



Planning & Transportation Commission

Staff Report (ID # 13429)

Report Type:
Meeting Date: 12/8/2021

Summary Title: Review of Comprehensive Plan 2030 Implementation Plan

Title: Review Programs of the Implementation Chapter of the Comprehensive Plan and Recommend Modifications or Additions

From: Jonathan Lait

Recommendation

Staff recommends the Planning and Transportation Commission (PTC) take the following action(s):

- (1) Review the programs of the Implementation Chapter of the Comprehensive Plan and recommend modifications or additions deemed necessary for City Council consideration.

Report Summary

This report provides an update on the status of the 410 implementation programs contained in the Comprehensive Plan. The purpose of this review is to allow for early PTC input on the programs. The PTC may wish to provide in-depth comments and propose changes to the implementation programs. Planning staff will communicate PTC's input to the respective City departments to address comments and return to PTC in early Spring 2022 for final review and recommendation to Council.

Background

The Annual Comprehensive Plan Implementation Report is a State mandated report, required by Government Code Section 65400¹. It states that after a legislative body (City Council) adopts the Comprehensive Plan an annual review must be submitted to the City Council, the Office of Planning and Research (OPR), and the Department of Housing and Community Development (HCD) on the status of the plan's progress and implementation. The status should include

¹ Government Code Section 65400:

https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV§ionNum=65400

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progress in meeting its share of regional housing needs and local efforts to remove governmental constraints.

The City Council adopted the Comprehensive Plan 2030 in December 2017 and has nine more years for the implementation of identified long-range planning policies and programs. The Implementation Plan of the Comprehensive Plan (Comp Plan) contains 410 programs with approximately 15 different citywide departments leading the implementation effort. The Planning and Development Services Department staff work with different City departments to obtain the current status of programs to report out to PTC. The last annual review went to City Council on March 15, 2021 ([Staff Report](#)).

PTC Purview

In addition to the State mandated reporting, the Palo Alto Municipal Code (Section 19.04.030²) specifies that the Planning and Transportation Commission (PTC) shall annually review the Comprehensive Plan “and recommend to the city council such extensions, changes or additions to the plan as the commission may consider necessary in the view of any change in conditions.”

PTC Feedback on Review Process

The PTC has been reviewing the Implementation Chapter of the Comp Plan for the last four years. In February 2019, PTC discussed the review process³ and suggested adding a mid-year review meeting in late Fall of each year. This additional meeting would give the PTC more opportunity to review and comment on the Implementation Chapter. The PTC could address possible updates or amendments to the Comp Plan, identify inconsistencies between policies, align Comp Plan goals with the Palo Alto Municipal code, and make qualitative assessments to reflect changes since the 2017 Comp Plan adoption. The mid-year review in Fall would be followed by a second PTC meeting in Spring (February) of each year, to forward recommendations to City Council in March.

Starting with this 2021 annual review and moving forward, staff will include two PTC meetings and one Council meeting in the program implementation review.

Discussion

The Comp Plan is intended to be a living document, to grow and evolve as local conditions change. The PTC’s role is to review the Comp Plan programs annually and recommend to the City Council any modifications that it considers necessary. These amendments may be initiated by the PTC, the City Council, or City staff. All amendments require public hearings by the PTC and City Council and evaluation of the potential impacts to Palo Alto’s physical environment, in accordance with the California Environmental Quality Act (CEQA). Additionally, the PTC can

² Palo Alto Municipal Code (Section 19.04.030):

https://codelibrary.amlegal.com/codes/paloalto/latest/paloalto_ca/0-0-0-18969

³ 2019 February PTC Meeting Minutes:

<https://www.cityofpaloalto.org/files/assets/public/agendas-minutes-reports/agendas-minutes/planning-and-transportation-commission/2019-agendas-minutes-and-staff-reports/ptc-2.13.2019.pdf>

make recommendations to the City Council to change the prioritization of the implementation programs through the regular annual review cycle of the Implementation Plan.

Guide to Review of the Implementation Chapter

Attachment A provides detailed status summaries of the 410 programs. It contains the Comprehensive Plan program text, the lead department responsible for overseeing the program, the priority of the program, the level of effort required to accomplish the program and the status of the program as assessed by the City departments. The “Staff Comments” field adds details on the program status. The City staff assessed the Implementation Programs of the Comp Plan and reported out on the following three aspects:

Priority of Program/Timing

The City Council prioritized the timing of program implementation when the Comp Plan was adopted in 2017, as reflected in Attachment A. The prioritization guided the allocation of resources to implement the plan. The following five categories, reflected the level of priority for program accomplishment and the number of programs in each category initially identified in 2017:

- S: “Short-term” – programs planned for implementation within the first five years after Comp Plan adoption, 100 programs;
- M: “Medium-term” – typically means programs that would be implemented or completed roughly within five to ten years after Comp Plan adoption, 93 programs;
- L: “Long-term” – programs that would be implemented or completed more than ten years after Comp Plan adoption, 11 programs;
- IP: “In progress” – programs that were already underway to complete a specific, defined work effort at the time of the Comp Plan’s adoption, 46 programs, and
- R: “Routine” activities that are part of the normal course of business for staff, 159 programs.

So far, four “short-term” programs, one “medium-term” program and three “routine” programs have been completed. It is not uncommon for priorities to shift over time depending on resource availability. For instance, some programs identified in 2017 as ‘routine’ may not have that status today, given reduced staffing and shifting of priorities for remaining staff. The PTC’s review may include suggestions to re-prioritize programs, considering current conditions.

Level of Effort

The level of effort indicated in Attachment A reflects the magnitude and complexity of the program in terms of project size (e.g., small, medium, or large), required staffing, departmental involvement, and overall anticipatory cost. It is, however, difficult to determine and predict the exact cost of most of the programs, especially the long-term ones and the specific staffing requirements needed to support the scope of future detailed work plans. The 2030 Comprehensive Plan’s Implementation Chapter uses “\$” symbol to reflect the level of effort. A

single “\$” implied low-level effort; “\$\$” moderate level effort; and “\$\$\$” significant level of commitment to complete the program.

When adopted, the Implementation Chapter identified 60% of the programs as needing low-level effort, 28% needing mid-level effort, and 12% needing a significant level of commitment. The PTC may recommend adjusting the level of effort for certain programs by expanding or reducing the scope.

Progress Status

The progress made for each of the 410 programs is identified in the “2021 Status” column in Attachment A. The statuses are as follows:

- C: Completed programs;
- PC: Partially Complete programs where staff has begun working on the programs and is on the way to completion;
- O: Ongoing programs are:
 - Regular routine programs required for maintenance/upkeep or implementation of required city regulations.
 - Certain programs that have been completed and were shifted to ongoing status due to active implementation.
- P: Pending programs are programs where implementation process has stopped due to a variety of reasons such and lack of funding, shift in priorities or insufficient staffing.

The data shown in the Table 1 below provides a snapshot of the implementation progress made in 2021. As identified by the various departments in their staff comments, many of the completed programs transitioned to the “ongoing” category as they began implementation of the programs. Ongoing programs are the majority of the programs (67%). There has been no increase in the number of “pending” status programs from PTC’s last review.

Status	Number of Programs	% of Total
Complete	8	2%
Partially Complete	31	8%
Ongoing	276	67%
Pending	95	23%
<i>Total</i>	<i>410</i>	<i>100%</i>
Please note, the above status’ reflect departments’ reporting in 2021. Status may change from one Comp Plan Annual Implementation Review to the next year’s.		

Environmental Review

This report on the City's progress of the existing Implementation Chapter of the Comp Plan is not a project requiring review under the California Environmental Quality Act (CEQA).

Public Notification, Outreach & Comments

The Palo Alto Municipal Code requires publication of a notice of this public hearing in a local paper at least ten days in advance of the meeting. Notice of the PTC public hearing was published in the Daily Post on October 29, 2021, which is 10 days in advance of the meeting. Staff did not perform specific community outreach for this PTC agenda item. Members of the public will have the opportunity to comment during the PTC hearing.

Next Steps

Planning staff will communicate PTC's input to the respective City departments and return to PTC for review in February 2022. Following this meeting, PTC's recommendation will be forwarded to the City Council for action in March.

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Attachments:

- Attachment A: Comprehensive Plan Programs Implementation Status, November 2021 (PDF)

⁴ Emails may be sent directly to the PTC using the following address: planning.commission@cityofpaloalto.org

Program Text	Lead Department	Priority	Level of Effort	Status	Staff Comments Received in October 2021	
		<i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	<i>\$ = Small, \$\$ = Medium \$\$\$ = Substantial Effort</i>	<i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>		
Business & Economics Element						
Goal B-1: Businesses in Palo Alto that contribute to economic vitality, enhance the city's physical environment, promote municipal revenues and provide needed local services.						
B.1.1	Implement and periodically amend an Economic Development Policy to guide business development in the City in a manner consistent with Policy L-1.10. [Cap new square feet of office/R&D development citywide at 850,000 square feet, exempting medical office uses in the Stanford University Medical Center (SUMC) vicinity. Use January 1, 2015 as the baseline and monitor development towards the cap on an annual basis. Continue to exempt medical, governmental and institutional uses from the cap on office/R&D development, no other exemptions are allowed.]	Planning and Development Services and City Manager's Office	R	\$	O	The City continues to monitor the office / Research & Development growth. In 2021, there was a net loss of 8,139 sq. ft. of office space, leaving a remaining development balance of 527,434 square feet. No related policy recommendations were proposed.
Goal B-3: Careful management of City revenues and expenditures so that the fiscal health of the City is ensured and services are delivered efficiently and equitably.						
B3.2.1	Continue to refine tools, such as the Business Registry, as data sources on existing businesses, including the type of business, number of employees, size, location, and other metrics to track the diversity of Palo Alto businesses.	Administrative Services Department	IP	\$\$	O	The City has engaged the firm Avenue to update the business registry database with external data sources and outreach to business that may not be registered or have incomplete data. Previous efforts were placed on hold due to pandemic. This work is expected to start again in FY22.
Goal B-4: The stimulation of diverse commercial, retail and professional service business opportunities through supportive business policies and a culture of innovation.						
B4.2.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning and Development Services	M	\$\$	P	Work has not commenced.

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B4.2.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non- profit organizations, and independent professionals.	Planning and Development Services	M	\$	P	Work has not commenced.
B4.6.1	Work with local merchants to encourage Palo Alto residents, workers, and visitors to buy in Palo Alto.	Planning and Development Services and City Manager's Office	R	\$\$	O	The City Council has allocated resources toward a dedicated Economic Development/Vitality staff person to join the City Manager's team. This person will continue to do business engagement, etc.
B4.6.2	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Planning and Development Services	M	\$\$	P	The COVID-19 prioritized adjustments is determined by the City. As the Economic Development Policy is updated, resources may be assigned to this medium-term project.
B4.6.3	Maintain distinct neighborhood shopping areas that are attractive, accessible, and convenient to nearby residents.	Planning and Development Services	R	\$	O	This is an ongoing effort. There are no substantial actions to report at this time.
Goal B-5: City regulations and operating procedures that provide certainty, predictability and flexibility and help businesses adapt to changing market conditions.						
B5.1.1	Regularly evaluate ways to improve coordination of the City's environmental review, permitting, and inspection processes.	Planning and Development Services	R	\$	O	This is an ongoing effort.
B5.1.2	Improve design guidelines to reduce ambiguity and more clearly articulate compatibility principles to the business community and to the public.	Planning and Development Services	M	\$\$	P	The Objective Standards project will correct some sections of ambiguity. Additional work will be starting in approximately three years.
B5.1.3	Simplify the design review process for small-scale changes to previously approved site plans and buildings.	Planning and Development Services	M	\$\$	O	This is an ongoing effort.

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B5.1.4 Revise zoning and other regulations as needed to encourage the revitalization of aging retail structures and areas. Encourage the preservation of space to accommodate small, independent retail businesses and professional services.	Planning and Development Services	R	\$\$	P	No zoning regulation changes are proposed at this time.
Goal B-6: Attractive, vibrant retail centers, each with a mix of uses and a distinctive character.					
B6.1.1 Actively work with Downtown businesses, professional associations and the Palo Alto Chamber of Commerce to retain successful retail businesses that contribute to the City's goals for Downtown.	Planning and Development Services & City Manager's Office	R	\$\$	O	The City continues to collaborate with the Chamber of Commerce, the Downtown Business Improvement Districts (BID), California Avenue businesses, hoteliers, Stanford Shopping Center, and others to promote a strong business climate. This includes Uplift Local initiatives, public art, holiday events, and focused business support.
Goal B-7: Thriving business employment districts at Stanford Research Park, Stanford Medical Center, East Bayshore/San Antonio Road Area and Bayshore Corridor that complement the City's business and neighborhood centers.					
B7.2.1 Review policies and regulations guiding development at Stanford Research Park and revise them as needed to allow improved responsiveness to changing market conditions in a manner consistent with Policy L-1.10.	Planning and Development Services	M	\$\$	P	The Housing Element update in progress in 2021-22 will include considerations to address this program. The City meets regularly with Stanford University regarding land use on an ongoing basis.
B7.2.2 Study the feasibility of a "transfer of development rights" (TDR) program and other measures that would provide greater development flexibility within Stanford Research Park without creating significant adverse traffic impacts or increasing the allowable floor area.	Planning and Development Services	M	\$\$	P	Work has not commenced.
Community Services & Facilities Element					
Goal C-1: Deliver community services effectively and efficiently.					

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C.1.15.3	Collaborate with Palo Alto Community Child Care (PACCC) to identify, develop, and promote high quality early learning environments to serve all families in our community.	Community Services Department	M	\$	O	City staff continues to work collaboratively with Palo Alto Community Child Care (PACCC) by managing our service contracts with them in order to provide the best care possible.
C.1.17.2	Develop programs and activities for teens that strengthen leadership skills, encourage a culture of community service, inclusiveness, tolerance and acceptance of others.	Community Services Department	R	\$	O	The City supports and the Community Services Department staffs Teen Leadership Groups, including the Art Center Teen Leadership Group (ACTL), Palo Alto Youth Council (PAYC), Teen Advisory Board (TAB), and Teen Arts Council (TAC), as well as overseeing Think Fund, a supportive grant program for teens, and the makerspace, MakeX. The teen leadership groups give Palo Alto high school students the opportunity to serve the teen community by acting as a voice toward action and change. The City also continues to support Project Safety Net on youth suicide prevention and mental health awareness through community education, outreach, and training; access to quality youth mental health services; and policy advocacy. In conjunction with the Creative Attention project funded by the Institute of Museum and Library Services to the Palo Alto Art Center Foundation, Art Center Teen Leadership teens will work with artist Christine Wong Yap on a belonging project with seniors and others in the community to identify places of belonging. A map documenting these locations will be exhibited in the Creative Attention exhibition in spring 2022 at the Art Center.

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C.1.18.2	Support, promote, and publicize the provision of comprehensive senior services in coordination with senior service providers. Comprehensive services include addressing senior nutrition, mental health and transportation.	Community Services Department	R	\$	O	City continues to support Avenidas for senior programming/services and La Comida for senior nutrition needs.
C.1.18.3	Establish a support program for caregivers of seniors and people with disabilities by partnering with private, nonprofit, faith-based and public community service organizations.	Community Services Department	M	\$	P	Work has not commenced.
C.1.2.2	Explore a City solution to help residents and others to resolve questions and concerns and navigate the City’s community services and facilities.	Community Services Department	M	\$	O	Residents can now more easily navigate programs, services and facilities offered by the Community Services Department on the City's new website. Customer service staff are available by phone, email or in person to assist customers.
C.1.1.1	Based on identified needs, continue to provide and expand the provision of multilingual literature, program information and educational displays at public community facilities and parks.	Community Services Department	R	\$	P	No substantial action has occurred to report.
C.1.1.2	Establish a cross-cultural outreach program to engage residents of all ages, cultural, social and linguistic backgrounds in educational, recreational and cultural activities offered throughout the City of Palo Alto.	Community Services Department	M	\$	O	With funding from First 5 Santa Clara, the Junior Museum continues its pre-school science programming to multicultural underserved neighborhoods in San Jose at the same levels as the previous year. In FY21, the Department will deliver in-person and virtual science lessons to children and adults from 11 First 5 Family Resource Centers. These families represent multiple ethnicities and languages.

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C1.12.1 In cooperation with public and private businesses, non- profit organizations, and PAUSD, develop a service program that will coordinate the efforts of agencies providing services to families and youth in Palo Alto.	Community Services Department	R	\$	PC	Community Services Department continued to convene a group of local nonprofits in FY21 providing human service needs to identify needs and coordinate resources. This group continues to meet monthly. A group consisting of the Early Childcare Education Committee and childcare providers also continues to meet regularly with Human Services staff to understand the challenges of childcare providers.
C1.13.1 Determine the potential for City shared use of PAUSD facilities for weekend, summer and evening use for community uses such as child care, libraries, recreational facilities, community meeting space, education, language education, health care, culture and computer resources.	Community Services Department	M	\$	O	There are no substantial actions to report at this time.
C1.15.1 Support and promote the provision of comprehensive child care services in Palo Alto by public and private providers, including employers.	Community Services Department	S	\$	O	Early Care & Education Committee under the direction of City staff continue to work to address the needs of parents in Palo Alto. Community Services Department staff and the Committee have been meeting regularly with child care providers to understand their needs and challenges due to COVID-19 and beyond.
C1.15.2 Utilize the Early Care and Education Committee to develop and update the Child Care Master Plan, and to connect providers and professionals working with families with young children, explore challenges and opportunities to programs and services for young children, and support early education programs in the community in their efforts to enhance quality.	Community Services Department	S	\$	PC	Staff and the Committee will be bringing a recommended action plan to City Council for approval in October 2021. The plan recommends using \$30,000 from the Child Care Trust Fund to provide support for Early Childcare Educators through trainings, workshops, and mini grants for professional consultants related to behavioral and mental health support.

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C1.15.4	Explore opportunities to provide access to childcare for families of City employees.	Community Services Department	L	\$	O	Human Resources Department conducted an employee survey to identify childcare needs during the COVID-19 pandemic. And in response to the needs of the employees, the Human Resources department launched an employee benefits resources pages that provide links to help employees connect to resources that provide services and information related to short term and long terms dependent care needs and other local social media providers.
C1.16.1	Identify funding sources for expanded outreach and increased involvement to support youth and teen leadership programs and events.	Community Services Department	M	\$	O	This is an ongoing effort and Community Services Department's nonprofit partners provide some support for these programs. There are no substantial actions to report at this time.
C1.16.2	Leverage available funding to pursue support of teen mental, physical, social and emotional health programs.	Community Services Department	R	\$	O	The City continues to support Project Safety Net, now a 501(c)(3), to support teen mental health programs. The Palo Alto Art Center Foundation received a grant from the Institute of Museum and Library Services in fall 2021 to implement the Creative Attention program of educational programs, an exhibition, and residencies intended to support individual and community resilience programs, including teen activities.
C1.17.1	Optimize participation in such programs by increasing the number of locations where the programs are provided and by supporting transportation options to these locations.	Community Services Department	S	\$	P	Work has not commenced.

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C1.17.3	Promote a diverse range of interests and vocations among programs offered to children, youth and teens.	Community Services Department	M	\$	O	Community Services Department strives to offer programs that appeal to all interests. These range from visual and performing arts, sports, science, academics, and leadership programs. Community Services Department has continued many of these program offerings in a virtual format during the COVID-19 pandemic.
C1.18.1	Develop a program to engage the talents and skills that seniors possess that would provide volunteer opportunities throughout the City.	Community Services Department	R	\$	P	Work has not commenced. The Art Center maintains an active volunteer program that engages all ages in the community, including seniors.
C1.2.1	Periodically review public information, outreach and community relations activities to evaluate effectiveness.	Community Services Department	R	\$	O	Working with the City Manager’s Office, the Community Services Department conducts ongoing evaluation of outreach efforts to ensure maximum reach to the community.
C1.2.3	Identify barriers to participation in City programming and facilities across gender, age, socioeconomic and ethnic groups and sexual identity and orientation, as well as mental and physical abilities, and adopt strategies to remove barriers to participation.	Community Services Department	S	\$	O	The Art Center and Junior Museum & Zoo continue their Working Together collaboration—focused on diversifying the museum field-- and as the program concludes, are actively working to identify private funding sources to continue and expand the program. In Fall 2021 the Palo Alto Art Center presents The Art of Disability Culture exhibition, which features the work of 20 artists with disabilities. The exhibition includes numerous access features, including visual descriptions of all artworks available online or in the gallery with QR codes, Braille translated labels and large-print labels. Public programs presented in conjunction with the exhibition include ASL interpretation, live captioning, and virtual participation opportunities.

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C1.2.4	Based on identified needs, expand program offerings to underserved groups.	Community Services Department	R	\$\$\$	O	Thanks to support from the Palo Alto Art Center Foundation, the Art Center continues its Project Look school tours and Cultural Kaleidoscope program to underserved communities in East Palo Alto. Programs in FY21 took place virtually, in fall 2021 these programs will take place in-classroom or virtually. In addition, the Palo Alto Art Center Foundation partnered with Dreamcatchers in FY21 to offer scholarships to Art Center classes for their low-income constituents.
C1.20.1	Partner with agencies for support and improved access so that all can participate as appropriate in Palo Alto recreational programs.	Community Services Department	R	\$	O	City has existing partnerships with A54 Youth Community Services, Friends Groups and Foundations to provide accessible programs. Palo Alto Swim and Sport provides scholarships through the Beyond Barriers program to ensure all youth have access to the pool facilities. The Golf Course offers low cost youth programs through First Tee, Youth on Course and offers a junior golf rate.
C1.22.1	Increase awareness about caring and compassion for the unhoused and those who suffer from mental and/or physical conditions through educational programming in partnership with community and business organizations throughout the region.	Community Services Department	R	\$	O	This is an ongoing task. City receives continued support of major Human Services providers that work with the unhoused.
C1.22.2	Work with Santa Clara and San Mateo Counties, the State of California, the federal government, non-profit agencies, business and other organizations to define roles and responsibilities in the comprehensive provision of permanent supportive housing and temporary shelter, food, clothing and transportation for those in need.	Planning and Development Services	R	\$	O	The City continues to be involved with the County and local non profits to provide supportive permanent housing/food/shelter/other basic human needs.

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C1.3.1 Develop and implement a plan to collect and analyze data on demographics, use of community service facilities and needs of the community as related to parks, open spaces, recreation, arts and culture.	Community Services Department	M	\$	O	Community Services Department’s program areas regularly collect and review demographic information from program participants. The Parks, Trails, Open Space and Recreation Master Plan contains information on community needs.
C1.6.1 Establish a program to facilitate continuing corporate support for community services through contributions of funds, time, materials and expertise.	Community Services Department	M	\$	P	A formal program to facilitate corporate support has not been established. Corporate sponsorships for special events have been received.
Goal C-2: Demonstrate a commitment to excellence and high quality service to the public among City of Palo Alto officials and employees.					
C2.2.1 Establish performance review criteria for City employees that consider the quality of service provided.	Human Resources Department	M	\$	P	In 2020 the City continued to utilize the current evaluation process throughout the pandemic and until more resources can be allocated to implement the on-line evaluation platform.
C2.2.2 Periodically perform evaluations of City service delivery and develop strategies for continuous improvement. Use metrics and make information publicly available.	Community Services Department	R	\$\$	O	This is an ongoing effort.
Goal C-3: Recognize the intrinsic value and everyday importance of our parks and community centers, libraries, civic buildings and cultural assets by investing in their maintenance and improvement.					
C3.2.1 Develop a proactive Asset Management Program for infrastructure requirements and costs.	Administrative Services Department/ OMB	M	\$\$	O	The project is continuing and will include the evaluation of all known buildings with GHG burning equipment to provide the necessary capital planning required to reach the 80% reduction in Greenhouse Gas consumption by 2030 (80/30 goals of the Sustainability and Climate Action Plan (S/CAP) via the electrification process.

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C3.3.1 Periodically evaluate how parks and recreational facilities are being used and develop strategies for improving their use overall.	Community Services Department	IP	\$	O	Staff regularly analyze programs and solicit feedback from program participants and use that information to improve programs and provide desired amenities.
C3.3.2 Study and recommend methods of private and public financing for improved park maintenance, rehabilitation, and construction of facilities, including those used for arts and culture.	Community Services Department	S	\$	O	The Junior Museum and Zoo (JMZ) is an example of public private partnership for constructing the new JMZ. The “Friendship Trail” project is an example of State and private funding improvements to interpretive signage in the Baylands. Parks staff have partnered with the Kiwanis Club on several park maintenance projects (replacing playground fencing, and painting park benches and fences).
C3.3.3 Estimate the costs of retrofitting all park facilities with water efficient appliances, fixtures and irrigation systems and develop an implementation schedule to phase-in use of non-potable water conservations measures where and when feasible.	Public Works Department and Community Services Department	L	\$\$	O	This is an ongoing effort. There are no substantial actions to report at this time.
C3.3.4 Periodically assess the need to adjust parkland dedication or fees in lieu thereof to ensure they remain proportional to real estate values in Palo Alto.	Planning and Development Services and Community Services Department	R	\$	C	The City Council raised development impact fees for parks, libraries, and community centers in April 2021 based on the findings of a Park Community Center, and Library Development Impact Fee Justification Study.
Goal C-4: Plan for a future in which our parks, open spaces, libraries, public art, and community facilities thrive and adapt to the growth and change of Palo Alto.					

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C4.1.1 Explore opportunities to dedicate City-owned land as parkland to protect and preserve its community- serving purpose into the future.	Community Services Department	S	\$\$\$	P	The Parks and Recreation Commission and staff have explored some opportunities to dedicate City-owned land as parkland. Staff have not pursued dedicating any new parkland this year.
C4.1.2 Encourage dedication of new land for parks through regulations and incentives for new development and programs to solicit bequests of land within the city.	Community Services Department and Planning and Development Services	M	\$\$	P	Work has not commenced.
C4.1.3 Pursue opportunities to create linear parks over the Caltrain tracks in the event the tracks are moved below grade.	Community Services Department and Planning and Development Services	L	\$\$\$	P	Work has not commenced.
C4.1.4 Explore ways to dedicate a portion of in-lieu fees towards acquisition of parkland, not just improvements.	Community Services Department and Planning and Development Services	M	\$	P	Work has not commenced.

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C4.5.1 Use Cubberley Community Center as a critical and vital part of the City's service delivery system while also planning for its future.	Community Services Department	IP	\$\$	O	The Cubberley Concept Plan provides a vision for the future of this vital community asset. The California Environmental Quality Act (CEQA) analysis was expected to be completed in 2020, but was delayed due to new guidelines for assessing impacts related to traffic and transportation, which will require an amendment to the consultant's contract. The contract has now been amended and the analysis is being finalized.
Goal C-5: Sustain the health, well-being, recreation, and safety of residents and visitors, and improve the quality, quantity, and affordability of social services for all community members, including children, youth, teens, seniors, the unhoused, and people with disabilities.					
C5.1.1 Allocate resources to create and support initiatives to increase the health and well-being of the public.	Community Services Department	R	\$	O	The City provided opportunities for the community to access programs and resources such as, Wellness Wednesdays, ArtLift, Uplift Local. The Palo Alto Art Center's Creative Attention exhibition and public program series will focus on individual and community wellbeing, with free public programs for all.
C5.1.2 Establish a community-sourced online clearinghouse of information and activities related to health promotion in the community.	Community Services Department	IP	\$	O	Community resources related to health and wellness have been provided through the City Manager's Office as part of COVID response and communication and on the City's new website.

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C5.6.1 Incorporate health and well-being topics, including arts and culture, into existing events and programs at City- owned park and recreation facilities.	Community Services Department	R	\$	O	Events this year are almost exclusively focused on bringing the community back together to improve connections, and improve wellbeing. The City and many local partners hosted a weeklong celebration in September called Together Again with this goal in mind. The Clay and Glass Festival on 9/11 and 9/12 drew more than 7,000 people to the Art Center grounds. The Great Glass Pumpkin Patch will likely draw thousands to the Art Center facility.
C5.6.2 Work with schools and community organizations to provide programs that educate residents, workers and visitors on health and well-being topics.	Community Services Department	R	\$\$	O	Community resources related to health and wellness have been provided through the City Manager’s Office as part of COVID response. A series of Wellness Wednesday events provide information to residents on relevant wellness topics. Community Services Department staff have been coordinating with local nonprofits who serve vulnerable residents. The Art Center’s free Creative Attention Community Day event on 4/10 will include opportunities for local nonprofits to table and provide information about health and wellbeing services in the community.
C5.9.1 Identify existing and potential indoor and outdoor locations for community gardens and farmers markets at City-owned or leased facilities and spaces.	Community Services Department	M	\$	O	The Community Services Department continues to manage the City’s community garden program. There are currently five community gardens in the program.
Governance Chapter					

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Goal G-1: Effective opportunities for public participation in local government.						
G1.1.1	Consider making data available at a transactional level on the Open Data Portal.	Planning and Development Services	R	\$\$	C	This task is completed. All Building Permit Applications are available for viewing on our Open Data Portal. See link: https://data.cityofpaloalto.org/dashboards/7712/development-center-permits/
G1.2.1	Continue to hold regular, Town Hall-style meetings in neighborhoods.	City Council & City Clerk's Office	R	\$\$	O	We continue to regularly hold meetings on the first 3 Mondays of the month for City Council meetings. Standing Committees, Boards and Commissions meetings are held at a regular scheduled date. With the pandemic, the City has adapted to teleconference meetings for the availability, convenience, and necessary open civic engagement of the public. We are currently in the midst of transitioning into a hybrid-setting with continued discussion on its implementation.
G1.2.2	Periodically review the suite of engagement options used to solicit citizen input and expertise on policy issues.	City Manager's Office	R	\$-\$\$\$	O	The Communications Team updated the Policy and Services Committee in 2021 about planned community engagement.
G1.2.3	Continue to rely on neighborhood organizations, the City website, local media, online technologies and other communication platforms to keep residents informed of current issues and to encourage citizen engagement.	City Manager's Office	R	\$	O	Staff is working on upcoming Town Hall meetings as well as other community engagement and intends to continue to collaborate with the neighborhood organizations.

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G1.2.4 Provide access to communications technologies at City facilities, including public libraries and City Hall, and explore innovative locations for communication.	City Manager's Office	R	\$\$	O	City facilities are opening back up to the public and staff continues to make the spaces available to the public as safely as possible. Additionally, staff is implementing a Virtual Receptionist "Alice" in the City Hall Lobby to assist the public upon entering the building.
G1.2.5 Continue to release City Council staff reports to the public up to 10 days prior to Council hearings to increase public awareness of City decision-making.	City Clerk's Office	R	\$	O	We continue to release City Council staff reports up to 10 days prior to City Council meetings.
Goal G-2: Informed and involved civic, cultural, environmental, social service and neighborhood organizations and residents.					
G2.2.1 Continue to offer the use of City facilities to non-profit civic, environmental, cultural, neighborhood and social service organizations for meetings and events at discounted or complimentary rates and via sponsorship programs.	City Manager's Office	R	\$	O	Ongoing though COVID-19 impacts access to the inside of facilities.
Goal G-4: Active involvement of local citizens as volunteers.					
G4.1.1 Continue and expand volunteer opportunities and the community's awareness of public and nonprofit organizations serving the City.	City Manager's Office	R	\$	O	City continues to work with established Advisory Groups.
G4.1.2 Publicly recognize the efforts of individuals, groups, and businesses that provide volunteer services within the City.	City Manager's Office	R	\$	O	This is an ongoing task.
G4.1.3 Coordinate with the Palo Alto Unified School District to develop classroom-based leadership, governance and civic participation programs.	City Manager's Office	M	\$\$	O	This is an ongoing task. The City regularly meets with PAUSD leadership and discusses recent issues of interest to both organizations.

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G4.1.4 Support the transition from school-based volunteering to civic participation via outreach to parent volunteers and student leaders.	City Manager’s Office and Community Services Department	M	\$	O	This is an ongoing task.
G4.1.5 Coordinate with the real estate community to develop a welcome package for new residents, containing City resources, information and ways to contribute to livability.	City Manager’s Office	M	\$\$	PC	The City Manager’s Office works with the Utilities Department to send an electronic welcome message to new residents and customers, including businesses. In 2021 this was reviewed and updated.
Goal G-6: More clearly defined procedures, standards, and expectations for development review.					
G6.2.1 Provide clear information across multiple communications platforms to guide citizens and businesses through the City review and approval process.	Planning and Development Services	R	\$	O	This is an ongoing effort.
G6.2.2 Continue and expand customer-oriented process improvement efforts.	All Departments	R	\$\$	O	The City launched online appointment booking system for Development Services for in-person and virtual appointments in March 2021. The Online Parcel Report Enhancements enabling the public to access related documents and plan sets for planning entitlements and building permit records online will be launched before end of 2021.
G6.2.3 Use the pre-screening process to obtain early feedback from the City Council and the community regarding ordinance changes intended to facilitate specific development proposals.	Planning and Development Services	R	\$	O	This is an ongoing practice.
Land Use Element					

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Goal L-1: A compact and resilient city providing residents and visitors with attractive neighborhoods, work places, shopping districts, public facilities, and open spaces.						
L1.6.1	Review regulatory tools available to the City and identify actions to enhance and preserve the livability of residential neighborhoods and the vitality of commercial and employment districts, including improved code enforcement practices.	Planning and Development Services	S	\$\$	O	City is making additional improvements to enable more tailored responses within 311 system.
L1.8.1	Maintain and update as appropriate the 1985 Land Use Policies Agreement that sets forth the land use policies of the City, Santa Clara County, and Stanford University with regard to Stanford unincorporated lands.	all Departments	IP	\$	O	The City meets regularly with Stanford University regarding land use on an ongoing basis. In 2020 and continuing into 2021, the County initiated a process to update the Stanford Community Plan. The County is also preparing an updated Municipal Services Study. Both of these will be reviewed by the City as a stakeholder in unincorporated area land use policies areas within the City's Sphere of Influence and Urban Service Area.
Goal L-2: An enhanced sense of “community” with development designed to foster public life, meet citywide needs and embrace the principles of sustainability.						
L2.2.1	Explore whether there are appropriate locations to allow small-scale neighborhood-serving retail facilities such as coffee shops and corner stores in residential areas.	Planning and Development Services	M	\$	O	Uplift Local continued through 2021 given variants, and Council directed the continuation of closed streets and exploration of permanent parklets.
L2.4.1	Amend the Housing Element to eliminate housing sites along San Antonio Road and increase residential densities in Downtown and the California Avenue area to replace potential units from the sites eliminated.	Planning and Development Services	S	\$	O	As part of Housing Element update, staff is focusing on Downtown and Cal Ave. region. However, to meet challenging Regional Housing Needs Allocation (RHNA), sites along San Antonio, may need to be included.

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L2.4.2	Allow housing at Stanford Shopping Center, provided that adequate parking and vibrant retail is maintained and no reduction of retail square footage results from the new housing.	Planning and Development Services	S	\$	P	Mixed Use development is allowed in the Community Commercial (CC) zoning district since 2018. Future housing development requires conversation with tenants and Stanford University. The Housing Element process in 2021-22 will include consideration of this program.
L2.4.3	Allow housing on the El Camino Real frontage of the Stanford Research Park. Explore multi-family housing elsewhere in Stanford Research Park and near the SUMC.	Planning and Development Services	S	\$	O	The City meets regularly with Stanford University regarding land use on an ongoing basis. The Housing Element process in 2021-22 will include consideration of this program.
L2.4.4	Assess non-residential development potential in the Community Commercial, Service Commercial and Downtown Commercial Districts (CC, CS and CD) and the Neighborhood Commercial District (CN), and convert non-retail commercial FAR to residential FAR, where appropriate. Conversion to residential capacity should not be considered in Town and Country Village.	Planning and Development Services	S	\$	O	Conversion of commercial properties to residential and mixed use (residential and commercial) is occurring with pre-screening development applications filed in 2021
L2.4.5	Update the municipal code to include zoning changes that allow a mix of retail and residential uses but no office uses. The intent of these changes would be to encourage a mix of land uses that contributes to the vitality and walkability of commercial centers and transit corridors.	Planning and Development Services	S	\$	P	Vacancy rates continued to increase due to the extension of the pandemic emergency. The Town and Country Village center application was rejected by City Council. In September 2021, Council directed continuation of closure on California Avenue until June 2022, and exploration of permanent parklets and closure of a portion of Ramona Street.
L2.4.6	Explore changing the Transfer of Development Rights (TDR) ordinances for both buildings of historic significance and for seismic retrofits so that transferred development rights may only be used for residential capacity.	Planning and Development Services	M	\$	P	This program has not been explored yet. The project commencement is pending the availability of resources.

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L2.4.7	Explore mechanisms for increasing multi-family housing density near multimodal transit centers.	Planning and Development Services	S	\$\$	PC	The City was awarded a Priority Development Area (PDA) grant. This grant can support work in Downtown Palo Alto to further housing production.
L2.4.8	Identify development opportunities for BMR and more affordable market rate housing on publicly owned properties in a way that is integrated with and enhances existing neighborhoods.	Planning and Development Services	S	\$\$	O	As part of Housing Element update, staff is looking at City parking lots for potential affordable housing sites.
L2.5.1	Collaborate with Palo Alto Unified School District (PAUSD) in exploring opportunities to build housing that is affordable to school district employees.	Planning and Development Services	IP	\$	O	The County is moving forward with a proposed teacher housing project with Palo Alto Unified School District (PAUSD) and other surrounding school districts at 231 Grant Ave. The City continues to partner with the County to review and process the application.
L2.7.1	Review development standards to discourage the net loss of housing units.	Planning and Development Services	S	\$	P	Modifications to zoning code will be proposed to ensure compliance with state law. It will be placed on the work plan for 2022. The State's no net loss requirements recently has been extended to 2030.
L2.8.1	Conduct a study to evaluate various possible tools for preventing displacement of existing residents.	Planning and Development Services	M	\$\$	PC	The City Council will be reviewing the renter protection policies on November 15th and provide direction to staff. The policies and programs will be further developed to built ordinance language. Staff plans to bring the draft ordinance for PTC and Council review in spring of 2022.

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L2.8.2	Develop and implement a system to inventory the characteristics of existing housing units and track changes in those characteristics on a regular basis. Make the information publicly available.	Planning and Development Services	M	\$\$	P	Work has not commenced.
L2.10.1	Collaborate with PAUSD to plan for space to accommodate future school expansions or new school sites, and evaluate zoning space to accommodate new schools.	Planning and Development Services	IP	\$\$	O	The lease on existing Cubberley facilities were extended from July 1, 2020 to December 31, 2024 to accommodate school district's need.
Goal L-3: Safe, attractive residential neighborhoods, each with its own distinct character and within walking distance of shopping, services, schools, and/or other public gathering places.						
L3.2.1	Evaluate and implement strategies to prevent conversion of residential and neighborhood-serving retail space to office or short-term vacation rentals.	Planning and Development Services	IP	\$	PC	City's COVID-19 pandemic response continued with strategies to assist commercial businesses.
L3.5.1	Develop a program to assess and manage both the positive and negative impacts of basement construction in single family homes on the community and the environment, including: § Impacts to the natural environment, such as potential impacts to the tree canopy, groundwater supply or quality, and soil compaction. § Safety issues such as increased surface flooding increased groundwater intrusion with sea level rise, emergency access and egress, or sewage backflows.	Planning and Development Services	S	\$\$	O	The Planning Department and Public Works staff monitors secant walls and groundwater levels for all projects.
Goal L-4: Inviting pedestrian scale centers that offer a variety of retail and commercial services and provide focal points and community gathering places for the city's residential neighborhoods and employment districts.						

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L4.2.1	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Planning and Development Services	M	\$\$	P	The overall study of ground-floor retail requirements in preserving retail space has not commenced, but the City's COVID-19 pandemic response included continuation of parklets and street closures and other assistance.
L4.2.2	Evaluate the effectiveness of formula retail limits adopted for California Avenue. Develop incentives for local small businesses where warranted.	Planning and Development Services	M	\$\$	O	The Office of Transportation continues to assess parking in the California Avenue business district.
L4.2.3	Explore and potentially support new, creative and innovative retail in Palo Alto.	Planning and Development Services	S	\$\$	PC	The street closure of University Avenue sunsets in mid-October, and Cal Ave closure is to continue until June 2022. Additional exploration is underway for permanent parklets and a closure of a portion of Ramona and of California Ave.
L4.4.1	Study the feasibility of using public and private funds to provide and maintain landscaping and public spaces such as parks, plazas, sidewalks and public art within commercial areas.	Planning and Development Services	M	\$	PC	City's ArtLift program launched to fund art projects and experiences in commercial corridors and neighborhoods to help people remain engaged in the arts, reconnect with each other, and recover together as a cohesive community continues to operate.
L4.4.2	Through public/private cooperation, provide well- signed, clean, and accessible restrooms.	Planning and Development Services and Department of Public Works	R	\$	O	This is an ongoing effort.

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L4.4.3	Collaborate with merchants to enhance the appearance of streets and sidewalks within all Centers. Encourage the formation of business improvement districts and undertake a proactive program of maintenance, repair, landscaping and enhancement.	Department of Public Works / Urban Forestry Department	R	\$\$	P	Work has not commenced.
L4.4.4	Identify priority street improvements that could make a substantial contribution to the character of Centers, such as widening sidewalks, narrowing travel lanes, creating medians, restriping to allow diagonal parking, and planting trees.	Office of Transportation	S	\$\$\$	P	The California Avenue and University Avenues are currently in consideration for enhancements such as street scape projects and/or street closures. Staff is seeking Council's direction on planning these areas for future improvements.
L4.5.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning and Development Services	M	\$\$	P	The project has not commenced. Due to the continued COVID-19 pandemic throughout 2021, the focus remains on temporary outdoor business operations and exploration of a permanent parklet program.
L4.5.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning and Development Services	M	\$	P	Work has not commenced.
L4.6.1	Explore increasing hotel FAR from 2.0 to 3.0 in the University Avenue/Downtown area and 2.5 in areas outside of Downtown.	Planning and Development Services	M	\$\$	P	Work has not commenced.
L4.8.1	Prepare a Coordinated Area Plan for Downtown.	Planning and Development Services	IP	\$\$\$	P	The City received the Priority Development Area (PDA) grant for preparing a plan for Downtown Palo Alto. While this grant cannot support a full coordinated area plan, it will make progress toward housing development in Palo Alto's downtown.

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L4.8.2	Study the feasibility of converting parts of University Avenue to a pedestrian zone.	Public Works, Office of Transportation, PDS	M	\$\$	O	California Avenue and University Avenue are currently in consideration for enhancements such as street scape projects and/or street closures. Seeking Council direction on planning these areas for future improvements. RFP to hire consultant for Streetscape project on University Avenue is currently in Progress. University to reopen October 15, 2021; on September 13 Council indicated desire to continue Ramona block closure and parklets.
L4.9.1	While preserving adequate parking to meet demand, identify strategies to reuse surface parking lots.	Planning and Development Services & Office of Transportation	IP	\$	O	Work is in progress. There are no substantial actions to report at this time.
L4.9.2	Explore adding additional Floor Area Ratio (FAR) for retail at Stanford Shopping Center.	Planning and Development Services	M	\$	P	Work will be started in approximately three years, no change in status to report for 2020.
L4.10.1	Prepare a coordinated area plan for the North Ventura area and surrounding California Avenue area. The plan should describe a vision for the future of the North Ventura area as a walkable neighborhood with multi- family housing, ground floor retail, a public park, creek improvements, and an interconnected street grid. It should guide the development of the California Avenue area as a well-designed mixed use district with diverse land uses and a network of pedestrian-oriented streets.	Planning and Development Services	IP	\$\$\$	O	The coordinated area plan work is in progress. The City Council has reviewed the plan and provided directions. Staff plans another Council review in December 2021 for final recommendations.
L4.10.2	Create regulations for the California Avenue area that encourage the retention or rehabilitation of smaller buildings to provide spaces for existing retail, particularly local, small businesses.	Planning and Development Services	M	\$\$	P	Project commencement is pending the availability of resources.

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L4.16.1	Maintain distinct neighborhood shopping areas that are attractive, accessible and convenient to nearby residents.	Planning and Development Services	R	\$	O	The PAMC commercial zoning regulations, Retail Preservation Ordinance and proposed Objective Standards ensure these shopping areas are maintained.
Goal L-5: High quality employment districts, each with their own distinctive character and each contributing to the character of the city as a whole.						
L5.1.1	Explore with Stanford University various development options for adding to the Stanford Research Park a diverse mix of uses, including residential, commercial hotel, conference center, commercial space for small businesses and start-ups, retail, transit hub, and other community-supporting services that are compatible with the existing uses, to create a vibrant innovation-oriented community.	Planning and Development Services	M	\$\$	O	The City meets regularly with Stanford University regarding land use on an ongoing basis. The Housing Element process in 2021-22 will include consideration of this program.
Goal L-6: Well-designed buildings that create coherent development patterns and enhance city streets and public spaces.						
L6.1.1	Promote awards programs and other forms of public recognition for projects of architectural merit that contribute positively to the community.	Planning and Development Services	R	\$	O	The Architectural Review Board (ARB) met September 9, 2021 to kick off the 2020 Awards process.
L6.3.1	Develop guidelines for bird-friendly building design that minimizes hazards for birds and reduces the potential for collisions.	Planning and Development Services	M	\$\$	P	Work will be started in approximately three years, no change in status to report for 2020.
L6.6.1	Modify design standards for mixed use projects to promote a pedestrian-friendly relationship to the street, including elements such as screened parking or underground parking, street-facing windows and entries, and porches, windows, bays and balconies along public ways, and landscaping, and trees along the street. Avoid blank or solid walls at street level.	Planning and Development Services	IP	\$	O	Objective Standards work included public hearings before Architectural Review Board, Planning and Transportation Commission, a community meeting, and City Council. The Architectural Review Board ad hoc committee met many times to refine the graphics for the standards. Council is set to hold multiple meetings on Objective Standards, beginning September 27, 2021.

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L6.7.1	Implement architectural standards to assure they effectively address land use transitions.	Planning and Development Services	R	\$	O	This is an ongoing effort.
Goal L-7: Conservation and preservation of Palo Alto’s historic buildings, sites, and districts.						
Program for Policy L7.2	If a proposed project would substantially affect the exterior of a potential historic resource that has not been evaluated for inclusion into the City’s Historic Resources Inventory, City staff shall consider whether it is eligible for inclusion in State or federal registers prior to the issuance of a demolition or alterations permit. Minor exterior improvements that do not affect the architectural integrity of potentially historic buildings shall be exempt from consideration. Examples of minor improvements may include repair or replacement of features in kind, or other changes that do not alter character-defining features of the building.”	Planning and Development Services	R	\$	O	The Policy L 7.2 implementation continues. The passage of SB9 implicates a need to update PAMC 16.49 and local inventory to reference the properties found California Register and National Register Eligible during and since the 1998-2000 history survey.
L7.1.1	Update and maintain the City’s Historic Resource Inventory to include historic resources that are eligible for local, State, or federal listing. Historic resources may consist of a single building or structure or a district.	Planning and Development Services	R	\$	O	This work has not commenced. SB 9 may inspire the Council to advance this policy in 2022. Staff recommends changing the status from 'routine' to 'short term' and adjust the HRB work plan.
L7.1.2	Reassess the Historic Preservation Ordinance to ensure its effectiveness in the maintenance and preservation of historic resources, particularly in the University Avenue/Downtown area.	Planning and Development Services	M	\$	P	Work has not commenced.
L7.8.1	Promote and expand available incentives for the retention and rehabilitation of buildings with historic merit in all zones and revise existing zoning and permit regulations to minimize constraints to adaptive reuse.	Planning and Development Services	S	\$	PC	Rehabilitation is underway for several projects in Palo Alto.

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L7.8.2	Create incentives to encourage salvage and reuse of discarded historic building materials.	Planning and Development Services & Department of Public Works	S	\$	PC	The Department of Public Works is monitoring the deconstruction ordinance for approved demolitions.
L7.8.3	Seek additional innovative ways to apply current codes and ordinances to older buildings. Use the State Historical Building Code for designated historic buildings.	Planning and Development Services	R	\$	O	Staff routinely applies the California Historical Building Code to qualified projects as applicable.
L7.12.1	Review parking exceptions for historic buildings in the Zoning Code to determine if there is an effective balance between historic preservation and meeting parking needs.	Planning and Development Services	L	\$	P	Work has not commenced.
Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the city.						
L9.1.1	Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes.	Planning and Development Services	L	\$	P	To be started in approximately three years, no change in status in 2020.
L9.3.1	Review standards for streets and signage and update as needed to foster natural, tree-lined streets with a minimum of signage.	Planning and Development Services, Office of Transportation & Department of Public Works	M	\$	O	This program is ongoing. There are no updates to report at this time.
L9.6.1	Analyze existing neighborhoods and determine where publicly accessible shared, outdoor gathering spaces are below the citywide standard. Create new public spaces, including public squares, parks and informal gathering spaces in these neighborhoods.	Planning and Development Services	M	\$\$\$	P	Work has not commenced.

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L9.7.1	Develop a strategy to enhance gateway sites with special landscaping, art, public spaces and/or public buildings. Emphasize the creek bridges and riparian settings at the entrances to the City over Adobe Creek and San Francisquito Creek.	Planning and Development Services	R	\$	P	Work has not commenced.
L9.8.1	Establish incentives to encourage native trees and low water use plantings in new development throughout the city.	Planning and Development Services, Office of Transportation & Department of Public Works	M	\$	O	Staff has continued to successfully encourage the planting of native trees and low water use plantings through the use of the ARB findings modified in the 2016 code update (including a focus on regional, indigenous, drought tolerant species). The Model Water Efficient Landscape Ordinance (MWELo) is implemented by staff review of landscape permits.
L9.10.1	Continue the citywide undergrounding of utility wires. Minimize the impacts of undergrounding on street tree root systems and planting areas.	City of Palo Alto Utilities	R	\$\$\$	O	The Utilities Department in collaboration with the Urban Forestry division has an ongoing program to underground utility wires, and complies with all City ordinances regarding minimizing impacts of construction on trees.
L9.10.2	Encourage the use of compact and well-designed utility elements, such as transformers, switching devices, backflow preventers and telecommunications infrastructure. Place these elements in locations that will minimize their visual intrusion.	City of Palo Alto Utilities	R	\$	O	In addition to safety, reliability and cost-effectiveness, the Utilities Department considers the visual impacts of utility equipment before installation.
L9.11.1	Implement the findings of the City's Infrastructure Blue Ribbon Committee and its emphasis for rebuilding our civic spaces.	Department of Public Works	IP	\$\$\$	O	The Infrastructure Blue Ribbon Committee's findings resulted in City Council's adoption of the 2014 Council Infrastructure Plan, including ten priority projects. Implementation of the plan is underway, with two of the projects completed, three projects in construction and others in the design process.

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L9.11.2	Identify City-owned properties where combinations of wireless facilities can be co-located, assuming appropriate lease agreements are in place.	City of Palo Alto Utilities & Planning and Development Services	M	\$	O	Utilities has identified five locations for the Advanced Metering Infrastructure (AMI) base collectors: East Meadow Substation, Hale Well, Maybell Substation, Monte Bello Reservoir, and Peers Park Water Pump Station. After Council approves the AMI contract, Utilities will begin the Tier 2 Wireless Communications Facilities application process with Planning.
L9.12.1	Coordinate with regional utility providers on activities that would impact their infrastructure and right-of-way.	City of Palo Alto Utilities, Planning and Development Services and Department of Public Works	R	\$	O	Utilities, Planning and Public Works Departments coordinate with regional utility providers on activities that impact the City's infrastructure and right of way to ensure they are in compliance with local ordinances and policies.
Goal L-10: Maintain an economically viable local airport with minimal environmental impacts.						
L10.1.1	Relocate the terminal building away from the Runway 31 clear zone and closer to the hangars, allowing for construction of a replacement terminal.	Department of Public Works	L	\$\$\$	PC	The Airport received funding for first phase of the Airport Layout Plan (ALP) project in 2021, which will begin the 18 month study. The final phase of funding is expecting in 2022. The relocation of the terminal will be studied in this project.
L10.1.2	Update the Airport Layout Plan in accordance with Federal Aviation Administration requirements, as needed, while ensuring conformance with the Baylands Master Plan to the maximum extent feasible.	Department of Public Works	M	\$\$\$	PC	The Airport received funding for first phase of the Airport Layout Plan (ALP) project in 2021, which will begin the 18 month study. The final phase of funding is expecting in 2022. The project is expected to be completed 2023.
L10.1.3	Identify and pursue funding to address maintenance, safety and security improvements needed at PAO.	Department of Public Works	R	\$	O	This program is ongoing. There are no updates to report at this time.

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L10.3.1 Establish and implement a system for processing, tracking and reporting noise complaints regarding local airport operations on an annual basis,	Department of Public Works	S	\$\$	O	Since the City began tracking complaints in 2014, the Annual Aircraft Noise Complaints Report is completed each January and submitted to City Council.
L10.3.2 Work with the airport to pursue opportunities to enhance the open space and habitat value of the airport. These include: -Maintaining native grasses; -Reconstructing levees to protect the airport from sea level rise while enhancing public access and habitat conservation; and -Evaluating the introduction of burrowing owl habitat. This program is subject to federal wildlife hazard requirements and guidelines for airports.	Community Services Department and Department of Public Works	R	\$\$	P	Work has not commenced.
L10.4.1 Continue to provide a bicycle/pedestrian path adjacent to Embarcadero Road, consistent with the Baylands Master Plan and open space character of the baylands subject to federal and State airport regulations.	Department of Public Works and Office of Transportation	R	\$	O	There is an existing bicycle/pedestrian path adjacent to portions of Embarcadero Road (installed in 2000) that Rangers continue to maintain.
Natural Environment Element					
Goal N-1: Protect, conserve and enhance Palo Alto’s citywide system of open space, including connected and accessible natural and urban habitats, ecosystems, and natural resources, providing a source of public health, natural beauty and enjoyment for Palo Alto residents.					
N1.1.1 Develop Comprehensive Resource Conservation Plans for the Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park to steward the protection of local ecosystems.	Community Services Department	S-M	\$\$\$	P	Conservation Plans for Pearson Arastradero, Esther Clark, and Foothills Nature Preserves are currently not funded in the Capital Improvement Plan (CIP).

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N1.1.2 Promote and support ecosystem protection and environmental education programs in Palo Alto and neighboring school districts.	Community Services Department	S	\$	O	Palo Alto Open Space partners with Grassroots Ecology and Save the Bay (volunteer-based habitat restoration organizations) to provide over 50 habitat restoration programs in our open space preserves each year. In FY20, there were 2,354 volunteer hours for a total of 7,472 volunteer hours. The Junior Museum and Zoo also provides science outreach programs in local schools.
N1.3.1 Work to maintain Williamson Act agricultural preserve contracts within the City.	Planning and Development Services	S	\$	O	The parcels under Williamson Act contract are reviewed by the City Council every year and extended for an additional one year term if the property owners chooses to continue it.
N1.3.2 Provide information and support programs that encourage residents to enhance their private yards with native plant species and low impact landscaping.	Department of Public Works / Urban Forestry Department	R	\$\$	O	Tree and landscape use of native plants is encouraged during Individual Reviews of landscape plans for residential projects. The South Palo Alto Tree Planting Initiative is also ongoing. Funding is provided to the non-profit organization Canopy to plant native and/or climate adapted trees on private properties. Each tree is inventoried on the open source platform so that it can be monitored.
N1.4.1 Periodically review California Environmental Quality Act (CEQA) thresholds of significance regarding special status species to identify changes in listed species recommended by professionally recognized scientific experts.	Planning and Development Services	R	\$	O	This is an ongoing program, no updates to report at this time.

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N1.4.2	Explore the feasibility of expanding the use of overlay tools such as the Site and Design (D) Review Combining District or similar development review and restriction tools to protect special-status species and their habitats from development.	Planning and Development Services	M	\$\$	P	Work has not commenced.
N1.4.3	Assess opportunities to expand habitats of special – status species within publicly-owned open spaces.	Community Services Department	R	\$\$	O	Palo Alto Open Space partners with Grassroots Ecology and Save the Bay (volunteer-based habitat restoration organizations) to provide over 50 habitat restoration programs in our open space preserves each year. Work has not commenced yet, but The Baylands Conservation Plan, which is currently under California Environmental Quality Act (CEQA) review, provides some analysis on habitat improvement in the Baylands Nature Preserve.
N1.5.1	Maintain the value of local wetlands as habitats by ensuring adequate flow from the Bay and minimizing effluent.	Community Services Department	R	\$	P	Work has not commenced. The Baylands Conservation Plan includes a recommendation to improve tidal flow to the Renzel Marsh.
N1.6.1	Continue to coordinate City review, particularly by Planning, Public Works and Community Services Departments, of projects that might impact the City’s foothills and hillside areas.	Planning and Development Services	R	\$\$	O	This is an ongoing program, no updates to report at this time.
N1.7.1	Examine and improve existing management practices, including the provision of access to open space for City vehicles and equipment, to ensure that natural resources are protected.	Community Services Department	R	\$\$	O	Open Space staff are careful to only utilize vehicles and equipment where necessary and with an intent to protect the natural resources.

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N1.7.2	Protect wildlife in public open space areas by improving litter collection, restricting the use of non- recyclable plastics, prohibiting the feeding of wild, feral and stray animals in open space, and enforcing dog leash laws.	Community Services Department	R	\$	O	Feeding wild, feral, and stray animals in Open Space was prohibited on June 9, 2014. Litter collection is accomplished through staff and volunteers. Rangers enforce the dog leash laws.
N1.7.3	Provide information about responsible behavior in environmentally-sensitive areas through signage, pamphlets and documents on the City's website.	Community Services Department	R	\$	O	The Rangers educate park visitors through signage, interpretive programs, and information on the City webpage. Additional signage and educational materials were created specifically for use at Foothills Nature Preserve when it opened to nonresidents.
N1.7.4	Review and map existing easements and maintenance roads for potential trails and trail connections.	Community Services Department	S	\$\$	P	Work has not commenced.
N1.10.1	Use City funds and seek additional sources of funding, including State and federal programs, to finance open space acquisition, maintenance or conservation.	Community Services Department	R	\$	O	This is an ongoing effort, no updates to report at this time.
N1.10.2	Create mechanisms to monitor, assess and respond quickly to land acquisition opportunities that would expand or connect the City's system of parks and open spaces, and establish a long-term funding strategy for acquisition that would enable the City to move quickly when opportunities arise.	Community Services Department	S	\$\$\$	O	The Parks and Recreation Commission has created an Ad Hoc committee focused on identifying funding opportunities for parks, recreation and open space projects, including land acquisitions.
Goal N-2: A thriving urban forest that provides public health, ecological, economic, and aesthetic benefits for Palo Alto.						
N2.1.1	Explore ways to prevent and ameliorate damage to trees and tree roots by above and below ground infrastructure and buildings.	Department of Public Works	R	\$	O	This is an ongoing program, no updates to report at this time.

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N2.2.1	Periodically update the UFMP and Tree Protection Ordinance to ensure policies and regulations remain relevant set leading standards for tree health practices.	Department of Public Works	R	\$\$	O	This is an ongoing program, tree ordinance updates are currently being proposed (10/21).
N2.4.1	Promote landscape design that optimizes soil volume, porosity, structure and health, as well the location, shape and configuration of soil beds.	Planning and Development Services and Urban Forestry	M	\$	O	This is an ongoing task. Collaborative review with Urban Forestry staff of major projects is conducted through Architectural Review Board.
N2.7.1	Maintain and irrigate healthy trees in parks, open space, parking lots, and City rights-of-way, while identifying and replacing unhealthy trees in those areas.	Department of Public Works	S	\$\$	O	This is an ongoing program. Summer time watering of newly planted street trees by city staff continues.
N2.7.2	Continue to invest in the care, irrigation and monitoring of street trees during drought conditions.	Department of Public Works	R	\$\$	O	This is an ongoing program. Summer time watering of newly planted street trees by city staff continues.
N2.7.3	Actively pursue funding for tree planting to increase canopy cover significantly across the city, avoid a net loss of canopy at the neighborhood level, and attain canopy size targets in parks, open space, parking lots, and City rights-of-way.	Department of Public Works	R	\$	O	This is an ongoing program, no updates to report at this time.
N2.9.1	Increase awareness, severity and enforcement of penalties for tree damage.	Department of Public Works	M	\$	O	This is an ongoing program, no updates to report at this time.
N2.9.2	Develop a program for using the City's Urban Forestry Fund to replace trees lost to public improvement and infrastructure projects, with replanting occurring onsite or as close to the original site as is ecologically appropriate.	Department of Public Works	M	\$\$	O	This is an ongoing program, no updates to report at this time.

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N2.10.1	Continue to require replacement of trees, including street trees lost to new development.	Planning and Development Services & Urban Forestry Department	R	\$	O	This is an ongoing requirement as part of the architectural review and other development review processes. Replacement trees are required to ensure 'no net loss of canopy'.
N2.10.2	As part of the update of the Tree and Landscape Technical Manual, consider expanding tree protections to include additional mature trees and provide criteria for making site-specific determinations of trees that should be protected.	Planning and Development Services & Urban Forestry Department	S	\$	PC	The Tree and Landscape Technical Manual has been updated. Final changes and City Manager review and approval of the manual are pending the outcome of proposed changes to Title 8 of Palo Alto Municipal Code.
N2.10.3	Consider revisions to the appeals process to increase transparency regarding tree removals and expanded opportunities for community members to appeal the removal of trees.	Planning and Development Services & Urban Forestry Department	L	\$\$	PC	Changes proposed to Palo Alto Municipal Code will initiate revisions to the appeals process for tree removals if adopted.
N2.11.1	Develop a transparent and publicly accessible street tree removal and replacement schedule.	Department of Public Works	M	\$	P	There are no substantial actions to report at this time.
N2.11.2	Develop a program to replace unhealthy public trees over time.	Department of Public Works	M	\$\$	O	This is an ongoing program, no updates to report at this time.
N2.12.1	Explore ways to leverage the fact that Palo Alto's urban forest alleviates climate change by capturing and storing carbon dioxide.	Department of Public Works	M	\$	P	There are no substantial actions to report at this time.
N2.13.1	Work with local nonprofits to establish one or more tree planting programs that are consistent with the UFMP, and rely on locally native, resilient species. Review existing tree planting guidelines to ensure they achieve these objectives.	Department of Public Works	S	\$\$	PC	The South Palo Alto Tree Planting Program continues, there are no substantial actions to report at this time.

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N2.13.2 Provide on-going education for City staff, residents, and developers regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species.	Department of Public Works	R	\$	P	There are no substantial actions to report at this time.
N2.13.3 Involve tree owners in tree maintenance programs.	Planning and Development Services and Urban Forestry Division	R	\$	O	There are no substantial actions to report at this time.
N2.13.4 Cooperate with the Palo Alto Unified School District, Stanford University, Caltrain, Caltrans, Pacific Gas & Electric, and other public and private entities to ensure that their tree planting, tree removal, and maintenance practices are consistent with City guidelines.	Department of Public Works	R	\$	P	There are no substantial actions to report at this time.
Goal N-3: Conservation of both natural and channelized creeks and riparian areas as open space amenities, natural habitat areas, and elements of community design.					

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N3.3.1	Update the Stream Corridor Protection Ordinance to explore 150 feet as the desired stream setback along natural creeks in open space and rural areas west of Foothill Expressway. This 150-foot setback would prohibit the siting of buildings and other structures, impervious surfaces, outdoor activity areas and ornamental landscaped areas within 150 feet of the top of a creek bank. Allow passive or intermittent outdoor activities and pedestrian, equestrian and bicycle pathways along natural creeks where there are adequate setbacks to protect the natural riparian environment. Within the setback area, provide a border of native riparian vegetation at least 30 feet along the creek bank. The update to the Stream Protection Ordinance should establish: -Design recommendations for development or redevelopment of sites within the setback, consistent with basic creek habitat objectives and significant net improvements in the condition of the creek. -Conditions under which single-family property and existing development are exempt from the 150-foot setback -Appropriate setbacks and creek conservation measures for undeveloped parcels.	Planning and Development Services	S	\$\$	P	This program would be started in the next 2-4 years.
N3.3.2	Examine the development regulations of the Stream Corridor Protection Ordinance, with stakeholder involvement to establish appropriate setback requirements that reflect the varying natural and channelized conditions along creeks east of Foothill Expressway. Ensure that opportunities to provide an enhanced riparian setback along urban creeks as properties are redeveloped or improved are included in this evaluation.	Planning and Development Services	S	\$\$	P	This program would be started in the next 2-4 years.

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N3.3.3	For all creeks, update the Stream Corridor Protection Ordinance to minimize impacts on wildlife by: -Limiting the development of recreational trails to one side of natural riparian corridors. -Requiring careful design of lighting surrounding natural riparian corridors to maximize the distance between nighttime lighting and riparian corridors and direct lighting away from the riparian corridor.	Planning and Development Services and Department of Public Works	S	\$\$	O	Lighting near riparian areas is reviewed as a part of the California Environmental Quality Act (CEQA) process.
N3.4.1	Develop a community creek stewardship program to promote existing creek clean-up days, organize new events, and increase appreciation of riparian corridors.	Department of Public Works	M	\$\$	O	Continue to work with Grassroots Ecology who manage a creek stewardship and education program.
N3.6.1	Review and update the Grading Ordinance to ensure that it adequately protects creeks from the erosion and sedimentation impacts of grading.	Department of Public Works	M	\$\$	PC	Stormwater ordinance will be updated in 2022.
N3.8.1	Work with the SCVWD to develop a maintenance, restoration and enhancement improvement program that preserves flood protection while preserving riparian habitat, and identifies specific stretches of corridor to be restored or daylighted, standards to be achieved, and sources of funding. Include provisions for tree and vegetation planting to enhance natural habitat and shade cover.	Department of Public Works	M	\$\$	PC	Limited progress has been made, except for the work on the North Ventura Coordinated Area Plan.
N3.8.2	Participate cooperatively in the JPA to achieve increased flood protection, habitat preservation, enhancement and improved recreational opportunities along San Francisquito Creek.	Department of Public Works	IP	\$	O	This is an ongoing program, no updates to report at this time.
Goal N-4: Water resources and infrastructure that are managed to sustain plant and animal life, support urban activities, and protect public health and safety.						

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N4.2.1	Educate customers on efficient water use (indoor and outdoor), tree care, and landscaping options.	City of Palo Alto Utilities & Department of Public Works	R	\$	O	The City in partnership with Valley Water offers a suite of water efficiency programs including landscape conversion rebates, indoor and outdoor survey kits, graywater laundry to landscape rebates, irrigation system rebates and rain barrel rebates. The City offers a variety of workshops on water efficiency and plant care throughout the year.
N4.5.1	Study the supply and quality of local groundwater aquifers to better understand their utility as natural water storage.	City of Palo Alto Utilities & Department of Public Works	S	\$	O	Council accepted the Northwest County Recycled Water Strategic Plan in 2020 that included the characterization of hydrogeologic conditions in the region. In 2021, the City will work on a One Water Plan that will analyze all water sources within the City.
N4.5.2	Work with local public agencies to educate residents regarding the public health, fire, and overall quality of life risks associated with long-term drought.	City of Palo Alto Utilities, Department of Public Works & Office of Emergency Services	R	\$	O	The City engages in public outreach and provides information on the City website about the importance of making water conservation a way of life.
N4.6.1	Encourage residents to use rain barrels or other rainwater reuse systems.	Department of Public Works	S	\$	O	The City expanded outreach on rain barrel rebates with Valley Water.

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N4.7.1	Support and participate in the work of the SCVWD to prepare a high-quality groundwater management plan that will address groundwater supply and quality, including, as appropriate: -An understanding of subsurface hydrology. -Strategies to reduce depletion. -Opportunities to recharge groundwater, including through use of recycled water and extracted groundwater. -Methods to ensure that uncontaminated, toxin-free groundwater is used in a manner that benefits the community, for example in irrigation of parks, street cleaning, and dust suppression. -An approach to metering extracted groundwater.	Department of Public Works	S	\$	PC	Parts of the goals are included in the Northwest County Recycled Water Strategic Plan Groundwater Chapter accepted by Council in February 2020. Development of a One Water plan will commence in FY 22 to determine and analyze all potential water sources within the City.
N4.7.2	Support the SCVWD and the Regional Water Quality Control Board (RWQCB) to implement their mandate to protect groundwater from the adverse impacts of urban uses.	Department of Public Works	S	\$	O	This is an ongoing program, no updates to report at this time.
N4.7.3	Work with the SCVWD and RWQCB to identify and map key groundwater recharge and stormwater management areas for use in land use planning and permitting and the protection of groundwater resources.	Department of Public Works	IP	\$	O	Work towards implementing the Green Stormwater Infrastructure Plan.
N4.8.1	Research and promote new construction techniques and recharge strategies developed to reduce subsurface and surface water impacts and comply with City dewatering policies.	Department of Public Works	IP	\$	PC	City is monitoring the new construction techniques.
N4.8.2	Explore appropriate ways to monitor all excavations and other projects to ensure that dewatering does not result in recharge into the aquifer where needed.	Department of Public Works	S	\$	PC	City is monitoring the new construction techniques.

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N4.10.1	Monitor and implement practices for reducing water pollution. Examples include state-of-the-art best management practices (BMPs), land use planning approaches, and construction of modern stormwater management facilities.	Department of Public Works	R	\$\$\$	PC	Stormwater ordinance will be updated in 2022.
N4.10.2	Continue public education programs on water quality issues, including BMPs for residents, businesses, contractors, and City employees.	Department of Public Works	R	\$	O	This work continues via flyers, tabling, bill inserts, targeted messages and the website.
N4.10.3	Implement swift and rigorous spill response, cleanup, and follow-up investigation procedures to reduce the impacts of toxic spills on the city's creeks and San Francisco Bay.	Department of Public Works	R	\$\$	PC	Stormwater ordinance will be updated in 2022.
N4.10.4	Increase monitoring and enforcement of existing prohibitions on materials and practices known to impact local water quality, such as use of copper, in the design and construction industries.	Department of Public Works	R	\$	PC	Stormwater ordinance will be updated in 2022.
N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Department of Public Works	M	\$	PC	There are no substantial actions to report at this time.
N4.12.1	Implement the City's Integrated Pest Management Policy with periodic assessments of pesticide use and use of BMPs to reduce pesticide applications and toxicity, and maximize non-chemical control.	Department of Public Works	R	\$	O	This is an ongoing program. City continues to implement the City's Integrated Pest Management Policy.
N4.12.2	Revise the City's Tree and Landscape Technical Manual to include stronger requirements for least-toxic practices in the landscape permitting process.	Department of Public Works	S	\$	PC	There are no substantial actions to report at this time.
N4.12.3	Promote the value of toxin-free landscape management, and educate residents about the impacts of common fertilizers, herbicides, insecticides and pesticides on local water quality.	Department of Public Works	R	\$	O	This is an ongoing effort. Staff continues to educate residents and businesses regarding proper pest control.

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N4.13.1	Promote the use of permeable paving materials or other design solutions that allow for natural percolation and site drainage through a Storm Water Rebate Program and other incentives.	Department of Public Works	S	\$	O	The stormwater rebate program was revamped in partnership with Valley Water.
N4.13.2	Develop and implement a green stormwater infrastructure plan with the goal to treat and infiltrate stormwater.	Department of Public Works	S	\$\$\$	O	This is an ongoing program. City is currently implementing the Green Stormwater Infrastructure Plan.
N4.13.3	Mitigate flooding through improved surface permeability or paved areas, and stormwater capture and storage.	Department of Public Works	S	\$\$	O	This is an ongoing effort. There are no substantial actions to report at this time.
N4.14.1	Establish a standardized process for evaluating the impacts of development on the storm drainage system, including point source discharge, base flow and peak flow.	Department of Public Works	S	\$	O	Projects that require a building permit are reviewed by Public Works staff to verify that the proposed runoff from project sites is equal to or less than the existing runoff. Any excess flow must be detained or retained on-site.
N4.14.2	Complete improvements to the storm drainage system consistent with the priorities outlined in the City's Storm Drainage Master Plan, as amended.	Department of Public Works	IP	\$\$\$	O	Storm Drainage Master Plan projects are being implemented through the Capital Improvement Program using funding from the Stormwater Management Fee.
N4.15.1	Work with commercial and industrial dischargers to identify and implement pollution prevention measures and BMPs to eliminate or reduce the discharge of metals and other pollutants of concern.	Department of Public Works	R	\$\$	O	This is ongoing task. There are no substantial actions to report at this time.
N4.15.2	Encourage commercial dischargers to consistently go beyond minimum requirements of the Clean Bay Business Program.	Department of Public Works	R	\$	PC	Stormwater ordinance will be updated in 2022.
N4.16.1	Implement approved recommendations based on the Long-Term Facilities Plan prepared for the RWQCP.	Department of Public Works	IP	\$\$\$	O	Design complete for the Outfall Project, Primary Sedimentation Tank Rehabilitation and reviewing design for the Secondary Treatment process. Started construction on the Primary Sedimentation Tank Rehabilitation Project.

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N4.16.2	Develop a plan to address ongoing operations of the RWQCP taking potential sea level rise and growth in surrounding communities into account.	Department of Public Works	M	\$\$\$	O	A Sea Level Rise vulnerability assessment is being completed and Regional Water Quality Control Plant (RWQCP) raises all electrical equipment due to Sea Level Rise Policy.
N4.17.1	Evaluate the expansion of existing recycled water infrastructure to serve a larger area. Develop a plan to install “purple pipe” when streets are opened for other infrastructure work.	City of Palo Alto Utilities	M	\$\$	O	Council accepted the Northwest County Recycled Water Strategic Plan in 2020. A plan to coordinate the installation of purple pipe when streets are open has not been developed and is not currently in the work plan.
N4.17.2	Evaluate the possibility of using recycled water as an emergency water supply.	City of Palo Alto Utilities	L	\$	O	The use of recycled water as an emergency water supply is not under consideration currently.
N4.17.3	Investigate ways to reuse non-traditional water sources including recycled, gray, black and storm water.	City of Palo Alto Utilities	R	\$	PC	The City Council accepted the Northwest County Recycled Water Strategic Plan in 2020. The 2020 Sustainability and Climate Action Plan (S/CAP) update is underway, and a key action is to develop a plan for implementing a One Water portfolio. The One Water approach to integrated water resource planning will take a broader, more comprehensive look at water supply options including recycled water and other non-traditional water sources.
Goal N-5: Clean, healthful air for Palo Alto and the San Francisco Bay Area.						
N5.1.1	Provide City input on significant proposals for air quality legislation and state implementation plans.	Planning and Development Services	R	\$	O	Planning Department works with the City lobbyist to identify issues and provides ideas.

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N5.1.2	Implement BAAQMD recommended standards for the design of buildings near heavily traveled roads, in order to minimize exposure to auto-related emissions.	Planning and Development Services	S	\$	O	Bay Area Air Quality Management District (BAAQMD) standards are implemented through the California Environmental Quality Act (CEQA) process.
N5.1.3	Explore adopting new standards that target the reduction of very fine particulate matter (PM2.5), which is associated with increased impacts on health.	Planning and Development Services	S	\$	O	PM2.5 standards are implemented through the California Environmental Quality Act (CEQA) process.
N5.2.1	Promote understanding of the impacts of extended idling on air quality, for residents, auto-dependent businesses, and schools.	Planning and Development Services	M	\$	P	Work has not commenced.
N5.2.2	Consider adopting and enforcing penalties for drivers that idle for longer than 3-5 minutes.	Office of Transportation	M	\$	P	Work has not commenced.
N5.3.1	Cooperatively work with Santa Clara County and the BAAQMD to ensure that mining and industrial operations mitigate environmental and health impacts.	Planning and Development Services	R	\$	O	Industrial operations are mitigated through the California Environmental Quality Act (CEQA) process. There are no mining resources within the City limits.
N5.3.2	Monitor particulate emissions at local California Air Resources Board monitoring stations and make the information easily available to citizens.	Planning and Development Services	R	\$	O	Bay Area Air Quality Management District (BAAQMD) provides monitoring information on their webpage - http://www.baaqmd.gov/about-air-quality/current-air-quality .
N5.3.3	Promote understanding of the health impacts of particulate emissions and provide information to residents and businesses about steps they can take to reduce particulate emissions, such as reducing or eliminating wood burning or using low emission alternatives to wood-burning stoves and fireplaces.	Planning and Development Services	R	\$	O	This is an ongoing effort. There are no substantial actions to report at this time.
N5.3.4	Explore feasible and cost-effective opportunities to reduce concrete and asphalt use by the City, in parks and other public projects.	Department of Public Works	R	\$	O	There are no substantial actions to report at this time.

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Goal N-6: An environment that minimizes the adverse impacts of noise.						
N6.3.1	Continue working to reduce noise impacts created by events and activities taking place in communities adjoining Palo Alto.	Planning and Development Services	R	\$	O	This is an ongoing effort. There are no substantial actions to report at this time.
N6.3.2	Evaluate the feasibility of adopting noise criteria in the purchase of new City vehicles and equipment.	Department of Public Works	M	\$	P	There are no substantial actions to report at this time.
N6.3.3	Update the Noise Ordinance, as needed, to provide for clear interpretation of the regulations, to review the effectiveness of existing standards, and to ensure that regulations address contemporary issues.	Planning and Development Services	S	\$	P	This program would be started in the next 2-4 years.
N6.7.1	Update noise impact review procedures in the Noise Ordinance and the Zoning Code to address appropriate requirements for analysis and thresholds for impacts on residential land uses and publicly-owned conservation land.	Planning and Development Services	S	\$	P	This program would be started in the next 2-4 years.
N6.10.1	Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment.	Planning and Development Services	M	\$	P	This program would be started in the next 2-4 years.

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N6.11.1	For larger development projects that demand intensive construction periods and/or use equipment that could create vibration impacts, such as the Stanford University Medical Center or major grade separation projects, require a vibration impact analysis, as well as formal, ongoing monitoring and reporting of noise levels throughout the entire construction process pertinent to industry standards. The monitoring plan should identify hours of operation and could include information on the monitoring locations, durations and regularity, the instrumentation to be used and appropriate noise control measures to ensure compliance with the noise ordinance.	Planning and Development Services	R	\$	O	Construction noise and vibration are reviewed as part of the California Environmental Quality Act (CEQA) process. Mitigation measures, including limited hours of operation, are used to reduce noise and vibration impacts.
N6.12.1	Continue working to reduce noise associated with operations of the Palo Alto Airport. Also, ensure compliance with the land use compatibility standards for community noise environments, shown in Table N- 1, by prohibiting incompatible land use development within the 60 dBA CNEL noise contours of the airport.	Department of Public Works	R	\$\$	O	There are no updates to report at this time.
N6.12.2	Participate in appropriate public forums and engage with other governmental agencies and representatives to ensure that activities at airports in the region do not negatively affect noise levels in Palo Alto.	Department of Public Works	IP	\$	O	Staff monitors current procedures into and out of the Palo Alto Airport. If other procedural changes are identified unrelated to the Palo Alto Airport, staff notifies City Manager's Office.
N6.13.1	Encourage the Peninsula Corridors Joint Powers Board to pursue technologies and grade separations that would reduce or eliminate the need for train horns/whistles in communities served by rail service.	Office of Transportation	IP	\$	O	Currently the efforts are toward developing alternatives for grade separation, therefore no substantial action for this item.
N6.13.2	Evaluate changing at-grade rail crossings so that they qualify as Quiet Zones based on Federal Railroad Administration (FRA) rules and guidelines in order to mitigate the effects of train horn noise without adversely affecting safety at railroad crossings.	Office of Transportation	S	\$\$\$	O	Currently the efforts are toward developing alternatives for grade separation, therefore no substantial action for this item.

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N6.13.3 Participate in future environmental review of the California High-Speed Rail (HSR) Project, planned to utilize existing Caltrain track through Palo Alto, to ensure that it adheres to noise and vibration mitigation measures.	Office of Transportation	S	\$\$	O	The City provided comprehensive comments on the California High-Speed Rail (HSR) Environmental Impact Report in 2020. This is an ongoing effort.
Goal N-7: A clean, efficient energy supply that makes use of cost-effective renewable resources.					
N7.1.1 Meet customer electricity needs with least total cost resources after careful assessment of environmental cost and benefits.	City of Palo Alto Utilities	R	\$	O	Council approved the REC Exchange Program in August 2020, which authorizes staff to sell some of the City's valuable in-state renewable energy and exchange it for lower cost out-of-state renewable energy. The savings from this program (~\$2M-\$3M/yr) are to be split between rate relief and funding for local decarbonization efforts (e.g. incentives for building electrification).
N7.2.1 Promote the adoption of cost-effective, renewable energy technologies from diverse renewable fuel sources by all customers.	City of Palo Alto Utilities	S	\$	O	Council approved the REC Exchange Program in August 2020, which authorizes staff to sell some of the City's valuable in-state renewable energy and exchange it for lower cost out-of-state renewable energy. The savings from this program (~\$2M-\$3M/yr) are to be split between rate relief and funding for local decarbonization efforts (e.g. incentives for building electrification).

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N7.2.2	Assess the feasibility of using life cycle analysis and total cost of ownership analysis for public and private projects, funded by the project proponent, in order to minimize the consumption of energy, the production of greenhouse gases, including GHG emissions of construction materials and demolition and costs over the life of the project.	City of Palo Alto Utilities	M	\$\$	O	To date, staff has completed the analyses to compare the energy use and annual bill of gas furnace versus heat pump system for the pilot. The planning entitlement and building permits have been issued for construction of the rooftop gas pack electrification project, the facility manager has secured project funding and has also selected a contractor. Staff will develop a case study for this project with cost estimates and lessons learned.
N7.4.1	Continue timely incorporation of State and federal energy efficiency standards and policies in relevant City codes, regulations and procedures, and higher local efficiency standards that are cost-effective.	Planning and Development Services	R	\$	O	Staff is reviewing the 2020 version of Stand-Alone Detached Accessory Dwelling Unit (ADU) Cost-Effectiveness Analysis and planning on bringing forth to Council an associated All- Electric Mandate in April 2022. Moving forward, staff will continue to participate in the California Energy Codes & Standards 2023 Reach Code Cost-Effectiveness Analysis efforts. Once the final analysis are complete for each building type staff will review the analysis, determine feasible energy reach efforts, perform public outreach and bring forth new a new 2023 Energy Reach Code Ordinance for adoption.
N7.4.2	Implement cost effective energy efficiency programs for all customers, including low income customers.	City of Palo Alto Utilities	R	\$	O	The Utilities Department continues to provide programs around energy conservation and efficiency to all customers, including low-income customers.

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N7.4.3	Incorporate cost-effective energy conservation measures into construction, maintenance, and City operation and procurement practices.	City of Palo Alto Utilities	R	\$\$	O	Public Works expects to bring the contract for the Facility Condition and Electrification Assessment to Council approval in December 2021 and the final report for the electrification assessment will be completed in Q3 2022. The report will cover the location and age of natural gas-fired equipment in city facilities, and the cost for like-for-like replacement versus gas-to-electric replacement.
N7.4.4	Implement gas and electric rate structures that encourage efficient use of resources while meeting State law requirements that rates be based on the cost of service.	City of Palo Alto Utilities	M	\$	O	The Utilities Department continues to implement gas and electric rate structures that meet this program goal.
N7.4.5	Continue to provide public education programs addressing energy conservation and efficiency.	City of Palo Alto Utilities	R	\$	O	The Utilities Department continues to provide public education programs around energy conservation and efficiency. The department has also started to promote electrification to raise public awareness on the benefits of building electrification and electric vehicles.
N7.5.1	Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs).	City of Palo Alto Utilities	M	\$	O	The Utilities Department promotes voluntary conversion to LED lighting in buildings, while the Building Division requires its use in new development. The Utilities Department also maintains LED street lights for the City. The Utilities Department promotes the use of warm white rather than cool white LEDs to avoid blue light phototoxicity concerns. The Department uses LED street light luminaires that minimize light pollution.

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N7.6.1	Explore changes to building and zoning codes to incorporate solar energy, energy storage and other energy efficiency measures into major development projects, including City-owned projects.	Planning and Development Services	S	\$	O	Staff has shortened review timelines on electrification projects as staff resources allow. We have also implemented a daily tracking report that informs department managers of late and pending reviews. This tracking report is monitored daily by the Development Services Permitting Manager and Department Managers. Exploring outside technology such as Solar App+ as an alternative to submitted qualified applications. We are also working collaboratively with out side stakeholders to update and our associated submittal, plan review and field checklist/guidelines.
N7.6.2	Promote use of the top floors of new and existing structured automobile garages for installation of photovoltaic panels and green roofs.	Planning and Development Services	S	\$	O	This effort is ongoing.
N7.6.3	Promote solar energy in individual private projects.	City of Palo Alto Utilities and Planning and Development Services	R	\$	O	Streamlining of residential and commercial building applications is ongoing.
N7.7.1	Evaluate the potential for a cost-effective plan for transitioning to a completely carbon-neutral natural gas supply.	City of Palo Alto Utilities	S	\$	O	Staff monitors the market for innovative green product availability and price. The Carbon Neutral Gas Plan using carbon offsets was reaffirmed by Council in December 2020.

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N7.7.2	Explore the transition of existing buildings from gas to electric or solar water and space heating.	City of Palo Alto Utilities	S	\$\$	O	Through an Request for Proposal (RFP) process, Utilities Department has selected a vendor to provide nonresidential electrification technical assistance service to help building owners electrify gas-fired energy systems in commercial buildings; staff will bring the contract to Council for approval in December 2021, with a program launch date in Q1 2022. The Utilities Department will launch new electrification rebates for commercial customers in fourth quarter of 2021. On the residential side, staff issued an RFP for residential electrification services in June 2021 and expects to bring contracts to Council for approval in January 2022. New programs will provide technical assistance to assist residential customers with electrification projects, as well as direct install services for low income households. Staff also plans to launch new heat pump space heating rebates to residential customers in Q1 2022.
N7.8.1	Evaluate energy efficient approaches for the treatment and reuse of organic waste that maximize resource recovery and reduce greenhouse gas generation at the Regional Water Quality Control Plant (RWQCP) located in Palo Alto and the Palo Alto Landfill.	Department of Public Works	M	\$	O	This is an ongoing action. Reuse of organic waste from the Regional Water Quality Control Plant (RWQCP); creating Class A biosolids products and sending a portion of the organics through an anaerobic digester to convert organics into a resource id done as a part of the process.
Goal N-8: Actively support regional efforts to reduce our contribution to climate change while adapting to the effects of climate change on land uses and city services.						

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N8.1.1 Participate in cooperative planning with regional and local public agencies, including on the Sustainable Communities Strategy, on issues related to climate change, such as greenhouse gas reduction, water supply reliability, sea level rise, fire protection services, emergency medical services, and emergency response planning.	Office of Sustainability and Office of Emergency Services	R	\$	O	Office of Sustainability in conjunction with Office of Emergency Services, reviewed the Local Hazard Mitigation Plan update and participated in regional working groups. Topic will be discussed at the Sustainability and Climate Action Plan (S/CAP) Ad Hoc Committee meeting in FY22
N8.1.2 Pursue or exceed State goals of achieving zero net carbon for residential buildings by 2020 and commercial buildings by 2030, without compromising the urban forest.	Office of Sustainability, City of Palo Alto Utilities Department and Planning and Development Services Department	S	\$	O	Palo Alto's Energy Reach code, which advances an all-electric requirement for new residential construction, went into effect in 2020. Commercial Building Electrification will be discussed at the October 2021 Sustainability and Climate Action Plan (S/CAP) Ad Hoc Committee meeting.
N8.2.1 Periodically update the Sustainability and Climate Action Plan (S/CAP) consistent with the update schedule in the approved Sustainability and Climate Action Plan (S/CAP); this update shall include an updated greenhouse gas inventory and updated short, medium, and long-term emissions reduction goals.	Office of Sustainability	M	\$\$	O	Currently staff is working on the Sustainability and Climate Action Plan (S/CAP) update with the Sustainability and Climate Action Plan Ad Hoc Committee to finalize the Plan and the Three-Year work Plan.
N8.3.1 Protect the Municipal Services Center, Utility Control Center, and RWQCP from the impacts of sea level rise.	Department of Public Works	M	\$\$\$	O	A sea level rise vulnerability assessment is underway and anticipate to be completed in 2022
N8.4.1 Prepare response strategies that address sea level rise, increased flooding, landslides, soil erosion, storm events and other events related to climate change. Include strategies to respond to the impacts of sea level rise on Palo Alto's levee system.	Office of Sustainability	S	\$\$\$	O	Currently finalizing the Sea Level Rise Vulnerability Assessment. Once that is complete, the Sea Level Rise Adaptation Plan will be drafted.
Safety Element					

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Goal S-1: A safe community that is aware of risks and prepared for emergencies.						
S1.1.1	Expand public education programs that help and encourage each household in the City to be prepared to be self-sufficient, with enough stored water and food to support the entire household for at least one week after a major earthquake, flood, terrorism event, COVID-19 pandemic or other major disaster.	Office of Emergency Services	S	\$	O	Office of Emergency Services (OES) continues to outreach to the community, per FEMA's whole community guidelines, and provided public safety education lectures, presentations, and trainings throughout the community. The OES Preparedness webpage also provides this information.
S1.1.2	Continue to implement and fund the Emergency Services Volunteer program.	Office of Emergency Services	S	\$	O	Office of Emergency Services (OES) continues to manage the ESV program, there are currently over 700 registered volunteers. OES apportions funds annually to support this program including an annual community event, monthly training sessions, quarterly leader meetings, and two exercises per year.
S1.1.3	Conduct emergency hazard drills with key stakeholder organizations across the community to improve preparedness for known threats and hazards.	Office of Emergency Services	R	\$\$	O	Throughout the year, Office of Emergency Services (OES) conducts emergency drills with key stakeholders that include seminars, communications tests, table-top exercises, functional, and full scale exercises. We conducted three large scale emergency communications drills with our Emergency Services Volunteers in February, April, and November. We also host monthly radio drills with the City Department Operations Centers, and participated in monthly County radio drills. Additionally, OES has partnered with our ESV members to promote the Great California Shakeout - Oct 21, 2021 to raise awareness for earthquake preparedness.

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S1.1.4	Support an annual community public safety fair to educate and engage the public on preparedness and offer the opportunity to buy emergency disaster supplies for home and vehicle.	Office of Emergency Services	R	\$\$	O	As COVID-19 risks have continued to linger in the community, we have not hosted such events.
S1.1.5	Encourage local businesses and other organizations to have disaster preparedness, communication, mitigation and recovery plans in place.	Office of Emergency Services	R	\$	O	Business outreach has largely been narrowed to supporting COVID recovery, leveraging the Uplift Local outreach.
S1.2.1	Develop accessible, attractive marketing materials to promote involvement in community crime safety programs.	Office of Emergency Services	R	\$	C	The Office of Emergency Services (OES) has developed various marketing materials to promote preparedness and public safety. Annually, OES provides two utility flyers for earthquake awareness in April and floods/severe storms in October (in partnership with Public Works). In 2019, OES created multilingual preparedness products (available on our website). In 2020, OES participated in rollout of the new City Website.
S1.3.1	Explore the use of urban design principles to increase safety and prevent crime in Palo Alto.	Planning and Development Services & Office of Emergency Services	R	\$	O	Office of Emergency Services (OES) maintains expertise and serves as a resource for Crime Prevention through Environmental Design (CPTED) https://www.ncpc.org/resources/home-neighborhood-safety/crime-prevention-through-environmental-design-training-program/ and other safety and security best practices, in particular, for Critical Infrastructure and Key Resources (CIKR). OES is assisting City of Palo Alto Utilities (CPAU) with site protection and resilience matters. OES is assisting Department of Public Works and Police Department with the Public Safety Building.

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S1.3.2	Support programs such as the Department of Housing and Urban Development’s Good Neighbor Next Door, which incentivizes home purchase for first responders with discounts.	Planning and Development Services	R	\$	P	Work has not commenced.
S1.4.1	Make data available to maintain an accurate, up to date, and complete real-time local crime mapping function to promote neighborhood safety.	Police Department	M	\$\$	O	The Police Department's webpage contains links to crime statistics which is updated regularly.
S1.5.1	Promote neighborhood security by providing crime prevention information and training to residents, and continuing to fund resident involvement in neighborhood safety programs such as “Know Your Neighbor” grants and Block Preparedness Coordinators.	Police Department and Office of Emergency Services	R	\$	O	Office of Emergency Services has resumed Block Preparedness Coordinator (BPC) certification courses as part of our Emergency Services Volunteer (ESV) program. In 2021 staff held three BPC in person training courses. There is also an online method to become a BPC. BPC training also includes Neighborhood Watch.
S1.5.2	Collaborate with the Palo Alto Unified School District (PAUSD), other school districts in the city, private schools, businesses, non-profits, and local faith-based organizations provide community safety education.	Police Department	R	\$	P	The School Resource Officer program is discontinued in July 2020 due to budget cuts from Palo Alto Unified School District (PAUSD) and City. As-needed requests will be handled as staffing permits.
S1.5.3	Encourage the PAUSD to develop secure school facilities and collaborate with Emergency Services Volunteers on disaster preparedness activities; emergency disaster planning, exercises and drills; and disaster recovery.	Office of Emergency Services	R	\$	O	Office of Emergency Services meets routinely with the Palo Alto Unified School District (PAUSD) Safety and Security Manager and other key staff. In 2020 the City activated the Emergency Services Council / Citizen’s Corps Council to improve collaboration for the COVID-19 emergency, of which PAUSD was a routine member.

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S1.5.4	Continue to support and encourage participation in Police Department programs to introduce youth to the importance and benefits of local law enforcement.	Police Department	R	\$	P	The School Resource Officer program is discontinued in July 2020 due to budget cuts from Palo Alto Unified School District (PAUSD) and City. As-needed requests will be handled as staffing permits. The Police Explorer Program of youth cadets assisting with certain police assignments is still in effect.
S1.6.1	Enhance public safety department training for evolving challenges, such as small- to large-scale human threats, interacting with individuals with mental illness, and non-lethal alternatives.	Police Department	R	\$	O	Police Department is complying with state mandated training in multiple topics annually. The Department will collaborate with County Mental Health on various initiatives to partner with clinicians or community groups in meeting the community’s mental health needs.
S1.6.2	Support the PAPD in implementing and maintaining approved technologies for data gathering, surveillance, and recording interactions with the public. Incorporate best practices in use policies with special consideration in ensuring the programs protect the public’s privacy rights and civil liberties, in accordance with current legislation. Ensure transparency by communicating new equipment implementation, usage, privacy considerations, and retention of data.	Police Department	S	\$\$	O	For this program status please refer to Council Surveillance Policy.
S1.6.3	Communicate transparently with the community regarding adoption of new PAPD equipment and/or tactics while balancing the need for operational security.	Police Department	S	\$	O	The Police Department will adhere to Council Surveillance policy when applicable and will consult with City staff and Council as directed with significant policy changes.

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S1.7.1	Regularly monitor and review the level of public safety staffing and satellite police station locations required for efficient local service delivery.	Police Department	R	\$	O	The police substation at Stanford Shopping Center works in partnership with Simon Properties.
S1.7.2	Design the new Public Safety building to meet essential service standards, the needs of the public safety departments and be resilient against known threats and hazards.	Department of Public Works	S	\$\$\$	C	The design of the Public Safety Building is complete and the construction started in spring 2021.
S1.7.3	Provide community notifications in the event of emergency using the best available methods and explore new technologies for emergency public information and warnings.	Office of Emergency Services	R	\$\$	O	Office of Emergency Services (OES) remains proficient in the use of the Everbridge software system, that provides the AlertSCC mass notification functionality. OES also can provide notifications via Nextdoor, and in working with City communications managers - proliferate such messages on other social mediums. OES also keeps abreast of new technologies, such as ZoneHaven among others to recommend best use of these technologies.
S1.8.1	Update Palo Alto's 2001 Terrorism Response Plan.	Office of Emergency Services	S	\$\$	C	The Terrorism Response Plan was completed in 2019.
S1.9.1	Develop an Infrastructure Master Plan that projects the future needs of streets, underground utilities, and all City assets and plans for the incorporation of new technology that improves efficiency and effectiveness.	Department of Public Works	S	\$\$\$	O	An Infrastructure Management System has been implemented to track operating and capital improvement costs and to maintain updates on deferred "catch-up" maintenance and planned "keep-up" maintenance for future improvements.
S1.10.1	Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP).	Office of Emergency Services	R	\$\$\$	PC	The Emergency Operations Plan (EOP) is available on the City's website; Office of Emergency Services is currently staffing an update to the EOP which will be available later in 2022.

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S1.10.2	Participate in local and regional planning efforts to mitigate, prepare for, respond to, and recover from emergencies.	Office of Emergency Services	R	\$	O	Office of Emergency Services (OES) continues to participate in regional planning efforts including the Urban Area Security Initiative (UASI), the Mutual Aid Regional Advisory Committee (MARAC), and Santa Clara County Operational Area Signatories Committee, and the Santa Clara County COVID-19 Community Working Group - among others. OES continues to lead the San Francisquito Creek Multi-Agency Coordination (SFC MAC) group as well as the Silicon Valley Homeland Security Coordination Group (SV-HSCG).
S1.10.3	Implement the mitigation strategies and guidelines provided by the LHMP, including those that address evolving hazards resulting from climate change.	Office of Emergency Services	R	\$\$	O	Annually, Office of Emergency Services (OES) updates the status of Local Hazard Mitigation Plan (LHMP) projects. Currently, 38 projects are listed in the LHMP: 5 are complete, 17 are in progress, 12 are ongoing activities, 4 reported no action taken this year.
S1.12.1	Encourage multiagency coordination in case of incidents that cross disciplinary or jurisdictional boundaries or coordination that involves complex incident management scenarios.	Office of Emergency Services	R	\$	O	Office of Emergency Services (OES) leads the city's multi-agency coordination by integrating agencies into response efforts, as appropriate. This is done in keeping with the National Incident Management System (NIMS) and the State of California Standardized Emergency Management System (SEMS). This is done for both internal city departments, as well as for multi-jurisdictional incidents or events.
S1.12.2	Explore the establishment of mutually-beneficial cooperative agreements between Palo Alto's police and fire departments and those of neighboring cities.	Police Department & Fire Department	M	\$	O	Currently the departments share Communication System contracts with Mountain View and Los Altos Police Departments. Joint Records Management Systems will be implemented in 2021 to serve all three cities.

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S1.13.1 Identify solutions to add an additional power line to Palo Alto to ensure redundancy.	City of Palo Alto Utilities	S	\$\$	P	The Utility's Department will retain a consultant to assist pursuit of PG&E solution through the California Independent System Operator (CAISO) transmission planning process.
S1.13.2 Explore incentives to adopt emerging, residential off- grid capabilities and technologies, including back-up power sources vital in the event of natural disasters or other threats.	City of Palo Alto Utilities	M	\$	O	The City of Palo Alto Utilities Department is facilitating customer adoption of technologies such as energy storage systems. The Utilities department has also completed an initial energy resiliency assessment of all-electric single-family residences.
S1.13.3 Continue citywide efforts to underground utility wires to limit injury, loss of life, and damage to property in the event of human-made or natural disasters.	City of Palo Alto Utilities	R	\$\$\$	O	<p>To date, about 55% of City's electric distribution lines are underground, either through the underground conversion program or having been placed underground when originally installed.</p> <p>Further eight districts are identified for conversion, with a cost range of \$20 to \$24 million, which would bring the underground distribution line percentage up to about 60%.</p> <p>Undergrounding has started in the Foothills rebuild for fire risk mitigation.</p> <p>The City is evaluating a cost-share bundle package of services to residential neighborhoods which includes undergrounding, electrification and fiber-to-the-home.</p>

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S1.13.4 Enhance the safety of City-owned natural gas pipeline operations. Work with customers, public safety officials, and industry leaders to ensure the safe delivery of natural gas throughout the service area. Provide safety information to all residents on City-owned natural gas distribution pipelines.	City of Palo Alto Utilities	R	\$\$	O	The City of Palo Alto Utilities Department maintains a robust gas safety program and annually provides gas safety information to residents.
S1.13.5 Provide off-grid and/or backup power sources for critical City facilities to ensure uninterrupted power during emergencies and disasters.	City of Palo Alto Utilities and Department of Public Works	R	\$\$	O	<p>City of Palo Alto staff continue to explore the use of alternative forms of energy to offset the use of carbon based fuels. In designing the rebuild of Fire Station 4 (East Meadow), staff is evaluating a microgrid consisting of solar, energy storage and diesel generation. This project is planned for year 2024. The new public safety building has the capability of accommodating a energy storage system based microgrid at a future time. The solar generator trailer was acquired in 2020-21 (via a grant) to provide back-up power for the Mobile Emergency Operation Center (MEOC) and other emergency vehicles.</p> <p>The Sustainability and Climate Action Plan also has elements related to exploring the use of solar + energy storage and microgrids to lower the community's carbon footprint.</p>
Goal S-2: Protection of life, ecosystems and property from natural hazards and disasters, including earthquake, landslide, flooding, and fire.					

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S2.5.1	Periodically review and update the City’s Seismic Hazard Ordinance.	Planning and Development Services	IP	\$	P	Project commencement is pending the availability of resources. Staff is exploring CalOES Hazard Mitigation Grant Program (HGMP) opportunities.
S2.5.2	Continue to provide incentives for seismic retrofits of structures throughout the city, particularly those building types that would affect the most people in the event of an earthquake.	Planning and Development Services	S	\$	P	This effort is linked to measure S2.5.1. There are no substantial actions to report at this time.
S2.6.1	Encourage efforts by individual neighborhood or block- level groups to pool resources for seismic retrofits.	Planning and Development Services	M	\$	P	This effort is linked to measure S2.5.1. Work has not yet commenced.
S2.6.2	Continue to use a seismic bonus and a TDR Ordinance for seismic retrofits for eligible structures in the Commercial Downtown (CD) zone.	Planning and Development Services	R	\$	P	This effort is linked to measure S2.5.1. There are no substantial actions to report at this time.
S2.6.3	Evaluate the TDR Ordinance so that transferred development rights may be used for residential development on the receiver sites.	Planning and Development Services	R	\$	P	Work has not commenced.
S2.6.4	Study the possibility of revising the transfer of development rights program to encourage seismic retrofits.	Planning and Development Services	M	\$	P	Work has not commenced.
S2.6.5	Explore the use of Community Development Block Grants, Palo Alto Housing Funds and other sources of funding to support owners of lower income and senior housing to retrofit seismically-unsafe construction.	Planning and Development Services	S	\$	O	This is an ongoing effort.
S2.7.1	As part of the construction permitting process for proposed new and redeveloped buildings in areas of identified hazard shown on MapS-2, structures that would affect the most people in a seismic event require submittal to the City of a geotechnical/seismic report that identifies specific risks and appropriate mitigation measures.	Planning and Development Services and Department of Public Works	S	\$	O	The program is being implemented on applicable projects.

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S2.7.2	Review and update, as appropriate, City code requirements for excavation, grading, filling and construction to ensure that they conform to currently accepted and adopted State standards.	Department of Public Works	M	\$	O	The code requirements are currently up-to-date. Staff will continue to monitor accepted and adopted standards and update code as needed.
S2.7.3	Utilize the results of Palo Alto’s Seismic Hazards Identification Program and inventory of potentially seismically vulnerable building types to establish priorities and consider incentives to encourage structural retrofits.	Planning and Development Services	S	\$	P	No work was done on this project this year. There are no substantial actions to report at this time.
S2.8.1	Implement flood mitigation requirements of FEMA in Special Flood Hazard Areas as illustrated on the Flood Insurance Rate Maps.	Department of Public Works	R	\$\$\$	O	All private and public development projects within the Special Flood Hazard Areas are reviewed for compliance with FEMA regulations.
S2.8.2	Continue participating in FEMA’s Community Rating System to reduce flood insurance for local residents and businesses and strive to improve Palo Alto’s rating in order to lower the cost of flood insurance.	Department of Public Works	R	\$	O	City of Palo Alto continues to participate in the Community Rating System and to evaluate opportunities to improve the rating.
S2.8.3	Collaborate with the San Francisquito Creek Joint Powers Authority and the Santa Clara Valley Water District on environmentally-sensitive efforts to stabilize, restore, maintain and provide one percent (100-year) flood protection adjacent to San Francisquito Creek.	Department of Public Works	IP	\$\$\$	O	The Highway 101 to Bay project was completed in 2018. The Upstream of Highway 101 project is currently in the Design Development and Entitlements process.
S2.8.4	Work with East Palo Alto, Santa Clara Valley Water District and San Francisquito Creek Joint Powers Authority on efforts to increase the flows within the San Francisquito Creek possible solutions include replacing the City-owned Newell Road Bridge and Francisquito Creek. District-owned Pope Chaucer Street Bridge.	Department of Public Works	S	\$\$\$	O	Design work continues on the Newell Road Bridge project and the Upstream of Highway 101 project, which includes Pope Chaucer Street Bridge. Regulatory permitting is being coordinated for the two projects.
S2.10.1	Keep basement restrictions up to date with changing flood hazard zones.	Planning and Development Services	S	\$	O	This is an ongoing effort, including Department of Public Works effort to enforce an additional foot of height in flood prone areas to minimize insurance impacts.

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S2.11.1	Review development standards applicable in areas susceptible to flooding from sea level rise, including east of Highway 101, West Bayshore and East Meadow Circle, the area east of San Antonio Road and north of East Charleston, and implement shoreline development regulations to ensure that new development is protected from potential impacts of flooding resulting from sea level rise and significant storm events. Regulations should be consistent with the Baylands Master Plan, as amended, and may include new shoreline setback requirements, limits on lot line adjustments to avoid the creation of vulnerable shoreline lots, and/or triggers for relocation or removal of existing structures based on changing site conditions and other factors.	Planning and Development Services and Department of Public Works	S	\$\$	P	Work has not commenced.
S2.11.2	Study appropriate restrictions on underground construction in areas outside of flood zones, as shown on Map S-5, to accommodate expected higher groundwater levels due to sea level rise and minimize consequent flooding of underground construction.	Planning and Development Services and Department of Public Works	S	\$	P	Work has not yet commenced.
S2.12.1	Work cooperatively with the Santa Clara Valley Water District and the San Francisquito Creek Joint Powers Authority to provide flood protection from high tide events on San Francisco Bay, taking into account the impacts of future sea level rise, to provide one percent (100-year) flood protection from tidal flooding, while being sensitive to preserving and protecting the natural environment.	Department of Public Works	R	\$\$\$	O	The City of Palo Alto continues to work with the project team to plan for projects such as tide gate replacement and Shoreline Study Phase 2 to improve Bay levees in anticipation of future sea level rise.
S2.12.2	Work with regional, State, and federal agencies to develop additional strategies to adapt to flood hazards to existing or new development and infrastructure, including support for environmentally sensitive levees.	Department of Public Works	R	\$	O	A horizontal levee enhancement Feasibility Study is complete. The results will be combined with a Sea Level Rise Plan to determine courses of action.
S2.13.1	Regularly review and update the Fire Department’s operations, training facilities and programs to ensure consistency with current standards and Best Management Practices.	Fire Department	R	\$	O	This is an ongoing effort.

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S2.13.2	Explore technological tools, such as cameras or remote sensors, to identify smoke or fires and initiate response as quickly as possible.	Fire Department	S	\$\$	O	This is an ongoing effort.
S2.14.1	Regularly review and fund updates to the Palo Alto Foothills Fire Management Plan to ensure consistency with current standards and Best Management Practices.	Fire Department	M	\$\$	O	Regular review and update is an ongoing effort.
S2.14.2	Implement the Foothills Fire Management Plan to balance conservation of natural resources with reduction of fire hazards especially in open space areas.	Fire Department	R	\$\$\$	O	The Foothills Fire Management Plan is implemented as required.
S2.14.3	Minimize fire hazards by maintaining low density zoning in wildland fire hazard areas.	Planning and Development Services Department	R	\$	O	This is an ongoing effort
S2.14.4	Work collaboratively with other jurisdictions and agencies to reduce wildfire hazards in and around Palo Alto, with an emphasis on effective vegetation management and mutual aid agreements.	Fire Department	R	\$	O	This is an ongoing effort.
S2.14.5	Consider implementation of CAL FIRE recommended programs in educating and involving the local community to diminish potential loss caused by wildfire and identify prevention measures to reduce those risks.	Fire Department	S	\$\$	O	This is an ongoing effort.
S2.15.1	Evaluate measures for optimal service delivery to improve efficiency; develop automatic or mutual aid agreements with other jurisdictions, including Stanford, to improve efficiencies.	Fire Department	M	\$\$	O	This is an ongoing effort.
S2.15.2	Upgrade fire stations so that all remain fully functional following earthquakes.	Fire Department	IP	\$\$\$	O	This is an ongoing effort.
S2.15.3	Periodically update the Fire Department Standards of Cover document.	Fire Department	S	\$	O	This is an ongoing effort.
S2.16.1	Provide public education on fire safety, including wildland and structural fire prevention, evacuation routes and guidelines for clearance of landscaping and other hazards around structures.	Fire Department	R	\$	O	This is an ongoing effort.

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Goal S-3: An environment free of the damaging effects of human-caused threats and hazardous materials.						
S3.1.1	Continue City permitting procedures for commercial and industrial storage, use, and handling of hazardous materials and regulate the commercial use of hazardous materials that may present a risk of off-site health or safety effects.	Fire Department	IP	\$	O	This is an ongoing effort.
S3.1.2	Minimize the risks of biohazards in Palo Alto, including Level 4 biohazards, by continuing to review and update, as necessary, local regulations regarding use, handling and disposal.	Fire Department	S	\$	O	This is an ongoing effort.
S3.1.3	Strengthen development review requirements and construction standards for projects on sites with groundwater contamination.	Planning and Development Services and Department of Public Works	S	\$	O	This requirement is ongoing as a part of California Environmental Quality Act (CEQA) review.
S3.1.4	Establish protocols to monitor the movement of hazardous materials on Palo Alto roadways and respond effectively to spills via established truck and construction routes.	Fire Department	M	\$	O	This is an ongoing effort.
S3.1.5	Work with non-profit organizations to provide information to the public regarding pesticides and other commonly used hazardous materials, environmentally preferable alternatives, and safe recycling and disposal practices to all user groups.	Fire Department	R	\$	O	This is an ongoing effort.
S3.1.6	Continue providing regular household hazardous waste collection events at the Palo Alto Regional Water Quality Control Plant and strive to make these programs more convenient and accessible to residents.	Department of Public Works	R	\$	O	Staff continues to promote the household hazardous waste collection events and Reuse Cabinets.
S3.1.7	Continue to allow small quantity generators to dispose of hazardous waste at cost.	Department of Public Works	R	\$	O	This program continues to be available to small businesses.

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S3.1.8	Continue to educate residents on the proper disposal of pharmaceutical and household hazardous waste. Encourage proper disposal of medications through pharmacies or drug take-back programs rather than flushing.	Department of Public Works	R	\$	O	The advertising of pharmaceutical disposal options and providing locations to residents is a continuous effort.
S3.6.1	Work with the freight industry to monitor the contents of freight trains intersecting Palo Alto for potentially hazardous materials, and to establish accountability for accidents and spills.	Office of Emergency Services	R	\$	P	Work has not yet commenced; loss of staff positions impacts this effort.
S3.6.2	Work with Caltrain and the PAUSD, to educate students and the public on the dangers of rail trespass and the benefits of suicide support services available in Palo Alto.	Community Services Department	R	\$	O	The Project Safety Net is now a 501(c)(3) and its partners continue to collaborate and educate the community. The City remains committed to participating and supporting Project Safety Net.
S3.8.1	Encourage residential and commercial food waste reduction through incentives, educational outreach and programs.	Department of Public Works	R	\$	O	This work continues and is increasing as it is a key activity, to approach Zero Waste. Will expand ordinance requirements to improve diversion of organic waste.
S3.8.2	To the extent allowed by law, use refuse rate structures that incentivize waste reduction.	Department of Public Works	R	\$	O	Staff will continue to review rates to ensure that this program charges the correct amount for the service.
S3.8.3	Continue to work with CalRecycle and the Department of Toxic Substances Control to develop and promote long-term solid waste management, such as environmentally responsible recycling programs, composting of food waste and other organics, and citywide electronics and digital hardware recycling efforts.	Department of Public Works	IP	\$	O	This work continues and new campaigns are cycled through.
S3.9.1	Periodically review and update the adopted Construction and Debris program.	Department of Public Works	R	\$	O	Staff is monitoring the new requirement for this program which was adopted in July 2020.

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S3.9.2	Educate Palo Alto residents and developers about available incentives to use environmentally friendly deconstruction activities to minimize our carbon footprint, and to save natural resources, as well as space in our landfills.	Department of Public Works	R	\$	O	This is an ongoing task.
S3.10.1	Support efforts to enforce extended producer responsibility for solid waste to reduce waste produced from manufacturing, shipping, packaging and the entire life-cycle of the product.	Office of Sustainability	R	\$	O	This is an ongoing task.
S3.12.1	Complete an inventory of the City's digital infrastructure to locate vulnerabilities and gaps in system redundancies and develop recommendations for improved cybersecurity.	City of Palo Alto Utilities	S	\$\$	C	The Utilities Department has an active program in place to identify vulnerabilities and continuously improve cybersecurity. The Supervisory Control and Data Acquisition (SCADA) System is completed.
S3.12.2	Establish criteria for the installation of high security telecommunications technology in new local government projects.	City of Palo Alto Utilities	M	\$	P	As part of the City's fiber backbone expansion project, Magellan Advisors collaborated with multiple departments (Community Services, Transportation, Public Works, Public Safety, Utilities) and identified locations where fiber is needed to enhance site security or provide new services.
S3.12.3	Establish a wi-fi network that will be available to public safety responders and Emergency Service Volunteers in the event of power interruption during an emergency or disaster.	City of Palo Alto Utilities and Office of Emergency Services	S	\$\$	P	As part of the City's fiber backbone expansion project, the City will deploy new wireless infrastructure to support mobile and portable communications for command and patrol vehicles, as well as incident command networks in the areas where existing commercial wireless services are often saturated due to a high concentration of public users (i.e. sporting event). The detailed engineering design is scheduled to be completed by March 31, 2022.

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Transportation Element						
Goal T-1: Create a sustainable transportation system, complemented by a mix of land uses, that emphasizes walking, bicycling, use of public transportation, and other methods to reduce greenhouse gas emissions and the use of single occupancy motor vehicles.						
T1.2.1	Create a long-term education program to change the travel habits of residents, visitors, shoppers, and workers by informing them about transportation alternatives, incentives, and impacts. Work with the PAUSD and with other public and private interests, such as the Chamber of Commerce and Commuter Wallet partners, to develop and implement this program.	Office of Transportation	R	\$	P	This work will likely be part of Sustainability and Climate Action Plan (S/CAP) implementation if approved by Council.
T1.2.2	Advocate for improved connectivity to transit to serve workers who live in the South Bay and work in Palo Alto.	Office of Transportation	R	\$	PC	This is an ongoing effort by city staff and council members appointed to various boards and commissions.

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T1.2.3	<p>Formalize TDM requirements by ordinance and require new developments above a certain size threshold to prepare and implement a TDM plan to meet specific performance standards. Require regular monitoring/reporting and provide for enforcement with meaningful penalties for non-compliance. The ordinance should also:</p> <ul style="list-style-type: none"> • Establish a list of effective TDM measures that include transit promotion, prepaid transit passes, commuter checks, car sharing, carpooling, parking cash-out, bicycle lockers and showers, shuttles to Caltrain, requiring TMA membership and education and outreach to support the use of these modes. • Allow property owners to achieve reductions by contributing to citywide or employment district shuttles or other proven transportation programs that are not directly under the property owner’s control. • Provide a system for incorporating alternative measures as new ideas for TDM are developed. • Establish a mechanism to monitor the success of TDM measures and track the cumulative reduction of peak hour motor vehicle trips. TDM measures should at a minimum achieve the following: reduction in peak hour motor vehicle trips, with a focus on single-occupant vehicle trips. Reductions should be based on the rates included in the Institute of Transportation Engineers’ Trip Generation Manual for the appropriate land use category and size: <ul style="list-style-type: none"> • 45 percent reduction in the Downtown district • 35 percent reduction in the California Avenue area • 30 percent reduction in the Stanford Research Park • 30 percent reduction in the El Camino Real Corridor • 20 percent reduction in other areas of the city • Require new development projects to pay a Transportation Impact Fee for all those peak-hour motor vehicle trips that cannot be reduced via TDM measures. Fees collected would be used for capital improvements aimed at reducing vehicle trips and traffic congestion. • Ensure a stable, sustained funding source to support implementation of TDM measures. 	Office of Transportation	S	\$	PC	Partially implemented due to SB743 (Level of Service -to-Vehicle Miles Travel) implementation and TIF adoption. Due to lack of staff resources, the TDM Ordinance element of task is delayed but could be funded via Sustainability and Climate Action Plan (S/CAP) if adopted.

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T1.2.4	Evaluate the performance of pilot programs implemented by the Palo Alto Transportation Management Association and pursue expansion from Downtown to California Avenue and other areas of the city when appropriate.	Office of Transportation	IP	\$	O	Quarterly reports and annual survey evaluate the Transportation Management Association (TMA) with Office of Transportation oversight. Council expanded use of City funds to include Cal Ave business district in 2020 following successful 2019 pilot program.
T1.2.5	Site City facilities near high-capacity transit and revise existing regulations, policies, and programs to encourage telecommuting, satellite office concepts, and work-at-home options.	Planning and Development Services, Office of Transportation & Human Resources Department	R	\$	P	The online platform implementation is currently on-hold with resources allocated to address the COVID-19 pandemic. However, the City's current employee performance appraisal process provides for City management to review and evaluate the quality of customer service in each department. In addition, the City Manager's Office has launched a customer service feedback function to view the data collected and to monitor trends.
T1.2.6	Pursue full participation of Palo Alto employers in the TMA.	Office of Transportation	R	\$\$	O	Where appropriate, Planning and Development Services includes Transportation Management Association (TMA) membership in development conditions. The TMA conducts ongoing outreach to employers, and the TMA's mode shift survey now doubles as an outreach tool.
T1.3.1	Develop an electric vehicle promotion program that identifies policy and technical issues, barriers and opportunities to the expansion of electric vehicles.	Office of Sustainability	M	\$\$	O	This program is ongoing in conjunction with City of Palo Alto Utilities and Office of Transportation.

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T1.3.2	Use low-emission vehicles for the Palo Alto Free Shuttle and work with transit providers, including SamTrans and VTA, to encourage the adoption of electric, fuel cell or other zero emission vehicles. Also work with private bus and shuttle providers, delivery companies, and ride services.	Office of Transportation	M	\$\$\$	P	There are no plans to re-start the Palo Alto Shuttle. Staff are working to pilot a grant-funded two-year on-demand transit service, targeted to start prior to the 2023-24 school year. Vehicle type will be considered via the RFP process to select a vendor.
T1.4.1	Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements.	Planning and Development Services	IP	\$	O	During FY 20-21, Planning and Transportation Commission recommended and Council approved zoning code amendments to adjust parking regulations including supporting electric vehicles. Additional changes are in process.
T1.4.2	Periodically review requirements for electric and plug- in vehicle infrastructure in new construction. Consider and periodically review requirements for electric and plug-in infrastructure for remodels. Consider costs to the City, including identifying payment options.	Office of Sustainability and City of Palo Alto Utilities Department	R	\$	O	This program is ongoing in conjunction with City of Palo Alto Utilities.
T1.6.1	Collaborate with transit providers, including Caltrain, bus operators and rideshare companies, to develop first/last mile connection strategies that boost the use of transit and shuttle service for local errands and commuting.	Office of Transportation	S	\$	P	The City received a Valley Transportation Authority (VTA) grant for a pilot on-demand transit project. Staff is working towards finalizing the agreement with VTA and will follow up with procurement of services .
T1.6.2	Continue to work with Caltrain, Amtrak, and public bus operators to expand bicycle storage on public transit vehicles and at transit hubs during both peak and off-peak hours.	Office of Transportation	IP	\$	O	No updates to report at this time.

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T1.11.1	Collaborate with Stanford University, VTA, Caltrain and other agencies to pursue improvements to the Palo Alto Transit Center area aimed at enhancing pedestrian experience and improving circulation and access for all modes, including direct access to El Camino Real for transit vehicles.	Office of Transportation	IP	\$\$\$	P	This project is on hold for long term. In the long term, a Downtown Plan is needed to address this program.
T1.11.2	In collaboration with Caltrain and Stanford Research Park, pursue expansion of service to the California Avenue Caltrain Station and creation of an enhanced transit center at the Station, including connections to VTA bus service, the Palo Alto Free Shuttle, the Marguerite, and other private shuttles serving the Research Park.	Office of Transportation	M	\$\$\$	O	No updates to report at this time. In the long term, a California Ave Transit Center plan is needed to address this program.
T1.12.1	Strongly recommend that VTA maintain existing service and coverage levels in Palo Alto.	Office of Transportation	IP	\$	O	This is an ongoing effort by Council members on Valley Transportation Authority (VTA) Committees and City staff. VTA's 2021 Transit Service Plan is paused due to public health orders limiting bus capacity to accommodate physical distancing.
T1.12.2	Work with VTA to expand VTA express bus service routes to serve the Stanford Research Park, California Avenue, Stanford University, and Downtown.	Office of Transportation	S	\$\$	O	Valley Transportation Authority (VTA)'s Express Bus Partnership Program was implemented in early 2020 and continues partnerships with companies in funding Express bus routes selected by the companies. The program runs annually, and Stanford Research Park continues to support Express Routes 101, 102, 103 and 104 through the end of 2021.
T1.12.3	Work with VTA to study the feasibility of, and if warranted provide, traffic signal prioritization for buses at Palo Alto intersections, focusing first on regional transit routes. Also, advocate for bus service improvements on El Camino Real such as queue jump lanes and curbside platforms.	Office of Transportation	S	\$\$	O	There are no updates to report at this time.

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T1.13.1	Investigate a pilot program to subsidize a taxi, rideshare, or transit program for Palo Altans to get to/from downtown, including offering education and incentives to encourage users.	Office of Transportation	M	\$	O	A trial program for downtown workers began in April 2016 via the Transportation Management Association (TMA). The TMA continues to subsidize ridesharing and transit for downtown service workers.
T1.14.1	Evaluate the shuttle system in collaboration with community members, people with special needs, and PAUSD to: § Evaluate current routes and ridership; ¶ Identify potential service improvements, including new or modified routes; expanded schedules that accommodate daytime, evening, and weekend demand; facilitating transit connections, and improvements to the safety and appearance of shuttle stops; ¶ Explore partnerships with other services that could complement and supplement the Palo Alto Shuttle; ¶ Develop clear and engaging materials to explain and promote shuttle use with the purpose of reducing barriers to use; and ¶ Establish a schedule for regular evaluation and reporting to optimize shuttle system use and effectiveness.	Office of Transportation	IP	\$\$\$	O	In the Spring of 2021, the City was awarded a \$2 million Innovative Transit Grant by Valley Transportation Authority (VTA) to pilot a two-year on-demand transit service. Staff are working to initiate this service prior to the 2023-2024 school year.
T1.16.1	Continue regular surveys of bicycle use across the city, by collecting bicycle counts on important and potential bicycle corridors.	Office of Transportation	IP	\$\$	O	Ongoing as part of City of Palo Alto's Bicycle + Pedestrian Transportation Plan (BPTP) implementation.
T1.16.2	Consider marketing strategies such as a recurring Palo Alto Open Streets program of events, potentially in coordination with local business groups, which would include street closures and programming.	City Manager	M	\$	O	This is an ongoing effort. There are no substantial actions to report at this time.

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T1.16.3	Encourage private schools to develop Walk and Roll Maps as part of Transportation Demand Management strategies to reduce vehicle trips.	Office of Transportation	IP	\$	O	This is an ongoing effort, Gideon Hausner Jewish Day School developed their own map in 2014.
T1.16.4	Participate in local and regional encouragement events such as Palo Alto Walks and Rolls, Bike to Work Day, and Bike Palo Alto! that encourages a culture of bicycling and walking as alternatives to single occupant vehicle trips.	Office of Transportation	M	\$	O	The coordination with City staff and various event sponsors are ongoing.
T1.19.1	Adjust the street evaluation criteria of the City's Pavement Management Program to ensure that areas of the road used by bicyclists are maintained at the same standards as, or at standards higher than, areas used by motor vehicles. Include bicycle and e-bike detection in intersection upgrades.	Department of Public Works	M	\$	O	City-wide street surveys are completed biennially and include pavement inspections of bike lanes and bike boulevards. Installation of video detection equipment is included with street maintenance projects when appropriate.
T1.19.2	Prioritize investments for enhanced pedestrian access and bicycle use within Palo Alto and to/from surrounding communities, including by incorporating improvements from related City plans, for example the 2012 <i>Bicycle + Pedestrian Transportation Plan</i> and the Parks, Trails & Open Space Master Plan, as amended, into the Capital Improvements Program.	Department of Public Works	IP	\$\$\$	O	This program is ongoing. There are no substantial actions to report at this time.
T1.19.3	Increase the number of east-west pedestrian and bicycle crossings across Alma Street and the Caltrain corridor, particularly south of Oregon Expressway.	Department of Public Works	L	\$\$\$	O	This program is ongoing. There are no substantial actions to report at this time.
T1.19.4	Encourage the use of bike sharing, and the provision of required infrastructure throughout Palo Alto, especially at transit stations and stops, job centers, community centers, and other destinations.	Office of Transportation	IP	\$	P	The Micro Mobility pilot is delayed due to public health orders preventing community engagement events required to launch new services.

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T1.19.5	Improve amenities such as seating, lighting, bicycle parking, street trees, public art, and interpretive stations along bicycle and pedestrian paths and in City parks to encourage walking and cycling and enhance the feeling of safety.	Office of Transportation and Department of Public Works	IP	\$\$\$	O	There are no substantial actions to report at this time. Ongoing as opportunities arise.
T1.22.1	Collect, analyze and report transportation data through surveys and other methods on a regular basis. Track progress on build-out of the 2012 <i>Bicycle + Pedestrian</i> Transportation Plan network.	Office of Transportation	R	\$\$	O	This program is ongoing. There are no updates to report at this time.
T1.25.1	As part of the effort to reduce traffic congestion, regularly evaluate the City's current Transportation Impact Fee and modify as needed to implement transportation infrastructure improvements. Modifications to the impact fee program should be structured in keeping with the City's desire to require new development to reduce peak hour motor vehicle contributions to the provision of transit services, shuttles, carpool/ rideshare incentives, and similar programs.	Office of Transportation	IP	\$	C	The Transportation Impact Fee (TIF) update was approved by City Council in 2019.
T1.26.1	In collaboration with regional agencies and neighboring jurisdictions, identify and pursue funding for rail corridor improvements and grade separation.	Office of Transportation	S	\$	O	The City is pursuing council review of the alternatives in consideration for the grade separation at Churchill, Meadow and Charleston Crossings. Currently, the council has narrowed the alternatives, however additional studies are needed to select the preferred alternative for each location.
Goal T-2: Decrease delay, congestion, and vehicle miles travelled with a priority on our worst intersections and our peak commute times, including school traffic.						
T2.1.1	Implement computerized traffic management systems to improve traffic flow when feasible.	Office of Transportation	IP	\$\$	O	This program is ongoing. There are no updates to report at this time.

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T2.1.2	Implement a program to monitor, coordinate, and optimize traffic signal timing a minimum of every two years along arterial and residential arterial streets.	Office of Transportation	IP	\$\$	P	This program will need additional staffing and funding resources to be implemented.
T2.2.1	Work in partnership with the Palo Alto TMA and Stanford University to aggregate data and realize measurable reductions in single-occupant vehicle commuting to and from Downtown and in the Stanford Research Park.	Office of Transportation	IP	\$	O	This program is ongoing. There are no updates to report at this time.
T2.3.1	When adopting new California Environmental Quality Act (CEQA) significance thresholds for VMT for compliance with SB 743 (2013), adopt standards for vehicular LOS analysis for use in evaluating the consistency of a proposed project with the Comprehensive Plan, and also explore desired standards for MMLOS, which includes motor vehicle LOS, at signalized intersections.	Office of Transportation	S	\$\$	P	There are no updates to report at this time.
T2.4.1	Revise protocols for reviewing office, commercial, and multi-family residential development proposals to evaluate multimodal level of service and identify gaps in the low stress bicycle and pedestrian network.	Office of Transportation	S	\$	P	Methodologies for Multimodal Level of Service (MMLOS) are neither standardized nor widely used. Level of stress analysis of the bicycle and pedestrian network is anticipated in the FY22 update of the Bicycle and Pedestrian Transportation Plan. This analysis will inform development review by staff.
Goal T-3: Maintain an efficient roadway network for all users.						
T3.5.1	Continue to use best practices in roadway design that are consistent with complete streets principles and the Urban Forest Master Plan, focusing on bicycle and pedestrian safety and multi-modal uses. Consider opportunities to incorporate best practices from the National Association of City Transportation Officials guidelines for urban streets and bikeways, tailored to the Palo Alto context.	Office of Transportation & Department of Public Works	S	\$\$	O	No additional updates to report.

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T3.5.2	Establish procedures for considering the effects of street design on emergency vehicle response time.	Department of Public Works & Palo Alto Police Department & Palo Alto Fire Department	R	\$	O	This is an ongoing action. City staff provides input when requested. There are no substantial actions to report at this time.
T3.10.1	Support increased public transit, traffic management and parking solutions to ensure safe, convenient access to and from the Stanford Shopping Center/ Medical Center area.	Office of Transportation	R	\$	O	This program is ongoing. The Quarry Road Extension is a potential project with regional transit benefits.
T3.10.2	Implement and monitor Development Agreement traffic mitigations at Stanford Medical Center.	Office of Transportation	IP	\$	O	This program is ongoing led by Planning Department with Office of Transportation support as needed.
T3.10.3	Provide safe, convenient pedestrian, bicycle, and transit connections between the Stanford Shopping Center/Medical Center areas and housing along the Sand Hill Road/Quarry Road corridors to Palo Alto Transit Center, Downtown Palo Alto, and other primary destinations.	Office of Transportation	R	\$\$\$	P	The Quarry Rd re-striping and path to Transit Center are recent projects. The Quarry Road Extension is a future project that will reduce transit travel time.
T3.10.4	Pursue extension of Quarry Road for transit, pedestrians and bicyclists to access the Palo Alto Transit Center from El Camino Real. Also study the feasibility of another pedestrian and bicycle underpass of Caltrain at Everett Street.	Office of Transportation	M	\$\$	P	This project is on hold.

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T3.15.1	Undertake studies and outreach necessary to advance grade separation of Caltrain to become a “shovel ready” project and strongly advocate for adequate State, regional, and federal funding for design and construction of railroad grade separations.	Office of Transportation	S	\$\$\$	O	The project is ongoing. City Council reviewed the details of grade separation alternatives at Meadow and Charleston on 8/23/21. Council plans to review Churchill Avenue Alternatives on 10/18/21. Staff will pursue additional studies and outreach. Future actions will depend upon Council Direction on the selection of Preferred Alternatives
T3.15.2	Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation.	Office of Transportation	S	\$\$	P	This effort will need additional funding to conduct the review. Staff needs to establish Capital Improvement Projects for such studies and design efforts.
T3.17.1	Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements.	Office of Transportation	S	\$\$	P	This will be performed in conjunction with Downtown Area Study. This is currently on hold.
T3.17.2	Work with Caltrain to ensure that the rail tracks are safe and secure with adequate fencing and barriers.	Office of Transportation	S	\$\$	O	The project for safety improvements on Churchill Av. at-grade crossings is currently in progress.
Goal T-4: Protect local streets that contribute to neighborhood character and provide a range of local transportation options.						
T4.2.1	Periodically evaluate residential areas for traffic impacts and use the results of that evaluation to prioritize traffic calming measures.	Office of Transportation	IP	\$\$	O	This is an ongoing program. Traffic calming in Crescent Park Area was recently implemented.
T4.4.1	Use landscaping and other improvements to establish clear “gateways” at the points where the Oregon Expressway, University Avenue and Embarcadero Road transition from freeways to neighborhoods.	Department of Public Works	L	\$\$\$	O	This is an ongoing effort. There are no substantial actions to report at this time.

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Goal T-5: Encourage attractive, convenient, efficient and innovative parking solutions for all users.						
T5.1.1	Evaluate the need to update parking standards in the municipal code, based on local conditions, different users’ needs and baseline parking need. Allow the use of parking lifts for Office/R&D and multifamily housing as appropriate.	Planning and Development Services and Office of Transportation	S	\$	PC	Office of Transportation (OOT) presented initial recommendations to Planning and Transportation Commission (PTC) in September 2021; for Finance Committee in October 2021, recommendations were focused on moving forward for adopting virtual permitting options. Additional recommendations will be presented along with the development of a commercial pilot process.
T5.1.2	Consider reducing parking requirements for retail and restaurant uses as a way to encourage new businesses and the use of alternative modes.	Planning and Development Services	M	\$	P	Work on this has not commenced yet, though the City has allowed use of parking spaces temporarily to enable parklets in the Right Of Ways and outdoor business on private parking lots. Council directed exploration of permanent parklets.
T5.1.3	Work with stakeholders in each commercial center and employment district to monitor conditions and determine the appropriate timing for revisions to parking requirements.	Planning and Development Services and Office of Transportation	M	\$	P	Work has not commenced.
T5.1.4	Study the feasibility of unbundled parking for office, commercial, and multi-family residential developments (including senior housing developments) that are well- served by transit and demonstrated walking and biking connections.	Planning and Development Services and Office of Transportation	S	\$	P	Work has not commenced.
T5.1.5	Consider reducing parking requirements for multi- family uses as a way to encourage new multi-family housing and the use of alternative modes, where reduction in parking would not impact the neighborhood.	Planning and Development Services	S	\$	O	Staff will continue exploration of permanent parklets and parking reductions for multi family residential use.

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T5.2.1	Use technology to help identify parking availability and make it easy to pay any parking fees.	Office of Transportation	S	\$\$\$	O	This is an ongoing program, no updates to report at this time.
T5.2.2	Study and implement pricing strategies for public parking in commercial districts, taking into consideration both employee parking demand and the needs of retailers and customers. Use pricing to encourage short term parking on street, long term parking in parking garages, and the use of alternative modes of transportation	Office of Transportation	IP	\$\$	O	Planning and Transportation Commission (PTC) reviewed options in an initial study session in May 2021. Additional stakeholder outreach is planned in 2022.
T5.2.3	Implement Council-adopted recommendations from the parking management study for the Downtown area, which address the feasibility of removing color-coded parking zones, and dynamic pricing and management policies to prioritize short-term parking spaces closest to the commercial core for customers, garage parking for employees, and neighborhood parking for residents.	Office of Transportation	S	\$\$\$	O	Regular parking occupancy counts with Automated License Plate Recognition (ALPR) implementation is planned to occur in 2022. Initial recommendations and additional engagement will follow as data is collected and reviewed.
T5.4.1	Explore incentives to encourage privately initiated shared parking among individual property owners when developments have excess parking that can be available for other businesses to use.	Office of Transportation	S	\$	P	Work has not commenced.
T5.8.1	Study the feasibility of retrofitting City-owned surface parking lots to implement best management practices for stormwater management and urban heat island mitigation, including green infrastructure, permeable pavement and reflective surfaces.	Department of Public Works	S	\$\$	O	Staff received a grant to retrofit an existing parking lot; scoping for project will commence in 2022.
T5.8.2	Identify incentives to encourage the retrofit of privately owned surface parking areas to incorporate best management practices for stormwater management and urban heat island mitigation as well as incentives for the provision of publicly accessible pavement and reflective surfaces.	Department of Public Works	S	\$	O	This is an ongoing program, no updates to report at this time.

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T5.8.3	Update City requirements regarding trees and other landscaping that capture and filter stormwater within surface parking lots to take advantage of new technology.	Department of Public Works	R	\$	O	This is an ongoing program. There are no substantial actions to report at this time.
T5.11.1	Coordinate with neighborhood groups and local businesses and other stakeholders to evaluate the need for a residential parking permit program in areas without existing programs.	Office of Transportation	S	\$\$	O	This is an ongoing program, no updates to report at this time.
T5.12.1	Work with employers, merchants, schools, and community service providers, to identify ways to provide more bicycle parking, including e-bike parking with charging stations, near existing shops, services and places of employment.	Office of Transportation	R	\$	O	This is an ongoing program via 311 requests for parking in the public Right-of-Ways and through coordination with the Safe Routes to School program.
T5.12.2	Install secure electronic bike lockers such as the Bike Link system, at high theft locations, including transit stations and parking garages.	Office of Transportation	M	\$\$	P	Work has not commenced.
T5.12.3	Assess the need to provide additional bicycle parking in City-owned parking lots and rights-of-way.	Office of Transportation	M	\$\$	O	This is an ongoing program via 311 requests for parking in the public Right-of-Ways.
Goal T-6: Provide a safe environment for motorists, pedestrians, and bicyclists on Palo Alto streets.						
T6.1.1	Follow the principles of the safe routes to schools program to implement traffic safety measures that focus on Safe Routes to work, shopping, downtown, community services, parks, and schools, including all designated school commute corridors.	Office of Transportation	R	\$\$	O	This is an ongoing program, no updates to report at this time.
T6.1.2	Develop, distribute and aggressively promote maps and apps showing safe routes to work, shopping, community services, parks and schools within Palo Alto in collaboration with stakeholders, including PAUSD, major employers, TMAs, local businesses and community organizations.	Office of Transportation	IP	\$\$	O	This is an ongoing program. School Walk and Roll Maps are updated as needed. Walk and Roll to Libraries maps has been updated in 2018.
T6.1.3	Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street.	Office of Transportation	S	\$\$	P	Work has not commenced.

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T6.1.4	Address pedestrian safety on shared-use paths through the use of signs, pavement markings, and outreach to users, encouraging them to be safe and courteous.	Office of Transportation	R	\$	O	This is an ongoing program, no updates to report at this time.
T6.2.1	Regularly collect severity and location data on roadway collisions for all modes of travel, including fatalities and severe injuries, and use this data to make roadway design decisions. In collaboration with Santa Clara County, develop an up-to-date, public database for this information.	Office of Transportation	R	\$\$	O	This is an ongoing program via the County's collision database.
T6.4.1	Consider the Adopted School Commute Corridors Network and adopted "Walk and Roll" maps when reviewing development applications and making land use and transportation planning decisions. Incorporate these requirements into City code when feasible.	Office of Transportation	R	\$	O	This is an ongoing program, no updates to report at this time.
T6.4.2	Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects.	Office of Transportation	IP	\$	C	The Traffic Control Plan Guidelines was updated in 2016 and regularly reviewed.
T6.4.3	In collaboration with PAUSD, provide adult crossing guards at school crossings that meet established warrants.	Police Department	R	\$\$	O	This is an ongoing program, no updates to report at this time.
T6.6.1	Periodically evaluate safety on roadways and at intersections and enhance conditions through the use of signal technology and physical changes. Consider the construction of traffic circles for improved intersection safety.	Office of Transportation	R	\$\$\$	O	This is an ongoing program, no updates to report at this time.
T6.6.2	Continue to provide educational programs for children and adults, in partnership with community-based educational organizations, to promote the safe walking and safe use of bicycles, including the City-sponsored bicycle education programs in the public schools and the bicycle traffic school program for juveniles.	Office of Transportation	R	\$\$	O	This is an ongoing program, no updates to report at this time.

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T6.6.3	Work with PAUSD and employers to promote roadway safety for all users, including motorized alternatives to cars and bikes such as mopeds and e-bikes, through educational programs for children and adults.	Office of Transportation	R	\$\$	O	This is an ongoing program, no updates to report at this time.
T6.6.4	Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes.	Office of Transportation	M	\$\$	P	Work has not commenced.
T6.6.5	Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road.	Office of Transportation	L	\$\$\$	P	Work has not commenced.
T6.6.6	Improve pedestrian crossings by creating protected areas and better pedestrian and traffic visibility. Use a toolbox including bulb outs, small curb radii, high visibility crosswalks, and landscaping.	Office of Transportation	R	\$\$\$	O	This is an ongoing program, no updates to report at this time.
T6.6.7	Establish a program to educate residents to keep sidewalks clear of parked cars, especially on narrow local streets in neighborhoods with rolled curbs. Survey for compliance annually.	Office of Transportation	M	\$\$	P	Work has not commenced. A rolled curb parking flyer is available on the City website.
T6.7.1	Evaluate the performance of safety improvements and identify methods to encourage alternative transportation modes.	Office of Transportation	R	\$	O	This is an ongoing program, no updates to report at this time.
Goal T-7: Provide mobility options that allow people who are transit dependent to reach their destinations.						
T7.1.1	Expand transportation opportunities for transit- dependent riders by supporting discounts for taxi fares, rideshare services, and transit, by coordinating transit systems to be shared by multiple senior housing developments, and by maintaining a database of volunteer drivers, and other transit options.	Office of Transportation	M	\$\$	P	Work has not commenced. The on-demand transit pilot will include discount fares for seniors and possibly others.

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T7.1.2	Coordinate with social service agencies and transit agencies to fill gaps in existing transportation routes and services accessible to transit-dependent riders no matter their means and design new bus routes that enable them to access those services.	Office of Transportation	R	\$\$\$	O	Due to the pandemic, free shuttle service was cancelled. The future on-demand transit service will include fare discounts.
T7.1.3	Pursue expanded evening and night time bus service to enhance mobility for all users during off-peak times.	Office of Transportation	R	\$	P	This program is unlikely to be pursued with Valley Transportation Authority (VTA)'s 2021 New Service Plan.
Goal T-8: Influence the shape and implementation of regional transportation policies and technologies to reduce traffic congestion and greenhouse gas emissions.						
T8.1.1	Continue to participate in regional efforts to develop technological solutions that make alternatives to the automobile more convenient.	Office of Transportation	R	\$	O	Projects like Dumbarton Forward a MTC/AC Transit Travel Time improvement Project, PASS Project, and Manager's Mobility Partnership address this.
T8.3.1	Advocate for provision of a new southbound entrance ramp to Highway 101 from San Antonio Road, in conjunction with the closure of the southbound Charleston Road on-ramp at the Rengstorff Avenue interchange in Mountain View.	Office of Transportation	S	\$	O	At present Valley Transportation Authority (VTA) is leading work effort to identify project alternatives, defining scope of upcoming analysis, and applying for grant funding.
T8.7.1	Work with regional transportation providers to improve connections between Palo Alto and the San Francisco International Airport and Norman Y. Mineta San Jose International Airport.	Office of Transportation	R	\$	P	Work has not commenced.

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T8.8.1	Identify and improve bicycle connections to/from neighboring communities in Santa Clara and San Mateo counties to support local trips that cross city boundaries. Also advocate for reducing barriers to bicycling and walking at freeway interchanges, expressway intersections, and railroad grad crossings.	Office of Transportation	IP	\$\$\$	O	This is an ongoing project. Peninsula Bikeway signage was installed in 2018 via efforts of the Managers Mobility Partnership, which continues to improve connections between local jurisdictions. Adobe Creek Bridge will be completed in Autumn of 2021. Newell Bridge project has expected completion date in 2023. Class 1 or Class 4 bicycle facilities will be included in the reconstruction of the 101/San Antonio interchange.