



## **POLICY AND SERVICES COMMITTEE**

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Regular Meeting  
September 14, 2010

Chairperson Council Member Yeh called the meeting to order at 7:09 p.m. in the Council Conference Room, 250 Hamilton Avenue, Palo Alto, California.

Present: Yeh (Chair), Holman, Price, Shepherd

Absent: none

1. Oral Communications

None.

2. Review and Discussion of the Project Safety Net Community Task Force Report on Teen Suicide Prevention and Strategies for Youth and Teen Social and Emotional Health

Recreation Manager Rob De Geus said the Project Safety Net Community Task Force Report was presented to the Council on July 19, 2010. The report focused heavily on the Palo Alto Unified School District (PAUSD). He said this evening's meeting would be to review the report and to focus on the City's position to hone in on the areas of Project Safety Net (PSN) where it would have the most influence and impact on the report's recommendations.

Management Specialist Greg Hermann said the strategies were outlined in the cover letter of the report and hoped the recommendations in the report would be used as a foundation for a sustainable Community Task Force.

Mr. De Geus asked that the Policy and Services Committee (P&S) provide feedback on the recommendations the City Council could potentially adopt. The goal would be to bring back to the next meeting concrete ideas for either a policy or a resolution surrounding the 41 Developmental Assets. The results could be voted on and presented to the Council. The first item would be to discuss the strategies to create an effective and sustainable structure for PSN.

Mr. Hermann said the City had taken the role to move forward with the project and to work with the Project Safety Net Community Task Force group regarding the five areas and to return to P&S with examples to take action on. The City had taken a convening role for the project and would continue through the end of the fiscal year. He asked whether the City should continue to assume that role.

Santa Clara County Supervisor, Liz Kniss provided a report which outlined Santa Clara County's engagement with PSN over the past year and a half. She had requested the County's Mental Health Services Act (MHSA), or Prop.63, be used to review the report and the on-going mental health problem. The report also contained several crossovers in education, suicide prevention, and intervention. The County had moved in the direction of public awareness, understanding, treatment, and programs to help with the illness.

Council Member Shepherd asked Ms. Kniss if the City's Family Resources Division had been brought into the fold.

Ms. Kniss said she did not know if there was a direct line to the City's Family Resources, but almost everyone in the County had been brought into the fold.

Council Member Shepherd said the City was currently going out for ambassadors and part of their training would be in mental health.

Council Member Price asked what was needed from P&S in order to organize and be effective in carrying out the goals and vision for this work. She wanted to touch on connections to PAUSD and to compliment the City's efforts.

Mr. De Geus said there was the immediate issue in keeping the program moving forward for the current year. One thought was for the task force to create a Memorandum of Understanding for agencies and individuals on what they would do in moving the strategies forward, whether it be screening at the schools or gatekeeper training at the Young Men's Christian Association (YMCA). In terms of long-term goals, it would require some level of resources in order for the City to oversee the project. This was challenging due to the City's current budget situation. The City's Family Resources program was fading and needed to be reinvented as an action program to help with social problems and issues in the community.

Council Member Price asked if there were elements of what the County had done that could be applied to the City's efforts. She said it was necessary to

have a plan or an outline to be convincing in seeking funds from foundations. Mr. De Geus said it required a lot of effort and work to build a plan and that the County only had a half-time person devoted to working on their efforts.

Council Member Shepherd said the Council received an invitation from Family Resources for ambassador training from October 2010 through March 2011. She asked how the Family Resources program was progressing and the possibility of becoming a 21<sup>st</sup> Century Family Resources program.

Mr. De Geus said he had meet with Barb Spreng of the Family Resources Foundation about the possibility of marrying Family Resources with PSN to reinvent the Family Resources program to create support funds and a foundation or a council to help solve difficult problems.

Recreation Program Supervisor Minka van der Zwaag said the Family Resources Program had been in place for 10 years. The position had been supported by the Family Resources Foundation and struggled to come up with the obligation to support a full-time staff member and was cut to a half-time in the last budget cycle. A forum was scheduled to meet with various non-profit organizations in the community to find out how the City's Family Resources Program could develop a new service model to be of service to the community.

Council Member Shepherd said it was her understanding that Family Resources Program replaced the Welcome Wagon in Palo Alto, or Palo Alto Information Referral (PAIR).

Ms. van der Zwaag said PAIR was a service comparable to the old tradition of neighbors meeting neighbors to eliminate isolation and of being aware of what was going on in the community. She said it was equal to the Ambassador Program in sharing informational resources with friends, families, and the faith community in helping one another.

City Manager James Keene suggested having the Committee hear the depth of what was being addressed prior to talking about accomplishing that goal.

Mr. De Geus said that HSRAP funding should also be considered as over a million dollars is being put into these non-profits each year but none of it is being spent on any coordination of these organizations.

Council Member Price said she would be interested in involving youth with these issues.

Mr. De Geus said that youth outreach and elevating youth choice are planned discussion items. He said it would make sense to discuss what they needed to keep the project going prior to individual strategies.

Mr. Hermann said there had been much value gained from the model being used. He said the community delivered on a collaborative effort with the City acting as a convener.

Mr. De Geus agreed adding that the residents of Palo Alto were tremendously helpful in the creation of this program. He said that it was strategic to invest more in these resources.

Council Member Yeh asked about Staff's vision for appropriating Staff.

Mr. De Geus indicated that a senior level Staff Member from the School District or the City should be dedicated to Project Safety Net along with a Coordinator. He said it hadn't been defined which entity would have the staff yet.

Council Member Yeh said the convener role of the City made sense. To have a Senior Staff in the City would make sense to help us lead the different actions and to be able to fill in any gaps along the way. From a sustainability perspective, it could be difficult however and should be defined.

Council Member Holman said it was great work. She said there was a skill set needed with the expertise of the City Staff involved with this project. She offered some caution toward not taking on more than the City would be able to deliver both in terms of expertise and how we are equipped.

Mr. De Geus agreed. He said he was reluctant at first to take this on. Ultimately he realized the Community wasn't seeking answers from the City but rather they wanted the City to help pull it all together.

Council Member Price said the progress already made has demonstrated the City's lead role. Leveraging the expertise and moving forward are important conversations.

Mr. De Geus said he did have concerns about appropriating his time. It was too important of an issue to not be effective.

Council Member Price said that was an issue for the Community as a whole also.

Mr. De Geus reiterated that leveraging the correct strategies outside of the organization was the best strategy.

Council Member Price said she supports the idea of a coordinator, and the model can be developed as the program progresses.

Council Member Yeh asked about the costs of on-going Staff support and a \$50,000 grant.

Mr. De Geus said it wasn't an expense, it was a grant. The School District applied for it and a \$60,000 grant was awarded to seek additional outside support of the project.

Council Member Yeh asked if there was leveraged funding for the proposed Staff or if they would expect HSRAP funds to be used. He said it would be helpful to hear from the non-profits that could expect less money if HSRAP funding was used for Project Safety Net.

Mr. De Geus said it would be a challenge to take HSRAP funding from other non-profits. He said that all of the non-profits gathered to discuss the process, and he noted a great disconnect between the different groups.

Mr. Hermann said Staff had some good feedback they could use for the next meeting.

Mr. Keene reminded the Committee that the Community Collaborative for Youth Well-being was the Council Directive.

Council Member Yeh said HSRAP reductions in the past had been issued as a 5% reduction across the board and might be a sustainable model.

Mr. De Geus suggested they move onto the next item.

Mr. Hermann said that the 41 Developmental Assets in the Staff Reports were a good benchmark. He said that the Project Safety Net team reviewed best practices for developing resiliency in the youth community. A balanced approach was identified as important. He said that the Project Safety Net model allowed them to leverage the community collaborative to have assets spread across all of the different items. He said they wanted to advocate for those across the entire community. A subcommittee of Project Safety Net was formed and are tentatively calling themselves the Palo Alto Developmental Assets Initiative. The City is acting in a convener role for the subcommittee.

Every adult in Palo Alto is considered an Asset Builder. The current focus is community awareness. He discussed the Developmental Assets Survey in the Schools. He said that Amy Drolette is organizing the first survey to benchmark the number of assets present in the youth and teen communities. He discussed a series of events that will be hosted during the fall called Assets 101. Two sessions were planned, one on 9/16/10 and one on 10/9/10 to introduce the community to the framework of the Developmental Assets. There was another session scheduled on 9/22/10 that was a panel discussion with representatives from PAUSD, the City, Project Cornerstone, Youth Community Services, and the Palo Alto Chamber of Commerce which would offer a high level view of the assets. There will also be an opportunity to learn how to live the assets at a Palo Alto Asset Champion Training series. He said the next steps will be developed further after the survey. Even without the survey, he said they do know they will need to continue to build community awareness. The Council could pass resolutions specifically adopting developmental assets. He said it would be helpful if one Committee Member could work with him to review the resolutions other City Councils have passed to develop one for Palo Alto. He said they were open to ideas on ways the Council felt it would be able to embody the assets within the community.

**MOTION:** Council Member Price moved, seconded by Council Member Shepherd to request that Staff return to the Policy and Services Committee at the October 12, 2010 meeting with a Resolution adopting 41 Developmental Assets.

Mr. De Geus said it would be good to know which Council Member they would work with.

Council Member Shepherd agreed to assist Staff in crafting the Resolution.

Council Member Yeh recapped the motion.

Council Member Holman asked when this would go to the full Council and questioned whether or not they needed a Resolution or simply a recommendation.

Assistant to the City Manager Kelly Morariu wasn't sure when it would go to Council, but the draft of the Resolution is usually what goes forward to the Council.

Mr. De Geus said Staff was hoping to bring a packet of information on this topic to Council including a Resolution.

Council Member Yeh said that from a timing perspective, their next meeting was in two weeks. He questioned whether or not Staff could complete the work by then.

Ms. Morariu said she did not feel that two weeks was realistic.

Mr. Hermann said that this would be one component of work being done by a highly energized group. It would be complementary to have another focal point in the community.

Council Member Price asked how they can expedite the process.

Mr. De Geus said there were many actions taking place over the next few weeks.

Council Member Price asked if it would be completed in early October.

Council Member Holman said that second meeting was on October 12, 2010 and Staff could have it completed by then.

**MOTION PASSED: 4-0**

Becky Beacom with Palo Alto Medical Foundation spoke regarding the commitment to youth outreach. She said that youth has been consistent in their message that they were not being heard even though they have important things to say. She said it dovetailed with the other Developmental Assets. She said the community has made substantial investments in many resources such as the Children's Theatre. She said in many respects the community is being served by the youth, not the other way around. She said that formal versus informal voices needed a different process. They needed to be brought in more frequently.

Mr. De Geus said they are key as a resource. He suggested the Council have a Youth and Teen Liaison, rather than the other way around with the Youth Council having a Council Liaison. A commitment to an annual youth forum was another suggestion. The commitment to the collaboration on youth and teen well being should be for more than just one year. And lastly, Council should reaffirm their commitment to the Youth Council study session.

Council Member Holman asked if there was a better way to communicate than the joint meeting with the Youth Council. She suggested they could use the

Mayor's office to host more informal gatherings.

Mr. De Geus said it was about forming genuine relationships with the youth. Having a place to hold these meetings on a smaller scale would be beneficial.

Council Member Holman added that the Mayor's Office also gives the meetings a sense of importance.

Council Member Price asked if Staff were going to bring these items forward as recommendations.

Mr. De Geus said Staff was looking for direction at this point to determine what the Committee wanted them to work on.

Council Member Price proposed that they work on every one of the recommendations.

Council Member Shepherd voiced her concern about multiple meetings with the Youth Council. She said it could help if the meetings had more specific purposes. It was important to understand what the specific frustrations were.

Ms. Beacom said the feedback from the youth is consistently that they need more connection with adults. They want improved relationships with adults and they want their voices heard. They've said they won't go to people they don't know as counselors.

Council Member Price said that confirmed the notion of different forums. She said that often youths might be more comfortable speaking with non-parents.

Ms. Beacom said they are looking for adult accountability. We need to follow through and do what we say we are going to do.

Council Member Shepherd said she used to use a video that brought parents into the world of the classroom which was very different than what she thought was happening. Activities like that help us connect.

Mr. De Geus said the pressure and angst among the teens are created in part by themselves. That is why one strategy is peer-to-peer.

Council Member Shepherd spoke regarding finding connections with the youth of the community.



Council Member Holman asked how elementary school children's input is filtered up.

Coordinator for Family Services, Amy Collette spoke regarding a retreat a few weeks previously that was held to discuss strategies. She said a memorandum of understanding was being approved to bring forward. She said that at the elementary level she was still researching what could be done. She said they were challenging individual sites to determine what is currently being done and what could be done better.

President of the PTA Council, Terry Godfrey said elementary schools are not connected, and all do different things. The Developmental Assets should work with those individual programs.

Ms. Beacom added that the elementary schools were surveyed as a benchmark. The students have a lot of assets and it dramatically changes when they hit middle school.

Council Member Holman asked if there was anything that could provide an anchor that would help those assets not drop off in middle school.

Ms. Beacom said the environment was more of a factor than the children themselves.

Council Member Holman said it was both the environment and the kids.

Ms. Beacom said half are internal and half external. The research shows there are fewer structures and fewer ways to direct their energy.

Parks and Recreation Commission Member Sunny Dykwel discussed a series of workshops that do focus on elementary school age children.

Mr. De Geus said that the impact of the school district was critical.

Council Member Yeh said the four areas that had been suggested were understood. He wanted to know why the Youth Council met on Monday nights.

Mr. De Geus said he wasn't sure but they could discuss it with them if the City Council was interested in working with them more.

Council Member Yeh indicated if we add a Council Member Liaison it would be needed.

Council Member Holman asked them to revisit the five.

Mr. De Geus listed the five suggestions; 1) continue collaboration for youth and teenage well being beyond one year, 2) commitment to an annual youth forum, 3) commitment to one or two study sessions with the Youth Council, 4) assign a Council Liaison to the Youth Council, and 5) use the Mayor's Office for informal meetings.

Council Member Yeh said that taking part on-site with youth in the community or the Youth Council was an important component and suggested they hold the joint meetings there. It builds trust for Council to go to their "home."

Mr. De Geus said each Council has kids on their street; they should make connections with all of them.

Council Member Shepherd said the Youth Forum was not very effective and would like to know what Staff thought it could be. She suggested mixing it up a little. She said it was important to understand the same language and for Council to be familiar with certain gate keeping words.

Council Member Price suggested the Council should be trained.

Ms. Beacom said originally they were letting the young people determine what the forum would look like, so it has varied. She said there was a commitment in the collaborative to have some follow through.

Council Member Holman said they should have a Youth Council roster prior to meeting with them.

Ms. Beacom said the Chamber of Commerce was visiting the Youth Council in the near future. She said there would be an Op Ed piece in the Weekly shortly about it as well.

**MOTION:** Council Member Price moved, seconded by Council Member Shepherd to 1) continue Collaboration for Youth and Teenage Well being beyond one year, 2) commit to an Annual Youth Forum, 3) commit to one or two study sessions with the Youth Council, 4) assign a Council Liaison to the Youth Council, and 5) use the Mayor's Office for informal meetings.

**MOTION PASSED:** 4-0

Mr. Hermann said it is difficult to know when a crisis is over, especially with this type of situation. A well documented strategy such as Track Watch is key. The City was able to continue paying security to watch the tracks, through December 2010 at a reduced level. It is intended to work in conjunction with the self-organized community volunteers. After December, it will be an entirely volunteer run program. The City will support in whatever way we are able. He said it would likely be agendized in October to discuss how the City will support the program going forward.

Council Member Price asked if there was a difference in opinion regarding the need for the program or the length of the program.

Mr. Hermann said there was a difference in opinion regarding how long the program should continue. He said it was a well documented strategy and it was good that the City could support it. It is less certain how that support should continue.

Mr. De Geus said that resources are not available to continue financial support of the program, but volunteers are becoming more difficult to find.

Council Member Price asked if PAUSD will support the program.

Amy Jewel said she was not aware of a formal discussion regarding financial support by PAUSD. She said she would be willing to bring the issue to them.

Mr. De Geus reminded the Committee that PAUSD had limited resources as well. He said they've been a great partner in many other areas, but they have indicated that they are not interested in funding the program at this time.

Mr. Hermann said there is no expert on how long a program like this should take place. As a community, they need to decide what is right.

Police Officer Ken Dueker said that with limited financial resources, it's important to apply them effectively. They have been reviewing other communities that have adopted similar strategies. The issue is that it is difficult to prove effectiveness. He said it is difficult to determine what the best hours to cover are, and there isn't enough of a pattern to make the most informed decision. The question then becomes how to sustain such an ambiguous program.

Council Member Yeh said that this may be a policy question. Access to lethal means should be discussed. He said that as they are discussing below grade

options in High Speed Rail to reduce noise and vibrations they should also be discussing access. He wanted to know if Project Safety Net would take a position.

Mr. Hermann said they could work on that.

Council Member Shepherd said that would be taking a statement on a highly political agenda. The identity of Palo Alto was a concern and that should be kept in mind as policies are made.

Council Member Price said that on that corridor regardless of what it will look like, the lethal means access reduction does need to be discussed.

Council Member Shepherd suggested that should be the angle, to look at the whole corridor.

Council Member Price said it should be part of the overall design conversation.

Mr. Hermann said they were talking with Caltrain regarding their efforts.

Mr. De Geus said the suggestion for a suicide prevention policy was the next discussion.

Suicide Prevention Advocate, Victor Ojakian discussed the importance of a suicide prevention policy. He said that the City government does need to be involved in suicide prevention in order to be effective. He said it was clear that they have an issue with a number of the young people in the community. Several studies have shown that some are suffering from depression, some that have thought about suicide, and some that have attempted it. He added that the data is consistent across the state and the country. He said someone must take accountability. The policy he helped draft was to say the Council understands the need for their involvement and willingness to reinforce the solutions. Nationally, the Federal Government looks at suicide as an emergency, and he said it should be looked at as an emergency plan. Staff needs to understand the policy and it needs to be reviewed periodically. A number of the teenagers that died in the recent tragedies had jobs with the City and that alone says the City should be involved. He also discussed a resolution that was passed the prior week by the Santa Clara County Cities Association. PAUSD has passed a policy associated with their administrative regulations. He reiterated the importance of assigning a Council Member to work with them to create the policy. Everyone in the community needs to be involved in order to have a successful solution, but it has to start here.

Council Member Price offered to volunteer to assist in creating the policy.

Council Member Shepherd asked about the data collection portion of the process.

Mr. Ojakian said that the data collection aspect included receiving information from the County Coroner in an attempt to identify trends. He said they had limited information regarding other aspects such as help-line calls, suicide "mentions," or attempts. Community response training would help people know how to respond and we may be able to license training through the County.

Council Member Holman said that it's important to teach people how to respond so they can respond appropriately, versus not responding at all when they feel someone needs help. She asked about the link between the program and the community churches.

Mr. Ojakian said the churches in Palo Alto held their own forum. There is some data that indicates people contemplating suicide may be more willing to talk to faith based leaders.

Mr. De Geus said that there are a number of faith based leaders working on Project Safety Net.

Mr. Ojakian said they were also trying to work at the County level.

Council Member Price asked about the timing.

Mr. De Geus said they would come back in October to this Committee.

Council Member Shepherd asked about the Stanford Campus. She wanted to know how they were participating in these efforts.

Mr. De Geus said they were participating in Gatekeeper training for Staff. There were also a group of physicians working to improve the network between physicians.

Council Member Shepherd asked if they were communicating the information.

Mr. Ojakian said that Stanford passed a prevention policy in 2008.

Council Member Shepherd asked about the 41 Developmental Assets.

Mr. Ojakian said he wasn't sure if they were incorporating those or not.

Council Member Shepherd said that it was important to coordinate efforts.

Mr. De Geus reiterated action items including Council Member Shepherd's plan to work with Staff on Developmental Asset Resolution language. Staff will define the five youth outreach ideas. Council Member Price will work on the Policy development.

Council Member Price asked when the Council Liaison to the Youth Council will be discussed.

Ms. Morariu said it would come back on October 12<sup>th</sup>.

### 3. Discussion for Future Meeting Schedules and Agendas

Assistant to the City Manager Kelly Morariu said there were still some topics on the workplan. The second Council meeting in September would have the resolutions on the fall propositions, which would not provide an opportunity for Policy and Services to discuss first. The Healthy Cities Initiative is requesting a resolution to be adopted and Staff would like to discuss that with the Policy and Services Committee. The Federal Lobbyists will join the meeting on October 12<sup>th</sup>. Project Safety Net follow-up has just been added. It has also been suggested that the Committee discuss the City Policy on Co-Sponsorship of events. There is some county funding for prohibiting smoking in outdoor areas and the Committee might discuss policies around that as well as a potential tobacco retail license.

Council Member Price asked if the tobacco initiative had been widely applied for.

Ms. Morariu said there was a base allocation for each city, then some additional funding allocated based on population versus a competitive grant.

Council Member Price asked about the language of the Healthy Cities Initiative.

Ms. Morariu said it was physical health focused, but the concern was there was some strong language with items such as nutrition labeling.

Council Member Price asked if they could add mental health to it.

Ms. Morariu said the plan was to modify it anyway.

Council Member Holman asked about the tobacco license and how it was not a one size fits all type of program.

Ms. Morariu also indicated there was still work to do around an Accomplishments Report.

Council Member Shepherd said she was still not clear on the purpose of Policy and Services. The priority and goal setting needs sustainability. She wanted to know what makes a goal or a priority and how to build them into the workplan.

Council Member Yeh said the number of meetings they would have to hold by the end of the year may not be manageable. They had planned to work on the top ten goals or priorities. He was wondering how that would map out over the remaining meetings for the year.

Ms. Morariu said that emergency preparedness had been discussed thoroughly. However, items such as land use could use some more discussion.

Council Member Shepherd said that HSRAP came up earlier in the evening. As a policy setter, she said it would be helpful to discuss that now before the budget urgency next year. She said that it would be nice to discuss City policy on Crossing Guards now rather than in the heat of the budget conversations.

Ms. Morariu reminded the Committee that they also had to be aware of what falls into their purview versus the Finance Committee.

Council Member Shepherd said it was the entire package of priorities. She said she didn't necessarily mean the number of crossing guards but rather partnering with the community to support the interest that we've helped define.

Ms. Morariu said that some of those conversations can help make Staff's job a bit more manageable. There are also the broader vision type conversations that could set the policy setting framework.

Council Member Yeh said determining how we prioritize is important. Then the workplan is developed. He said focusing on the core ten priorities is a good place to start.

Council Member Shepherd said it's helpful to see government changing with society. She wants to understand what the departments do, but the matrix is difficult to understand and would prefer a narrative.

Ms. Morariu said the Executive Leadership Team has time set aside in October to work on that. She said that in other agencies, departments will, for example, bring forward a workplan listing what they can do and what will not get done. Then Council can rearrange the priorities.

Council Member Shepherd said narrower conversations need to take place.

Ms. Morariu agreed.

Council Member Yeh said that this was a remarkable institutional change. He said if there was any frustration it is because we want to progress.

Ms. Morariu said this was the first step to changing the process. This is a longer term view to our day to day responsive work mode.

Council Member Price said some of the priorities would be a two year cycle.

Ms. Morariu agreed, saying the Council did vote for a two year cycle, but Staff was to bring forward a report on accomplishments in December.

Council Member Price said they should discuss having the conversation on priorities such as Land Use and Transportation. The role of the Policy and Services Committee still needs to be further defined particularly how it is germane to the work being done in the Finance Committee.

Ms. Morariu said there is a narrow definition of the role of Policy and Services in the Municipal Code. However, it might be helpful to have a conversation regarding the guiding principles of the Committee to expand upon the purpose and incorporate a process.

Council Member Price agreed. She said that they get guidance from Finance, but they don't have much opportunity to offer guidance in return.

Council Member Shepherd said it was difficult to work in non-profits and then struggle with a lack of understanding regarding reductions. They would rather know up front that there may be cuts.

Council Member Yeh asked about meeting dates.



Ms. Morariu said there was a conflict on September 28<sup>th</sup>.

Council Member Holman said she would need to attend a Parks and Recreation Commission meeting on September 28<sup>th</sup>. She suggested a Wednesday.

Council Member Price said she wasn't available on September 30<sup>th</sup>.

Ms. Morariu said that they would schedule a meeting on either September 29<sup>th</sup> or the 30<sup>th</sup>. In October, they had the 12<sup>th</sup> already scheduled. She suggested the 27<sup>th</sup>.

Council Member Price said she would not be available on October 27<sup>th</sup>.

Ms. Morariu said that mid October would not work for Staff because of a conference and Executive Leadership Team retreat. She said they would tentatively schedule a meeting on October 27<sup>th</sup>, without Council Member Price.

Council Member Price said that morning meetings may be an option.

Ms. Morariu said Staff was appreciative of morning meetings.

Council Member Yeh said that Tuesday would be difficult after a Council Meeting. Potentially Wednesday evening would work.

Ms. Morariu said that November 9<sup>th</sup> was scheduled and they could hold a meeting on either the 23<sup>rd</sup> or the 30<sup>th</sup>.

Council Member Shepherd asked when Council Break would be in December.

Ms. Morariu said it is usually after the third meeting and then they would come back on January 3<sup>rd</sup>, 2012. It was confirmed they would tentatively schedule a Policy and Services on November 30<sup>th</sup>. There would also be a meeting on December 14<sup>th</sup>. She suggested September 29<sup>th</sup> or 30<sup>th</sup> could have the Healthy Cities Initiative, Accomplishments Report, and the Top Ten List, pending other issues that might arise.

Council Member Shepherd asked if Healthy Cities was coming from the League and wanted to know how far it could be developed prior to being heard by the Committee.

Ms. Morariu confirmed that it was the League of California Cities that brought the item forward. She said that Staff would develop it thoroughly with a Draft Resolution prior to bringing it to the Committee.

Council Member Shepherd said that they would not revisit the policies and goals.

Council Member Holman asked about early packet release and late submittals. She said they had not covered late submittals to Council.

Ms. Morariu said it was covered as late applicant submittals, but it did not directly call out the Council.

Council Member Holman said she would like to discuss that further with the Committee.

Ms. Morariu said she thought that subject was finalized and ready to go to Council from the meeting on July 20, 2010. However, Staff can bring it back to the Committee. She suggested that could go on the 29<sup>th</sup> or 30<sup>th</sup> of September.

Council Member Yeh said his goals were to have one more discussion regarding the roles and the Top Ten Priorities. There was interest in influencing future discussions with the Finance Committee, but it was important to keep that very clear.

Ms. Morariu said that they could set up a sub-meeting to discuss the language on the policy.

Council Member Holman said that she had a list she wanted to discuss as they related to the priorities. She said that some will be easier to implement and have been discussed to some degree in the past. There are other items that are newer and possibly more ambiguous such as Beautify Palo Alto. In essence, it's looking for ways to leverage expertise in other organizations. They could work with organizations such as Canopy to accomplish something in a few corridors. She also wanted to discuss litter such as chewing gum on the sidewalks, cigarette butts, paper, or anything else that can create a health impact and laws should be enforced. Construction sites should be less of a nuisance. Curb and gutter garbage needs to be addressed. She wanted clarification regarding tree protection and notification processes as it relates to construction. Adhering to the Comprehensive Plan in the Foothills is also an important conversation. The definition of remodels should be revisited as it impacts the tax base.

Council Member Price said some cases may require an amendment to the Municipal Code.

Council Member Holman said resolving some of these issues would save Staff time. The fine schedule for Code Enforcement must be discussed. There is a type of tunnel vision with Staff that keeps them from acting on code violations such as sidewalk signs. Staff goes to lunch downtown and walks right past all the signs or construction site violations and no action is taken. There should be a place for Community Members to post and track complaints. Tree removal violations need to be revisited. Variances and exceptions should be reviewed. Complicated and disjointed reviews of projects could be cleaned up. There are limitations on lot combining that should also be changed.

Council Member Shepherd said many of these changes impact the culture of Palo Alto and should be discussed more broadly. She said that some of the changes can't take place without more money being put into the process. She questioned Policy and Services' role in these policies. She wasn't sure if they should focus on these types of issues or if they should focus on the organizational changes that impact the community.

Council Member Price said these observations were valid. Some of the items could better be managed with external partners. Some of the items are administrative and may not be policy decisions. The Schedule of Fees should be reviewed routinely. She said that Code Enforcement was important, but the balance with the cost of enforcement also needs to be considered.

Ms. Morariu said that she was concerned about the Committee pursuing some items that may be more appropriately discussed with the full Council.

Council Member Holman said the City Manager thought the Committee was a better place to have the discussions.

Ms. Morariu said she would discuss that with him. Staff may be working on some of these issues already, such as tree protection.

Council Member Shepherd said it was an important conversation. They have workers coming in from outside the area, we demand skills and intelligence and then we don't want to pay them. There should be some predictable process.

Council Member Holman said this was an opportunity to be creative and use volunteers.

Ms. Morariu said the City website could be a place to submit and track requests. Staff was looking into a small pilot program.

Chair Yeh said that with further research Staff would be able to respond for most of these items.

Council Member Price asked if the Committee would change next year or if they would cycle again with the same Members.

Ms. Morariu said it varies and is up to the Mayor.

Council Member Holman said she appreciated an Upcoming Topics list on the Agenda.

ADJOURNMENT: Meeting adjourned at 10:57 p.m.