



# Planning & Transportation Commission

## Staff Report (ID # 14414)

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**Report Type:** Action Items **Meeting Date:** 11/16/2022

**Summary Title:** Review Comprehensive Plan 2030 Annual Progress Report

**Title:** Review Draft 2022 Comprehensive Plan Implementation Annual Progress Report and Draft 2022 Housing Element Annual Progress Report and Recommend City Council Authorize Transmittal of the Reports to the Office of Planning and Research and Department of Housing and Community Development, Respectively, by April 1, 2023.

**From:** Jonathan Lait

### Recommendation

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

1. Review the draft 2022 Comprehensive Plan Implementation Annual Progress Report (Attachment A) and draft 2022 Housing Element Annual Progress Report (Attachment B); and
2. Recommend City Council authorize the transmittal of the reports to the Office of Planning and Research and Department of Housing and Community Development, respectively, by April 1, 2023.

### Report Summary

This report provides an update on the status of the 410 implementation programs contained in the Comprehensive Plan (Comp Plan) and the 72 programs in the Housing Element (HE). The City is required to submit an annual progress report on the implementation progress of the Comp Plan and HE by April 1 every year.

The purpose of this meeting is to provide the PTC with an opportunity to review and give its input on the implementation 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 forward the recommendations to City Council in early Spring for final review.

The statuses reflected in this report are as of November 2022. There are 29 Comp Plan programs that had a status change in 2022, with six moving into a “complete” status. The programs with status changes are described in Attachment C. Staff does not anticipate any additional changes to program statuses by the end of the calendar year. If changes do occur, those statuses will be updated in the final progress reports that will be forwarded to City Council to review.

## Background

This is the fifth year of annual reporting since the adoption of the 2030 Comprehensive Plan in 2017. The PTC reviewed the last update on February 23, 2022 ([Staff Report](#))<sup>1</sup> and City Council completed its review in March 2022 ([Staff Report](#))<sup>2</sup> The following section provides the context for the annual reporting.

### **Comprehensive Plan Implementation Annual Progress Report**

The Comprehensive Plan Implementation Annual Progress Report is a State mandated report, required by Government Code Section 65400,<sup>3</sup> and submittal is due by April 1. 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 in implementing programs. The status should include progress in meeting its share of regional housing needs and local efforts to remove governmental constraints to residential development.

In addition to the State mandated annual reporting, the Palo Alto Municipal Code (Section 19.04.030)<sup>4</sup> 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.”

<sup>1</sup> PTC Staff Report: <https://www.cityofpaloalto.org/files/assets/public/agendas-minutes-reports/agendas-minutes/planning-and-transportation-commission/2022/ptc-02.23.2022-comp-plan-and-he-progress-report.pdf>

<sup>2</sup> City Council Staff Report: <https://www.cityofpaloalto.org/files/assets/public/agendas-minutes-reports/agendas-minutes/city-council-agendas-minutes/2022/20220321/20220321pccsm-amended-linked-revised.pdf>

<sup>3</sup> Government Code Section 65400:  
[https://leginfo.ca.gov/faces/codes\\_displaySection.xhtml?lawCode=GOV&sectionNum=65400](https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV&sectionNum=65400)

<sup>4</sup> Palo Alto Municipal Code Section 19.04.030:  
[https://codelibrary.amlegal.com/codes/paloalto/latest/paloalto\\_ca/0-0-0-82254#JD\\_19.04.030](https://codelibrary.amlegal.com/codes/paloalto/latest/paloalto_ca/0-0-0-82254#JD_19.04.030)

### **2015-23 Housing Element and the Annual Progress Report**

The HCD department requires an Annual Progress Report (APR) addressing the City's progress in implementing the Housing Element. The report is due by April 1. The report includes data on housing production and accomplishments toward the City's Regional Housing Needs Allocation (RHNA) goals. The City adopted its current Housing Element for the period of 2015-23<sup>5</sup>. Therefore, this will be the last year reporting on the implementation of the 2015-23 Housing Element programs. As the 2015-2023 Housing Element is set to expire next year, the City is in the process of updating the Housing Element for the 2023-31 planning period.

The HCD mandates that the APR for the Housing Element focuses on three topics:

1. Total number of net housing units produced or "permitted" by the City in a calendar year;
2. Status of jurisdiction's progress in addressing its Regional Housing Needs Allocation (RHNA);
3. Status of the implementation of the 2015-2023 Housing Element's programs and goals.

The Annual Progress Report for last year, 2021, for the current Housing Element cycle can be found [here](#).<sup>6</sup>

Following preparation of these reports, AB 1743 was adopted and signed, adding a number of new requirements to Housing Element Annual Progress Reports, including a description of whether each housing application received was subject to a ministerial or discretionary process. Staff is awaiting direction from the state on whether these changes will apply to the current reporting cycle.

### **Discussion**

This section provides an overview of the Comprehensive Plan APR and the Housing Element APR and provides high-level summaries of the related data. See Attachments A and B for individual Comprehensive Plan and Housing Element program details.

#### **Comp Plan Programs Status**

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 on Palo Alto's physical environment, in accordance with the California Environmental Quality Act (CEQA). Additionally, the PTC can

<sup>5</sup> Housing Element 2015-23: <https://www.cityofpaloalto.org/files/assets/public/planning-amp-development-services/3.-comprehensive-plan/comprehensive-plan/certified-15-23-housing-element.pdf>

<sup>6</sup> 2021 Annual Housing Element Progress Report: [https://www.cityofpaloalto.org/files/assets/public/planning-amp-development-services-1/housing-element/housingelement\\_2015\\_2023/submitted-hcd-paloalto-2021-apr\\_webposted.pdf](https://www.cityofpaloalto.org/files/assets/public/planning-amp-development-services-1/housing-element/housingelement_2015_2023/submitted-hcd-paloalto-2021-apr_webposted.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<sup>7</sup>.

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 on the following three aspects:

#### *Implementation Status Summary*

Table 1 below provides the status for all the programs as of November 2022. The majority, about 70%, of the programs have “ongoing” status. As identified by the various departments in their staff comments, some of the completed programs transitioned to the “ongoing” category as they began implementation of the programs. There is a decrease in the number of “pending” status programs from PTC’s last review.

**Table 1. Implementation Status of the Comprehensive Plan Programs  
(as of November 2022)**

Status	Number of Programs	% of Total
<b>Complete</b>	6	1.5%
<b>Partially Complete</b>	32	8%
<b>Ongoing</b>	287	70%
<b>Pending</b>	84	20%
<b>Total</b>	410	100%
Please note, the above status reflects the departments’ reporting in November 2022. Status may change from one year’s Comp Plan Annual Implementation Review to the next years.		

Source: City of Palo Alto, Planning and Development Services, 2022 November

*Note: 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; this can include programs that are completed and shifted to ongoing status due to active implementation, and P: Pending programs are programs where*

<sup>7</sup> Comprehensive Plan Implementation Table: <https://www.cityofpaloalto.org/files/assets/public/planning-amp-development-services/file-migration/historic/long-range-planning/resources/2030-comp-plan-9-implementation-june-21.pdf>

*implementation process has stopped due to a variety of reasons such as lack of funding, a shift in priorities or insufficient staffing.*

### *Status Changes in 2022*

Of the 410 implementation programs, 29 (7%) had a change in status in 2022 and cover a variety of program topics such as, but not limited to, design guidelines, childcare, housing, and parking. A summary of the 29 programs with status changes is provided in Attachment C. All of these programs moved in a positive direction to reflect some progress on the task; no program shifted to a pending status, reflecting it was placed on hold. If any additional changes occur through the end of this year, those updates will be reflected in the progress reports sent to Council.

### *Priority of Program/Timing*

The Comp Plan programs are categorized by priority into the following groups: In progress, Long-term, Medium-term, Routine, and Short-term.<sup>8</sup> Table 2 below provides a summary of program statuses within each of the priority groups, reflecting the progress made by the City. Prioritization guides the allocation of resources to implement the plan.

It is not uncommon for priorities to shift over time depending on respective department 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. The table below summarizes the status of the programs by priority.

**Table 2. Implementation Status of the Comprehensive Plan Programs by Priority  
(as of November 2022)**

Programs by Priority	Number of Programs	Complete	Partially Complete	Ongoing	Pending
<b>Short Term</b>	99	2	13	65	19
<b>Short to Medium Term</b>	1				1
<b>Medium Term</b>	90	0	8	43	39
<b>Long Term</b>	11	0	2	5	4
<b>Routine</b>	163	3	7	134	19
<b>In Progress</b>	46	1	2	40	3
<b>Total Programs</b>	<b>410</b>	<b>6</b>	<b>32</b>	<b>287</b>	<b>85</b>

<sup>8</sup> See Implementation Plan Table: <https://www.cityofpaloalto.org/files/assets/public/planning-and-development-services/file-migration/historic/long-range-planning/resources/2030-comp-plan-9-implementation-june-21.pdf>

Source: City of Palo Alto, Planning and Development Services, 2022 November

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

### *Level of Effort*

The level of effort indicated, as detailed 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 the "\$" symbol to reflect the level of effort; a single "\$" reflects a low-level effort, "\$\$" is moderate-level effort, and "\$\$\$" reflects a significant level of commitment to complete the program.

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

### Housing Element Programs Status

The Housing Element contains 72 adopted programs for implementation during the Housing Element period ending in 2023. This is the final year of reporting on these programs. Table 3 below shows program status for 2021 and as of November 2022.

**Table 3. Implementation Status of the Housing Element Programs**

Status	2021	November 2022	% of Total
<b>Complete</b>	21	24	34%
<b>Partially Complete</b>	11	16	22%
<b>Ongoing</b>	35	31	43%
<b>Pending</b>	5	1	1%
<b>Total</b>	<b>72</b>	<b>72</b>	<b>100%</b>

In 2022, Planning staff remained focused on tasks associated with the 6th Cycle Housing Element (HE) update process. But progress has been made with implementing additional HE

programs in 2022. The status of 16 programs have changed as shown in Table 3. Of note, the only program that is still pending is Program H2.1.11 which considered implementing the Pedestrian and Transit Oriented Development (PTOD) Overlay for the University Ave. downtown district. Therefore, the City was able to make progress on 99% of the Housing Element programs. Attachment B provides more details on the HE programs' statuses.

#### Progress Towards 2015-23 RHNA

The Housing APR is required to report on the City's progress towards meeting its Regional Housing Needs Allocation (RHNA). For the 2015-23 RHNA, the City's allocation is 1,988 units. To see the City's progress through 2021, please see the report [here](#).<sup>9</sup>

Since the reporting period is based on calendar year, the 2022 reporting period has not concluded, but staff has provided the City's housing production as of November 31, 2022. Table 3 below shows the City's 2022 housing production, thus far, as broken down by income categories.

**Table 4. City Progress Towards 2015-23 RHNA (as of November 2022)**

Income Level	2015-23 RHNA by Income Level	2022 Production	Total Units Permitted*	% of RHNA
<b>Very Low Income</b>	691		218	31.5%
<b>Low Income</b>	432		65	15.5%
<b>Moderate</b>	278	1	29	10.4%
Above Moderate	587	115	750	127.7%
<b>TOTAL</b>	<b>1988</b>	<b>116</b>	<b>1062</b>	<b>53.4%</b>

\*Please note that these figures are for building permits issued.

For the 2022-unit production, 109 of the units of the 115 above moderate units were accessory dwelling units and the one moderate unit was produced through the City's BMR program requirement.

#### **Environmental Review**

The review and comment on the draft 2022 Comprehensive Plan Implementation Annual Progress Report and draft 2022 Housing Element Annual Progress Report is not considered a project requiring review under the California Environmental Quality Act (CEQA).

#### **Public Notification, Outreach & Comments**

The Palo Alto Municipal Code requires the 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

<sup>9</sup> [https://www.cityofpaloalto.org/files/assets/public/planning-amp-development-services-1/housing-element/housingelement\\_2015\\_2023/submitted-hcd-paloalto-2021-apr\\_webposted.pdf](https://www.cityofpaloalto.org/files/assets/public/planning-amp-development-services-1/housing-element/housingelement_2015_2023/submitted-hcd-paloalto-2021-apr_webposted.pdf)

published in the Daily Post on November 4, 2022, 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.

### **Alternative Actions**

An alternative action the PTC may consider is to have the annual progress reports return to the PTC in February 2023 with the finalized statuses for 2022 and responses to PTC's comments.

### **Next Steps**

Planning staff will communicate PTC's input to the respective City departments and forward any recommended changes to the programs to the City Council for review and consideration. The Council meeting is anticipated for February/March to meet the April 1 submittal deadlines.

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#### **PTC<sup>10</sup> Liaison & Contact Information**

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#### **Attachments:**

- Attachment A: Draft Comprehensive Plan Implementation Annual Progress Report, October 2022 (PDF)
- Attachment B: Housing Element Program Implementation Report, November 2022 (PDF)
- Attachment C: Comprehensive Plan Implementation Programs with Status Change, October 2022 (PDF)

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<sup>10</sup> Emails may be sent directly to the PTC using the following address: [planning.commission@cityofpaloalto.org](mailto:planning.commission@cityofpaloalto.org)

	Program Text	Lead Department	Priority <i>S= Short (&lt; 5 years), M= Medium (5-10 years), L= Long (&gt;10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium, \$\$\$=Substantial Effort</i>	Department / Division	Staff Assigned	2022 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Staff Comments September 2022
<b>Business &amp; Economics Element</b>								
<b>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>								
<b>B.1.1</b>	Implement and periodically amend an Economic Development Policy to guide business development in the City in a manner consistent with Policy L-1.10.	Planning and Development Services & City Manager's Office	R	\$	PDS/ CMO	Roland/Steve	O	The City continues to monitor the office / Research & Development growth. In 2022, there was a net loss of 32,387 sq. ft. of office space, leaving a remaining development balance of 602,934 square feet. No related policy recommendations were proposed.
<b>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.</b>								
<b>B3.2.1</b>	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	\$\$	ASD	Maria Lagman/David Ramberg	O	The City has engaged the firm Avenu Insights to update the business registry database with external data sources and outreach to business that may not be registered or have incomplete data. The past two years efforts were placed on hold due to pandemic. The Business Registry has resumed in FY 2023, while the Business Improvement District has continued to be on hold pending decisions on potential new form and function of the program
<b>Goal B-4: The stimulation of diverse commercial, retail and professional service business opportunities through supportive business policies and a culture of innovation.</b>								
<b>B4.2.1</b>	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	\$\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
<b>B4.2.2</b>	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	\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
<b>B4.6.1</b>	Work with local merchants to encourage Palo Alto residents, workers, and visitors to buy in Palo Alto.	Planning and Development Services & City Manager's Office	R	\$\$	CMO	Steve	O	The City has hired a dedicated staff person on the City Manager's team focused on Economic Development/Vitality. Part of this roles' work will be to continue engage local businesses and work with partners like the Chamber of Commerce to promote buying local.

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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	\$\$	PDS / CP	Amy / Jodie	P	City received an administrative draft of a retail study in late August and plans to conduct a study session with the Planning Transportation Commission later in 2023.
B4.6.3	Maintain distinct neighborhood shopping areas that are attractive, accessible, and convenient to nearby residents.	Planning and Development Services	R	\$	PDS / CP	Amy / Jodie	O	This is an ongoing effort. There are no substantial actions to report at this time.
<b>Goal B-5: City regulations and operating procedures that provide certainty, predictability and flexibility and help businesses adapt to changing market conditions.</b>								
B5.1.1	Regularly evaluate ways to improve coordination of the City's environmental review, permitting, and inspection processes.	Planning and Development Services	R	\$	PDS / CP	Amy / Jodie	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	\$\$	PDS / CP	Amy / Jodie	PC	Objective Design Standards for Housing Development Projects and for Single-Family projects have been approved. On-going improvements will be made as needed. SOFA CAP zone regulations will be updated in 2023 to include objective design standards.
B5.1.3	Simplify the design review process for small-scale changes to previously approved site plans and buildings.	Planning and Development Services	M	\$\$	PDS / CP	Amy / Jodie	O	Staff is working to process small changes, especially sign applications, and over the counter applications now.
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	\$\$	PDS / CP	Amy / Jodie	P	No zoning regulation changes are proposed at this time.
<b>Goal B-6: Attractive, vibrant retail centers, each with a mix of uses and a distinctive character.</b>								
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	\$\$	CMO / PDS	Steve	O	The City continues to collaborate with various stakeholders, including the Chamber of Commerce, the Downtown Business Improvement District (BID), California Avenue businesses, hoteliers, Stanford, and others to promote a strong business climate. Focused business support through programs like Uplift Local, public art installations, holiday events, and others will continue. Additionally, consistent with City Council direction, the City has onboarded a consultant - StreetSense - to help develop a comprehensive Economic Development Strategy.
<b>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.</b>								

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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	\$\$	PDS / CP / LRP	Amy / Jodie / Sheldon / Rebecca	O	The City meets regularly with Stanford University regarding land use on an ongoing basis. The Housing Element process underway includes consideration of this program. A HazMat Ordinance is coming forward to the City Council for consideration.
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	\$\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
Community Services & Facilities Element								
Goal C-1: Deliver community services effectively and efficiently.								
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	R	\$	CSD	Kristen O’Kane	O	No change from previous year reporting. 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.

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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	\$	CSD	Kristen O'Kane	O	The City supports 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 high school students in Palo Alto the opportunity to serve the teen community by acting as a voice toward action and change. The Teen Center at Mitchell Park Community Center will open in Fall 2022 for Middle School students. 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. The City also funds Youth Community Service's Connectedness Initiative.
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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. 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	\$	CSD	Kristen O'Kane	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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. 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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.

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C1.1.2	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	\$	CSD	Kristen O'Kane	O	In FY23, the Department will deliver in-person and virtual science lessons to children and adults from First 5 Family Resource Centers. These families represent multiple ethnicities and languages. With the support of the Friends of the Palo Alto Children's Theatre, the Children's Theatre commissioned new theatrical works supported by community collaborations and cross-cultural exchanges. In FY22, the Children's Theatre produced the world premiere of RAHI RAY OF LIGHT by Gamal Abdel Chasten, with original music composed by Daibashish Ganguly, and choreography by Aparna Seetharaman. The play was the result of a collaboration with a community of South Asian Palo Alto residents. In FY23, the Department will deliver in-person and virtual science lessons to children and adults from First 5 Family Resource Centers. These families represent multiple ethnicities and languages.
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	\$	CSD	Kristen O'Kane	O	This is an ongoing task.
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		CSD	Kristen O'Kane	O	This is an ongoing task.

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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	\$	CSD	Kristen O'Kane	O	Early Care & Education Committee, under the guidance 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. A mini grant program was established from the Child Care Trust Fund to support training and other needs of child care providers.
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	\$	CSD	Kristen O'Kane	O	The Early Care and Education Committee continues to focus on meeting the needs of local educators and parents and establishes a yearly workplan to do so. With funding from the Child Care Trust Fund, accomplishments for FY22 include the giving of mini grants (over \$7,000) to local ECE educators to attend trainings workshops, and procure professional consultants related to behavioral and mental health support, a multi-month training program for a cohort of educators called "Community of Practice", providing general educator workshops, updating its resource website for educators and parents, and outreach at local events.
C1.15.4	Explore opportunities to provide access to childcare for families of City employees.	Community Services Department	L	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
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	\$	CSD	Kristen O'Kane	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.

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C1.16.2	Leverage available funding to pursue support of teen mental, physical, social and emotional health programs.	Community Services Department	R	\$	CSD	Kristen O'Kane	O	The City continues to support Project Safety Net, now a 501(c)(3) and Youth Community Service, to support teen mental health programs. The Human Services Resource Allocation Process (HSRAP) has historically funded several organizations focusing on teen health. The City also funds Youth Community Service's Youth Connectedness Initiative.
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	\$	CSD	Kristen O'Kane	P	Some programs still remain virtual, and in-person programs are provided at different locations. Identifying transportation options has not progressed.
C1.17.3	Promote a diverse range of interests and vocations among programs offered to children, youth and teens.	Community Services Department	M	\$	CSD	Kristen O'Kane	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 have continued offering some programming in a virtual format.
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	\$	CSD	Kristen O'Kane	P	No change from previous year reporting. The Art Center maintains an active volunteer program that engages all ages in the community, including seniors. Other volunteer opportunities exist in open space preserves, middle school sports, and other programs.
C1.2.1	Periodically review public information, outreach and community relations activities to evaluate effectiveness.	Community Services Department	R	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.

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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	\$	CSD	Kristen O'Kane	O	<p>The Art Center and Junior Museum &amp; Zoo conclude their last year of collaboration on Working Together in FY23. This program provides paid teen opportunities, undergraduate internships, and graduate fellowships to diversify the museum field. The Art Center Foundation received an IMLS American Rescue Fund grant in 2022 to support a project "Centering Accessibility" intended to continue the Art Center's focus on inclusion. This grant provided training for Art Center staff and will help to purchase accessible artmaking equipment for our studio programs. The Art Center continues to provide QR codes with visual descriptions and large-print labels for our constituents in exhibitions. In FY 23 the Junior Museum &amp; Zoo launches a two year research project to identify barriers to participation in programs offered by the JMZ in nearby low-income neighborhoods. In FY22, as part of the Children's Theatre's Magical Series Spectrum and Sensory Friendly offerings – developed in collaboration with the Magical Bridge Foundation, the Children's Theatre offered Magical Series Story Acting Classes each quarter.</p> <p>In Summer 2022, the Children's Theatre participated in a 4th annual collaboration with the Stanford University Compression Forum, offering paid internships to high school seniors and incoming college freshman. The participants, almost all of whom come from under-represented / under-served backgrounds, take part in a research project that explores the use of advanced technology in theatre.</p> <p>For the past year, Palo Alto Children's Theatre has been</p>

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C1.2.4	Based on identified needs, expand program offerings to underserved groups.	Community Services Department	R	\$\$\$	CSD	Kristen O'Kane	O	Thanks to support from the Palo Alto Art Center Foundation, the Art Center continues its Project Look school tour scholarships for East Palo Alto classrooms into FY23. The Cultural Kaleidoscope arts integration program continues in underserved school sites in East Palo Alto and its Dreamcatchers partnership offers scholarships to Art Center classes. In FY22, as part of the <i>Creative Attention</i> initiative, the Art Center started a program of scholarships for art classes for low-income seniors. In addition, the Art Center offered onsite art therapy sessions for low-income seniors at Stevenson House and Palo Alto Housing. In FY23, the Art Center will continue scholarships for low-income seniors and will offer monthly artmaking sessions at both Stevenson House and Palo Alto Housing, all funded by the Palo Alto Art Center Foundation.
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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
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	\$	CSD	Kristen O'Kane	O	This is an ongoing task. City receives continued support of 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	\$	PDS / LRP	Clare / Tim	O	This is an ongoing task. 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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. Its an ongoing task. 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	\$	CSD	Kristen O'Kane	P	No change from previous year reporting. 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	\$	HR	Frank Lee	P	In 2022 the City continued to utilize the current evaluation process. The City is contracting with a vendor to provide and implement the on-line evaluation platform in FY2024.
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	\$\$	CSD	Kristen O'Kane	O	No change from previous year reporting. 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	\$\$	ASD	Maria Lagman/David Ramberg	O	The CMMS now incorporates all bridges (200+) within the City. A new Maintenance Agreement to determine responsibility for maintenance/ capital improvements is in place. The Facility Condition Assessment (FCA) and Electrification Assessment of all City Buildings is in full swing. The pilot project analysis of the entire Municipal Services Center(MSC) is 90% while the Cubberley Community Complex(CCC) has just began. FCA results will be utilized in a Capital Planning Software (CPS) to track and plan for deferred maintenance(catch-up), regular maintenance(keep-up) and electrification for future CIP projects and budgeting.
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	\$	CSD	Kristen O'Kane	O	This is an ongoing effort. Staff regularly analyze programs and solicit feedback from program participants and use that information to improve programs and provide desired amenities.

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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	\$	CSD	Kristen O'Kane	O	This is an ongoing effort.
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	\$\$	PWD / CSD	Holly / Kristen O'Kane	O	This is an ongoing effort. 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).
C3.3.4	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	\$	CSD / PDS / CP	Kristen O'Kane / Amy / Jodie	C	No change from previous year reporting. 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.
<b>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.</b>								
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	\$\$\$	CSD	Kristen O'Kane	P	No change from previous year reporting. 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	\$\$	CSD / PDS / CP	Kristen O'Kane / Amy / Jodie	P	Work has not commenced.

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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	\$\$\$	CSD / PDS / CP	Kristen O'Kane / Amy / Jodie	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	\$	CSD / PDS / CP	Kristen O'Kane / Amy / Jodie	P	Work has not commenced.
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	\$\$	CSD	Kristen O'Kane	O	In February 2022, the City Council directed staff to pause the environmental analysis of the Cubberley Master Plan, and to return to Council with a work plan to include exploring a land swap or financial framework for acquiring available land; and to scope the design process for Cubberley Community Center that is City owned once the acreage is determined. Staff are working with PAUSD to identify potential for land swap including available land at Cubberley.
<b>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.</b>								
C5.1.1	Allocate resources to create and support initiatives to increase the health and well-being of the public.	Community Services Department	R	\$	CSD	Kristen O'Kane	O	The City provided opportunities for the community to access programs and resources, and to connect and experience events throughout Palo Alto, such as, ArtLift microgrants, Uplift Local, special events, and free virtual meditations. In general, nearly all of CSD's programs and services support the well-being of the public.
C5.1.2	Establish a community-sourced online clearinghouse of information and activities related to health promotion in the community.	Community Services Department	IP	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. 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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CS.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	\$	CSD	Kristen O'Kane	O	The Art Center continued its focus on community restoration and resilience with a juried exhibition in the summer of 2022 <i>RESTART</i> . The Art Center also continued its virtual meditation series through August with stress management consultant Julie Forbes.
CS.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	\$\$	CSD	Kristen O'Kane	O	No change from previous year reporting. Community resources related to health and wellness have been provided through the City Manager's Office as part of COVID response. Community Services Department staff have been coordinating with local nonprofits who serve vulnerable residents.
CS.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	\$	CSD	Kristen O'Kane	O	This is an ongoing effort. The Community Services Department continues to manage the City's community garden program. There are currently five community gardens in the program.
<b>Governance Chapter</b>								
<b>Goal G-1: Effective opportunities for public participation in local government.</b>								
G1.1.1	Consider making data available at a transactional level on the Open Data Portal.	Planning and Development Services	R	\$\$	PDS / Data Team	Roland	C	No change from previous year reporting. This task is completed. All Building Permit Applications are available for viewing on our Open Data Portal. See link: <a href="https://data.cityofpaloalto.org/dashboards/7712/development-center-permits/">https://data.cityofpaloalto.org/dashboards/7712/development-center-permits/</a>

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G1.2.1	Continue to hold regular, Town Hall-style meetings in neighborhoods.	City Council & City Clerk's Office	R	\$\$	CMO / CCO	Meghan Horrigan-Taylor / Dani Kang	O	Staff is working with the Mayor and Vice Mayor on regular neighborhood town hall meetings in partnership with neighborhood groups. The first neighborhood town hall meeting is October 12, 2022 in the Barron Park neighborhood. There are also other topic-specific community engagement meetings that occur throughout the year.
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	\$-\$\$\$	CMO	Meghan Horrigan Taylor	O	Council received a staff update on community engagement activities planned to implement the City's workplans for the 2022 calendar year in March 2022. Staff presented a series of community engagement approaches and gained input on the City's overall approach. Several efforts are underway including completion of the first Neighborhood Town Hall of the calendar year.
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	\$	CMO	Meghan Horrigan Taylor	O	The first Neighborhood Town Hall of the calendar year was completed on October 12, 2022. The second Neighborhood Town Hall is anticipated to be scheduled for winter 2022/2023.
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	\$\$	CMO	Meghan Horrigan Taylor	O	Staff implemented a virtual receptionist in the City Hall Lobby to assist the public with their service needs and this continues to be available, in addition to service assistance at the Revenue Collections and Utilities service counters. In terms of other communications enhancements, staff implemented a new interactive platform that shares information with the public and also supports new ways to engage the community on topic specific efforts including Fiber and Sustainability.
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	\$	CCO	Dani Kang	O	We continue to release City Council staff reports up to 10 days prior to City Council meetings, with the exception of amended agenda items which are provided on the Thursdays before the meeting (latest).
Goal G-2: Informed and involved civic, cultural, environmental, social service and neighborhood organizations and residents.								

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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	\$	CMO	Chantal Gaines	O	Ongoing as City facilities are open again, making the space available to groups for use is a priority.
<b>Goal G-4: Active involvement of local citizens as volunteers.</b>								
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	\$	CMO	Chantal Gaines	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	\$	CMO	Chantal Gaines	O	This is an ongoing task. The City Council has also included Special Orders of the Day to recognize groups and individuals.
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	\$\$	CMO	Chantal Gaines	O	This is an ongoing task. The City regularly meets with PAUSD leadership and discusses recent issues of interest to both organizations.
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	\$	CMO / CSD	Kristen	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	\$\$	CMO	Chantal Gaines	PC	Staff continues to send a digital welcome message to new residents and is finalizing a new welcome message that will be both digital and print formats. With the launch of the City's new website, there was a comprehensive look at resident related information. The website includes a digital welcome packet and new resident resources are now available both at <a href="http://www.cityofpaloalto.org/residents">www.cityofpaloalto.org/residents</a> and a new "My Neighborhood" map that highlights services available near a resident's home at <a href="http://www.cityofpaloalto.org/residents/my-neighborhood">www.cityofpaloalto.org/residents/my-neighborhood</a>
<b>Goal G-6: More clearly defined procedures, standards, and expectations for development review.</b>								
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	\$	PDS / CP / LRP	Amy / Jodie / Clare	O	This is an ongoing effort.

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G6.2.2	Continue and expand customer-oriented process improvement efforts.	All Departments	R	\$\$	PDS / Data Team	Roland	O	Continuous improvements to the Online Permitting System (OPS) including: -Website updates for clarity and additional instructions to file a permit -Publishing weekly reports for managers about late or upcoming permit deadlines for timely application processes -Exploring various new technologies compatible with OPS that would make the permitting process more user friendly (possible implementation in 2023)
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	\$	PDS / CP	Amy / Jodie	O	This is an ongoing practice.
<b>Land Use and Community Design Element</b>								
<b>Goal L-1: A compact and resilient city providing residents and visitors with attractive neighborhoods, work places, shopping districts, public facilities, and open spaces.</b>								
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	\$\$	PDS / Data Team	Roland /Amy	O	City hired a code enforcement officer to address gas powered leaf blower ordinance in residential areas and general upkeep of 311 for rotating staff.
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	\$	PDS / LRP	Amy / Sheldon	O	Santa Clara County published a draft updated Stanford Community Plan for public comment; staff prepared comments prior to the Santa Clara County Housing, Land Use, Environment and Transportation Committee (SCC HLUET) meeting September 15 focused on housing and circulation and the mayor sent the letter to the County.
<b>Goal L-2: An enhanced sense of “community” with development designed to foster public life, meet citywide needs and embrace the principles of sustainability.</b>								

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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	\$	PDS / CP	Amy / Jodie	O	Uplift local program continued through 2022, staff presented permanent parklet program standards to Council in fall 2022 for input and Council extended the interim program by ordinance. Staff plans to return to Council with a permanent parklet ordinance in late 2022.
L2.4.1	Amend the Housing Element to increase housing sites along San Antonio Road between Middlefield Road and East Charleston Road and increase residential densities in Downtown and the California Avenue.	Planning and Development Services	S	\$	PDS / LRP	Tim	PC	Council approved additional sites along San Antonio Road for the Housing Sites inventory. Increased residential densities will be incentivized through the participation of the Housing Incentive Program (HIP).
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	\$	PDS / LRP	Tim	PC	As part of the Housing Element update, a proposed program is included to engage in discussions with Stanford Shopping Center in preparation for the next Housing Element Cycle in 2031.
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	\$	PDS / LRP	Tim	PC	Stanford owned parcels along El Camino Real have been included in the housing sites inventory.
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	\$	PDS / LRP / CP	Amy /Jodie /Clare	O	Council continues to review Planned Home Zoning (PHZ) prescreenings converting commercially used land to housing. This includes a PHZ project on a Town and Country Center parking lot that is not owned by Town and Country.
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	\$	PDS / LRP / CP	Amy /Jodie /Clare	PC	A retail study was commissioned and staff plans to present this to the PTC in a study session in 2023.

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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	\$	PDS / LRP / CP	Amy /Jodie /Clare	P	This program has not been explored yet. The project commencement is pending the availability of resources.
L2.4.7	Explore mechanisms for increasing multi-family housing density near multimodal transit centers.	Planning and Development Services	S	\$\$	PDS / LRP / CP	Clare / Tim /Amy /Jodie	PC	City was awarded a PDA grant for a downtown housing plan and is in process of initiating the work. Housing Element 6th cycle process includes upzoning housing opportunity sites near the University Avenue multi modal transit center.
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	\$\$	PDS / LRP	Tim	PC	The Council approved a Housing Element program to designate six City owned parking lots for affordable housing.
L2.5.1	Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees.	Planning and Development Services	IP	\$	PDS / LRP	Tim	PC	The City is partnering with PAUSD and the County to develop school district housing at 231 Grant Ave. The City committed \$3M for the project.
L2.7.1	Review development standards to discourage the net loss of housing units.	Planning and Development Services	S	\$	PDS / LRP / CP	Clare / Tim /Amy /Jodie	PC	The City Council expanded the requirements of SB330, which requires no net loss of residential units in a proposed residential development to also include no net loss of residential units in a proposed commercial development.

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L2.8.1	Conduct a study to evaluate various possible tools for preventing displacement of existing residents.	Planning and Development Services	M	\$\$	PDS / LRP	Clare / Tim	PC	Council provided direction in November 2021 regarding renter protection policies, especially focused on cost-burdened low income renters. Council passed an ordinance that expanded Tenant Relocation Assistance codified in the Palo Alto Municipal Code Section 9.68.035. Staff remains underway to complete all other Council directed renter protection policies alongside and in concert with implementation of the 2023 – 2031 6th Cycle Housing Element. This includes establishment of a Rental Survey Program, the creation of a local ordinance to expand eviction protections in AB 1482 to include rental units receiving occupancy in the last 15 years, the creation of a local ordinance that limits the locally allowable amount of security deposit charged for unfurnished rental units to 1.5 times the monthly rent, and a review and assessment of the implementation of existing renter protection policies.
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	\$\$	PDS / LRP	Clare / Tim	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	\$\$	PDS / LRP / CP	Tim /Amy /Jodie	O	The lease on existing Cubberley facilities were extended from July 1, 2020 to December 31, 2024 to accommodate school district's need.
<b>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.</b>								
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	\$	PDS / LRP / CP	Clare / Tim /Amy /Jodie	PC	City's COVID-19 pandemic response continued with strategies to assist commercial businesses.
L.3.5.1	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	\$\$	PDS / BS	Amy / Jodie / George H.	C	The Planning Department and Public Works staff monitors secant walls and groundwater levels for all projects.

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<b>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.</b>								
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	\$\$	PDS / LRP / CP	Clare /Amy /Jodie	PC	City Council has provided directions on permanent parklet programs. To support retail vitality a retail best practices study was performed and additional refinements are underway.
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	\$\$	PDS / LRP / CP	Clare /Amy /Jodie	O	Effectiveness of formula retail has not been evaluated but as an incentive to small local businesses staff is working on development of a permanent parklet ordinance under the City Council direction.
L4.2.3	Explore and potentially support new, creative and innovative retail in Palo Alto.	Planning and Development Services	S	\$\$	PDS / CP	Amy / Jodie	PC	The Californial Ave street closure and Ramona Street closures (the block between Hamilton Ave and University Ave) is continuing through December 2023.
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.	Community Services Department	M	\$	CSD	Elise DeMarzo	O	The City launched a secons ArtLift series, which is completed in October 2022. The Code:ART festival took place downtown October 2021, activating plazas and underutilized spaces. Temporary artworks were installed in the downtown and California Avenue corridors, and more is planned for FY23.
L4.4.2	Through public/private cooperation, provide well- signed, clean, and accessible restrooms.	Planning and Development Services and Department of Public Works	R	\$	PDS / PWD	Holly /Amy /Jodie	O	This is an ongoing effort.
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	\$\$	UF	Catharine Mondkar / Holly	P	Work has not commenced.

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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	\$\$\$	OOT	Sylvia / Ripon / Holly	O	Public Works awarded a design contract in 2022 to provide conceptual design, outreach and initial environmental review. Transportation staff are working with a design consultant to develop an RFP to study closure alternatives for Cal Ave and Ramona Street.
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	\$\$	PDS / LRP / CP	Clare /Amy /Jodie	P	The project has not commenced. Due to the continued COVID-19 pandemic throughout 2021, the focus remains on temporary outdoor business operations and establishment 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	\$	PDS / LRP / CP	Clare /Amy /Jodie	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	\$\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
L4.8.1	Prepare a Coordinated Area Plan for Downtown.	Planning and Development Services	IP	\$\$\$	PDS / LRP	Clare /Sheldon	O	The Request For Proposal (RFP) process has resulted in one viable consultant. Staff plans to refine the scope of work and engage on-call consultant for the Project Manager position, and targets for City Council meeting review of the contract by end of this year.
L4.8.2	Study the feasibility of converting parts of University Avenue to a pedestrian zone.	Public Works, Office of Transportation, PDS	M	\$\$	OOT / PWE	Ripon /Sylvia / Holly	O	Public Works awarded a design contract in 2022 to provide conceptual design, outreach and initial environmental review.

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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	\$	OOT	Nate	O	Due to other parking program priorities, 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	\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
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	\$\$\$	PDS / LRP	Clare / Sheldon	O	The coordinated area plan work is in progress. The City Council has reviewed the plan and provided directions. Staff is continuing to work with the consultants on plan details and environmental work.
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	\$\$	PDS / LRP / CP	Clare /Amy /Jodie	P	Project commencement is pending the availability of resources.
L4.16.1	Maintain distinct neighborhood shopping areas that are attractive, accessible and convenient to nearby residents.	Planning and Development Services	R	\$	PDS / LRP / CP	Clare /Amy /Jodie	O	The PAMC commercial zoning regulations, Retail Preservation Ordinance and proposed Objective Standards ensure these shopping areas are maintained.
<b>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.</b>								
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	\$\$	PDS / LRP / CP	Clare /Sheldon/Jodie	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. HazMat Ordinance is also under review.
<b>Goal L-6: Well-designed buildings that create coherent development patterns and enhance city streets and public spaces.</b>								
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	\$	PDS / CP	Amy / Jodie	O	The Architectural Review Board (ARB) 2020 Awards event was delayed due to the pandemic. The event was held September 21, 2022.

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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	\$\$	PDS / CP	George H / Jodie / Amy	P	Staff has not initiated any code change for this program, but provides guidance to project applicants based on best practices for bird-friendly design.
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	\$	PDS / CP	Amy / Jodie	O	Objective Design Standards adopted by Council in June 2022 for Title 18 zoning districts'.
L6.7.1	Implement architectural standards to assure they effectively address land use transitions.	Planning and Development Services	R	\$	PDS / CP	Amy / Jodie	O	This is an ongoing effort. Objective Design Standards has also done much to make the need for transitions more clear.
<b>Goal L-7: Conservation and preservation of Palo Alto's historic buildings, sites, and districts.</b>								
<b>Program for Policy L7.2</b>	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	\$	PDS / CP	Amy / Jodie	O	Policy L 7.2 implementation continues. Council approved an update to the local inventory to add the properties found California Register and National Register Eligible during and since the 1998-2000 history survey, following public outreach.
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	\$	PDS / CP	Amy / Jodie	O	Procurement process to hire consultant (s) for inventory update began in spring 2022.
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	\$	PDS / CP	Amy / Jodie	P	The ordinance needs to be reassessed since it does not protect properties found eligible for National and California Register. The current focus is to implement Program L7.1.1.
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	\$	PDS / CP	Amy / Jodie	O	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	\$	PDS / CP	Amy / Jodie	PC	The Public Works Department 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	\$	PDS / CP	Amy / Jodie / George Hoyt	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	\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
<b>Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the city.</b>								
L9.1.1	Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes.	Planning and Development Services	L	\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
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	\$	OOT / PWE	Ripon / Holly / Mike W	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	\$\$\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
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	\$	PDS / CP	Amy / Jodie	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	\$	PDS / UF	Jodie / Catherine Mondkar	O	Staff continues 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 new Tree Protection Ordinance (Title 8 of PAMC) includes added emphasis on use of native, drought tolerant and climate adapted tree species.

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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	\$\$\$	UT	Tomm Marshall	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	\$	UT	Tomm Marshall/Matt Zucca	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	\$\$\$	PWE	Holly	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 three of the projects completed, two projects in construction and others in the design process.
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	\$	UT / PDS / CP	Jodie / Dave Yuan	P	Work has not commenced.
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	\$	UT / PDS / PWD	Tomm Marshall/Matt Zucca / Jodie / Holly Boyd	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.
<b>Goal L-10: Maintain an economically viable local airport with minimal environmental impacts.</b>								
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	\$\$\$	PAO	Andy	PC	The Airport received funding for the Second Phase of the Airport Layout Plan (ALP) Project in Sept 2022, which will continue to the 18 month study. The relocation of the terminal will be studied in this project. Staff is seeking funding for a Terminal Relocation Study.

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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	\$\$\$	PAO	Andy	PC	The Airport received funding for the second phase of the Airport Layout Plan (ALP) Project in Sept 2022. This is the final phase of the project, which is expected to be completed in 2023.
L10.1.3	Identify and pursue funding to address maintenance, safety and security improvements needed at PAO.	Department of Public Works	R	\$	PAO	Andy	O	This program is ongoing. There are no updates to report at this time.
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	\$\$	PAO	Andy	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: <ul style="list-style-type: none"> <li>☐ Maintaining native grasses;</li> <li>☐ Reconstructing levees to protect the airport from sea level rise while enhancing public access and habitat conservation; and</li> <li>☐ Evaluating the introduction of burrowing owl habitat.</li> </ul> This program is subject to federal wildlife hazard requirements and guidelines for airports.	Community Services Department and Department of Public Works	R	\$\$	CSD / PWD	Andy / Kristen O'kane	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	\$	PDS / OOT	Holly / Sylvia	O	No change, there is an existing bicycle/pedestrian path adjacent to portions of Embarcadero Road (installed in 2000) that Rangers continue to maintain.
<b>Natural Environment Element</b>								
<b>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.</b>								
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	\$\$\$	CSD	Kristen O'Kane	p	No change, conservation Plans for Pearson Arastradero, Esther Clark, and Foothills Nature Preserves are currently not funded in the Capital Improvement Plan.
N1.1.2	Promote and support ecosystem protection and environmental education programs in Palo Alto and neighboring school districts.	Community Services Department	S	\$	CSD	Kristen O'Kane	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 FY21, there were 1,438 volunteers for a total of 5,207 volunteer hours. The Junior Museum and Zoo also provides science outreach programs in local schools.

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N1.3.1	Work to maintain Williamson Act agricultural preserve contracts within the City.	Planning and Development Services	S	\$	PDS / LRP	Clare / Chitra	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 choses 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	\$\$	UF	Cathrine Mondkar / Peter Gollinger	O	No change from previous year reporting. This is an ongoing task.
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	\$	PDS / LRP / CP	Clare /Amy /Jodie	O	This is an ongoing program, no updates to report at this time.
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	\$\$	PDS / CP	Amy / Jodie	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	\$\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
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	\$	CSD	Kristen O'Kane	P	The Baylands Tide Gate replacement project is scheduled to begin construction in September 2023. The horizontal levee project is scheduled to have the design completed by December 2022. The draft Baylands Comprehensive 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	\$\$	PDS / LRP / CP	Clare /Amy /Jodie	O	This is an ongoing program, no updates to report at this time.

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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	\$\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
N1.7.4	Review and map existing easements and maintenance roads for potential trails and trail connections.	Community Services Department	S	\$\$	CSD	Kristen O'Kane	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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
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	\$\$\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task.
<b>Goal N-2: A thriving urban forest that provides public health, ecological, economic, and aesthetic benefits for Palo Alto.</b>								
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	\$	PWE / PS	Mike W / Peter Gollinger	O	This is an ongoing program, no updates to report at this time.
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	\$\$	PS / UF	Mike W / Peter Gollinger	O	This is an ongoing program. In 2022 important updates to the Tree Protection Ordinance were approved by City Council. These updates improved both protections for mature trees and standards for protected tree care. Initial review of the UFMP is scheduled to begin in 2023.
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	\$	PDS / CP / UF	Amy / Jodie /Catherine Mondkar	O	This is an ongoing task. Collaborative review with Urban Forestry staff of major projects is conducted through Architectural Review Board.

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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	\$\$	PS / UF	Mike W / Peter Gollinger	O	This is an ongoing program. Summer time watering of newly planted street trees by city staff continues. City staff is also exploring the potential of succession planting in areas with large numbers of trees approaching the end of viable life span.
N2.7.2	Continue to invest in the care, irrigation and monitoring of street trees during drought conditions.	Department of Public Works	R	\$\$	PS / UF	Mike W / Peter Gollinger	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	\$	PS / UF	Mike W / Peter Gollinger	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	\$	PS / UF	Mike W / Peter Gollinger	O	This is an ongoing program. Included in the update to the Tree Protection Ordinance are increased penalties associated with damage to and unauthorized removal of protected trees. Additionally, changes to the administrative penalty schedule related to Title 8 code violations have been proposed.
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	\$\$	PS / UF	Mike W / Peter Gollinger	O	This is an ongoing program, no updates to report at this time.
N2.10.1	Continue to require replacement of trees, including street trees lost to new development.	Planning and Development Services & Urban Forestry Department	R	\$	PDS / CP /UF	Jodie / Catherine Mondkar / Peter Gollinger	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	\$	PDS / CP /UF	Jodie / Catherine Mondkar / Peter Gollinger	PC	The Tree and Landscape Technical Manual is in the process of being finalized and will be submitted to the City Manager for review and approval in FY23. Expanded protections for mature trees were included in approved 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	\$\$	PDS / CP /UF	Peter Gollinger / Catherine Mondkar / Jodie	PC	The approved updates to Title 8 of Palo Alto Municipal Code included revisions to the appeals process.
N2.11.1	Develop a transparent and publicly accessible street tree removal and replacement schedule.	Department of Public Works	M	\$	PS / UF	Mike W / Peter Gollinger	P	There are no substantial actions to report at this time.

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N2.11.2	Develop a program to replace unhealthy public trees over time.	Department of Public Works	M	\$\$	PS / UF	Mike W / Peter Gollinger	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	\$	ENV / PS / UF	Mike W / Karin / Peter Gollinger	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	\$\$	PS / UF	Mike W / Peter Gollinger	PC	The South Palo Alto Tree Planting Program continues, there are no substantial actions to report at this time.
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	\$	PS / UF	Mike W / Peter Gollinger	P	There are no substantial actions to report at this time. Efforts to provide education regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species is scheduled to begin in FY23 as part of the Tree Ordinance outreach project.
N2.13.3	Involve tree owners in tree maintenance programs.	Planning and Development Services and Urban Forestry	R	\$	PDS / CP / UF	Amy / Jodie / Catherine Mondkar / Peter Gollinger	O	The updated Tree Protection Ordinance includes notification requirements for maintenance of protected trees. As part of this process, tree owners are informed of basic tree care best practices and are provided with links to detailed information.
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	\$	PS / UF	Mike W / Peter Gollinger	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: <ul style="list-style-type: none"> <li>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.</li> <li>Conditions under which single-family property and existing development are exempt from the 150-foot setback</li> <li>Appropriate setbacks and creek conservation measures for undeveloped parcels.</li> </ul>	Planning and Development Services	S	\$\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
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	\$\$	PDS / CP	Amy / Jodie	P	Work has not commenced.
N3.3.3	For all creeks, update the Stream Corridor Protection Ordinance to minimize impacts on wildlife by: <ul style="list-style-type: none"> <li>Limiting the development of recreational trails to one side of natural riparian corridors.</li> <li>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.</li> </ul>	Planning and Development Services and Department of Public Works	S	\$\$	PDS / CP /	Amy / Holly	O	Lighting near riparian areas is reviewed as a part of the 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	\$\$	ENV	Holly / Karin	O	Continue to work with Grassroots Ecology who manage a creek stewardship and education program.

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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	\$\$	ENV	Holly / Karin	PC	Stormwater ordinance will be updated in 2023.
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	\$\$	ENV / PS	Holly / Karin	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	\$	ENV	Holly	O	This is an ongoing program, no updates to report at this time.
<b>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.</b>								
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	\$	UT /PWD	Lisa Benatar /Holly / Karin	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	\$	UT /PWD	Karla Dailey / Karin	O	Council accepted the Northwest County Recycled Water Strategic Plan in 2020 that included the characterization of hydrogeologic conditions in the region. In July 2022, the City initiated 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	\$	PWD / OES / UT	Karla Dailey / Karin / Nathan 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	\$	ENV	Karin	O	Continue to educate residents

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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: <input checked="" type="checkbox"/> An understanding of subsurface hydrology. <input checked="" type="checkbox"/> Strategies to reduce depletion. <input checked="" type="checkbox"/> Opportunities to recharge groundwater, including through use of recycled water and extracted groundwater. <input checked="" type="checkbox"/> 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. <input checked="" type="checkbox"/> An approach to metering extracted groundwater.	Department of Public Works	S	\$	ENV	Karin	O	City staff continues to work with Valley Water on the monitoring of groundwater and map the toxic plumes in our region.
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	\$	ENV	Karin	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	\$	ENV	Karin	O	Staff finalized the Green Stormwater Infrastructure (GSI) plan and is evaluating the best locations for GSI in the future and how to maintain the features to protect groundwater resources.
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	\$	ENV	Holly / Karin	O	City is still monitoring the groundwater impacts with different construction techniques to determine if the City dewatering policies require modification.
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	\$	ENV	Holly / Karin	O	Staff is working with a consultant to refine how the City monitors the dewatering projects.
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	\$\$\$	ENV	Karin	PC	Stormwater ordinance will be updated in 2023.
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	\$	ENV	Karin	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	\$\$	ENV	Karin	PC	Stormwater ordinance will be updated in 2023.
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	\$	ENV	Karin	PC	Stormwater ordinance will be updated in 2023.

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N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Department of Public Works	M	\$	ENV /PS	Mike W	P	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	\$	ENV	Karin	O	Continue 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	\$	ENV /PS / UF	Mike W / Peter Gollinger	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	\$	ENV	Karin	O	This is an ongoing effort. Staff continues to educate residents and businesses regarding proper pest control.
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	\$	ENV	Karin	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	\$\$\$	ENV	Karin	O	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	\$\$	ENV / PWE	Karin / Holly	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	\$	ENV	Holly / Karin	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	\$\$\$	ENV / PWE	Holly / Karin	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	\$\$	ENV	Karin	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	\$	ENV	Karin	PC	Stormwater ordinance will be updated in 2023.
N4.16.1	Implement approved recommendations based on the Long-Term Facilities Plan prepared for the RWQCP.	Department of Public Works	IP	\$\$\$	ENV	Karin	O	Design complete for the Outfall Project and Secondary Treatment process. Construction near complete for 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	\$\$\$	ENV	Karin	O	A Sea Level Rise vulnerability assessment is complete and RWQCP raises all electrical equipment due to Sea Level Rise Policy. Staff will continue to develop the Sea Level Rise Adaption plan.
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	\$\$	UT	Karla Dailey/ Karin North	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	\$	UT	Karla Dailey	O	Using recycled water as an emergency water supply is not under consideration.
N4.17.3	Investigate ways to reuse non-traditional water sources including recycled, gray, black and storm water.	City of Palo Alto Utilities	R	\$	UT	Karla Dailey	PC	Council accepted the Northwest County Recycled Water Strategic Plan in 2020. The 2020 S/CAP update is underway, and a key action is to develop a plan for implementing a One Water portfolio. The One Water planning process kicked off in July 2022, and this 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.
<b>Goal N-5: Clean, healthful air for Palo Alto and the San Francisco Bay Area.</b>								
N5.1.1	Provide City input on significant proposals for air quality legislation and state implementation plans.	Planning and Development Services	R	\$	PDS / CP	Amy / Jodie	O	Planning Department works with the City lobbyist to identify issues and provides ideas.
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	\$	PDS / CP	Amy / Jodie	O	Bay Area Air Quality Management District (BAAQMD) standards are implemented through the 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	\$	PDS / CP	Amy / Jodie	O	PM2.5 standards are implemented through the 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	\$	PDS / CP	Amy / Jodie	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	\$	OOT	Ripon	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	\$	PDS / CP	Amy / Jodie	O	Industrial operations are mitigated through the CEQA process. There are no mining resources within the City limits.

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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	\$	PDS / CP	Amy / Jodie	O	Bay Area Air Quality Management District (BAAQMD) provides monitoring information on their webpage - <a href="http://www.baaqmd.gov/about-air-quality/current-air-quality">http://www.baaqmd.gov/about-air-quality/current-air-quality</a> .
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	\$	PDS / CP	Amy / Jodie	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	\$	ENV / PWE	Holly / Karin	O	There are no substantial actions to report at this time.
<b>Goal N-6: An environment that minimizes the adverse impacts of noise.</b>								
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	\$	PDS / CP	Amy / Jodie	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	\$	PS	Mike W	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	\$	PDS / CP	Amy / Jodie	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	\$	PDS / CP	Amy / Jodie	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	\$	PDS / CP	Amy / Jodie	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	\$	PDS / CP	Amy / Jodie	O	Construction noise and vibration are reviewed as part of the 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	\$\$	PAO	Andy	O	No updates 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	\$	PAO	Andy	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	\$	OOT	Ripon	O	City Staff is collaborating with City of Menlo Park in reviewing the quiet zone implementation for Palo Alto Avenue. The study initiated in July 2022. In addition measures such as presignal is being designed at Alma & Churhill that may be helpful establishing quiet zones in future at this location.
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	\$\$\$	OOT	Ripon	O	City Staff is collaborating with City of Menlo Park in reviewing the quiet zone implementation for Palo Alto Avenue. The study initiated in July 2022. In addition measures such as presignal is being designed at Alma & Churhill that may be helpful establishing quiet zones in future at this location.
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	\$\$	OES / Sustainability	OES / Sustainability	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.								

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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	\$	UT	Jim Stack	O	Staff continues to implement this ongoing program, but in December 2022 staff will present a report to Council reviewing the program and considering whether to continue it going forward.
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	\$	UT	Jim Stack	O	Staff continues to implement this ongoing program, but in December 2022 staff will present a report to Council reviewing the program and considering whether to continue it going forward.
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	S	\$	UT	Christine Tam	O	The Multifamily Gas Furnace to Heat Pump Retrofit Pilot was completed in early 2022; pilot report was published in Feb 2022. Staff has been working with a commercial building owner to replace 8 rooftop mixed fuel HVAC system with heat pump systems. The project is currently undergoing the permitting process. Staff will develop a case study for this project with cost estimates and lessons learned.

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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 and Building Services	R	\$	PDS / CP / BS	George Hoyt / Jodie	O	No change from previous year's comment. Staff is reviewing the 2020 version of Stand-Alone Detached 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. Council adopted code changes on October 17, 2022 including requiring electrification for new construction and substantial remodels, which go into effect in January 2023.
N7.4.2	Implement cost effective energy efficiency programs for all customers, including low income customers.	City of Palo Alto Utilities	R	\$	UT	Lisa Benatar	O	A 3-year contract C21177024 was signed with Enovity, Inc on August 16, 2021 to provide energy efficiency services primarily to the large commercial sector. A 3-year contract C22177024A was signed with CLEAResult Consulting, Inc on Nov 15, 2021 to provide energy and water efficiency and building electrification services to the small & medium business sector. Programs for residential customers--Home Efficiency Genie, MF+ and REAP -- continued through FY22, with in-home project services re-opening in July 2021.

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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	\$\$	UT	Christine Tam	O	Consultant (Bureau Veritas) and Palo Alto kicked off the Facility Condition Assessment (FCA) and Electrification Assessment (EA) study in May 2022. The study will identify gas equipment in City facilities along with age of equipment, and recommend a timeline for replacement of gas equipment plus projected cost of replacement at MSC (electrification pilot site). Study is expected to be completed by end of 2022. Also, CPAU has launched new commercial efficiency and electrification rebates along with Building Electrification Technical Assistance Program, and will meet with Public Works staff to identify efficiency upgrade and electrification opportunities.
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	\$	UT	Eric Keniston	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	\$	UT	Lisa Benatar	O	Utilities department staff participated in a number of public webinars hosted by the SCAP Ad Hoc committee in the Fall of 2021: Sept 9, Oct 14, Nov 4, Dec 9) covering topics related to building electrification and efficiency. Utilities also held a public workshop for the SunShares solar and storage group-buy program at which home efficiency was emphasized. The Home Efficiency Genie educates residential customers about energy conservation and efficiency during at-home visits and recommendations are provided in the form of a report.

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N7.5.1	Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs).	City of Palo Alto Utilities	M	\$	UT	Lisa Benatar/Shiva	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.
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	\$	PDS / CP	George Hoyt	O	Staff has shorten 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	\$	PDS / CP / BS	Amy / Jodie	O	This effort is ongoing
N7.6.3	Promote solar energy in individual private projects.	City of Palo Alto Utilities, Planning and Development Services and Building Services	R	\$	PDS / CP / BS	George Hoyt / Jodie	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	\$	UT	Karla Dailey	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	\$\$	UT	Christine Tam	O	<p>Utilities launched commercial electrification rebates in June 2022, and a third-party vendor program in August 2022 that provide technical assistance to support commercial customers with building electrification projects.</p> <p>On the residential side, Utilities is proposing a new heat pump water heater (HPWH) program that provides turnkey HPWH installation services to residents with either an upfront payment or a reduced upfront payment plus a fee added to the monthly utility bill over a 5 year period. Utilities will be bringing this proposal to City Council for approval in October 2022.</p>
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 RWQCP located in Palo Alto and the Palo Alto Landfill.	Department of Public Works	M	\$	ENV	Karin	O	Reuse organic waste from the RWQCP; currently create Class A biosolids products and send a portion of the organics through an anaerobic digester to convert organics into a resource.
<b>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.</b>								
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	\$	OS / OES	Christine Luong / Nathan	O	Office of Sustainability and Office of Emergency Services participated in regional working groups. The topic was discussed at the public S/CAP Ad Hoc Committee meetings in January and June 2022 and at internal S/CAP Ad Hoc Committee Meetings in 2022. The draft S/CAP Goals and Key Actions were updated accordingly and will go to Council for approval in October 2022.

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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	\$	OS / UT / PDS	Christine Luong / Christine Tam / David Chung	O	Staff proposed changes and additions to Palo Alto's Green Building Ordinance, which, if adopted by Council, will go into effect in 2023. These changes include an all-electric requirement for all new buildings, plus a new definition for substantial remodel that would trigger the all-electric requirement for single family addition/alteration projects. The S/CAP Ad Hoc Committee Working Groups prioritized building electrification as the topic they worked on in 2022. The draft S/CAP Goals and Key Actions were updated accordingly and will go to Council for approval in October 2022.
N8.2.1	Periodically update the S/CAP consistent with the update schedule in the approved 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	\$\$	OS	Christine Luong	O	Currently working on the Sustainability and Climate Action Plan (S/CAP) Update. Working with the S/CAP Ad Hoc Committee to finalize the S/CAP and the Three-Year work Plan, with anticipated completion in 2023.
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	\$\$\$	ENV	Karin	O	A sea level rise vulnerability assessment is complete staff is working on the Sea Level Rise Adaptation Plan.
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	\$\$\$	OS	Christine Luong, Julie Weiss	O	Finalized the Sea Level Rise Vulnerability Assessment. In 2023, staff will commence drafting the Sea Level Rise Adaptation Plan.
Safety Element								
Goal S-1: A safe community that is aware of risks and prepared for emergencies.								

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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	\$	OES	Nathan R.	O	(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	\$	OES	Nathan R.	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 several 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	\$\$	OES	Nathan 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.
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	\$\$	OES	Nathan R.	O	OES supported the Old Palo Alto Neighborhood in May 2022 which hosted an emergency preparedness faire
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	\$	OES	Nathan R.	O	OES attended the Downtown Rotary monthly meeting in July 2022 encouraging preparedness. The OES website also provides information for businesses.

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S1.2.1	Develop accessible, attractive marketing materials to promote involvement in community crime safety programs.	Office of Emergency Services	R	\$	OES	Nathan R.	C	No change, Office of Emergency Services (OES) staff continues to provide public education materials to support a range of public safety programs.
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	\$	OES / PDS / CP	Nathan R. /Amy / Jodie	O	No change from 2021. Office of Emergency Services (OES) maintains expertise and serves as a resource for Crime Prevention through Environmental Design (CPTED) <a href="https://www.ncpc.org/resources/home-neighborhood-safety/crime-prevention-through-environmental-design-training-program/">https://www.ncpc.org/resources/home-neighborhood-safety/crime-prevention-through-environmental-design-training-program/</a> 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.
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	\$	PDS / LRP	Clare / Tim	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	R	\$\$	PD	April Wagner	O	Webpage still regularly updated.
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	\$	PD / OES	April / Nathan	O	OES provides BPC certification courses as part of our ESV program 3 or 4 times a year. We also have an online method to become a BPC. BPC training also includes Neighborhood Watch. We also encourage the use of the <i>Know Your Neighbor</i> grant by our BPCs for annual block parties.

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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	\$	PD	April Wagner	P	The School Resource Officer (SRO) program has not resumed. Patrol resources respond to education requests as calls for service allow.
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	\$	OES	Nathan R.	O	We have not had substantive coordination this year apart from our COVID related interagency efforts.
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	\$	PD	April Wagner	P	The School Resource Officer (SRO) program has not resumed. Patrol resources respond to education requests as calls for service allow.
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	\$	PD	April Wagner	O	The Department continues to work with Community Mental Health Resource programs in responding to mental health calls for service.

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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	R	\$\$	PD	April Wagner	O	The Department complies with the City's Surveillance Policy when acquiring new technology.
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	R	\$	PD	April Wagner	O	The Department completed the initial AB481 Military Use Policy requirement approved by Council in September 2022 and will report on equipment acquisition and use annually.
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	\$	PD	April Wagner	O	Staffing challenges do not allow for regular staffing of Stanford Shopping Center site.
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	\$\$\$	PWE	Holly	O	Construction started in spring 2021 and is expected to be completed in fall 2023.
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	\$\$	OES	Nathan R.	O	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	\$\$	OES	Nathan R.	C	The 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	\$\$\$	PWE	Holly	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.

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S1.10.1	Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP).	Office of Emergency Services	R	\$\$\$	OES	Nathan 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.
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	\$	OES	Nathan R.	O	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 Emergency Managers Association - 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	\$\$	OES	Nathan R.	O	Annually, Office of Emergency Services updates the status of Local Hazard Mitigation Plan (LHMP) projects. Currently, 38 projects are listed in the LHMP: 10 are complete, 14 are in progress, 8 are ongoing activities, 6 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	\$	OES	Nathan R.	O	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	\$	FD / PD	James H. / April W.	O	CAD Upgrade project in process with Mountain View and Los Altos.

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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	\$\$	UT	Tom Marshall/Lena	P	Initial discussions with California Independent System Operator (CAISO) have been undertaken. RFP is in process to retain a consultant for additional work.
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	\$	UT	Lena Perkins	P	Initial modeling for single-family and multi-family residences complete. Staff will bring results to Utilities Advisory Commission (UAC) in November 2022.
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	\$\$\$	UT	Tomm Marshall/Patrick	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. Phase 1 of 5 completed; phase 2 in progress</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>
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	\$\$	UT	Matt Zucca	O	The City of Palo Alto Utilities Department maintains a robust gas safety program and annually provides gas safety information to residents.

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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	\$\$	UT / Department of Public Works (ENV)	Shiva / Holly / Mike W/Matt	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. Construction of this project is planned for year 2024. The new Public Safety Building has the capability of accommodating an 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>
<b>Goal S-2: Protection of life, ecosystems and property from natural hazards and disasters, including earthquake, landslide, flooding, and fire.</b>								
S2.5.1	Periodically review and update the City's Seismic Hazard Ordinance.	Planning and Development Services	IP	\$	PDS / CP	George Hoyt / Jonathan Lait	P	No change from previous year's reporting. 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	\$	PDS / CP	Amy / Jodie /George Hoyt	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	\$	PDS / CP	Amy / Jodie /George Hoyt	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	\$	PDS / CP	Amy / Jodie /George Hoyt	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	\$	PDS / CP	Amy / Jodie	P	Work has not commenced.

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S2.6.4	Study the possibility of revising the transfer of development rights program to encourage seismic retrofits.	Planning and Development Services	M	\$	PDS / CP	Amy / Jodie	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	\$	PDS / LRP	Clare	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	\$	PDS / CP / PW	George Hoyt / Jodie	O	The program is being implemented on applicable projects.
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	\$	PWE / PS	Holly	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 and Building Services	S	\$	PDS / BS	Jodie / Amy / George H.	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	\$\$\$	ENV	Holly	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	\$	ENV /PWE	Holly	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	\$\$\$	ENV /PWE	Holly	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.

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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	\$\$\$	PWE	Holly	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.	Department of Public Works	S	\$	PDS / CP / PW	Rejeev Hada	O	This an ongoing effort, including an additional foot above base flood elevation enforcement for buildings to minimize flood damage.
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.	Department of Public Works	S	\$\$	PDS / CP / PW	Rejeev Hada	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.	Department of Public Works	S	\$	PDS / CP / PW	Rejeev Hada	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	\$\$\$	ENV /PWE	Holly / Karin	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.

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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	\$	ENV	Holly / Karin	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	\$	Fire	James Henrikson	O	Continue to promote the household hazardous waste collection events and Reuse Cabinets.
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	\$\$	Fire	James Henrikson	O	Program continues to be available to small businesses.
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	\$\$	Fire	James Henrikson	O	Advertising pharmaceutical disposal options and providing locations to residents is a continuous 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	\$\$\$	Fire	James Henrikson	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.
S2.14.3	Minimize fire hazards by maintaining low density zoning in wildland fire hazard areas.	Planning and Development Services Department	R	\$	PDS / CP	Jodie / Amy	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	\$	Fire	James Henrikson	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	\$\$	Fire	James Henrikson	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	\$\$	Fire	James Henrikson	O	This is an ongoing effort.
S2.15.2	Upgrade fire stations so that all remain fully functional following earthquakes.	Fire Department	IP	\$\$\$	Fire	James Henrikson	O	This is an ongoing effort.
S2.15.3	Periodically update the Fire Department Standards of Cover document.	Fire Department	S	\$	Fire	James Henrikson	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	\$	Fire	James Henrikson	O	This is an ongoing effort.
Goal S-3: An environment free of the damaging effects of human-caused threats and hazardous materials.								

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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	\$	Fire	James Henriksen	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	\$	Fire	James Henriksen	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	\$	PDS / CP / PWD	Amy / Jodie /Holly	O	This is an ongoing effort.
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	\$	Fire	James Henriksen	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	\$	Fire	James Henriksen	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	\$	ENV	Karin	O	Continue 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	\$	ENV	Karin	O	Program continues to be available to small businesses.
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	\$	ENV	Karin	O	Advertising 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	\$	OES	Nathan R.	P	Work has not yet commenced; loss of staff positions impacts this effort. This effort is not staffed.

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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	\$	CSD	Kristen O'Kane	O	No change from previous year reporting. This is an ongoing task. Project Safety Net, 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 and youth mental health.
S3.8.1	Encourage residential and commercial food waste reduction through incentives, educational outreach and programs.	Department of Public Works	R	\$	ENV	Karin	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	\$	ENV	Karin	O	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	\$	ENV	Karin	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	\$	ENV	Karin	O	Monitoring the new requirement in this area that was adopted in July 2020.
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	\$	ENV	Karin	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	\$	OS	Christine Luong, Paula Borges	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	\$\$	UT	Tomm Marshall/Matt Zucca	O	Completed for Supervisory Control and Data Acquisition (SCADA) System. The Utilities Department has an active program in place to identify vulnerabilities and continuously improve cybersecurity.

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S3.12.2	Establish criteria for the installation of high security telecommunications technology in new local government projects.	City of Palo Alto Utilities	M	\$	UT	Tomm Marshall / Dave Yuan	P	Council study session scheduled on September 19, 2022 to discuss project status and gather input regarding next steps of fiber expansion efforts.
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	\$\$	UT /OES	Dave Yuan /Nathan R	P	Council study session scheduled on September 19, 2022 to discuss project status and gather input regarding next steps of fiber expansion efforts.
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	\$	OOT	Sylvia	P	No change from last year, this program 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	\$	OOT	Sylvia	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"> <li>▣ 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.</li> <li>▣ 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.</li> <li>▣ Provide a system for incorporating alternative measures as new ideas for TDM are developed.</li> <li>▣ 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"> <li>• 45 percent reduction in the Downtown district</li> <li>• 35 percent reduction in the California Avenue area</li> <li>• 30 percent reduction in the Stanford Research Park</li> <li>• 30 percent reduction in the El Camino Real Corridor</li> <li>• 20 percent reduction in other areas of the city</li> </ul> </li> <li>▣ 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.</li> <li>▣ Ensure a stable, sustained funding source to support implementation of TDM</li> </ul>	Office of Transportation	S	\$	OOT	Sylvia	PC	No change from last year's reporting. The program is partially implemented due to SB743 (Level of Service -to-Vehicle Miles Traveled) implementation and TIF adoption. Due to lack of staff and funding resources, the TDM Ordinance element of task is delayed but could be funded via S/CAP if adopted.
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	\$	OOT	Sylvia	O	New TMA programs include becoming a recipient of donated Caltrain GO Passes and development of a grant-funded bicycle incentive program that provides rewards at local businesses to those who bike to work in Downtown and Cal Ave.

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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	\$	HR	Frank Lee	P	The department has established a draft of the remote work policy and a functioning digital remote work request form has been launched. This program is also being reviewed in the City Auditor's office and when the findings are released, the program is expected to evolve with the recommendations.
T1.2.6	Pursue full participation of Palo Alto employers in the TMA.	Office of Transportation	R	\$\$	OOT	Sylvia	O	No change, 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	\$\$	OS/ UTL	Christine Luong	O	This program is ongoing in conjunction with City of Palo Alto Utilities and Office of Transportation.
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	\$\$\$	OOT	Sylvia	P	The Request For Proposal (RFP) for the on-demand shuttle service was released in fall of 2022. Bid review is occurring now. Operation must start in spring of 2023.
T1.4.1	Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements.	Planning and Development Services	IP	\$	PDS / CP	Amy / Jodie	C	Completed in October 2020. No additional changes are in process.

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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	\$	OS	Christine Luong	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	\$	OOT	Sylvia / Ripon	O	The Request For Proposal (RFP) for the on-demand shuttle service was released in fall of 2022. Bid review is occurring now. Operation must start in spring of 2023.
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	\$	OOT	Ripon	O	No updates to report at this time.
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	\$\$\$	OOT	Sylvia / Ripon	P	No change from previous year's reporting. Project is on hold for long term. In the long term, a Downtown Coordinated Area 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	\$\$\$	OOT	Sylvia / Ripon	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	\$	OOT	Sylvia	O	VTA's 2023 Transit Service Plan provides roughly the same frequency and coverage proposed in 2019. Bus capacity restrictions to support physical distancing have been lifted.
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	\$\$	OOT	Sylvia	O	No change to report.

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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	\$\$	OOT	Sylvia / Ripon	O	No updates to report at this time.
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	\$	OOT	Sylvia	O	No change to report, the Transportation Management Association (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	\$\$\$	OOT	Sylvia	O	The request For Proposal (RFP) for the on-demand shuttle service was released in fall of 2022. Bids are currently under review. Operation must start in spring of 2023.
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	\$\$	OOT	Sylvia	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's Office	M	\$	CMO/PWE	Meghan/Holly	O	New staff leading economic development functions for the City has engaged a contractor to develop an economic strategy and part of this work will include marketing approaches that contribute to the City's economic vibrancy. In addition, the City Council will be reviewing staff recommendations related to the parklet
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	\$	OOT	Sylvia	O	This is an ongoing effort. Gideon Hausner Jewish Day School developed their own map in 2014.

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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	\$	OOT	Sylvia	O	Coordination with City staff and various event sponsors is 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	\$	PWE	Holly	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	\$\$\$	PWE	Holly	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	\$\$\$	PWE	Holly	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	\$	OOT	Sylvia	P	Pilot delayed due to lack of staff resources.
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	\$\$\$	PS / PWE / OOT	Sylvia	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	\$\$	OOT	Sylvia	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	\$	OOT	Sylvia / Ripon	O	No updates to report at this time.

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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	\$	OOT	Ripon	O	Staff is pursuing grant applications for various components of grade separation projects as the state, regional or federal opportunities arise.
<b>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.</b>								
T2.1.1	Implement computerized traffic management systems to improve traffic flow when feasible.	Office of Transportation	IP	\$\$	OOT	Rafael	O	No updates to report at this time.
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	\$\$	OOT	Rafael	O	No updates to report at this time.
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	\$	OOT	Sylvia	O	This program is ongoing. There are no updates to report at this time.
T2.3.1	When adopting new 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	\$\$	OOT	Sylvia	P	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	\$	OOT	Sylvia	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.
<b>Goal T-3: Maintain an efficient roadway network for all users.</b>								

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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	\$\$	PWE / OOT	Ripon	O	No updates to report at this time.
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	\$	Fire / PD	April Wagner	O	Input given when requested from the City. 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	\$	OOT	Sylvia / Ripon	O	No change to report at this time.
T3.10.2	Implement and monitor Development Agreement traffic mitigations at Stanford Medical Center.	Office of Transportation	IP	\$	PDS	Sheldon	O	This program is ongoing led by the Planning & Development Services 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	\$\$\$	OOT	Sylvia	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	\$\$	OOT	Ripon	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	\$\$\$	OOT	Ripon	O	On May 24, 2022 City council authorized conducting additional studies to review preliminary geotechnical conditions and to refine the conceptual plans for partial underpass alternative at Churchill Avenue and Underpass alternatives at Meadow Drive and Charleston Road. Staff is seeking feedback from PABAC, Stanford, PAUSD etc. and will seek Rail Committee's input to refine and further narrow to select preferred alternative (s)
T3.15.2	Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation.	Office of Transportation	S	\$\$	OOT	Ripon	O	Staff is performing additional studies as directed by the City Council.
T3.17.1	Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements.	Office of Transportation	S	\$\$	OOT	Ripon	O	Staff is in the initial stages of reviewing the Palo Alto Avenue Grade Separation project in conjunction with Caltrain San Francisco Creek Bridge Project and seeking directions from Rail Committee.
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	\$\$	OOT	Ripon	O	The fencing project was previously completed. Cquad Gates are required as part of High Speed rail called in its Environmental Impact Report
<b>Goal T-4: Protect local streets that contribute to neighborhood character and provide a range of local transportation options.</b>								
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	\$\$	OOT	Ripon	O	Ongoing Program. Implemented traffic calming in Crescent Park Neighborhood
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	\$\$\$	PWE	Holly	O	This is an ongoing effort. There are no substantial actions to report at this time.
<b>Goal T-5: Encourage attractive, convenient, efficient and innovative parking solutions for all users.</b>								

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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	\$	PDS / LRP / CP / O	Nate/Amy /Jodie	O	Additional recommendations will be presented along with the development of a commercial pilot process. Parking lifts are allowed for office, R&D and multifamily projects.
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	\$	PDS / LRP / CP	Clare /Amy /Jodie/Nate	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. Staff explored permanent parklets program and is scheduled to present to Council.
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	\$	PDS / LRP / CP / O	Clare /Amy /Jodie /Nate	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	\$	PDS / LRP / CP / O	Clare /Amy /Jodie /Nate	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	\$	PDS / LRP / CP	Clare /Amy /Jodie	P	Staff will continue exploration of parking reductions for multi family residential use.
T5.2.1	Use technology to help identify parking availability and make it easy to pay any parking fees.	Office of Transportation	S	\$\$\$	OOT	Nate	O	Staff will present in Fall 2022 options for a pilot curb management pricing strategy in select Downtown parking facilities, on-street and in select city-owned parking lots.
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	\$\$	OOT	Nate	O	Staff will present in Fall 2022 options for a pilot curb management pricing strategy in select Downtown parking facilities, on-street and in select city-owned parking lots.

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<b>T5.2.3</b>	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	\$\$\$	OOT	Nate	O	Staff will present in Fall 2022 options for a pilot curb management pricing strategy in select Downtown parking facilities, on-street and in select city-owned parking lots.
<b>T5.4.1</b>	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	\$	OOT	Nate	P	Work has not commenced.
<b>T5.8.1</b>	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	\$\$	ENV / PWE	Karin / Holly	O	Staff received a grant to retrofit an existing parking lot; scoping for project will commence in 2023.
<b>T5.8.2</b>	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	\$	ENV / PWE	Holly / Karin	O	This is an ongoing program, no updates to report at this time.
<b>T5.8.3</b>	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	\$	ENV / PS	Karin / Holly	O	This is an ongoing program. There are no substantial actions to report at this time.
<b>T5.11.1</b>	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	\$\$	OOT	Nate	O	This is an ongoing program. There are no substantial actions to report at this time.
<b>T5.12.1</b>	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	\$	OOT	Sylvia / Nate	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.
<b>T5.12.2</b>	Install secure electronic bike lockers such as the BikeLink system, at high theft locations, including transit stations and parking garages.	Office of Transportation	M	\$\$	OOT	Sylvia / Nate	P	Work has not commenced.
<b>T5.12.3</b>	Assess the need to provide additional bicycle parking in City-owned parking lots and rights-of-way.	Office of Transportation	M	\$\$	OOT	Sylvia / Nate	O	This is an ongoing program via 311 requests for parking in the public Right-of-Ways.

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<b>Goal T-6: Provide a safe environment for motorists, pedestrians, and bicyclists on Palo Alto streets.</b>								
<b>T6.1.1</b>	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	\$\$	OOT	Sylvia	O	The South Palo Alto Bikeways Project is a capital improvement project that emanated from the Safe Routes to School program. Staff await notification of construction funding grant applications.
<b>T6.1.2</b>	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	\$\$	OOT	Sylvia	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.
<b>T6.1.3</b>	Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street.	Office of Transportation	S	\$\$	OOT	Sylvia	P	Work has not commenced.
<b>T6.1.4</b>	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	\$	OOT	Sylvia	O	This is an ongoing program, no updates to report at this time.
<b>T6.2.1</b>	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	\$\$	OOT	Sylvia/ Ripon	O	This is an ongoing program via the County's collision database.
<b>T6.4.1</b>	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	\$	OOT	Sylvia	O	This is an ongoing program, no updates to report at this time.
<b>T6.4.2</b>	Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects.	Office of Transportation	IP	\$	OOT	Sylvia	O	The Traffic Control Plan Guidelines was updated in 2016 and regularly reviewed.
<b>T6.4.3</b>	In collaboration with PAUSD, provide adult crossing guards at school crossings that meet established warrants.	Police Department	R	\$\$	PD	Ben	O	This is an ongoing program, no updates to report at this time.
<b>T6.6.1</b>	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	\$\$\$	OOT	Sylvia / Rafael/ Ripon	O	This is an ongoing program, no updates to report at this time.

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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	\$\$	OOT	Sylvia	O	This is an ongoing program, no updates to report at this time.
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	\$\$	OOT	Sylvia	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	\$\$	OOT	Sylvia	PC	Valley Transit Authority has created a Countywide Local Road Safety Plan with a chapter that analyzed collision data in Palo Alto and identified a High Injury Network. The CLRSP is being finalized in the fall of 2022.
T6.6.5	Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road.	Office of Transportation	L	\$\$\$	OOT	Sylvia / Ripon	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	\$\$\$	OOT	Sylvia / Ripon / Rafael	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	\$\$	OOT	Sylvia	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	\$	OOT	Sylvia	O	This is an ongoing program, no updates to report at this time.
<b>Goal T-7: Provide mobility options that allow people who are transit dependent to reach their destinations.</b>								
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	\$\$	OOT	Sylvia	P	The RFP for the on-demand shuttle service was released in fall of 2022. Bids are currently under review. Operation must start in spring of 2023.
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	\$\$\$	OOT	Sylvia	O	The RFP for the on-demand shuttle service was released in fall of 2022. Bids are currently under review. Operation must start in spring of 2023.

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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	\$	OOT	Sylvia	P	This program is unlikely to be pursued with VTA's 2023 New Service Plan as post-pandemic transit funding is limited.
<b>Goal T-8: Influence the shape and implementation of regional transportation policies and technologies to reduce traffic congestion and greenhouse gas emissions.</b>								
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	\$	OOT	Sylvia	O	The Dumbarton Forward Project is in construction by AC Transit.
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	\$	OOT	Sylvia / Ripon	O	With grant funding, VTA is leading work effort to identify and analyze project alternatives. Public engagement is forthcoming.
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	\$	OOT	Sylvia / Ripon	P	Work has not commenced.
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 grade crossings.	Office of Transportation	IP	\$\$\$	OOT	Sylvia	O	This will be further addressed in the upcoming Bicycle and Pedestrian Transportation Plan Update. The RFP for this plan will be released in Fall of 2022.
Source: City of Palo Alto, Planning and Development Services, 2022 November								

	Program Text	2021 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Nov. 2022 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Staff Comments September 2021	2022 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Staff Comments September 2022
<b>H1 Goal</b>	<b>ENSURE THE PRESERVATION OF THE UNIQUE CHARACTER OF RESIDENTIAL NEIGHBORHOODS</b>					
<b>H1.1 Policy</b>	Promote the rehabilitation of deteriorating or substandard residential properties using sustainable and energy conserving approaches.					
<b>H1.1.1 Program</b>	Continue the citywide property maintenance, inspection, and enforcement program.	O	O	This is an ongoing program.		
<b>H1.1.2 Program</b>	Consider modifying development standards for second units, where consistent with maintaining the character of existing neighborhoods. The modifications should encourage the production of second units affordable to very low-, low-, or moderate-income households.	C	C	This action has been completed. The new Ordinance (5507) now in Palo Alto Municipal Code, Zoning Code Chapter 18.09, included streamlining the ADU process and providing certain exemptions for ADUs was adopted November 2020. Many of the City's requirements went beyond State requirements. In September 2022, Planning and Transportation Committee (PTC) recommended updates to Chapter 18.09 to incorporate the 2022 state ADU legislation (AB2221 and SB897) and respond to Commission requests/direction in 2021 and summer of 2022, including establishing rules for affordable ADUs. Council date December 12, 2022 is targeted for adoption.		
<b>H1.1.3 Program</b>	Provide incentives to developers such as reduced fees and flexible development standards to encourage the preservation of existing rental cottages and duplexes currently located in the R-1 and R-2 residential areas.	PC	PC	The City did not rehabilitate or preserve any cottages or duplexes during the 5th Housing Cycle.		
<b>H1.2 Policy</b>	Support efforts to preserve multifamily housing units in existing neighborhoods.					
<b>H1.2.1 Program</b>	When a loss of rental housing occurs due to subdivision or condominium conversion approvals, the project shall require 25 percent BMR units. When a loss of rental housing occurs due to subdivision or condominium conversion approvals, the project shall require 25 percent BMR units.	PC	O	There have not been any projects subject to this program to date.		
<b>H1.3 Policy</b>	Encourage community involvement in the maintenance and enhancement of public and private properties and adjacent rights-of-way in residential neighborhoods.					
<b>H1.3.1 Program</b>	Create community volunteer days and park cleanups, plantings, or similar events that promote neighborhood enhancement and conduct City- sponsored cleanup campaigns for public and private properties.	O	O	This is an ongoing program. The Clean Up Day system has been implemented and conducts appointment-based clean ups for residents. The program offers two clean up days a year, pre-scheduled, and the program encourages the collection of reusable items and partnered with GreenWaste of Palo Alto to find new homes for these items.		
<b>H1.4 Policy</b>	Ensure that new developments provide appropriate transitions from higher density development to single-family and low-density residential districts to preserve neighborhood character.					

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<b>H2 Goal</b>	<b>SUPPORT THE CONSTRUCTION OF HOUSING NEAR SCHOOLS, TRANSIT, PARKS, SHOPPING, EMPLOYMENT, AND CULTURAL INSTITUTIONS</b>					
<b>H2.1 Policy</b>	<i>Identify and implement strategies to increase housing density and diversity, including mixed-use development and a range of unit styles, near community services. Emphasize and encourage the development of affordable and mixed-income housing to support the City's fair share of the regional housing needs and to ensure that the City's population remains economically diverse.</i>					
<b>H2.1.1 Program</b>	To allow for higher density residential development, consider amending the Zoning Code to permit high-density residential in mixed use or single use projects in commercial areas within one-half a mile of fixed rail stations and to allow limited exceptions to the 50-foot height limit for Housing Element Sites within one-quarter mile of fixed rail stations.	C	C	Part of the Phase 1 Housing Element implementation plan for 2018. Completion in Feb. 2019.		
<b>H2.1.2 Program</b>	Allow increased residential densities and mixed-use development only where adequate urban services and amenities, including roadway capacity, are available.	C	C	The Zoning Code was amended in January 2019 to eliminate density restrictions in the CC(2) zone, and the CN and CS zoned properties along El Camino Real. The program was completed in January 2019 as part of the Phase 1 Housing Element implementation plan for 2018. The Comprehensive Plan, adopted in 2018, and accompanying EIR, evaluated potential impacts to urban services and amenities, including roadway capacity. It identified improvements to be implemented in parallel with new housing and other development.		
<b>H2.1.3 Program</b>	Amend the zoning code to specify the minimum density of eight dwelling units per acre in all RM-15 districts. Consider amending the zoning code to specify minimum density for other multifamily zoning districts, consistent with the multi-family land use designation in the Comprehensive Plan.	C	C	Complete. The Zoning Code was amended in January 2019 to allow for increased minimum residential densities in specified districts, including the RM districts, and increased maximum density for one RM zone (RM15 became RM20, 20 DUs/Acre). The program was completed as part of the Phase 1 Housing Element implementation plan for 2018.		
<b>H2.1.4 Program</b>	Amend the Zoning Code to create zoning incentives that encourage the development of smaller, more affordable housing units, including units for seniors, such as reduced parking requirements for units less than 900 square feet and other flexible development standards.	C	PC	This Zoning Code was amended in January 2019 to include reduced parking standards for smaller units: 1 space per "micro" units, defined as units of 450 sq. ft. or less, and 0.75 spaces per senior housing unit. Zoning Code changes also capped average unit size in the Downtown CD-C district to 1,500 sq. ft. The program was completed as part of the Phase 1 Housing Element implementation plan for 2018. Additionally, an ADU Ordinance to address ADU/JADU guidelines was adopted November 2020. The Planning and Transportation Commission recommended draft update to the ADU Chapter 18.09 establishing rules for affordable units and incorporating the 2022 State ADU legislation – Council is scheduled to adopt the updated ADU ordinance in December 2022. Program H2.1.4 is mostly completed.		
<b>H2.1.5 Program</b>	Use sustainable neighborhood development criteria to enhance connectivity, walkability, and access to amenities, and to support housing diversity.	PC	PC	This program is partially complete. The North Ventura Coordinated Area Plan is underway, which will support this program objective.		

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<b>H2.1.6 Program</b>	Consider density bonuses and/or concessions including allowing greater concessions for 100% affordable housing developments.	C	C	Complete. The Zoning Code was amended January 2019 to provide a local density bonus program, the Housing Incentive Program (HIP), as an alternative to State Density Bonus Law. The HIP allows Director-level approval of additional FAR (more than can be achieved under SDBL in most cases) and flexibility in development standards. The portion of the program was completed as part of the Phase 1 Housing Element implementation plan for 2018. In 2022, the City modified the Affordable Housing Overlay district into the Affordable Housing Incentive Program to streamline the approval process for projects with 100% affordable units. The new Incentive Program only requires review and approval by the ARB. If a project meets the affordability and location standards indicated here, it automatically qualifies for modified development standards, including increased FAR and height, reduced open space requirements, and reduced parking (0.75 space/unit by right, or as low as 0.3 space/unit with a parking study). This portion of the program was completed in June 2022 as part of the Objective Standards project.		
<b>H2.1.7 Program</b>	Explore developing a Transfer of Development Rights (TDR) program to encourage higher-density housing in appropriate locations.	PC	PC	Completed part of the Phase 1 Housing Element implementation plan for 2018. This program was partially completed through implementation of the HIP (instead of TDR per se), which allowed for increased FARs and more flexible development standards, within commercial mixed-use districts near transit, and without legislative action. The program was completed in January of 2019 as part of the Phase 1 Housing Element implementation plan for 2018.		
<b>H2.1.8 Program</b>	Promote redevelopment of underutilized sites by providing information about potential housing sites on the City's website, including the Housing Sites identified to meet the RHNA and information about financial resources available through City housing programs.	C	C	Post information on website upon adoption of Housing Element. The City of Palo Alto provides a housing opportunity map on its website that has identified locations for housing opportunity sites for the current housing cycle and small lot consolidation housing opportunity sites.		
<b>H2.1.9 Program</b>	Amend the Zoning Code to create zoning incentives that encourage the consolidation of smaller lots identified as Housing Inventory Sites and developed with 100% affordable housing projects. Incentives may include development review streamlining, reduction in required parking for smaller units, or graduated density when consolidated lots are over one-half acre. Adopt amendments as appropriate. Provide information regarding zoning incentives to developers.	C	C	Adopt amendments within two years of Housing Element adoption. The Zoning Code was amended in 2017 to include a list of incentives and standards for small lot consolidation, see Section 18.42.140 of the Zoning Code. The housing consolidation projects must be 100% affordable housing and deed-restricted for no fewer than 55 years.		
<b>H2.1.10 Program</b>	As a part of planning for the future of El Camino Real, explore the identification of pedestrian nodes (i.e. "pearls on a string") consistent with the South El Camino Design Guidelines, with greater densities in these nodes than in other areas.	PC	PC	This program has not been completed. Program H2.1.10 has not yet been implemented.		
<b>H2.1.11 Program</b>	Consider implementing the Pedestrian and Transit Oriented Development (PTOD) Overlay for the University Avenue downtown district to promote higher density multifamily housing development in that area.	P	P	Pending.		

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<b>H2.1.12 Program</b>	Evaluate developing specific or precise plans for the downtown, California Avenue, and El Camino Real areas to implement in the updated Comprehensive Plan. Adopt plans for these areas, as appropriate.	C	C	Complete. Comprehensive Plan adopted the study of Coordinated Plans for Cal Ave and Downtown. In February 2020, the ABAG Executive Board adopted Palo Alto University Avenue/Downtown Priority Development Area (PDA). The Comprehensive Plan includes policies calling for a coordinated study for Cal Ave and Downtown. In April 2022, the City approved a master funding agreement with MTC to initiate a master plan for Downtown. The Comprehensive Plan was adopted in 2018. Consultant selection in February 2023 by Council for the Downtown CAP is anticipated.		
<b>H2.2 Policy</b>	Continue to support redevelopment of suitable lands for mixed uses containing housing to encourage compact, infill development. Optimize the use of existing urban services and support transit.					
<b>H2.2.1 Program</b>	Implement an incentive program within three years of Housing Element adoption for small properties identified as a Housing Element Site to encourage housing production on those sites. The incentive eliminates Site and Design Review if the project meets the following criteria: <ul style="list-style-type: none"> <li>• The project has 9 residential units or fewer,</li> <li>• A residential density of 20 dwelling units per acre or higher</li> </ul> Maximum unit size of 900 square feet	C	C	This program was adopted within three years of the Housing Element's adoption and streamlined the process for identifying Housing Element Sites. Section 18.42.140 of Zoning Code provides incentives to encourage housing production of these small lot sites. However, no property owners/developers took advantage of the zoning incentives.		
<b>H2.2.2 Program</b>	Work with Stanford University to identify sites suitable for housing that may be located in the Stanford Research Park and compatible with surrounding uses.	PC	PC	This program is underway. Palo Alto's Comprehensive Plan 2030 contains programs within its land use element that explore additional housing opportunities as well as proposed programs in the 6th Cycle Housing Element update.		
<b>H2.2.3 Program</b>	Use coordinated area plans and other tools to develop regulations that support the development of housing above and among commercial uses.	PC	PC	This program is partially complete. A Coordinated Area Plan (CAP) for the North Ventura neighborhood is expected to be completed in 2023. This plan includes policies and zoning regulations to support multifamily housing. Beginning a Downtown CAP is now possible as the 2022 PDA Grant allows the City to hire a consultant; consultant selection began in 2022. The City is also considering preparing a CAP for the California Ave. corridor.		
<b>H2.2.4 Program</b>	As detailed in the Resources chapter of the Housing Element, the City of Palo Alto has committed to providing financial assistance towards the conversion of 23 multi-family units to very low-income (30-50% AMI) units for a period of 55 years, and is seeking to apply credits towards the City's RHNA (refer to Appendix C - Adequate Sites Program Alternative Checklist). The Palo Alto Housing Corporation (PAHC) approached the City for assistance in converting a portion of the 60 units at the Colorado Park Apartments, to be reserved for very low-income households. The committed assistance will ensure affordability of the units for at least 55 years, as required by law.	C	C	Completed in January 2016.		

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<b>H2.2.5 Program</b>	The City will continue to identify more transit-rich housing sites including in the downtown and the California Avenue area after HCD certification as part of the Comprehensive Plan Update process and consider exchanging sites along San Antonio and sites along South El Camino that are outside of identified "pedestrian nodes" for the more transit-rich identified sites.	P	PC	This program is not yet complete. It was amended to include additional housing in the San Antonio corridor in November 2019.		
<b>H2.2.6 Program</b>	On parcels zoned for mixed use, consider allowing exclusively residential use on extremely small parcels through the transfer of zoning requirements between adjacent parcels to create horizontal mixed-use arrangements. If determined to be appropriate, adopt an ordinance to implement this program.	C	C	Complete. The Zoning Code was amended in 2017 to include a list of incentives and standards for small lot consolidation, see Section 18.42.140 of Zoning Code. The housing consolidation projects must be 100% affordable housing and deed restricted for no fewer than 55 years. This includes mixed use projects containing ground floor retail and retail like use provided the residential square footage is at least 85% of the project's gross floor area.		
<b>H2.2.7 Program</b>	Explore requiring minimum residential densities to encourage more housing instead of office space when mixed-use sites develop and adopt standards as appropriate.	C	C	Adoption new development standards CS18.16.060. The zoning code was updated in 2017 to allow residential-only projects within commercial mixed-use districts on El Camino Real and California Avenue, in addition to sites listed on the Housing Element sites inventory. In December 2018 the City added minimum densities to the RM-20, RM-30 and RM-40 zones. Additional updates in January 2019 eliminated maximum residential densities and increased potential FAR through the HIP program in most commercial mixed-use districts. These changes aimed to create incentives for housing over office space when commercial sites redevelop.		
<b>H2.2.8 Program</b>	Assess the potential of removing maximum residential densities (i.e. dwelling units per acre) in mixed use zoning districts to encourage the creation of smaller housing units within the allowable Floor Area Ratio (FAR) and adopt standards as appropriate.	C	C	Completed in Feb. 2019. The zoning code was amended in December 2018 to add minimum densities in the RM-20, RM-30 and RM-40 zones, and to remove maximum residential density from the CC(2) zones and the CN and CS zones along El Camino Real. Zoning Code changes also capped average unit size in the Downtown CD-C district to 1,500 sq. ft. The program was completed in January of 2019 as part of the Phase 1 Housing Element implementation plan for 2018.		
<b>H2.3 Policy</b>	<i>Heighten coHeighten community awareness and to receive community input regarding the social, economic and environmental values of maintaining economic diversity in the City by providing affordable and mixed income higher density housing along transit corridors and at other appropriate locations.</i> <i>mmunity awareness and to receive community input regarding the social, economic and environmental values of maintaining economic diversity in the City by providing affordable and mixed income higher density housing along transit corridors and at other appropriate locations.</i>					

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<b>H2.3.1 Program</b>	Maintain an ongoing conversation with the community, using a variety of forms of media, regarding the need for affordable housing, the financial realities of acquiring land and building affordable housing, and the reasons that affordable housing projects need higher densities to be feasible developments.	O	O	This is an ongoing program. Efforts are underway to enhance outreach regarding affordable housing.		
<b>H3 Goal</b>	<b>MEET UNDERSERVED HOUSING NEEDS, AND PROVIDE COMMUNITY RESOURCES TO SUPPORT OUR NEIGHBORHOODS</b>					
<b>H3.1 Policy</b>	Encourage, foster, and preserve diverse housing opportunities for very low-, low-, and moderate income households.					
<b>H3.1.1 Program</b>	Amend the City's BMR ordinance to lower the BMR requirement threshold from projects of five or more units to three or more units, and to modify the BMR rental section to be consistent with case law related to inclusionary rental housing.	C	C	Complete. Ordinance adopted on April 17, 2017.		
<b>H3.1.2 Program</b>	Implement the BMR ordinance to reflect the City's policy of requiring: a) At least 15 percent of all housing units in projects must be provided at below market rates to very low-, low-, and moderate-income households. Projects on sites of five acres or larger must set aside 20 percent of all units as BMR units. Projects that cause the loss of existing rental housing may need to provide a 25 percent component as detailed in Program H 1.2.1. BMR units must be comparable in quality, size, and mix to the other units in the development. b) Initial sales price for at least two-thirds of the BMR units must be affordable to a household making 80 to 100 percent of the Santa Clara County median income. The initial sales prices of the remaining BMR units may be set at higher levels affordable to households earning between 100 to 120 percent of the County's median income. For projects with a 25 percent BMR component, four-fifths of the BMR units must be affordable to households	O	C	The Below Market Rate ordinance has been adopted in 2017.		
<b>H3.1.3 Program</b>	Continue implementation of the Below Market Rate Program Emergency Fund to prevent the loss of BMR units and to provide emergency loans for BMR unit owners to maintain and rehabilitate their units. Consider expansion of program funds to provide financial assistance for the maintenance and rehabilitation of older BMR units.	O	O	Ongoing Program preserved one BMR unit in 2016.		

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<b>H3.1.4 Program</b>	Preserve affordable housing stock by monitoring compliance, providing tenant education, and seeking other sources of funds for affordable housing developments at risk of market rate conversions. The City will continue to renew existing funding sources supporting rehabilitation and maintenance activities.	PC	PC	Partially Complete. Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments.		
<b>H3.1.5 Program</b>	Encourage the use of flexible development standards, including floor- area ratio limits, creative architectural solutions, and green building practices in the design of projects with a substantial BMR component.	O	C	The Planned Housing Zone was adopted in Sept. 2020 with more affordable housing options to provide greater flexibility with a 20% affordability component. Flexible development standards and additional FAR were made available for all multifamily housing projects and specifically for BMR housing projects through the Housing Incentive Program which was adopted in 2019 and the Affordable Housing Incentive Program which was adopted in 2022.		
<b>H3.1.6 Program</b>	Require developers of employment- generating commercial and industrial developments to contribute to the supply of low- and moderate-income housing through the payment of commercial in-lieu fees as set forth in a nexus impact fee study and implementing ordinances.	C	C	The in-lieu fee has been adopted and commercial developers are now paying a linkage fee. The City will continue to enforce and revise fee levels when necessary. This program is complete.		
<b>H3.1.7 Program</b>	Ensure that the Zoning Code permits innovative housing types such as co- housing and provides flexible development standards that will allow such housing to be built, provided the character of the neighborhoods in which such housing is proposed to be located is maintained.	P	PC	This program is not complete. It has been included in Housing Work Plan as Program 2.8.		
<b>H3.1.8 Program</b>	Recognize the Buena Vista Mobile Home Park as providing low- and moderate income housing opportunities. Any redevelopment of the site must be consistent with the City's Mobile Home Park Conversion Ordinance adopted to preserve the existing units. To the extent feasible, the City will seek appropriate local, state and federal funding to assist in the preservation and maintenance of the existing units in the Buena Vista Mobile Home Park.	C	C	Complete. This program preserved 117 at-risk mobile home park units in September of 2017 in the Buena Vista Mobile Home Park. The City of Palo Alto and SCCA purchased the site to preserve it as an affordable living community.		
<b>H3.1.9 Program</b>	Continue enforcing the Condominium Conversion Ordinance.	O	O	This is an ongoing program.		
<b>H3.1.10 Program</b>	Annually monitor the progress in the construction or conversion of housing for all income levels, including the effectiveness of housing production in mixed use developments.	O	O	This is an ongoing program. The City provides annual reports on the progress of this program.		
<b>H3.1.11 Program</b>	When using Housing Development funds for residential projects, the City shall give a strong preference to those developments which serve extremely low-income (ELI), very low-income, and low-income households.	O	O	Housing funds provided as needed by housing projects. This program is ongoing and housing funds provided as needed by housing projects. The City permitted 101 housing units appropriate for very low-income households during the 5th Housing Cycle.		

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<b>H3.1.12 Program</b>	Amend the Zoning Code to provide additional incentives to developers who provide extremely low-income (ELI), very low-income, and low-income housing units, above and beyond what is required by the Below Market Rate program, such as reduced parking requirements for smaller units, reduced landscaping requirements, and reduced fees.	C	C	Part of the Phase 1 Housing Element implementation plan for 2018. In 2019 new development/parking standards were adopted in Housing Incentive Program for the commercial mixed-use district, (example: Zoning Code Section 18.16.060). This provided extra incentives for 100% BMR projects, including increased FAR, reduced parking, reduced setbacks and lot coverage, without legislative action.  In 2022, the City modified the Affordable Housing Overlay district into the Affordable Housing Incentive Program to streamline the approval process for projects with 100% affordable units. The new Incentive Program only requires review and approval by the ARB. If a project meets the affordability and location standards indicated here, it automatically qualifies for modified development standards, including increased FAR and height, reduced open space requirements, and reduced parking (0.75 space/unit by right, or as low as 0.3 space/unit with a parking study). This portion of the program was completed in June 2022 as part of the Objective Standards project.		
<b>H3.1.13 Program</b>	For any affordable development deemed a high risk to convert to market rate prices within two years of the expiration of the affordability requirements, the City will contact the owner and explore the possibility of extending the affordability of the development.	O	PC	This program is partially complete. The City is in discussions with property owners of projects at risk of conversion in the next ten years, including Lytton Gardens, Terman Apartments, and Webster Wood Apartments.		
<b>H3.1.14 Program</b>	Encourage and support the regional establishment of a coordinated effort to provide shared housing arrangement facilitation, similar to the HIP Housing Home Sharing Program in San Mateo County. Advocate among regional and nonprofit groups to establish the	PC	PC	This program is partially complete. In April 2018, the Santa Clara County's Board approved the Santa Clara Home Sharing Program with partnership with Catholic Charities of Santa Clara County. However, the County program has since been disbanded.		
<b>H3.2 Policy</b>	Reduce the cost of housing by continuing to promote energy efficiency, resource management, and conservation for new and existing housing.					
<b>H3.2.1 Program</b>	Continue to assist very low-income households in reducing their utility bills through the Utilities Residential Rate Assistance Program (URAP).	O	O	This is an ongoing program.		
<b>H3.2.2 Program</b>	Use existing agency programs such as Senior Home Repair to provide rehabilitation assistance to very low- and low-income households.	O	O	This is an ongoing program. It has led to the rehabilitation of six homes.		
<b>H3.3 Policy</b>	Support the reduction of governmental and regulatory constraints, and advocate for the production of affordable housing.					
<b>H3.3.1 Program</b>	When appropriate and feasible, require all City departments to expedite processes and allow waivers of development fees as a means of promoting the development of affordable housing.	O	O	This is an ongoing program. Council recently adopted new objective zoning standards in 2021 to expedite processing for all developments.		
<b>H3.3.2 Program</b>	Continue to exempt permanently affordable housing units from any infrastructure impact fees adopted by the City.	O	O	This is an ongoing program.		
<b>H3.3.3 Program</b>	Promote legislative changes and funding for programs that subsidize the acquisition, rehabilitation, and operation of rental housing by housing assistance organizations, nonprofit developers, and for-profit developers.	O	O	This is an ongoing program. Active membership in the Non-Profit Housing Association.		

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<b>H3.3.4 Program</b>	Support the development and preservation of group homes and supported living facilities for persons with special housing needs by assisting local agencies and nonprofit organizations in the construction or rehabilitation of new facilities for this population.	P	O	The City is partnering with the County and Eden Housing to develop Mitchell Park Place, a 50 unit affordable housing project with 25 units for persons with disabilities.  This program is carried over as Program 6.5 in the 6th Housing Cycle, with an action to review and amend the City's zoning ordinance to address State legislation pertaining to group homes and reduce constraints to development.		
<b>H3.3.5 Program</b>	Review and consider revising development standards for second units to facilitate the development of this type of housing, including reduced minimum lot size and FAR requirements. Based on this analysis, consider modifications to the Zoning Code to better	C	PC	This program is complete. In September 2022, the PTC recommended Council adopt an updated Zoning Chapter 18.09 to establishing rules for affordable units and incorporating the 2022 State ADU legislation. December 2022 Council is scheduled to adopt the updated ordinance.		
<b>H3.3.6 Program</b>	Continue to participate with and support agencies addressing homelessness.	O	O	This is an ongoing program. The City has partnered with Lifemoves to construct Palo Alto Homekey, an emergency shelter that will service approximately 300 persons a year. It should be operational by August 2023.		
<b>H3.3.7 Program</b>	Prepare a local parking demand database to determine parking standards for different housing uses (i.e. market rate multifamily, multifamily affordable, senior affordable, emergency shelters etc.) with proximity to services as a consideration. Adopt revisions to standards as appropriate.	PC	PC	Partially Complete .Underway, consultant has been retained to complete a parking study.		
<b>H3.4 Policy</b>	Pursue funding for the acquisition, construction, and rehabilitation of housing that is affordable to very low-, low-and					
<b>H3.4.1 Program</b>	Maintain a high priority for the acquisition of new housing sites near public transit and services, the acquisition and rehabilitation of existing housing, and the provision for housing-related services for affordable housing. Seek funding from all State and federal programs whenever they are available to support the development or rehabilitation of housing for very low-, low-, and moderate-income households.	O	O	This is an ongoing program. This program has led to the acquisition of one new housing site.		
<b>H3.4.2 Program</b>	Support and expand local funding sources including the City's Housing Development Fund, Housing Trust of Santa Clara County, CDBG Program, County of Santa Clara's Mortgage Credit Certificate Program (MCC), or similar program. Continue to explore other mechanisms to generate revenues to increase the supply of low- and moderate-income housing.	O	O	This is an ongoing program. The City has applied and has been successfully awarded from State Homekey, Local Housing Trust Fund and Permanent Local Housing Allocation funds. These funds will help fund a future facility that will serve up to 300 persons annually. Also Mitchell Park Place, a 50 unit affordable project will serve low and very low income persons with disabilities. In addition, the City has already permitted 161 very low and low-income units during the 5th Housing Cycle.		
<b>H3.4.3 Program</b>	Periodically review the housing nexus formula required under Chapter 16.47 of the Municipal Code to fully reflect the impact of new jobs on housing demand and cost.	C	C	This program is complete. The housing nexus study was updated in 2016. Development fees are evaluated and updated annually. The City will prepare an updated nexus and feasibility study as part of Program 2.1 in the 6th Housing Cycle.		
<b>H3.4.4 Program</b>	The City will work with affordable housing developers to pursue opportunities to acquire, rehabilitate, and convert existing multi-family developments to long-term affordable housing units to contribute to the City's fair share of the region's housing needs.	O	O	This is an ongoing program. The City used CDBG funds to rehabilitate a 60-unit affordable housing development (Colorado Park) and provided local funds toward the purchase of the City's only mobile home park; rehabilitation of the coaches is ongoing.		

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<b>H3.5 Policy</b>	Support the provision of emergency shelter, transitional housing, and ancillary services to address homelessness.					
<b>H3.5.1 Program</b>	Continue to participate in the Santa Clara County Homeless Collaborative as well as work with adjacent jurisdictions to develop additional shelter opportunities.	O	O	Continued participation in regional CDBG/housing collaborative efforts. This program is part of the normal function of the City's existing Homeless Prevention Program.		
<b>H3.5.2 Program</b>	Amend the Zoning Code to clarify distancing requirements for emergency shelters, stating that "no more than one emergency shelter shall be permitted within a radius of 300 feet."	C	C	This program is complete.		
<b>H3.5.3 Program</b>	Amend the Zoning Code to revise definitions of transitional and supportive housing to remove reference to multiple-family uses, and instead state that "transitional and supportive housing shall be considered a residential use of property and shall be subject only to those restrictions that apply to other residential dwellings of the same type in the same zone."	C	C	This program is complete.		
<b>H3.6 Policy</b>	Support the creation of workforce housing for City and school district employees as feasible.					
<b>H3.6.1 Program</b>	Conduct a nexus study to evaluate the creation of workforce housing for City and school district employees.	C	C	This program is complete. City adopted Workforce Housing Overlay. In addition, the City has partnered with the City for the teacher housing project at 231 Grant Ave.		
<b>H4 Goal</b>	<b>PROMOTE AN ENVIRONMENT FREE OF DISCRIMINATION AND THE BARRIERS THAT PREVENT CHOICE IN HOUSING.</b>					
<b>H4.1 Policy</b>	Support programs and agencies that seek to eliminate housing discrimination.					
<b>H4.1.1 Program</b>	Work with appropriate State and federal agencies to ensure that fair housing laws are enforced, and continue to support groups that provide fair housing services, such as the Mid-Peninsula Citizens for Fair Housing Continue the efforts of the Human Relations Commission to combat discrimination in rental housing, including mediation of problems between landlords and tenants.	O	O	The City continued to engage with State, federal, and local support groups on fair housing enforcement.		

	Program Text	2021 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Nov. 2022 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Staff Comments September 2021	2022 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Staff Comments September 2022
<b>H4.1.2 Program</b>	Continue the efforts of the Human Relations Commission to combat discrimination in rental housing, including mediation of problems between landlords and tenants.	O	O	The City contracts with Project Sentinel to provide mediation services. 41 households were assisted with fair housing services during the 5th Housing Cycle. The City will continue to contract with Project Sentinel to provide mediation services.		
<b>H4.1.3 Program</b>	Continue implementation of City's ordinances and State law prohibiting discrimination in renting or leasing housing based on age, parenthood, pregnancy, or the potential or actual presence of a minor child.	O	O	41 households were assisted with fair housing services during the 5 <sup>th</sup> Housing Cycle.		
<b>H4.1.4 Program</b>	Continue the City's role in coordinating the actions of various support groups that seek to eliminate housing discrimination and in providing funding and other support for these groups to disseminate fair housing information in Palo Alto, including information on referrals to pertinent investigative or enforcement agencies in the case of fair housing complaints.	O	O	The City contracts with Project Sentinel to provide fair housing services.		
<b>H4.1.5 Program</b>	Heighten community awareness regarding and implement the Reasonable Accommodations procedure for the siting, funding, development, and use of housing for people with disabilities.	O	O	This is an ongoing program. The city continued to enforce reasonable accommodation requirements such granting land use exceptions to meet the reasonable accommodation request. The City adopted a reasonable accommodation process ordinance in January of 2014. The codified ordinance is available at all counters where applications are made for permits and licenses, and on the City's website.		
<b>H4.1.6 Program</b>	Continue to implement the Action Plan of the City of Palo Alto's Community Development Block Grant (CDBG) Consolidated Plan and the Analysis of Impediments to Fair Housing Choice. Support housing that incorporates facilities and services to meet the health care, transit, and social service needs of households with special needs, including seniors and persons with disabilities.	O	O	This is an ongoing program. The city accomplished this program by continuing to partner with Project Sentinel to provide education and enforcement fair housing law. 41 households were assisted with fair housing services. In addition, the City has provided CDBG funding to Mitchell Park Place, an affordable housing project that serves persons with disabilities.		
<b>H4.2 Policy</b>	Support housing that incorporates facilities and services to meet the health care, transit, and social service needs of households with special needs, including seniors and persons with disabilities.					
<b>H4.2.1 Program</b>	Ensure that the Zoning Code facilitates the construction of housing that provides services for special needs households and provides flexible development standards for special service housing that will allow such housing to be built with access to transit and community services while preserving the character of the neighborhoods in which they are proposed to be located.	P	PC	Not yet complete. This program is not yet complete. The City implemented a pilot Safe Parking Program for people experiencing homeless. It is included as Housing Work Plan Program 2.4.7.  The city is partnering with the County and Eden Housing to develop Mitchell Park Place, a 50 unit affordable development with 25 units for persons with disabilities.		

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<b>H4.2.2 Program</b>	Work with the San Andreas Regional Center to implement an outreach program that informs families in Palo Alto about housing and services available for persons with developmental disabilities. The program could include the development of an informational brochure, including information on services on the City's website, and providing housing-related training for individuals/families through workshops.	PC	PC	Partially Complete program. The City will contract with and financially support non-profit services providers, such as the Opportunity Center, that help meet the supportive services needs of the City's diverse community, especially those with extremely low incomes.		
<b>H5 Goal</b>	<b>REDUCE THE ENVIRONMENTAL IMPACT OF NEW AND EXISTING HOUSING.</b>					
<b>H5.1 Policy</b>	Reduce long-term energy costs and improve the efficiency and environmental performance of new and existing homes.					
<b>H5.1.1 Program</b>	Periodically report on the status and progress of implementing the City's Green Building Ordinance and assess the environmental performance and efficiency of homes in the following areas: -Greenhouse gas emissions -Energy use -Water use (indoor and outdoor) -Material efficiency -Storm water runoff -Alternative transportation	O	O	This is an ongoing program. It is a routine staff function.		
<b>H5.1.2 Program</b>	Continue providing support to staff and the public (including architects, owners, developers and contractors) through training and technical assistance in the areas listed under Program H5.1.1.	O	O	This is an ongoing program. It is a routine staff function.		
<b>H5.1.3 Program</b>	Participate in regional planning efforts to ensure that the Regional Housing Needs Allocation targets areas that support sustainability by reducing congestion and greenhouse gas emissions.	O	O	This is an ongoing program.		

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<b>H5.1.4 Program</b>	Review federal, State, and regional programs encouraging the improvement of environmental performance and efficiency in construction of buildings, and incorporate appropriate programs into Palo Alto's policies, programs and outreach efforts.	O	O	This is an ongoing program. It is a routine staff function.		
<b>H5.1.5 Program</b>	Enhance and support a proactive public outreach program to encourage Palo Alto residents to conserve resources and to share ideas about conservation.	O	O	This is an ongoing program. This program has led to the development of zero waste and energy efficiency and conservation. Palo Alto has its own public utility, which offers information and rebates for installation of water conservation and energy conservation systems and appliances. The City's Zero Waste division similarly offers resources for reducing trash, increasing diversion rates, and opportunities for disposal of hazardous household waste. These resources are available at the City's offices and on the City's website.		
<b>H5.1.6 Program</b>	Provide financial subsidies, recognition, or other incentives to new and existing homeowners and developers to achieve performance or efficiency levels beyond minimum requirements.	O	O	This is an ongoing program. This program is with the City's Utilities Department, which offers rebates and pilot programs such as the new heat pump water heater program launched in late 2022; Utilities efforts are ongoing and Planning is working with Utilities to streamline and remove Zoning Code obstacles to efficiency improvements.		
<b>H5.1.7 Program</b>	In accordance with Government Code Section 65589.7, immediately following City Council adoption, the City will deliver to all public agencies or private entities that provide water or sewer services to properties within Palo Alto a copy of the 2015-2023 Housing Element.	C	C	Complete.		

Program Number	Program Text	Comp Plan Element	2021	2022	Change from 2021-2022	Overall Status
<b>B5.1.2</b>	Improve design guidelines to reduce ambiguity and more clearly articulate compatibility principles to the business community and to the public.	Business and Economics Chapter	P	PC	Pending-Partially Complete	Partially Complete
<b>B7.2.1</b>	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.	Business and Economics Chapter	P	O	Pending-Ongoing	Ongoing
<b>C1.1.1</b>	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 and Facilities Element	P	O	Pending-Ongoing	Ongoing
<b>C1.12.1</b>	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 and Facilities Element	PC	O	Partially Complete-Ongoing	Ongoing
<b>C1.15.2</b>	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 and Facilities Element	PC	O	Partially Complete-Ongoing	Ongoing
<b>L2.4.1</b>	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.	Land Use and Community Design Element	O	PC	Ongoing-Partially Complete	Partially Complete
<b>L2.4.2</b>	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.	Land Use and Community Design Element	P	PC	Pending-Partially Complete	Partially Complete

Program Number	Program Text	Comp Plan Element	2021	2022	Change from 2021-2022	Overall Status
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.	Land Use and Community Design Element	O	PC	Ongoing-Partially Complete	Partially Complete
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.	Land Use and Community Design Element	P	PC	Pending-Partially Complete	Partially Complete
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.	Land Use and Community Design Element	O	PC	Ongoing-Partially Complete	Partially Complete
L2.5.1	Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees.	Land Use and Community Design Element	O	PC	Ongoing-Partially Complete	Partially Complete
L2.7.1	Review development standards to discourage the net loss of housing units.	Land Use and Community Design Element	P	PC	Pending-Partially Complete	Partially Complete
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.	Land Use and Community Design Element	P	PC	Pending-Partially Complete	Partially Complete
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.	Land Use and Community Design Element	P	O	Pending-Ongoing	Ongoing
L4.8.1	Prepare a Coordinated Area Plan for Downtown.	Land Use and Community Design Element	P	O	Pending-Ongoing	Ongoing

Program Number	Program Text	Comp Plan Element	2021	2022	Change from 2021-2022	Overall Status
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.	Land Use and Community Design Element	PC	O	Partially Complete-Ongoing	Ongoing
L9.11.2	Identify City-owned properties where combinations of wireless facilities can be co-located, assuming appropriate lease agreements are in place.	Land Use and Community Design Element	O	P	Ongoing-Pending	Pending
N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Natural Environment Element	PC	P	Partially Complete-Pending	Pending
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.	Safety Element	C	O	Complete-Ongoing	Ongoing
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.	Safety Element	O	P	Ongoing-Pending	Pending
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.	Safety Element	C	O	Complete-Ongoing	Ongoing
T1.4.1	Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements.	Transportation Element	O	C	Ongoing-Complete	Complete
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.	Transportation Element	P	O	Pending-Ongoing	Ongoing

Program Number	Program Text	Comp Plan Element	2021	2022	Change from 2021-2022	Overall Status
<b>T1.25.1</b>	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.	Transportation Element	C	O	Complete-Ongoing	Ongoing
<b>T3.15.2</b>	Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation.	Transportation Element	P	O	Pending-Ongoing	Ongoing
<b>T3.17.1</b>	Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements.	Transportation Element	P	O	Pending-Ongoing	Ongoing
<b>T5.1.1</b>	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.	Transportation Element	PC	O	Partially Complete-Ongoing	Ongoing
<b>T6.4.2</b>	Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects.	Transportation Element	C	O	Complete-Ongoing	Ongoing
<b>T6.6.4</b>	Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes.	Transportation Element	P	PC	Pending-Partially Complete	Partially Complete