



**TO: HONORABLE CITY COUNCIL**

**FROM: ED SHIKADA, CITY MANAGER**

**DATE: MARCH 4, 2019**

**SUBJECT: AGENDA ITEM NUMBER 6 - Authorize Transmittal of the 2018 Annual Comprehensive Plan and Housing Element Progress Report for the Period of January 1, 2018 to December 31, 2018 to the State of California's Office of Planning and Research and the Department of Housing and Community Development (HCD)**

City Manager Report #9958 has incorrect attachments. The correct Attachments are included in this memo and will be transmitted to the State of California's Office of Planning and Research (OPR) and the Department of Housing and Community Development (HCD) following Council's review.



Jonathan Lait  
Director

Planning and Community Environment



Ed Shikada  
City Manager



**Attachment A | 2030 Comprehensive Plan Implementation Plan: 2018 Progress Report**



Program	Program Text	Lead Department	Priority *	Level of Effort	2018 Status**	Notes
<b>LAND USE 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 & Community Environment Department	S	\$\$	P	The City recently completed a code enforcement audit. An update of the Palo Alto311 tool is also planned.
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.	Planning & Community Environment Department	S	\$	P	As part of the Stanford 2018 General Use Permit – staff is requesting a review and update to the three party agreement.
<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>						
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 & Community Environment Department	M	\$	P	No action has been taken at this time.
L2.4.1	Amend the Housing Element to eliminate housing sites along San Antonio Road and increase residential densities in Downtown and the California Avenue area to replace potential units from the sites eliminated.	Planning & Community Environment Department	S	\$	PC	In March 2019, the City Council is expected adopt an ordinance that eliminates residential density restrictions Downtown and California Avenue Area. The Housing Element is anticipated to be updated during its regular update cycle.
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 & Community Environment Department	S	\$	PC	Mixed Use development is already allowed in the CC zoning district and retail protections already exist. Housing development would require creative parking solutions to accommodate all uses.

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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 & Community Environment Department	S	\$	P	No action has been taken at this time.
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 & Community Environment Department	S	\$	PC	The Affordable Housing Combining District (PAMC 18.30J) approved in April 2018 creates new opportunities for housing in the CC, CS, CD and CN districts. Additionally, recent changes were approved in the CD, CN and CS districts that allow greater residential floor area. Council directed staff to evaluate other changes to non-residential floor area to further incentivize housing.
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 & Community Environment Department	S	\$	P	Some changes have been made to incentivize housing – a prohibition on office uses has not been initiated at this time
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 & Community Environment Department	M	\$	P	

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L2.4.7	Explore mechanisms for increasing multi-family housing density near multimodal transit centers.	Planning & Community Environment Department	S	\$\$	PC	A number of ordinances have been or are pending adoption to achieve this goal (Workforce Housing, Affordable Housing and a variety of housing-related ordinances that increase housing density. It is anticipated further changes may be required through Council policy direction and changes in State law.
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 & Community Environment Department	S	\$\$	O	The City continues to look for opportunities on publicly-owned lots, including partnerships such as the Cubberley Master Plan detailed below.
L2.5.1	Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees.	Planning & Community Environment Department	M	\$	O	The City has partnered with PAUSD to explore affordable housing to school district employees through the Cubberley Master Plan. Additionally, the City set-aside \$3,000,000 for a potential teacher housing project on County owned land. Recent adoption of the Workforce Housing ordinance may also provide opportunities for school district employees on PF zoned property owned or leased by PAUSD.
L2.7.1	Review development standards to discourage the net loss of housing units.	Planning & Community Environment Department	S	\$	P	At the State level, there are various bills are being considered that discourage the net loss of units, such as SB 166, and many initiatives for anti-displacement laws.

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L2.8.1	Conduct a study to evaluate various possible tools for preventing displacement of existing residents.	Planning & Community Environment Department	M	\$\$	PC	Although a study has not yet been conducted, the City did pass a relocation ordinance that ensures tenants facing eviction relocation assistance regardless of their income levels. Also the City continues to fund Project Sentinel through CDBG funds to help prevent evictions or displacements.
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 & Community Environment Department	M	\$\$	P	No action has been taken at this time.
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 & Community Environment Department	IP	\$\$	O	The City has partnered with PAUSD on the Cubberley Master Plan to, in part, accommodate future school expansions or school sites.
<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 & Community Environment Department	IP	\$	PC	PAMC Section 18.40.180 ensures that there is no net loss of retail space in designated areas. Policy action addressing short-term vacation rentals is has not been initiated at this time.

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L.3.5.1	<p>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:</p> <ul style="list-style-type: none"> <li>Impacts to the natural environment, such as potential impacts to the tree canopy, groundwater supply or quality, and soil compaction.</li> <li>Safety issues such as increased surface flooding increased groundwater intrusion with sea level rise, emergency access and egress, or sewage backflows.</li> </ul>	Planning & Community Environment Department	S	\$\$	PC	The City has been studying this issue for several years and adopted regulations in 2017 and more recently February 2018 to address the impacts dewater from basement construction in the community. New standards address a variety of the objectives for this program and a summary sheet is available online : <a href="https://www.cityofpaloalto.org/civica/x/filebank/documents/64867">https://www.cityofpaloalto.org/civica/x/filebank/documents/64867</a> . The City will continue to monitor this issue.
<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 & Community Environment Department	M	\$\$	P	No action has been taken at this time.
L4.2.2	Evaluate the effectiveness of formula retail limits adopted for California Avenue. Develop incentives for local small businesses where warranted.	Planning & Community Environment Department	M	\$\$	P	No action has been taken at this time.
L4.2.3	Explore and potentially support new, creative and innovative retail in Palo Alto.	Planning & Community Environment Department	L	\$\$	P	No action has been taken at this time.

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L4.4.1	Study the feasibility of using public and private funds to provide and maintain landscaping and public spaces such as parks, plazas, sidewalks and public art within commercial areas.	Planning & Community Environment Department	M	\$	PC	The Public Art Program provides ongoing temporary exhibitions in front of City Hall. Additionally, public artworks are currently being commissioned for both the downtown and California Avenue corridors.
L4.4.2	Through public/private cooperation, provide well-signed, clean, and accessible restrooms.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
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.	Planning & Community Environment Department	R	\$\$	P	No specific action has been taken at this time.
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.	Planning & Community Environment Department	S	\$\$\$	P	No specific action has been taken at this time.
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 & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.
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 & Community Environment Department	M	\$	P	No specific action has been taken at this time.

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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 & Community Environment Department	M	\$\$	P	No specific action has been taken at this time. Recent Council direction to staff suggests the City may be revisiting this program objective to incentive more housing over hotel use.
L4.8.1	Prepare a Coordinated Area Plan for Downtown.	Planning & Community Environment Department	S	\$\$\$	P	This is anticipated to begin in Winter 2020.
L4.8.2	Study the feasibility of converting parts of University Avenue to a pedestrian zone.	Planning & Community Environment Department	S	\$\$	P	This will be considered as part of the Downtown CAP.
L4.9.1	While preserving adequate parking to meet demand, identify strategies to reuse surface parking lots.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
L4.9.2	Explore adding additional Floor Area Ratio (FAR) for retail at Stanford Shopping Center.	Planning & Community Environment Department	M	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	S	\$\$\$	O	Currently underway.

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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 & Community Environment Department	S	\$\$	P	No specific action has been taken at this time.
L4.16.1	Maintain distinct neighborhood shopping areas that are attractive, accessible and convenient to nearby residents.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
<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 & Community Environment Department	S	\$\$	P	No specific action has been taken at this time.
<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 & Community Environment Department	L	\$	P	The existing ARB awards occur every five years. The next ARB awards will be in 2020. Staff is currently considering historic preservation awards.
L6.3.1	Develop guidelines for bird-friendly building design that minimizes hazards for birds and reduces the potential for collisions.	Planning & Community Environment Department	M	\$\$	PC	While no specific regulations have been implemented, through the architectural review process, bird-friendly conditions of approval are and have been imposed on projects where there is the potential for collisions.

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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 & Community Environment Department	S	\$	PC	While the City's specific mixed-use design standards could be enhanced, staff currently uses the existing guidelines and context based design criteria to promote the development of pedestrian-friendly environments.
L6.7.1	Implement architectural standards to assure they effectively address land use transitions.	Planning & Community Environment Department	R	\$	O	Staff and the ARB regularly implement the AR findings to ensure smooth transitions between different uses throughout the city.
<b>Goal L-7: Conservation and preservation of Palo Alto's historic buildings, sites, and districts.</b>						
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 & Community Environment Department	S	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	S	\$	P	No specific action has been taken at this time.
L7.2	If a proposed project would substantially affect the exterior of a potential historic resource that has not been evaluated for inclusion into the City's Historic Resources Inventory, City staff shall consider whether it is eligible for inclusion in State or federal registers prior to the issuance of a demolition or alterations permit. Minor exterior improvements that do not affect the architectural integrity of potentially historic buildings shall be exempt from consideration. Examples of minor improvements may include repair or replacement of features in kind, or other changes that do not alter character-defining features of the building.	Planning & Community Environment Department			O	Projects are reviewed on a case by case basis.

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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 & Community Environment Department	M	\$	P	No specific action has been taken at this time.
L7.8.2	Create incentives to encourage salvage and reuse of discarded historic building materials.	Planning & Community Environment Department	L	\$	O	Staff is working on refinements to the Construction and Demolition regulations.
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 & Community Environment Department	R	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	L	\$	P	No specific action has been taken at this time.

**Goal L-8: Attractive and safe civic and cultural facilities provided in all neighborhoods and maintained and used in ways that foster and enrich public life.\***

\* Note that there were not programs associated with Goal L-8 at the time of the Comprehensive Plan's adoption.

**Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the city.**

L9.1.1	Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes.	Planning & Community Environment Department	L	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	M	\$	P	No specific action has been taken at this time.

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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 & Community Environment Department	M	\$\$\$	P	No specific action has been taken at this time.
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 & Community Environment Department	R	\$	P	No specific action has been taken at this time.
L9.8.1	Establish incentives to encourage native trees and low water use plantings in new development throughout the city.	Planning & Community Environment Department	M	\$	O	Through the architectural review process, projects are required to install, to the extent practical, regional indigenous drought resistant plant material capable of providing a desirable habitat that can be appropriately maintained.
L9.10.1	Continue the citywide undergrounding of utility wires. Minimize the impacts of undergrounding on street tree root systems and planting areas.	City of Palo Alto Utilities	R	\$\$\$	O	CPAU continues to work with AT&T to identify new underground districts. CPAU and AT&T are currently finalizing the following new underground districts: 48, 49, 50, 51 and 52 at various locations in Palo Alto. These are areas with an unusually dense concentration of aerial facilities or that carry a heavy volume of pedestrian or vehicular traffic.

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L9.10.2	Encourage the use of compact and well-designed utility elements, such as transformers, switching devices, backflow preventers and telecommunications infrastructure. Place these elements in locations that will minimize their visual intrusion.	City of Palo Alto Utilities	R	\$	O	CPAU continues to work with applicants, PCE and Public Works to ensure that utilities equipment is well screened yet maintains clear access for the safety of the staff that operates and maintains the equipment. CPAU also ensures service reliability
L9.11.1	Implement the findings of the City's Infrastructure Blue Ribbon Committee and its emphasis for rebuilding our civic spaces.	Department of Public Works	IP	\$\$\$	O	The Committee's findings resulted in Council's adoption of the 2014 Council Infrastructure Plan, including nine priority projects. Implementation of the Plan is underway, with three of the projects under 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	M	\$	O	Through Master Lease Agreements and applications from wireless providers, staff evaluates opportunities for co-location where feasible.
L9.12.1	Coordinate with regional utility providers on activities that would impact their infrastructure and right-of-way.	City of Palo Alto Utilities	R	\$	O	The City's Utilities Department coordinates with regional utility providers.
<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	\$\$\$	O	The Airport is currently requesting FAA funding for an Airport Layout Plan (ALP) update. The relocation of the Airport Terminal building will be studied during the update.

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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	\$\$\$	O	The Airport is currently requesting FAA funding for an Airport Layout Plan (ALP) update.
L10.1.3	Identify and pursue funding to address maintenance, safety and security improvements needed at PAO.	Department of Public Works	R	\$	O	An Airport Fee Study is currently being performed and is near completion to ensure that the Airport Enterprise Fund is self-sustaining. OES has provided some assistance.
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	\$\$	C	Since 2014, an 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. This program is subject to federal wildlife hazard requirements and guidelines for airports.</li> </ul>	Community Services Department	R	\$\$	P	No specific action has been taken at this time.
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.	Planning & Community Environment Department	R	\$	O	Staff will continue to prioritize the provision of a bicycle/pedestrian path adjacent to Embarcadero Road.

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## TRANSPORTATION ELEMENT

**Goal T-1: Create a sustainable transportation system, complemented by a mix of land uses, that emphasizes walking, bicycling, use of public transportation, and other methods to reduce greenhouse gas emissions and the use of single occupancy motor vehicles.**

T1.2.1	Create a long-term education program to change the travel habits of residents, visitors, shoppers, and workers by informing them about transportation alternatives, incentives, and impacts. Work with the PAUSD and with other public and private interests, such as the Chamber of Commerce and Commuter Wallet partners, to develop and implement this program.	Planning & Community Environment Department	R	\$	O	This is an ongoing effort. The City's most recent support of this program is through the Transportation Management Authority.
T1.2.2	Advocate for improved connectivity to transit to serve workers who live in the South Bay and work in Palo Alto.	Planning & Community Environment Department	R	\$	O	City staff and elected official continuously advocate for improved connectivity to transit.

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T1.2.3 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:

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Environment  
Department

- Establish a list of effective TDM measures that include transit promotion, prepaid transit passes, commuter checks, car sharing, carpooling, parking cash-out, bicycle lockers and showers, shuttles to Caltrain, requiring TMA membership and education and outreach to support the use of these modes.
- Allow property owners to achieve reductions by contributing to citywide or employment district shuttles or other proven transportation programs that are not directly under the property owner's control.
- Provide a system for incorporating alternative measures as new ideas for TDM are developed.
- Establish a mechanism to monitor the success of TDM measures and track the cumulative reduction of peak hour motor vehicle trips. TDM measures should at a minimum achieve the following reduction in peak hour motor vehicle trips, with a focus on single-occupant vehicle trips. Reductions should be based on the rates included in the Institute of Transportation Engineers' Trip Generation Manual for the appropriate land use category and size:
  - 45 percent reduction in the Downtown district
  - 35 percent reduction in the California Avenue area
  - 30 percent reduction in the Stanford Research Park
  - 30 percent reduction in the El Camino Real Corridor

S

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PC

This program has been partially implemented. The referenced ordinance needs refinement and administrative guidelines are needed.

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	<ul style="list-style-type: none"> <li>20 percent reduction in other areas of the city</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 measures.</li> </ul>					
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.	Planning & Community Environment Department	IP	\$	O	Quarterly reports and annual survey are currently used to evaluate the TMA; expansion to Cal Ave is anticipated.
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 & Community Environment Department	R	\$	O	The new Public Safety Building and Garage are sited near the Caltrain depot at California Avenue.
T1.2.6	Pursue full participation of Palo Alto employers in the TMA.	Planning & Community Environment Department	R	\$\$	O	TMA performs ongoing outreach to encourage such participation.

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T1.3.1	Develop an electric vehicle promotion program that identifies policy and technical issues, barriers and opportunities to the expansion of electric vehicles.	Office of Sustainability	M	\$	O	The Electric Vehicle Sustainability Implementation Plan (SIP) working group has built awareness of EV options through communications and “Ride and Drive” events. The website includes public-facing information to make it easy for EV drivers and potential EV drivers to understand EVs and EV charging. The EV SIP Working group will look into whether or not creating a formal EV promotion program is needed. OES is also involved in efforts to promote and pilot electric vehicles. Having vehicles powered by local generation (PV) is a top priority for a major disaster scenario.
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.	Planning & Community Environment Department	M	\$\$\$	O	Use of low-emissions vehicles will be considered in 2019 Shuttle Service RFP.
T1.4.1	Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements.	Planning & Community Environment Department	S	\$	P	No specific action has been taken at this time. However, a recurring challenge with EV infrastructure is the loss of required parking for existing facilities – staff anticipates advancing an ordinance to address this issue during 2019 calendar year.

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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	R	\$	O	The state of California is currently conducting a statewide cost effectiveness study on electrification. The City of Palo Alto's Green Building Advisory Group has decided to wait on the results of the study before making decisions on electric and plug-in vehicle infrastructure in new construction. This program will be incorporated into the Electric Vehicle Sustainability Implementation Plan working group work plan for 2019.
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.	Planning & Community Environment Department	S	\$	O	Staff collaborates with local transit providers on an ongoing basis to implement this program.
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.	Planning & Community Environment Department	IP	\$	O	Efforts to implement this program are ongoing.
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.	Planning & Community Environment Department	IP	\$\$\$	P	Staff are currently in the very early stages of planning for this project. Significant work is still required to implement this program and is expected to be addressed in the Downtown CAP.

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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.	Planning & Community Environment Department	M	\$\$\$	P	Staff are currently in the very early stages of planning for this project. Significant work is still required to implement this program and is expected to be addressed in the Downtown CAP.
T1.12.1	Strongly recommend that VTA maintain existing service and coverage levels in Palo Alto.	Planning & Community Environment Department	IP	\$	O	Council members on VTA Committees and City staff recommend this on an ongoing basis.
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.	Planning & Community Environment Department	S	\$\$	O	The implementation of NextNetwork would maintain the current express bus service to Palo Alto. However, VTA's recently proposed 90/10 plan would eliminate two routes and reduce service on all others except one.
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.	Planning & Community Environment Department	S	\$\$	O	Efforts to implement this program are ongoing.
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.	Planning & Community Environment Department	M	\$	O	A trial program began in April 2016 via the TMA. The TMA continues to subsidize ridesharing and transit for downtown service workers.

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T1.14.1	<p>Evaluate the shuttle system in collaboration with community members, people with special needs, and PAUSD to:</p> <ul style="list-style-type: none"> <li>Evaluate current routes and ridership;</li> <li>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;</li> <li>Explore partnerships with other services that could complement and supplement the Palo Alto Shuttle;</li> <li>Develop clear and engaging materials to explain and promote shuttle use with the purpose of reducing barriers to use; and</li> <li>Establish a schedule for regular evaluation and reporting to optimize shuttle system use and effectiveness.</li> </ul>	Planning & Community Environment Department	IP	\$\$\$	O	Due to limited staff resources, the 2019 RFP will maintain the current level of service and bid out an optional additional route. The most recent analysis of the routes and ridership was done in 2016. Efforts to establish a schedule for regular shuttle evaluation and reporting are ongoing.
T1.16.1	Continue regular surveys of bicycle use across the city, by collecting bicycle counts on important and potential bicycle corridors.	Planning & Community Environment Department	IP	\$\$	O	These efforts are ongoing as part of Bicycle Boulevard program.
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.	Planning & Community Environment Department	M	\$	P	No specific action has been taken at this time.
T1.16.3	Encourage private schools to develop Walk and Roll Maps as part of Transportation Demand Management strategies to reduce vehicle trips.	Planning & Community Environment Department	IP	\$	O	Gideon Hausner developed their own Walk and Roll 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.	Planning & Community Environment Department	M	\$	O	Palo Alto participates in local and regional events that encourage bicycling and walking on an ongoing basis.
T1.19.1	Adjust the street evaluation criteria of the City's Pavement Management Program to ensure that areas of the road used by bicyclists are maintained at the same standards as, or at standards higher than, areas used by motor vehicles. Include bicycle and e-bike detection in intersection upgrades.	Department of Public Works	M	\$	O	City-wide street surveys are completed biennially and include pavement inspections of bike lanes and bike boulevards. Installation of video detection equipment is included with street maintenance projects when appropriate.
T1.19.2	Prioritize investments for enhanced pedestrian access and bicycle use within Palo Alto and to/from surrounding communities, including by incorporating improvements from related City plans, for example the 2012 <i>Bicycle + Pedestrian Transportation Plan</i> and the Parks, Trails & Open Space Master Plan, as amended, into the Capital Improvements Program.	Department of Public Works	IP	\$\$\$	O	Prioritization efforts occur annually with the review and adoption of the Capital Improvement Plan.
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	\$\$\$	P	No specific action has been taken 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.	Planning & Community Environment Department	IP	\$	O	A pilot program for bikes, e-bikes, and e-scooters is currently open to applicants.

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Program	Program Text	Lead Department	Priority *	Level of Effort	2018 Status**	Notes
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.	Planning & Community Environment Department & Department of Public Works	IP	\$\$\$	O	The Public Art Program installed an artist designed series of crosswalks at the intersection of Louis and Fielding to increase visibility of the crosswalks and encourage walking. Efforts to install additional artworks as well as other amenities are ongoing as opportunities arise. Additionally, when appropriate, private development projects are required to provide bench seating or other amenities that support walking in the community.
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 Transportation Plan</i> network.	Planning & Community Environment Department	R	\$\$	O	Efforts to implement this program are ongoing.
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 trips to the extent feasible through TDM plans and by contributions to the provision of transit services, shuttles, carpool/ rideshare incentives, and similar programs.	Planning & Community Environment Department	IP	\$	O	Efforts to implement this program are ongoing. An updated TIF will be considered in the first half of 2019.

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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.	Planning & Community Environment Department	S	\$	O	The Connecting Palo Alto process will help the City access Measure B funds for grade separation. Staff are also seeking Federal Rail-Highway Crossings (Section 130) funds to improve safety.
<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.	Planning & Community Environment Department	IP	\$\$\$	O	The PASS Grant Program targets signal coordination on University Ave. The signals on Charleston Road were recently upgraded.
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.	Planning & Community Environment Department	IP	\$\$	O	Staff generally monitors traffic signal timing on a daily basis and coordinates/optimizes each corridor every other year, resources permitting.
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.	Planning & Community Environment Department	IP	\$	O	Efforts to implement this program are ongoing.
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.	Planning & Community Environment Department	S	\$\$	O	The VMT thresholds must be adopted by July 1, 2020.
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.	Planning & Community Environment Department	S	\$	P	No specific action has been taken at this time.

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Program	Program Text	Lead Department	Priority *	Level of Effort	2018 Status**	Notes
<b>Goal T-3: Maintain an efficient roadway network for all users.</b>						
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.	Department of Public Works	S	\$\$	O	Where applicable, projects such as the Charleston-Arastradero corridor have incorporated best practices as outlined in this program.
T3.5.2	Establish procedures for considering the effects of street design on emergency vehicle response time.	Department of Public Works & Palo Alto Police Department & Palo Alto Fire Department	R	\$	O	Emergency response times continue to be evaluated on a regular basis. Specific procedures have not been adopted 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.	Planning & Community Environment Department	R	\$	O	Efforts to implement this program are ongoing. The potential Quarry Road Extension project would have regional transit benefits.
T3.10.2	Implement and monitor Development Agreement traffic mitigations at Stanford Medical Center.	Planning & Community Environment Department	IP	\$	O	Efforts to monitor traffic mitigation measures at SUMC are ongoing.
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.	Planning & Community Environment Department	R	\$\$\$	O	Efforts to implement this program are ongoing. Recent projects include the re-striping of Quarry Road and the new path to the Transit Center. The extension of Quarry Road is a future project that would reduce transit travel time.

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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.	Planning & Community Environment Department	M	\$\$	O	Staff are in the very early stages of planning for this project.
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.	Planning & Community Environment Department	S	\$\$\$	O	The City is actively engaged in planning for this project.
T3.15.2	Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation.	Planning & Community Environment Department	S	\$\$	O	The City is actively engaged in planning for this project.
T3.17.1	Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements.	Planning & Community Environment Department	S	\$\$	O	The City is actively engaged in planning for this project. Moreover, it is anticipated that this specific crossing will be evaluated in the Downtown CAP (beginning Winter 2020)
T3.17.2	Work with Caltrain to ensure that the rail tracks are safe and secure with adequate fencing and barriers.	Planning & Community Environment Department	S	\$	O	Transportation works with Caltrain on this on an ongoing basis. CMO, PWD, PD, OES are also involved in this.
<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.	Planning & Community Environment Department	IP	\$\$	O	Efforts to implement this program are ongoing.

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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	\$\$\$	P	No specific action has been taken at this time.
<b>Goal T-5: Encourage attractive, convenient, efficient and innovative parking solutions for all users.</b>						
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 & Community Environment Department	S	\$	PC	Parking lifts are regulated and permitted in the municipal code. Multi-family parking standards were reduced in early 2019 as a means to reflect anticipated parking need and incentivize housing development.
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 & Community Environment Department	M	\$	PC	In early 2019, the City Council adopted an ordinance that provides a parking credit for 1,500 square feet of retail and retail-like uses located in mixed use projects in certain commercial districts.
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 & Community Environment Department	M	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	S	\$	PC	Unbundled parking was authorized for qualifying housing projects using the Workforce Housing Combining district. As resources permit, further expansion of this concept could be considered for other districts.
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 & Community Environment Department	S	\$	C	Parking standards for multi-family housing uses were reduced in early 2019 as a means to reflect anticipated parking needs and incentivize housing.

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T5.2.1	Use technology to help identify parking availability and make it easy to pay any parking fees.	Planning & Community Environment Department	S	\$\$\$	P	No specific action has been taken at this time.
T5.2.2	Study and implement pricing strategies for public parking in commercial districts, taking into consideration both employee parking demand and the needs of retailers and customers. Use pricing to encourage short term parking on street, long term parking in parking garages, and the use of alternative modes of transportation	Planning & Community Environment Department	IP	\$\$	O	Efforts to implement this program are ongoing. Staff are currently reviewing pricing options which include raising rates and implementing dynamic paid on-street parking.
T5.2.3	Implement Council-adopted recommendations from the parking management study for the Downtown area, which address the feasibility of removing color-coded parking zones, and dynamic pricing and management policies to prioritize short-term parking spaces closest to the commercial core for customers, garage parking for employees, and neighborhood parking for residents.	Planning & Community Environment Department	S	\$\$\$	O	Efforts to implement this program are ongoing and dependent on T5.2.2.
T5.4.1	Explore incentives to encourage privately initiated shared parking among individual property owners when developments have excess parking that can be available for other businesses to use.	Planning & Community Environment Department	S	\$	P	No specific action has been taken at this time.
T5.8.1	Study the feasibility of retrofitting City-owned surface parking lots to implement best management practices for stormwater management and urban heat island mitigation, including green infrastructure, permeable pavement and reflective surfaces.	Department of Public Works	S	\$\$	O	The development of the Green Stormwater Infrastructure Plan, which is anticipated to be accepted by Council in June 2019, will advance this program.
T5.8.2	Identify incentives to encourage the retrofit of privately owned surface parking areas to incorporate best management practices for stormwater management and urban heat island mitigation as well as incentives for the provision of publicly accessible bicycle parking in privately owned lots.	Planning & Community Environment Department	S	\$	O	Bicycle parking is already required per code. Please contact Public Works for an update on stormwater issues.

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T5.8.3	Update City requirements regarding trees and other landscaping that capture and filter stormwater within surface parking lots to take advantage of new technology.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
T5.11.1	Coordinate with neighborhood groups and local businesses and other stakeholders to evaluate the need for a residential parking permit program in areas without existing programs.	Planning & Community Environment Department	S	\$\$	O	Efforts to implement this program are ongoing.
T5.12.1	Work with employers, merchants, schools, and community service providers, to identify ways to provide more bicycle parking, including e-bike parking with charging stations, near existing shops, services and places of employment.	Planning & Community Environment Department	R	\$	O	Efforts to implement this program are ongoing via 311 requests.
T5.12.2	Install secure electronic bike lockers such as the BikeLink system, at high theft locations, including transit stations and parking garages.	Planning & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.
T5.12.3	Assess the need to provide additional bicycle parking in City-owned parking lots and rights-of-way.	Planning & Community Environment Department	M	\$\$	O	Efforts to implement this program are ongoing.
<b>Goal T-6: Provide a safe environment for motorists, pedestrians, and bicyclists on Palo Alto streets.</b>						
T6.1.1	Follow the principles of the safe routes to schools program to implement traffic safety measures that focus on Safe Routes to work, shopping, downtown, community services, parks, and schools, including all designated school commute corridors.	Planning & Community Environment Department	R	\$\$	O	Efforts to implement this program are ongoing.

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T6.1.2	Develop, distribute and aggressively promote maps and apps showing safe routes to work, shopping, community services, parks and schools within Palo Alto in collaboration with stakeholders, including PAUSD, major employers, TMAs, local businesses and community organizations.	Planning & Community Environment Department	IP	\$\$	O	Efforts to implement this program are ongoing. School Walk and Roll ,aps are updated as needed. A Walk and Roll to Libraries map was completed in 2016 and updated in 2018.
T6.1.3	Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street.	Planning & Community Environment Department	S	\$\$	O	Efforts to implement this program are ongoing.
T6.1.4	Address pedestrian safety on shared-use paths through the use of signs, pavement markings, and outreach to users, encouraging them to be safe and courteous.	Planning & Community Environment Department	R	\$	O	Efforts to implement this program are ongoing.
T6.2.1	Regularly collect severity and location data on roadway collisions for all modes of travel, including fatalities and severe injuries, and use this data to make roadway design decisions. In collaboration with Santa Clara County, develop an up-to-date, public database for this information.	Planning & Community Environment Department	R	\$\$	O	The County is working on improving and training users on the collision database. This collision data is used when planning transportation projects.
T6.4.1	Consider the Adopted School Commute Corridors Network and adopted "Walk and Roll" maps when reviewing development applications and making land use and transportation planning decisions. Incorporate these requirements into City code when feasible.	Planning & Community Environment Department	R	\$	O	Efforts to implement this program are ongoing.
T6.4.2	Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects.	Planning & Community Environment Department	IP	\$	C	The Traffic Control Plan Guidelines were updated in 2016.
T6.4.3	In collaboration with PAUSD, provide adult crossing guards at school crossings that meet established warrants.	Planning & Community Environment Department	S	\$\$	O	Efforts to implement this program are ongoing.

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T6.6.1	Periodically evaluate safety on roadways and at intersections and enhance conditions through the use of signal technology and physical changes. Consider the construction of traffic circles for improved intersection safety.	Planning & Community Environment Department	R	\$\$\$	O	Efforts to implement this program are ongoing.
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.	Planning & Community Environment Department	R	\$\$	O	Efforts to implement this program are ongoing.
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.	Planning & Community Environment Department	R	\$\$	O	Efforts to implement this program are ongoing.
T6.6.4	Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes.	Planning & Community Environment Department	M	\$\$	P	
T6.6.5	Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road.	Planning & Community Environment Department	L	\$\$\$	P	
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.	Planning & Community Environment Department	R	\$\$\$	O	Efforts to implement this program are ongoing.
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.	Planning & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.

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T6.7.1	Evaluate the performance of safety improvements and identify methods to encourage alternative transportation modes.	Planning & Community Environment Department	R	\$	O	Efforts to implement this program are ongoing.
<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.	Planning & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.
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.	Planning & Community Environment Department	R	\$\$\$	P	It is anticipated the 2019 shuttle RFP will include bids for a new shuttle route in South Palo Alto.
T7.1.3	Pursue expanded evening and night time bus service to enhance mobility for all users during off-peak times.	Planning & Community Environment Department	R	\$	P	Extended service is unlikely due to the proposed VTA 90/10 orientation.
<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.	Planning & Community Environment Department	R	\$	O	Staff participates in regional efforts such as Dumbarton Forward, the PASS Signal Project and the Managers' Mobility Partnership.
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.	Planning & Community Environment Department	S	\$	P	Initial project definition is expected in FY20.

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2030 COMPREHENSIVE PLAN IMPLEMENTATION:  
2018 PROGRESS REPORT

Program	Program Text	Lead Department	Priority *	Level of Effort	2018 Status**	Notes
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.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
T8.8.1	Identify and improve bicycle connections to/from neighboring communities in Santa Clara and San Mateo counties to support local trips that cross city boundaries. Also advocate for reducing barriers to bicycling and walking at freeway interchanges, expressway intersections, and railroad grad crossings.	Planning & Community Environment Department	IP	\$\$\$	PC	The Peninsula Bikeway wayfinding signage was installed in 2018. Planning to identify additional route improvements is ongoing.

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<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	\$\$\$	O	The Community Services Department has been working on a Comprehensive Conservation Plan for the Baylands Nature Preserve, which will be complete in the Spring of 2019. The draft Capital Improvement Plan budget includes a project to conduct a Comprehensive Conservation Plan for Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park in FY20.
N1.1.2	Promote and support ecosystem protection and environmental education programs in Palo Alto and neighboring school districts.	Community Services Department	S	\$	O	The Community Services Department Park Rangers work with students from Palo Alto and East Palo Alto schools to conduct volunteer restoration programs in Palo Alto Open Space preserves. Community Services staff also partner with Save the Bay, Grassroots Ecology, and the Environmental Volunteers to conduct restoration projects with local students. Community Service instructors teach science classes in 60 elementary schools on the Peninsula, operate public hours and activities at the Baylands Nature Center, and provide science classes and camps for families and children.

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N1.3.1	Work to maintain Williamson Act agricultural preserve contracts within the City.	Planning & Community Environment Department	S	\$	O	The City Council annually considers and makes a determination on the renewal of the existing Williamson Act contracts. Most recently, all 23 contracts were renewed.
N1.3.2	Provide information and support programs that encourage residents to enhance their private yards with native plant species and low impact landscaping.	Planning & Community Environment Department	R	\$\$	O	Community Services Department Parks staff have partnered with local residents to create pollinator gardens that include educational signs to encourage others to follow their example. The Community Garden Program, which includes two demonstration gardens at Eleanor Pardee Park. The Master Gardeners also provide occasional public classes on gardening and irrigation. Two new programs have also been launched to offer property owner assistance in order to establish more trees in South Palo Alto. Both promote native and/or climate adapted species, consider proximity to utilities, and utilize a new open source inventory tool to provide age specific information to owners. (Updates provided by CSD and Urban Forestry)
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 & Community Environment Department	R	\$	O	State databases and biology reports are used protect special status species and refine thresholds through the CEQA process.

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N1.4.2	Explore the feasibility of expanding the use of overlay tools such as the Site and Design (D) Review Combining District or similar development review and restriction tools to protect special-status species and their habitats from development.	Planning & Community Environment Department	M	\$\$	P	Staff expects to initiate this program in approximately 5 years. For now, Site and Design protect these sensitive properties.
N1.4.3	Assess opportunities to expand habitats of special –status species within publicly-owned open spaces.	Community Services Department	R	\$\$	O	This is currently happening as part of the Comprehensive Conservation Plan for the Baylands Nature Preserve. It will also be part of the scope of the FY20 project to conduct a Comprehensive Conservation Plan for Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park.  The Community Services Park Rangers manage the tide gate at the Baylands Nature Preserve, which allows tidal Bay water into the 618-acre Palo Alto Flood Basin. The Rangers adjust the tide gate to maximize tidal flow into the Flood Basin, while ensuring that the water levels don't create mosquito breeding habitat, and so there are no impacts to flood protection.
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	\$	O	
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 & Community Environment Department	R	\$\$	O	The Development Review Committee meets regularly to discuss and coordinate on pending projects.
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	\$\$	I	This is currently happening as part of the Comprehensive Conservation Plan for the Baylands Nature Preserve. It will also be part of the scope of the FY20 project to conduct a

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						Comprehensive Conservation Plan for Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park. OES plans to coordinate with regards to the Foothills Fire Management Plan and related emergency plans.
N1.7.2	Protect wildlife in public open space areas by improving litter collection, restricting the use of non-recyclable plastics, prohibiting the feeding of wild, feral and stray animals in open space, and enforcing dog leash laws.	Community Services Department	R	\$	O	Open Space and Parks staff and volunteers work diligently to promptly to collect and remove litter. Council approved an ordinance prohibiting feeding wildlife or feral animals in open space or parks on June 9, 2014. The Rangers enforce the dog leash laws in open space.
N1.7.3	Provide information about responsible behavior in environmentally-sensitive areas through signage, pamphlets and documents on the City's website.	Community Services Department	R	\$	O	Open space staff post signage in the preserves about appropriate behavior. They also post information in the kiosks and nature centers.
N1.7.4	Review and map existing easements and maintenance roads for potential trails and trail connections.	Community Services Department	S	\$\$	P	No specific action has been taken at this time.
N1.10.1	Use City funds and seek additional sources of funding, including State and federal programs, to finance open space acquisition, maintenance or conservation.	Community Services Department	R	\$	O	In 2018, the Community Services Department was awarded a State grant to fund new outdoor education exhibits and signage in the Baylands and is currently working with non-profit partners (including Friends of the Palo Alto Parks) to provide matching funds.
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	Community Services Department	S	\$\$\$	P	No specific action has been taken at this time.

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	spaces, and establish a long-term funding strategy for acquisition that would enable the City to move quickly when opportunities arise.					
<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	\$	C	An analysis was completed that provides a tool box of best practices to reduce tree root versus sidewalk conflicts. Recommendations are informing the comprehensive long-term sidewalk management plan.
N2.2.1	Periodically update the UFMP and Tree Protection Ordinance to ensure policies and regulations remain relevant set leading standards for tree health practices.	Department of Public Works	R	\$\$	O	The second edition of the UFMP is expected to be presented to City Council in 2019. In addition, draft revisions to Title 8 of Palo Alto Municipal Code will be presented for consideration.
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 & Community Environment Department	M	\$	O	A Green Infrastructure Plan is 85% complete. It contains recommended practices and policies, directs creation of standard details, and references similar content in plans and documents such as the Tree and Landscape Technical Manual. (Update provided by Urban Forestry)
N2.7.1	Maintain and irrigate healthy trees in parks, open space, parking lots, and City rights-of-way, while identifying and replacing unhealthy trees in those areas.	Department of Public Works	S	\$\$	O	Due to increased planting efforts, nearly 95% of all public planting sites are currently occupied by a tree. This represents strong progress towards a full stocking goal of 98% (which accounts for mortality and removals).

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						An analysis of tree shading for parking lots has also been initiated.
N2.7.2	Continue to invest in the care, irrigation and monitoring of street trees during drought conditions.	Department of Public Works	R	\$\$	P	No specific action has been taken at this time.
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	\$	P	No specific action has been taken at this time.
N2.9.1	Increase awareness, severity and enforcement of penalties for tree damage.	Department of Public Works	M	\$	P	Draft revisions to Title 8 of Palo Alto Municipal Code as well as the addition of designated officers who can enforce penalties may increase the severity of penalties.
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	\$\$	P	No specific action has been taken at this time.
N2.10.1	Continue to require replacement of trees, including street trees lost to new development.	Planning & Community Environment Department	R	\$	O	As part of the Architectural Review process, replacement trees are required.
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 & Community Environment Department	S	\$	O	The Tree and Landscape Technical Manual has been updated and distributed for feedback. Completion is expected in 2019. Concurrently, changes have been drafted to Title 8 of Palo Alto Municipal Code. (Update provided by Urban Forestry )

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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 & Community Environment Department	L	\$\$	P	Changes to Palo Alto Municipal Code will initiate revisions to the appeals process for tree removals.
N2.11.1	Develop a transparent and publicly accessible street tree removal and replacement schedule.	Department of Public Works	M	\$	O	The current notification process for tree removals includes a physical notice on the tree for a minimum of two weeks and listing on the City website. Tree replacement letters are mailed to owners adjacent to locations where a new tree will be planted with information about the new species and contacts for feedback. Additional outreach is being considered.
N2.11.2	Develop a program to replace unhealthy public trees over time.	Department of Public Works	M	\$\$	P	No specific action has been taken 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	\$	O	A project outline was created for prospective buyers of carbon offsets who may be interested in local co-benefits beyond typical projects for the compliance carbon market. Initial conversations have occurred with global facilitators at the request of prospective buyers.
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	\$\$	O	The policy for the Forestry Fund was amended to allow funds paid by developers in lieu of planting on site to be utilized for planting elsewhere. To date one project has been funded to plant 300 trees over a three year

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						term throughout South Palo Alto to address tree canopy disparities. Native or climate adapted tree species will be prioritized.
N2.13.2	Provide on-going education for City staff, residents, and developers regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species.	Department of Public Works	R	\$	P	No specific action has been taken at this time.
N2.13.3	Involve tree owners in tree maintenance programs.	Planning & Community Environment Department	R	\$	O	In order to expand public outreach and provide customized information for tree owners, the City is launching an interactive open source tree inventory. This is being done in conjunction with improvements to the City website and expanded social media.
N2.13.4	Cooperate with the Palo Alto Unified School District, Stanford University, Caltrain, Caltrans, Pacific Gas & Electric, and other public and private entities to ensure that their tree planting, tree removal, and maintenance practices are consistent with City guidelines.	Department of Public Works	R	\$	P	No specific action has been taken at this time.
<b>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.</b>						
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	Planning & Community Environment Department	S	\$\$	P	No specific action has been taken at this time.

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	<p>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.</p> <p>The update to the Stream Protection Ordinance should establish:</p> <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> <p>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.</p>					
N3.3.2	<p>For all creeks, update the Stream Corridor Protection Ordinance to minimize impacts on wildlife by:</p> <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 & Community Environment Department	S	\$\$	P	No specific action has been taken at this time.
N3.3.3		Planning & Community Environment Department	S	\$\$	P	No specific action has been taken at this time. The development of trails is outside the Department's purview. Lighting near riparian areas is reviewed as a part of the CEQA process.

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N3.4.1	Develop a community creek stewardship program to promote existing creek clean-up days, organize new events, and increase appreciation of riparian corridors.	Department of Public Works	M	\$\$	O	Public Works partners with Grass Roots to promote existing clean up days and promote creek awareness.
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	\$\$	O	The Stormwater Ordinance is currently being updated. Updates will reduce impacts from erosion and sedimentation.
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	\$\$	P	No specific action has been taken at this time.
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	\$	C	The flood control portion of the San Francisquito Creek widening downstream of Highway 101 project was completed in 2018.
<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.	Department of Public Works	R	\$	O	The City of Palo Alto in partnership with the Santa Clara Valley Water District offers a suite of water efficiency programs including landscape conversion rebates, indoor and outdoor survey kits, graywater laundry to landscape rebates, and irrigation system rebates. The City also offers a variety of workshops on water efficiency throughout the year.

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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	L	\$	O	The City in partnership with the Santa Clara Valley Water District completed a comprehensive study of the Northwest County aquifer.
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	R	\$	O	The City has engaged in public outreach activities 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. 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:	City of Palo Alto Utilities	S	\$	O	The City offers a \$50 rebate for residents to acquire rain barrels.
N4.7.1	<ul style="list-style-type: none"> <li>An understanding of subsurface hydrology.</li> <li>Strategies to reduce depletion.</li> <li>Opportunities to recharge groundwater, including through use of recycled water and extracted groundwater.</li> <li>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.</li> <li>An approach to metering extracted groundwater.</li> </ul>	Department of Public Works	S	\$	C	The Groundwater Chapter of the Recycled Water Strategic Plan, which addresses groundwater supply and quality, was completed in 2018.
N4.7.2	Support the SCVWD and the Regional Water Quality Control Board (RWQCB) to implement their mandate to protect groundwater from the adverse impacts of urban uses.	Department of Public Works	S	\$	O	The Green Stormwater Infrastructure Plan that addresses this issue is expected to be accepted by Council in June 2019.

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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	\$	C	The Groundwater Chapter of the Recycled Water Strategic Plan was completed in 2018.
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	\$	C	The dewatering ordinance and regulations were updated in January 2018.
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	\$	C	The dewatering ordinance and regulations were updated in January 2018 which includes monitoring of adjacent parcels for 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	\$\$\$	O	The Green Stormwater Infrastructure Plan that addresses this issue is expected to be accepted by Council in June 2019. Updates to the Stormwater Ordinance will be proposed in 2019.
N4.10.2	Continue public education programs on water quality issues, including BMPs for residents, businesses, contractors, and City employees.	Department of Public Works	R	\$	O	Public education and outreach will continue within Palo Alto. See <a href="http://cleanbay.org">cleanbay.org</a> for more information.
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	\$\$	O	Public Works implements a spill response plan to protect the environment.
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	\$	O	Future construction projects are reviewed during the design phase to monitor impacts to local water quality.
N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Department of Public Works	M	\$	P	No specific action has been taken at this time.

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N4.12.1	Implement the City's Integrated Pest Management Policy with periodic assessments of pesticide use and use of BMPs to reduce pesticide applications and toxicity, and maximize non-chemical control.	Department of Public Works	R	\$	O	Integrated Pest Management language will continue to be included in future contracts with pest control companies.
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	\$	O	The Tree and Landscape Manual has been drafted with references to integrated pest management practices.
N4.12.3	Promote the value of toxin-free landscape management, and educate residents about the impacts of common fertilizers, herbicides, insecticides and pesticides on local water quality.	Department of Public Works	R	\$	O	Integrated Pest Management language will continue to be included in future contracts with pest control companies. Education and outreach to local residents and businesses will also continue.
N4.13.1	Promote the use of permeable paving materials or other design solutions that allow for natural percolation and site drainage through a Storm Water Rebate Program and other incentives.	Department of Public Works	S	\$	O	An annual educational insert is mailed to residents providing information about the rebate program.
N4.13.2	Develop and implement a green stormwater infrastructure plan with the goal to treat and infiltrate stormwater.	Department of Public Works	S	\$\$\$	O	The Green Stormwater Infrastructure Plan is expected to be accepted by Council in June 2019.
N4.13.3	Mitigate flooding through improved surface permeability or paved areas, and stormwater capture and storage.	Department of Public Works	S	\$\$	O	Bioretention areas were added to the Charleston Aratradero Corridor project.
N4.14.1	Establish a standardized process for evaluating the impacts of development on the storm drainage system, including point source discharge, base flow and peak flow.	Department of Public Works	S	\$	O	Projects that require a building permit are reviewed by PWE 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.

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N4.14.2	Complete improvements to the storm drainage system consistent with the priorities outlined in the City's Storm Drainage Master Plan, as amended.	Department of Public Works	IP	\$\$\$	O	Storm Drainage Master Plan projects are being implemented through the Capital Improvement Program using funding from the Stormwater Management Fee.
N4.15.1	Work with commercial and industrial dischargers to identify and implement pollution prevention measures and BMPs to eliminate or reduce the discharge of metals and other pollutants of concern.	Department of Public Works	R	\$\$	O	Public Works actively works with industries through inspections, education and outreach. See cleanbay.org for more information.
N4.15.2	Encourage commercial dischargers to consistently go beyond minimum requirements of the Clean Bay Business Program.	Department of Public Works	R	\$	O	Public Works actively works with industries through inspections, education and outreach. See cleanbay.org for more information.
N4.16.1	Implement approved recommendations based on the Long-Term Facilities Plan prepared for the RWQCP.	City of Palo Alto Utilities	IP	\$\$\$	O	The City continues to implement the recommendations from the RWQCP Long Term Facilities Plan, including constructing a new biosolids Dewater & Loadout Facility that is slated for startup in 2019. (Public Works should provide updates on this program in the future.)
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.	City of Palo Alto Utilities	M	\$\$\$	O	Sea level rise policy and plan development has commenced and RWQCP stakeholders will be included in adaptation planning. The Sea Level Rise Plan will serve as the Sea Level Rise Implementation Plan of the Sustainability and Climate Action 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	\$\$	O	The City in partnership with the Santa Clara Valley Water District completed a business plan and 30% engineering design for a recycled water

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N4.17.2	Evaluate the possibility of using recycled water as an emergency water supply.	City of Palo Alto Utilities	L	\$	O	<p>distribution system expansion to the Stanford Research Park. The City has not developed a plan to include recycled water pipeline installation in conjunction with other infrastructure projects.</p> <p>The City has not investigated using recycled water as an emergency water supply. The City is currently investigating opportunities to convert purified wastewater to a potable system that could be used as a drought-proof, sustainable water supply in the future.</p>
N4.17.3	Investigate ways to reuse non-traditional water sources including recycled, gray, black and stormwater.	City of Palo Alto Utilities	R	\$	O	<p>The City in partnership with the Santa Clara Valley Water District completed a business plan and 30% engineering design for a recycled water distribution system expansion to the Stanford Research Park. The City offers rebates for graywater systems. Black water systems have not been considered in detail. The City continues to investigate other water reuse opportunities in collaboration with the Santa Clara Valley Water District.</p>
<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 & Community Environment Department	R	\$	O	<p>Planning works with the City lobbyist to identify issues and provides ideas.</p>

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N5.1.2	Implement BAAQMD recommended standards for the design of buildings near heavily traveled roads, in order to minimize exposure to auto-related emissions.	Planning & Community Environment Department	S	\$	O	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 & Community Environment Department	S	\$	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 & Community Environment Department	M	\$	O	In July 2018, the City Council adopted an anti-idling ordinance.
N5.2.2	Consider adopting and enforcing penalties for drivers that idle for longer than 3-5 minutes.	Planning & Community Environment Department	M	\$	O	In July 2018, the City Council adopted an anti-idling ordinance.
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 & Community Environment Department	R	\$	O	Industrial operations are mitigated through the CEQA process. There are no mining resources within the City limits.
N5.3.2	Monitor particulate emissions at local California Air Resources Board monitoring stations and make the information easily available to citizens.	Planning & Community Environment Department	R	\$	O	BAAQMD provides monitoring information on their webpage. See <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 & Community Environment Department	R	\$	P	No specific action has been taken at this time.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	\$	P	No specific action has been taken 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 & Community Environment Department	R	\$	P	No specific action has been taken at this time.
N6.3.2	Evaluate the feasibility of adopting noise criteria in the purchase of new City vehicles and equipment.	Department of Public Works	M	\$	P	No specific action has been taken 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 & Community Environment Department	S	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	S	\$	P	No specific action has been taken at this time.
N6.10.1	Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment.	Planning & Community Environment Department	M	\$	P	No specific action has been taken at this time.
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.	Planning & Community Environment Department	S	\$\$	O	Construction noise is reviewed as part of the CEQA process. Mitigation measures, including limited hours of operation, are used to reduce noise and vibration.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
N6.12.1	<p>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.</p> <p>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.</p>	Department of Public Works	R	\$\$	O	<p>A member of the Palo Alto City Council and a member of the Palo Alto Pilot Association each serve on the Santa Clara County Airport Land Use Commission.</p> <p>In 2018, City staff briefed the City Council on matters relating to airplane noise in Palo Alto. The City has communicated with the Federal Aviation Administration by frequently writing letters regarding FAA actions that may impact aircraft noise levels in Palo Alto. These letters and other actions are executed in consultation with neighboring communities. Lastly and significantly, the Palo Alto City Council voted to join the Santa Clara/Santa Cruz Counties Airport/Community Roundtable.</p>
N6.12.2	Participate in appropriate public forums and engage with other governmental agencies and representatives to ensure that activities at airports in the region do not negatively affect noise levels in Palo Alto.	Department of Public Works	IP	\$	O	
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.	Planning & Community Environment Department	IP	\$	O	See T3.15.1
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	Planning & Community Environment Department	S	\$\$\$	O	See T3.15.1

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N6.13.3	mitigate the effects of train horn noise without adversely affecting safety at railroad crossings. 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.	Planning & Community Environment Department	S	\$\$	O	Efforts to implement this program are ongoing.
<b>Goal N-7: A clean, efficient energy supply that makes use of cost-effective renewable resources.</b>						
N7.1.1	Meet customer electricity needs with least total cost resources after careful assessment of environmental cost and benefits.	City of Palo Alto Utilities	R	\$	O	Staff continue this effort on a routine basis.
N7.2.1	Promote the adoption of cost-effective, renewable energy technologies from diverse renewable fuel sources by all customers.	City of Palo Alto Utilities	S	\$	O	The City continues to facilitate customer efforts in this area, primarily related to the use of solar photovoltaics and energy storage systems. OES and CPAU are also coordinating regarding the CPAU Strategic Plan (UAC), the VMWare Microgrid Public Private Partnership, and other such efforts.
N7.2.2	Assess the feasibility of using life cycle analysis and total cost of ownership analysis for public and private projects, funded by the project proponent, in order to minimize the consumption of energy, the production of greenhouse gases, including GHG emissions of construction materials and demolition and costs over the life of the project.	City of Palo Alto Utilities	M	\$\$	O	Utilities worked closely with Development Services to evaluate the cost effectiveness (but not the life cycle analysis) of adopting a local energy reach code to mandate electric heat pump water heating, electric heat pump space heating, and whole-building electrification in new construction projects. Based on this analysis, staff is not recommending any electrification mandates for new construction projects. Palo Alto has

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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 & Community Environment Department	R	\$	O	joined a statewide study that will cover additional gas and electric efficiency measures and the cost effectiveness of these measures in new construction projects. Results are expected in Spring 2019.  Staff continue this effort on a routine basis
N7.4.2	Implement cost effective energy efficiency programs for all customers, including low income customers.	City of Palo Alto Utilities	R	\$	O	PAU continues to implement various energy efficiency programs that target different customer segments, including homeowners, renters, multifamily buildings, low-income households, large commercial customers and small to medium businesses. For fiscal year 2018, electric efficiency savings alone achieved through CPAU programs are estimated at 0.66% of the City's electric load, while gas efficiency savings are estimated at 0.9% of the City's gas load. These achievements are close to the adopted FY 2018 energy efficiency targets of 0.75% for electric and 1.0% for gas.
N7.4.3	Incorporate cost-effective energy conservation measures into construction, maintenance, and City operation and procurement practices.	City of Palo Alto Utilities	R	\$\$	O	The City continues this effort on a routine basis. Public Works should provide updates on this program in the future.
N7.4.4	Implement gas and electric rate structures that encourage efficient use of resources while meeting State	City of Palo Alto Utilities	M	\$	O	The City continues this effort on a routine basis. Implementation of

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	law requirements that rates be based on the cost of service.					time-of-use rates have been differed until 2023 or later, until after the installation of the advanced electric meters. CPAU has increasing block rates for electric and gas rates for residential customers to encourage conservation among the residential customers.
N7.4.5	Continue to provide public education programs addressing energy conservation and efficiency.	City of Palo Alto Utilities	R	\$	O	CPAU offers low-cost home energy audits to residents through the Home Efficiency Genie program. On an ongoing basis, customers can subscribe to an electric newsletter that gives updates on workshops and programs. There are separate newsletters targeting residents, small-to-medium commercial customers and large commercial customers. CPAU holds facility manager meetings twice a year for large commercial customers with updates on rates and programs.
N7.5.1	Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs).	City of Palo Alto Utilities	M	\$	O	CPAU monitors ongoing research on LED products through industry allies and product-specific updates from research labs and vendors.
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 & Community Environment Department	S	\$	O	Staff implements this on an ongoing basis.

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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 & Community Environment Department	S	\$	O	The new garage on Sherman includes PV panels. PV panels have also been approved in existing city garages downtown and on California Avenue.
N7.6.3	Promote solar energy in individual private projects.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
N7.7.1	Evaluate the potential for a cost-effective plan for transitioning to a completely carbon-neutral natural gas supply.	City of Palo Alto Utilities	S	\$	O	CPAU has achieved carbon neutrality for the FY 2018 gas supply portfolio through the purchase of high-quality offsets. CPAU is also exploring local carbon offsets to maintain its carbon-neutral gas portfolio. Completed, CPAU annually purchases..... carbon-offset . The City implemented a Carbon Neutral Gas program utilizing high-quality carbon offsets.
N7.7.2	Explore the transition of existing buildings from gas to electric or solar water and space heating.	City of Palo Alto Utilities	S	\$\$	O	CPAU launched a heat pump water heater rebate program in 2016 to incentivize homeowners to replace their gas water heaters with high efficiency electric heat pump water heaters (HPWH). Since the program was launched, CPAU has hosted two HPWH workshops for residents, contractors and architects. CPAU has also completed a cost-effectiveness assessment of replacing gas space heating with heat pump space heating for single family homes; results show higher utility bills for most homes without a solar

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						photovoltaic system. In 2018, CPAU received a grant award from the Bay Area Air Quality Management District to implement a pilot to replace gas wall furnace units with efficient heat pump space heating alternatives in up to three multifamily buildings. The pilot will begin in 2019 and expected to be completed by 2020.
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.	City of Palo Alto Utilities	M	\$	P	No specific action has been taken at this time.
<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.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time.
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	S	\$	P	No specific action has been taken at this time.
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 Services	M	\$\$	P	The 2020 S/CAP Update is currently underway. Staff have proposed a process, timeline, and budget request for the 2020 S/CAP Update, which will result include Sustainability Implementation Plan Actions for 2020 – 2050.

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2030 COMPREHENSIVE PLAN IMPLEMENTATION:  
2018 PROGRESS REPORT

Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
N8.3.1	Protect the Municipal Services Center, Utility Control Center, and RWQCP from the impacts of sea level rise.	City of Palo Alto Utilities	M	\$\$\$	P	No specific action has been taken at this time.
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.	Planning & Community Environment Department	S	\$\$\$	P	

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<b>SAFETY ELEMENT</b>						
<b>Goal S-1: A safe community that is aware of risks and prepared for emergencies.</b>						
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, pandemic or other major disaster.	Office of Emergency Services	S	\$	O	OES has expanded its outreach to the community, per FEMA's whole community guidelines, and provides public safety education lectures, presentations, and trainings throughout the community. OES conducted 149 public safety education events, disaster drills, etc. in FY 2018. The OES Preparedness webpage also provides this information.
S1.1.2	Continue to implement and fund the Emergency Services Volunteer program.	Office of Emergency Services	S	\$	O	OES continues to manage the ESV program, adding close to 100 new members each year, but also losing members each year through normal attrition. There are currently over 700 registered volunteers. OES apportions funds annually to support this program including an annual community event, monthly training sessions, quarterly leader meetings, and two exercises per year.
S1.1.3	Conduct emergency hazard drills with key stakeholder organizations across the community to improve preparedness for known threats and hazards.	Office of Emergency Services	R	\$\$	O	Throughout the year, OES conducts emergency drills with key stakeholders that include seminars, communications tests,

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S1.1.4	Support an annual community public safety fair to educate and engage the public on preparedness and offer the opportunity to buy emergency disaster supplies for home and vehicle.	Office of Emergency Services	R	\$\$	O
S1.1.5	Encourage local businesses and other organizations to have disaster preparedness, communication, mitigation and recovery plans in place.	Office of Emergency Services	R	\$	O

table-top exercises, functional, and full scale exercises. OES routinely coordinates with skilled nursing centers, faith based organizations, private schools, businesses, Stanford Hospital, and Stanford University and others to conduct these drills.

OES is in the planning stages with the Palo Alto/Stanford Citizen Corps Council to hold a large community public safety fair either in 2019 or 2020. OES typically sponsors one or two smaller public safety fairs during the year, normally planned and hosted by a stakeholder from the community.

The private sector is a major focus of OES's public safety outreach and education activities. This includes the Stanford Shopping Center, the Stanford Research Park, the Chamber of Commerce, etc. For the past two years OES has supported the establishment of a business radio system in Stanford Research Park to improve communications among the 100+ businesses in that area. In 2018, OES assisted several faith-based organizations in developing emergency plans for their facilities.

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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	\$	O	OES has developed various marketing materials to promote preparedness and public safety. Annually, OES provides two utility flyers for earthquake awareness in April and floods/severe storms in October (in partnership with Public Works). In late 2018, the Preparedness webpage was re-vamped. OES has a planned work effort to create multi-lingual products for important education materials.
S1.3.1	Explore the use of urban design principles to increase safety and prevent crime in Palo Alto.	Planning & Community Environment Department	S	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	R	\$	P	No homes in Palo Alto currently fit under the criteria of the Good Neighbor Next Door program to staff knowledge and the City does not have HUD-designated revitalization areas.
S1.4.1	Make data available to maintain an accurate, up to date, and complete real-time local crime mapping function to promote neighborhood safety.	Police Department	M	\$\$	PC	The Police Department maintains a crime reports page on the website and will consider additional functionality.
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	R	\$	O	The police department continues to issue Block Party permits and encourage residents to seek the "Know Your Neighbor" grant funds. The Department has hired and trained a Public Affairs Manager who interacts with the public on

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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	\$	O	a daily basis on at least six social platforms. The department reinitiated its involvement in National Night Out in August 2018 and plans to host this event on an annual basis moving forward. OES runs the City's Crime Prevention (Neighborhood Watch) element of the Emergency Services Volunteer (ESV) program.
S1.5.3	Encourage the PAUSD to develop secure school facilities and collaborate with Emergency Services Volunteers on disaster preparedness activities; emergency disaster planning, exercises and drills; and disaster recovery.	Office of Emergency Services	R	\$	O	In cooperation with OES, the Police Departments provides regular training to various entities. This past year, the Police created Safety Plans for each of the PAUSD schools. OES also continues to provide safety training to a wide variety of organizations.
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	\$	PC	OES and PAUSD routinely work on the safety and disaster topic. Secure school facilities includes the efforts of the Police Department school resource officers providing active shooter training to PAUSD schools and having a consistent presence on school campuses. In 2019, OES is scheduled to assist PAUSD with EOC related training and exercises at the District office.

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The Police Department is currently revising its Explorer Program in hopes of reigniting youth interest in the profession.



S1.6.1	Enhance public safety department training for evolving challenges, such as small- to large-scale human threats, interacting with individuals with mental illness, and non-lethal alternatives.	Police Department	R	\$	O	The Police Department has also teamed up with the San Francisco 49ers to participate in their “Team Up” Program, pairing an officer with a teenager to attend events together.
S1.6.2	Support the PAPD in implementing and maintaining approved technologies for data gathering, surveillance, and recording interactions with the public. Incorporate best practices in use policies with special consideration in ensuring the programs protect the public’s privacy rights and civil liberties, in accordance with current legislation. Ensure transparency by communicating new equipment implementation, usage, privacy considerations, and retention of data.	Police Department	S	\$\$	PC	Police training in this area is ongoing and continuous. Larger scale events and trainings are usually coordinated by the Office of Emergency Services. OES supports.  The Police Department issued body-worn cameras to all patrol officers in September 2018. These cameras supplement the five cameras already installed in each patrol vehicle. Changes in the law in July 2019 will allow enhanced public access to body-worn video. An Advisory Group is also tasked with a review of the field-based recording policy. An Advisory Group meeting took place in October 2018. There are 31 citizen members. The goal is to introduce and discuss policy, staffing and general updates on a bi-monthly basis. The group’s initial tasks include a review of the Field-based recording policy and to create a neighborhood traffic enforcement plan, from their perspective.
S1.6.3	Communicate transparently with the community regarding adoption of new PAPD equipment and/or tactics while balancing the need for operational security.	Police Department	S	\$	PC	

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S1.7.1	Regularly monitor and review the level of public safety staffing and satellite police station locations required for efficient local service delivery.	Police Department	R	\$	P	The Police Department does not currently have more than one service location. The department's goal is to keep patrol officers in the community, rather than in a station where they are not visible. In coordination with the design of the new Public Safety Building and the move in 2022 to Sherman Avenue, staff will discuss and identify options for a Downtown safety presence, including City Hall response.
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	\$\$\$	PC	This project has been integrated with the new California Avenue Area Parking Garage to minimize parking impacts at the selected site. Garage construction is currently underway. The Public Safety Building design is proceeding and construction will start when the garage is complete.
S1.7.3	Provide community notifications in the event of emergency using the best available methods and explore new technologies for emergency public information and warnings.	Office of Emergency Services	R	\$\$	O	OES is the local administrator for the County's mass notification system, AlertSCC, which is hosted by the software company Everbridge. OES has the ability to use this tool to provide notifications to the community by landline phone, cell phone, and text as well as the ability to use WEA.

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S1.8.1	Update Palo Alto's 2001 Terrorism Response Plan.	Office of Emergency Services	S	\$	PC	OES expects to complete this planning process 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	\$\$\$	PC	An Infrastructure Management System has been implemented to track operating and capital improvement costs and to maintain updates on deferred "catch-up" maintenance and planned "keep-up" maintenance for future improvements.
S1.10.1	Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP).	Office of Emergency Services	R	\$\$\$	O	OES last updated the EOP in 2016 and has the EOP and other plans posted on its website. OES has a planning review cycle for each plan to allow for regular updates.
S1.10.2	Participate in local and regional planning efforts to mitigate, prepare for, respond to, and recover from emergencies.	Office of Emergency Services	R	\$	O	OES participates in numerous regional public safety planning initiatives such as UASI, NCRIC. OES leads certain regional groups including the San Francisco Creek Multi-Agency Coordination (SFC MAC) group, and the Silicon Valley Homeland Security Coordination Group (SV-HSCG). OES also participates in Regional all hazards exercises to broaden the City's exposure, experience, and knowledge of regional threats and allied agency plans, procedures, and capabilities. Additionally, OES is integrated into the newly formed Santa Clara County OES planning efforts and processes.

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S1.10.3	Implement the mitigation strategies and guidelines provided by the LHMP, including those that address evolving hazards resulting from climate change.	Office of Emergency Services	R	\$\$	O	OES routinely implements the Local Hazard Mitigation Plan (LHMP) and updates it on schedule. OES also maintains the implementation status of mitigation activities listed in the LHMP. Currently of 38 projects listed in the LHMP, 5 are complete, 22 are underway, and 6 are not started.
S1.12.1	Encourage multiagency coordination in case of incidents that cross disciplinary or jurisdictional boundaries or coordination that involves complex incident management scenarios.	Office of Emergency Services	R	\$	O	See S1.10.2. Additionally, OES personnel are training to become members of the South Bay Incident Management Team.
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	\$	PC	The police and fire departments operate on a tri-city (Palo Alto, Mountain View, Los Altos) Computer Aided Dispatch (CAD) system sharing real-time calls for services. The system allows each city to see and hear other calls and assist as needed. Dispatching services can also be shared between the three cities. The Police Department is currently managing the regional effort to implement a digital radio system, known as the Silicon Valley Regional Interoperability Authority. Moving to this system will allow all of Santa Clara County Public Safety Agencies to communicate via radio. This was not previously possible.

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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	\$	PC	CPAU is in continuing discussions with Stanford on the design and feasibility of a second transmission line that could provide power to both Palo Alto (as an alternate source) and Stanford.
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	\$	PC	Currently CPAU facilitates customer adoption of systems to improve their resiliency, but CPAU does not provide any monetary incentives for such systems because it is not cost effective to use rate-payer funds for the purpose at this time.
S1.13.3	Continue citywide efforts to underground utility wires to limit injury, loss of life, and damage to property in the event of human-made or natural disasters.	City of Palo Alto Utilities	R	\$\$\$	O	CPAU continues this effort on a routine basis.
S1.13.4	Enhance the safety of City-owned natural gas pipeline operations. Work with customers, public safety officials, and industry leaders to ensure the safe delivery of natural gas throughout the service area. Provide safety information to all residents on City-owned natural gas distribution pipelines.	City of Palo Alto Utilities	R	\$	O	CPAU continues this effort on a routine basis.
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	R	\$	O	CPAU provides reliable electric services, but the City maintains onsite backup diesel generation at City facilities.

**Goal S-2: Protection of life, ecosystems and property from natural hazards and disasters, including earthquake, landslide, flooding, and fire.**

S2.5.1	Periodically review and update the City's Seismic Hazard Ordinance.	Development Services Department	IP	\$	PC	The department continues to work on the "Amendments to the Municipal Code for the Regulation of Seismic Vulnerable Buildings" staff report to City Council. The City is actively
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						working with California Emergency Management Agency to secure a Hazard Mitigation Grant. The City anticipates notice in Spring 2019 at which time the program will be reviewed with the City Council and community. The City remains committed to updating local regulations, policies, and procedures including an analysis of any potential CEQA requirements to ensure the safety of buildings in Palo Alto.
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 & Community Environment Department	S	\$	O	The City is in the process of its seismic ordinance and will explore incentives.
S2.6.1	Encourage efforts by individual neighborhood or block-level groups to pool resources for seismic retrofits.	Planning & Community Environment Department	M	\$	P	No specific action has been taken at this time.
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 & Community Environment Department	R	\$	O	This is an existing provision in the zoning code and implemented on an ongoing basis
S2.6.3	Evaluate the TDR Ordinance so that transferred development rights may be used for residential development on the receiver sites.	Planning & Community Environment Department	R	\$	P	This is identified as a task on the City's Housing Work Plan for 2019.
S2.6.4	Study the possibility of revising the transfer of development rights program to encourage seismic retrofits.	Planning & Community Environment Department	M	\$	P	No specific action has been taken at this time.

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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 & Community Environment Department	S	\$	P	No specific action has been taken at this time.
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.	Development Services Department	S	\$	O	Per state law, if development occurs on an identified property as outlined on the Alquist - Priolo Fault Map, the developer is required to submit a geotechnical/seismic report that identifies specific risks and appropriate mitigation measures. Please see Maps S-2 and S-4 as well as additional hazard maps at: <a href="https://www.cityofpaloalto.org/civicax/filebank/documents/68614">https://www.cityofpaloalto.org/civicax/filebank/documents/68614</a> .
S2.7.2	Review and update, as appropriate, City code requirements for excavation, grading, filling and construction to ensure that they conform to currently accepted and adopted State standards.	Department of Public Works	M	\$	O	The code requirements are currently up-to-date. Staff will continue to monitor accepted and adopted standards and update code as needed.
S2.7.3	Utilize the results of Palo Alto's Seismic Hazards Identification Program and inventory of potentially seismically vulnerable building types to establish priorities and consider incentives to encourage structural retrofits.	Planning & Community Environment Department	S	\$	O	The City is in the process its seismic ordinance and will explore incentives.
S2.8.1	Implement flood mitigation requirements of FEMA in Special Flood Hazard Areas as illustrated on the Flood Insurance Rate Maps.	Department of Public Works	R	\$\$\$	O	All private and public development projects within the Special Flood Hazard Areas are reviewed for compliance with FEMA regulations.
S2.8.2	Continue participating in FEMA's Community Rating System to reduce flood insurance for local residents and businesses and strive to improve Palo Alto's rating in order to lower the cost of flood insurance.	Department of Public Works	R	\$	O	Palo Alto continues to participate in the Community Rating System and to evaluate

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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	\$\$\$	PC	opportunities to improve the rating. The Highway 101 to Bay project was completed in 2018. The Upstream of Highway 101 project is currently in the Design Development and Entitlements process.
S2.8.4	Work with East Palo Alto, Santa Clara Valley Water District and San Francisquito Creek Joint Powers Authority on efforts to increase the flows within the San Francisquito Creek possible solutions include replacing the City-owned Newell Road Bridge and District-owned Pope Chaucer Street Bridge.	Department of Public Works	S	\$\$\$	PC	Draft Environmental Impact Reports for the Newell Road Bridge project and the Upstream of Highway 101 project, which includes Pope Chaucer Street Bridge, are expected to be released in spring 2019.
S2.10.1	Keep basement restrictions up to date with changing flood hazard zones.	Planning & Community Environment Department	S	\$	P	No specific action has been taken at this time.
S2.11.1	Review development standards applicable in areas susceptible to flooding from sea level rise, including east of Highway 101, West Bayshore and East Meadow Circle, the area east of San Antonio Road and north of East Charleston, and implement shoreline development regulations to ensure that new development is protected from potential impacts of flooding resulting from sea level rise and significant storm events. Regulations should be consistent with the Baylands Master Plan, as amended, and may include new shoreline setback requirements, limits on lot line adjustments to avoid the creation of vulnerable shoreline lots, and/or triggers for relocation or removal of existing structures based on changing site conditions and other factors.	Planning & Community Environment Department	S	\$\$	P	No specific action has been taken at this time.
S2.11.2	Study appropriate restrictions on underground construction in areas outside of flood zones, as shown on Map S-5, to accommodate expected higher groundwater levels due to sea level rise and minimize consequent flooding of underground construction.	Planning & Community Environment Department	S	\$	P	No specific action has been taken at this time.

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S2.12.1	Work cooperatively with the Santa Clara Valley Water District and the San Francisquito Creek Joint Powers Authority to provide flood protection from high tide events on San Francisco Bay, taking into account the impacts of future sea level rise, to provide one percent (100-year) flood protection from tidal flooding, while being sensitive to preserving and protecting the natural environment.	Department of Public Works	R	\$\$\$	O	The City continues to work with the project team to plan for projects such as tide gate replacement and future SAFER projects to improve Bay levees in anticipation of future sea level rise.
S2.12.2	Work with regional, State, and federal agencies to develop additional strategies to adapt to flood hazards to existing or new development and infrastructure, including support for environmentally sensitive levees.	Department of Public Works	R	\$	PC	A Sea Level Rise Policy is expected to be accepted in 2019 and a Sea Level Plan will then be developed.
S2.13.1	Regularly review and update the Fire Department's operations, training facilities and programs to ensure consistency with current standards and Best Management Practices.	Fire Department	R	\$	O	Efforts to implement this program are ongoing.
S2.13.2	Explore technological tools, such as cameras or remote sensors, to identify smoke or fires and initiate response as quickly as possible.	Fire Department	S	\$\$	O	Efforts to implement this program are ongoing. OES intends to assist the Fire Department in the timely deployment of such technologies.
S2.14.1	Regularly review and fund updates to the Palo Alto Foothills Fire Management Plan to ensure consistency with current standards and Best Management Practices.	Fire Department	M	\$\$	O	Such prevention measures are an ongoing focus of the FFMP.
S2.14.2	Implement the Foothills Fire Management Plan to balance conservation of natural resources with reduction of fire hazards especially in open space areas.	Fire Department	R	\$\$\$	O	Such prevention measures are an ongoing focus of the FFMP.
S2.14.3	Minimize fire hazards by maintaining low density zoning in wildland fire hazard areas.	Planning & Community Environment Department	R	\$	P	No specific action has been taken at this time. The zoning code already provides for low density zoning in fire hazard areas.
S2.14.4	Work collaboratively with other jurisdictions and agencies to reduce wildfire hazards in and around Palo Alto, with an emphasis on effective vegetation management and mutual aid agreements.	Fire Department	R	\$	O	Such prevention measures are an ongoing focus of the FFMP.

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S2.14.5	Consider implementation of CAL FIRE recommended programs in educating and involving the local community to diminish potential loss caused by wildfire and identify prevention measures to reduce those risks.	Fire Department	S	\$	O	Such prevention measures are an ongoing focus of the FFMP.
S2.15.1	Evaluate measures for optimal service delivery to improve efficiency; develop automatic or mutual aid agreements with other jurisdictions, including Stanford, to improve efficiencies.	Fire Department	M	\$	O	Efforts to implement this program are ongoing.
S2.15.2	Upgrade fire stations so that all remain fully functional following earthquakes.	Fire Department	IP	\$	O	Efforts to implement this program are ongoing.
S2.15.3	Periodically update the Fire Department Standards of Cover document.	Fire Department	S	\$	O	Efforts to implement this program are ongoing.
S2.16.1	Provide public education on fire safety, including wildland and structural fire prevention, evacuation routes and guidelines for clearance of landscaping and other hazards around structures.	Fire Department	R	\$	O	Efforts to implement this program are ongoing.
<b>Goal S-3: An environment free of the damaging effects of human-caused threats and hazardous materials.</b>						
S3.1.1	Continue City permitting procedures for commercial and industrial storage, use, and handling of hazardous materials and regulate the commercial use of hazardous materials that may present a risk of off-site health or safety effects.	Fire Department	IP	\$	O	Such prevention measures are an ongoing focus of the Hazmat Division.
S3.1.2	Minimize the risks of biohazards in Palo Alto, including Level 4 biohazards, by continuing to review and update, as necessary, local regulations regarding use, handling and disposal.	Fire Department	S	\$	O	Such prevention measures are an ongoing focus of the Hazmat Division.
S3.1.3	Strengthen development review requirements and construction standards for projects on sites with groundwater contamination.	Development Services Department	S	\$	P	No specific action has been taken at this time.
S3.1.4	Establish protocols to monitor the movement of hazardous materials on Palo Alto roadways and respond effectively to spills via established truck and construction routes.	Fire Department	M	\$	O	Such prevention measures are an ongoing focus of the Hazmat Division.
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	\$	P	No specific action has been taken at this time.

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S3.1.6	Continue providing regular household hazardous waste collection events at the Palo Alto Regional Water Quality Control Plant and strive to make these programs more convenient and accessible to residents.	Department of Public Works	R	\$	O	The City provides ongoing weekly household hazardous waste (HHW) collection events. The percentage of Palo Alto households participating in the collection program each year is currently at a record high of 19.9%. This is among the highest participation rates in the state and is higher than the Santa Clara County rate of about 4%.
S3.1.7	Continue to allow small quantity generators to dispose of hazardous waste at cost.	Department of Public Works	R	\$	O	Hazardous waste from qualifying small quantity generators within the Regional Water Quality Control Plant service area is collected by appointment at household hazardous waste collection events.
S3.1.8	Continue to educate residents on the proper disposal of pharmaceutical and household hazardous waste. Encourage proper disposal of medications through pharmacies or drug take-back programs rather than flushing.	Department of Public Works	R	\$	O	The Zero Waste and Watershed Protection Groups prepare and provide outreach materials to encourage safe pharmaceutical disposal at industry-funded take-back and mail-back locations throughout the County, and at the City's Household Hazardous Waste Station.
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	\$	O	OES participates in the Caltrain Life Safety Committee, along with our Fire Department, and several other agencies.
S3.6.2	Work with Caltrain and the PAUSD, to educate students and the public on the dangers of rail trespass and the benefits of suicide support services available in Palo Alto.	Community Services Department	R	\$	O	With the Office of Emergency Services, CSD coordinated invitations to community partners (including PAUSD and Caltrain) to participate in

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demonstrations and updates on the railway's Intrusion Detection system on three dates in the fall. Once a quarter, the Project Safety Net Executive Director checks in with Co-Chairs of Project Safety Net's Means Restriction Advisory Work group to discuss activities that focus on public railway safety. Co-Chairs include a suicidologist and behavioral health clinician, both from the Stanford Behavioral Health Department. Semi-annually, CSD has formal update and strategizing meetings with PAUSD Student and Wellness Services staff. These meetings focus on identifying collaboration opportunities for community education, outreach, and training as well as youth mental healthcare services. During these meetings, suicide prevention and mental health awareness are discussed. OES is the lead department for ongoing operation and improvement to the Intrusion Detection System and related rail safety technology coordination. Other departments (PWD, PD) have roles too.

S3.8.1	Encourage residential and commercial food waste reduction through incentives, educational outreach and programs.	Department of Public Works	R	\$	O	The Zero Waste Group prepares and provides educational and
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S3.8.2	To the extent allowed by law, use refuse rate structures that incentivize waste reduction.	Department of Public Works	R	\$	P	outreach materials for food waste reduction. There are limited opportunities to use rate structures to incentivize waste reduction due to legal issues.
S3.8.3	Continue to work with CalRecycle and the Department of Toxic Substances Control to develop and promote long-term solid waste management, such as environmentally responsible recycling programs, composting of food waste and other organics, and citywide electronics and digital hardware recycling efforts.	Department of Public Works	IP	\$	O	The City continues to be a leader with environmentally responsible programs. Food waste separation is mandated and collected for dry anaerobic digestion at the nearby ZWED Facility. E-waste is also accepted for recycling.
S3.9.1	Periodically review and update the adopted Construction and Debris program.	Department of Public Works	R	\$	O	The Zero Waste Group is developing a new deconstruction program that would divert several thousand tons of construction waste from the landfill annually. Adoption of the related ordinance is expected to be considered by Council in April 2019.
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.	Development Services Department	R	\$	P	No specific action has been taken at this time.
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 Services	R	\$	O	The City of Palo adopted a new Zero Waste plan in August 2018. The Plan identifies new and expanded policies, programs, and infrastructure that will be needed to reach Palo Alto's Zero Waste goals. This includes efforts around extended

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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	\$\$	PC
S3.12.2	Establish criteria for the installation of high security telecommunications technology in new local government projects.	City of Palo Alto Utilities	M	\$	P
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	S	\$\$	P

producer responsibility for solid waste. In the last year, Palo Alto transitioned from a medicine drop-off & disposal program run and funded by Palo Alto into one run and funded by the pharmaceutical manufacturers. Palo Alto, also supported State legislation which would require manufacturers to manage and pay for other collection-type programs as well.

CPAU and IT have worked together to improve the firewalls for utility system equipment and to add redundancy to communication lines used for the phone system and broadband connection for city services. This is assessed and improved on a routine basis.

No specific action has been taken at this time. This will be evaluated as part of the fiber-to-the-node project in the coming years. OES has a major role in this including coordinating a possible Public Private Partnership with Carnegie Mellon University (Moffett Field Campus) and a VMware Public Private Partnership.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
<b>COMMUNITY SERVICES AND FACILITIES ELEMENT</b>						
<b>Goal C-1: Deliver community services effectively and efficiently.</b>						
C1.1.1	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	\$	O	Multi-lingual signs (English and Spanish) are used in some open space and parks locations. Recreation Services currently has bi-lingual staff at all three community centers who are able to assist Spanish speaking customers with rentals and program information. Additionally, activity information at Cubberley Master Plan community meetings has been provided in English, Spanish and Mandarin and interpreters have been on site to encourage participation.
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	\$	P	No specific action has been taken at this time.
C1.2.1	Periodically review public information, outreach and community relations activities to evaluate effectiveness.	Community Services Department	R	\$	O	Recreation Services has started launching and tracking engagement from social media campaigns. CSD hopes to use this data as a baseline to document marked improvements in program and service outreach online.
C1.2.2	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	\$	P	No specific action has been taken at this time.

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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	\$	PC	In 2017 with the help of a \$270,000 federal grant, CSD launched an access and inclusion initiative for the rebuilding of the Junior Museum & Zoo to ensure the new facility and its exhibits are accessible to people with physical and developmental disabilities. In 2018 the Palo Alto Art Center Foundation and Junior Museum & Zoo received an Institute of Museum and Library Services grant to support Working Together, a program intended to engage youth diverse in ethnicity and ability levels. In 2018, the Human Relations Commission conducted a LGBTQ+ Community Needs Assessment which included a question on levels of satisfaction with a variety of community services. Strategies to address the survey results are currently under development. In 2018, Recreation Services utilized Outlet Adolescent Counseling Services & LGBT Youth Space to provide LGBTQ Awareness and Sensitivity Training to Summer and Teen Center Staff. Topics included in the training included proper terminology and how to respond to LGBTQ youth that confide in CSD staff about their sexual and gender identities.

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C1.2.4	Based on identified needs, expand program offerings to underserved groups.	Community Services Department	R	\$\$\$	O	The Community Services Department, through support organization such as the Art Center Foundation and the Friends of the Junior Museum & Zoo and service organizations such as the Boys and Girls Club of the Peninsula, has funded scholarship programs for underserved youth to attend some of the City's classes and summer camps. In 2018, the Friends of the Palo Alto Children's Theatre (FOPACT) provided \$25,000 in transportation grants to local Title-1 schools and low-income populations, and low-income schools, bringing more than 3,000 under-represented students to matinee performances at the Children's Theatre. In additional outreach, FOPACT funded more than \$10,000 in scholarships for summer camps and year-round classes. Recreation Services continues to provide Fee Reduction Scholarships for low-income populations for programs and services, in addition to keeping our program costs below traditional market value.

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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	\$	C	The Palo Alto Art Center regularly collects and reviews demographic information from program participants. The Palo Alto Children's Theatre surveys program participants and parents for feedback. Recreation Services continually surveys program participants for feedback which includes some basic demographic information (what facility the customer utilized and use purpose).
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	\$	O	Recreation Services continues to work with the Palo Alto Recreation Foundation (PARF) to recruit potential corporate sponsorships for events and services. Most recently, Kaiser Permanente has agreed to sponsor Summer Twilight Concerts and Movies with a \$1,500 sponsorship.
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	\$	P	No specific action has been taken at this time.
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	\$	PC	With the reconstruction of the JMZ and the need for additional parking at the Lucie Stern Complex, an agreement has been made with Walter Hayes School to allow the City to use of their parking facilities on weekends and evenings for community meetings and events.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	\$	C	The Early Care and Education Community, under the direction of the Office of Human Services, continues to provide outreach to and education programs for home and center based child care providers in the community.
C1.15.2	Utilize the Early Care and Education Committee to develop and update the Child Care Master Plan, and to connect providers and professionals working with families with young children, explore challenges and opportunities to programs and services for young children, and support early education programs in the community in their efforts to enhance quality.	Community Services Department	S	\$	PC	A consultant is currently conducting an assessment of the needs of families with children overseen by staff in the Office of Human Services and the Early Care and Education Committee. The final report is expected in early Spring 2019.
C.1.15.3	Collaborate with Palo Alto Community Child Care (PACCC) to identify, develop, and promote high quality early learning environments to serve all families in our community.	Community Services Department	M	\$	C	The Office of Human Services continues to oversee a contract with PACCC to administer the City's Child Care Subsidy program to provide quality and affordable child care to low income families.
C1.15.4	Explore opportunities to provide access to childcare for families of City employees.	Community Services Department	L	\$	P	No specific action has been taken at this time.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	\$	PC	The Palo Alto Art Center provides a variety of teen leadership programs, including include the Art Center Teen Leadership group, Teen Takeover, which engaged more than 100 teens in FY18, and volunteer opportunities. The Teen Arts Council, an initiative of the Palo Alto Children's Theatre, hosts weekly meetings, planning free events that serve more than 1,700 local teens each year. In addition, the group, along with the City of Palo Alto and Children's Theatre, hosted The Buoyancy Teen Music & Art Festival attracting more than 450 teens in attendance.
C1.16.2	Leverage available funding to pursue support of teen mental, physical, social and emotional health programs.	Community Services Department	R	\$	O	Project Safety Net is a collaborative community network to develop and implement a community-based mental health plan that includes education, prevention and intervention strategies that together provide a "safety net" for youth in Palo Alto, and defines our community's teen suicide prevention efforts.
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	\$	PC	Recreation Services has expanded the location of BOOST Fitness Programs to include classes at Cubberley Community Center, Lucie Stern Community Center and the Alma Room, located at Alma Plaza.

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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	\$	O	The Art Center offers a supportive and professional internship experience for emerging museum and arts professionals. CSD works with approximately 25 college and graduate interns annually. The Palo Alto Children's Theatre provides teens with hands-on learning and leadership opportunities. The Children's Theatre also works with the Friends of the Palo Alto Children's Theatre to offer 26 paid Internships for teens each summer. Representing the City of Palo Alto, Teen Leadership brings teen voice into various facets of Palo Alto. Leadership opportunities through Palo Alto Youth Council and Teen Advisory Board are offered to high school students who wish to bring their passion, commitment, and creativity into serving the needs of the teen community. Community Services offers a Science Camp Assistant Program that provides leadership and team building skills during the summer months to approximately 45 teens a year.

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C1.17.3	Promote a diverse range of interests and vocations among programs offered to children, youth and teens.	Community Services Department	M	\$	C	The Palo Alto Art Center Children's Fine Art program engaged over 2,100 children with high-quality art classes and workshops for youth ages 18 months to 18 years in FY18. Programs include after-school classes, special one and two-day workshops, weeklong summer camps, and Scout merit badge programs. Classes were offered in digital photography, ceramics, painting, drawing, and mixed-media sculpture. Recreation Services continues to provide hundreds of programs and services to children, youth and teens through camps, contract classes and service opportunities.
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	\$	O	The Palo Alto Art Center maintains a volunteer program that supports all areas of Art Center operations and engages volunteers of all ages. Volunteers contributed 7,837 total hours in fiscal year 2017-2018 at a value of \$216,305.89. The Friends of the Palo Alto Children's Theatre manage an invaluable volunteer support program that is open to all ages. Volunteers contributed nearly 3,000 hours in FY18. There are opportunities for CSD and OES to cross-fertilize ideas regarding senior volunteers.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
C.1.18.2	Support, promote, and publicize the provision of comprehensive senior services in coordination with senior service providers. Comprehensive services include addressing senior nutrition, mental health and transportation.	Community Services Department	R	\$	O	The Office of Human Services oversees a contract with Avenidas to support the provision of comprehensive services for seniors in Palo Alto. Through the HSRAP program, financial support is granted to other agencies providing nutrition, legal, vision, disability, homeless, medical and mental health services.
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	\$	PC	The Palo Alto Art Center regularly partners with Avenidas. In 2017, the Center hosted an Intergenerational Play Date with Avenidas and Youth Community Services. The Center continued this program in 2018. In 2018, the Center developed a collaborative grant proposal with Avenidas to fund a free series of collage classes for seniors in the community. This proposal is pending. The Community Services Department co-sponsored a Caregiver Conference organized by Avenidas on November 10, 2018. The Friends of the Palo Alto Children's Theatre works with the Ronald McDonald House to provide free summer camps, year-round workshops and field trips for children and families who are visiting the area for medical care.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
C1.20.1	Partner with agencies for support and improved access so that all can participate as appropriate in Palo Alto recreational programs.	Community Services Department	R	\$	O	CSD Recreation Services has reached out to Magical Bridge Foundation to establish a partnership that will include cross-training for inclusion best practices, potential inclusion buddy systems for recreation camps and programs and long-term joint programming. The Office of Human Services collaborates with Abilities United to provide an annual summer camp program for special needs children ages 5-18.
C1.22.1	Increase awareness about caring and compassion for the unhoused and those who suffer from mental and/or physical conditions through educational programming in partnership with community and business organizations throughout the region.	Community Services Department	R	\$	O	The Office of Human Services facilitates a committee of local homeless and senior services providers to address the needs of homeless senior citizens in the community. With the assistance service providers, CSD will be hosting a resource fair for homeless seniors in February, 2019.
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 & Community Environment Department	R	\$	O	The City continues to work with the County in identifying housing and supportive services funds and providing emergency shelters. The City is also working on encouraging developers to use Measure A funding and other State funding for permanent, supportive housing.

**Goal C-2: Demonstrate a commitment to excellence and high quality service to the public among City of Palo Alto officials and employees.**

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
C2.2.1	Establish performance review criteria for City employees that consider the quality of service provided.	Human Resources Department	M	\$	P	No specific action has been taken at this time.
C2.2.2	Periodically perform evaluations of City service delivery and develop strategies for continuous improvement. Use metrics and make information publicly available.	Community Services Department	R	\$\$	O	The Palo Alto Art Center regularly evaluates all of its programs for the public and uses a Net Promotor Score in all evaluations to determine our overall effectiveness. Evaluations are frequently reviewed and discussed at a staff level to promote program assessment and improvement. The Palo Alto Children's Theatre conducts annual program reviews, including customer surveys and feedback, to evaluate program effectiveness and reach. Recreation Services conducts quarterly program evaluations through Survey Monkey to solicit customer feedback and evaluate program effectiveness.
C3.2.1	Develop a proactive Asset Management Program for infrastructure requirements and costs.	Administrative Services Department	M	\$\$	P	No specific action has been taken at this time.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
<b>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.</b>						
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	\$	PC	Staff, with the help of park users, evaluated the use the tennis courts at Mitchell Park and observed that pickleball is frequently being played on the tennis courts. As a result, staff stripped three of the courts for dual use (tennis and pickleball) and are currently working with the Parks and Recreation Commission and the pickleball users to try to create dedicated pickleball courts.
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	\$	P	Funds currently come from a wide variety of sources.
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.	City of Palo Alto Utilities & Community Services Department	M	\$\$	PC	Community Services staff is working on this as sites are renovated through Capital Improvement Projects. Most recently, when the golf course was renovated, a new type of turf grass was used, which allows the City to irrigate the course (excluding the greens) with 100% recycled water.
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 & Community Environment Department	R	\$	P	No specific action has been taken at this time.

**Goal C-4: Plan for a future in which our parks, open spaces, libraries, public art, and community facilities thrive and adapt to the growth and change of Palo Alto.**

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	\$\$\$	PC	On 6/5/2017 Council dedicated 36.5 acres at the former ITT property (located in the Baylands Nature Preserve) as park land.
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	M	\$\$	P	No specific action has been taken at this time.
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	L	\$\$\$	P	No specific action has been taken at this time.
C4.1.4	Explore ways to dedicate a portion of in-lieu fees towards acquisition of parkland, not just improvements.	Community Services Department	M	\$	P	No specific action has been taken at this time.
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	\$\$	PC	The Cubberley Stock project is intended to bring diverse stakeholders together to explore the future of Cubberley. The Public Art Commission has approved an artist-led community meal that will take place in March 2019 in which members of the community will share a meal and listen to artist proposals for temporary artworks at Cubberley. Cubberley is also a community resource for recovery. OES has an emergency facility at Cubberley. Cubberley is also identified as a primary Red Cross Shelter in the Red Cross's National Shelter System.

**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.**

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
C5.1.1	Allocate resources to create and support initiatives to increase the health and well-being of the public.	Community Services Department	R	\$	O	In fall 2017, in conjunction with a variety of community partners—including Avenidas, Healthy City, Healthy Community, and Youth Community Services-- the Palo Alto Art Center presented the exhibition Play! The Palo Alto Children's Theatre brings on-site performing arts and wellness programs to all twelve PAUSD Elementary Schools, serving more than 3,000 children annually. The City led a community-wide Healthy City Healthy Community initiative. The stakeholder group achievements include: designation of Palo Alto as an Age-Friendly community, organization of an annual community health fair, and development of a welcome packet for new residents on health and wellness resources.
C5.1.2	Establish a community-sourced online clearinghouse of information and activities related to health promotion in the community.	Community Services Department	M	\$	C	An online welcome packet is available and provides health and wellness resources for new residents.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
C5.6.1	Incorporate health and well-being topics, including arts and culture, into existing events and programs at City-owned park and recreation facilities.	Community Services Department	R	\$	O	The Palo Alto Art Center actively promotes classes, workshops, exhibitions, and public programs at all City facilities. The Public Art Program initiated a pilot mobile platform at the Mitchell Park Library and Community Center, the Palo Alto Art Center, and Rinconada Library to make more information available about the public artworks at those sites. The Palo Alto Children's Theatre staff oversee the City of Palo Alto's annual Twilight Concert Series, featuring summer free concerts in parks throughout the City.
C5.6.2	Work with schools and community organizations to provide programs that educate residents, workers and visitors on health and well-being topics.	Community Services Department	R	\$\$	O	The Office of Human Services, in collaboration with the Alzheimer's Association, hosted an educational event in March 2018 on dementia and how to make Palo Alto a "Dementia Friendly" community.
C5.9.1	Identify existing and potential indoor and outdoor locations for community gardens and farmers markets at City-owned or leased facilities and spaces.	Community Services Department	M	\$	PC	Staff is working on developing a partnership with a local church to use some of their land as a community garden. Staff hope to have an agreement in 2019.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
<b>BUSINESS AND 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.1.1	Implement and periodically amend an Economic Development Policy to guide business development in the City in a manner consistent with Policy L-1.10.	Office of Economic Development	R	\$	O	Our Economic Development Policy remains relevant to meeting the demands of our local community. In 2019, the City Manager's Office plans to bring forward the Economic Development Policy to the Policy & Services Committee of the City Council for review.
<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>						
B3.2.1	Continue to refine tools, such as the Business Registry, as data sources on existing businesses, including the type of business, number of employees, size, location, and other metrics to track the diversity of Palo Alto businesses.	Development Services Department/ Office of Economic Development	IP	\$\$	C	For the 2018 calendar year business registry cycle, the City changed fee collection vendors and entered into a contract with Avenu Insights & Analytics (Avenu). For the 2019 business registry cycle, the City is further improving data accuracy and saving resources by combining the business registry fee collection with the BID fee collection through Avenu. This action will provide businesses with one invoice for both fees thereby eliminating confusion. The action will also allow Avenu to merge databases and create one business database for the City.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
<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>						
B4.2.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.
B4.2.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning & Community Environment Department	M	\$	P	No specific action has been taken at this time.
B4.6.1	Work with local merchants to encourage Palo Alto residents, workers, and visitors to buy in Palo Alto.	Office of Economic Development	R	\$\$	O	The City continues to support the sales tax generating zones of Downtown, California Ave., Stanford Mall and various shopping areas in Palo Alto through localized outreach, communication and marketing support as requested. In partnership with zone representatives, the City's focus for buy local has mainly been addressing parking and traffic needs. The City's partnership with Chamber of Commerce also continues and staff remain committed to aligning resources and supporting the Chamber's goals and objectives.
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.	Office of Economic Development	M	\$\$	P	As the Economic Development Policy is updated, resources may be assigned to this project.
B4.6.3	Maintain distinct neighborhood shopping areas that are attractive, accessible, and convenient to nearby residents.	Planning & Community Environment Department	R	\$	O	This program is implemented through the use of Architectural Review findings.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
<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 & Community Environment Department	R	\$	O	Planning continually works to streamline the CEQA process and works with other departments to ensure the necessary permitting is anticipated and inspections are conditioned as needed.
B5.1.2	Improve design guidelines to reduce ambiguity and more clearly articulate-compatibility principles to the business community and to the public.	Planning & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.
B5.1.3	Simplify the design review process for small-scale changes to previously approved site plans and buildings.	Planning & Community Environment Department	M	\$\$	O	This is an ongoing process that staff continues to refine. Mostly recently, staff implemented the "Over the Counter" process to streamline small project changes.
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 & Community Environment Department	R	\$\$	O	Historic preservation policies maintain older structures, but more can be done to encourage the preservation of small retail and commercial spaces.

**Goal B-6: Attractive, vibrant retail centers, each with a mix of uses and a distinctive character.**

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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.	Office of Economic Development	R	\$\$	O	The City continues to attend and participate in meetings and initiatives put forward by the Palo Alto Chamber of Commerce, the Palo Alto Downtown Business and Professional Association, and the California Avenue Merchants Association. The City is also an active member of the Silicon Valley Economic Development Alliance. SVEDA is a regional partnership of economic development professionals who bring together public and private resources to ensure the success of businesses in Silicon Valley.
<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>						
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 & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.
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 & Community Environment Department	M	\$\$	P	No specific action has been taken at this time.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
<b>GOVERNANCE ELEMENT</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.				P	No update is available for this program as no lead department, priority or level of effort was assigned to this program at the time of the Comprehensive Plan's Adoption.
G1.2.1	Continue to hold regular, Town Hall-style meetings in neighborhoods.	City Council	R	\$\$	O	The City Council, City Manager, and Departments continue to prioritize hosting Town Halls. For example, in 2018 Mayor Liz Kniss convened a town hall regarding traffic and congestion. Additional meetings have been held regarding specific topics, such as Connecting Palo Alto, Midtown Transportation Fair, the Cubberley Co-Design, and more.
G1.2.2	Periodically review the suite of engagement options used to solicit citizen input and expertise on policy issues.	City Manager	R	\$ - \$\$\$	O	The City Manager has directed staff to review and update the community engagement strategy in 2019. As part of that process, staff will review the suite of engagement options employed by the City.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	R	\$	O	The City uses a range of communication tools to keep the community informed and engaged. These include maintaining the City website and calendar, sharing events and information via social media platforms such as Instagram, Next Door, Facebook, and Twitter, posting videos on YouTube and broadcasting Council and Committee meetings via the MidPen Media Center, providing emergency communications via Nixle and AlertSCCC, reading and responding to emails from the public to City Council and the City Manager general e-mail boxes, maintaining and using the Palo Alto 311 app, and meeting face-to-face with residents, businesses, and organizations. In 2019, the City will overhaul and redesign its website, ensuring it remains a welcoming and helpful digital destination for residents, businesses, and visitors.

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	R	\$\$	O	City facilities continue to provide access to communication technologies. Many City facilities offer free wi-fi for guests. In addition, the public libraries offer computer access for patrons. The Palo Alto Library also provides library card holders with tremendous online resources; these can be accessed at a library or via a patron's own computer or device. Digital offerings include e-books, film streaming, music, research archives, homework help, study guides, and more. All of these digital resources help connect residents to each other, to their local communities, and to the broader world so they can stay informed, knowledgeable, and engaged.
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	R	\$	O	The City continues to follow the practice of publishing City Council agendas 11 days in advance of each Council meeting. Most staff reports are included in this publication, although some staff reports are produced fewer than 11 days before Council meetings. 98% of Fiscal Year 2018 City Council agendas were published 11 days in advance.

**Goal G-2: Informed and involved civic, cultural, environmental, social service and neighborhood organizations and residents.**

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
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	R	\$	O	The City continues to partner with local organizations to host meetings and events at City facilities. Neighbors Abroad and Cool Block were just two of the many organizations the City recently partnered with to co-host meetings and events at reduced rates. The public libraries offer free meeting spaces to various community organizations including Project SafetyNet, MidPeninsula Media Center, CASP artists and the Palo Alto Camera Club.

**Goal G-4: Active involvement of local citizens as volunteers.**

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Program	Program Text	Lead Department	Priority*	Level of Effort	2018 Status**	Notes
G4.1.1	Continue and expand volunteer opportunities and the community's awareness of public and nonprofit organizations serving the City.	All Departments	R	\$	O	Numerous departments offer volunteer opportunities and promote awareness of local organizations serving the City. For example, Transportation collaborates with PTA, PAUSD, SCC DPH, Bike Palo Alto!, SVBC, PAMF, Stanford Hospital, and LPCH. Volunteers are also an element of OES's "whole community" preparedness program. Community services also provides numerous volunteer opportunities and has benefited from thousands of volunteer hours in the arts, open space and sciences. Additionally, City Council authorized a formal partnership with Cool Block. The public library also provides various volunteer opportunities to the community where residents assist and present programs by becoming TLAB (Teen Library Advisory Board) volunteers, Homebound services volunteers, Tech helpers, ESL Coaches and Virtual Reality Coaches.

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G4.1.2	Publicly recognize the efforts of individuals, groups, and businesses that provide volunteer services within the City.	City Manager	R	\$	O	Through the Know Your Neighbor grant program, the City supports the efforts of volunteers to host events that promote a sense of community and neighborhoods. In addition, the City collaborates with local organizations to recognize volunteers through awards. Two examples include the Citizen Corps Service Award and collaboration with the Canopy to host the Mayor's Tree Planting and Awards Ceremony. The City Clerk also hosts an annual event to recognize the contributions of those serving on boards and commissions. Likewise, the library along with the Friends of the Palo Alto Library hosts an annual volunteer appreciation event. The City Council also issues proclamations to honor individuals and organizations who make significant contributions to public life in Palo Alto. Lastly, OES (with support of CMO) hosts an annual recognition event for OES volunteers and other community partners.
G4.1.3	Coordinate with the Palo Alto Unified School District to develop classroom-based leadership, governance and civic participation programs.	City Manager	M	\$\$	PC	The City of Palo Alto regularly hosts high school students as summer interns. In 2018, City of Palo Alto staff and executives spoke to local high school students regarding their careers and civic engagement.

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G4.1.4	Support the transition from school-based volunteering to civic participation via outreach to parent volunteers and student leaders.	City Manager	M	\$	PC	The City supports and the Community Services Department staffs the Palo Alto Youth Council (PAYC). The PAYC is a collaborative of Palo Alto high school students committed to servicing the needs of the teen community by serving as a voice toward change and action.
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	M	\$\$	PC	The Utilities Department currently sends a welcome message to new residents and customers. In 2019 this will be reviewed and updated.
<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 Community Environment	R	\$	O	Staff uses the internet, message boards, mailing, newspaper ads, direct communication, etc. to communicate and engage citizens and businesses alike.
G6.2.2	Continue and expand customer-oriented process improvement efforts.	All Departments	R	\$\$	O	Several departments are working to improve customer-oriented processes. For example, Development Services is partnering with Information Technology and Administrative Services departments to implement a Customer Queuing software system which will provide more predictable timing for customers. Development Services is also working to convert submittal of building plans from a paper to electronic format.

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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 Community Environment	R	\$	O	PAMC Section 18.79 is regularly implemented to achieve this goal.
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**Attachment B: 2018 Housing Element Annual Progress Report**

## Please Start Here

General Information	
Jurisdiction Name	Palo Alto
Reporting Calendar Year	2018
Contact Information	
First Name	Hang
Last Name	Huynh
Title	Senior Planner
Email	<a href="mailto:Hang.Huynh@CityofPaloAlto.org">Hang.Huynh@CityofPaloAlto.org</a>
Phone	(650) 329-2493
Mailing Address	
Street Address	<u>250 Hamilton Ave</u>
City	Palo Alto
Zipcode	94301

## Submittal Instructions

Housing Element Annual Progress Reports (APRs) forms and tables must be submitted to HCD and the Governor's Office of Planning and Research (OPR) on or before April 1 of each year for the prior calendar year; submit separate reports directly to both HCD and OPR pursuant to Government Code section 65400. There are two options for submitting APRs:

1. **Online Annual Progress Reporting System (Preferred)** - This enters your information directly into HCD's database limiting the risk of errors. If you would like to use the online system, email [APR@hcd.ca.gov](mailto:APR@hcd.ca.gov) and HCD will send you the login information for your jurisdiction. *Please note: Using the online system only provides the information to HCD. The APR must still be submitted to OPR. Their email address is [opr.apr@opr.ca.gov](mailto:opr.apr@opr.ca.gov).*

2. **Email** - If you prefer to submit via email, you can complete the excel Annual Progress Report forms and submit to HCD at [APR@hcd.ca.gov](mailto:APR@hcd.ca.gov) and to OPR at [opr.apr@opr.ca.gov](mailto:opr.apr@opr.ca.gov). Please send the Excel workbook, not a scanned or PDF copy of the tables.

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ANNUAL ELEMENT PROGRESS REPORT																
Housing Element Implementation																
Jurisdiction		Palo Alto														
Reporting Year		2018 (Jan 1 - Dec 31)														
(CCR Title 25 §6202)																
Table A2																
Project Identifier					Annual Building Activity		Affordability by Household Incomes - Building Permits									
1					2	3	7							8	9	
Prior APN*	Current APN	Street Address	Project Name*	Local Jurisdiction Tracking ID*	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Very Low- Income Deed Restricted	Very Low- Income Non Deed Restricted	Low- Income Deed Restricted	Low- Income Non Deed Restricted	Moderate- Income Deed Restricted	Moderate- Income Non Deed Restricted	Above Moderate- Income	Building Permits Date Issued	# of Units Issued Building Permits	
Summary Row: Start Data Entry Below							0	0	0	0	0	0	54		54	
		531 IRVEN CT, PALO ALTO, CA 94306		18PLN-00088	SFD	O							1	12/3/2018	1	
		3265 EL CAMINO REAL		15PLN-00312	2 to 4	O									0	
	120-14-004	356 HAWTHORNE AVE		17PLN-00367	SFD	O									0	
	132-37-056	3001 EL CAMINO REAL		18PLN-00152	5+	R									0	
	124-18-096	115 RINCONADA AVE		18PLN-00104	SFD	O									0	
	137-12-023	3721 LA DONNA AVE		17PLN-00435	SFD	O							1	7/13/2018	1	
	003-33-050	1023 MIDDLEFIELD		18PLN-00193	SFD	O									0	
	132-36-084	2755 EL CAMINO REAL		16PLN-00464	5+	R									0	
	137-25-109	567 MAYBELL AVE		17PLN-00158	SFD	O									0	
	142-28-107	1501 CALIFORNIA AVE		14000-01600	2 to 4	O							2	2/5/2018	2	
	142-28-106	1635 BOWDOIN CT		14000-01600	2 to 4	O							2	2/5/2018	2	
	142-28-XXX	1501 CALIFORNIA AV		14000-01581	SFD	O							1	2/5/2018	1	
	142-28-XXX	1600 AMHERST CT		14000-01581	SFD	O							1	2/5/2018	1	
	142-28-XXX	1501 CALIFORNIA AV		14000-01586	SFD	O							1	2/5/2018	1	
	142-28-XXX	1615 AMHERST CT		14000-01586	SFD	O							1	2/5/2018	1	
	142-28-XXX	1501 CALIFORNIA AV		14000-01587	SFD	O							1	2/5/2018	1	
	142-28-XXX	2500 AMHERST ST		14000-01587	SFD	O							1	2/5/2018	1	
	142-28-XXX	1501 CALIFORNIA AV		14000-01601	SFD	O							1	2/5/2018	1	
	142-28-XXX	1615 BOWDOIN CT		14000-01601	SFD	O							1	2/5/2018	1	
	142-28-XXX	1501 CALIFORNIA AV		14000-01609	SFD	O							1	2/5/2018	1	
	142-28-XXX	2435 AMHERST ST		14000-01609	SFD	O							1	2/5/2018	1	
	124-16-089	1545 ALMA ST		17000-03116	2 to 4	O							1	6/8/2018	1	
	124-16-089	1543 ALMA ST		17000-03117	2 to 4	O							1	6/8/2018	1	
	003-51-021	912 N CALIFORNIA AV		17000-01770	ADU	R							1	7/5/2018	1	
	147-27-005	237 SCRIPPS CT		17000-02169	ADU	R							1	3/20/2018	1	
	120-05-062	940 WEBSTER ST		17000-02390	ADU	R							1	2/1/2018	1	
	137-04-005	980 CALIFORNIA AV		17000-02730	ADU	R							1	3/15/2018	1	
	127-28-086	836 BRUCE DR		17000-02881	ADU	R							1	5/8/2018	1	
	132-19-048	2829 EMERSON ST		17000-03099	ADU	R							1	9/26/2018	1	
	137-27-090	4152 DONALD DR A		18000-00147	ADU	R							1	6/7/2018	1	

ANNUAL ELEMENT PROGRESS REPORT  
Housing Element Implementation

(CCR Title 25 §6202)

Jurisdiction	Palo Alto
Reporting Year	2018 (Jan 1 - Dec 31)

Table A2					Annual Building Activity											
Project Identifier					Unit Types		Affordability by Household Incomes - Building Permits									
1					2	3	7							8	9	
Prior APN <sup>+</sup>	Current APN	Street Address	Project Name <sup>+</sup>	Local Jurisdiction Tracking ID <sup>+</sup>	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Very Low- Income Deed Restricted	Very Low- Income   Non Deed Restricted	Low- Income Deed Restricted	Low- Income Non Deed Restricted	Moderate- Income Deed Restricted	Moderate- Income Non Deed Restricted	Above Moderate- Income	Building Permits <u>Date Issued</u>	# of Units Issued Building Permits	
Summary Row: Start Data Entry Below							0	0	0	0	0	0	54		54	
	003-50-070	2100 BELLVIEW DR		18000-00464	ADU	R							1	6/20/2018	1	
	003-32-035	741 HOMER AV		18000-00506	ADU	R							1	7/5/2018	1	
	132-27-031	3247 EMERSON ST		18000-00522	ADU	R							1	11/19/2018	1	
	120-18-005	358 ADDISON AV, UNIT A		18000-00781	ADU	R							1	6/21/2018	1	
	137-04-025	2350 CORNELL ST		18000-00841	ADU	R							1	12/10/2018	1	
	127-22-027	3342 VERNON TER		18000-00917	ADU	R							1	11/13/2018	1	
	127-19-122	728 GAILEN AV		18000-00954	ADU	R							1	8/22/2018	1	
	137-19-008	1070 CERRITO WY		18000-01109	ADU	R							1	7/19/2018	1	
	132-40-023	419 MARGARITA AV		18000-01327	ADU	R							1	12/18/2018	1	
	132-40-053	389 MATADERO AV		18000-01411	ADU	R							1	10/17/2018	1	
	003-33-037	1001 FULTON ST		18000-01425	ADU	R							1	10/3/2018	1	
	127-48-016	3451 CORK OAK WY		18000-01426	ADU	R							1	7/13/2018	1	
	127-24-013	3256 CLIFTON CT		18000-01496	ADU	R							1	8/27/2018	1	
	120-06-072	555 KINGSLEY AV		18000-01564	ADU	R							1	9/6/2018	1	
	132-02-027	2640 MIDDLEFIELD RD		18000-01647	ADU	R							1	10/10/2018	1	
	167-06-062	665 GLENBROOK DR		17000-02364	ADU	R							1	3/9/2018	1	
	127-58-008	3094 STELLING DR		17000-02541	ADU	R							1	2/9/2018	1	
	003-03-034	833 HAMILTON AV		17000-02777	ADU	R							1	3/30/2018	1	
	132-02-017	2546 WEBSTER ST		17000-03055	ADU	R							1	4/27/2018	1	
	127-11-022	3624 EVERGREEN DR		17000-03103	ADU	R							1	3/20/2018	1	
	132-18-035	2591 RAMONA ST		17000-03106	ADU	R							1	3/5/2018	1	
	003-31-013	641 GUINDA ST		18000-01810	ADU	R							1	12/13/2018	1	
	003-14-064	1741 EDGEWOOD DR		18000-01817	ADU	R							1	10/26/2018	1	
	127-49-069	3287 MIDDLEFIELD RD		18000-01820	ADU	R							1	10/12/2018	1	
	148-05-036	124 MONROE DR		18000-02018	ADU	R							1	12/11/2018	1	
	124-30-031	310 LELAND AV		18000-02224	ADU	R							1	11/30/2018	1	
	137-25-062	580 GEORGIA AV		17000-02801	ADU	R							1	4/26/2018	1	
	120-17-043	400 CHANNING AV		17000-03144	ADU	R							1	5/23/2018	1	
	120-17-043	400 CHANNING AV		17000-03146	ADU	R							1	5/23/2018	1	







ANNUAL ELEMENT PROGRESS REPORT

Housing Element Implementation

(CCR Title 25 §6202)

Jurisdiction	Palo Alto
Reporting Year	2018 (Jan 1 - Dec 31)

Table A2																	
Project Identifier					Annual Building Activity			Streamlining	Infill	Housing with Financial Assistance and/or Deed Restrictions		Housing without Financial Assistance or Deed Restrictions	Term of Affordability or Deed Restriction	Demolished/Destroyed Units			Notes
					2	3				16	17	18	19		20		
1					2	3	13	14	15	16	17	18	19		20		21
Prior APN <sup>+</sup>	Current APN	Street Address	Project Name <sup>+</sup>	Local Jurisdiction Tracking ID <sup>+</sup>	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	How many of the units were Extremely Low Income? <sup>+</sup>	Was Project APPROVED using GC 65913.4(b)? (SB 35 Streamlining) Y/N	Infill Units? Y/N <sup>+</sup>	Assistance Programs for Each Development (see instructions)	Deed Restriction Type (see instructions)	For units affordable without financial assistance or deed restrictions, explain how the locality determined the	Term of Affordability or Deed Restriction (years) (if affordable in perpetuity enter 1000) <sup>+</sup>	Number of Demolished/Dest royed Units <sup>+</sup>	Demolished or Destroyed Units <sup>+</sup>	Demolished/Dest royed Units Owner or Renter <sup>+</sup>	Notes <sup>+</sup>
Summary Row: Start Data Entry Below							0	0						0	0	0	
		531 IRVEN CT, PALO ALTO, CA 94306		18PLN-00088	SFD	O		N	Y								
		3265 EL CAMINO REAL		15PLN-00312	2 to 4	O		N	Y								
	120-14-004	356 HAWTHORNE AVE		17PLN-00367	SFD	O		N	Y								
	132-37-056	3001 EL CAMINO REAL		18PLN-00152	5+	R		N	Y								
	124-18-096	115 RINCONADA AVE		18PLN-00104	SFD	O		N	Y								Demo Triplex, Build 2 SFR's
	137-12-023	3721 LA DONNA AVE		17PLN-00435	SFD	O		N	Y								
	003-33-050	1023 MIDDLEFIELD		18PLN-00193	SFD	O		N	Y								Demo Triplex, Build 2 SFR's
	132-36-084	2755 EL CAMINO REAL		16PLN-00464	5+	R		N	Y								
	137-25-109	567 MAYBELL AVE		17PLN-00158	SFD	O		N	Y								Parcel Map Application
	142-28-107	1501 CALIFORNIA AVE		14000-01600	2 to 4	O		N	Y								Mayfield Stanford Development Agreement
	142-28-106	1635 BOWDOIN CT		14000-01600	2 to 4	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	1501 CALIFORNIA AV		14000-01581	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	1600 AMHERST CT		14000-01581	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	1501 CALIFORNIA AV		14000-01587	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	2500 AMHERST ST		14000-01587	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	1501 CALIFORNIA AV		14000-01601	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	1615 BOWDOIN CT		14000-01601	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	1501 CALIFORNIA AV		14000-01609	SFD	O		N	Y								Mayfield Stanford Development Agreement
	142-28-XXX	2435 AMHERST ST		14000-01609	SFD	O		N	Y								Mayfield Stanford Development Agreement
	124-16-089	1545 ALMA ST		17000-03116	2 to 4	O		N	Y								
	124-16-089	1543 ALMA ST		17000-03117	2 to 4	O		N	Y								
	003-51-021	912 N CALIFORNIA AV		17000-01770	ADU	R		N	Y								
	147-27-005	237 SCRIPPS CT		17000-02169	ADU	R		N	Y								
	120-05-062	940 WEBSTER ST		17000-02390	ADU	R		N	Y								
	137-04-005	980 CALIFORNIA AV		17000-02730	ADU	R		N	Y								
	127-28-086	836 BRUCE DR		17000-02881	ADU	R		N	Y								
	132-19-048	2829 EMERSON ST		17000-03099	ADU	R		N	Y								
	137-27-090	4152 DONALD DR A		18000-00147	ADU	R		N	Y								

ANNUAL ELEMENT PROGRESS REPORT																	
Housing Element Implementation																	
Jurisdiction		Palo Alto															
Reporting Year		2018 (Jan 1 - Dec 31)															
(CCR Title 25 §6202)																	
Table A2																	
Project Identifier					Annual Building Activity												
					Unit Types			Streamlining	Infill	Housing with Financial Assistance and/or Deed Restrictions		Housing without Financial Assistance or Deed Restrictions	Term of Affordability or Deed Restriction	Demolished/Destroyed Units			Notes
1					2	3	13	14	15	16	17	18	19		20		21
Prior APN <sup>+</sup>	Current APN	Street Address	Project Name <sup>+</sup>	Local Jurisdiction Tracking ID <sup>+</sup>	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	How many of the units were Extremely Low Income? <sup>+</sup>	Was Project APPROVED using GC 65913.4(b)? (SB 35 Streamlining) Y/N	Infill Units? Y/N <sup>+</sup>	Assistance Programs for Each Development (see instructions)	Deed Restriction Type (see instructions)	For units affordable without financial assistance or deed restrictions, explain how the locality determined the	Term of Affordability or Deed Restriction (years) (if affordable in perpetuity enter 1000) <sup>+</sup>	Number of Demolished/Destroyed Units <sup>+</sup>	Demolished or Destroyed Units <sup>+</sup>	Demolished/Destroyed Units Owner or Renter <sup>+</sup>	Notes <sup>+</sup>
Summary Row: Start Data Entry Below							0	0						0	0	0	
	003-50-070	2100 BELLVIEW DR		18000-00464	ADU	R		N	Y								
	003-32-035	741 HOMER AV		18000-00506	ADU	R		N	Y								
	132-27-031	3247 EMERSON ST		18000-00522	ADU	R		N	Y								
	120-18-005	358 ADDISON AV, UNIT A		18000-00781	ADU	R		N	Y								
	137-04-025	2350 CORNELL ST		18000-00841	ADU	R		N	Y								
	127-22-027	3342 VERNON TER		18000-00917	ADU	R		N	Y								
	127-19-122	728 GAILEN AV		18000-00954	ADU	R		N	Y								
	137-19-008	1070 CERRITO WY		18000-01109	ADU	R		N	Y								
	132-40-023	419 MARGARITA AV		18000-01327	ADU	R		N	Y								
	132-40-053	389 MATADERO AV		18000-01411	ADU	R		N	Y								
	003-33-037	1001 FULTON ST		18000-01425	ADU	R		N	Y								
	127-48-016	3451 CORK OAK WY		18000-01426	ADU	R		N	Y								
	127-24-013	3256 CLIFTON CT		18000-01496	ADU	R		N	Y								
	120-06-072	555 KINGSLEY AV		18000-01564	ADU	R		N	Y								
	132-02-027	2640 MIDDLEFIELD RD		18000-01647	ADU	R		N	Y								
	167-06-062	665 GLENBROOK DR		17000-02364	ADU	R		N	Y								
	127-58-008	3094 STELLING DR		17000-02541	ADU	R		N	Y								
	003-03-034	833 HAMILTON AV		17000-02777	ADU	R		N	Y								
	132-02-017	2546 WEBSTER ST		17000-03055	ADU	R		N	Y								
	127-11-022	3624 EVERGREEN DR		17000-03103	ADU	R		N	Y								
	132-18-035	2591 RAMONA ST		17000-03106	ADU	R		N	Y								
	003-31-013	641 GUINDA ST		18000-01810	ADU	R		N	Y								
	003-14-064	1741 EDGEWOOD DR		18000-01817	ADU	R		N	Y								
	127-49-069	3287 MIDDLEFIELD RD		18000-01820	ADU	R		N	Y								
	148-05-036	124 MONROE DR		18000-02018	ADU	R		N	Y								
	124-30-031	310 LELAND AV		18000-02224	ADU	R		N	Y								
	137-25-062	580 GEORGIA AV		17000-02801	ADU	R		N	Y								
	120-17-043	400 CHANNING AV		17000-03144	ADU	R		N	Y								
	120-17-043	400 CHANNING AV		17000-03146	ADU	R		N	Y								

**ANNUAL ELEMENT PROGRESS REPORT**  
***Housing Element Implementation***

(CCR Title 25 §6202)

<b>Jurisdiction</b>	Palo Alto	
<b>Reporting Year</b>	2018	(Jan. 1 - Dec. 31)

This table is auto-populated once you enter your jurisdiction name and current year data.  
 Past year information comes from previous APRs.  
 Please contact HCD if your data is different than the material supplied here

<b>Table B</b>													
<b>Regional Housing Needs Allocation Progress</b>													
<b>Permitted Units Issued by Affordability</b>													
		1	2									3	4
Income Level		RHNA Allocation by Income Level	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Units to Date (all years)	Total Remaining RHNA by Income Level
Very Low	Deed Restricted	691	43									43	648
	Non-Deed Restricted												
Low	Deed Restricted	432	58									58	374
	Non-Deed Restricted												
Moderate	Deed Restricted	278										42	236
	Non-Deed Restricted		11	3	28								
Above Moderate		587	174	15	61	54						304	283
Total RHNA		1988											
Total Units 44			286	18	89	54						447	1541

Note: units serving extremely low-income households are included in the very low-income permitted units totals  
 Cells in grey contain auto-calculation formulas

**TABLE D:  
Program Implementation Status**

**Status of Housing Element Programs 2015-2023**

**December 2018**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
<b>H1 Goal</b>	<b>ENSURE THE PRESERVATION OF THE UNIQUE CHARACTER OF RESIDENTIAL NEIGHBORHOODS</b>					
<i>H1.1 Policy</i>	<i>Promote the rehabilitation of deteriorating or substandard residential properties using sustainable and energy conserving approaches.</i>					
H1.1.1 Program	Continue the citywide property maintenance, inspection, and enforcement program.	Continue to provide services which promote rehabilitation of substandard housing.	City Funds	Planning & Community Environment; Code Enforcement	Ongoing	Ongoing program
H1.1.2 Program	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.	Consider modifying the Zoning Code to provide for additional second units.	General Fund	Planning & Community Environment	Conduct a study within three years of adoption of Housing Element to assess the potential for additional second units with modifications to the development standards.	Completed. Ordinance adopted on May 8, 2017.
H1.1.3 Program	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.	Preserve 10 rental cottages and duplexes.	City Housing funds	Planning & Community Environment	Explore incentives within three years of Housing Element adoption	Underway; part of the Phase 2 Housing Element implementation plan for 2019
<i>H1.2 Policy</i>	<i>Support efforts to preserve multifamily housing units in existing neighborhoods.</i>					
H1.2.1 Program	When a loss of rental housing occurs due to subdivision or condominium conversion approvals, the project shall require 25 percent BMR units.	Provide 10 additional affordable housing units on sites where rental housing will be lost.	NA	Planning & Community Environment	Ongoing	Underway - there have not been any projects subject to this program to date.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
<i>H1.3 Policy</i>	<i>Encourage community involvement in the maintenance and enhancement of public and private properties and adjacent rights-of-way in residential neighborhoods.</i>					
H1.3.1 Program	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.	Coordinate with the City's waste and disposal hauler to conduct a cleanup campaign once a year to promote neighborhood clean-up.	City Housing Funds	Public Works Department	Ongoing	Ongoing program
<i>H1.4 Policy</i>	<i>Ensure that new developments provide appropriate transitions from higher density development to single-family and low-density residential districts to preserve neighborhood character.</i>					
<b>H2 Goal</b>	<b>SUPPORT THE CONSTRUCTION OF HOUSING NEAR SCHOOLS, TRANSIT, PARKS, SHOPPING, EMPLOYMENT, AND CULTURAL INSTITUTIONS</b>					
<i>H2.1 Policy</i>	<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>					

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.1.1 Program	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.	Provide opportunities for a diverse range of housing types near fixed rail stations.	City Funds	Planning & Community Environment	Consider Zoning Code amendments within three years of Housing Element adoption	Completed; part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019.
H2.1.10 Program	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.	Explore the identification of pedestrian nodes.	City Funds	Planning & Community Environment	Ongoing in conjunction with the Comprehensive Plan update	Underway; part of the Phase 1 Housing Element implementation plan for 2018. Completion anticipated Feb/March 2019.
H2.1.11 Program	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.	Consider PTOD for University Avenue.	City Funds	Planning & Community Environment	Within four years of Housing Element adoption, in conjunction with the Comprehensive Plan update	Not Yet Completed.
H2.1.12 Program	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.	Evaluate developing plans for downtown, California Avenue, and El Camino Real.	City Funds	Planning & Community Environment	Ongoing in conjunction with the Comprehensive Plan update	Completed. Comprehensive Plan adopted the study of Coordinated Plans for Cal Ave and Downtown.
H2.1.2 Program	Allow increased residential densities and mixed use development only where adequate urban services and amenities, including roadway capacity, are available.	Make sure that adequate services are available when considering increased residential densities.	City Funds	Planning & Community Environment	Ongoing	Completed; part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019.



**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.1.3 Program	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.	To provide opportunities for up to 10 additional dwelling units on properties zoned RM-15	City Funds	Planning & Community Environment	Within three years of Housing Element adoption	Completed; part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019.
H2.1.4 Program	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.	Provide opportunities for 75 smaller, more affordable housing units.	City Funds	Planning & Community Environment	Within three years of Housing Element adoption	Completed.
H2.1.5 Program	Use sustainable neighborhood development criteria to enhance connectivity, walkability, and access to amenities, and to support housing diversity.	Increase connectivity and walkability in new development.	City Funds	Planning & Community Environment	Ongoing	Underway
H2.1.6 Program	Consider density bonuses and/or concessions including allowing greater concessions for 100% affordable housing developments.	Provide opportunities for 100% affordable housing developments.	City Funds	Planning & Community Environment	Ongoing	Underway; part of the Phase 1 Housing Element implementation plan for 2018. Completion anticipated Feb/March 2019.
H2.1.7 Program	Explore developing a Transfer of Development Rights (TDR) program to encourage higher-density housing in appropriate locations.	Create opportunities for higher-density housing.	City Funds	Planning & Community Environment	Consider program within two years of Housing Element adoption	Underway; part of the Phase 1 Housing Element implementation plan for 2018. Completion anticipated Feb/March 2019. Underway (part of Comp Plan Implementation).

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.1.8 Program	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.	Provide information to developers about potential housing sites.	City funds	Planning & Community Environment	Post information on website upon adoption of Housing Element	Completed.
H2.1.9 Program	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.	Amend the Zoning Code to provide development incentives to meet the RHNA.	City funds	Planning & Community Environment	Adopt amendments within two years of Housing Element adoption	Completed.
H2.2 Policy	<i>Continue to support the redevelopment of suitable lands for mixed uses containing housing to encourage compact, infill development. Optimize the use of existing urban services, and support transit use.</i>					

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.2.1 Program	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> <li>• Maximum unit size of 900 square feet</li> </ul>	Streamline processing for identified Housing Element Sites.	City Funds	Planning & Community Environment	Adopt program within three years of Housing Element adoption	Completed.
H2.2.2 Program	Work with Stanford University to identify sites suitable for housing that may be located in the Stanford Research Park and compatible with surrounding uses.	Identify sites suitable for housing to accommodate additional housing units.	City Funds	Planning & Community Environment	Identify sites within three years of Housing Element adoption	Underway.
H2.2.3 Program	Use coordinated area plans and other tools to develop regulations that support the development of housing above and among commercial uses.	Explore additional opportunities to encourage housing in commercial areas.		Planning & Community Environment	Ongoing	Underway. Part of the Phase 1 Housing Element implementation plan for 2018. Completion anticipated Feb/March 2019; development of the North Ventura Coordinated Area Plan in progress.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.2.4 Program	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.	By the end of the second year of the housing element planning period, the City will enter into a legally enforceable agreement for \$200,000 in committed assistance to purchase affordability covenants on 23 units at the Colorado Park Apartments. The City will report to HCD on the status of purchasing affordability covenants no later than July 1, 2018, and to the extent an agreement is not in place, will amend the Housing Element as necessary to identify additional sites.	City Housing funds	Planning & Community Environment	Ongoing	Completed January 2016.
H2.2.5 Program	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.	Explore additional appropriate housing sites.	City Funds	Planning & Community Environment	Ongoing	Not yet completed.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.2.6 Program	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.	Consider transfer of zoning requirements to create horizontal mixed use.	City Funds	Planning & Community Environment	Within three years of Housing Element adoption	Completed as part of Program 2.1.9.
H2.2.7 Program	Explore requiring minimum residential densities to encourage more housing instead of office space when mixed-use sites develop, and adopt standards as appropriate.	Explore requiring minimum densities in mixed use districts.	City Funds	Planning & Community Environment	Ongoing in conjunction with the Comprehensive Plan update	Completed; part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019.
H2.2.8 Program	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.	Assess removal of maximum densities in mixed use zoning districts.	City Funds	Planning & Community Environment	Ongoing in conjunction with the Comprehensive Plan update	Completed; part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019.
H2.3 Policy	<i>Heighten 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>					

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H2.3.1 Program	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.	Perform outreach on affordable housing.	City Funds	Planning & Community Environment	Ongoing	Ongoing.
<b>H3 Goal</b>	<b>MEET UNDERSERVED HOUSING NEEDS, AND PROVIDE COMMUNITY RESOURCES TO SUPPORT OUR NEIGHBORHOODS</b>					
<i>H3.1 Policy</i>	<i>Encourage, foster, and preserve diverse housing opportunities for very low-, low-, and moderate income households.</i>					
H3.1.1 Program	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.	Provide opportunities for four additional BMR units.	City Funds	Planning & Community Environment	Amend BMR Ordinance within three years of Housing Element adoption.	Completed. Ordinance adopted on April 17, 2017.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.10 Program	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.	Provide information to the City Council on the effectiveness of City programs.	City Funds	Planning & Community Environment	Provide annual reports	Ongoing program
H3.1.11 Program	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.	Provide funding opportunities for development of housing for Extremely Low Income households.	City Housing Development funds	Planning & Community Environment	Ongoing	Ongoing program, housing funds provided as needed by housing projects.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.12 Program	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.	Provide incentives for development of housing for Extremely Low Income households.	City Housing funds	Planning & Community Environment	Within three years of Housing Element adoption	Completed; part of the Phase 1 Housing Element implementation plan for 2018. Completion Feb 2019.
H3.1.13 Program	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.	To protect those affordable developments deemed a high risk to converting to market rate	City Housing funds	Planning & Community Environment	Ongoing	Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments.
H3.1.14 Program	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 necessary framework.	Meet with regional groups and work to establish a Santa Clara Home Sharing Program	City Housing funds	Planning & Community Environment	Within two years of Housing Element adoption	Underway. On April 2018, the Santa Clara County's Board approved the Santa Clara Home Sharing Program with partnership with Catholic Charities of Santa Clara County.



**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.2 Program	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	Provide 10 affordable units through implementation of the City's BMR program.	Developers	Planning & Community Environment	Ongoing – implementation of existing program	Ongoing program
H3.1.3 Program	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.	Use the BMR Program Emergency Fund to prevent the loss of at least two affordable units and assist in maintenance and rehabilitation of at least four older BMR units	BMR Emergency Fund	Planning & Community Environment	On	Ongoing program, preserved one BMR unit in 2016

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.4 Program	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.	Prevent conversion of affordable housing to market rate, and renew funding sources for rehabilitation and maintenance of housing stock.	City, CDBG funds	Planning & Community Environment	Ongoing – implementation of existing program	Underway, in discussions with property owners of projects at risk of conversion, including Lytton Gardens, Terman Apartments and Webster Wood Apartments.
H3.1.5 Program	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.	Increase opportunities for BMR development through use of flexible development standards.	City Funds	Planning & Community Environment	Ongoing – implementation of existing program	Ongoing program
H3.1.6 Program	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.	Generate in-lieu fees to contribute toward the creation of low- and moderate-income housing.	City Housing Fund	Planning & Community Environment	Continue to regularly update the commercial in-lieu fee.	Completed. The commercial in-lieu fee was updated in June 2017.
H3.1.7 Program	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.	Review the Zoning Code and determine appropriate amendments to allow innovative housing types with flexible development standards.	City Funds	Planning & Community Environment	Consider changes to the Zoning Code within four years of Housing Element adoption.	Not yet completed.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.1.8 Program	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.	Preserve the 120 mobile home units in the Buena Vista Mobile Home Park as a low and moderate income housing resource.	City, State and Federal Funds	Planning & Community Environment	Ongoing	Completed. Mobile home park was preserved in September 2017.
H3.1.9 Program	Continue enforcing the Condominium Conversion Ordinance.	Maintain the rental housing stock.	City Funds	Planning & Community Environment	Ongoing	Ongoing program
<i>H3.2 Policy</i>	<i>Reduce the cost of housing by continuing to promote energy efficiency, resource management, and conservation for new and existing housing.</i>					
H3.2.1 Program	Continue to assist very low-income households in reducing their utility bills through the Utilities Residential Rate Assistance Program (RAP).	Provide assistance to with utility bills to 800 low-income households.	City Funds	Palo Alto Utilities Department	Ongoing	Ongoing program

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.2.2 Program	Use existing agency programs such as Senior Home Repair to provide rehabilitation assistance to very low- and low-income households.	Provide rehabilitation assistance to 600 very low and low-income households.	CDBG and General Fund	Planning & Community Environment	Ongoing	Ongoing. CDBG funds were allocated for a pilot home repair program in FY18.
H3.3 Policy	<i>Support the reduction of governmental and regulatory constraints, and advocate for the production of affordable housing.</i>					
H3.3.1 Program	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.	Continue to reduce processing time and costs for affordable housing projects.	City Funds	Planning & Community Environment	Ongoing	Ongoing program
H3.3.2 Program	Continue to exempt permanently affordable housing units from any infrastructure impact fees adopted by the City.	Reduce costs for affordable housing projects.	City Funds	Planning & Community Environment	Ongoing	Ongoing program

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.3.3 Program	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.	Continue as an active member of the Non-Profit Housing Association of Northern California to promote legislative changes and funding	City Funds	Planning & Community Environment; City Manager	Ongoing	Ongoing, active membership in the Non-Profit Housing Association.
H3.3.4 Program	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.	Regularly review existing development regulations, and amend the Zoning Code accordingly to reduce regulatory obstacles to this type of housing.	City & CDBG Funds	Planning & Community Environment	Amend Zoning Code within three years of Housing Element adoption.	Not yet completed.
H3.3.5 Program	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 encourage development of second units.	Complete study on impact of revised standards, and consider Zoning Code Amendments	City Funds	Planning & Community Environment, City Council	Ongoing	Completed. Zoning code updates completed March 2017.
H3.3.6 Program	Continue to participate with and support agencies addressing homelessness.	Continue City staff participation in prioritizing funding for County-wide programs.	City, CDBG & HOME funds	Planning & Community Environment, City Council	Ongoing	Ongoing program

**TABLE D:**  
**Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.3.7 Program	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.	Determine parking standards for different residential uses.	City Funds	Planning & Community Environment	Within four years of Housing Element adoption	Underway, consultant has been retained to complete a parking study.
H3.4 Policy	<i>Pursue funding for the acquisition, construction, and rehabilitation of housing that is affordable to very low-, low-, and moderate-income households.</i>					
H3.4.1 Program	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	Allocate CDBG funding to acquire and rehabilitate housing for very low-, low-, and moderate income households.	CDBG, State Local Housing Trust Fund	Planning & Community Environment	Ongoing	Ongoing program

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.4.2 Program	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.	Increase the supply of affordable housing stock.	City Housing Development Fund, Housing Trust of Santa Clara County, CDBG, Santa Clara County MCC	Planning & Community Environment	Ongoing	Ongoing program
H3.4.3 Program	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.	Continue to evaluate the housing nexus formula, and adjust the required impact fees to account for the housing demand from new development.	City Funds	Planning & Community Environment	Ongoing	Completed. Housing nexus study updated in 2016. Fees updated in 2017.
H3.4.4 Program	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.	Identify potential sites for acquisition and conversion and provide this information to developers.	City Funds	Planning & Community Environment	Within three years of Housing Element adoption	Ongoing program
H3.5 Policy	<i>Support the provision of emergency shelter, transitional housing, and ancillary services to address homelessness.</i>					

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H3.5.1 Program	Continue to participate in the Santa Clara County Homeless Collaborative as well as work with adjacent jurisdictions to develop additional shelter opportunities.	Continue City staff participation as members of the Collaborative's CDBG and Home Program Coordinators Group.	City, CDBG & HOME funds	Planning & Community Environment, City Council	Ongoing	Ongoing. Continued participation in regional CDBG/housing collaborative efforts.
H3.5.2 Program	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."	Amend the Zoning Code to clarify distancing requirements for emergency shelters.	City Funds	Planning & Community Environment	Adopt amendments within one year of Housing Element adoption	Completed.
H3.5.3 Program	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."	Amend the Zoning Code to revise transitional and supportive housing definitions.	City Funds	Planning & Community Environment	Adopt amendments within one year	Completed.
<i>H3.6 Policy</i>	<i>Support the creation of workforce housing for City and school district employees as feasible.</i>					
H3.6.1 Program	Conduct a nexus study to evaluate the creation of workforce housing for City and school district employees.	Create the opportunity for up to five units of workforce housing.	City of Palo Alto Commercial Housing Fund	Planning & Community Environment	Conduct a study within four years of adoption of the Housing Element.	Completed. City adopted Workforce Housing Overlay.
<b>H4 Goal</b>	<b>PROMOTE AN ENVIRONMENT FREE OF DISCRIMINATION AND THE BARRIERS THAT PREVENT CHOICE IN HOUSING.</b>					
<i>H4.1 Policy</i>	<i>Support programs and agencies that seek to eliminate housing discrimination.</i>					



**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H4.1.1 Program	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 to coordinate with State and federal agencies to support programs to eliminate housing discrimination, and provide financial support for fair housing services.	City Funds	Planning & Community Environment	Ongoing	Ongoing. The City contracts with Project Sentinel to provide fair housing services.
H4.1.2 Program	Continue the efforts of the Human Relations Commission to combat discrimination in rental housing, including mediation of problems between landlords and tenants.	Continue to provide mediation services for rental housing discrimination cases.	City Funds	Human Relations Commission, Planning & Community Environment	Ongoing	Ongoing. The City contracts with Project Sentinel to provide mediation services.
H4.1.3 Program	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.	Implement existing ordinances regarding discrimination	City Funds	Planning & Community Environment	Ongoing	Ongoing program
H4.1.4 Program	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.	Continue to provide funding and other support for these groups to disseminate fair housing information in Palo Alto.	City Funds, Human Services Resource Allocation Process (HSRAP)	Office of Human Services	Ongoing	Ongoing. The City contracts with Project Sentinel to provide fair housing services.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H4.1.5 Program	Heighten community awareness regarding and implement the Reasonable Accommodations procedure for the siting, funding, development, and use of housing for people with disabilities.	Continue to provide information to residents on reasonable accommodation procedures via public counters and on the City's website.	City Funds	Planning & Community Environment	Ongoing	Ongoing program
H4.1.6 Program	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.	Provide for increased use and support of tenant/landlord educational mediation opportunities as called for in the CDBG Action Plan and the Analysis of Impediments to Fair Housing Choice.	CDBG funds, General Fund	Planning & Community Environment	Ongoing	Ongoing program.
<i>H4.2 Policy</i>	<i>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.</i>					
H4.2.1 Program	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.	Evaluate the Zoning Code and develop flexible development standards for special service housing.	City Funds	Planning & Community Environment	Evaluate the Zoning Code within three years of adoption of the Housing Element.	Not yet completed.

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H4.2.2 Program	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.	Provide information regarding housing to families of persons with developmental disabilities.	General Fund	Planning & Community Environment	Develop outreach program within three years of adoption of the Housing Element.	Underway. City to send letter of support.
H5 Goal	<b>REDUCE THE ENVIRONMENTAL IMPACT OF NEW AND EXISTING HOUSING.</b>					

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H5.1 Policy	<i>Reduce long-term energy costs and improve the efficiency and environmental performance of new and existing homes.</i>					
H5.1.1 Program	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: <ul style="list-style-type: none"> <li>- Greenhouse gas emissions</li> <li>- Energy use</li> <li>- Water use (indoor and outdoor)</li> <li>- Material efficiency</li> <li>- Storm water runoff</li> <li>- Alternative transportation</li> </ul>	Prepare reports evaluating the progress of implementing the City's Green Building Ordinance.	City funds, Development fees	Planning & Community Environment, Building Division	Ongoing	Ongoing program
H5.1.2 Program	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.	Provide educational information regarding the City's Green Building Ordinance.	City funds, Development fees	Planning & Community Environment, Building Division	Ongoing	Ongoing program

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H5.1.3 Program	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.	Provide a regional framework for sustainability in creating new housing opportunities through the City's Regional Housing Mandate Committee.	City Funds	Planning & Community Environment	Ongoing	Ongoing program
H5.1.4 Program	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.	Continue to update regulations for environmental sustainability.	City Funds	Planning & Community Environment, Public Works & Utilities	Ongoing	Ongoing program
H5.1.5 Program	Enhance and support a proactive public outreach program to encourage Palo Alto residents to conserve resources and to share ideas about conservation.	Provide up-to-date information for residents regarding conservation through educational brochures available at City Hall and posted on the City's website.	City Funds	Planning & Community Environment, Public Works & Utilities	Ongoing	Ongoing program
H5.1.6 Program	Provide financial subsidies, recognition, or other incentives to new and existing homeowners and developers to achieve performance or efficiency levels beyond minimum requirements.	Continue to recognize homeowners and developers who incorporate sustainable features beyond what is required by the Green Building Ordinance.	City Funds	Planning & Community Environment	Ongoing	Ongoing program

**TABLE D:  
Program Implementation Status**

Goal/Policy/Program	Description	Plan Objective	Funding Source	Responsible Agency	Time Frame	Status
H5.1.7 Program	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.	Immediately following adoption, deliver the 2015-2023 Palo Alto Housing Element to all providers of sewer and water services within the City.	City Funds	Planning & Community Environment	Within one month of adoption of the Housing Element	Completed.

Jurisdiction	Palo Alto	
Reporting Year	2018	(Jan. 1 - Dec. 31)

Permitted Units Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	0
	Non-Deed Restricted	0
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		117
Total Units 44		117

Note: units serving extremely low-income households are included in the very low-income permitted units totals

Entitlement Summary	
Total Housing Applications Submitted:	60
Number of Proposed Units in All Applications Received:	136
Total Housing Units Approved:	81
Total Housing Units Disapproved:	0

Use of SB 35 Streamlining Provisions	
Number of Applications for Streamlining	0
Number of Streamlining Applications Approved	0
Total Developments Approved with Streamlining	0
Total Units Constructed with Streamlining	0

Units Constructed - SB 35 Streamlining Permits			
Income	Rental	Ownership	Total
Very Low	0	0	0
Low	0	0	0
Moderate	0	0	0
Above Moderate	0	0	0
Total	0	0	0

Cells in grey contain auto-calculation formulas