counterparts at Stanford. This could also include projects such as the Zipcar project or the Stanford Hospital. Many of these relationships have a sustainability focus or are related to sustainability initiatives. Staff discussed the idea of formalizing and publishing this information.
Next Steps:

The City will have a number of Stanford interns which Staff will work with to develop an event scheduled at the end of summer 2011. In late summer, the Assistant to the City Manager for Sustainability and individuals from the Office of Government and Community Relations, Department of Sustainability and Energy Management, and the Woods Institute at Stanford University will reconvene to review the comprehensive lists of the main connection points and discuss a public event/summit in the late fall/early winter 2011.

This summer, Stanford University and the City will begin the second phase of research to reduce salinity in recycled water and enhance irrigation use. The City and Stanford University will begin to develop decision models for extracting resources from wastewater under the national Science Foundation grant. This fall the City and Stanford University will attempt to establish a Public-Private Partnership Agreement, under which to continue collaborative research on other wastewater resource recovery and urban water infrastructure issues.
4. **Project: Explore methods to integrate Palo Alto Green into City sustainability programs**

   Department: City Manager’s Office  
   Project lead: Assistant to the CM for Sustainability  
   Project Start Date: 2011  
   Target Completion Date: 2012

**Background and Description:**

The City offers numerous sustainability programs, including PaloAltoGreen, which is one of the most recognized and progressive renewable energy programs the Utilities department offers. Following the Stanford model of an interdisciplinary approach to sustainability, the City could begin to integrate various projects and activities such as emergency preparation, economic development, and greenhouse gas reductions. Identified below are goals for Fiscal Year 2011.

1. Explore connections to broaden the City’s renewable energy and sustainability programs. Employ the triple bottom line principles in a variety of programs.
2. Bring community groups (such as the Citizen Core Council) together with sustainability groups (such as Community Environmental Action Partnerships) to explore issues affecting both, including the community’s preparedness in a changing climate.
3. Hold study sessions with the Council, Planning and Transportation Commission (PTC), and climate change experts to understand policy implications of rising sea levels and other effects of global climate change.

**Current Status:**

In April 2011, Staff developed and presented to Council a comprehensive list of sustainability programs and initiatives that the City has under taken or is participating in. This multi-departmental inventory is a starting point in which to integrate the many initiatives and management tool to see where Staff may need to expand or reduce initiatives.

Staff is reviewing opportunities to develop a multi-department sustainability team whose goal would be to provide an integrated, seamless approach to promoting sustainable behaviors. This team will seek out opportunities to work across departments, and with various community groups. Staff is developing a strategy to implement a comprehensive multi-departmental outreach education plan for the public. The first step in the plan is for a sustainability webpage which would link many of the efforts together.

Last year, Staff held a study session with the PTC to discuss including sustainability in the revision to the Comprehensive Plan. This discussion included incorporation of both mitigation (actions which reduce long-term risk and hazards of climate change) and adaptation (actions which mediate potential changes due to climate change, including sea level rise).

Staff is working with the Community Environmental Action Partnership (CEAP) and other community groups, such as Palo Alto Neighborhoods (PAN), Acterra, and Transition Palo Alto to help build partnerships. CEAP is in support of a community meeting or Council study session to discuss the issues of adaptation in Palo Alto. Staff is working with CEAP to reach out to local climate change experts to bring this together as a community engagement.
The Assistant to the City Manager for Sustainability is exploring opportunities to better collaborate with the Coordinator of Homeland Security & Public Outreach in the newly formed Office of Emergency Services (OES) to see if their community outreach, including collaboration with PAN and the Citizen Core Council could be expanded to include outreach for the City’s sustainability programs. The key concept is that green initiatives can directly support community disaster resilience. Staff is working on submitting a federal funding request for a grant to purchase a solar powered generator from a local company for the Mobile Emergency Operations Center (MEOC).

Another possible case for solar power is the Community Disaster Network (CDN). CDN is an off-the-grid WiFi network that will allow first responders, other City staff, and Block Preparedness Coordinator Program community volunteers a means to efficiently exchange information, even when the phone lines, power grid, and Internet may be impaired.

**Next Steps:**

This summer Staff will work on developing a new sustainability webpage. Staff will work with CEAP and other community groups for a fall 2011 event or study session focusing on adaptation. In fall 2011, Staff anticipated the awarding of federal funding for the purchase of a solar powered generator for the MEOC. By winter 2011, Staff will meet with the PTC to further develop the discussion of sustainability in the revision to the Comprehensive plan.
5. **Project: Prepare Urban Forest Master Plan**  
   Department: Planning and Community Environment  
   Project lead: Director, Planning and Community Environment  
   Project start date: December 2010  
   Target completion date: November 2011  
   
   **Background and description:**  
   The Urban Forest Master Plan, partially funded by a grant from the California Department of Forestry (CalFire), is intended to provide a strategic plan to help the City conserve and renew its urban forest, to establish procedures and protocols to enhance the effectiveness of City operations and maintenance, and to provide for consistent and effective monitoring of the urban forest. Identified below are goals for Fiscal Year 2011.  
   
   1. Continue to provide for the protection of the environment, including trees, creeks, wildlife, and open space.  
   2. Enhance the City’s environmental sustainability objectives, including the Climate Protection Plan.  
   3. Ensure that the City has an accurate and complete picture of its urban forest.  
   4. Establish the urban forest as an asset and part of the City’s valuable infrastructure.  
   5. Engage the community as stewards of the urban forest.  
   
   The process and timeline for preparation of the Urban Forest Master Plan began in December 2010, when the City contracted with Hort Science, Inc. In January 2011, Staff conducted a successful online survey to which 650 residents responded. During January and February 2011, Staff interviewed over 100 Staff members from all relevant departments. On February 7, 2011, the City’s consultant introduced the project to the Council at a study session. Future public meetings and hearings will be scheduled to accommodate further review of the draft plan and adoption by the Council.  
   
   **Current status:**  
   A preliminary draft of the Master Plan was submitted to CalFire in late May 2011. CalFire has reviewed the document and indicated its support for the direction of the Plan. The Plan satisfies requirements for reimbursement of the City’s $66,000 grant. Working with the City’s consultant, Staff will be working through the summer to revise and complete the draft, and then will schedule community meetings and hearings with boards, Commissions, and Council in the fall.  
   
   **Next steps:**  
   In September 2011, Staff and the City’s consultant will revise the draft plan and hold a community workshop. The Parks and Recreation Commission and Planning and Transportation Commission will hold meetings in October 2011. In November 2011, the Urban Forest Master Plan is tentatively scheduled to return to the Council for adoption.
D. Land Use & Transportation Planning (LUTP)

Executive Summary:

Land use and transportation are key indicators of quality of life in Palo Alto. The overarching principle of the City’s land use and transportation objectives is to provide for sustainable development and services: growth, rehabilitation, and services that are sustainable in economic and fiscal terms, as well as in environmental respects. The City desires to develop in ways that promotes the efficient delivery of services, assures high quality development and design, protects and broadens the City’s tax and revenue base, preserves and enhances key environmental attributes, minimizes energy and water use, and promotes transportation alternatives such as walking, bicycling, and transit. Identified below are goals for Fiscal Year 2011.

1. Complete strategies and plans at the Development Center (DC) to improve customer service and accountability.

2. Complete draft Rail Corridor Study outlining measures to provide for community land use, transportation, and corridor urban design.

3. Complete the Stanford University Medical Center (SUMC) Facilities and Replacement Project.

4. Substantially complete the update of the City’s Comprehensive Plan Amendment/Housing Element Update and 2 Area Concept Plans.

5. Continue monitoring High Speed Rail (HSR) activities and collaborative work with Peninsula cities and regional agencies. Staff to work on a short-term and long-term action plan to sustain Caltrain.

6. Actively participate in the preparation of the regional Sustainable Communities Strategy (SB375), Regional Housing Needs Allocation.

1. **Project: Complete strategies and plans at the Development Center to improve customer service and accountability**

   Department: Planning and Community Environment  
   Project lead: Planning Director  
   Project start date: July 2010  
   Target completion date: December 2011

**Background and description:**

Development Center Blueprint Project is focused on improving the delivery of services at the Development Center (DC). The City Manager’s public statement committed to having measurable improvements implemented at the DC by the end of June 2011. Identified below are goals for Fiscal Year 2011.

1. Create a better customer service culture where there is predictability, clear standards, and a performance measurement program in place to evaluate service delivery and assess customer satisfaction.  
2. Improve organizational efficiency at the DC and associated processes to minimize costs and delays to customers.  
3. Maintain or enhance community sustainability and economic development goals and objectives through DC activities.

**Current status:**

The Development Center Blueprint project has entailed a series of efforts by the Steering Committee (department heads and upper level managers), Staff Action Committee (approximately 20 Staff members involved in the DC process from multiple departments), and a Development Center Advisory Committee (professionals and others with periodic or regular interaction with the DC). Some process changes have been implemented over the past six months. An update was provided to the Council on March 21, 2011. A current focus is to hire Staff to implement program actions, including piloting new project management and point of contact procedures, as well as, maintaining adequate levels of service at the DC counter. The Deputy City Manager has been assigned to work part-time at the DC, helping oversee staff integration efforts and performance improvements.

**Next steps:**

In July and September 2011, it is anticipated that Staff will recruit and hire counter assistance, plan check staff, and project management staff. The DC will continue the pilot program currently implemented. Program finalization implementation will occur between July and December 2011. In December 2011, initial implementation is anticipated to be completed, and Staff will define items for review and implementation.
2. Project: Complete draft Rail Corridor Study outlining measures to provide for community land use, transportation, and corridor urban design

   Department: Planning and Community Environment
   Project lead: Planning Director
   Project start date: November 2010
   Target completion date: December 2011 (Phases I and II), June 2012 (Phase III)

   Background and description:

   The Palo Alto Rail Corridor Study is intended to provide a vision for land use, transportation, and design along the Caltrain right-of-way and adjacent areas. The plan would identify opportunities for growth near transit, while protecting nearby neighborhoods. The study would encourage more pedestrian and bicycle-friendly mobility, integral to furthering sustainable development in the City. The study will allow consideration of land use and urban design techniques to enhance the potential for economic development and increased revenues and tax base within the corridor. Identified below are goals for Fiscal Year 2011.

   1. Contribute to a sense of community and place in neighborhoods and commercial districts.
   2. Assure high quality of development and design.
   3. Protect and broaden the City’s tax and revenue base.
   4. Preserve and enhance key environmental features.
   5. Promote transportation alternatives such as walking, bicycling, and transit.

   The Rail Corridor Study will be conducted by Staff, a 17-member Task Force, and an urban design consultant. Public workshops and meetings with the Planning and Transportation Commission and the Council will supplement the work of the Task Force. The study will be conducted in three phases: vision, alternatives, and draft plan. Each phase will take approximately four to six months, and the final plan is expected to be considered by Council in early to mid 2012.

   Current status:

   The Rail Corridor Task Force has met eight times to discuss a variety of issues, opportunities, and vision concepts for the Corridor. A community workshop was held on May 19, 2011 to identify key issues and opportunities. Study sessions with the Planning and Transportation Commission and Council were conducted on June 8 and June 27, 2011 to summarize activity and progress to date.

   Next steps:

   A second community workshop will be held in late July 2011 with the Planning and Transportation Commission to discuss a draft vision statement. In September and October 2011, Staff will review the draft vision statement. August through December 2011, Staff and the Task Force will work with the community to develop alternative scenarios (Phase II). This will take place with periodic review by the Planning and Transportation Commission and Council. In early 2012, the preparation and selection of a preferred scenario (Phase III), by the Task Force, Staff, and the public, will return to the Council for review and approval.
3. **Project: Complete Stanford University Medical Center Renewal and Replacement Project**

Department: Planning and Community Environment/City Manager’s Office

Project lead: Planning Director/Deputy City Manager

Project start date: Early 2007

Target completion date: June 2011

**Background and description:**

The Stanford University Medical Center (SUMC) Facilities Renewal and Replacement Project is a comprehensive, multi-year development project to rebuild and restore the SUMC and School of Medicine facilities in Palo Alto. The project will satisfy the shared objectives between SUMC and the City to optimize the delivery of healthcare to patients and meet regional needs for emergency and disaster preparedness. The project applicant is proposing changes and additions to meet State mandated seismic safety standards (SB 1953), and to address capacity issues. Various entitlements required include certification of an Environmental Impact Report (EIR), Comprehensive Plan amendments, creation of a new hospital zoning district, architectural review of the proposed buildings, and a Development Agreement that would set land use regulations for a 30-year period in exchange of public benefits. Identified below are goals for Fiscal Year 2011.

1. Meeting regional needs for emergency preparedness.
2. Minimizing environmental, financial, and municipal infrastructure impacts on the City.
3. Assuring a high quality of development and design.
4. Promoting sustainable development and green building design principals throughout the project.
5. Promoting transportation alternatives such as walking, bicycling, and transit.

Since the SUMC representatives first introduced the project in late 2006, Staff has identified the environmental impacts, conducted public outreach meetings, prepared fiscal analysis, held preliminary design review meetings, and identified possible public benefits to be included in the Development Agreement. In May 2010, the Draft EIR was released for public comment. In February 2011, the Final EIR and Response to Comments was completed. The Architectural Review Board and the Planning and Transportation Commission completed their reviews in May 2011.

**Current status:**

On June 6, 2011 the Council approved all entitlements and the Development Agreement, and certified the EIR for the project. The Second reading of the Development Agreement and zoning ordinances was scheduled on June 20, 2011. Community concerns about the loss of Child Care facilities at Hoover Pavilion postponed the Second Reading while Stanford worked to provide a relocation site during construction (achieved).

**Next steps:**

In 2011, payments to the City will begin for community benefits. In early summer 2011, construction of improvements on Welch Road and the upgrade of the Hoover Pavilion will commence. In 2011-2012, Stanford hospitals will undergo review by the State (OSHPOD) for building permit review and approval. In 2013, hospital construction will commence. The completion of the entire project, including hospitals, clinics, and parking garages is expected in 2025.
4. Project: Substantially complete update of the City’s Comprehensive Plan Amendment/Housing Element Update and 2 Area Concept Plans

Department: Planning and Community Environment
Project lead: Planning Director
Project start date: 2008
Target completion date: Late 2012

Background and description:

The Palo Alto Comprehensive Plan Amendment and Housing Element Update are intended to provide the framework for the City’s land use, housing, development, and transportation policies. The Comprehensive Plan Amendment focuses on two Area Concept Plans and on updating policies to: 1) assure provision of adequate support services to neighborhoods and businesses; 2) propose strategies to retain and enhance retail and other commercial and revenue-generating uses; and 3) ensure a theme of sustainability throughout the City’s land use and transportation policies and programs. The Area Concept Plans are being developed for the East Meadow/West Bayshore commercial/industrial area and the California Avenue/Fry’s Area. The Housing Element is updated in accordance with State law requirements and will outline the City’s housing objectives through 2014, including the provision of affordable housing units during that period. Identified below are goals for Fiscal Year 2011.

1. Contributing to a sense of community and place in neighborhoods and commercial districts.
2. Assuring a high quality of development and design.
3. Protecting and broadening the City’s tax and revenue base.
4. Preserving and enhancing key environmental features.
5. Accommodating housing for all segments of the population.
6. Promoting transportation alternatives such as walking, bicycling, and transit.

Current status:

The Comprehensive Plan is expected to be completed, in draft form, by early 2012 and then undergo environmental review (Environmental Impact Report) prior to adoption. The Area Concept Plans have received preliminary review by the Planning and Transportation Commission, and tentatively scheduled for the Council’s consideration in mid-2011. A draft Housing Element will be considered by the Council in mid-2011, and forwarded to the State Department of Housing and Community Development for review. The Planning and Transportation Commission has completed its review of the policies and programs contained in the Housing and Land Use/Community Environment chapters.

Next steps:

The Planning and Transportation Commission will review the policies and programs for community services, transportation, and business and economics in the months of June and September 2011. In September 2011, the draft Housing Element will be reviewed by the Council and forwarded to the State Department of Housing and Community Development. The Council will additionally review the East Meadow Area Concept Plan. In October through November 2011, the Council will review the California Avenue/Fry’s Area Concept Plan. Environmental review and adoption of the Comprehensive Plan is anticipated in late 2012.
5. Project: Facilitate, in cooperation with local and regional agencies and organizations, the development of a short and long-term action plan to sustain Caltrain

Department: City Manager’s Office
Project lead: Deputy Director, Rob Braulik
Project start date: March 2011
Target completion date: December 2011

Background and description:

Caltrain currently provides fixed rail commuter services to the City. There are two Caltrain stations, one located at University Avenue in Palo Alto and another at San Antonio in the City of Mountain View. Palo Alto has the second highest Peninsula ridership numbers. Stanford University represents over 50% of Caltrain’s “GO Pass” participants. Thus, Caltrain is an important component of the City’s transportation system, and plays a critical role in helping local employers, students, and residents get to and from their destinations.

Caltrain is currently facing an unprecedented operating deficit (e.g., $30M). Effective July 1, 2011, Caltrain is planning to make major service cuts to balance their budget. These cuts would reduce Caltrain commuter rail services during peak and off-peak hours. Caltrain is the only major regional commuter transportation system without a dedicated funding source.

Given the importance of Caltrain’s services to the business community, Stanford University, residents, and the Peninsula regional transportation system, the City is looking to participate, partner and support actions that would put in place a viable financial plan to secure short and long-term financial stability. Identified below are goals for Fiscal Year 2011.

1. Host a Palo Alto community forum in partnership with the Silicon Valley Leadership Group (SVLG) to communicate and inform community members on the current financial plight of Caltrain, and secure ideas and suggestions from the community, riders, and businesses about potential solutions to produce a viable financial model.
2. Consult with our Federal and State legislative advocacy firms to advise the City on what methodologies, programs, and tools may be available to help financially support the modernization of Caltrain (e.g., electrification, positive train control).
3. Explore and evaluate with partners (including public agencies: San Francisco County and City, San Mateo County, Santa Clara County, Metropolitan Transportation Commission (MTC), major private employers, Stanford University and others) the viability of developing a dedicated revenue stream to fund ongoing Caltrain operations (e.g., sales tax, parcel tax).

Current status:

On January 21, 2011, the City participated in SVLG’s forum on Caltrain’s short and long-term fiscal sustainability workshop. On April 7, 2011, the City co-hosted with SVLG a workshop on the same topic in Palo Alto. The City Council Rail Committee held five meetings in April and May where the primary topic was Caltrain. The April 13, 2011 meeting included a presentation from Santa Clara County Supervisor Liz Kniss, who also sits on the Peninsula Corridor Joint Powers Board (PCJPB). The PCJPB includes the City and County of San Francisco, San Mateo County, San Mateo County Transit District (SamTrans), Santa Clara County, and Santa Clara Valley Transportation Authority (VTA).
To maintain current Caltrain service levels for one year, the PCJPB secured temporary interim funding from the Metropolitan Transportation Commission, board members, increasing fares by $.25 beginning July 1, and related actions. This period will be used to evaluate long-term funding strategies to sustain Caltrain service on the Peninsula.

The City continues to work with other public agencies, Federal and State legislative advocacy firms, and SVLG to analyze strategies and plans to address Caltrain’s fiscal issues. The City Council Rail Committee continues to invite Caltrain’s technical and policy staff to present information on the modernization of rail lines through electrification, installation of a new positive train control switching system (mandated by the federal government), and the development of a fiscally sustainable business model, with or without, HSR on the Peninsula.

There has been no definitive progress on analyzing or evaluating an in-depth and long-term fiscal plan, which would include a dedicated funding stream for Caltrain service. It is anticipated that discussions will occur during Fiscal Year 2012 between the City of County of San Francisco, San Mateo County, Santa Clara County, Metropolitan Transportation Commission, major private employers, Stanford University, and others.

Next steps:

The City Council Rail Committee will continue to monitor Caltrain’s fiscal situation and act accordingly. Caltrain projects will attempt to certify the Environmental Impact Report (EIR) on Electrification this summer. If this schedule holds, the City may consider commenting on the EIR. Discussions will continue with Supervisor Kniss, and other Federal and State elected officials and neighboring public agencies, to provide input on strategies to develop a long-term plan to address Caltrain funding.
6. Project: Actively participate, in preparation of, regional Sustainable Communities Strategy (SB375) and Regional Housing Needs Allocation (RHNA)

Department: Planning and Community Environment
Project Lead: Planning Director
Project Start Date: 2009
Target Completion Date: 2013

Background and description:
The Sustainable Communities Strategy (SCS) required by SB375 and the accompanying Regional Housing Needs Allocation (RHNA) are important regional planning initiatives for the Bay Area. The City will be affected by land use, housing, and transportation policies and incentives associated with the efforts of regional agencies, particularly the Association of Bay Area Governments (ABAG) and Metropolitan Transportation Commission (MTC). The City expects to provide meaningful input to these initiatives, and work with other Santa Clara County cities to assure a voice for the sub-region. Identified below are goals for Fiscal Year 2011.

1. Enhance sustainability by promoting sustainable land development patterns and facilitating alternative transportation modes.
2. Participate in regional planning and transportation solutions where appropriate, and assure housing opportunities accommodate multiple segments of the population.
3. Use land use and zoning techniques to enhance the potential for economic development and increased revenues and tax base.
4. Contribute to a sense of community and place in neighborhoods and commercial districts.

Current status:
Staff is attending 3-4 regional and countywide meetings monthly to participate in these regional planning discussions. Council Member Scharff and the Planning and Community Environment Director attend monthly meetings of the Regional Housing Needs Methodology Committee. The regional agencies released an Initial Vision Scenario on March 11, 2011. Staff reported to the Planning and Transportation Commission on May 4, 2011, and to the Council on March 14, 2011. A preliminary Staff letter response is scheduled for Council consideration/revision on July 11, 2011.

Next steps:
On an ongoing basis, Staff will continue to attend regional meetings and participate in countywide coordination efforts. Alternative scenarios, released by regional agencies, are anticipated to occur in July 2011. In July through September 2011, the RHNA Methodology Committee is anticipated to meet and release a draft. In July and October 2011, local agencies are anticipated to respond to said alternatives. In October through December 2011, local agencies are anticipated to respond to the draft RHNA allocations. In early 2012, the preferred SCS scenario is anticipated to be released. The approval of the SCS is anticipated in early 2013.
7. **Project: Prepare Pedestrian and Bicycle Master Plan update**

   **Department:** Planning and Community Environment  
   **Project lead:** Planning Director  
   **Project start date:** November 2010  
   **Target completion date:** October 2011

**Background and description:**

The current Bicycle Master Plan serves as the City’s guide for identifying and setting priorities for bicycle transportation projects and programs in the community. The last update to the Bicycle Transportation Plan occurred in 2003. The current update includes a pedestrian element providing an opportunity to include more robust projects and programs that benefit key transportation infrastructure not normally evaluated in a bike-only plan. An updated Pedestrian and Bicycle Plan is essential for accruing funding from regional grant sources. This year, upon development of the plan, the City will embark on an aggressive update of its bicycle and pedestrian facilities based on the following goals:

1. Continue to lead in providing for transportation modes other than single-occupancy vehicles, in order to provide alternatives to avoid traffic gridlock, enhance safety for children and adults, and reduce greenhouse gas emissions.
2. Identify and implement best practices in bicycle and pedestrian system design for both new projects and updates to existing facilities such as colored bike lanes, bike boxes, and non-intrusive detection methods.
3. Continue educational efforts on the use of bicycle and walking transportation modes to schools, and strengthen the link between neighborhood communities and schools through capital projects.
4. Implement bicycle and pedestrian facilities to link major employment centers, such as Stanford University, with existing transit facilities and other trail/street networks.
5. Identify and implement new innovations in bicycle design and pursue processes that allow their implementation in the City.
6. Identify and pursue regional grant sources to implement Bicycle and Pedestrian Master Plan projects and programs, such as the Highway 101 Bike/Pedestrian bridge at Adobe Creek.

**Current status:**

The development of the new Bicycle and Pedestrian Master Plan is currently in process. A City-wide community meeting was held in March 2011, along with a Planning and Transportation Commission study session in April 2011. A Council study session was held on May 2011. The Council study session was preceded by a bike ride to tour of two of the City’s bicycle boulevards. A Parks and Recreation Commission briefing was held on May 24, 2011. Following plan revisions, the draft plan will be reviewed by various boards and Committees prior to consideration and adoption by the Council.

**Next steps:**

In July 2011, a review of the draft plan is anticipated by the Palo Alto Bicycle Committee, Citizens Traffic Safety Committee, and the Parks and Recreation Commission. A review and recommendation by the Planning and Transportation Commission is anticipated in August/September 2011, and a review and adoption by Council is anticipated in August/September 2011.
E. Youth Well Being (YWB)

Executive Summary:

The City plays two important roles with regard to community collaboration for youth well being. First, the City plays a role of convener and coordinator, bringing the community together in order to effectively harness the community’s talent, expertise, and goodwill so that the community may have the greatest impact in fostering youth well being. A meaningful example of the City’s role as convener and coordinator is seen in the Project Safety Net (PSN) Community Task Force. PSN is focused on developing and implementing a comprehensive community-based mental health plan for overall youth and teen well being. A focus in 2011 is to support PSN as defined in the PSN Plan (www.PSNPaloAlto.org). Examples include gatekeeper training, developmental assets initiative, peer-to-peer engagement, teen education on drug and alcohol abuse, track watch, youth forum, and celebrating youth-friendly businesses.

Secondly, the City plays a direct role in providing programs, services, and facilities for youth and teens. Examples include the variety of afterschool programs at the Palo Alto Teen Center, Children’s Theatre, Junior Museum and Zoo, Art Center, and Rinconada Pool. The City’s capacity to provide programs, services, and facilities for youth well being is dependent on community collaboration through substantial support of Friends groups and foundations. An example of community collaboration can be seen in the vision to build the Magical Bridge Playground in coordination with the Friends of the Palo Alto Parks. The Magical Bridge Playground is planned for Mitchell Park and will be Palo Alto’s first playground accessible to people of all abilities and ages. Identified below are goals for Fiscal Year 2011.

1. Coordinate the PSN Community Task Force and guide its implementation.
   • Convene monthly PSN meetings to provide the space, atmosphere, time for progress reports, community collaboration, and decision making.
   • Create a communications plan for PSN to keep the community informed on the City’s support of youth and teens.
   • Coordinate two community trainings on identifying individuals at risk of suicide (gatekeeper training), and how to report suicide threats to the appropriate parental and professional authorities.

2. Develop and provide businesses with a simple set of specific opportunities to support youth and teens.

3. In coordination with the Palo Alto Unified School District (PAUSD) create an effective and sustainable structure for the PSN Community Task Force.
   • Develop a Memorandum of Understanding between the PSN Community Task Force and its members to define roles, responsibilities, and commitments.
   • Create a strategic plan to sustain the day-to-day activities of PSN and how various community efforts for youth well being work together.
   • Secure private funding for PSN through grants, donations, and other means.

4. Incorporate the developmental assets into the planning, implementation, and evaluation of City programs and services for youth and teens.
   • Include developmental assets language into job descriptions for Staff that work with youth and teens.
   • Provide developmental assets training to all Staff that work with youth and teens.
   • Measure developmental asset outcomes in youth and teen programs.
5. Council and Staff to engage youth and teens in community decision making.
   • Actively participate and help coordinate the 2011 Youth Forum.
   • Council to hold a study session with the Youth Council.
   • Provide opportunities for teen involvement in community decision making through
teen leadership groups.
6. Celebrate and recognize youth and teens, along with community members, that make an
outstanding contribution to supporting youth.
   • Encourage and coordinate impromptu special events and recognition opportunities to
celebrate youth and teen accomplishments.
   • Publically recognize community members and organizations that make an outstanding
contribution to supporting youth.
7. Support Friends of the Palo Alto Parks’ goal of building Palo Alto’s first universally accessible
playground.
   • Monitor private fundraising efforts for the construction of the Magical Bridge Playground, and
report on the status of fundraising to the Council.
1. **Project: Implement Project Safety Net**  
   Department: Community Services Department  
   Project lead: Division Manager of Recreation Services  
   Project start date: September 2009  
   Target completion date: Ongoing

**Background and description:**

The Project Safety Net (PSN) Community Task Force was formed in response to the tragic teen suicides our community experienced between May 2009 and January 2010. The mission of PSN is to develop and implement an effective, comprehensive, community-based mental health plan for overall youth well being in Palo Alto. The coalition is broadly represented with parents, medical professionals from Stanford University, Lucile Packard Children’s Hospital and Palo Alto Medical Foundation, City of Palo Alto, Palo Alto Unified School District (PAUSD), youth-serving non-profits, City Commissions, the Palo Alto Youth Council, and many others. The PSN Community Task Force has defined 22 specific strategies that fall into three categories: education, prevention and intervention. Details of the 22 strategies and history of PSN can be seen at the following website: [www.PSNPaloAlto.org](http://www.PSNPaloAlto.org)

**Current status:**

1. **Coordinate the PSN Community Task Force and guide its implementation:**  
   - Monthly PSN meetings have been coordinated by the City and PAUSD. The meetings occur on the third Thursday of every month at the Lucie Stern Community Center. The meetings are attended by an average of 40 community members. The typical format of the meetings consists of a review by sub-committees working on the education, prevention, and intervention strategies followed by a learning item or guest speaker.  
   - A website and a Facebook page for PSN has been created to provide regular updates for anyone interested in learning about PSN and/or getting involved.  
   - Several community trainings on identifying individuals at risk of suicide (gatekeeper training) and how to report suicide threats to the appropriate parental and professional authorities have occurred. A training was conducted in the winter for adults and three trainings in the spring for students.  
   - Staff presented the Developmental Assets framework for youth well being to the Palo Alto Chamber of Commerce, who subsequently voted to adopt the framework and are now working on defining how they can best apply the Developmental Assets within the business community.

2. **With PAUSD, create an effective and sustainable structure for the PSN Community Task Force:**  
   - A Memorandum of Understanding (MOU) between the PSN Community Task Force and its members to define roles, responsibilities and commitments was created for 2010-11 with generous legal support from Covington and Burling. Twelve organizations contributed to the MOU defining their commitments in Fiscal Year 2010-11.  
   - With the generous support of the Santa Clara County Mental Health Department, PSN received a $30,000 grant for consulting services to help the PSN Community Task Force define a sustainable structure. The planning process was conducted between March and June 2011. The results of this work were presented to the City/School Liaison Committee on June 16, 2011.
• Funding for PSN has come from a number of sources, including the Palo Alto Recreation Foundation, Palo Alto Women’s Club, David and Lucile Packard Foundation, and Stanford University.

3. Incorporate the Developmental Assets into the planning, implementation, and evaluation of City programs and services for youth and teens.
   • Developmental Assets language is being used in the recruitment of Staff and is being incorporated into work plans for all Community Services Department Staff that work with youth and teens.
   • A very engaged sub-committee of PSN, called the Developmental Assets Initiative, has been working hard to understand and articulate the meaning behind the Developmental Assets survey that was conducted in October 2010. Presentations to Commissions, community organizations, and the general public on Developmental Assets are ongoing. The primary goal of the Developmental Assets initiative is to engage all residents in a conversation about youth well being.
   • Measuring Developmental Asset outcomes in youth and teen programs remains an important goal. The Developmental Assets survey results, that represent the voice of more than 4,000 students was made available in March 2011. Staff focus has been on interpreting and understanding the data and sharing the results.

4. Council and Staff will engage youth and teens in community decision making.
   • Staff, elected officials and many community partners actively participated in coordinating the 2011 Youth Forum. The Youth Forum was held on May 21, 2011. This year’s forum was a one day event offering a series of various sessions. The session themes included athletic performance, student empowerment, visual arts, performing arts, and healthy lifestyles. The session themes were created to draw a wide range of students with different interests. Although the structure of the Youth Forum was different than last year the goal of building relationships between students and adults remained the same. All sessions were taught by local professionals, parents, and caring adults. Sessions offered students the opportunity to learn important life skills, plan local events, and interact with adults from the community.
   • A study session with the Council and the Youth Council is tentatively scheduled in October 2011.
   • The City is providing opportunities for teen involvement in community decision making through teen leadership groups such as the Palo Alto Youth Council, Teen Advisory Board, Teen Arts Council and Junior Advisory Board. Teen leadership groups work with Staff to plan events, workshops, and activities like the Palo Alto Youth Forum, music nights, and dances. The Parks and Recreation Commission and Human Relations Commission have assigned a commission as a liaison to the Palo Alto Youth Council. The commissioners attend at least one Youth Council meeting a month.

5. Celebrate and recognize youth and teens, along with community members, that make an outstanding contribution to supporting youth.
   • The City coordinated, in collaboration with many community partners, a number of events to celebrate and recognize youth and teens this year. A notable event was the Parade of Champions in January 2011 which recognized the Palo Alto High School football team and volleyball team for winning State championships. The parade was a tremendous success with thousands of residents participating. Other events included the May Fete Parade. The theme for this year's parade was "Books are Hidden Treasures -- Dig In!" and was chosen to reflect the Developmental Assets program recently adopted by the City to support healthy youth development.
• Other events included Day of Service on the Martin Luther King Jr. holiday and a teen event called “Ignite” where teens from all Palo Alto high schools came together for a celebration at the Lucie Stern Community Center.

• With regard to publically recognizing community members and organizations that make an outstanding contribution to supporting youth the Community Services Department recognized Becky Beacom and the Palo Alto Medical Foundation for their outstanding service and contribution to Project Safety Net and youth well-being. The PSN Community Task Force also received the Santa Clara County Human Relations Award for promoting and protecting the human and civil rights of youth in Santa Clara County in April 2011. Moreover, Project Safety Net was also honored by receiving Stanford University’s Community Partnership Award for initiative, leadership and involvement in a collaborative project that promotes the vitality and well-being of our mid-peninsula community in May 2011.

Next steps:

Through PSN’s work in its first two years, programs in suicide prevention, Developmental Assets, youth voice and outreach, mental health counseling, networking health care providers, and similar efforts have taken root, developed, or joined together. PSN continues to represent a powerful collection of community resources that are engaged and working together in new and creative ways. Thanks to the talent and commitment of PSN members, Staff has managed to move matters forward. However, coalitions built on good will and organized under an MOU umbrella have initial potency and may inherently be short-lived without dedicated resources. The challenge of improving and sustaining a community, in which suicide gets no traction, and where youth and teens thrive, is a long-term proposition. Organizational resources need to be up to the task. Consequently the most immediate next steps include the following:

• Bring the PSN planning efforts that define a sustainable structure for PSN to the City/School Liaison Committee for discussion.

• Secure administrative capacity for coordinating PSN coalition, convening partners, promoting policies and practices, and advocating the elements of a strategy for making youth well being an ongoing part of Palo Alto’s values and culture.
2. **Project: Monitor fundraising for Magical Street Bridge**  
Department: Community Services Department  
Project lead: Director, Community Services  
Project start date: July 2011  
Target completion date: June 2013

**Background and description:**

In the fall of 2008, parents of special needs children approached Staff about the inadequacy of access to Palo Alto playgrounds for some children or their caregivers. As an example, some developmentally challenged children are unable to grasp and hold the chain supports of most playground swings. Although some swing sets have cradle-type swings for very young toddlers, these cradles are not large enough for a developmentally disabled child who is six years old. Advocates for universally accessible playgrounds have pointed out that there are nearly 1,500 children in Palo Alto between the ages of 4 and 18-years of age who have special, visual, auditory, sensory, or developmental needs. In addition, there are hundreds of physically-challenged adults or caregivers who can not play and directly interact with their children or grandchildren at municipal playgrounds because of physical barriers.

The Friends of the Magical Bridge organization was founded in 2009, and is a funding partner with the Friends of the Palo Alto Parks. Friends of the Magical Bridge have developed conceptual designs for a universal access playground in the undeveloped section of Mitchell Park, near the rear of Abilities United and Achieve, Inc. The conceptual plans for a 20,000-square foot playground were reviewed by the Parks and Recreation Commission in 2009. The Commission concluded that the development of a universally-accessible playground in this location would be consistent with the Master Plan for Mitchell Park. In reviewing the conceptual plans for this playground, the Human Relations Commission also endorsed the concept of the project.

Staff has worked closely with representatives of the Friends of the Magical Bridge and Friends of the Palo Alto Parks to share the concept of this new playground with various Commissions, Staff Members and the Council. As part of the 2012 Capital Improvement Project Budget, Staff has introduced a new project (CIP PE-12000) that will provide up to $300,000 in funding as the City’s share for the project. The Friends estimate that the project will cost $1,600,000. The Friends have embarked on a fundraising drive to raise the $1,300,000 needed for their share of the design and construction costs.

**Current status:**

1. On May 17, 2011, the Finance Committee reviewed the draft Capital Improvement Project Budget, which included the City’s share of construction and planning expenses. Members of the Friends of the Magical Bridge were present at the Finance Committee meeting and answered questions about the status of fundraising for the project.
2. Staff drafted a letter of intent which outlined the responsibilities of the Friends of the Magical Bridge and City for developing final designs for the project, and seeking necessary permits for the project. The City Attorney’s Office has reviewed and amended the draft letter of intent. The revised letter of intent was sent to the Friends on May 18, 2011, for their review and approval.
3. On May 17, 2011 the need for a universally-accessible playground was discussed with sub-committee members of the Surface Committee of the Infrastructure Blue Ribbon Commission.
Next steps:

1. It is Staff’s intent to return to the Council with a letter of intent on July 18, 2011 for approval.
2. Under the terms of the letter of intent the Friends of the Magical Bridge will have until June 30, 2013, to raise the funds for the project and be able to enter into a construction agreement with the City for the project.