



Planning & Transportation Commission Staff Report

From: Planning and Development Services Director
Lead Department: Planning and Development Services

Meeting Date: November 29, 2023
Report #: 2308-1914

TITLE

Review Draft 2023 Comprehensive Plan Implementation Annual Progress Report and Draft 2023-2031 Housing Element Annual Progress Report and Recommend City Council Authorize Transmittal of the Reports to the Office of Planning and Research and Department of Housing and Community Development, Respectively, by April 1, 2024

RECOMMENDATION

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

1. Review the draft 2023 Comprehensive Plan Implementation Annual Progress Report (Attachment A) and draft 2023-2031 Housing Element Annual Progress Report (Attachment B); and
2. Recommend City Council authorize the transmittal of the reports to the Office of Planning and Research and Department of Housing and Community Development, respectively, by April 1, 2024.

EXECUTIVE SUMMARY

This report provides an update on the status of the 410 implementation programs contained in the Comprehensive Plan (Comp Plan) and the 122 implementation programs in the Council adopted 2023-2031 Housing Element (HE), a chapter of the Comp Plan. The City is required to submit an annual progress report on the implementation progress of the Comp Plan and HE by April 1 every year.

The purpose of this meeting is to provide the PTC with an opportunity to review and give input on the implementation programs. The PTC may provide in-depth comments and propose changes to the programs and Planning staff will communicate those to the respective City departments to address/respond to. The PTC's recommendations will be forwarded to City Council in early Spring for final review.

The statuses reflected in this report are as of October 2023. There are 41 Comp Plan programs that had a status change in 2023, with 21 pending (paused/not started) programs moving to ongoing, partially complete, or complete status. The programs with status changes are described in Attachment C. Staff

does not anticipate any additional changes to program statuses by the end of the calendar year. If changes do occur, those statuses will be updated in the final progress reports that will be forwarded to City Council to review.

With the program status updates in 2023, a total of 314 (77%) of the 410 Comp Plan programs have been accomplished and are now complete and/or a part of ongoing operations. The remaining 23% of the programs, the partially complete and pending programs, still need to be addressed. See Attachment D for the list of remaining programs to implement.

For the recently (May 2023) adopted Housing Element, the City has made progress on the program implementation; approximately 23% of the programs are complete and/or a part of on-going operations; please see Attachment B for more details. See discussion below for more information about the HE status.

BACKGROUND

This APR is for the sixth year of annual reporting since the adoption of the 2030 Comprehensive Plan in 2017 and for the first year of the 6th Cycle HE. The PTC reviewed the last update on November 16, 2022 ([Staff Report](#))¹ and City Council completed its review in March 2023 ([Staff Report](#))² The following section provides the context for the annual reporting.

Comprehensive Plan Implementation Annual Progress Report

The Comprehensive Plan Implementation Annual Progress Report is a State mandated report, required by Government Code Section 65400³, and submittal is due by April 1. It states that after a legislative body (City Council) adopts the Comprehensive Plan, an annual review must be submitted to the City Council, the Office of Planning and Research (OPR), and the Department of Housing and Community Development (HCD) on the status of the plan's progress in implementing programs.

In addition to the State mandated annual reporting, the Palo Alto Municipal Code (Section 19.04.030)⁴ specifies that the Planning and Transportation Commission (PTC) shall annually review the Comprehensive Plan "and recommend to the city council such extensions, changes or additions to the plan as the commission may consider necessary in the view of any change in conditions."

Housing Element Annual Progress Report

The HCD department requires an Annual Progress Report (APR) addressing the City's progress in implementing the HE. The report is due by April 1. The report includes data on housing production and accomplishments toward the City's Regional Housing Needs Allocation (RHNA) goals. The 2022 Housing Element Annual Progress Report was the last year of reporting on the implementation of the 5th Cycle

¹ PTC Staff Report: <https://www.cityofpaloalto.org/files/assets/public/v/1/agendas-minutes-reports/agendas-minutes/planning-and-transportation-commission/2022/ptc-11.16.2022-comp-plan-2030.pdf>

² City Council Staff Report (Item #5):

<https://cityofpaloalto.primegov.com/Portal/Meeting?meetingTemplateId=1097>

³ Government Code Section 65400:

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

⁴ Palo Alto Municipal Code Section 19.04.030:

https://codelibrary.amlegal.com/codes/paloalto/latest/paloalto_ca/0-0-0-82254#JD_19.04.030

[2015-2023 Housing Element](#)⁵ programs, as that HE term ended in January 2023. The 2022 HE APR can be found [here](#).⁶

The HE APR for 2023 reflects the first year of the 6th Cycle [2023-2031 Housing Element](#)⁷ that was adopted by City Council on May 8, 2023 and submitted to HCD on June 7, 2023. The City received additional HCD comments on the adopted Housing Element and is preparing responses to those comments. The updated Housing Element may include additional program clarifications beyond what the Council previously adopted. The PTC and Council will review and take action to adopt the revised Housing Element in early 2024. The City aims for HCD certification of the new Housing Element in late Spring of 2024.

Although the City's HE has not been certified by HCD, staff is preparing the 2023 HE APR following the standard requirements. HCD mandates that the APR for the Housing Element focus on three topics:

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

ANALYSIS

This section provides an overview of the draft APRs for the Comp Plan and adopted HE and provides high-level summaries of the related data. See Attachments A and B for individual program details.

Comprehensive Plan Programs Status

The Comp Plan is intended to be a living document, to grow and evolve as local conditions change. The PTC's role is to review the Comp Plan programs annually and recommend to the City Council any modifications that it considers necessary. These amendments may be initiated by the PTC, the City Council, or City staff. All amendments require public hearings by the PTC and City Council and evaluation of the potential impacts on Palo Alto's physical environment, in accordance with the California Environmental Quality Act (CEQA). Additionally, the PTC can make recommendations to the City Council to change the prioritization of the implementation programs through the regular annual review cycle of the Implementation Plan⁸.

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

⁵ 2015-2023 Housing Element:

<https://paloaltohousingelement.com/wp-content/uploads/2021/04/Certified-15-23-Housing-Element.pdf>

⁶ 2022 Housing Annual Progress Report:

https://www.cityofpaloalto.org/files/assets/public/v/1/planning-amp-development-services-1/housing-element/housingelement_2015_2023/submitted-hcd-paloalto-2021-apr_webposted.pdf

⁷ City Council Adopted Draft 2023-2031 Housing Element:

https://paloaltohousingelement.com/wp-content/uploads/2023/06/Palo-Alto-Housing-Element-2023-2031_6.7.2.pdf

⁸ Comprehensive Plan Implementation Chapter: <https://www.cityofpaloalto.org/files/assets/public/v/2/planning-amp-development-services/3.-comprehensive-plan/comprehensive-plan/2030-comp-plan-9-implementation-june-21.pdf>

1. Implementation Status Summary

Table 1 below provides the status for all the programs as of October 2023. The programs with “completed” and “ongoing” status reflect programs that have been implemented by the City, representing 77% of the programs. In 2023, there was a decrease in the number of “pending” status programs from the previous year, from 84 programs to 63, indicating work progress on programs which were on hold or had not yet started. Also, the number of completed programs doubled from last year’s reporting.

There are 96 programs in the partially complete and pending status. The 33 partially complete programs have anticipated completion timelines for 2024 or 2025. The 63 pending programs, where work has not started or has been paused, have yet to be resourced. The list of these 96 programs is provided as Attachment D.

Of the 410 implementation programs, 41 (10%) had a change in status in 2023. Twenty-one programs changed status from pending to: ongoing (10 programs), partially complete (9 programs), and complete (2 programs). The majority of these programs moved in a positive direction to reflect progress on the task; only one program shifted to a pending status, reflecting it was placed on hold. A few notable examples of programs with positive status changes include senior support programs, seismic retrofit incentives, noise ordinance evaluation, and parking reduction requirements for retail uses. A summary of the 41 programs with status changes is provided in Attachment C.

Table 1. Implementation Status of the Comprehensive Plan Programs (as of October 2023)

Status	Number of Programs	% of Total
Complete (100% completed)	13	3.17%
Ongoing (part of standard operations/implemented)	301	73.41%
Partially Complete (work started)	33	8.05%
Pending (not started/paused)	63	15.37%
Total	410	100.00%
<i>Please note, the above status reflects the reporting in October 2023. Status may change from one year’s Comp Plan Annual Implementation Review to the next years.</i>		

Source: City of Palo Alto, Planning and Development Services, 2023 October

Status Notes: “Complete” - completed programs, “Ongoing” - programs are or have become routine operations, required for maintenance or implementation of required city regulations; this includes programs that were completed and shifted to ongoing status due to active implementation, “Partially Complete” - work for program has started and is in progress, and “Pending” - programs where implementation has stopped due to various reasons (e.g., lack of funding, shift in priorities, or insufficient staffing) or has not started.

2. Priority of Program/Timing

Priorities of the implementation programs were identified in 2017 when the Comp Plan was adopted. The prioritization guides the allocation of resources to implement the plan. It is not uncommon for priorities to shift over time depending on respective department resource availability. No change or shift in priorities were reported for this year. The PTC’s review may include suggestions to re-prioritize programs, considering current conditions. Table 2 summarizes the progress made on program implementation based on priority status.

Table 2. Implementation Status of the Comprehensive Plan Programs by Priority (as of October 2023)

Programs by Priority	Number of Programs	Complete	Ongoing	Partially Complete	Pending
Short Term	99	7	66	14	12
Short to Medium Term	1				1
Medium Term	90	2	45	13	30
Long Term	11	1	6		4
Routine	163	1	142	6	14
In Progress	46	2	42		2
Total Programs	410	13	301	33	63

Source: City of Palo Alto, Planning and Development Services, 2023 October

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

3. Level of Effort

For each Comp Plan program, the level of effort for program implementation was determined. The effort reflects the magnitude and complexity of the program in terms of project size (e.g., small, medium, or large), required staffing, departmental involvement, and overall anticipatory cost. It is, however, difficult to determine and predict the exact cost of most of the programs, especially the long-term ones, and the specific staffing requirements needed to support the scope of future detailed work plans. The 2030 Comprehensive Plan’s Implementation Chapter uses the “\$” symbol to reflect the level of effort; a single “\$” reflects a low-level effort, “\$\$” is moderate-level effort, and “\$\$\$” reflects a significant level of commitment to complete the program. Please refer to Attachment A for details.

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

Housing Element Programs Status

The 2022 Housing Element Annual Progress Report was the last reporting on the implementation of the 2015-23 Housing Element programs. A full evaluation of the 2015-2023 Housing Element programs is available in [Appendix A](#) of the Council adopted 2023-2031 Housing Element⁹.

In 2023, Planning staff remained focused on tasks associated with the 6th Cycle HE update process. The City Council adopted the 2023-2031 Housing Element on May 8, 2023. The City sent the adopted Housing

⁹ <https://paloaltohousingelement.com/wp-content/uploads/2023/04/Appendix-A.pdf>

Element to HCD for review on June 7, 2023. On August 3, 2023, the City received a comment letter from HCD requesting modifications to the Housing Element prior to HCD certification. In particular, members of the public and HCD have called for additional analysis of the Sites Inventory to ensure and demonstrate that sites are viable for redevelopment during the 8-year planning cycle, including that existing uses are likely to cease. To address these comments, City staff and the Housing Element consultant are exploring changes to the Sites Inventory, including adding sites to the inventory and increasing densities. The updated version of the Housing Element will likely include updates to the Sites Inventory, additional programs, and analysis to demonstrate HCD compliance. As previously noted, the City anticipates adoption of a revised HE in early 2024.

The adopted HE has 122 programs that address a range of initiatives to support housing development in the City. At this time, six months from adoption, some progress has been made on program implementation. One major milestone towards HE implementation is the November 13, 2023, City Council action to adopt (on first reading) the various code amendments that implement Programs 1.1A and 1.1B. These amendments address the requirements to make sites available for housing development to meet the City's RHNA. Of the 122 adopted programs, staff has addressed approximately 29 programs (23%) so far. The majority of these programs are part of ongoing operations. As noted above, the City expects to take action in early 2024 to adopt a revised HE that will have modified programs. Due to the required APR reporting timing (April 1), the 2023 HE APR reporting will likely be based on the May 2023 adopted HE programs. The list of the HE programs is provided in Attachment B.

2023 Achievements Towards 2023-2031 RHNA

For the 2023-2031 RHNA, the City's allocation is 6,086 units. Table 3 below shows City's progress in housing production as of October 31, 2023

Table 3. City Progress Towards 2023-2031 RHNA (as of October 31, 2023)

Income Level	2023-2031 RHNA by Income Level	Total Units Permitted as of November, 2023	Total Remaining RHNA by Income Level	% of RHNA
Extremely Low Income	778		778	0.00%
Very Low Income	778		778	0.00%
Low Income	896		896	0.00%
Moderate	1,013		1,013	0.00%
Above Moderate	2,621	103	2,518	3.93%
Total	6,086	103	5,983	1.69%

Source: City of Palo Alto, Planning and Development Services, 2023 October

As of October 2023, 103 units received building permits. All of these units were in Above Moderate-Income category; 102 units were accessory dwelling units and one single family home.

FISCAL/RESOURCE IMPACT

There is no resource impact. Staff time to prepare and submit reports was contemplated in the allocation of resources to the department.

STAKEHOLDER ENGAGEMENT

The Palo Alto Municipal Code requires the publication of a notice of this public hearing in a local paper at least ten days in advance of the meeting. Notice of the PTC public hearing was published in the Daily Post on November 17, 2023, which is 10 days in advance of the meeting. Staff did not perform specific community outreach for this PTC agenda item. Members of the public will have the opportunity to comment during the PTC hearing.

ENVIRONMENTAL REVIEW

The review and comment on the draft 2023 Comprehensive Plan Implementation Annual Progress Report and draft 2023-2031 Housing Element Annual Progress Report is not considered a project requiring review under the California Environmental Quality Act (CEQA).

ALTERNATIVE ACTIONS

An alternative action the PTC may consider is to have the annual progress reports return to the PTC in February 2024 with the finalized statuses for 2023 and responses to PTC's comments.

ATTACHMENTS

Attachment A: Comp Plan Implementation Program Status, 2023

Attachment B: 2023-2031 Housing Element Implementation Program, 2023

Attachment C: Status Change of Comp Plan Implementation Programs, 2023

Attachment D: Comp Plan Pending and Partially Complete Implementation Programs, 2023

AUTHOR/TITLE:

Chitra Moitra, Planner

Comprehensive Plan Implementation Program Status, 2023

Implementation Programs 2023							
Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Staff Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
Business & Economics Element							
Goal B-1: Businesses in Palo Alto that contribute to economic vitality, enhance the city’s physical environment, promote municipal revenues and provide needed local services.							
B.1.1	Implement and periodically amend an Economic Development Policy to guide business development in the City in a manner consistent with Policy L-1.10.	Planning and Development Services & City Manager's Office	R	\$	PDS/ CMO	O	The City continues to monitor the office / Research & Development growth. In 2023, there was a net loss of 32,387 sq. ft. of office space, leaving a remaining development balance of 602,934 square feet. No related policy recommendations were proposed.
Goal B-3: Careful management of City revenues and expenditures so that the fiscal health of the City is ensured and services are delivered efficiently and equitably.							
B3.2.1	Continue to refine tools, such as the Business Registry, as data sources on existing businesses, including the type of business, number of employees, size, location, and other metrics to track the diversity of Palo Alto businesses.	Administrative Services Department	IP	\$\$	ASD	O	The City is shifting to a business license tax program in 2024 of which the business registry will be a component. Through the efforts of the business license tax program data will continue to be collected to track business diversity in Palo Alto.
Goal B-4: The stimulation of diverse commercial, retail and professional service business opportunities through supportive business policies and a culture of innovation.							
B4.2.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
B4.2.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
B4.6.1	Work with local merchants to encourage Palo Alto residents, workers, and visitors to buy in Palo Alto.	Planning and Development Services & City Manager's Office	R	\$\$	CMO	O	The City continues to encourage Palo Alto residents, workers, and vistiors to buy in Palo Alto through its Uplift Local campaign and opportunities for businesses to cross-promote with City events such as the Code:ART festival.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
B4.6.2	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Planning and Development Services	M	\$\$	PDS / CP	PC	City received an administrative draft of a retail study in late August 2022; the scope of the work was expanded to dovetail with City Manager's Office Street Sense program (June 2023). A check in with the Planning and Transportation Commission (PTC) is on 10/25/2023. The reports will be presented to the PTC and to City Council in summer of 2024.
B4.6.3	Maintain distinct neighborhood shopping areas that are attractive, accessible, and convenient to nearby residents.	Planning and Development Services	R	\$	PDS / CP	O	This is an ongoing effort.
Goal B-5: City regulations and operating procedures that provide certainty, predictability and flexibility and help businesses adapt to changing market conditions.							
B5.1.1	Regularly evaluate ways to improve coordination of the City's environmental review, permitting, and inspection processes.	Planning and Development Services	R	\$	PDS / CP	O	This is an ongoing effort.
B5.1.2	Improve design guidelines to reduce ambiguity and more clearly articulate compatibility principles to the business community and to the public.	Planning and Development Services	M	\$\$	PDS / CP	PC	Objective Design Standards for housing development projects and for single-family homes have been approved in 2022. On-going improvements will be made as needed. SOFA CAP zone regulations will be updated in 2024 to include objective design standards.
B5.1.3	Simplify the design review process for small-scale changes to previously approved site plans and buildings.	Planning and Development Services	M	\$\$	PDS / CP	O	Staff is processing more Architectural Review applications over the counter including sign applications.
B5.1.4	Revise zoning and other regulations as needed to encourage the revitalization of aging retail structures and areas. Encourage the preservation of space to accommodate small, independent retail businesses and professional services.	Planning and Development Services	R	\$\$	PDS / CP	P	No zoning regulation changes are proposed at this time.
Goal B-6: Attractive, vibrant retail centers, each with a mix of uses and a distinctive character.							

Item 3

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
B6.1.1	Actively work with Downtown businesses, professional associations and the Palo Alto Chamber of Commerce to retain successful retail businesses that contribute to the City's goals for Downtown.	Planning and Development Services & City Manager's Office	R	\$\$	CMO /PDS	O	The City worked with a consultant, Streetsense, to develop a comprehensive economic development strategy focused on retail. The City Council accepted the strategy on August 14, 2023. To progress on that strategy, the City continues to collaborate with various stakeholders, including the Chamber of Commerce, the Downtown Business Improvement District (BID), California Avenue businesses, hoteliers, Stanford, and others to promote a strong business climate. Focused business support through programs like Uplift Local, public art installations, holiday events, and other ways to activate spaces will continue.
Goal B-7: Thriving business employment districts at Stanford Research Park, Stanford Medical Center, East Bayshore/San Antonio Road Area and Bayshore Corridor that complement the City's business and neighborhood centers.							
B7.2.1	Review policies and regulations guiding development at Stanford Research Park and revise them as needed to allow improved responsiveness to changing market conditions in a manner consistent with Policy L-1.10.	Planning and Development Services	M	\$\$	PDS / CP / LRP	O	The City Council approved the Housing Element in May 2023 and staff meets regularly with Stanford University regarding land use on an ongoing basis.
B7.2.2	Study the feasibility of a "transfer of development rights" (TDR) program and other measures that would provide greater development flexibility within Stanford Research Park without creating significant adverse traffic impacts or increasing the allowable floor area.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
Community Services & Facilities Element							
Goal C-1: Deliver community services effectively and efficiently.							
C.1.15.3	Collaborate with Palo Alto Community Child Care (PACCC) to identify, develop, and promote high quality early learning environments to serve all families in our community.	Community Services Department	R	\$	CSD	O	No change from previous year reporting. City staff continues to work collaboratively with Palo Alto Community Child Care (PACCC) by managing our service contracts with them in order to provide the best care possible.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Item 3
							Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>
C.1.17.2	Develop programs and activities for teens that strengthen leadership skills, encourage a culture of community service, inclusiveness, tolerance and acceptance of others.	Community Services Department	R	\$	CSD	O	The City supports Teen Leadership Groups, including the Art Center Teen Leadership Group (ACTL), Palo Alto Youth Council (PAYC), Teen Advisory Board (TAB), and Teen Arts Council (TAC), as well as overseeing Think Fund, a supportive grant program for teens, and the makerspace, MakeX. The teen leadership groups give high school students in Palo Alto the opportunity to serve the teen community by acting as a voice toward action and change. The Teen Center at Mitchell Park Community Center opened September 2023 for Middle School students. The City also continues to support Project Safety Net on youth suicide prevention and mental health awareness through community education, outreach, and training; access to quality youth mental health services; and policy advocacy. The City also funds Youth Community Service's Connectedness Initiative. 30 teens participated in the Art Center's Teen Leadership group in FY23. These teens meet virtually and in person twice a month to participate in hands-on workshops with practicing artists, exhibit their artwork at the Art Center, develop leadership skills, and plan a teen-only event. The teens came from 10 different schools including: Palo Alto High, Gunn, Castilleja, Lynbrook High, Fusion Academy, Eastside College Prep, Mountain View High School, Sequoia High School, Woodside High, and Woodside Priory. During the ACTL 2022-23 school year, teens worked with professional artists in printmaking, collaging, and ceramics. In the first public teen event since Covid, 40 teens engaged in student-led activities including repurposed patches, crocheted pins, and a collaborative art piece. New in FY23, is the Teen Ceramics Apprenticeship program, where teens passionate about ceramics volunteer in the classroom and gain insight and experience with all aspects of studio logistics including kiln work and sustainable studio practices. Twelve teens participated in the inaugural year.
C.1.18.2	Support, promote, and publicize the provision of comprehensive senior services in coordination with senior service providers. Comprehensive services include addressing senior nutrition, mental health and transportation.	Community Services Department	R	\$	CSD	O	No change from previous year reporting. City continues to support Avenidas for senior programming/services and La Comida for senior nutrition needs.
C.1.18.3	Establish a support program for caregivers of seniors and people with disabilities by partnering with private, nonprofit, faith-based and public community service organizations.	Community Services Department	M	\$	CSD	O	This work is part of Avenidas contracted scope of services.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
C1.1.2.2	Explore a City solution to help residents and others to resolve questions and concerns and navigate the City's community services and facilities.	Community Services Department	M	\$	CSD	O	No change from previous year reporting. Residents can now more easily navigate programs, services and facilities offered by the Community Services Department on the City's new website. Customer service staff are available by phone, email or in person to assist customers.
C1.1.1.1	Based on identified needs, continue to provide and expand the provision of multilingual literature, program information and educational displays at public community facilities and parks.	Community Services Department	R	\$	CSD	O	No change from previous year reporting. This is an ongoing task.
C1.1.2	Establish a cross-cultural outreach program to engage residents of all ages, cultural, social and linguistic backgrounds in educational, recreational and cultural activities offered throughout the City of Palo Alto.	Community Services Department	M	\$	CSD	O	With the support of the Friends of the Palo Alto Children's Theatre, the Children's Theatre commissioned new theatrical works supported by community collaborations and cross-cultural exchanges. In FY23, the Children's Theatre produced an adaptation of the classic Indian folktale, ONE GRAIN OF RICE, directed by local theatre artist Ish Kaur with choreography by Aparna Seetharaman. Following each performance of the play, audience members took part in a Holi Color Festival Celebration, as part of a collaboration with a community of South Asian Palo Alto residents. The Art Center exhibitions program features artists of diverse cultural backgrounds and the Center works to program culturally diverse and relevant programming.
C1.12.1	In cooperation with public and private businesses, non-profit organizations, and PAUSD, develop a service program that will coordinate the efforts of agencies providing services to families and youth in Palo Alto.	Community Services Department	R	\$	CSD	O	This is an ongoing task.
C1.13.1	Determine the potential for City shared use of PAUSD facilities for weekend, summer and evening use for community uses such as child care, libraries, recreational facilities, community meeting space, education, language education, health care, culture and computer resources.	Community Services Department	M		CSD	O	This is an ongoing task.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
C1.15.1	Support and promote the provision of comprehensive child care services in Palo Alto by public and private providers, including employers.	Community Services Department	S	\$	CSD	O	City staff and the Early Care and Education Committee continue to work to support child care providers in the community. The City has also recently instituted a new child care assistance program for its employees.
C1.15.2	Utilize the Early Care and Education Committee to develop and update the Child Care Master Plan, and to connect providers and professionals working with families with young children, explore challenges and opportunities to programs and services for young children, and support early education programs in the community in their efforts to enhance quality.	Community Services Department	S	\$	CSD	O	The Early Care and Education Committee continues to create an annual workplan to help meet the needs of local childcare providers and educators. Current workplan goals focus on staff development opportunities for early educators and transitional kindergarten and universal preschool advocacy.
C1.15.4	Explore opportunities to provide access to childcare for families of City employees.	Community Services Department	L	\$	CSD	O	Working with the Human Resources Department and the City Manager's Office, the City has recently instituted a new child care assistance program for its employees.
C1.16.1	Identify funding sources for expanded outreach and increased involvement to support youth and teen leadership programs and events.	Community Services Department	M	\$	CSD	O	This is an ongoing effort and Community Services Department's nonprofit partners provide some support for these programs. There are no substantial actions to report at this time.
C1.16.2	Leverage available funding to pursue support of teen mental, physical, social and emotional health programs.	Community Services Department	R	\$	CSD	O	The City continues to support Project Safety Net, now a 501(c)(3) and Youth Community Service, to support teen mental health programs. The Human Services Resource Allocation Process (HSRAP) has historically funded several organizations focusing on teen health. The City also funds Youth Community Service's Youth Connectedness Initiative.
C1.17.1	Optimize participation in such programs by increasing the number of locations where the programs are provided and by supporting transportation options to these locations.	Community Services Department	S	\$	CSD	O	Provides some of the same programs in multiple locations. Transportation is still not an option at this time.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan
							Implementation Programs 2023 Start Comments September 2023
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>
C1.17.3	Promote a diverse range of interests and vocations among programs offered to children, youth and teens.	Community Services Department	M	\$	CSD	O	In the summer of 2023, the Palo Alto Art Center hired five interns and four fellows from a variety of schools including San Francisco State University, San Jose State, Cal State East Bay, Middlebury Collage, and Santa Clara University. One student qualified for the REAL program at Santa Clara University and was paid by SCU. We placed four Eastside Prep students, including one who just graduated with a bachelor’s degree. One intern was a former volunteer and one had taken art classes at the Art Center in the past. MakeX Summer Camp, Pickleball in MSA, Youth Pickleball Classes, and cooking for youth are some of the programs.
C1.18.1	Develop a program to engage the talents and skills that seniors possess that would provide volunteer opportunities throughout the City.	Community Services Department	R	\$	CSD	O	Palo Alto Art Center volunteers, including seniors, contributed 5431 hours over FY23, a value of \$172,714. Approximately 18% of adult studio class takers identify as 65 or older.
C1.2.1	Periodically review public information, outreach and community relations activities to evaluate effectiveness.	Community Services Department	R	\$	CSD	O	No change from previous year reporting. This is an ongoing task.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
C1.2.3	Identify barriers to participation in City programming and facilities across gender, age, socioeconomic and ethnic groups and sexual identity and orientation, as well as mental and physical abilities, and adopt strategies to remove barriers to participation.	Community Services Department	S	\$	CSD	O	In FY23, as part of the Children's Theatre's Magical Series Spectrum and Sensory Friendly offerings, developed in collaboration with the Magical Bridge Foundation, the Children's Theatre offered Magical Series Sensory and Spectrum Friendly performances and classes, including acting, dance and music therapy offerings designed for differently abled participants. The Children's Theatre Main Stage and Summer Hot Dog Series began offering ASL designated performances, as well as a "Read-Along" option for audiences, available at all performances. In FY24, the theatre will present the World Premiere of JANE AND THE BEANSTALK as part of the theatre's Playhouse Series, an original fairytale designed to offer accommodations for actors of all abilities. The production will be performed in collaboration with Angels on Stage, a South Bay theatre troupe of teens and young adults with special needs. The Palo Alto Art Center Foundation received an IMLS American Rescue Fund grant in 2022 to support "Centering Accessibility" intended to continue the Art Center's focus on inclusion. This grant continued into FY23, providing funding for accessible artmaking equipment and supplies. The Art Center continues to provide QR codes with visual descriptions and large-print labels for our exhibition visitors.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023	
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
C1.2.4	Based on identified needs, expand program offerings to underserved groups.	Community Services Department	R	\$\$\$	CSD	O	In FY23, the Children's Theatre worked with the Friends of Palo Alto Childrens Theatre to provide more than \$20,000 in theatre field trip transportation grants to Title-1 schools, as well as class and camp scholarships to low-income families. In Summer 2023, the Children's Theatre participated in a 5th annual collaboration with the Stanford University Compression Forum, offering paid internships to high school seniors and incoming college freshman. The participants, almost all of whom come from under-represented / under-served backgrounds, took part in a research project that explored the practical and ethical use of Artificial Intelligence in art. In FY23, Palo Alto Children's Theatre continued to support the development of the Reparations Project, a national collaboration with The Breath Project and the Friends of Palo Alto Children's Theatre, to encourage conversations around the topic of slavery reparations in educational and performing arts institutions, with the goal of developing an original theatrical work in FY24-FY25 Thanks to support from the Palo Alto Art Center Foundation, the Art Center continues its Project Look school tour scholarships for East Palo Alto classrooms. The Cultural Kaleidoscope arts integration program continues in underserved school sites in East Palo Alto. The Art Center Foundation also funds class scholarships through community organizations Dreamcatchers, Stevenson House, and Alta Housing.	
C1.20.1	Partner with agencies for support and improved access so that all can participate as appropriate in Palo Alto recreational programs.	Community Services Department	R	\$	CSD	O	The Department continues to partner with the Magical Bridge Foundation to provide accessible programs to individuals of all abilities. The Junior Museum and Zoo partners with an accessibility advisory group to ensure exhibits and programs are accessible to all.	
C1.22.1	Increase awareness about caring and compassion for the unhoused and those who suffer from mental and/or physical conditions through educational programming in partnership with community and business organizations throughout the region.	Community Services Department	R	\$	CSD	O	Working with Momentum Mental Health	

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
C1.22.2	Work with Santa Clara and San Mateo Counties, the State of California, the federal government, non-profit agencies, business and other organizations to define roles and responsibilities in the comprehensive provision of permanent supportive housing and temporary shelter, food, clothing and transportation for those in need.	Planning and Development Services / CMO	R	\$	CMO / CSD	O	This is an ongoing task. The City continues to be involved with the County and local non profits to provide supportive permanent housing /food /shelter /other basic human needs.
C1.3.1	Develop and implement a plan to collect and analyze data on demographics, use of community service facilities and needs of the community as related to parks, open spaces, recreation, arts and culture.	Community Services Department	M	\$	CSD	O	No change from previous year reporting. Its an ongoing task. Community Services Department's program areas regularly collect and review demographic information from program participants. The Parks, Trails, Open Space and Recreation Master Plan contains information on community needs.
C1.6.1	Establish a program to facilitate continuing corporate support for community services through contributions of funds, time, materials and expertise.	Community Services Department	M	\$	CSD	P	No change from previous year reporting. A formal program to facilitate corporate support has not been established. Corporate sponsorships for special events have been received.
Goal C-2: Demonstrate a commitment to excellence and high quality service to the public among City of Palo Alto officials and employees.							
C2.2.1	Establish performance review criteria for City employees that consider the quality of service provided.	Human Resources Department	M	\$	HR	PC	This task has been partially completed.
C2.2.2	Periodically perform evaluations of City service delivery and develop strategies for continuous improvement. Use metrics and make information publicly available.	Community Services Department	R	\$\$	CSD	O	Program participants are invited to complete an evaluation. Many of CSD's special events allow participants to evaluate the event. Class and program offerings are frequently reviewed to evaluate popularity and trends to inform the next season's offerings.
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.							

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
C3.2.1	Develop a proactive Asset Management Program for infrastructure requirements and costs.	Administrative Services Department/ OMB	M	\$\$	ASD	O	The Citywide Facility Condition Assessment (FCA) and Electrification Assessment (EA) inspections have been completed. Staff have been reviewing the DRAFT reports and providing comments back to the consultant in preparation for the final reports. The data from the findings is being populated into Brightly's Capital Predictor software to track and plan for deferred maintenance(catch-up), regular maintenance(keep-up) and electrification for future CIP projects and budgeting. The software can calculate the effects of maintenance and preventive maintenance on our assets so we can maximize asset life while looking at different budget models for comparison.
C3.3.1	Periodically evaluate how parks and recreational facilities are being used and develop strategies for improving their use overall.	Community Services Department	IP	\$	CSD	O	This is an ongoing effort. Staff regularly analyze programs and solicit feedback from program participants and use that information to improve programs and provide desired amenities.
C3.3.2	Study and recommend methods of private and public financing for improved park maintenance, rehabilitation, and construction of facilities, including those used for arts and culture.	Community Services Department	S	\$	CSD	O	Improvements to the Roth building, adjacent to Heritage Park is a public/private partnership and will result in a new public restroom available for park users. Staff are partnering with stakeholders to design and fundraise for a new and improved Greer skate park.
C3.3.3	Estimate the costs of retrofitting all park facilities with water efficient appliances, fixtures and irrigation systems and develop an implementation schedule to phase-in use of non-potable water conservations measures where and when feasible.	Public Works Department and Community Services Department	L	\$\$	PWD / CSD	O	Estimates are to be decided in future.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
C3.3.4	Periodically assess the need to adjust parkland dedication or fees in lieu thereof to ensure they remain proportional to real estate values in Palo Alto.	Planning and Development Services and Community Services Department	R	\$	CSD / PDS / CP	O	Development Impact and In-Lieu Fees In the Planning and Development Services Department, impact fees (i.e., community center, park, library, and citywide transportation impact fees) and in-lieu fees (parking and housing inlieu, parkland dedication) were increased by 5.27% to reflect the most recently published Construction Cost Index (CCI) for the San Francisco Bay Area, as calculated by the Engineering News Record. This is in accordance with Municipal Code 16.64.1105 , as amended on November 28, 20166 , to standardize when these fees are paid, bring uniformity to the calculation in effect, bring uniformity to the annual adjustment rate, and other updates. Since these fees are governed by the applicable Municipal Code section, they are not discussed in Attachment A. The Park, Library, and Community Center impact fee increases proposed for FY 2024 do not yet reflect the changes that Council approved on June 13, 20227 , including (1) new fee categories; (2) increased land valuation for new park acquisition; and (3) a square foot basis (instead of a per housing unit basis) to calculate the fees. The Council directed staff to conduct and economic feasibility study before implementing these changes. The economic feasibility study has not been completed, and staff will return to Council upon completion. The fees can be updated upon an amendment to the Municipal Fee Schedule.
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.							
C4.1.1	Explore opportunities to dedicate City-owned land as parkland to protect and preserve its community- serving purpose into the future.	Community Services Department	S	\$\$\$	CSD	O	2 sites that the Parks & Recreation Commission are exploring for possible parkland dedication - Rinconada Community Gardens and the Historic Water Well at Alma and Hawthorne.
C4.1.2	Encourage dedication of new land for parks through regulations and incentives for new development and programs to solicit bequests of land within the city.	Community Services Department and Planning and Development Services	M	\$\$	CSD / PDS / CP	P	Work has not commenced.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
C4.1.3	Pursue opportunities to create linear parks over the Caltrain tracks in the event the tracks are moved below grade.	Community Services Department and Planning and Development Services	L	\$\$\$	CSD / PDS / CP	P	Work has not commenced.
C4.1.4	Explore ways to dedicate a portion of in-lieu fees towards acquisition of parkland, not just improvements.	Community Services Department and Planning and Development Services	M	\$	CSD / PDS / CP /	P	Work has not commenced.
C4.5.1	Use Cubberley Community Center as a critical and vital part of the City's service delivery system while also planning for its future.	Community Services Department	IP	\$\$	CSD	O	The City received an invitation from PAUSD to submit a proposal for the City to acquire more property at Cubberley. The Council held a Study Session in May 2023 and staff is returning to Coucil in October 2023 recommending that Council provide direction on the next course of action.
Goal C-5: Sustain the health, well-being, recreation, and safety of residents and visitors, and improve the quality, quantity, and affordability of social services for all community members, including children, youth, teens, seniors, the unhoused, and people with disabilities.							
C5.1.1	Allocate resources to create and support initiatives to increase the health and well-being of the public.	Community Services Department	R	\$	CSD	O	In the FY24 budget process, the Council allocoated an additional \$200k for Human Resource Allocation Process grants, which provide grants to local nonprofits that support health and well-being to vulnerable members of the community. In general, nearly all of CSD's programs and services support the well-being of the public.
C5.1.2	Establish a community-sourced online clearinghouse of information and activities related to health promotion in the community.	Community Services Department	IP	\$	CSD	O	Community resources related to health and wellness have been provided through the City Manager's Office as part of COVID response and communication and on the City's new website.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
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	\$	CSD	O	In FY23, the Palo Alto Art Center received a grant to support the development of a Social Emotional Toolkit that will be distributed to low-income seniors and youth in the community in FY24. The Palo Alto Art Center also provided artmaking experiences to a variety of city and community events, including the May Fete celebration. Free Family Days throughout the year at the Art Center draw hundreds of participants.
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	\$\$	CSD	O	Community Services Department staff have been coordinating with local nonprofits who serve vulnerable residents. In FY23, the Children’s Theatre continued to serve all PAUSD K-2 Elementary School students with a Dance in Schools program, an 8-week onsite get-up-and-move curriculum that promotes physical fitness and positive self-esteem.
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	\$	CSD	O	This is an ongoing effort. The Community Services Department continues to manage the City's community garden program. There are currently five community gardens in the program - Arastradero Garden is currently a leased/partnership site with the owner.
Governance Chapter							
Goal G-1: Effective opportunities for public participation in local government.							
G1.1.1	Consider making data available at a transactional level on the Open Data Portal.	Planning and Development Services	R	\$\$	PDS / Data Team	O	This is an ongoing effort.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.		
G1.2.1	Continue to hold regular, Town Hall-style meetings in neighborhoods.	City Council & City Clerk’s Office	R	\$\$	CMO	O	Staff has implemented quarterly neighborhood town hall meetings in partnership with neighborhood groups. The fourth of the calendar year is set for October 15, 2023. All meeting materials is available online at www.cityofpaloalto.org/engage . There are also other topic-specific community engagement meetings that occur throughout the year.	
G1.2.2	Periodically review the suite of engagement options used to solicit citizen input and expertise on policy issues.	City Manager’s Office	R	\$-\$\$\$	CMO	O	Council received a staff update on community engagement activities planned to implement the City’s workplans for the 2023 calendar year in early 2023. Staff presented a series of community engagement approaches and gained input on the City’s overall approach. Several efforts are underway including hosting one Neighborhood Town Hall in each quarter of the calendar year.	
G1.2.3	Continue to rely on neighborhood organizations, the City website, local media, online technologies and other communication platforms to keep residents informed of current issues and to encourage citizen engagement.	City Manager’s Office	R	\$	CMO	O	This is an ongoing task and staff continues to implement this goal.	

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities ongoing as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
G1.2.4	Provide access to communications technologies at City facilities, including public libraries and City Hall, and explore innovative locations for communication.	City Manager's Office	R	\$\$	CMO	O	A virtual receptionist in the City Hall Lobby assists the public with their service needs and this continues to be available, in addition to service assistance at the Revenue Collections and Utilities service counters. In terms of other communications focus areas, staff manages an interactive platform that shares information with the public and also supports new ways to engage the community on topic specific efforts including Fiber and Sustainability. Staff relaunched the lobby screens to share City information, implemented a process to distribute printed materials to City facilities for public information, mailed postcards to residents informing them of the Neighborhood Town Halls, and during the storm season in addition to all digital ways to share information, staff recorded updates on the City's public information line to share storm impacts and updates.
G1.2.5	Continue to release City Council staff reports to the public up to 10 days prior to Council hearings to increase public awareness of City decision-making.	City Clerk's Office	R	\$	CCO	O	We continue to release City Council staff reports up to 10 days prior to City Council meetings, with the exception of amended agenda items which are provided on the Thursdays before the meeting (latest).
Goal G-2: Informed and involved civic, cultural, environmental, social service and neighborhood organizations and residents.							
G2.2.1	Continue to offer the use of City facilities to non-profit civic, environmental, cultural, neighborhood and social service organizations for meetings and events at discounted or complimentary rates and via sponsorship programs.	City Manager's Office	R	\$	CMO	O	This is an ongoing effort.
Goal G-4: Active involvement of local citizens as volunteers.							
G4.1.1	Continue and expand volunteer opportunities and the community's awareness of public and nonprofit organizations serving the City.	City Manager's Office	R	\$	CMO	O	City continues to work with established Advisory Groups to engage in policy development and information sharing. Additionally, a volunteer web page is in development to highlight different opportunities available to staff within the city of Palo Alto.

Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Attachment A_Comp Plan
							Implementation Programs 2023 Staff Comments September 2023
							Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.
G4.1.2	Publicly recognize the efforts of individuals, groups, and businesses that provide volunteer services within the City.	City Manager's Office	R	\$	CMO	O	This is an ongoing task. The City Council has also included Special Orders of the Day to recognize groups and individuals.
G4.1.3	Coordinate with the Palo Alto Unified School District to develop classroom-based leadership, governance and civic participation programs.	City Manager's Office	M	\$\$	CMO	O	This is an ongoing task. The City regularly meets with PAUSD leadership and discusses recent issues of interest to both organizations.
G4.1.4	Support the transition from school-based volunteering to civic participation via outreach to parent volunteers and student leaders.	City Manager's Office and Community Services Department	M	\$	CMO / CSD	O	This is an ongoing task.
G4.1.5	Coordinate with the real estate community to develop a welcome package for new residents, containing City resources, information and ways to contribute to livability.	City Manager's Office	M	\$\$	CMO	PC	No change from last year's reporting. Staff continues to send a digital welcome message to new residents and is finalizing a new welcome message that will be both digital and print formats. With the launch of the City's new website, there was a comprehensive look at resident related information. The website includes a digital welcome packet and new resident resources are now available both at www.cityofpaloalto.org/residents and a new "My Neighborhood" map that highlights services available near a resident's home at www.cityofpaloalto.org/residents/my-neighborhood
Goal G-6: More clearly defined procedures, standards, and expectations for development review.							
G6.2.1	Provide clear information across multiple communications platforms to guide citizens and businesses through the City review and approval process.	Planning and Development Services	R	\$	PDS / CP / LRP	O	This is an ongoing effort.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
G6.2.2	Continue and expand customer-oriented process improvement efforts.	All Departments	R	\$\$	PDS / Data Team	O	Continuous improvements to the Online Permitting System (OPS) including: -Website restructuring for clear instructions on how to apply for different permits -Publish building permit checklists for more complete applications (reducing the initial back and forth between staff and the applicant) -Published a new instant Heat Pump Water Heater permit process -Full launch of the SolarAPP+ instant permit process for qualifying residential PV or PV & ESS projects -Launched a 2-month pilot program to assess if intake appointments would be beneficial. Results and lessons learned are being foldedn into upcoming permit process changes. -Exploring ways to integrate an electronic building application form to the online permitting process
G6.2.3	Use the pre-screening process to obtain early feedback from the City Council and the community regarding ordinance changes intended to facilitate specific development proposals.	Planning and Development Services	R	\$	PDS / CP	O	This is an ongoing effort. This is required by PAMC Title 18 Chapter 18.79.
Land Use and Community Design Element							
Goal L-1: A compact and resilient city providing residents and visitors with attractive neighborhoods, work places, shopping districts, public facilities, and open spaces.							
L1.6.1	Review regulatory tools available to the City and identify actions to enhance and preserve the livability of residential neighborhoods and the vitality of commercial and employment districts, including improved code enforcement practices.	Planning and Development Services	S	\$\$	PDS / Data Team	PC	Council adopted a revised ordinance and administrative penalties to improve the gas blower enforcement program in June 2023.
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 and Development Services	IP	\$	PDS / LRP	O	Staff has been tracking the progress on the Stanford Community Plan Update, and related provisions to the Santa Clara County General Plan. Adoption of Stanford Community Plan anticipated Fall 2023 by the County.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
Goal L-2: An enhanced sense of “community” with development designed to foster public life, meet citywide needs and embrace the principles of sustainability.							
L2.2.1	Explore whether there are appropriate locations to allow small-scale neighborhood-serving retail facilities such as coffee shops and corner stores in residential areas.	Planning and Development Services	M	\$	PDS / CP	O	The Permanent Parklet program was adopted by the Council in September 2023 and the extension of the interim program for private parking lot use was extended through March 2024.
L2.4.1	Amend the Housing Element to increase housing sites along San Antonio Road between Middlefield Road and East Charleston Road and increase residential densities in Downtown and the California Avenue.	Planning and Development Services	S	\$	PDS / LRP	C	The 2023-2031 Housing Element was adopted by the City Council in May 2023 which included additional sites on San Antonio Road.
L2.4.2	Allow housing at Stanford Shopping Center, provided that adequate parking and vibrant retail is maintained and no reduction of retail square footage results from the new housing.	Planning and Development Services	S	\$	PDS / LRP	PC	As part of the Housing Element update, a proposed program is included to engage in discussions with Stanford Shopping Center in preparation for the next Housing Element Cycle in 2031. See Program 1.5 in the adopted 2023-2031 Housing Element.
L2.4.3	Allow housing on the El Camino Real frontage of the Stanford Research Park. Explore multi-family housing elsewhere in Stanford Research Park and near the SUMC.	Planning and Development Services	S	\$	PDS / LRP	PC	Stanford owned parcels along El Camino Real have been included in the housing sites inventory. Staff continues to explore possibilities of multi family housing in Research Park area. Residential use in the Research Park will no longer require a Conditional Use Permit (CUP), see Program 1.5 in the adopted 2023-2031 Housing Element.
L2.4.4	Assess non-residential development potential in the Community Commercial, Service Commercial and Downtown Commercial Districts (CC, CS and CD) and the Neighborhood Commercial District (CN), and convert non-retail commercial FAR to residential FAR, where appropriate. Conversion to residential capacity should not be considered in Town and Country Village.	Planning and Development Services	S	\$	PDS / LRP / CP	O	Council continues to review Planned Home Zonning (PHZ) prescreenings converting commercially used land to housing. This includes a PHZ project (70 Encina) on a Town and Country Center parking lot that is not owned by Town and Country.

Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Staff Comments	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.			
L2.4.5	Update the municipal code to include zoning changes that allow a mix of retail and residential uses but no office uses. The intent of these changes would be to encourage a mix of land uses that contributes to the vitality and walkability of commercial centers and transit corridors.	Planning and Development Services	S	\$	PDS / LRP / CP	PC	The retail study is underway by consultant team. Staff plans to present the findings to the Planning and Transportation Commission (PTC) in early 2024.		
L2.4.6	Explore changing the Transfer of Development Rights (TDR) ordinances for both buildings of historic significance and for seismic retrofits so that transferred development rights may only be used for residential capacity.	Planning and Development Services	M	\$	PDS / LRP / CP	P	This program has not been explored yet. The project commencement is pending the availability of resources.		
L2.4.7	Explore mechanisms for increasing multi-family housing density near multimodal transit centers.	Planning and Development Services	S	\$\$	PDS / LRP / CP	C	City was awarded a PDA grant for a downtown housing master plan and is in process of initiating the work; kick-off anticipated early 2024. Housing Element 6th cycle process included upzoning housing opportunity sites near the University Avenue multi modal transit center.		
L2.4.8	Identify development opportunities for BMR and more affordable market rate housing on publicly owned properties in a way that is integrated with and enhances existing neighborhoods.	Planning and Development Services	S	\$\$	PDS / LRP	C	The adopted 2023-2031 Housing Element identified city-owned parking lots as housing element sites for affordable housing.		
L2.5.1	Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees.	Planning and Development Services	IP	\$	PDS / LRP	O	In 2023, no new housing opportunities were identified.		
L2.7.1	Review development standards to discourage the net loss of housing units.	Planning and Development Services	S	\$	PDS / LRP / CP	C	In addition to local requirements expanding SB330, the adopted 2023-2031 Housing Element includes Program 4.1 to enforce state law regarding no net loss and includes a new program to have commercial development also replace any demolished residential units.		

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan
							Implementation Programs 2023 Start Comments September 2023
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>
L2.8.1	Conduct a study to evaluate various possible tools for preventing displacement of existing residents.	Planning and Development Services	M	\$\$	PDS / LRP	PC	Council provided direction in November 2021 regarding renter protection policies, especially focused on cost-burdened low income renters. Council passed an ordinance that expanded Tenant Relocation Assistance to rental units on properties with 10 or more units. Council also passed a security deposit limit of 1.5x the monthly rent for unfurnished rental units. Council created a local just cause eviction protection ordinance that extends eviction protection to more rental units than state law. Staff remains underway to complete all other Council directed renter protection policies alongside and in concert with implementation of the 2023 – 2031 6th Cycle Housing Element. This includes establishment of a Rental Registry Program and a review and assessment of the implementation of existing renter protection policies.
L2.8.2	Develop and implement a system to inventory the characteristics of existing housing units and track changes in those characteristics on a regular basis. Make the information publicly available.	Planning and Development Services	M	\$\$	PDS / LRP	P	Work has not commenced.
L2.10.1	Collaborate with PAUSD to plan for space to accommodate future school expansions or new school sites, and evaluate zoning space to accommodate new schools.	Planning and Development Services	IP	\$\$	PDS / LRP / CP	O	On October 16, 2023 City Council approved a proposal to consider a 55 year ground lease that accomodates community needs.
Goal L-3: Safe, attractive residential neighborhoods, each with its own distinct character and within walking distance of shopping, services, schools, and/or other public gathering places.							
L3.2.1	Evaluate and implement strategies to prevent conversion of residential and neighborhood-serving retail space to office or short-term vacation rentals.	Planning and Development Services	IP	\$	PDS / LRP / CP	C	Post Covid staff continues to enforce the annual office limit, ground floor office limitations; City does not allow short term vacation rentals (code enforcement)

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities ongoing as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
L.3.5.1	Develop a program to assess and manage both the positive and negative impacts of basement construction in single family homes on the community and the environment, including: -environment, such as potential impacts to the tree canopy, groundwater supply or quality, and soil compaction. -Safety issues such surface flooding increased groundwater intrusion with sea level rise,emergency access and egress, or sewage backflows.	Planning and Development Services and Public Works Department	S	\$\$	PDS / CP / PW	C	No further update.
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.							
L4.2.1	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Planning and Development Services	M	\$\$	PDS / LRP / CP	O	Council adopted Permannet Parklet Program in September 2023. Retail Study refinements are underway for presentation to Planning and Transportation Commission (PTC) and City Council before July 2024.
L4.2.2	Evaluate the effectiveness of formula retail limits adopted for California Avenue. Develop incentives for local small businesses where warranted.	Planning and Development Services	M	\$\$	PDS / LRP / CP	O	Effectiveness of formula retail has not been evaluated. See above for Permanent Parklet Program and Retail Study
L4.2.3	Explore and potentially support new, creative and innovative retail in Palo Alto.	Planning and Development Services	S	\$\$	PDS / CP	PC	The Car free Streets program was presented to Council on November 6, 2023 and the Council approved it with some necessary actions to implement the program.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
L4.4.1	Study the feasibility of using public and private funds to provide and maintain landscaping and public spaces such as parks, plazas, sidewalks and public art within commercial areas.	Community Services Department	M	\$	CSD	O	The Public Art Program launched a pilot murals festival in June 2023, commissioning three murals in the California Avenue district, including one street mural that engaged dozens of community members in the painting. Public Art also commissioned artists to create pole banners and barrier covers for downtown and California Avenue areas. Seven artists have been commissioned to create temporary new media artworks for the Code:ART festival downtown October 12-14, 2023. Additional projects in parks and public spaces underway include Boulware Park and the exterior of Fire Station 4.
L4.4.2	Through public/private cooperation, provide well- signed, clean, and accessible restrooms.	Planning and Development Services and Department of Public Works	R	\$	PDS / PWD	O	This is an ongoing effort.
L4.4.3	Collaborate with merchants to enhance the appearance of streets and sidewalks within all Centers. Encourage the formation of business improvement districts and undertake a proactive program of maintenance, repair, landscaping and enhancement.	Department of Public Works	R	\$\$	UF	P	Work has not commenced.
L4.4.4	Identify priority street improvements that could make a substantial contribution to the character of Centers, such as widening sidewalks, narrowing travel lanes, creating medians, restriping to allow diagonal parking, and planting trees.	Office of Transportation	S	\$\$\$	OOT	O	For the University Avenue Streetscape Improvemnet Project staff has completed data collection and field surveys, and held focus group meetings, a community workshop, and an online survey to gather community needs and input to develop project alternatives. Staff is reviewing concept plan line options and will hold additional outreach meetings to gain consensus on a preferred option. For California Ave and Ramona Street, Council will consider the contract for the design consultant in November, 2023. Interim improvements continue, including added seating, mini golf vendor, ground plane public art, and game pieces to bring activity to the street.

Item 3

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
L4.5.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning and Development Services	M	\$\$	PDS / LRP / CP	P	Work has not commenced.
L4.5.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning and Development Services	M	\$	PDS / LRP / CP	P	Work has not commenced.
L4.6.1	Explore increasing hotel FAR from 2.0 to 3.0 in the University Avenue/Downtown area and 2.5 in areas outside of Downtown.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
L4.8.1	Prepare a Coordinated Area Plan for Downtown.	Planning and Development Services	IP	\$\$\$	PDS / LRP	O	Consultant contracts anticipated to be approved by Council in December 2023 with project kick-off early 2024.
L4.8.2	Study the feasibility of converting parts of University Avenue to a pedestrian zone.	Public Works, Office of Transportation, PDS	M	\$\$	OOT / PWE	O	For the University Avenue Streetscape Improvemet Project staff has completed data collection and field surveys, and held focus group meetings, a community workshop, and an online survey to gather community needs and input to develop project alternatives. Staff is reviewing concept plan line options and will hold additional outreach meetings to gain consensus on a preferred option.
L4.9.1	While preserving adequate parking to meet demand, identify strategies to reuse surface parking lots.	Planning and Development Services & Office of Transportation	IP	\$	OOT	O	Due to other parking program priorities, there are no substantial actions to report at this time.
L4.9.2	Explore adding additional Floor Area Ratio (FAR) for retail at Stanford Shopping Center.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
L4.10.1	Prepare a coordinated area plan for the North Ventura area and surrounding California Avenue area. The plan should describe a vision for the future of the North Ventura area as a walkable neighborhood with multi-family housing, ground floor retail, a public park, creek improvements, and an interconnected street grid. It should guide the development of the California Avenue area as a well-designed mixed use district with diverse land uses and a network of pedestrian-oriented streets.	Planning and Development Services	IP	\$\$\$	PDS / LRP	O	The coordinated area plan work is continuing. The City Council has reviewed the plan and provided directions. ARB and PTC will be completing their second review this year and leading to Council adoption of Plan by early 2024.
L4.10.2	Create regulations for the California Avenue area that encourage the retention or rehabilitation of smaller buildings to provide spaces for existing retail, particularly local, small businesses.	Planning and Development Services	M	\$\$	PDS / LRP / CP	P	Project commencement is pending the availability of resources.
L4.16.1	Maintain distinct neighborhood shopping areas that are attractive, accessible and convenient to nearby residents.	Planning and Development Services	R	\$	PDS / LRP / CP	O	This is an ongoing task.
Goal L-5: High quality employment districts, each with their own distinctive character and each contributing to the character of the city as a whole.							
L5.1.1	Explore with Stanford University various development options for adding to the Stanford Research Park a diverse mix of uses, including residential, commercial hotel, conference center, commercial space for small businesses and start-ups, retail, transit hub, and other community-supporting services that are compatible with the existing uses, to create a vibrant innovation-oriented community.	Planning and Development Services	M	\$\$	PDS / LRP / CP	O	The City meets regularly with Stanford University regarding land use on an ongoing basis. Staff continues to explore possibilities of multi family housing in Research Park area. Residential use in the Research Park will no longer require a Conditional Use Permit (CUP), see Program 1.5 in the adopted 2023-2031 Housing Element.
Goal L-6: Well-designed buildings that create coherent development patterns and enhance city streets and public spaces.							
L6.1.1	Promote awards programs and other forms of public recognition for projects of architectural merit that contribute positively to the community.	Planning and Development Services	R	\$	PDS / CP	O	The Architectural Review Board (ARB) awards event was conducted in September 2022 due to the pandemic. The next awards will be held in 2025.
L6.3.1	Develop guidelines for bird-friendly building design that minimizes hazards for birds and reduces the potential for collisions.	Planning and Development Services	M	\$\$	PDS / CP	P	Staff has not initiated any code change for this program, but provides guidance to project applicants based on best practices for bird-friendly design.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
L6.6.1	Modify design standards for mixed use projects to promote a pedestrian-friendly relationship to the street, including elements such as screened parking or underground parking, street-facing windows and entries, and porches, windows, bays and balconies along public ways, and landscaping, and trees along the street. Avoid blank or solid walls at street level.	Planning and Development Services	IP	\$	PDS / CP	O	Objective Design Standards adopted by Council in June 2022 for Title 18 zoning districts. Work on SOFA standards planned for 2024.
L6.7.1	Implement architectural standards to assure they effectively address land use transitions.	Planning and Development Services	R	\$	PDS / CP	O	This is an ongoing effort. Objective Design Standards has also done much to make the need for transitions more clear.
Goal L-7: Conservation and preservation of Palo Alto's historic buildings, sites, and districts.							
Program for Policy L7.2	If a proposed project would substantially affect the exterior of a potential historic resource that has not been evaluated for inclusion into the City's Historic Resources Inventory, City staff shall consider whether it is eligible for inclusion in State or federal registers prior to the issuance of a demolition or alterations permit. Minor exterior improvements that do not affect the architectural integrity of potentially historic buildings shall be exempt from consideration. Examples of minor improvements may include repair or replacement of features in kind, or other changes that do not alter character-defining features of the building."	Planning and Development Services	R	\$	PDS / CP	O	Policy L 7.2 implementation continues. Historic Review Board (HRB) is reviewing recommendations for nominations of properties to the local inventory and to add the properties found California Register and National Register Eligible during and since the 1998-2000 history survey, following public outreach.
L7.1.1	Update and maintain the City's Historic Resource Inventory to include historic resources that are eligible for local, State, or federal listing. Historic resources may consist of a single building or structure or a district.	Planning and Development Services	R	\$	PDS / CP	O	Inventory update project began in 2023 with the Historic Reconnaise Survey and is expected to complete with Council's designation of some properties to the inventory.
L7.1.2	Reassess the Historic Preservation Ordinance to ensure its effectiveness in the maintenance and preservation of historic resources, particularly in the University Avenue/Downtown area.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced. The ordinance needs to be reassessed since it does not protect properties found eligible for National and California Register. The current focus is to implement Program L7.1.1.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status		Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending		
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.		
L7.8.1	Promote and expand available incentives for the retention and rehabilitation of buildings with historic merit in all zones and revise existing zoning and permit regulations to minimize constraints to adaptive reuse.	Planning and Development Services	S	\$	PDS / CP	O	Staff is looking at incentives for retention and rehabilitation when resources are identified.	
L7.8.2	Create incentives to encourage salvage and reuse of discarded historic building materials.	Planning and Development Services & Department of Public Works	S	\$	PDS / CP	O	The Public Works Department and PDS are monitoring the deconstruction ordinance for approved demolitions.	
L7.8.3	Seek additional innovative ways to apply current codes and ordinances to older buildings. Use the State Historical Building Code for designated historic buildings.	Planning and Development Services	R	\$	PDS / CP / BS	O	Staff routinely applies the California Historical Building Code to qualified projects as applicable.	
L7.12.1	Review parking exceptions for historic buildings in the Zoning Code to determine if there is an effective balance between historic preservation and meeting parking needs.	Planning and Development Services	L	\$	PDS / CP	P	Work has not commenced.	
Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the city.								
L9.1.1	Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes.	Planning and Development Services	L	\$	PDS / CP	P	Work has not commenced.	
L9.3.1	Review standards for streets and signage and update as needed to foster natural, tree-lined streets with a minimum of signage.	Planning and Development Services, Office of Transportation & Department of Public Works	M	\$	OOT / PWE	O	This program is ongoing. There are no updates to report at this time.	
L9.6.1	Analyze existing neighborhoods and determine where publicly accessible shared, outdoor gathering spaces are below the citywide standard. Create new public spaces, including public squares, parks and informal gathering spaces in these neighborhoods.	Planning and Development Services	M	\$\$\$	PDS / CP	P	Work has not commenced.	

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
L9.7.1	Develop a strategy to enhance gateway sites with special landscaping, art, public spaces and/or public buildings. Emphasize the creek bridges and riparian settings at the entrances to the City over Adobe Creek and San Francisquito Creek.	Planning and Development Services	R	\$	PDS / CP	P	Work has not commenced.
L9.8.1	Establish incentives to encourage native trees and low water use plantings in new development throughout the city.	Planning and Development Services, Office of Transportation & Department of Public Works	M	\$	PDS /UF	O	Staff continues to successfully encourage the planting of native trees and low water use plantings through the use of the ARB findings modified in the 2016 code update (including a focus on regional, indigenous, drought tolerant species). The new Tree Protection Ordinance (Title 8 of PAMC) includes added emphasis on use of native, drought tolerant and climate adapted tree species.
L9.10.1	Continue the citywide undergrounding of utility wires. Minimize the impacts of undergrounding on street tree root systems and planting areas.	City of Palo Alto Utilities	R	\$\$\$	UT	O	Engineering is reviewing the planned underground districts with the electrification and fiber-to-the premise projects to identify commonality and opportunities to save costs as well as speed the deployment process.
L9.10.2	Encourage the use of compact and well-designed utility elements, such as transformers, switching devices, backflow preventers and telecommunications infrastructure. Place these elements in locations that will minimize their visual intrusion.	City of Palo Alto Utilities	R	\$	UT	O	In addition to safety, reliability and cost-effectiveness, the Utilities Department considers the visual impacts of utility equipment before installation.
L9.11.1	Implement the findings of the City’s Infrastructure Blue Ribbon Committee and its emphasis for rebuilding our civic spaces.	Department of Public Works	IP	\$\$\$	PWE	O	The Infrastructure Blue Ribbon Committee’s findings resulted in City Council’s adoption of the 2014 Council Infrastructure Plan, including ten priority projects. Implementation of the plan is underway, with four of the projects completed, two projects in construction and others in the design process.
L9.11.2	Identify City-owned properties where combinations of wireless facilities can be co-located, assuming appropriate lease agreements are in place.	City of Palo Alto Utilities & Planning and Development Services	M	\$	UT / PDS / CP	C	Utilities and Legal developed and implemented a standardized master license agreement (MLA) for wireless communication facilities. The MLA provides a vehicle allowing for wireless attachments on utility poles and streetlights and conduit occupation in utilities-right-of-way .

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan
							Implementation Programs 2023 Start Comments September 2023
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>
L9.12.1	Coordinate with regional utility providers on activities that would impact their infrastructure and right-of-way.	City of Palo Alto Utilities, Planning and Development Services and Department of Public Works	R	\$	UT / PDS /PWD	O	Utilities, Planning and Public Works Departments coordinate with regional utility providers on activities that impact the City's infrastructure and right of way to ensure they are in compliance with local ordinances and policies.
Goal L-10: Maintain an economically viable local airport with minimal environmental impacts.							
L10.1.1	Relocate the terminal building away from the Runway 31 clear zone and closer to the hangars, allowing for construction of a replacement terminal.	Department of Public Works	L	\$\$\$	PAO	O	The Airport went out for a Design consultant in the summer of 2023. It is anticipated that the Design project will start in Fall 2023, but is subject to FAA funding.
L10.1.2	Update the Airport Layout Plan in accordance with Federal Aviation Administration requirements, as needed, while ensuring conformance with the Baylands Master Plan to the maximum extent feasible.	Department of Public Works	M	\$\$\$	PAO	O	The Airport is currently conducting the Long Range Facility and Sustainability Plan which includes the ALP.
L10.1.3	Identify and pursue funding to address maintenance, safety and security improvements needed at PAO.	Department of Public Works	R	\$	PAO	O	This program is ongoing. There are no updates to report at this time.
L10.3.1	Establish and implement a system for processing, tracking and reporting noise complaints regarding local airport operations on an annual basis,	Department of Public Works	S	\$\$	PAO	O	Since the City began tracking complaints in 2014, the Annual Aircraft Noise Complaints Report is completed each January and submitted to City Council.
L10.3.2	Work with the airport to pursue opportunities to enhance the open space and habitat value of the airport. These include: -Maintaining native grasses; -Reconstructing levees to protect the airport from sea level rise while enhancing public access and habitat conservation; and -Evaluating the introduction of burrowing owl habitat. This program is subject to federal wildlife hazard requirements and guidelines for airports.	Community Services Department and Department of Public Works	R	\$\$	CSD / PWD	P	Work has not commenced.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
L10.4.1	Continue to provide a bicycle/pedestrian path adjacent to Embarcadero Road, consistent with the Baylands Master Plan and open space character of the baylands subject to federal and State airport regulations.	Department of Public Works and Office of Transportation	R	\$	PDS / OOT	O	No change from 2022.
Natural Environment Element							
Goal N-1: Protect, conserve and enhance Palo Alto’s citywide system of open space, including connected and accessible natural and urban habitats, ecosystems, and natural resources, providing a source of public health, natural beauty and enjoyment for Palo Alto residents.							
N1.1.1	Develop Comprehensive Resource Conservation Plans for the Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park to steward the protection of local ecosystems.	Community Services Department	S-M	\$\$\$	CSD	P	No change, conservation Plans for Pearson Arastradero, Esther Clark, and Foothills Nature Preserves are currently not funded in the Capital Improvement Plan.
N1.1.2	Promote and support ecosystem protection and environmental education programs in Palo Alto and neighboring school districts.	Community Services Department	S	\$	CSD	O	In FY23, the Art Center presented a series of exhibitions, Climate Connections, intended to promote dialogue and action around the topic of climate change. These exhibitions and related programs, including school tours, and community partnerships with Palo Alto environmental organizations Engage On and KatKid Adventures promoted environmental education and action in the community. As part of this initiative, the Art Center worked with Art + Climate Action to conduct a carbon assessment and to develop a climate plan with simple actions to reduce our environmental footprint. Studio programs are striving to resource sustainable supplies from recycled and/or local manufacturers and retailers and we are exploring recycled clay options. Palo Alto Open Space partners with Grassroots Ecology and Save the Bay (volunteer-based habitat restoration organizations) to provide over 50 habitat restoration programs in our open space preserves each year. In FY22, there were 1,525 volunteers for a total of 6,255 volunteer hours. The Junior Museum and Zoo also provides science outreach programs in local schools.
N1.3.1	Work to maintain Williamson Act agricultural preserve contracts within the City.	Planning and Development Services	S	\$	PDS / LRP	O	The parcels under Williamson Act contract are reviewed by the City Council every year and extended for an additional one year term if the property owners choses to continue it.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N1.3.2	Provide information and support programs that encourage residents to enhance their private yards with native plant species and low impact landscaping.	Department of Public Works and Office of Transportation	R	\$\$	UF	O	This is an ongoing program, no updates to report at this time.
N1.4.1	Periodically review California Environmental Quality Act (CEQA) thresholds of significance regarding special status species to identify changes in listed species recommended by professionally recognized scientific experts.	Planning and Development Services	R	\$	PDS / LRP / CP	O	This is an ongoing program, no updates to report at this time.
N1.4.2	Explore the feasibility of expanding the use of overlay tools such as the Site and Design (D) Review Combining District or similar development review and restriction tools to protect special-status species and their habitats from development.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
N1.4.3	Assess opportunities to expand habitats of special – status species within publicly-owned open spaces.	Community Services Department	R	\$\$	CSD	O	This is an ongoing task, there are no changes form previous years reporting. Annually plants approx 10,000 native plants to support endangered species the ridgway's rail and the saltmarsh harvest mouse at the Baylands Nature Preserve.
N1.5.1	Maintain the value of local wetlands as habitats by ensuring adequate flow from the Bay and minimizing effluent.	Community Services Department	R	\$	CSD	O	The Baylands Tide Gate seismic retrofit and rehabilitation project is tentatively schedueld for September 2025 by Valley Water.
N1.6.1	Continue to coordinate City review, particularly by Planning, Public Works and Community Services Departments, of projects that might impact the City's foothills and hillside areas.	Planning and Development Services	R	\$\$	PDS / LRP / CP	O	This is an ongoing program, no updates to report at this time.
N1.7.1	Examine and improve existing management practices, including the provision of access to open space for City vehicles and equipment, to ensure that natural resources are protected.	Community Services Department	R	\$\$	CSD	O	No change from previous year reporting. This is an ongoing task.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
N1.7.2	Protect wildlife in public open space areas by improving litter collection, restricting the use of non- recyclable plastics, prohibiting the feeding of wild, feral and stray animals in open space, and enforcing dog leash laws.	Community Services Department	R	\$	CSD	O	Began implementing three-sort waste bins at parks and open space. Open Space staff continue to enforce the existing no feeding wild life rules and the dog leash laws. This continues to be an ongoing task.
N1.7.3	Provide information about responsible behavior in environmentally-sensitive areas through signage, pamphlets and documents on the City's website.	Community Services Department	R	\$	CSD	O	Improved signage to educate visitors on leash laws, litter, and use of E-Bikes in respective areas throughout parks and open spaces. This continues to be an ongoing task.
N1.7.4	Review and map existing easements and maintenance roads for potential trails and trail connections.	Community Services Department	S	\$\$	CSD	P	Work has not commenced.
N1.10.1	Use City funds and seek additional sources of funding, including State and federal programs, to finance open space acquisition, maintenance or conservation.	Community Services Department	R	\$	CSD	O	Applied for a Grant with FEMA to remove hazardous fuel (Eucalyptus Trees) from Open Space. This is an on going task.
N1.10.2	Create mechanisms to monitor, assess and respond quickly to land acquisition opportunities that would expand or connect the City's system of parks and open spaces, and establish a long-term funding strategy for acquisition that would enable the City to move quickly when opportunities arise.	Community Services Department	S	\$\$\$	CSD	O	No change from previous year reporting. This is an ongoing task.
Goal N-2: A thriving urban forest that provides public health, ecological, economic, and aesthetic benefits for Palo Alto.							
N2.1.1	Explore ways to prevent and ameliorate damage to trees and tree roots by above and below ground infrastructure and buildings.	Department of Public Works	R	\$	PWE / PS	O	This is an ongoing program, no updates to report at this time.
N2.2.1	Periodically update the UFMP and Tree Protection Ordinance to ensure policies and regulations remain relevant set leading standards for tree health practices.	Department of Public Works	R	\$\$	PS / UF	O	This is an ongoing program. In 2023 a review of recent updates to the Tree Protection Ordinance will be completed. These updates improved both protections for mature trees and standards for protected tree care. Initial review of the UFMP is scheduled to begin in 2024.
N2.4.1	Promote landscape design that optimizes soil volume, porosity, structure and health, as well the location, shape and configuration of soil beds.	Planning and Development Services and Department of Public Works	M	\$	PDS / CP / UF	O	This is an ongoing task. Collaborative review with Urban Forestry staff of major projects is conducted through Architectural Review Board.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N2.7.1	Maintain and irrigate healthy trees in parks, open space, parking lots, and City rights-of-way, while identifying and replacing unhealthy trees in those areas.	Department of Public Works	S	\$\$	PS / UF	O	This is an ongoing program. Summer time watering of newly planted street trees by city staff continues. City staff is also exploring the potential of succession planting in areas with large numbers of trees approaching the end of viable life span.
N2.7.2	Continue to invest in the care, irrigation and monitoring of street trees during drought conditions.	Department of Public Works	R	\$\$	PS / UF	O	This is an ongoing program. Annual summer time watering of newly planted street trees by city staff continues.
N2.7.3	Actively pursue funding for tree planting to increase canopy cover significantly across the city, avoid a net loss of canopy at the neighborhood level, and attain canopy size targets in parks, open space, parking lots, and City rights-of-way.	Department of Public Works	R	\$	PS / UF	O	This is an ongoing program, no updates to report at this time.
N2.9.1	Increase awareness, severity and enforcement of penalties for tree damage.	Department of Public Works	M	\$	PS / UF	O	This is an ongoing program. Included in the 2022 update to the Tree Protection Ordinance are increased penalties associated with damage to and unauthorized removal of protected trees. Additionally, changes to the administrative penalty schedule related to Title 8 code violations have been proposed and should go before City Council in 2024.
N2.9.2	Develop a program for using the City's Urban Forestry Fund to replace trees lost to public improvement and infrastructure projects, with replanting occurring onsite or as close to the original site as is ecologically appropriate.	Department of Public Works	M	\$\$	PS / UF	O	This is an ongoing program, no updates to report at this time.
N2.10.1	Continue to require replacement of trees, including street trees lost to new development.	Planning and Development Services and Department of Public Works	R	\$	PDS / CP /UF	O	This is an ongoing requirement as part of the architectural review and other development review processes. Replacement trees are required to ensure 'no net loss of canopy'.
N2.10.2	As part of the update of the Tree and Landscape Technical Manual, consider expanding tree protections to include additional mature trees and provide criteria for making site-specific determinations of trees that should be protected.	Planning and Development Services and Department of Public Works	S	\$	PDS / CP /UF	PC	The Tree and Landscape Technical Manual is in the process of being finalized and will be submitted to the City Manager for review and approval in FY24. Expanded protections for mature trees were included in approved changes to Title 8 of Palo Alto Municipal Code.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
N2.10.3	Consider revisions to the appeals process to increase transparency regarding tree removals and expanded opportunities for community members to appeal the removal of trees.	Planning and Development Services and Department of Public Works	L	\$\$	PDS / CP / UF	C	The approved updates to Title 8 of Palo Alto Municipal Code included revisions to the appeals process that are now active.
N2.11.1	Develop a transparent and publicly accessible street tree removal and replacement schedule.	Department of Public Works	M	\$	PS / UF	P	There are no substantial actions to report at this time.
N2.11.2	Develop a program to replace unhealthy public trees over time.	Department of Public Works	M	\$\$	PS / UF	O	This is an ongoing program, no updates to report at this time.
N2.12.1	Explore ways to leverage the fact that Palo Alto's urban forest alleviates climate change by capturing and storing carbon dioxide.	Department of Public Works	M	\$	ENV / PS / UF	P	There are no substantial actions to report at this time.
N2.13.1	Work with local nonprofits to establish one or more tree planting programs that are consistent with the UFMP, and rely on locally native, resilient species. Review existing tree planting guidelines to ensure they achieve these objectives.	Department of Public Works	S	\$\$	PS / UF	PC	The South Palo Alto Tree Planting Program continues, there are no substantial actions to report at this time.
N2.13.2	Provide on-going education for City staff, residents, and developers regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species.	Department of Public Works	R	\$	PS / UF	P	There are no substantial actions to report at this time. Efforts to provide education regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species is scheduled to begin in FY24 as part of the Tree and Landscape Technical Manual update outreach.
N2.13.3	Involve tree owners in tree maintenance programs.	Planning and Development Services and Department of Public Works	R	\$	PDS / CP / UF	O	The updated Tree Protection Ordinance includes notification requirements for maintenance of protected trees. As part of this process, tree owners are informed of basic tree care best practices and are provided with links to detailed information.
N2.13.4	Cooperate with the Palo Alto Unified School District, Stanford University, Caltrain, Caltrans, Pacific Gas & Electric, and other public and private entities to ensure that their tree planting, tree removal, and maintenance practices are consistent with City guidelines.	Department of Public Works	R	\$	PS / UF	P	There are no substantial actions to report at this time.
Goal N-3: Conservation of both natural and channelized creeks and riparian areas as open space amenities, natural habitat areas, and elements of community design.							

Item 3

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N3.3.1	Update the Stream Corridor Protection Ordinance to explore 150 feet as the desired stream setback along natural creeks in open space and rural areas west of Foothill Expressway. This 150-foot setback would prohibit the siting of buildings and other structures, impervious surfaces, outdoor activity areas and ornamental landscaped areas within 150 feet of the top of a creek bank. Allow passive or intermittent outdoor activities and pedestrian, equestrian and bicycle pathways along natural creeks where there are adequate setbacks to protect the natural riparian environment. Within the setback area, provide a border of native riparian vegetation at least 30 feet along the creek bank. The update to the Stream Protection Ordinance should establish: -Design recommendations for development or redevelopment of sites within the setback, consistent with basic creek habitat objectives and significant net improvements in the condition of the creek. -Conditions under which single-family property and existing development are exempt from the 150-foot setback -Appropriate setbacks and creek conservation measures for undeveloped parcels.	Planning and Development Services	S	\$\$	PDS / CP	P	Work has not commenced. A consultant has been identified to commence the task.
N3.3.2	Examine the development regulations of the Stream Corridor Protection Ordinance, with stakeholder involvement to establish appropriate setback requirements that reflect the varying natural and channelized conditions along creeks east of Foothill Expressway. Ensure that opportunities to provide an enhanced riparian setback along urban creeks as properties are redeveloped or improved are included in this evaluation.	Planning and Development Services	S	\$\$	PDS / CP	P	A consultant has been identified to commence the task.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
N3.3.3	For all creeks, update the Stream Corridor Protection Ordinance to minimize impacts on wildlife by: ☒ Limiting the development of recreational trails to one side of natural riparian corridors. ☒ Requiring careful design of lighting surrounding natural riparian corridors to maximize the distance between nighttime lighting and riparian corridors and direct lighting away from the riparian corridor.	Planning and Development Services and Department of Public Works	S	\$\$	PDS / CP /	O	Lighting near riparian areas is reviewed as a part of the CEQA process. Same consultant as above.
N3.4.1	Develop a community creek stewardship program to promote existing creek clean-up days, organize new events, and increase appreciation of riparian corridors.	Department of Public Works	M	\$\$	ENV	O	Continue to work with Grassroots Ecology who manage a creek stewardship and education program.
N3.6.1	Review and update the Grading Ordinance to ensure that it adequately protects creeks from the erosion and sedimentation impacts of grading.	Department of Public Works	M	\$\$	ENV	PC	Target adoption for Stormwater ordinance is in April 2024.
N3.8.1	Work with the SCVWD to develop a maintenance, restoration and enhancement improvement program that preserves flood protection while preserving riparian habitat, and identifies specific stretches of corridor to be restored or daylighted, standards to be achieved, and sources of funding. Include provisions for tree and vegetation planting to enhance natural habitat and shade cover.	Department of Public Works	M	\$\$	ENV / PS	PC	Limited progress has been made, except for the work on the North Ventura Coordinated Area Plan.
N3.8.2	Participate cooperatively in the JPA to achieve increased flood protection, habitat preservation, enhancement and improved recreational opportunities along San Francisquito Creek.	Department of Public Works	IP	\$	ENV	O	This is an ongoing program, no updates to report at this time.
Goal N-4: Water resources and infrastructure that are managed to sustain plant and animal life, support urban activities, and protect public health and safety.							

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N4.2.1	Educate customers on efficient water use (indoor and outdoor), tree care, and landscaping options.	City of Palo Alto Utilities & Department of Public Works	R	\$	UT /PWD	O	The City in partnership with Valley Water offers a suite of water efficiency programs including landscape conversion rebates, indoor and outdoor survey kits, graywater laundry to landscape rebates, irrigation system rebates and rain barrel rebates. The City offers a variety of workshops on water efficiency and plant care throughout the year.
N4.5.1	Study the supply and quality of local groundwater aquifers to better understand their utility as natural water storage.	City of Palo Alto Utilities & Department of Public Works	S	\$	UT /PWD	O	Council accepted the Northwest County Recycled Water Strategic Plan in 2020 that included the characterization of hydrogeologic conditions in the region. In July 2022, the City initiated a One Water Plan that will analyze all water sources within the City.
N4.5.2	Work with local public agencies to educate residents regarding the public health, fire, and overall quality of life risks associated with long-term drought.	City of Palo Alto Utilities, Department of Public Works & Office of Emergency Services	R	\$	PWD / OES / UT	O	The City engages in public outreach and provides information on the City website about the importance of making water conservation a way of life.
N4.6.1	Encourage residents to use rain barrels or other rainwater reuse systems.	Department of Public Works	S	\$	ENV	O	Staff continues to educate residents on this.
N4.7.1	Support and participate in the work of the SCVWD to prepare a high-quality groundwater management plan that will address groundwater supply and quality, including, as appropriate: -An understanding of subsurface hydrology, -Strategies to reduce depletion, -Opportunities to recharge groundwater, including through use of recycled water and extracted groundwater, -Methods to ensure that uncontaminated, toxin-free groundwater is used in a manner that benefits the community, for example in irrigation of parks, street cleaning, and dust suppression, -An approach to metering extracted groundwater.	Department of Public Works	S	\$	ENV	O	City staff continues to work with Valley Water on the monitoring of groundwater and map the toxic plumes in our region.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Staff Comments
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N4.7.2	Support the SCVWD and the Regional Water Quality Control Board (RWQCB) to implement their mandate to protect groundwater from the adverse impacts of urban uses.	Department of Public Works	S	\$	ENV	O	This is an ongoing program, no updates to report at this time.
N4.7.3	Work with the SCVWD and RWQCB to identify and map key groundwater recharge and stormwater management areas for use in land use planning and permitting and the protection of groundwater resources.	Department of Public Works	IP	\$	ENV	O	Staff finalized the Green Stormwater Infrastructure (GSI) plan and is evaluating the best locations for GSI in the future and how to maintain the features to protect groundwater resources.
N4.8.1	Research and promote new construction techniques and recharge strategies developed to reduce subsurface and surface water impacts and comply with City dewatering policies.	Department of Public Works	IP	\$	ENV	O	This is on hold due to staffing constraints
N4.8.2	Explore appropriate ways to monitor all excavations and other projects to ensure that dewatering does not result in recharge into the aquifer where needed.	Department of Public Works	S	\$	ENV	O	This is an ongoing effort.
N4.10.1	Monitor and implement practices for reducing water pollution. Examples include state-of-the-art best management practices (BMPs), land use planning approaches, and construction of modern stormwater management facilities.	Department of Public Works	R	\$\$\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024
N4.10.2	Continue public education programs on water quality issues, including BMPs for residents, businesses, contractors, and City employees.	Department of Public Works	R	\$	ENV	O	This work continues via flyers, tabling, bill inserts, targeted messages and the website.
N4.10.3	Implement swift and rigorous spill response, cleanup, and follow-up investigation procedures to reduce the impacts of toxic spills on the city’s creeks and San Francisco Bay.	Department of Public Works	R	\$\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024
N4.10.4	Increase monitoring and enforcement of existing prohibitions on materials and practices known to impact local water quality, such as use of copper, in the design and construction industries.	Department of Public Works	R	\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Department of Public Works	M	\$	ENV /PS	P	There are no substantial actions to report at this time.
N4.12.1	Implement the City’s Integrated Pest Management Policy with periodic assessments of pesticide use and use of BMPs to reduce pesticide applications and toxicity, and maximize non-chemical control.	Department of Public Works	R	\$	ENV	O	Continue to implement the City's Integrated Pest Management Policy
N4.12.2	Revise the City’s Tree and Landscape Technical Manual to include stronger requirements for least-toxic practices in the landscape permitting process.	Department of Public Works	S	\$	ENV /PS / UF	PC	There are no substantial actions to report at this time. The updated Tree and Landscape Technical Manual is expected to be released in 2024.
N4.12.3	Promote the value of toxin-free landscape management, and educate residents about the impacts of common fertilizers, herbicides, insecticides and pesticides on local water quality.	Department of Public Works	R	\$	ENV	O	This is an ongoing effort. Staff continues to educate residents and businesses regarding proper pest control.
N4.13.1	Promote the use of permeable paving materials or other design solutions that allow for natural percolation and site drainage through a Storm Water Rebate Program and other incentives.	Department of Public Works	S	\$	ENV	O	The stormwater rebate program is a partnership with Valley Water and we have held x workshops.
N4.13.2	Develop and implement a green stormwater infrastructure plan with the goal to treat and infiltrate stormwater.	Department of Public Works	S	\$\$\$	ENV	O	Currently implementing the Green Stormwater Infrastructure Plan.
N4.13.3	Mitigate flooding through improved surface permeability or paved areas, and stormwater capture and storage.	Department of Public Works	S	\$\$	ENV / PWE	O	This is an ongoing effort. There are no substantial actions to report at this time.
N4.14.1	Establish a standardized process for evaluating the impacts of development on the storm drainage system, including point source discharge, base flow and peak flow.	Department of Public Works	S	\$	ENV	O	Projects that require a building permit are reviewed by Public Works staff to verify that the proposed runoff from project sites is equal to or less than the existing runoff. Any excess flow must be detained or retained on-site.
N4.14.2	Complete improvements to the storm drainage system consistent with the priorities outlined in the City’s Storm Drainage Master Plan, as amended.	Department of Public Works	IP	\$\$\$	ENV / PWE	O	Storm Drainage Master Plan projects are being implemented through the Capital Improvement Program using funding from the Stormwater Management Fee.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N4.15.1	Work with commercial and industrial dischargers to identify and implement pollution prevention measures and BMPs to eliminate or reduce the discharge of metals and other pollutants of concern.	Department of Public Works	R	\$\$	ENV	O	This is ongoing task. There are no substantial actions to report at this time.
N4.15.2	Encourage commercial dischargers to consistently go beyond minimum requirements of the Clean Bay Business Program.	Department of Public Works	R	\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024
N4.16.1	Implement approved recommendations based on the Long-Term Facilities Plan prepared for the RWQCP.	Department of Public Works	IP	\$\$\$	ENV	O	Design complete for the Outfall Project. Construction near complete for the Primary Sedimentation Tank Rehabilitation Project and construction started for the Secondary Treatment process and 12KV loop project.
N4.16.2	Develop a plan to address ongoing operations of the RWQCP taking potential sea level rise and growth in surrounding communities into account.	Department of Public Works	M	\$\$\$	ENV	O	A Sea Level Rise vulnerability assessment is complete and RWQCP raises all electrical equipment due to Sea Level Rise Policy. Staff will continue to develop the Sea Level Rise Adaption plan once staff understands the response from Federal Government on existing levee protection needs.
N4.17.1	Evaluate the expansion of existing recycled water infrastructure to serve a larger area. Develop a plan to install “purple pipe” when streets are opened for other infrastructure work.	City of Palo Alto Utilities	M	\$\$	UT	O	Council accepted the Northwest County Recycled Water Strategic Plan in 2020. A plan to coordinate the installation of purple pipe when streets are open has not been developed and is not currently in the work plan.
N4.17.2	Evaluate the possibility of using recycled water as an emergency water supply.	City of Palo Alto Utilities	L	\$	UT	O	Using recycled water as an emergency water supply is not under consideration.
N4.17.3	Investigate ways to reuse non-traditional water sources including recycled, gray, black and storm water.	City of Palo Alto Utilities	R	\$	UT	PC	Council accepted the Northwest County Recycled Water Strategic Plan in 2020. The 2020 S/CAP update is underway, and a key action is to develop a plan for implementing a One Water portfolio. The One Water planning process kicked off in July 2022, and this approach to integrated water resource planning will take a broader, more comprehensive look at water supply options including recycled water and other non-traditional water sources.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
Goal N-5: Clean, healthful air for Palo Alto and the San Francisco Bay Area.							
N5.1.1	Provide City input on significant proposals for air quality legislation and state implementation plans.	Planning and Development Services	R	\$	PDS / CP	O	Planning Department works with the City lobbyist to identify issues and provides ideas.
N5.1.2	Implement BAAQMD recommended standards for the design of buildings near heavily traveled roads, in order to minimize exposure to auto-related emissions.	Planning and Development Services	S	\$	PDS / CP	O	Bay Area Air Quality Management District (BAAQMD) standards are implemented through the CEQA process.
N5.1.3	Explore adopting new standards that target the reduction of very fine particulate matter (PM2.5), which is associated with increased impacts on health.	Planning and Development Services	S	\$	PDS / CP	O	PM2.5 standards are implemented through the CEQA process.
N5.2.1	Promote understanding of the impacts of extended idling on air quality, for residents, auto-dependent businesses, and schools.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
N5.2.2	Consider adopting and enforcing penalties for drivers that idle for longer than 3-5 minutes.	Office of Transportation	M	\$	OOT	P	Work has not commenced.
N5.3.1	Cooperatively work with Santa Clara County and the BAAQMD to ensure that mining and industrial operations mitigate environmental and health impacts.	Planning and Development Services	R	\$	PDS / CP	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 and Development Services	R	\$	PDS / CP	O	Bay Area Air Quality Management District (BAAQMD) provides monitoring information on their webpage - http://www.baaqmd.gov/about-air-quality/current-air-quality .
N5.3.3	Promote understanding of the health impacts of particulate emissions and provide information to residents and businesses about steps they can take to reduce particulate emissions, such as reducing or eliminating wood burning or using low emission alternatives to wood-burning stoves and fireplaces.	Planning and Development Services	R	\$	PDS / CP	O	This is an ongoing effort. There are no substantial actions to report at this time.
N5.3.4	Explore feasible and cost-effective opportunities to reduce concrete and asphalt use by the City, in parks and other public projects.	Department of Public Works	R	\$	ENV / PWE	O	There are no substantial actions to report at this time.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
Goal N-6: An environment that minimizes the adverse impacts of noise.							
N6.3.1	Continue working to reduce noise impacts created by events and activities taking place in communities adjoining Palo Alto.	Planning and Development Services	R	\$	PDS / CP	O	This is an ongoing effort. There are no substantial actions to report at this time.
N6.3.2	Evaluate the feasibility of adopting noise criteria in the purchase of new City vehicles and equipment.	Department of Public Works	M	\$	PS	P	There are no substantial actions to report at this time.
N6.3.3	Update the Noise Ordinance, as needed, to provide for clear interpretation of the regulations, to review the effectiveness of existing standards, and to ensure that regulations address contemporary issues.	Planning and Development Services	S	\$	PDS / CP	PC	The Council adopted amendments to Noise Ord to enable electrification equipments placement near residential property lines
N6.7.1	Update noise impact review procedures in the Noise Ordinance and the Zoning Code to address appropriate requirements for analysis and thresholds for impacts on residential land uses and publicly-owned conservation land.	Planning and Development Services	S	\$	PDS / CP	PC	The Council adopted amendments to Noise Ord to enable electrification equipments placement near residential property lines
N6.10.1	Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment.	Planning and Development Services	M	\$	PDS / CP	PC	The Council adopted amendments to Noise Ord to enable electrification equipments placement near residential property lines. Noise Ord adjusted to improve gas leaf blower enforcement program
N6.11.1	For larger development projects that demand intensive construction periods and/or use equipment that could create vibration impacts, such as the Stanford University Medical Center or major grade separation projects, require a vibration impact analysis, as well as formal, ongoing monitoring and reporting of noise levels throughout the entire construction process pertinent to industry standards. The monitoring plan should identify hours of operation and could include information on the monitoring locations, durations and regularity, the instrumentation to be used and appropriate noise control measures to ensure compliance with the noise ordinance.	Planning and Development Services	R	\$	PDS / CP	O	Construction noise and vibration are reviewed as part of the CEQA process. Mitigation measures, including limited hours of operation, are used to reduce noise and vibration impacts.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan
							Implementation Programs 2023 Staff Comments September 2023
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>
N6.12.1	Continue working to reduce noise associated with operations of the Palo Alto Airport. Also, ensure compliance with the land use compatibility standards for community noise environments, shown in Table N- 1, by prohibiting incompatible land use development within the 60 dBA CNEL noise contours of the airport.	Department of Public Works	R	\$\$	PAO	O	No updates at this time.
N6.12.2	Participate in appropriate public forums and engage with other governmental agencies and representatives to ensure that activities at airports in the region do not negatively affect noise levels in Palo Alto.	Department of Public Works	IP	\$	PAO	O	Staff monitors current procedures into and out of the Palo Alto Airport. If other procedural changes are identified unrelated to the Palo Alto Airport, staff notifies City Manager’s Office.
N6.13.1	Encourage the Peninsula Corridors Joint Powers Board to pursue technologies and grade separations that would reduce or eliminate the need for train horns/whistles in communities served by rail service.	Office of Transportation	IP	\$	OOT	O	The Quiet Zone Study for Palo Alto Avenue was concluded following a review of the study findings and recommended improvements. The conceptual plan for these imprvoements were reviewed and by PTC and Rail Committee. On June 19, 2023, the City Council granted their approval for the proposed conceptual plan. Presently, the staff is actively engaged in securing consultant services for the final design phase and to aid in obtaining permits for the proposed improvements. In parallel, the staff is also in the process of procuring the services of a consultant to conduct a quiet zone study at the other three crossings, namely Churchill Avenue, Meadow Drive, and Charleston Road crossing.
N6.13.2	Evaluate changing at-grade rail crossings so that they qualify as Quiet Zones based on Federal Railroad Administration (FRA) rules and guidelines in order to mitigate the effects of train horn noise without adversely affecting safety at railroad crossings.	Office of Transportation	S	\$\$\$	OOT	O	This is an ongoing effort. Presently, the staff is actively engaged in securing consultant services for the final design phase and to aid in obtaining permits for the proposed improvements. In parallel, the staff is also in the process of procuring the services of a consultant to conduct a quiet zone study at the other three crossings, namely Churchill Avenue, Meadow Drive, and Charleston Road crossing.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Attachment A_Comp Plan
							Implementation Programs 2023 Staff Comments September 2023
							Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.
N6.13.3	Participate in future environmental review of the California High-Speed Rail (HSR) Project, planned to utilize existing Caltrain track through Palo Alto, to ensure that it adheres to noise and vibration mitigation measures.	Office of Transportation & Planning Department	S	\$\$	OOT	C	City sent the comments to the Draft and Fianl EIR report during the comment period to the California HSR Authority in August 2022. The CA HSR Authority has adopted the Final EIR for San Jose to San Francisco. The mitigations include installation of quad gates and support for quiet zones establishment througth the corridor in Palo Alto.
Goal N-7: A clean, efficient energy supply that makes use of cost-effective renewable resources.							
N7.1.1	Meet customer electricity needs with least total cost resources after careful assessment of environmental cost and benefits.	City of Palo Alto Utilities	R	\$	UT	O	Staff continues to implement this ongoing program. In December 2022 staff presented a report to Council reviewing the Renewable Energy Certificates (REC) Exchange program, and Council approved its continuation. The next Council review of the program is set to occur in 2025.
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 and Department of Public Works	S	\$	UT	O	Staff continues to implement this ongoing program. In December 2022 staff presented a report to Council reviewing the Renewable Energy Certificates (REC) Exchange program, and Council approved its continuation. The next Council review of the program is set to occur in 2025.
N7.2.2	Assess the feasibility of using life cycle analysis and total cost of ownership analysis for public and private projects, funded by the project proponent, in order to minimize the consumption of energy, the production of greenhouse gases, including GHG emissions of construction materials and demolition and costs over the life of the project.	City of Palo Alto Utilities	S	\$	UT	O	Staff continue to work with customers to evaluate efficiency and building electrification projects and take into consideration upfront equipment costs as well as bill impact and GHG emissions over the life of equipment.
N7.4.1	Continue timely incorporation of State and federal energy efficiency standards and policies in relevant City codes, regulations and procedures, and higher local efficiency standards that are cost-effective.	Planning and Development Services	R	\$	PDS / BS	O	The next update will be in 2024 when we adopt the 2025 California Energy Code and Green Building Standards Code.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N7.4.2	Implement cost effective energy efficiency programs for all customers, including low income customers.	City of Palo Alto Utilities	R	\$	UT	O	A 3-year contract C23181953A was signed with Eagle Systems International, Inc (dba Synergy Companies) on October 3, 2022 to provide implementation services for energy and water efficiency and electrification programs for the City’s residential, low-income, and multifamily (MF) customers. A 4-year contract C23186588 was signed with CLEAResult Consulting, Inc on December 5, 2022 to provide additional energy and water efficiency and building electrification services to the residential customer sector. Programs for residential customers--Home Efficiency Genie, MF+ and Residential Energy Assistance Program – continue, with home electrification measures added through the new contracts. For non-residential customers, Utilties offers the Business Energy Advisor program to support small to medium businesses with cost effective energy efficiency retrofits and also efficiency and electrification rebates to all nonresidential customers.
N7.4.3	Incorporate cost-effective energy conservation measures into construction, maintenance, and City operation and procurement practices.	Department of Public Works	R	\$\$	UT	O	This is an ongoing task.
N7.4.4	Implement gas and electric rate structures that encourage efficient use of resources while meeting State law requirements that rates be based on the cost of service.	City of Palo Alto Utilities	M	\$	UT	O	The Utilities Department continues to implement gas and electric rate structures that meet this program goal.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N7.4.5	Continue to provide public education programs addressing energy conservation and efficiency.	City of Palo Alto Utilities	R	\$	UT	O	The Home Efficiency Genie program continues to provide efficiency and electrification consultation to residential customers over the phone at no cost; in-home energy assessment service is also available for only \$99. Utitities Department continues to offer workshops throughout the year on topics ranging from EVs, drought-tolerant gardens, to rooftop PV systems, energy storage systems, and home electrification technologies. In October 2022, Utilities hosted a Making Better Choices in Your Home workshop that showcased heat pump water heater and speakers on efficient electrification. Utilities created a "Green Living Guide" in February 2023 and distributes the booklets at public events including the City's Open House at MSC and local community events.
N7.5.1	Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs).	City of Palo Alto Utilities	M	\$	UT	C	LED has been widely accepted as the standard technology to meet lighting standards across the country. The Utilities Department promotes the use of warm white rather than cool white LEDs to avoid blue light phototoxicity concerns.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N7.6.1	Explore changes to building and zoning codes to incorporate solar energy, energy storage and other energy efficiency measures into major development projects, including City-owned projects.	Planning and Development Services	S	\$	PDS / BS	O	On October 2, 2023, staff brought forward to City Council staff report #2306-1669 with proposed amendments to Palo Alto Municipal Code Title 18 (Zoning) Chapters 18.04 (Definitions), 18.10 (Low-Density Residential), 18.12 (R-1 Zones), 18.13 (Multiple Family Residential Zones),18.40 (General Standards and Exceptions), and 18.54 (Parking Facilities Design Standards) to Facilitate Implementation of Green Building Standards, Including Noise Standards and Placement of Obstructions Within Garages and Exterior Setback Encroachments for Electrification Equipment Such as Heat Pumps, Energy Storage Systems and Electric Vehicle Charging Stations, and to Title 9 (Public Peace, Morals and Safety) Chapter 9.10 (Noise) to Facilitate the Installation of Electrification Equipment for Residential Development as Recommended by the Planning and Transportation Commission. Council approved the first recommendation with amendments on October 2, 2023.
N7.6.2	Promote use of the top floors of new and existing structured automobile garages for installation of photovoltaic panels and green roofs.	Planning and Development Services	S	\$	PDS / CP / BS	O	This effort is ongoing.
N7.6.3	Promote solar energy in individual private projects.	City of Palo Alto Utilities, Planning and Development Services	R	\$	UT / PDS / CP / B	O	This effort is linked to measure N7.6.1. See update on N7.6.1.
N7.7.1	Evaluate the potential for a cost-effective plan for transitioning to a completely carbon-neutral natural gas supply.	City of Palo Alto Utilities	S	\$	UT	O	Staff monitors the market for innovative green product availability and price. The Carbon Neutral Gas Plan using carbon offsets was reaffirmed by Council in December 2020.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N7.7.2	Explore the transition of existing buildings from gas to electric or solar water and space heating.	City of Palo Alto Utilities	S	\$\$	UT	O	The Business Electrification Technical Assistance Program, launched in August 2022, provides technical assistance to support commercial customers with building electrification projects. As of September 2023, there are 5 completed projects, with 44 additional projects in the program pipeline. For residential customers, Utilities launched a full-service heat pump water heater program in March 2023 that provides end-to-end service to replace a gas water heater with a heat pump water heater with a City installer. Between March and September 2023, over 80 heat pump water heaters have been installed through the full-service program, plus another 40 heat pump water heaters installed through the rebate program.
N7.8.1	Evaluate energy efficient approaches for the treatment and reuse of organic waste that maximize resource recovery and reduce greenhouse gas generation at the RWQCP located in Palo Alto and the Palo Alto Landfill.	Department of Public Works	M	\$	ENV	O	Reuse organic waste from the RWQCP; currently create Class A biosolids products and send a portion of the organics through an anaerobic digester to convert organics into a resource.
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.							
N8.1.1	Participate in cooperative planning with regional and local public agencies, including on the Sustainable Communities Strategy, on issues related to climate change, such as greenhouse gas reduction, water supply reliability, sea level rise, fire protection services, emergency medical services, and emergency response planning.	Office of Sustainability and Office of Emergency Services	R	\$	OS / OES	O	Office of Sustainability and Office of Emergency Services participated in regional working groups, including Santa Clara County. The updated S/CAP was adopted by Council in June 2023, CEQA evaluation was certified, and a 2023-2025 Work Plan was accepted.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
N8.1.2	Pursue or exceed State goals of achieving zero net carbon for residential buildings by 2020 and commercial buildings by 2030, without compromising the urban forest.	Office of Sustainability, City of Palo Alto Utilities Department and Planning and Development Services Department	S	\$	OS / UT / PDS	O	In November 2022, City Council adopted the 2022 Proposed Green Building and Local Energy Codes which went into effect on January 1, 2023. These Green Building Code Requirements aim to increase water conservation and reduce water loss, lower embodied carbon in new construction projects, reduce fossil fuel use in buildings, and facilitate electric vehicle adoption by community members and visitors to Palo Alto. These goals are consistent with Palo Alto’s sustainability goals, including the goal of reducing greenhouse gas emissions 80 percent below 1990 levels by 2030. These changes include an all-electric requirement for all new buildings, plus a new definition for substantial remodel that would trigger the all-electric requirement for single family addition/alteration projects.
N8.2.1	Periodically update the S/CAP consistent with the update schedule in the approved S/CAP; this update shall include an updated greenhouse gas inventory and updated short, medium, and long-term emissions reduction goals.	Office of Sustainability	M	\$\$	OS	PC	In June 2023, the 2022 Sustainability and Climate Action Plan was adopted, the Comprehensive Plan Environmental Impact Report Addendum: Update to the Sustainability and Climate Action Plan was certified, and Council accepted the 2023-2025 S/CAP Workplan. Staff are working on the 2022 Greenhouse Gas Inventory, which will be brought to Council in April 2024.
N8.3.1	Protect the Municipal Services Center, Utility Control Center, and RWQCP from the impacts of sea level rise.	Department of Public Works	M	\$\$\$	ENV	O	A sea level rise vulnerability assessment is complete staff work is on hold for the Sea Level Rise Adaptation Plan once staff understands the Federal Government stance on existing levees within Palo Alto.
N8.4.1	Prepare response strategies that address sea level rise, increased flooding, landslides, soil erosion, storm events and other events related to climate change. Include strategies to respond to the impacts of sea level rise on Palo Alto’s levee system.	Office of Sustainability	S	\$\$\$	OS	O	Finalized the Sea Level Rise Vulnerability Assessment. In 2024, staff will commence drafting the Sea Level Rise Adaptation Plan.
Safety Element							

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
Goal S-1: A safe community that is aware of risks and prepared for emergencies.							
S1.1.1	Expand public education programs that help and encourage each household in the City to be prepared to be self-sufficient, with enough stored water and food to support the entire household for at least one week after a major earthquake, flood, terrorism event, COVID-19 pandemic or other major disaster.	Office of Emergency Services	S	\$	OES	O	(OES) continues to outreach to the community, per FEMA's whole community guidelines, and provided public safety education lectures, presentations, and trainings throughout the community. The OES Preparedness webpage also provides this information.
S1.1.2	Continue to implement and fund the Emergency Services Volunteer program.	Office of Emergency Services	S	\$	OES	O	Office of Emergency Services (OES) continues to manage the ESV program, there are currently over 700 registered volunteers. OES apportions funds annually to support this program including an annual community event, monthly training sessions, quarterly leader meetings, and several exercises per year.
S1.1.3	Conduct emergency hazard drills with key stakeholder organizations across the community to improve preparedness for known threats and hazards.	Office of Emergency Services	R	\$\$	OES	O	Throughout the year, Office of Emergency Services (OES) conducts emergency drills with key stakeholders that include seminars, communications tests, table-top exercises, functional, and full scale exercises.
S1.1.4	Support an annual community public safety fair to educate and engage the public on preparedness and offer the opportunity to buy emergency disaster supplies for home and vehicle.	Office of Emergency Services	R	\$\$	OES	O	No public safety fairs were planned in this reporting period, yet OES participated in citywide events to promote public safety and preparedness including May Fete Parade, MSC Open House, Airport Day, and Midtown Ice Cream Social.
S1.1.5	Encourage local businesses and other organizations to have disaster preparedness, communication, mitigation and recovery plans in place.	Office of Emergency Services	R	\$	OES	O	OES works with businesses upon request to assist in preparedness planning. The OES website includes preparedness related information for businesses as well.
S1.2.1	Develop accessible, attractive marketing materials to promote involvement in community crime safety programs.	Office of Emergency Services	R	\$	OES	C	No change, Office of Emergency Services (OES) staff continues to provide public education materials to support a range of public safety programs.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
S1.3.1	Explore the use of urban design principles to increase safety and prevent crime in Palo Alto.	Planning and Development Services & Office of Emergency Services	R	\$	OES / PDS / CP	O	No change. Office of Emergency Services (OES) maintains expertise and serves as a resource for Crime Prevention through Environmental Design (CPTED) https://www.ncpc.org/resources/home-neighborhood-safety/crime-prevention-through-environmental-design-training-program/ and other safety and security best practices, in particular, for Critical Infrastructure and Key Resources (CIKR). OES is assisting City of Palo Alto Utilities (CPAU) with site protection and resilience matters. OES is assisting Department of Public Works and Police Department with the Public Safety Building.
S1.3.2	Support programs such as the Department of Housing and Urban Development's Good Neighbor Next Door, which incentivizes home purchase for first responders with discounts.	Planning and Development Services	R	\$	PDS / LRP	P	Work has not commenced.
S1.4.1	Make data available to maintain an accurate, up to date, and complete real-time local crime mapping function to promote neighborhood safety.	Police Department	R	\$\$	PD	O	No change from previous year reporting. Webpage still regularly updated
S1.5.1	Promote neighborhood security by providing crime prevention information and training to residents, and continuing to fund resident involvement in neighborhood safety programs such as "Know Your Neighbor" grants and Block Preparedness Coordinators.	Police Department and Office of Emergency Services	R	\$	PD / OES	O	OES provides BPC certification courses as part of our ESV program 3 or 4 times a year. We also have an online method to become a BPC. BPC training also includes Neighborhood Watch. We also encourage the use of the <i>Know Your Neighbor</i> grant by our BPCs for annual block parties.
S1.5.2	Collaborate with the Palo Alto Unified School District (PAUSD), other school districts in the city, private schools, businesses, non-profits, and local faith-based organizations provide community safety education.	Police Department	R	\$	PD	O	OES maintains contact with PAUSD, as does the PAPD, in our efforts to promote school safety.
S1.5.3	Encourage the PAUSD to develop secure school facilities and collaborate with Emergency Services Volunteers on disaster preparedness activities; emergency disaster planning, exercises and drills; and disaster recovery.	Office of Emergency Services	R	\$	OES	O	OES maintains contact with PAUSD, as does the PAPD, in our efforts to promote school safety.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Stan Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
S1.5.4	Continue to support and encourage participation in Police Department programs to introduce youth to the importance and benefits of local law enforcement.	Police Department	R	\$	PD	P	The School Resource Officer (SRO) program has not resumed. Patrol resources respond to education requests as calls for service allow.
S1.6.1	Enhance public safety department training for evolving challenges, such as small- to large-scale human threats, interacting with individuals with mental illness, and non-lethal alternatives.	Police Department	R	\$	PD	O	Staff is working with Santa Clara County Behavioral Health Services (SCCO Behavioral Health) to hire a clinician.
S1.6.2	Support the PAPD in implementing and maintaining approved technologies for data gathering, surveillance, and recording interactions with the public. Incorporate best practices in use policies with special consideration in ensuring the programs protect the public's privacy rights and civil liberties, in accordance with current legislation. Ensure transparency by communicating new equipment implementation, usage, privacy considerations, and retention of data.	Police Department	R	\$\$	PD	O	The AB 481 report was presented to Council in October 2023.
S1.6.3	Communicate transparently with the community regarding adoption of new PAPD equipment and/or tactics while balancing the need for operational security.	Police Department	R	\$	PD	O	The AB 481 report was presented to Council in October 2023.
S1.7.1	Regularly monitor and review the level of public safety staffing and satellite police station locations required for efficient local service delivery.	Police Department	R	\$	PD	O	Staffing challenges do not allow for regular staffing of Stanford Shopping Center site.
S1.7.2	Design the new Public Safety building to meet essential service standards, the needs of the public safety departments and be resilient against known threats and hazards.	Department of Public Works	S	\$\$\$	PWE	O	Construction started in spring 2021 and is expected to be completed in fall 2023.
S1.7.3	Provide community notifications in the event of emergency using the best available methods and explore new technologies for emergency public information and warnings.	Office of Emergency Services	R	\$\$	OES	O	OES remains proficient in the use of the Everbridge software system, that provides the AlertSCC mass notification functionality. OES also can provide notifications via Nextdoor, and in working with City communications managers - proliferate such messages on other social mediums. OES also keeps abreast of new technologies, such as ZoneHaven among others to recommend best use of these technologies.

Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Attachment A_Comp Plan
							Implementation Programs 2023 Start Comments September 2023
							Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.
S1.8.1	Update Palo Alto’s 2001 Terrorism Response Plan.	Office of Emergency Services	S	\$\$	OES	C	The plan was completed in 2019.
S1.9.1	Develop an Infrastructure Master Plan that projects the future needs of streets, underground utilities, and all City assets and plans for the incorporation of new technology that improves efficiency and effectiveness.	Department of Public Works	S	\$\$\$	PWE	PC	The Emergency Operations Plan (EOP) is available on the City’s website.
S1.10.1	Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP).	Office of Emergency Services	R	\$\$\$	OES	O	The Emergency Operations Plan (EOP) is available on the City’s website.
S1.10.2	Participate in local and regional planning efforts to mitigate, prepare for, respond to, and recover from emergencies.	Office of Emergency Services	R	\$	OES	O	OES continues to participate in regional planning efforts including the Urban Area Security Initiative (UASI), the Mutual Aid Regional Advisory Committee (MARAC), and Santa Clara County Operational Area Signatories Committee, and the Santa Clara County Emergency Managers Association - among others. OES continues to lead the San Francisquito Creek Multi-Agency Coordination (SFC MAC) group as well as the Silicon Valley Homeland Security Coordination Group (SV-HSCG).
S1.10.3	Implement the mitigation strategies and guidelines provided by the LHMP, including those that address evolving hazards resulting from climate change.	Office of Emergency Services	R	\$\$	OES	O	Annually, Office of Emergency Services updates the status of Local Hazard Mitigation Plan (LHMP) projects. The City updated the LHMP in 2023 as part of the Santa Clara County multi-jurisdictional planning process. Once the plan has been approved by FEMA we will bring this to Council for local adoption anticipated in the winter of 2023.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
							<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>
S1.12.1	Encourage multiagency coordination in case of incidents that cross disciplinary or jurisdictional boundaries or coordination that involves complex incident management scenarios.	Office of Emergency Services	R	\$	OES	O	OES, PAPD, and PAFD implement multi-agency coordination by integrating agencies into response efforts through mutual aid systems. This is done in keeping with the National Incident Management System (NIMS) and the State of California Standardized Emergency Management System (SEMS). This is done for both internal city departments, as well as for multi-jurisdictional incidents or events.
S1.12.2	Explore the establishment of mutually-beneficial cooperative agreements between Palo Alto's police and fire departments and those of neighboring cities.	Police Department & Fire Department	M	\$	FD / PD	O	RFP responses being reviewed October 2023
S1.13.1	Identify solutions to add an additional power line to Palo Alto to ensure redundancy.	City of Palo Alto Utilities	S	\$\$	UT	PC	This is still a work in progress. Initial discussions with California Independent System Operator (CAISO) have been undertaken. City will submitted a request to CAISO for consideration of a second electricity transmission corridor for the 2022-23 planning cycle. Finalizing a contract for 3 years of outside consulting support on second transmission corridor.
S1.13.2	Explore incentives to adopt emerging, residential off- grid capabilities and technologies, including back-up power sources vital in the event of natural disasters or other threats.	City of Palo Alto Utilities	M	\$	UT	O	Initial modeling for single-family and multi-family residences complete. Results of study presented to (UAC) in December 2022.
S1.13.3	Continue citywide efforts to underground utility wires to limit injury, loss of life, and damage to property in the event of human-made or natural disasters.	City of Palo Alto Utilities	R	\$\$\$	UT	O	Engineering is still reviewing opportunities for combining common parts of the electrification project with the fiber-to-the premise project in order to achieve economies of scale.
S1.13.4	Enhance the safety of City-owned natural gas pipeline operations. Work with customers, public safety officials, and industry leaders to ensure the safe delivery of natural gas throughout the service area. Provide safety information to all residents on City-owned natural gas distribution pipelines.	City of Palo Alto Utilities	R	\$\$	UT	O	The City of Palo Alto Utilities Department maintains a robust gas safety program and annually provides gas safety information to residents. Gas safety awareness brochure was mailed to all referenced stakeholders in the fall of 2022 in addition to other outreach throughout the year in a variety of mechanisms and diverse communication channels.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S1.13.5	Provide off-grid and/or backup power sources for critical City facilities to ensure uninterrupted power during emergencies and disasters.	City of Palo Alto Utilities and Department of Public Works	R	\$\$	UT / Department of Public Works (ENV)	O	City of Palo Alto staff continue to explore the use of alternative forms of energy to offset the use of carbon based fuels. In designing the rebuild of Fire Station 4 (East Meadow), staff is evaluating a microgrid consisting of solar, energy storage and diesel generation. Construction of this project is planned for year 2024. The new Public Safety Building has the capability of accommodating an energy storage system based microgrid at a future time. The solar generator trailer was acquired in 2020-21(via a grant) to provide back-up power for the mobile emergency operation center (MEOC) and other emergency vehicles. The Sustainability and Climate Action Plan also has elements related to exploring the use of solar + energy storage and microgrids to lower the community's carbon footprint.
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.	Planning and Development Services	IP	\$	PDS / CP / BS	O	On August 8, 2023, staff brought forward to Policy and Services Committee a staff report presenting and discussing the 2016 Seismic Risk Assessment Study. P&S received the report and supported staff's recommendation to proceed with a RFP for services to update the current report, prepare the studies, undertake outreach and other associated work. Staff is currently working on drafting the RFP scope of work.
S2.5.2	Continue to provide incentives for seismic retrofits of structures throughout the city, particularly those building types that would affect the most people in the event of an earthquake.	Planning and Development Services	S	\$	PDS / CP	O	This effort is linked to measure S2.5.1. See update on S2.5.1.
S2.6.1	Encourage efforts by individual neighborhood or block-level groups to pool resources for seismic retrofits.	Planning and Development Services	M	\$	PDS / CP / BS	O	This effort is linked to measure S2.5.1. See update on S2.5.1.
S2.6.2	Continue to use a seismic bonus and a TDR Ordinance for seismic retrofits for eligible structures in the Commercial Downtown (CD) zone.	Planning and Development Services	R	\$	PDS / CP / BS	O	This effort is linked to measure S2.5.1. See update on S2.5.1.

Item 3

Attachment A_Comp Plan

Implementation Programs 2023

Staff Comments September 2023

Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S2.6.3	Evaluate the TDR Ordinance so that transferred development rights may be used for residential development on the receiver sites.	Planning and Development Services	R	\$	PDS / CP	P	Work has not commenced.
S2.6.4	Study the possibility of revising the transfer of development rights program to encourage seismic retrofits.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
S2.6.5	Explore the use of Community Development Block Grants, Palo Alto Housing Funds and other sources of funding to support owners of lower income and senior housing to retrofit seismically-unsafe construction.	Planning and Development Services	S	\$	PDS / LRP	O	This is an ongoing program, no updates to report 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.	Planning and Development Services	S	\$	PDS / CP / BS	O	The program is being implemented on applicable projects.
S2.7.2	Review and update, as appropriate, City code requirements for excavation, grading, filling and construction to ensure that they conform to currently accepted and adopted State standards.	Department of Public Works	M	\$	PWE / PS	O	The code requirements are currently up-to-date. Staff will continue to monitor accepted and adopted standards and update code as needed.
S2.7.3	Utilize the results of Palo Alto’s Seismic Hazards Identification Program and inventory of potentially seismically vulnerable building types to establish priorities and consider incentives to encourage structural retrofits.	Planning and Development Services and Building Services	S	\$	PDS / BS	O	This effort is linked to measure S2.5.1. See update on S2.5.1.
S2.8.1	Implement flood mitigation requirements of FEMA in Special Flood Hazard Areas as illustrated on the Flood Insurance Rate Maps.	Department of Public Works	R	\$\$\$	ENV	O	All private and public development projects within the Special Flood Hazard Areas are reviewed for compliance with FEMA regulations.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S2.8.2	Continue participating in FEMA’s Community Rating System to reduce flood insurance for local residents and businesses and strive to improve Palo Alto’s rating in order to lower the cost of flood insurance.	Department of Public Works	R	\$	ENV /PWE	O	City of Palo Alto continues to participate in the Community Rating System and to evaluate opportunities to improve the rating.
S2.8.3	Collaborate with the San Francisquito Creek Joint Powers Authority and the Santa Clara Valley Water District on environmentally-sensitive efforts to stabilize, restore, maintain and provide one percent (100-year) flood protection adjacent to San Francisquito Creek.	Department of Public Works	IP	\$\$\$	ENV /PWE	O	The Highway 101 to Bay project was completed in 2018. The Upstream of Highway 101 project is currently in the Design Development and Entitlements process.
S2.8.4	Work with East Palo Alto, Santa Clara Valley Water District and San Francisquito Creek Joint Powers Authority on efforts to increase the flows within the San Francisquito Creek possible solutions include replacing the City-owned Newell Road Bridge and Francisquito Creek. District-owned Pope Chaucer Street Bridge.	Department of Public Works	S	\$\$\$	PWE	O	Staff received 100% design and cost estimates for Newell Road Bridge in March 2023. Regulatory permits for work in the creek are also required. A revised permit application for Newell Road Bridge was submitted in August 2023. The right-of-way appraisal and acquisition started in January 2023. Staff and consultants are working with the individual property owners to secure permanent and temporary easements by the end of December 2023. Right-of-way and permitting is anticipated to be completed by the end of 2023, with bidding of the project in early 2024 and construction to start in summer 2024. Staff continues to work with the San Francisquito Creek Joint Powers Board (SFCJPA) member agencies to coordinate other Reach 2 projects with the Newell Road Bridge replacement project. The remaining Reach 2 projects (top of bank, creek-widening, Pope-Chaucer Bridge Replacement) are on hold pending creek model redesign based on recent winter storm results.
S2.10.1	Keep basement restrictions up to date with changing flood hazard zones.	Department of Public Works	S	\$	PDS / CP / PW	O	This an ongoing effort, including an additional foot above base flood elevation enforcement for buildings to minimize flood damage.

Item 3

Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S2.11.1	Review development standards applicable in areas susceptible to flooding from sea level rise, including east of Highway 101, West Bayshore and East Meadow Circle, the area east of San Antonio Road and north of East Charleston, and implement shoreline development regulations to ensure that new development is protected from potential impacts of flooding resulting from sea level rise and significant storm events. Regulations should be consistent with the Baylands Master Plan, as amended, and may include new shoreline setback requirements, limits on lot line adjustments to avoid the creation of vulnerable shoreline lots, and/or triggers for relocation or removal of existing structures based on changing site conditions and other factors.	Department of Public Works	S	\$\$	PDS / CP / PW	P	Work has not commenced
S2.11.2	Study appropriate restrictions on underground construction in areas outside of flood zones, as shown on Map S-5, to accommodate expected higher groundwater levels due to sea level rise and minimize consequent flooding of underground construction.	Department of Public Works	S	\$	PDS / CP / PW	P	Work has not commenced
S2.12.1	Work cooperatively with the Santa Clara Valley Water District and the San Francisquito Creek Joint Powers Authority to provide flood protection from high tide events on San Francisco Bay, taking into account the impacts of future sea level rise, to provide one percent (100-year) flood protection from tidal flooding, while being sensitive to preserving and protecting the natural environment.	Department of Public Works	R	\$\$\$	ENV /PWE	O	The City of Palo Alto continues to work with the project team to plan for projects such as tide gate replacement and Shoreline Study Phase 2 to improve Bay levees in anticipation of future sea level rise.
S2.12.2	Work with regional, State, and federal agencies to develop additional strategies to adapt to flood hazards to existing or new development and infrastructure, including support for environmentally sensitive levees.	Department of Public Works	R	\$	ENV	O	A horizontal levee enhancement design is complete.
S2.13.1	Regularly review and update the Fire Department’s operations, training facilities and programs to ensure consistency with current standards and Best Management Practices.	Fire Department	R	\$	Fire	O	RFP responses being reviewed October 2023

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S2.13.2	Explore technological tools, such as cameras or remote sensors, to identify smoke or fires and initiate response as quickly as possible.	Fire Department	S	\$\$	Fire	O	This is an ongoing effort.
S2.14.1	Regularly review and fund updates to the Palo Alto Foothills Fire Management Plan to ensure consistency with current standards and Best Management Practices.	Fire Department	M	\$\$	Fire	O	City is exploring options for cameras in the Foothills.
S2.14.2	Implement the Foothills Fire Management Plan to balance conservation of natural resources with reduction of fire hazards especially in open space areas.	Fire Department	R	\$\$\$	Fire	O	City is in the process of updating the latest version of the Foothills Fire Management Plan (FFMP).
S2.14.3	Minimize fire hazards by maintaining low density zoning in wildland fire hazard areas.	Planning and Development Services Department	R	\$	PDS / CP	O	This is an ongoing effort.
S2.14.4	Work collaboratively with other jurisdictions and agencies to reduce wildfire hazards in and around Palo Alto, with an emphasis on effective vegetation management and mutual aid agreements.	Fire Department	R	\$	Fire	O	This is an ongoing effort.
S2.14.5	Consider implementation of CAL FIRE recommended programs in educating and involving the local community to diminish potential loss caused by wildfire and identify prevention measures to reduce those risks.	Fire Department	S	\$\$	Fire	O	City is exploring contract with Fire Safe Council.
S2.15.1	Evaluate measures for optimal service delivery to improve efficiency; develop automatic or mutual aid agreements with other jurisdictions, including Stanford, to improve efficiencies.	Fire Department	M	\$\$	Fire	O	This is an ongoing effort.
S2.15.2	Upgrade fire stations so that all remain fully functional following earthquakes.	Fire Department	IP	\$\$\$	Fire	O	New Fire Station 4 project in progress.
S2.15.3	Periodically update the Fire Department Standards of Cover document.	Fire Department	S	\$	Fire	O	This is an ongoing effort.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S2.16.1	Provide public education on fire safety, including wildland and structural fire prevention, evacuation routes and guidelines for clearance of landscaping and other hazards around structures.	Fire Department	R	\$	Fire	O	This is an ongoing effort.
Goal S-3: An environment free of the damaging effects of human-caused threats and hazardous materials.							
S3.1.1	Continue City permitting procedures for commercial and industrial storage, use, and handling of hazardous materials and regulate the commercial use of hazardous materials that may present a risk of off-site health or safety effects.	Fire Department	IP	\$	Fire	O	This is an ongoing effort.
S3.1.2	Minimize the risks of biohazards in Palo Alto, including Level 4 biohazards, by continuing to review and update, as necessary, local regulations regarding use, handling and disposal.	Fire Department	S	\$	Fire	O	This is an ongoing effort.
S3.1.3	Strengthen development review requirements and construction standards for projects on sites with groundwater contamination.	Planning and Development Services and Department of Public Works	S	\$	PDS / CP / PWD	O	This is an ongoing effort.
S3.1.4	Establish protocols to monitor the movement of hazardous materials on Palo Alto roadways and respond effectively to spills via established truck and construction routes.	Fire Department	M	\$	Fire	O	This is an ongoing effort.
S3.1.5	Work with non-profit organizations to provide information to the public regarding pesticides and other commonly used hazardous materials, environmentally preferable alternatives, and safe recycling and disposal practices to all user groups.	Fire Department	R	\$	Fire	O	This is an ongoing effort.
S3.1.6	Continue providing regular household hazardous waste collection events at the Palo Alto Regional Water Quality Control Plant and strive to make these programs more convenient and accessible to residents.	Department of Public Works	R	\$	ENV	O	The City provides input when requested. There are no substantial actions to report currently.
S3.1.7	Continue to allow small quantity generators to dispose of hazardous waste at cost.	Department of Public Works	R	\$	ENV	O	Program continues to be available to small businesses.

Program Number	Program Text	Lead Department	Priority S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	Attachment A_Comp Plan
							Implementation Programs 2023 Start Comments September 2023
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities ongoing as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S3.1.8	Continue to educate residents on the proper disposal of pharmaceutical and household hazardous waste. Encourage proper disposal of medications through pharmacies or drug take-back programs rather than flushing.	Department of Public Works	R	\$	ENV	O	Advertising pharmaceutical disposal options and providing locations to residents is a continuous effort.
S3.6.1	Work with the freight industry to monitor the contents of freight trains intersecting Palo Alto for potentially hazardous materials, and to establish accountability for accidents and spills.	Office of Emergency Services	R	\$	OES	P	Work has not yet commenced; loss of staff positions impacts this effort. This effort is not staffed. However, no train related hazmat incidents have occurred in this reporting period.
S3.6.2	Work with Caltrain and the PAUSD, to educate students and the public on the dangers of rail trespass and the benefits of suicide support services available in Palo Alto.	Community Services Department	R	\$	CSD	O	No change from previous year reporting. This is an ongoing task. Project Safety Net, now a 501(c)(3) and its partners continue to collaborate and educate the community. The City remains committed to participating and supporting Project Safety Net and youth mental health.
S3.8.1	Encourage residential and commercial food waste reduction through incentives, educational outreach and programs.	Department of Public Works	R	\$	ENV	O	This work continues and is increasing as it is a key activity, to approach Zero Waste. Will expand ordinance requirements to improve diversion of organic waste.
S3.8.2	To the extent allowed by law, use refuse rate structures that incentivize waste reduction.	Department of Public Works	R	\$	ENV	O	Will continue to review rates to ensure that this program charges the correct amount for the service.
S3.8.3	Continue to work with CalRecycle and the Department of Toxic Substances Control to develop and promote long-term solid waste management, such as environmentally responsible recycling programs, composting of food waste and other organics, and citywide electronics and digital hardware recycling efforts.	Department of Public Works	IP	\$	ENV	O	This work continues and new campaigns are cycled through.
S3.9.1	Periodically review and update the adopted Construction and Debris program.	Department of Public Works	R	\$	ENV	O	Monitoring the new requirement in this area that was adopted in July 2020.
S3.9.2	Educate Palo Alto residents and developers about available incentives to use environmentally friendly deconstruction activities to minimize our carbon footprint, and to save natural resources, as well as space in our landfills.	Department of Public Works	R	\$	ENV	O	This is an ongoing task.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
S3.10.1	Support efforts to enforce extended producer responsibility for solid waste to reduce waste produced from manufacturing, shipping, packaging and the entire life cycle of the product.	Office of Sustainability	R	\$	OS	O	This is an ongoing task.
S3.12.1	Complete an inventory of the City's digital infrastructure to locate vulnerabilities and gaps in system redundancies and develop recommendations for improved cybersecurity.	City of Palo Alto Utilities	S	\$\$	UT	O	The Utilities Department has an active program in place to identify vulnerabilities and continuously improve cybersecurity.
S3.12.2	Establish criteria for the installation of high security telecommunications technology in new local government projects.	City of Palo Alto Utilities	M	\$	UT	P	The Utilities Department will provide an update of the fiber expansion plan to Council in November 2023. The update will include project alignment with the electric grid modernization project to mitigate staffing resource constraint, minimize community disruption, and realize cost savings between fiber expansion and grid modernization.
S3.12.3	Establish a wi-fi network that will be available to public safety responders and Emergency Service Volunteers in the event of power interruption during an emergency or disaster.	City of Palo Alto Utilities and Office of Emergency Services	S	\$\$	UT /OES	P	The Utilities Department will provide an update of the fiber expansion plan to Council in November 2023. The update will include project alignment with the electric grid modernization project to mitigate staffing resource constraint, minimize community disruption, and realize cost savings between fiber expansion and grid modernization.
Transportation Element							
Goal T-1: Create a sustainable transportation system, complemented by a mix of land uses, that emphasizes walking, bicycling, use of public transportation, and other methods to reduce greenhouse gas emissions and the use of single occupancy motor vehicles.							
T1.2.1	Create a long-term education program to change the travel habits of residents, visitors, shoppers, and workers by informing them about transportation alternatives, incentives, and impacts. Work with the PAUSD and with other public and private interests, such as the Chamber of Commerce and Commuter Wallet partners, to develop and implement this program.	Office of Transportation	R	\$	OOT	P	Council approved budget to hire Transportation staff to work on S/CAP projects. Recruitment for this position is occurring in Fall of 2023.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T1.2.2	Advocate for improved connectivity to transit to serve workers who live in the South Bay and work in Palo Alto.	Office of Transportation	R	\$	OOT	O	This is an ongoing effort by city staff and council members appointed to various boards and commissions. In addition, the new Palo Alto Link on-demand transit service pilot provides a first-/last-mile transit link for commuters into Palo Alto. Long-term funding for this service has not been identified.
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: -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 20 percent reduction in other areas of the city -Require new development projects to pay a Transportation Impact Fee for all those peak-hour motor vehicle trips that cannot be reduced via TDM measures. Fees collected would be used for capital improvements aimed at reducing vehicle trips and traffic congestion. -Ensure a stable, sustained funding source to support implementation of TDM measures.	Office of Transportation	S	\$	OOT	PC	Council approved budget to hire Transportation staff to work on S/CAP projects. Recruitment for this position is occurring in Fall of 2023.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T1.2.4	Evaluate the performance of pilot programs implemented by the Palo Alto Transportation Management Association and pursue expansion from Downtown to California Avenue and other areas of the city when appropriate.	Office of Transportation	IP	\$	OOT	O	The City Council receives Palo Alto Transportation Management Association Annual Reports. For FY24, Council allocated \$25,000 to the TMA for outreach citywide.
T1.2.5	Site City facilities near high-capacity transit and revise existing regulations, policies, and programs to encourage telecommuting, satellite office concepts, and work-at-home options.	Planning and Development Services, Office of Transportation & Human Resources Department	R	\$	HR	PC	The City Hybrid policy was revised to include the City Auditor findings. The Executive Leadership Team will be implementing additional revision to support flexibility for the workforce upon request and approval of their department head. The revised remote work policy will be effective in 2024.
T1.2.6	Pursue full participation of Palo Alto employers in the TMA.	Office of Transportation	R	\$\$	OOT	O	No change, where appropriate, Planning and Development Services includes Transportation Management Association (TMA) membership in development conditions. The TMA conducts ongoing outreach to employers, and the TMA's mode shift survey now doubles as an outreach tool.
T1.3.1	Develop an electric vehicle promotion program that identifies policy and technical issues, barriers and opportunities to the expansion of electric vehicles.	Office of Sustainability	M	\$\$	OS/ UTL	O	This program is ongoing in conjunction with City of Palo Alto Utilities and Office of Transportation.
T1.3.2	Use low-emission vehicles for the Palo Alto Free Shuttle and work with transit providers, including SamTrans and VTA, to encourage the adoption of electric, fuel cell or other zero emission vehicles. Also work with private bus and shuttle providers, delivery companies, and ride services.	Office of Transportation	M	\$\$\$	OOT	PC	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto.
T1.4.1	Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements.	Planning and Development Services	IP	\$	PDS / CP	C	The City Council adopted Electrification Equipment Ordinance including Title 18 changes in fall of 2023.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T1.4.2	Periodically review requirements for electric and plug- in vehicle infrastructure in new construction. Consider and periodically review requirements for electric and plug-in infrastructure for remodels. Consider costs to the City, including identifying payment options.	Office of Sustainability and City of Palo Alto Utilities Department	R	\$	OS	O	This program is ongoing in conjunction with City of Palo Alto Utilities.
T1.6.1	Collaborate with transit providers, including Caltrain, bus operators and rideshare companies, to develop first/last mile connection strategies that boost the use of transit and shuttle service for local errands and commuting.	Office of Transportation	S	\$	OOT	PC	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto. While staff seek grant funding to expand service hours, long-term funding of this service has not been identified.
T1.6.2	Continue to work with Caltrain, Amtrak, and public bus operators to expand bicycle storage on public transit vehicles and at transit hubs during both peak and off-peak hours.	Office of Transportation	IP	\$	OOT	O	No updates to report at this time.
T1.11.1	Collaborate with Stanford University, VTA, Caltrain and other agencies to pursue improvements to the Palo Alto Transit Center area aimed at enhancing pedestrian experience and improving circulation and access for all modes, including direct access to El Camino Real for transit vehicles.	Office of Transportation	IP	\$\$\$	OOT	P	No change from previous year's reporting. Project is on hold for long term. In the long term, a Downtown Coordinated Area Plan is needed to address this program.
T1.11.2	In collaboration with Caltrain and Stanford Research Park, pursue expansion of service to the California Avenue Caltrain Station and creation of an enhanced transit center at the Station, including connections to VTA bus service, the Palo Alto Free Shuttle, the Marguerite, and other private shuttles serving the Research Park.	Office of Transportation	M	\$\$\$	OOT	P	No updates to report at this time. In the long term, a California Ave Transit Center plan is needed to address this program.
T1.12.1	Strongly recommend that VTA maintain existing service and coverage levels in Palo Alto.	Office of Transportation	IP	\$	OOT	O	VTA's 2024 Transit Service Plan provides roughly the same frequency and coverage as 2023.
T1.12.2	Work with VTA to expand VTA express bus service routes to serve the Stanford Research Park, California Avenue, Stanford University, and Downtown.	Office of Transportation	S	\$\$	OOT	O	No change to report.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
T1.12.3	Work with VTA to study the feasibility of, and if warranted provide, traffic signal prioritization for buses at Palo Alto intersections, focusing first on regional transit routes. Also, advocate for bus service improvements on El Camino Real such as queue jump lanes and curbside platforms.	Office of Transportation	S	\$\$	OOT	O	No updates to report at this time.
T1.13.1	Investigate a pilot program to subsidize a taxi, rideshare, or transit program for Palo Altans to get to/from downtown, including offering education and incentives to encourage users.	Office of Transportation	M	\$	OOT	O	The pilot on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto and offers fare incentives. While staff seek grants to extend service hours, long-term funding of this service has not been identified. The Transportation Management Association (TMA) continues to subsidize ridesharing and transit for downtown service workers.
T1.14.1	Evaluate the shuttle system in collaboration with community members, people with special needs, and PAUSD to: -Evaluate current routes and ridership; -Identify potential service improvements, including new or modified routes; expanded schedules that accommodate daytime, evening, and weekend demand; facilitating transit connections, and improvements to the safety and appearance of shuttle stops; -Explore partnerships with other services that could complement and supplement the Palo Alto Shuttle; -Develop clear and engaging materials to explain and promote shuttle use with the purpose of reducing barriers to use; and -Establish a schedule for regular evaluation and reporting to optimize shuttle system use and effectiveness.	Office of Transportation	IP	\$\$\$	OOT	O	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto. This pilot project provides transit service to most of Palo Alto on weekdays from 8am to 6pm. While staff seek grant funding to expand service hours, long term funding of this service has not been identified.
T1.16.1	Continue regular surveys of bicycle use across the city, by collecting bicycle counts on important and potential bicycle corridors.	Office of Transportation	IP	\$\$	OOT	O	Ongoing as part of City of Palo Alto's Bicycle + Pedestrian Transportation Plan (BPTP) implementation.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	2023 Status C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
T1.16.2	Consider marketing strategies such as a recurring Palo Alto Open Streets program of events, potentially in coordination with local business groups, which would include street closures and programming.	City Manager's Office	M	\$	CMO/PWE	O	New staff leading economic development functions for the City has engaged a contractor to develop an economic strategy and part of this work will include marketing approaches that contribute to the City's economic vibrancy. In addition, the City Council will be reviewing staff recommendations related to the parklet program and open streets in Fall 2023. Through the budget adoptions, new CSD events staff was added to assist with furthering this goal.
T1.16.3	Encourage private schools to develop Walk and Roll Maps as part of Transportation Demand Management strategies to reduce vehicle trips.	Office of Transportation	IP	\$	OOT	O	This is an ongoing effort. Gideon Hausner Jewish Day School developed their own map in 2014.
T1.16.4	Participate in local and regional encouragement events such as Palo Alto Walks and Rolls, Bike to Work Day, and Bike Palo Alto! that encourages a culture of bicycling and walking as alternatives to single occupant vehicle trips.	Office of Transportation	M	\$	OOT	O	Coordination with City staff and various event sponsors is ongoing.
T1.19.1	Adjust the street evaluation criteria of the City's Pavement Management Program to ensure that areas of the road used by bicyclists are maintained at the same standards as, or at standards higher than, areas used by motor vehicles. Include bicycle and e-bike detection in intersection upgrades.	Department of Public Works	M	\$	PWE	O	City-wide street surveys are completed biennially and include pavement inspections of bike lanes and bike boulevards. Installation of video detection equipment is included with street maintenance projects when appropriate.
T1.19.2	Prioritize investments for enhanced pedestrian access and bicycle use within Palo Alto and to/from surrounding communities, including by incorporating improvements from related City plans, for example the 2012 <i>Bicycle + Pedestrian Transportation Plan</i> and the Parks, Trails & Open Space Master Plan, as amended, into the Capital Improvements Program.	Department of Public Works	IP	\$\$\$	PWE	O	This program is ongoing. There are no substantial actions to report at this time.
T1.19.3	Increase the number of east-west pedestrian and bicycle crossings across Alma Street and the Caltrain corridor, particularly south of Oregon Expressway.	Department of Public Works	L	\$\$\$	PWE	O	This program is ongoing. There are no substantial actions to report at this time.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
T1.19.4	Encourage the use of bike sharing, and the provision of required infrastructure throughout Palo Alto, especially at transit stations and stops, job centers, community centers, and other destinations.	Office of Transportation	IP	\$	OOT	P	Work has not commenced. Council approved budget to hire Transportation staff to work on Bicycle and Pedestrian Transportation Plan projects. Recruitment for this position is occurring in Fall of 2023.
T1.19.5	Improve amenities such as seating, lighting, bicycle parking, street trees, public art, and interpretive stations along bicycle and pedestrian paths and in City parks to encourage walking and cycling and enhance the feeling of safety.	Office of Transportation and Department of Public Works	IP	\$\$\$	PS / PWE / OOT	O	There are no substantial actions to report at this time. Ongoing as opportunities arise.
T1.22.1	Collect, analyze and report transportation data through surveys and other methods on a regular basis. Track progress on build-out of the 2012 <i>Bicycle + Pedestrian</i> Transportation Plan network.	Office of Transportation	R	\$\$	OOT	O	This program is ongoing. There are no updates to report at this time.
T1.25.1	As part of the effort to reduce traffic congestion, regularly evaluate the City's current Transportation Impact Fee and modify as needed to implement transportation infrastructure improvements. Modifications to the impact fee program should be structured in keeping with the City's desire to require new development to reduce peak hour motor vehicle contributions to the provision of transit services, shuttles, carpool/ rideshare incentives, and similar programs.	Office of Transportation	IP	\$	OOT	O	No updates to report at this time.
T1.26.1	In collaboration with regional agencies and neighboring jurisdictions, identify and pursue funding for rail corridor improvements and grade separation.	Office of Transportation	S	\$	OOT	O	Staff had been pursuing several grant applications at Regional, State and Federal Level. Staff was successful in obtaining the FRA grant in the amount of \$6.0 from Rail Crossing Elimination Program to perform Preliminary Engineering & Environmental Work at the three crossings of Churchill, Meadow and Charleston Crossings. In addition, Churchill Avenue Project was selected for funding of final design phase through Transit and Intercity Rail Capital Program in the amount of \$23.79M
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.							

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T2.1.1	Implement computerized traffic management systems to improve traffic flow when feasible.	Office of Transportation	IP	\$\$	OOT	O	System server upgrade effort began in 2023 and is ongoing.
T2.1.2	Implement a program to monitor, coordinate, and optimize traffic signal timing a minimum of every two years along arterial and residential arterial streets.	Office of Transportation	IP	\$\$	OOT	O	This is an ongoing program, no updates to report at this time.
T2.2.1	Work in partnership with the Palo Alto TMA and Stanford University to aggregate data and realize measurable reductions in single-occupant vehicle commuting to and from Downtown and in the Stanford Research Park.	Office of Transportation	IP	\$	OOT	O	This program is ongoing. There are no updates to report at this time.
T2.3.1	When adopting new CEQA significance thresholds for VMT for compliance with SB 743 (2013), adopt standards for vehicular LOS analysis for use in evaluating the consistency of a proposed project with the Comprehensive Plan, and also explore desired standards for MMLOS, which includes motor vehicle LOS, at signalized intersections.	Office of Transportation	S	\$\$	OOT	P	No updates to report at this time.
T2.4.1	Revise protocols for reviewing office, commercial, and multi-family residential development proposals to evaluate multimodal level of service and identify gaps in the low stress bicycle and pedestrian network.	Office of Transportation	S	\$	OOT	P	Methodologies for Multimodal Level of Service (MMLOS) are neither standardized nor widely used. Level of stress analysis of the bicycle and pedestrian network is anticipated in the current update of the Bicycle and Pedestrian Transportation Plan. This analysis will inform development review by staff.
Goal T-3: Maintain an efficient roadway network for all users.							
T3.5.1	Continue to use best practices in roadway design that are consistent with complete streets principles and the Urban Forest Master Plan, focusing on bicycle and pedestrian safety and multi-modal uses. Consider opportunities to incorporate best practices from the National Association of City Transportation Officials guidelines for urban streets and bikeways, tailored to the Palo Alto context.	Office of Transportation & Department of Public Works	S	\$\$	PWE / OOT	O	No updates to report at this time.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T3.5.2	Establish procedures for considering the effects of street design on emergency vehicle response time.	Department of Public Works & Palo Alto Police Department & Palo Alto Fire Department	R	\$	Fire / PD	O	Input given when requested from the City. There are no substantial actions to report currently.
T3.10.1	Support increased public transit, traffic management and parking solutions to ensure safe, convenient access to and from the Stanford Shopping Center/ Medical Center area.	Office of Transportation	R	\$	OOT	O	No change to report at this time.
T3.10.2	Implement and monitor Development Agreement traffic mitigations at Stanford Medical Center.	Office of Transportation	IP	\$	PDS	O	This program is ongoing led by the Planning & Development Services Department with Office of Transportation support as needed.
T3.10.3	Provide safe, convenient pedestrian, bicycle, and transit connections between the Stanford Shopping Center/Medical Center areas and housing along the Sand Hill Road/Quarry Road corridors to Palo Alto Transit Center, Downtown Palo Alto, and other primary destinations.	Office of Transportation	R	\$\$\$	OOT	P	Work has not commenced. The Quarry Road Extension is a future project that will reduce transit travel time.
T3.10.4	Pursue extension of Quarry Road for transit, pedestrians and bicyclists to access the Palo Alto Transit Center from El Camino Real. Also study the feasibility of another pedestrian and bicycle underpass of Caltrain at Everett Street.	Office of Transportation	M	\$\$	OOT	P	This project is on hold.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T3.15.1	Undertake studies and outreach necessary to advance grade separation of Caltrain to become a “shovel ready” project and strongly advocate for adequate State, regional, and federal funding for design and construction of railroad grade separations.	Office of Transportation	S	\$\$\$	OOT	O	Staff has been pursuing additional studies tasked by the City Council and working with Rail Committee in finalizing these studies. In early 2023, after seeking input from various stakeholders like PAUSD, Stanford, PABAC the refinements to the underpass alternatives were completed. Staff is currently working on finalizing the preliminary geotechnical study. Staff worked with Rail Committee for the review of the Council Adopted evaluation criteria which was approved by City Council on June 5, 2023. Staff is now working with Rail Committee to identify additional studies needed to support the review of the alternatives for selection of preferred alternative. Additionally, a Service Agreement with Caltrain has also been executed for early coordination and to perform the technical review.
T3.15.2	Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation.	Office of Transportation	S	\$\$	OOT	O	Staff has been pursuing additional studies tasked by the City Council and working with Rail Committee in finalizing these studies. In early 2023, after seeking input from various stakeholders like PAUSD, Stanford, PABAC the refinements to the underpass alternatives were completed.. Staff is now working with Rail Committee to identify additional analysis needed to support the review of the alternatives for selection of preferred alternative.
T3.17.1	Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements.	Office of Transportation	S	\$\$	OOT	O	A Noise Study was conducted that identified improvements at Palo Alto Avenue Crossing. The conceptual plan for the proposed improvements were approved by the City Council on June 19, 2023. Staff is now pursuing procurement of the consultant services to finalize the design and assist in other permitting requirements.
T3.17.2	Work with Caltrain to ensure that the rail tracks are safe and secure with adequate fencing and barriers.	Office of Transportation	S	\$\$	OOT	O	The fencing project was previously completed. Quad Gates are required as part of High Speed rail called in its Environmental Impact Report. Staff is pursuing additional funding for safety improvements along railroad corridor in Palo Alto
Goal T-4: Protect local streets that contribute to neighborhood character and provide a range of local transportation options.							

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
T4.2.1	Periodically evaluate residential areas for traffic impacts and use the results of that evaluation to prioritize traffic calming measures.	Office of Transportation	IP	\$\$	OOT	O	Ongoing Program and staff evaluates request on first come first basis. For Crescent Park neighborhood, the PTC has approved to proceed with design of Final Improvements. Staff will be seeking approval from City Council in Oct 2023 and then proceed to design the permanent traffic calming improvements.
T4.4.1	Use landscaping and other improvements to establish clear “gateways” at the points where the Oregon Expressway, University Avenue and Embarcadero Road transition from freeways to neighborhoods.	Department of Public Works	L	\$\$\$	PWE	O	This is an ongoing effort. There are no substantial actions to report at this time.
Goal T-5: Encourage attractive, convenient, efficient and innovative parking solutions for all users.							
T5.1.1	Evaluate the need to update parking standards in the municipal code, based on local conditions, different users’ needs and baseline parking need. Allow the use of parking lifts for Office/R&D and multifamily housing as appropriate.	Planning and Development Services and Office of Transportation	S	\$	PDS / LRP / CP /	O	Additional recommendations will be presented along with the development of a commercial pilot process. Parking lifts are allowed for office, R&D and multifamily projects.
T5.1.2	Consider reducing parking requirements for retail and restaurant uses as a way to encourage new businesses and the use of alternative modes.	Planning and Development Services	M	\$	PDS / LRP / CP	PC	As noted last year, AB2097 eliminates parking requirements for most developments within 1/2 mile radius of train stations directly impacting both the University Avenue and California Avenue core commercial uses. Retail Study includes evaluation of parking supply and demand.
T5.1.3	Work with stakeholders in each commercial center and employment district to monitor conditions and determine the appropriate timing for revisions to parking requirements.	Planning and Development Services and Office of Transportation	M	\$	PDS / LRP / CP /	P	Work has not commenced. Retail study includes analysis and outreach about parking.
T5.1.4	Study the feasibility of unbundled parking for office, commercial, and multi-family residential developments (including senior housing developments) that are well-served by transit and demonstrated walking and biking connections.	Planning and Development Services and Office of Transportation	S	\$	PDS / LRP / CP /	P	Work has not commenced. Retail study includes analysis about parking.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T5.1.5	Consider reducing parking requirements for multi- family uses as a way to encourage new multi-family housing and the use of alternative modes, where reduction in parking would not impact the neighborhood.	Planning and Development Services	S	\$	PDS / LRP / CP	P	Staff will continue exploration of parking reductions for multi family residential use; Title 18 revisions to address Housing Element program includes parking requirement adjustments.
T5.2.1	Use technology to help identify parking availability and make it easy to pay any parking fees.	Office of Transportation	S	\$\$\$	OOT	O	Staff and a consultant will present in 2023 options improved permit and fee payment options.
T5.2.2	Study and implement pricing strategies for public parking in commercial districts, taking into consideration both employee parking demand and the needs of retailers and customers. Use pricing to encourage short term parking on street, long term parking in parking garages, and the use of alternative modes of transportation	Office of Transportation	IP	\$\$	OOT	O	Staff will present in Fall 2023 options for a pilot curb management pricing strategy in select Downtown parking facilities, on-street and in select city-owned parking lots.
T5.2.3	Implement Council-adopted recommendations from the parking management study for the Downtown area, which address the feasibility of removing color- coded parking zones, and dynamic pricing and management policies to prioritize short-term parking spaces closest to the commercial core for customers, garage parking for employees, and neighborhood parking for residents.	Office of Transportation	S	\$\$\$	OOT	O	Staff will present in Fall 2023 options for a pilot curb management pricing strategy in select Downtown parking facilities, on-street and in select city-owned parking lots.
T5.4.1	Explore incentives to encourage privately initiated shared parking among individual property owners when developments have excess parking that can be available for other businesses to use.	Office of Transportation	S	\$	OOT	P	Work has not commenced.
T5.8.1	Study the feasibility of retrofitting City-owned surface parking lots to implement best management practices for stormwater management and urban heat island mitigation, including green infrastructure, permeable pavement and reflective surfaces.	Department of Public Works	S	\$\$	ENV / PWE	O	Staff received a grant for stormwater management and are shifting focus on a park improvement to treat stormwater through a green stormwater infrastructure feature.
T5.8.2	Identify incentives to encourage the retrofit of privately owned surface parking areas to incorporate best management practices for stormwater management and urban heat island mitigation as well as incentives for the provision of publicly accessible pavement and reflective surfaces.	Department of Public Works	S	\$	ENV / PWE	O	This is an ongoing program, no updates to report at this time.

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
T5.8.3	Update City requirements regarding trees and other landscaping that capture and filter stormwater within surface parking lots to take advantage of new technology.	Department of Public Works	R	\$	ENV / PS	O	This is an ongoing program. There are no substantial actions to report at this time.
T5.11.1	Coordinate with neighborhood groups and local businesses and other stakeholders to evaluate the need for a residential parking permit program in areas without existing programs.	Office of Transportation	S	\$\$	OOT	O	This is an ongoing program. There are no substantial actions to report at this time.
T5.12.1	Work with employers, merchants, schools, and community service providers, to identify ways to provide more bicycle parking, including e-bike parking with charging stations, near existing shops, services and places of employment.	Office of Transportation	R	\$	OOT	O	This is an ongoing program via 311 requests for parking in the public Right-of-Ways and through coordination with the Safe Routes to School program.
T5.12.2	Install secure electronic bike lockers such as the BikeLink system, at high theft locations, including transit stations and parking garages.	Office of Transportation	M	\$\$	OOT	P	Work has not commenced.
T5.12.3	Assess the need to provide additional bicycle parking in City-owned parking lots and rights-of-way.	Office of Transportation	M	\$\$	OOT	O	This is an ongoing program via 311 requests for parking in the public Right-of-Ways.
Goal T-6: Provide a safe environment for motorists, pedestrians, and bicyclists on Palo Alto streets.							
T6.1.1	Follow the principles of the safe routes to schools program to implement traffic safety measures that focus on Safe Routes to work, shopping, downtown, community services, parks, and schools, including all designated school commute corridors.	Office of Transportation	R	\$\$	OOT	O	Bicycle network planning has commenced with the current update of the Bicycle and Pedestrian Transportation Plan. In addition, a roadway safety plan, Safer Palo Alto, funded by a federal grant and currently under development, will identify systemic transportation network changes to improve safety for all road users.
T6.1.2	Develop, distribute and aggressively promote maps and apps showing safe routes to work, shopping, community services, parks and schools within Palo Alto in collaboration with stakeholders, including PAUSD, major employers, TMAs, local businesses and community organizations.	Office of Transportation	IP	\$\$	OOT	O	This is an ongoing program. A Palo Alto bike route map is posted on the City website. School Walk and Roll Maps and the Walk and Roll to Libraries Map are updated as needed.
T6.1.3	Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street.	Office of Transportation	S	\$\$	OOT	P	Work has not commenced.

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>		Attachment A_Comp Plan
								Implementation Programs 2023 Start Comments September 2023
							Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T6.1.4	Address pedestrian safety on shared-use paths through the use of signs, pavement markings, and outreach to users, encouraging them to be safe and courteous.	Office of Transportation	R	\$	OOT	O	This is an ongoing program, no updates to report at this time.	
T6.2.1	Regularly collect severity and location data on roadway collisions for all modes of travel, including fatalities and severe injuries, and use this data to make roadway design decisions. In collaboration with Santa Clara County, develop an up-to-date, public database for this information.	Office of Transportation	R	\$\$	OOT	O	This is an ongoing program via the County's collision database.	
T6.4.1	Consider the Adopted School Commute Corridors Network and adopted “Walk and Roll” maps when reviewing development applications and making land use and transportation planning decisions. Incorporate these requirements into City code when feasible.	Office of Transportation	R	\$	OOT	O	This is an ongoing program, no updates to report at this time.	
T6.4.2	Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects.	Office of Transportation	IP	\$	OOT	O	The Traffic Control Plan Guidelines were updated in 2016 and are regularly reviewed.	
T6.4.3	In collaboration with PAUSD, provide adult crossing guards at school crossings that meet established warrants.	Police Department	R	\$\$	PD	O	This is an ongoing program, no updates to report at this time.	
T6.6.1	Periodically evaluate safety on roadways and at intersections and enhance conditions through the use of signal technology and physical changes. Consider the construction of traffic circles for improved intersection safety.	Office of Transportation	R	\$\$\$	OOT	O	This is an ongoing program, no updates to report at this time.	
T6.6.2	Continue to provide educational programs for children and adults, in partnership with community-based educational organizations, to promote the safe walking and safe use of bicycles, including the City-sponsored bicycle education programs in the public schools and the bicycle traffic school program for juveniles.	Office of Transportation	R	\$\$	OOT	O	This is an ongoing program, no updates to report at this time.	

Item 3 Attachment A_Comp Plan Implementation Programs 2023 Start Comments September 2023							
Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	
						<i>Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.</i>	
T6.6.3	Work with PAUSD and employers to promote roadway safety for all users, including motorized alternatives to cars and bikes such as mopeds and e-bikes, through educational programs for children and adults.	Office of Transportation	R	\$\$	OOT	O	This is an ongoing program, no updates to report at this time.
T6.6.4	Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes.	Office of Transportation	M	\$\$	OOT	PC	The City has begun the development of a new roadway safety plan, Safer Palo Alto. Funded by a federal grant, the plan will identify systemic transportation network changes to improve safety for all road users.
T6.6.5	Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road.	Office of Transportation	L	\$\$\$	OOT	P	Work has not commenced.
T6.6.6	Improve pedestrian crossings by creating protected areas and better pedestrian and traffic visibility. Use a toolbox including bulb outs, small curb radii, high visibility crosswalks, and landscaping.	Office of Transportation	R	\$\$\$	OOT	O	This is an ongoing program. New high visibility crossing improvements (RRFB) was installed at Alma Street and Everett Avenue. In addition, several RRFB's were upgraded and replaced with new equipment. Staff is also planning to add RRFB at University Avenue and Crescent Avenue.
T6.6.7	Establish a program to educate residents to keep sidewalks clear of parked cars, especially on narrow local streets in neighborhoods with rolled curbs. Survey for compliance annually.	Office of Transportation	M	\$\$	OOT	P	Work has not commenced. A rolled curb parking flyer is available on the City website.
T6.7.1	Evaluate the performance of safety improvements and identify methods to encourage alternative transportation modes.	Office of Transportation	R	\$	OOT	O	This is an ongoing program, no updates to report at this time.
Goal T-7: Provide mobility options that allow people who are transit dependent to reach their destinations.							
T7.1.1	Expand transportation opportunities for transit-dependent riders by supporting discounts for taxi fares, rideshare services, and transit, by coordinating transit systems to be shared by multiple senior housing developments, and by maintaining a database of volunteer drivers, and other transit options.	Office of Transportation	M	\$\$	OOT	PC	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto and offers fare discounts for the disabled, seniors, youth, low-income, and wheelchair users. This pilot project provides transit service to most of Palo Alto on weekdays from 8am to 6pm. While staff seek additional grant funding to expand service hours, long-term funding of this service has not been identified.

Program Number	Program Text	Lead Department	Priority	Level of Effort	Department / Division	2023 Status	Attachment A_Comp Plan Implementation Programs 2023 Staff Comments September 2023
			S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine	\$=Small, \$\$=Medium \$\$\$=Substantial Effort		C= Complete, PC= Partially Complete, O= Ongoing, P= Pending	
						Complete- Program implemented, tasks complete no follow-up needed, Ongoing Program activities on-going as standard business practice, Partially Complete- Program implementation tasks in-progress, Pending- Program implementation not started.	
T7.1.2	Coordinate with social service agencies and transit agencies to fill gaps in existing transportation routes and services accessible to transit-dependent riders no matter their means and design new bus routes that enable them to access those services.	Office of Transportation	R	\$\$\$	OOT	O	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto and offers fare discounts for the disabled, seniors, youth, low-income, and wheelchair users. This pilot project provides transit service to most of Palo Alto on weekdays from 8am to 6pm. While staff seek additional grant funding to expand service hours, long-term funding of this service has not been identified.
T7.1.3	Pursue expanded evening and night time bus service to enhance mobility for all users during off-peak times.	Office of Transportation	R	\$	OOT	P	This program is unlikely to be pursued with VTA's 2024 New Service Plan as post-pandemic transit funding is limited.
Goal T-8: Influence the shape and implementation of regional transportation policies and technologies to reduce traffic congestion and greenhouse gas emissions.							
T8.1.1	Continue to participate in regional efforts to develop technological solutions that make alternatives to the automobile more convenient.	Office of Transportation	R	\$	OOT	O	The Dumbarton Forward Project is in construction by AC Transit.
T8.3.1	Advocate for provision of a new southbound entrance ramp to Highway 101 from San Antonio Road, in conjunction with the closure of the southbound Charleston Road on-ramp at the Rengstorff Avenue interchange in Mountain View.	Office of Transportation	S	\$	OOT	O	With grant funding, VTA is leading work effort to identify and analyze project alternatives. Public engagement is forthcoming.
T8.7.1	Work with regional transportation providers to improve connections between Palo Alto and the San Francisco International Airport and Norman Y. Mineta San Jose International Airport.	Office of Transportation	R	\$	OOT	P	Work has not commenced.
T8.8.1	Identify and improve bicycle connections to/from neighboring communities in Santa Clara and San Mateo counties to support local trips that cross city boundaries. Also advocate for reducing barriers to bicycling and walking at freeway interchanges, expressway intersections, and railroad grade crossings.	Office of Transportation	IP	\$\$\$	OOT	O	This will be addressed in the ongoing Bicycle and Pedestrian Transportation Plan Update that is expected to conclude in 2025.
Source: City of Palo Alto, Planning and Development Services, October 2023							

Draft 2023-2031 Housing Element Implementation Program, 2023

ATTACHMENT B

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 1.1	Adequate Sites Program	PDS General Fund	A.	Amend the Comprehensive Plan and zoning districts as needed for properties identified to meet the City's RHNA obligations. The amendments include changes to allow increased residential densities shown in Appendix D in developments and relevant development standards to accommodate increased density, and modifications to allowable uses to permit multi-family residential uses where it is not currently allowed. Examples of possible changes include adjustments to building height, lot coverage, floor area ratios, ground floor landscaping requirement, and parking, as discussed in Chapter 4, Analysis of Land Use Controls. The rezone/upzoning shall include the following provisions of Government Code Section 65583.2(h) and (i) for sites accommodating lower incomes: (1) By-right development of multi-family developments in which 20 percent or more of units are affordable to lower income households and no subdivision is needed; (2) Accommodation of at least 16 units per site; (3) Minimum density of 20 units per acre; (4) At least 50 percent of the lower-income need must be accommodated on sites designated for residential use only or on sites zoned for mixed uses that accommodate all of the very low and low-income housing need, if those sites: allow 100 percent residential use, and require that residential use occupy at least 50 percent of the total floor area of a mixed-use project. The rezoning includes the following requirements for these Stanford-owned properties:	The City will amend the Comprehensive Plan or zoning designation of 291 properties located in commercial, industrial or residential zoning districts that combined will generate a realistic yield for 5,537 housing units.	Complete by January 31, 2024	Complete (2nd reading scheduled for 12/11/2)
			A (i)	For the housing opportunity site located at the corner of Pasteur Drive and Sand Hill Road and the adjoining property at 1100 Welch Road, as an alternative to the State Density Bonus law, amend zoning regulations to allow approximately net new 425 units up to 85 feet in height; redevelopment of the Welch Road property shall comply with the replacement housing provisions of the Housing Crisis Act, which will substantially protect tenants from displacement.	The City will amend the Comprehensive Plan or zoning designation of 291 properties located in commercial, industrial or residential zoning districts that combined will generate a realistic yield for 5,537 housing units.	Complete by January 31, 2024	Complete (2nd reading scheduled for 12/11/2)

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
			A (ii)	For the housing opportunity site located at 3128 El Camino Real (McDonald's), as an alternative to the State Density Bonus law, amend zoning regulations to allow at least 144 housing units with a maximum height of 50 feet nearest El Camino Real and transitioning taller away from the street to minimize a wall effect; allow a minimum of 315 housing units if combined with an adjacent property.	The City will amend the Comprehensive Plan or zoning designation of 291 properties located in commercial, industrial or residential zoning districts that combined will generate a realistic yield for 5,537 housing units.	Complete by January 31, 2024	Complete (2nd reading scheduled for 12/11/2)
			A (iii)	For the housing opportunity site located at 3300 El Camino Real, as an alternative to the State Density Bonus law, allow up to 200 housing units, up to a 1.4:1 floor area ratio (FAR) with a 20% inclusionary housing requirement consistent with the City's Planned Home Zoning process; commercial office approved or permitted on this property is in addition to the floor area allowed for the future housing project.	The City will amend the Comprehensive Plan or zoning designation of 291 properties located in commercial, industrial or residential zoning districts that combined will generate a realistic yield for 5,537 housing units.	Complete by January 31, 2024	Complete (2nd reading scheduled for 12/11/2)
PROGRAM 1.1	Adequate Sites Program	PDS General Fund	B	Rezone ROLM and GM zoned properties to allow multi-family residential housing with a density of 90 dwelling units per acre for those properties nearest Bayshore Freeway and generally bounded by East Charleston Road and Loma Verde Avenue. This action will require additional changes to the related development standard to accommodate higher density development. Examples of specific changes to development standards are discussed in Chapter 4, Analysis of Land Use Controls.	The City will rezone approximately 146 sites in the designated area, including the already identified housing inventory sites, to allow for development at 90 dwelling units per acre.	Complete by January 31, 2024	Complete (2nd reading scheduled for 12/11/2)
PROGRAM 1.1	Adequate Sites Program	PDS General Fund	C	Maintain an updated inventory of housing sites and actively promote sites available for lower- and moderate-income housing development to potential developers, private and non-profit organizations, and other interested persons. Post information on the City's website and update as necessary to maintain accurate information.	Support the development of 1,556 units for very-low income, 896 units for low income, 1,013 units for moderate income, and 2,621 above-moderate households during the planning period.	Post information on the City's website by January 2024 and update annually, or more often if needed.	Partially Complete
PROGRAM 1.1	Adequate Sites Program	PDS General Fund	D	Maintain an updated list of residential housing projects that have been submitted, approved, and denied throughout the housing cycle.	Support the development of 1,556 units for very-low income, 896 units for low income, 1,013 units for moderate income, and 2,621 above-moderate households during the planning period.	Post information on the City's website by January 2024 and update annually, or more often if needed.	Partially Complete

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 1.1	Adequate Sites Program	PDS General Fund	E	Provide technical assistance and information on parcels available for lower-income developments to private or non-profit housing developers. Technical assistance includes land development counseling by staff planners.	Support the development of 1,556 units for very-low income, 896 units for low income households during the planning period.	Develop technical assistance program by June 2024 and set/publish regular hours for assistance on the City's website.	Partially Complete
PROGRAM 1.2	Site Inventory Monitoring Program	PDS General Fund	A	Maintain an updated inventory of residential housing developments that have been submitted, approved and denied.	Management of site inventory through the Annual Progress Report to HCD.	Update inventory annually every April.	Partially Complete
PROGRAM 1.2	Site Inventory Monitoring Program	PDS General Fund	B	Monitor the development of vacant and nonvacant properties identified in the sites inventory and ensure that adequate sites are available to meet the remaining RHNA by income category; amend the sites inventory list and rezone additional properties as needed. In the event that sites in zones that allow 100% nonresidential sites that are identified for lower-income RHNA develop with non-residential uses, the City will prioritize its buffer allocation to accommodate any shortfall.	The City will maintain a sufficient number of reserve housing inventory sites to remain compliant with State law. In the event the City falls short of that requirement, it has committed to adding or rezoning additional properties within 180 days of noticed shortfall of units.	Conduct review of sites inventory annually and report findings in housing element progress report; correct any deficiency within 180 days	Pending/Not Started
PROGRAM 1.2	Site Inventory Monitoring Program	PDS General Fund	C	Actively promote, through outreach and discussions, sites available for lower- and moderate-income housing development to potential developers, private and non-profit organizations, and other interested persons and organizations	Conduct a minimum of four (4) meetings annually with potential developers about lower- and moderate income housing sites.	Update inventory annually every April.	Pending/Not Started
PROGRAM 1.3	Sites Used in Previous Housing Cycle	PDS General Fund	A	The City shall rezone or amend its Municipal Code to allow by-right approval on non-vacant sites included in one previous housing element inventory and vacant sites included in two previous housing elements and designated for lower income housing, provided that the proposed housing development consists of at least 20 percent lower income housing units and does not require a subdivision.	Complete rezoning and amend development standards for 16 properties (14 nonvacant and two vacant sites) to enable a projected realistic housing yield of 390 housing units.	Complete by January 31, 2024	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 1.4	City-Owned Land Lots	PDS General Fund	A	Any future project on the six City-owned surface parking lots identified in Appendix D for redevelopment shall include replacement public parking and provide 100% affordable housing units serving households earning up to 80% of the Area Median Income (AMI) or for workforce housing for City employees and Palo Alto Unified School District (PAUSD) employees. The City will prepare a request for proposals to solicit interest in a public/private partnership for redevelopment of one or more sites in the City's University Avenue Downtown area. The City will comply with the provisions of the Surplus Lands Act, ideally by using the streamlined provisions for affordable housing dispositions under Government Code Section 37364.	Subject to available funding and following the RFP effort, the City will select a development partner to secure project approval for one or more sites by 2025 with the intent to develop a minimum of 168 lower income units on the six City-owned sites during the planning period.	Issue RFP in 2023 with the intent to select a development partner in 2024.	Partially Complete
PROGRAM 1.4	City-Owned Land Lots	PDS General Fund	B	Review City-owned parcels and identify other sites based on availability, size, access to services and related metrics that would be appropriate for transitional housing. Once parcel(s) have been identified, pursue partnerships and funding opportunities to build transitional housing.	Subject to identification of suitable sites and formation of public/private partnership; provide transitional housing opportunities for 75 or more beds during the planning cycle.	Complete site identification by December 31, 2024. Issue RFP by June 30, 2025.	Pending/Not Started
PROGRAM 1.4	City-Owned Land Lots	PDS General Fund	C	Maintain an updated list of City owned parcels available for residential development and post on the City's website. Update annually to reflect residential housing projects that have been submitted, approved, and denied throughout the housing cycle.		Post information on the City's website by December 31, 2023 and update annually.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 1.5	Stanford University Lands	PDS General Fund	A	Remove the Conditional Use requirement for residential uses in the Research Park zone district, which is specific for the Stanford Research Park.	This will remove a governmental housing constraint that may encourage greater residential uses in the Stanford Research Park. Engage Stanford University in a dialogue about future multi-family housing opportunities within the Stanford Research Park, including consideration of a new neighborhood along Foothill Expressway. Identify locations suitable for housing and mixed-use development and zoning modifications and housing incentives as appropriate for consideration in the Seventh Cycle Housing Element Update.	Complete by January 31, 2025.	Pending/Not Started
PROGRAM 1.5	Stanford University Lands	PDS General Fund	B	Engage Stanford University and long-term leaseholder Simon Properties for possible residential redevelopment opportunities at the Stanford Shopping Center for consideration in the Seventh Cycle Housing Element Update.	If Stanford University and long-term lease holder are receptive to future residential development, establish a memorandum of understanding with appropriate stakeholders that identify the location and amount of future housing at these locations by the end of the planning period.	Initiate conversations with Stanford University, Simon Properties, and other stakeholders prior to December 31, 2025.	Pending/Not Started
PROGRAM 1.6	Lot Consolidation	PDS General Fund	A	Facilitate lot consolidation or residential and mixed-use developments by annually meeting and providing information and technical assistance to property owners and developers.	Ordinance adopted and incentives applied to applicable projects throughout the planning period to facilitate the development of larger residential projects	Complete the study by December 31, 2025 and implement policies by December 31, 2026	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 1.6	Lot Consolidation	PDS General Fund	B	Complete study of effective incentives and minimum standards for lot consolidation . Depending on results of study, incentives could include expedited processing, increased allowable density, decreased parking ratio requirements, reduced setbacks, and increased lot coverage and height allowance.	Ordinance adopted and incentives applied to applicable projects throughout the planning period to facilitate the development of larger residential projects	Complete the study by December 31, 2025 and implement policies by December 31, 2026	Pending/Not Started
PROGRAM 1.6	Lot Consolidation	PDS General Fund	C	Waive certain development impact fees for lot consolidation for 100 percent affordable housing.	Ordinance adopted and incentives applied to applicable projects throughout the planning period to facilitate the development of larger residential projects	Complete the study by December 31, 2025 and implement policies by December 31, 2026	Pending/Not Started
PROGRAM 1.6	Lot Consolidation	PDS General Fund	D	Create lot consolidation provisions for affordable housing projects within the Zoning Ordinance.	Ordinance adopted and incentives applied to applicable projects throughout the planning period to facilitate the development of larger residential projects	Complete the study by December 31, 2025 and implement policies by December 31, 2026	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 2.1	Affordable Housing Development	PDS General Fund	A	Use funds available through the City's residential and commercial affordable housing fund to provide gap funding for qualifying affordable housing projects. Housing funds are derived from development impact fees, in-lieu inclusionary fees and proceeds from a local business tax approved by the voters in November 2022.	The City intends to supplement its Residential and Commercial Housing Fund by dedicating approximately one-third of the recently passed business tax proceeds toward homelessness and affordable housing initiatives. Over the planning period, the City anticipates it would generate approximately twenty million dollars (\$20 M) for use toward affordable housing and homelessness projects. Based on this projection, the City would expect to be able to support gap funding for the production of 55 affordable housing units during the planning cycle or support other housing priorities.	Annually review fund balances and if sufficient funds warrant, prepare a Notice of Funding Availability. The fund balance will vary over time based on development activity and for the business tax, first collection is anticipated to start no sooner than January 2024.	Partially Complete
PROGRAM 2.1	Affordable Housing Development	PDS General Fund	B	Prepare an updated nexus and feasibility study and adjust the residential and commercial housing development impact fee as appropriate. As part of this study, the City will engage local developers and building industry stakeholders to gain feedback on impact fees and will incorporate feedback into the study.	Use the study to adjust impact fees as necessary to support continued contribution to the City's affordable housing fund without burdening housing production with excessive fees that cannot be supported by the City's development standards.	Initiate study prior to December 31, 2025 with estimated completion by June 30, 2027	Pending/Not Started
PROGRAM 2.1	Affordable Housing Development	PDS General Fund	C	Partner with qualified housing developers to identify affordable housing development opportunities with emphasis on promoting housing choices that serve the needs of special needs populations, including seniors, homeless, female-headed households, large families, low-income, and/or persons with disabilities. Meet annually throughout the housing cycle.	Through annual meetings, identify with partners at least three affordable housing opportunity sites and facilitate project approval and permitting to realize implementation.	By December 31, 2023 establish relationships and initiate meetings with housing developers to discuss affordable housing opportunities.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 2.1	Affordable Housing Development	PDS General Fund	D	Research and identify additional State and federal funding opportunities for affordable housing projects. Disseminate information on funding opportunities on the City's website and/or to potential developers during technical assistance meetings and meetings with housing developers.	Support the development of 1,556 units for very-low income, and 896 units for low-income households during the planning period	Ongoing task as part of meetings with housing developers.	Ongoing/Standard Operations
PROGRAM 2.2	Below Market Rate (BMR) Program	PDS General Fund	A	Continue to require development of three or more net-new residential units to provide at least fifteen (15%) of those units as inclusionary units at below market rates for ownership housing or pay a fee toward the City's affordable housing fund.	15% of the net new multi-family ownership housing stock will be deed-restricted to affordable housing (two-thirds at 100% AMI and one-third at 120% AMI), except in instances where an in-lieu payment may be accepted. The City will collect in-lieu payments for new multi-family rental housing based on project floor area times a dollar amount set by the City's fee schedule, currently \$24.52; payments will be used to support qualifying affordable housing projects. Some rental home builders may elect to provide inclusionary units to qualify for the State Density Bonus, in such instances no additional in-lieu payment will be received.	Ongoing task.	Ongoing/Standard Operations
PROGRAM 2.2	Below Market Rate (BMR) Program	PDS General Fund	B	Update the City's feasibility study from 2020 and research a tiered inclusionary housing requirement for ownership and rental housing where market conditions support a higher inclusionary rate; establish requirements for lower income units at a reduced inclusionary requirement based on feasibility findings and discussion with developers and community members.	Update study and present findings to the City Council with options to modify the City's inclusionary requirements. If supported, enact municipal code changes to implement changes. Implementation of this objective may have the effect of modifying the quantified objective in A above.	Complete by June 30, 2026.	Pending/Not Started

Item 3
Attachment B_Draft Housing
Element Implementation Programs

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 2.2	Below Market Rate (BMR) Program	PDS General Fund	C	Amend the City's BMR program to ensure continued affordability of income-restricted ownership units for the life of the project (exempting certain affordable projects taking advantage of tax credit financing). Once amended, conduct outreach with home builders and other stakeholders regarding amended program.	Conduct outreach with home builders and other stakeholders and draft an ordinance to extend income restrictions in accordance with the implementing objective.	Complete by December 31, 2028.	Pending/Not Started
PROGRAM 2.2	Below Market Rate (BMR) Program	PDS General Fund	D	Review the City's Below Market Rate rental procedures for households who exceed the maximum income limit during their tenancy. [Note: this can only apply to units in the City's BMR program, 100% affordable projects may have other lender-dictated requirements.	Update rental procedures to ensure reasonable transition time for households whose incomes increase but end up disqualifying households from deed-restricted housing.	Complete by December 31, 2025.	Pending/Not Started
PROGRAM 3.1	Fee Waivers and Adjustments	PDS General Fund	A	Amend the City's municipal fee schedule to waive City staff costs associated with the processing of an affordable housing planning application, except for directly related consultant supported costs.	Reduce application processing costs by approximately \$20,000 per affordable housing application and processed for a planning entitlement.	Amend fee schedule by December 2024	Pending/Not Started
PROGRAM 3.1	Fee Waivers and Adjustments	PDS General Fund	B	Prepare an economic feasibility study to analyze implications that the park fee, may have on housing production; adjust fees as appropriate to enable a reasonable return on investment and ensure sufficient fee collection to support City services.		Complete study by December 2025. If study demonstrates that park fees are acting as a constraint on housing production, amend fee schedule by June 2026.	Pending/Not Started
PROGRAM 3.2	Monitor Constraints to Housing	PDS General Fund	A	Continue to monitor new local policy initiatives for effectiveness in combatting identified constraints to housing development.		Ongoing annual task.	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.2	Monitor Constraints to Housing	PDS General Fund	B	When new land use regulations, impact fees or procedural changes are being considered by the Planning and Transportation Commission and City Council, the City shall prepare an analysis in the accompanying staff report detailing how the regulation may impact housing production, if at all, and recommended solutions to address those impacts.		Ongoing annual task.	Ongoing/Standard Operations
PROGRAM 3.2	Monitor Constraints to Housing	PDS General Fund	C	Continue to monitor application of the Municipal Code standards for constraints to housing projects and recommend changes annually, as appropriate, to enhance the feasibility of affordable housing.		Ongoing annual task.	Ongoing/Standard Operations
PROGRAM 3.3	Affordable Housing Development Incentives	PDS General Fund	A	Amend the municipal code to extend the affordable housing incentive program to apply to all housing opportunity sites identified in the Housing Element and zoned for commercial, industrial or multi-family residential use; research potential AHIP regulations for religious institution sites located in the R1 district with a reduced density provision.	Amend the zoning code and comprehensive plan as necessary to extend the provision of affordable housing incentive program to sites in the housing inventory and codify additional incentives described herein.	Completed zoning changes by December 31, 2024	Pending/Not Started
PROGRAM 3.3	Affordable Housing Development Incentives	PDS General Fund	B	Amend the affordable housing overlay (incentive program) regulations to allow housing projects to achieve a residential floor area ratio of 2.4:1.0 without requiring commercial floor area (except on University and California Avenue); comply with State Density Bonus parking standards if more permissible than local requirements; and, for housing projects income restricted to 60% of the area median income level or below, allow up to sixty (60) feet in height on all opportunity sites.	Amend the zoning code and comprehensive plan as necessary to extend the provision of affordable housing incentive program to sites in the housing inventory and codify additional incentives described herein.	Completed zoning changes by December 31, 2024	Pending/Not Started
PROGRAM 3.3	Affordable Housing Development Incentives	PDS General Fund	C	Amend Zoning Code to incorporate all recent changes to State density bonus law and develop summary materials to promote the use of density bonuses.	Amend the zoning code and comprehensive plan as necessary to extend the provision of affordable housing incentive program to sites in the housing inventory and codify additional incentives described herein.	Completed zoning changes by December 31, 2024	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.3	Affordable Housing Development Incentives	PDS General Fund	D	Assess existing development review process to determine if an expedited permit process can be implemented for affordable housing projects. Evaluate efficiency of recent process changes, including 2023 streamlining for projects to go to ARB within 45-60 days of submittal (not completeness) and July 2023 implementation of Streamlined Review Process which only requires one study session with the ARB prior to Director consideration.	The timeframes associated with permit processing can be viewed as a constraint to affordable development. The City aims to complete the processing of planning entitlements for affordable housing projects exempt from environmental review within 90 days from application submittal.	Initiate assessment by December 2023 with implementation of assessment option initiated by December 2024.	Pending/Not Started
PROGRAM 3.3	Affordable Housing Development Incentives	PDS General Fund	E	Research and identify additional State and federal funding opportunities for affordable housing projects. Disseminate information on funding opportunities on the City's website and/or to potential developers during technical assistance meetings.	Support the development of 1,556 units for very-low income, and 896 units for low-income households during the planning period.	Ongoing annual task.	Ongoing/Standard Operations
PROGRAM 3.4	Housing Incentive Program (HIP)	PDS General Fund	A	Continue to allow HIP projects to benefit from relaxed development standards including, increased floor area ratios and waiver from lot coverage requirements.	Monitor development activity and document how many projects take advantage of the HIP as opposed to base district zoning standard or other State incentives, such as State Density Bonus law.	Ongoing task.	Ongoing/Standard Operations
PROGRAM 3.4	Housing Incentive Program (HIP)	PDS General Fund	B	HIP qualifying projects that also comply with City approved objective standards shall be administratively reviewed with one courtesy meeting before the Architectural Review Board but subject to appeal to the City Council.	Monitor projects for compliance with desired review schedule, track application processing timelines and number of applications appealed to Council; use data to inform future modifications to the HIP program.	Ongoing task.	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.4	Housing Incentive Program (HIP)	PDS General Fund	C	Reduce the City's parking requirements to be consistent with State Density Bonus law. Based on the findings of a feasibility study, modify the local Housing Incentive Program to amend development standards that promote greater housing production; ; allow for sites subject to City's retail preservation ordinance – except in the ground floor (GF) and retail (R) combining districts and strategic locations generally depicted in the draft South El Camino Real Design Guidelines – a reduction in the amount of retail replacement floor area needed for redevelopment and waive the retail preservation requirement for identified housing opportunity sites.	Amend the municipal code and comprehensive plan to codify implementing objective; as with A and B above, monitor program and housing production generated from program – make adjustments as warranted.	Complete by December 31, 2024.	Partially Complete
PROGRAM 3.4	Housing Incentive Program (HIP)	PDS General Fund	D	Reduce the City's parking requirements to be consistent with the State Density Bonus law. Based on the findings of a feasibility study, extend and amend the local Housing Incentive Program to multi-family residential districts to amend development standards that promote greater housing production.	Amend the municipal code and comprehensive plan to codify implementing objective; as with A and B above, monitor program and housing production generated from program – make adjustments as warranted.	Complete by December 31, 2024.	Partially Complete
PROGRAM 3.4	Housing Incentive Program (HIP)	PDS General Fund	E	Based on the findings of a feasibility study, extend the local Housing Incentive Program to the ROLM and GM districts in northeast portion of the City nearest the Bayshore Freeway and generally bounded by East Charleston Road to the east and Loma Verde Avenue. The Housing Incentive Program development standards shall be amended to increase height and floor area allowances for housing projects; reduce parking requirements, and adjustment to other development standards to enable greater housing production.	Amend the municipal code and comprehensive plan to codify implementing objective; as with A and B above, monitor program and housing production generated from program – make adjustments as warranted.	Complete by December 31, 2024.	Partially Complete
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	A	Develop, maintain and update a City Summary Guide to ADUs and JADUs to promote, educate, and assist homeowners with developing ADUs/JADUs.	Facilitate the development of 512 ADUs over the planning period.	Complete by December 31, 2023 and maintain annually thereafter.	Pending/Not Started
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	B	Provide informational workshop(s) and publish resources on City's website on building ADUs and JADUs. Target outreach to property owners in low- and moderate-resource areas and provide workshops and materials in English, Spanish, and Chinese.	Facilitate construction of 512 ADUs over the planning period.	Publish material on the City's website by December 2023 and facilitate one workshop annually in multiple languages.	Partially Complete

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	C	Based on the findings of a feasibility study, develop pre-approved standards for ADU foundation plans or prefabricated plans.	Facilitate construction of 512 ADUs over the planning period.	Initiate feasibility study by January 2024. If pre-approved standards are likely to facilitate ADU construction, provide standards by January 2025.	Pending/Not Started
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	D	Continue to monitor and publish information related to ADU production and application review timelines; meet with ADU stakeholders and review application processing performance to identify potential impediments and make adjustments as needed.	Prepare bi-annual reports documenting findings to facilitate construction of 512 ADUs over the planning period.	Meet with ADU stakeholders at least once every two years starting in 2024; prepare information reports bi-annually.	Pending/Not Started
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	E	Investigate waiver of development impact fees for ADUs larger than 750 sq. ft. under certain conditions.	Facilitate the development of 512 ADUs over the planning period.	Complete study by December 2024 to determine impact on City ability to finance adequate infrastructure. If study demonstrates de minimis impact, adopt changes to fee schedule by July 2025.	Pending/Not Started
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	F	Amend ADU ordinance as required to comply with State law and submit to HCD.	Facilitate the development of 512 ADUs over the planning period by ensuring that the City's ADU ordinance complies with State law.	Amend ordinance by May, 2023. If further amendments are made to state ADU law, amend ordinance within 6 months to ensure continued compliance with ADU law.	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.5	Accessory Dwelling Unit (ADU) Facilitation	PDS General Fund	G	G. Review ADU production and affordability levels every two years to determine if assumptions made in Housing Element are accurate. Prepare and circulate survey of ADUs to determine affordability levels and determine where any improvements can be made to the process and whether non-governmental constraints to construction of ADUs, such as financing and construction costs, are restricting development. If assumptions are not met, and depending on the results of the survey, take additional actions, which could include additional public outreach efforts, modifications to process, pre-approved plans, ADU incentives, and financial assistance.	Undertake affordability survey and facilitate the development of 512 ADUs over the planning period.	Review ADU trends every two years starting in January 2025. If assumptions are not met, take actions within six months of receiving results to increase ADU production and ensure that the City continues to have adequate housing sites.	Pending/Not Started
PROGRAM 3.6	Expedited Project Review	PDS General Fund	A	Implement recommendations of the recent building permit audit to improve application processing and streamlining. Conduct study of document management and project tracking programs that may provide software-based solutions to ensure projects are processed in a timely manner.		Implement recommendations of building permit audit within timeline recommended by study	Pending/Not Started
PROGRAM 3.6	Expedited Project Review	PDS General Fund	B	Evaluate ways to reduce and streamline the planning submittal requirements checklist to simplify application process, focus on essential plan components, and reduce time to achieve project completeness.		Initiate assessment by December 2024 with implementation of assessment option initiated by December 2025.	Pending/Not Started
PROGRAM 3.6	Expedited Project Review	PDS General Fund	C	Review standard conditions of approval on planning approvals to identify ways to reduce redundancies with existing local and, State code requirements. This program aims to reduce confusion for applicants, clarify requirements, and streamline conditions for building permit approval and construction practices.		Initiate assessment by December 2024 with implementation of assessment option initiated by December 2025.	Pending/Not Started
PROGRAM 3.6	Expedited Project Review	PDS General Fund	D	Assess existing development review process for housing projects. Evaluate efficiency of recent process changes, including 2023 streamlining for projects to go to ARB within 45-60 days of submittal (not completeness) and July 2023 implementation of Streamlined Review Process which only requires one study session with the ARB prior to Director consideration.	The City aims to complete the processing of planning entitlements for housing projects exempt from environmental review within 90 City-processing days from application submittal.	Initiate assessment by December 2023 with implementation of assessment option initiated by December 2024.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.6	Expedited Project Review	PDS General Fund	E	Formalize a procedure to offer no-cost pre-application consultation services for new housing developments.	Provide a no-cost pre-consultation meeting for up to 90 minutes for any multi-family housing project.	Complete by December 31, 2023	Pending/Not Started
PROGRAM 3.6	Expedited Project Review	PDS General Fund	F	For housing projects subject to the City's Architectural Review Board, limit the number of hearings before the ARB to a maximum of two meetings.	Amend the zoning code to limit multi-family housing projects to two hearings before the City's ARB unless additional review is agreed upon by the home builder and City; document the City's performance.	Complete by December 31, 2024	Pending/Not Started
PROGRAM 3.7	Objective Design Standards for SOFA	PDS General Fund	A	Develop Objective Design Standards for the SOFA Area to accommodate future residential development at higher densities.	Support additional residential development proposed for the SOFA area.	Complete and adopt objective design standards by December 31, 2026	Pending/Not Started
PROGRAM 3.8	Zoning Ordinance Monitoring	PDS General Fund	A	Amend the zoning code to ensure compliance with all provisions of current state law as specified in Program 6.5.	Ensure that the zoning code is consistent with state law.	Complete by December 31, 2023	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 3.8	Zoning Ordinance Monitoring	PDS General Fund	B	Review future adopted changes in state law and adopt additional zoning ordinance changes as required to comply with state law.	Ensure that the zoning code is consistent with state law.	Adopt zoning ordinance amendments as specified in Program 6.5. In December of each year, review adopted changes in state law effective January 1 of the next year and adopt additional ordinance changes as required to comply with state law. This program would continue to be implemented on an ongoing basis through the remainder of the planning period as state law is amended.	Ongoing/Standard Operations
PROGRAM 3.9	Conversion of Commercial Uses to Mixed Use Development	PDS General Fund	A	Continue the City's existing policy of commercial office growth restrictions to promote an improved jobs to housing balance.	Incentivize the development of 2,629 units on sites where office space is the existing use.	Ongoing task.	Ongoing/Standard Operations
PROGRAM 3.9	Conversion of Commercial Uses to Mixed Use Development	PDS General Fund	B	Amend the City's Municipal Code to reduce commercial floor area allowances or other commercial incentives at strategic locations to shift the economic benefit of redevelopment toward home building.	Support the development of 716 units on sites with existing commercial uses.	Complete amendments to Municipal Code by December 31, 2025	Pending/Not Started
PROGRAM 3.9	Conversion of Commercial Uses to Mixed Use Development	PDS General Fund	C	Conduct outreach with home builders and other stakeholders regarding the feasibility of marketing different housing typologies without on-site parking (paid through in-lieu fee) and implications to City parking resources; present findings to the City Council with options on how to proceed, including extension of the University Ave In-Lieu Parking program to residential projects and creation of an in-lieu parking program for the California Avenue area.		Present findings to City Council by December 31, 2025 with amendments to municipal code by December 31, 2026.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 4.1	Replacement Housing	PDS General Fund	A	Enforce replacement housing requirements as required by state law. Amend the City's municipal code to require all sites listed in the housing element, all projects utilizing density bonuses, and all projects demolishing residential dwelling units to meet the replacement housing requirements of state law contained in housing element law, density bonus law, and the Housing Crisis Act of 2019.	Amend the municipal code to implement replacement housing obligations.	Continue to implement state law for all development projects subject to replacement housing requirements. Adopt ordinance as part of planned rezonings by January 31, 2024.	Ongoing/Standard Operations
PROGRAM 4.1	Replacement Housing	PDS General Fund	B	Expand the Housing Crisis Act requirements to require any commercial development to replace any demolished residential units as a part of any redevelopment.	Amend the municipal code to expand replacement housing obligations to all redeveloped sites.	Adopt ordinance by June 30, 2025.	Pending/Not Started
PROGRAM 4.2	Housing and Neighborhood Preservation	PDS General Fund	A	Annually communicate with renters through direct mailing to multi-family apartment buildings and through the City's website, resources available to renters, including expectations for housing quality and steps to take for suspected substandard housing conditions.	Prepare relevant information, provide to all renters by mail, and post online, implement best outreach approaches to communicate with renters.	Initiate in 2025 and annually thereafter.	Pending/Not Started
PROGRAM 4.2	Housing and Neighborhood Preservation	PDS General Fund	B	In response to any complaint about substandard housing received by the City's Code Enforcement Program, staff will provide information to the resident or homeowner about the City's Rehabilitation Program and conduct residential code inspections to determine if the property is substandard in accordance with PAMC 16.40.020 and the state Housing Code. If property is substandard, City will begin code enforcement action	Staff will respond to any complaints received, conduct code inspections of all reported units, provide access to relevant information and when necessary, connect the complainant with mediation services offered by the City through contract provider, or undertake enforcement action, as appropriate.	Ongoing task.	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 4.2	Housing and Neighborhood Preservation	PDS General Fund	C	The City will conduct increased outreach to increase awareness of housing resources, fair housing workshops, and tenant protection. Specifically, the City will conduct at least one fair housing workshop annually for community-based organizations that serve residents and housing providers in areas of the City with the highest number of substandard housing complaints to Code Enforcement. Project Sentinel provides fair housing information and advice to individual tenants	Disseminate information to the public to increase the awareness of support for tenant protections with the goal of reaching at least five new households annually. The City will engage with community-based organizations to gauge the effectiveness of the workshops. If new households are not reached, City will increase outreach efforts.	Ongoing and annual task, with first workshop to occur by December 2024	Pending/Not Started
PROGRAM 4.2	Housing and Neighborhood Preservation	PDS General Fund	D	The City will develop options for limiting short-term rentals in all areas of the City to ensure housing stock is used for long-term rentals. Strategies to evaluate include prohibiting short-term rentals (no less than 30 days allowed), limiting the number of days the unit can be used for short-term rentals, prohibiting short-term rentals in all multi-unit dwellings, allowing for short-term rentals only if the property is the owner's primary residence, and benchmarking the number of short-term rentals allowed to no more than a specific percentage of the community's rental housing stock.	Amend the municipal code to codify regulations limiting short-term rentals.	Initiate study of short-term rentals in 2025 and determine impact on City housing supply. Adopt ordinance by July 1, 2027 to limit short-term rentals as required to minimize impacts on properties available for long-term use.	Pending/Not Started
PROGRAM 4.2	Housing and Neighborhood Preservation	PDS General Fund	E	The City will evaluate the feasibility of adding regulations to incentivize the use of housing units for residential purposes to support retention of housing stock.	Amend the municipal code to codify regulations limiting short-term rentals.	Initiate study of short-term rentals in 2025 and determine impact on City housing supply. Adopt ordinance by July 1, 2027 to limit short-term rentals as required to minimize impacts on properties available for long-term use.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 4.3	Home Rehabilitation	PDS General Fund	A	Continue to work with Rebuilding Together to assist qualifying low-income homeowners with home rehabilitation projects.	Disseminate information to the public to increase the awareness of support for home rehabilitation with the goal of reaching at least five new households annually.	Develop program by December 2026. Rebuilding Together work is ongoing.	Ongoing/Standard Operations
PROGRAM 4.3	Home Rehabilitation	PDS General Fund	B	Develop CDBG outreach program to educate residents about opportunities for services, such as RV parking and rental assistance regarding mediation.	Disseminate information to the public to increase the awareness of support for home rehabilitation with the goal of reaching at least five new households annually.	Develop program by December 2026. Rebuilding Together work is ongoing.	Pending/Not Started
PROGRAM 4.3	Home Rehabilitation	PDS General Fund	C	Annually dedicate CDBG funds as available to support the City's Rehabilitation Program; seek additional funding to supplement CDBG funding to expand the program and recipients to households above low-income levels.	Participate and remain in good standing with the CBDG program, with the goal of providing funding to support the rehabilitation of at least five homes annually.	Annually budget CDBG funds for City's Rehabilitation Program.	Pending/Not Started
PROGRAM 4.3	Home Rehabilitation	PDS General Fund	D	The City will conduct increased outreach to increase awareness of CDBG funds and availability of said funds. The City will conduct one CDBG workshop annually to disseminate information regarding program requirements and availability of funds. The City will also update their website annually with information on the program.	Disseminate information to the public to increase the use of available CDBG funds with the goal of supporting the rehabilitation of at least 5 homes annually. Market home rehabilitation program opportunities as part of Housing Resources Fair. Continue to update the new Housing Portal on the City's website.	Ongoing and annual task, with first workshop to occur by December 2024 and website updated after adoption of each CDBG budget.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 4.4	Seismic Retrofit	PDS General Fund	A	Amend the City's seismic hazards identification program to strengthen regulations and require seismic upgrades of vulnerable housing stock through a combination of mandatory provisions and voluntary incentives.	Amend the City's seismic regulations to advance implementation objective, including a compliance schedule for approximately 130 soft-story multi-family buildings in Palo Alto.	Initiate effort in 2023, complete by 2026.	Partially Complete
PROGRAM 5.1	Preservation of At-Risk Housing	PDS General Fund	A	Monitor the status of the 72 units at high risk of conversion to market-rate units during the planning period and seek to preserve these affordable units at their existing affordability levels.	Track the status of units with high risk of conversion to market-rate to preserve affordability for extremely low and very low income households.	Ongoing annual task.	Ongoing/Standard Operations
PROGRAM 5.1	Preservation of At-Risk Housing	PDS General Fund	B	Provide direct notification to property owners and tenants of low-income deed restricted housing units of the state requirement to notify affected households about the termination of the affordability restrictions at six and twelve months, and three years.	Mail requirements to qualifying property owners as specified.	Twice during the reporting period, once in 2024 and again in 2028.	Pending/Not Started
PROGRAM 5.1	Preservation of At-Risk Housing	PDS General Fund	C	Inform property owners of their obligation to comply with noticing requirements stipulated under state law to ensure that qualified non-profit entities from the State's qualified entities list are informed of the opportunity to acquire the affordable property and that tenants are informed about their rights and potential resources.	Ensure qualified non-profit entities are notified of acquisition opportunities and to ensure tenants are aware of the impending changes.	Send notice to property owner three years prior to potential project conversion. Provide follow-up with contacts one year and six months prior to conversion if property owner fails to comply.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 5.1	Preservation of At-Risk Housing	PDS General Fund	D	Contingent on funding availability, in the event that a property is scheduled for conversion, contact property owner regarding funding availability. If the property owner intends to sell the property encourage sale to a qualified non-profit entity.	Incentivize the sale to a qualified non-profit entity.	Inform property owner three years prior to potential project conversion whether funding is available to preserve the affordability restrictions.	Pending/Not Started
PROGRAM 5.1	Preservation of At-Risk Housing	PDS General Fund	E	Continue to engage with HUD and the property owner of 4230 Terman Drive (Terman Apartments) with 72 affordable housing units at risk of conversion to market rate units during the housing cycle to explore opportunities for continued affordability. At present, the owners have no intention to sell the project or transfer the affordable units out of the Section 8 contract, based on correspondence with a HUD representative on September 14, 2022.	Preserve 72 affordable housing units that are at risk of conversion.	Initiate conversation in 2024.	Pending/Not Started
PROGRAM 5.2	Funding Opportunities	PDS General Fund	A	Review CalCHA partnership requirements and present an option to decision-makers for inclusion to the program; identify existing housing sites meeting criteria for preservation, prepare and adopt necessary resolutions or agreements to operationalize program.		Make decision to join with CalCHA (or other similar programs) by June 2025	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 5.2	Funding Opportunities	PDS General Fund	B	Continue seeking funding sources, especially for extremely low income housing, including supporting the ongoing development of the Bay Area Housing Financing Authority (BAHFA).	Support the BAHFA to provide services to 50 extremely low-income households during the planning period. Pursue funding sources including CDBG and State and regional grants for preservation. The City intends to supplement its Residential and Commercial Housing Fund by dedicating approximately one-third of the recently passed business tax proceeds toward homelessness and affordable housing initiatives. Over the planning period, the City anticipates it would generate approximately twenty million dollars (\$20 M) for use toward affordable housing and homelessness projects. Based on this projection, the City would expect to be able to support gap funding for the production of 55 affordable housing units during the planning cycle or support other housing priorities.	Ongoing annual task.	Ongoing/Standard Operations
PROGRAM 5.3	Water and Sewer Supplies	PDS General Fund	A	Provide a copy of the adopted 2023-31 Housing Element to the City's Utility Department, which provides water and sewer service to the City.	Update Utilities Department Rules and Regulations.	Within 30 days of adoption	Complete
PROGRAM 6.1	Housing for Persons with Special Needs	PDS General Fund	A	For extremely low income housing units, update the City's affordable housing guidelines to establish preferences for populations with special needs in those units.		Adopt revised guidelines by December 31, 2024.	Pending/Not Started
PROGRAM 6.1	Housing for Persons with Special Needs	PDS General Fund	B	Contract with and financially support non-profit services providers through the Community Development Block Grant program, such as the Opportunity Center, that help meet the supportive services needs of the City's diverse community, especially those with extremely low incomes.	Support the Opportunity Center with the goal of providing services to 50 low-income households during the planning period.	Starting in 2023 and annually thereafter, as funds are available.	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.1	Housing for Persons with Special Needs	PDS General Fund	C	In order to assist in the housing needs for special needs populations, the City will facilitate the development of housing for persons with disabilities through incentives including streamlined processing, scoring priorities in future Notices of Funding Availability, and/or direct subsidies drawing from City affordable housing funding such as CDBG, HOME, Affordable Trust fund, and other State/federal funding sources for affordable housing development with services, resources, and assistance: -Establish procedures by June 2024 in Notice of Funds Available (NOFA) that create incentives for the development of various types of housing units, including units for persons with disabilities and seniors, such as bonus points or preference for special needs housing. -Annually engage with housing stakeholders and housing providers, on the identification of needs and new solutions, including lessons learned from the operators of the City's recently approved AB2162 housing project for persons with disabilities. -Partner with the County and other agencies to pursue funding sources, such as County Measure A funds, designated for housing for special needs groups, including persons with disabilities.	Meet annually with housing service providers and the Santa Clara County representatives to identify opportunities to further support special needs populations. Develop at least 5 units annually for a total of 40 housing units for special needs households.	Conduct outreach to housing providers and County starting in 2024 and annually thereafter. Prepare a NOFA in 2024 and review annually thereafter based on adequate availability of funds.	Partially Complete
PROGRAM 6.1	Housing for Persons with Special Needs	PDS General Fund	D	Continue to implement the Municipal Code and facilitate requests for reasonable accommodation to land use decisions and procedures regulating the siting, funding, development, and use of housing for people with disabilities.		Annually report on reasonable accommodation requests received, and their outcomes, in the Annual Progress Report.	Ongoing/Standard Operations
PROGRAM 6.2	Family Housing and Large Units	PDS General Fund	A	Research and implement incentives to encourage larger units, such as FAR exemptions for three or more bedroom units, and creation of family-friendly design standards. Meet with housing stakeholders and conduct public hearings before the Planning and Transportation Commission to receive public and commissioner input on ways to achieve stated objective. Make recommendations to Council and follow up with an ordinance to effect a change in local zoning regulations as directed.	Support additional development of large housing units through code amendments that incentive large family housing units and family-friendly designs, with the goal of a housing stock where large units comprise 10 percent of all new rental units.	Initiate study of possible incentives by June 2025 and adopt recommended actions by June 2026.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.3	Middle Housing Program	PDS General Fund	A	Increase the floor area limitation from 800 to 1,200 square feet per unit for SB 9 projects that result in creation of three or more detached units on a single family lot. Refine objective design standards and development standards based on experience with project applications.	Development of 40 net new units, other than ADU development, on single-family zoned lots during the planning period.	Initiate by 2025, complete by December 2026.	Pending/Not Started
PROGRAM 6.4	Homelessness Program	PDS General Fund	A	Expand geographic and service areas of the City's Safe Parking Program. Research the feasibility and extend the safe parking program to City parks, parking lots and commercial lots. Expand program services to include case management and explore opportunities to provide supervised access to City facilities.	Support the City's existing population living in vehicles by annually moving 40 percent of individuals using Safe Parking to housing as it becomes available.	Initiate by 2026, complete by December 2028.	Pending/Not Started
PROGRAM 6.4	Homelessness Program	PDS General Fund	B	Create a social services directory and make it available to residents at public counters and on City website and at Safe Parking areas.		Complete by December 2023	Pending/Not Started
PROGRAM 6.4	Homelessness Program	PDS General Fund	C	Expand the City's homeless prevention program to include renter protections, including security deposit limits, anti-rent gouge, eviction reductions and financial assistance for utilities. Identify funding sources, such as Human Services Resource Allocation Process (HSRAP) funds to support households at risk of homelessness; engage with homelessness stakeholders, conduct hearings before the Planning and Transportation and City Council and make recommendations to support objective; implement based on available funding.	Adopt new renter protection ordinances to advance objective.	Initiate code amendments in 2023 and complete by June 2024.	Partially Complete
PROGRAM 6.4	Homelessness Program	PDS General Fund	D	Continue to pursue the Homekey (LATP) site for use as a temporary bridge housing facility to provide accommodations for individuals who are actively engaged in services leading to permanent housing. Engage with stakeholders, including the State Department of Housing and Community Development, LifeMoves, Santa Clara County Office of Supportive Housing, and the Santa Clara County Housing Authority.	Advance the project and ensure robust uptake by engaging in ongoing outreach to the unhoused, ensuring support services, connectivity, and transitional housing for, at a minimum 88 households annually.	Complete by June 30, 2024.	Partially Complete

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.4	Homelessness Program	PDS General Fund	E	Explore and implement, where feasible, additional opportunities for Homekey funding or other similar funding sources to convert hotels to permanent or interim housing for persons experiencing homelessness or at risk of homelessness. Work with stakeholders to identify additional funding opportunities and locations to support homelessness population and those at risk of homelessness.		Ongoing task.	Ongoing/Standard Operations
PROGRAM 6.5	Alternative Housing	PDS General Fund	A	Coordinate with HIP Housing or similar house sharing services to provide shared housing arrangements. Identify opportunities to extend home sharing services to Palo Alto and promote on the City's website as appropriate.		Initiate conversations in 2024.	Pending/Not Started
PROGRAM 6.5	Alternative Housing	PDS General Fund	B	Allow innovative housing structures, such as micro-unit housing and new shared and intergenerational housing models, to help meet the housing needs of aging adults, students, and lower-income individuals citywide. Meet with housing stakeholders and conduct public hearings before the Planning and Transportation Commission to receive public and commissioner input on ways to achieve stated objective. To the extent that density presents a constraint on development of alternative housing types, identify sites where elimination of maximum dwelling units per acre is appropriate. To the extent that impact fees assessed per unit inordinately impact alternative housing types, adjust fees to apply to square footage. Make recommendations to Council and follow up with an ordinance to effect a change in local zoning regulations as directed.		Initiate study of alternative models in 2024 and present initial findings in 2025 to Commission, public, and stakeholders. Adopt ordinance revisions conclude as appropriate before December 31, 2026.	Pending/Not Started
PROGRAM 6.5	Alternative Housing	PDS General Fund	C	Evaluate the permit process for group homes of seven or more persons and amend the PAMC to include group homes by right in all residential zones. Include a set of objective standards to provide certainty to applicants through the permitting process.		Adopt ordinance amendments by January 2027	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.5	Alternative Housing	PDS General Fund	D	Amend the PAMC as needed to be consistent with Government Code Sections 65650 et seq., which require that Supportive Housing meeting the standards in the statute be treated as a by-right use where multifamily and mixed uses are permitted, including nonresidential zones permitting multifamily uses. Amendments will also be made to allow transitional and supportive housing, as defined in Government Code Section 65582, to be permitted as a residential use in all zones allowing residential uses and only subject to those restrictions that apply to other residential dwellings of the same type in the same zone.		Adopt ordinance amendments by January 2025	Pending/Not Started
PROGRAM 6.5	Alternative Housing	PDS General Fund	E	Amend the PAMC to be consistent with Government Code sections 65660 et seq., which require a Low Barrier Navigation center to be a use by-right in areas zoned for mixed-use and nonresidential zones permitting multifamily uses, provided specific requirements of the law are met.		Amend by January 2025	Pending/Not Started
PROGRAM 6.5	Alternative Housing	PDS General Fund	F	Amend the PAMC parking regulations for Homeless and Emergency Shelters and Navigation Centers to comply with Government Code section 65583, subdivision (a)(4)(A). Allow emergency shelters in the ROLM(E) zone to be approved ministerially, without discretionary action, remove distance requirements, adjust length of stay requirements, and ensure that the development standards for shelters are in compliance with statutory requirements		Amend by January 2025	Pending/Not Started
PROGRAM 6.5	Alternative Housing	PDS General Fund	G	Amend the PAMC zoning code to ensure compliance with the Employee Housing Act (including California Health and Safety Code sections 17021.5, 17021.6, and 17021.8) to state that farmworker housing up to 36 beds or 12 units are to be permitted as an agricultural use and therefore “by right” in the AC and OS zones and no discretionary permit would be required of employee housing providing accommodation for six or fewer employees if discretionary permits are not required of a family dwelling of the same type in the same zone.		Amend by January 2025	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	A	Distribute educational materials to property owners, apartment managers, and tenants relative to fair housing requirements, regulations, and services via public counters, the City's website, social media, community announcements and in response to telephone inquiries. Provide materials in English, Spanish, and Chinese.	Outreach to 100 residents, housing providers, and housing professionals, including at least 20 individuals in South Ventura and North of Downtown, adjacent to Menlo Park.	Initiate by May 31, 2024 and update annually thereafter	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	B	City will require affirmative marketing of all residential projects and will require developers to advertise to under-represented minority groups to indicate the availability of housing units that meet affordable housing requirements.	Inclusion of marketing materials as a condition of residential permit approvals Citywide.	Develop policy and initiate by May 31, 2024. Update annually thereafter.	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	C	By December 2025, conduct an equity study to target program marketing to neighborhoods with higher poverty rates.		Conduct study by December 2025 and create targetting plan by September 2026.	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	D	Provide public announcements, via different media (e.g., social media, newspaper ads, and public service announcements at local radio and television channels) related to fair housing programs and opportunities for Palo Alto residents. Public announcement will be provided in English, Spanish, and Chinese.	Provide biannual announcements during the planning period.	Initiate in January 2024 and biannually thereafter.	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	E	Partner with Project Sentinel to conduct random compliance testing of rental properties in South Ventura at least twice per year during the planning period. Refer individuals to State Fair Employment and Housing, HUD Fair Housing and Equal Opportunity division, and other legal services as appropriate.	Aim to reduce fair housing complaints by approximately 10% annually in the years following implementation of this program.	Ongoing task; maintain contract with Project Sentinel.	Ongoing/Standard Operations
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	F	Allocate annual funding for fair housing services through the Action Plan process for the use of CDBG funds.		Annually as part of the CDBG update	Ongoing/Standard Operations

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.6	Fair Housing Impediments	PDS General Fund & CDBG Grant Funds	G	Continue to require mixed-income developments accessible to lower income residents citywide, especially in high opportunity and resource-rich areas through use of the City's Below Market Rate (BMR) requirements. Continue to give priority for use of Housing Trust Funds, development of city-owned properties, and use of grant funding for housing to projects located in high opportunity and resource-rich areas. Pursue additional funding sources, such as State grants.	Support the development of 1,556 units for very-low income, and 896 units for low-income households in high opportunity and resource-rich during the planning period.	Ongoing task as housing projects are proposed and City prepares notices of grant funding.	Ongoing/Standard Operations
PROGRAM 6.6	Fair Housing Impediments	PDS General Fund & CDBG Grant Funds	H	In addition to existing funding, develop or identify a source for the City to provide expanded funding to Project Sentinel. Ongoing and expanded funding will support the group's efforts to address housing discrimination in the City, to conduct site tests, and to educate the general public on fair housing issues.	Goal for expanded funding to reach an additional 20 residents annually.	Identify and, if applicable, prepare an application for new funding by Fall 2024.	Pending/Not Started
PROGRAM 6.6	Tenant Protection	PDS General Fund & CDBG Grant Funds	I	Adopt tenant protections to prevent anti-displacement including the following: eviction reduction; rental registry program; security deposit limit; right to counsel. Specific proposals include: Fair Chance Ordinance for persons with criminal records, self-funded rental registry and survey program; expanding AB 1482 protections to apply to new construction and limiting security deposits 1.5x of monthly rent for unfurnished units. Local relocation assistance requirements were significantly expanded in 2022.	Develop a database for tracking tenant displacement and evictions to establish baseline, trends, and develop policies that would reduce unjust evictions.	Begin implementation in December 2023 with implementation completed by the following dates: -June 2024 (Fair Chance Ordinance, rental registry program, eviction reduction and security deposit limit programs legislation) -December 2027 (right to counsel)	Partially Complete
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	J	Require a 90-day notice for a rent increase of 6% instead of the State's 10% threshold for noticing. Provide educational materials to landlords and tenants as part of Programs 6.6 A, B, D, and L.		Begin implementation in December 2023, with legislation adopted by June 2024 .	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	K	Promote Housing Choice Vouchers to support housing mobility by educating landlords about income discrimination (i.e., Cannot post "NO Section 8" on applications), with a goal to increase acceptance of Housing Choice Vouchers in high opportunity and high resource areas. Include educational materials as part of Programs 6.6 A, B, D, and L,	Assist 200 households annually or the number of vouchers allocated under the housing choice voucher program, including project-based vouchers.	Ongoing task.	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	L	Work with Project Sentinel and renter organizations to conduct an annual workshop in the South Ventura and Downtown North neighborhoods to educate tenants and landlords about fair housing requirements.	Aim to reduce fair housing complaints by educating at least 20 tenants and landlords annually.	Ongoing annual task.	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	M	Work with Project Sentinel to respond to complaints of discrimination (i.e. intaking, investigation of complaints, and resolution) within 3 days and follow up with information on the resources and services available through fair housing services.	Aim to reduce fair housing complaints by ensuring timely attention to complaints.	Ongoing task.	Ongoing/Standard Operations
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	N	Educate tenants and landlords about their rights and responsibilities related to relocation assistance required by the City or state law in the event of an owner move-in, Ellis Act eviction, or property redevelopment. Conduct one workshop for tenants and one workshop for landlords annually, in multiple languages.	Aim to educate at least 20 tenants and landlords annually.	Ongoing annual task.	Pending/Not Started
PROGRAM 6.6	Fair Housing	PDS General Fund & CDBG Grant Funds	O	Enforce relocation payment required through imposition of liens in cases where landlords fail to pay required assistance.	Establish a complaint tracking system by June 2024 through Code Enforcement with a goal of minimizing complaints through outreach and education and of ensuring that all tenants receive required relocation payments.	Ongoing task.	Pending/Not Started
PROGRAM 6.7	Community Outreach Program	PDS General Fund	A	Partner with Human Services for community outreach with a focus on traditionally underrepresented groups. Meet with Human Services representatives bi-annually to formulate strategies aimed at engaging the City's most vulnerable populations	Reach at least 20 households annually through work with Human Services.	Bi-annually; initiate first meeting by January 2024.	Pending/Not Started

Program #	Program Text	Responsible Agency & Funding Sources	Implementing Objectives #	Implementing Objectives	Quantified Objectives	Time Frame	Status
PROGRAM 6.7	Community Outreach Program	PDS General Fund	B	The City shall continue to facilitate opportunities for all residents and stakeholders to provide meaningful and effective input on proposed planning activities early on and continuously throughout plan development and the public review process. Outreach efforts to disadvantaged communities, and engagement materials in multiple languages will be a priority, as will ensuring that all public meetings are in locations accessible to all persons.	Increase public participation rates amongst City's underrepresented groups by at least 20% by the end of the planning period.	Ongoing task.	Ongoing/Standard Operations
PROGRAM 6.7	Community Outreach Program	PDS General Fund	C	Create a website that provides relevant housing application and processing information to the home building community.	Support the development of 1,556 units for very-low income, 896 units for low income, 1,013 units for moderate income, and 2,621 above-moderate households during the planning period.	Complete by January 15, 2024 and update annually.	Pending/Not Started
PROGRAM 6.7	Community Outreach Program	PDS General Fund	D	Study and research what other jurisdictions have implemented to provide affordable housing preferences for historically disadvantaged populations	Report back to the City Council with findings of the research	Complete by June 30, 2024 and update annually.	Pending/Not Started
PROGRAM 6.7	Community Outreach Program	PDS General Fund	E	Promote general awareness of lower-income housing availability by providing the location, type, and contact information of housing developments in the City on the website.	Promote availability of lower-income housing opportunities.	Complete by January 15, 2024 and update annually.	Pending/Not Started
PROGRAM 6.7	Community Outreach Program	PDS General Fund	F	Develop a language access policy to ensure residents with limited English proficiency have accessible information.	Promote housing opportunities across the City.	Complete by January 15, 2024.	Pending/Not Started

Source: City of Palo Alto Council Adopted Draft 2023-2031 Housing Element

List of Comprehensive Plan Implementation Programs with Status Change, 2022

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
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.	Business Element	PDS / CP	P	PC	Pending-Partially Complete
C1.18.3	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 and Facilities Element	CSD	P	O	Pending-Ongoing
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 and Facilities Element	CSD	P	O	Pending-Ongoing
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 and Facilities Element	CSD	P	O	Pending-Ongoing
C2.2.1	Establish performance review criteria for City employees that consider the quality of service provided.	Community Services and Facilities Element	HR	P	PC	Pending-Partially Complete

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
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 and Facilities Element	CSD	P	O	Pending-Ongoing
L9.11.2	Identify City-owned properties where combinations of wireless facilities can be co-located, assuming appropriate lease agreements are in place.	Land Use and Community Design Element	UT / PDS / CP	P	C	Pending-Complete
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.	Land Use and Community Design Element	PAO	PC	O	Partially Complete-Ongoing
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.	Land Use and Community Design Element	PAO	PC	O	Partially Complete-Ongoing
N1.5.1	Maintain the value of local wetlands as habitats by ensuring adequate flow from the Bay and minimizing effluent.	Natural Environment Element	CSD	P	O	Pending-Ongoing
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.	Natural Environment Element	PDS / CP /UF	PC	C	Partially Complete-Complete

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
N6.13.3	Participate in future environmental review of the California High-Speed Rail (HSR) Project, planned to utilize existing Caltrain track through Palo Alto, to ensure that it adheres to noise and vibration mitigation measures.	Natural Environment Element	OOT	O	C	Ongoing-Complete
N7.5.1	Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs).	Natural Environment Element	UT	O	C	Ongoing-Complete
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.	Natural Environment Element	OS	O	PC	Ongoing-Partially Complete
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.	Safety Element	PD	P	O	Pending-Complete
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.	Safety Element	PWE	O	PC	Ongoing-Partially Complete

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
S1.10.1	Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP).	Safety Element	OES	PC	O	Partially Complete-Ongoing
S2.5.1	Periodically review and update the City's Seismic Hazard Ordinance.	Safety Element	PDS / CP / BS	P	O	Pending-Ongoing
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.	Safety Element	PDS / CP	P	O	Pending-Ongoing
S2.6.1	Encourage efforts by individual neighborhood or block- level groups to pool resources for seismic retrofits.	Safety Element	PDS / CP / BS	P	O	Pending-Ongoing
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.	Safety Element	PDS / CP / BS	P	O	Pending-Ongoing
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.	Safety Element	PDS / BS	P	O	Pending-Ongoing

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
T1.2.2	Advocate for improved connectivity to transit to serve workers who live in the South Bay and work in Palo Alto.	Transportation Element	OOT	PC	O	Partially Complete-Ongoing
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.	Transportation Element	OOT	P	PC	Pending-Partially Complete
T1.6.1	Collaborate with transit providers, including Caltrain, bus operators and rideshare companies, to develop first/last mile connection strategies that boost the use of transit and shuttle service for local errands and commuting.	Transportation Element	OOT	O	PC	Ongoing-Partially Complete
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.	Transportation Element	OOT	O	P	Ongoing-Pending

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
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.	Transportation Element	OOT	P	PC	Pending-Partially Complete
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.	Land Use and Community Design Element	PDS / Data Team	O	PC	Ongoing-Partially Complete
L2.4.1	Amend the Housing Element to increase housing sites along San Antonio Road between Middlefield Road and East Charleston Road and increase residential densities in Downtown and the California Avenue.	Land Use and Community Design Element	PDS / LRP	PC	C	Partially Complete-Complete
L2.4.7	Explore mechanisms for increasing multi-family housing density near multimodal transit centers.	Land Use and Community Design Element	PDS / LRP / CP	PC	C	Partially Complete-Complete

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
L2.4.8	Identify development opportunities for BMR and more affordable market rate housing on publicly owned properties in a way that is integrated with and enhances existing neighborhoods.	Land Use and Community Design Element	PDS / LRP	PC	C	Partially Complete-Complete
L2.5.1	Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees.	Land Use and Community Design Element	PDS / LRP	PC	O	Partially Complete-Ongoing
L2.7.1	Review development standards to discourage the net loss of housing units.	Land Use and Community Design Element	PDS / LRP / CP	PC	C	Partially Complete-Complete
L3.2.1	Evaluate and implement strategies to prevent conversion of residential and neighborhood-serving retail space to office or short-term vacation rentals.	Land Use and Community Design Element	PDS / LRP / CP	PC	C	Partially Complete-Complete
L4.2.1	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Land Use and Community Design Element	PDS / LRP / CP	PC	O	Partially Complete-Ongoing
L7.8.2	Create incentives to encourage salvage and reuse of discarded historic building materials.	Land Use and Community Design Element	PDS / CP	PC	O	Partially Complete-Ongoing

Program Number	Program Text	Comp Plan Element	Department	2022	2023	Change from 2022-2023
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.	Natural Environment Element	PDS / CP	P	PC	Pending-Partially Complete
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.	Natural Environment Element	PDS / CP	P	PC	Pending-Partially Complete
N6.10.1	Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment.	Natural Environment Element	PDS / CP	P	PC	Pending-Partially Complete
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.	Transportation Element	PDS / LRP / CP	P	PC	Pending-Partially Complete
S1.13.1	Identify solutions to add an additional power line to Palo Alto to ensure redundancy.	Safety Element	City of Palo Alto Utilities	P	PC	Pending-Partially Complete
Source: City of Palo Alto, Planning and Development Services, October 2023.						

Comp Plan Pending and Partially Complete Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	2023 Status <i>C= Complete, PC= Partially Complete, O= Ongoing, P= Pending</i>	Staff Comments September 2023
B4.2.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
B4.2.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non- profit organizations, and independent professionals.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
B4.6.2	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Planning and Development Services	M	\$\$	PDS / CP	PC	City received an administrative draft of a retail study in late August 2022; the scope of the work was expanded to dovetail with City Manager's Office Street Sense program (June 2023). A check in with the Planning and Transportation Commission (PTC) is on 10/25/2023. The reports will be presented to the PTC and to City Council in summer of 2024.
B5.1.2	Improve design guidelines to reduce ambiguity and more clearly articulate compatibility principles to the business community and to the public.	Planning and Development Services	M	\$\$	PDS / CP	PC	Objective Design Standards for housing development projects and for single-family homes have been approved in 2022. On-going improvements will be made as needed. SOFA CAP zone regulations will be updated in 2024 to include objective design standards.
B5.1.4	Revise zoning and other regulations as needed to encourage the revitalization of aging retail structures and areas. Encourage the preservation of space to accommodate small, independent retail businesses and professional services.	Planning and Development Services	R	\$\$	PDS / CP	P	No zoning regulation changes are proposed at this time.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
B7.2.2	Study the feasibility of a “transfer of development rights” (TDR) program and other measures that would provide greater development flexibility within Stanford Research Park without creating significant adverse traffic impacts or increasing the allowable floor area.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
C1.6.1	Establish a program to facilitate continuing corporate support for community services through contributions of funds, time, materials and expertise.	Community Services Department	M	\$	CSD	P	No change from previous year reporting. A formal program to facilitate corporate support has not been established. Corporate sponsorships for special events have been received.
C2.2.1	Establish performance review criteria for City employees that consider the quality of service provided.	Human Resources Department	M	\$	HR	PC	This task has been partially completed.
C4.1.2	Encourage dedication of new land for parks through regulations and incentives for new development and programs to solicit bequests of land within the city.	Community Services Department and Planning and Development Services	M	\$\$	CSD / PDS / CP	P	Work has not commenced.
C4.1.3	Pursue opportunities to create linear parks over the Caltrain tracks in the event the tracks are moved below grade.	Community Services Department and Planning and Development Services	L	\$\$\$	CSD / PDS / CP	P	Work has not commenced.
C4.1.4	Explore ways to dedicate a portion of in-lieu fees towards acquisition of parkland, not just improvements.	Community Services Department and Planning and Development Services	M	\$	CSD / PDS / CP/ CAC	P	Work has not commenced.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), LP= In Progress, R= Routine</i>	Level of Effort <i>\$=Small, \$\$=Medium \$\$\$=Substantial Effort</i>	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
G4.1.5	Coordinate with the real estate community to develop a welcome package for new residents, containing City resources, information and ways to contribute to livability.	City Manager's Office	M	\$\$	CMO	PC	No change from last year's reporting. Staff continues to send a digital welcome message to new residents and is finalizing a new welcome message that will be both digital and print formats. With the launch of the City's new website, there was a comprehensive look at resident related information. The website includes a digital welcome packet and new resident resources are now available both at www.cityofpaloalto.org/residents and a new "My Neighborhood" map that highlights services available near a resident's home at: https://www.cityofpaloalto.org/Residents/My-Neighborhood
L1.6.1	Review regulatory tools available to the City and identify actions to enhance and preserve the livability of residential neighborhoods and the vitality of commercial and employment districts, including improved code enforcement practices.	Planning and Development Services	S	\$\$	PDS / Data Team	PC	Council adopted a revised ordinance and administrative penalties to improve the gas blower enforcement program in June 2023.
L2.4.2	Allow housing at Stanford Shopping Center, provided that adequate parking and vibrant retail is maintained and no reduction of retail square footage results from the new housing.	Planning and Development Services	S	\$	PDS / LRP	PC	As part of the Housing Element update, a proposed program is included to engage in discussions with Stanford Shopping Center in preparation for the next Housing Element Cycle in 2031. See Program 1.5 in the adopted 2023-2031 Housing Element.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
L2.4.3	Allow housing on the El Camino Real frontage of the Stanford Research Park. Explore multi-family housing elsewhere in Stanford Research Park and near the SUMC.	Planning and Development Services	S	\$	PDS / LRP	PC	Stanford owned parcels along El Camino Real have been included in the housing sites inventory. Staff continues to explore possibilities of multi family housing in Research Park area. Residential use in the Research Park will no longer require a Conditional Use Permit (CUP), see Program 1.5 in the adopted 2023-2031 Housing Element.
L2.4.5	Update the municipal code to include zoning changes that allow a mix of retail and residential uses but no office uses. The intent of these changes would be to encourage a mix of land uses that contributes to the vitality and walkability of commercial centers and transit corridors.	Planning and Development Services	S	\$	PDS / LRP / CP	PC	The retail study is underway by consultant team. Staff plans to present the findings to the Planning and Transportation Commission (PTC) in early 2024.
L2.4.6	Explore changing the Transfer of Development Rights (TDR) ordinances for both buildings of historic significance and for seismic retrofits so that transferred development rights may only be used for residential capacity.	Planning and Development Services	M	\$	PDS / LRP / CP	P	This program has not been explored yet. The project commencement is pending the availability of resources.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), LP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
L2.8.1	Conduct a study to evaluate various possible tools for preventing displacement of existing residents.	Planning and Development Services	M	\$\$	PDS / LRP	PC	Council passed an ordinance that expanded Tenant Relocation Assistance to rental units on properties with 10 or more units. Council also passed a security deposit limit of 1.5x the monthly rent for unfurnished rental units. Council created a local just cause eviction protection ordinance that extends eviction protection to more rental units than state law. Staff remains underway to complete all other Council directed renter protection policies alongside and in concert with implementation of the 2023 – 2031 6th Cycle Housing Element. This includes establishment of a Rental Registry Program and a review and assessment of the implementation of existing renter protection policies.
L2.8.2	Develop and implement a system to inventory the characteristics of existing housing units and track changes in those characteristics on a regular basis. Make the information publicly available.	Planning and Development Services	M	\$\$	PDS / LRP	P	Work has not commenced.
L4.2.3	Explore and potentially support new, creative and innovative retail in Palo Alto.	Planning and Development Services	S	\$\$	PDS / CP	PC	The Car free Streets program was presented to Council on November 6, 2023 and the Council approved it with some necessary actions to implement the program.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), LP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
L4.4.3	Collaborate with merchants to enhance the appearance of streets and sidewalks within all Centers. Encourage the formation of business improvement districts and undertake a proactive program of maintenance, repair, landscaping and enhancement.	Department of Public Works	R	\$\$	UF	P	Work has not commenced.
L4.5.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning and Development Services	M	\$\$	PDS / LRP / CP	P	Work has not commenced.
L4.5.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning and Development Services	M	\$	PDS / LRP / CP	P	Work has not commenced.
L4.6.1	Explore increasing hotel FAR from 2.0 to 3.0 in the University Avenue/Downtown area and 2.5 in areas outside of Downtown.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
L4.9.2	Explore adding additional Floor Area Ratio (FAR) for retail at Stanford Shopping Center.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
L4.10.2	Create regulations for the California Avenue area that encourage the retention or rehabilitation of smaller buildings to provide spaces for existing retail, particularly local, small businesses.	Planning and Development Services	M	\$\$	PDS / LRP / CP	P	Project commencement is pending the availability of resources.
L6.3.1	Develop guidelines for bird-friendly building design that minimizes hazards for birds and reduces the potential for collisions.	Planning and Development Services	M	\$\$	PDS / CP	P	Staff has not initiated any code change for this program, but provides guidance to project applicants based on best practices for bird-friendly design.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
L7.1.2	Reassess the Historic Preservation Ordinance to ensure its effectiveness in the maintenance and preservation of historic resources, particularly in the University Avenue/Downtown area.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced. The ordinance needs to be reassessed since it does not protect properties found eligible for National and California Register. The current focus is to implement Program L7.1.1.
L7.12.1	Review parking exceptions for historic buildings in the Zoning Code to determine if there is an effective balance between historic preservation and meeting parking needs.	Planning and Development Services	L	\$	PDS / CP	P	Work has not commenced.
L9.1.1	Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes.	Planning and Development Services	L	\$	PDS / CP	P	Work has not commenced.
L9.6.1	Analyze existing neighborhoods and determine where publicly accessible shared, outdoor gathering spaces are below the citywide standard. Create new public spaces, including public squares, parks and informal gathering spaces in these neighborhoods.	Planning and Development Services	M	\$\$\$	PDS / CP	P	Work has not commenced.
L9.7.1	Develop a strategy to enhance gateway sites with special landscaping, art, public spaces and/or public buildings. Emphasize the creek bridges and riparian settings at the entrances to the City over Adobe Creek and San Francisquito Creek.	Planning and Development Services	R	\$	PDS / CP	P	Work has not commenced.
L10.3.2	Work with the airport to pursue opportunities to enhance the open space and habitat value of the airport. These include: 1. Maintaining native grasses; 2. Reconstructing levees to protect the airport from sea level rise while enhancing public access and habitat conservation; and 3. Evaluating the introduction of burrowing owl habitat. This program is subject to federal wildlife hazard requirements and guidelines for airports.	Community Services Department and Department of Public Works	R	\$\$	CSD / PWD	P	Work has not commenced.
N1.1.1	Develop Comprehensive Resource Conservation Plans for the Pearson Arastradero Preserve, Esther Clark Preserve, and Foothills Park to steward the protection of local ecosystems.	Community Services Department	S-M	\$\$\$	CSD	P	No change, conservation Plans for Pearson Arastradero, Esther Clark, and Foothills Nature Preserves are currently not funded in the Capital Improvement Plan.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
N1.4.2	Explore the feasibility of expanding the use of overlay tools such as the Site and Design (D) Review Combining District or similar development review and restriction tools to protect special status species and their habitats from development.	Planning and Development Services	M	\$\$	PDS / CP	P	Work has not commenced.
N1.7.4	Review and map existing easements and maintenance roads for potential trails and trail connections.	Community Services Department	S	\$\$	CSD	P	Work has not commenced.
N2.10.2	As part of the update of the Tree and Landscape Technical Manual, consider expanding tree protections to include additional mature trees and provide criteria for making site-specific determinations of trees that should be protected.	Planning and Development Services and Department of Public Works	S	\$	PDS / CP /UF	PC	The Tree and Landscape Technical Manual is in the process of being finalized and will be submitted to the City Manager for review and approval in FY24. Expanded protections for mature trees were included in approved changes to Title 8 of Palo Alto Municipal Code.
N2.11.1	Develop a transparent and publicly accessible street tree removal and replacement schedule.	Department of Public Works	M	\$	PS / UF	P	There are no substantial actions to report at this time.
N2.12.1	Explore ways to leverage the fact that Palo Alto's urban forest alleviates climate change by capturing and storing carbon dioxide.	Department of Public Works	M	\$	ENV / PS / UF	P	There are no substantial actions to report at this time.
N2.13.1	Work with local nonprofits to establish one or more tree planting programs that are consistent with the UFMP, and rely on locally native, resilient species. Review existing tree planting guidelines to ensure they achieve these objectives.	Department of Public Works	S	\$\$	PS / UF	PC	The South Palo Alto Tree Planting Program continues, there are no substantial actions to report at this time.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
N2.13.2	Provide on-going education for City staff, residents, and developers regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species.	Department of Public Works	R	\$	PS / UF	P	There are no substantial actions to report at this time. Efforts to provide education regarding landscape, maintenance, and irrigation practices that protect the urban forest and wildlife species is scheduled to begin in FY24 as part of the Tree and Landscape Technical Manual update outreach.
N2.13.4	Cooperate with the Palo Alto Unified School District, Stanford University, Caltrain, Caltrans, Pacific Gas & Electric, and other public and private entities to ensure that their tree planting, tree removal, and maintenance practices are consistent with City guidelines.	Department of Public Works	R	\$	PS / UF	P	There are no substantial actions to report at this time.
N3.3.1	Update the Stream Corridor Protection Ordinance to explore 150 feet as the desired stream setback along natural creeks in open space and rural areas west of Foothill Expressway. This 150-foot setback would prohibit the siting of buildings and other structures, impervious surfaces, outdoor activity areas and ornamental landscaped areas within 150 feet of the top of a creek bank. Allow passive or intermittent outdoor activities and pedestrian, equestrian and bicycle pathways along natural creeks where there are adequate setbacks to protect the natural riparian environment. Within the setback area, provide a border of native riparian vegetation at least 30 feet along the creek bank. The update to the Stream Protection Ordinance should establish: 1. 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. 2. Conditions under which single-family property and existing development are exempt from the 150-foot setback 3. Appropriate setbacks and creek conservation measures for undeveloped parcels.	Planning and Development Services	S	\$\$	PDS / CP	P	Work has not commenced. A consultant has been identified to commence the task.
N3.3.2	Examine the development regulations of the Stream Corridor Protection Ordinance, with stakeholder involvement to establish appropriate setback requirements that reflect the varying natural and channelized conditions along creeks east of Foothill Expressway. Ensure that opportunities to provide an enhanced riparian setback along urban creeks as properties are redeveloped or improved are included in this evaluation.	Planning and Development Services	S	\$\$	PDS / CP	P	A consultant has been identified to commence the task.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
N3.6.1	Review and update the Grading Ordinance to ensure that it adequately protects creeks from the erosion and sedimentation impacts of grading.	Department of Public Works	M	\$\$	ENV	PC	Target adoption for Stormwater ordinance is in April 2024.
N3.8.1	Work with the SCVWD to develop a maintenance, restoration and enhancement improvement program that preserves flood protection while preserving riparian habitat, and identifies specific stretches of corridor to be restored or daylighted, standards to be achieved, and sources of funding. Include provisions for tree and vegetation planting to enhance natural habitat and shade cover.	Department of Public Works	M	\$\$	ENV / PS	PC	Limited progress has been made, except for the work on the North Ventura Coordinated Area Plan.
N4.10.1	Monitor and implement practices for reducing water pollution. Examples include state-of-the-art best management practices (BMPs), land use planning approaches, and construction of modern stormwater management facilities.	Department of Public Works	R	\$\$\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024
N4.10.3	Implement swift and rigorous spill response, cleanup, and follow-up investigation procedures to reduce the impacts of toxic spills on the city's creeks and San Francisco Bay.	Department of Public Works	R	\$\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024
N4.10.4	Increase monitoring and enforcement of existing prohibitions on materials and practices known to impact local water quality, such as use of copper, in the design and construction industries.	Department of Public Works	R	\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024
N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Department of Public Works	M	\$	ENV / PS	P	There are no substantial actions to report at this time.
N4.12.2	Revise the City's Tree and Landscape Technical Manual to include stronger requirements for least-toxic practices in the landscape permitting process.	Department of Public Works	S	\$	ENV / PS / UF	PC	There are no substantial actions to report at this time. The updated Tree and Landscape Technical Manual is expected to be released in 2024.
N4.15.2	Encourage commercial dischargers to consistently go beyond minimum requirements of the Clean Bay Business Program.	Department of Public Works	R	\$	ENV	PC	Stormwater ordinance anticipated to be adopted in April 2024

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), LP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
N4.17.3	Investigate ways to reuse non-traditional water sources including recycled, gray, black and storm water.	City of Palo Alto Utilities	R	\$	UT	PC	Council accepted the Northwest County Recycled Water Strategic Plan in 2020. The 2020 S/CAP update is underway, and a key action is to develop a plan for implementing a One Water portfolio. The One Water planning process kicked off in July 2022, and this approach to integrated water resource planning will take a broader, more comprehensive look at water supply options including recycled water and other non-traditional water sources.
N5.2.1	Promote understanding of the impacts of extended idling on air quality, for residents, auto-dependent businesses, and schools.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
N5.2.2	Consider adopting and enforcing penalties for drivers that idle for longer than 3-5 minutes.	Office of Transportation	M	\$	OOT	P	Work has not commenced.
N6.3.2	Evaluate the feasibility of adopting noise criteria in the purchase of new City vehicles and equipment.	Department of Public Works	M	\$	PS	P	There are no substantial actions to report at this time.
N6.3.3	Update the Noise Ordinance, as needed, to provide for clear interpretation of the regulations, to review the effectiveness of existing standards, and to ensure that regulations address contemporary issues.	Planning and Development Services	S	\$	PDS / CP	PC	The Council adopted amendments to Noise Ord to enable electrification equipments placement near residential property lines
N6.7.1	Update noise impact review procedures in the Noise Ordinance and the Zoning Code to address appropriate requirements for analysis and thresholds for impacts on residential land uses and publicly-owned conservation land.	Planning and Development Services	S	\$	PDS / CP	PC	The Council adopted amendments to Noise Ord to enable electrification equipments placement near residential property lines

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), LP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
N6.10.1	Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment.	Planning and Development Services	M	\$	PDS / CP	PC	The Council adopted amendments to Noise Ord to enable electrification equipments placement near residential property lines. Noise Ord adjusted to improve gas leaf blower enforcement program
N8.2.1	Periodically update the S/CAP consistent with the update schedule in the approved S/CAP; this update shall include an updated greenhouse gas inventory and updated short, medium, and long-term emissions reduction goals.	Office of Sustainability	M	\$\$	OS	PC	In June 2023, the 2022 Sustainability and Climate Action Plan was adopted, the Comprehensive Plan Environmental Impact Report Addendum: Update to the Sustainability and Climate Action Plan was certified, and Council accepted the 2023-2025 S/CAP Workplan. Staff are working on the 2022 Greenhouse Gas Inventory, which will be brought to Council in April 2024.
S1.3.2	Support programs such as the Department of Housing and Urban Development's Good Neighbor Next Door, which incentivizes home purchase for first responders with discounts.	Planning and Development Services	R	\$	PDS / LRP	P	Work has not commenced.
S1.5.4	Continue to support and encourage participation in Police Department programs to introduce youth to the importance and benefits of local law enforcement.	Police Department	R	\$	PD	P	The School Resource Officer (SRO) program has not resumed. Patrol resources respond to education requests as calls for service allow.
S1.9.1	Develop an Infrastructure Master Plan that projects the future needs of streets, underground utilities, and all City assets and plans for the incorporation of new technology that improves efficiency and effectiveness.	Department of Public Works	S	\$\$\$	PWE	PC	The Emergency Operations Plan (EOP) is available on the City's website.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
S1.13.1	Identify solutions to add an additional power line to Palo Alto to ensure redundancy.	City of Palo Alto Utilities	S	\$\$	UT	PC	This is still a work in progress. Initial discussions with California Independent System Operator (CAISO) have been undertaken. City will submitted a request to CAISO for consideration of a second electricity transmission corridor for the 2022-23 planning cycle. Finalizing a contract for 3 years of outside consulting support on second transmission corridor.
S2.6.3	Evaluate the TDR Ordinance so that transferred development rights may be used for residential development on the receiver sites.	Planning and Development Services	R	\$	PDS / CP	P	Work has not commenced.
S2.6.4	Study the possibility of revising the transfer of development rights program to encourage seismic retrofits.	Planning and Development Services	M	\$	PDS / CP	P	Work has not commenced.
S2.11.1	Review development standards applicable in areas susceptible to flooding from sea level rise, including east of Highway 101, West Bayshore and East Meadow Circle, the area east of San Antonio Road and north of East Charleston, and implement shoreline development regulations to ensure that new development is protected from potential impacts of flooding resulting from sea level rise and significant storm events. Regulations should be consistent with the Baylands Master Plan, as amended, and may include new shoreline setback requirements, limits on lot line adjustments to avoid the creation of vulnerable shoreline lots, and/or triggers for relocation or removal of existing structures based on changing site conditions and other factors.	Department of Public Works	S	\$\$	PDS / CP / PW	P	Work has not commenced
S2.11.2	Study appropriate restrictions on underground construction in areas outside of flood zones, as shown on Map S-5, to accommodate expected higher groundwater levels due to sea level rise and minimize consequent flooding of underground construction.	Department of Public Works	S	\$	PDS / CP / PW	P	Work has not commenced

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
S3.6.1	Work with the freight industry to monitor the contents of freight trains intersecting Palo Alto for potentially hazardous materials, and to establish accountability for accidents and spills.	Office of Emergency Services	R	\$	OES	P	Work has not yet commenced; loss of staff positions impacts this effort. This effort is not staffed. However, no train related hazmat incidents have occurred in this reporting period.
S3.12.2	Establish criteria for the installation of high security telecommunications technology in new local government projects.	City of Palo Alto Utilities	M	\$	UT	P	The Utilities Department will provide an update of the fiber expansion plan to Council in November 2023. The update will include project alignment with the electric grid modernization project to mitigate staffing resource constraint, minimize community disruption, and realize cost savings between fiber expansion and grid modernization.
S3.12.3	Establish a wi-fi network that will be available to public safety responders and Emergency Service Volunteers in the event of power interruption during an emergency or disaster.	City of Palo Alto Utilities and Office of Emergency Services	S	\$\$	UT /OES	P	The Utilities Department will provide an update of the fiber expansion plan to Council in November 2023. The update will include project alignment with the electric grid modernization project to mitigate staffing resource constraint, minimize community disruption, and realize cost savings between fiber expansion and grid modernization.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
T1.2.1	Create a long-term education program to change the travel habits of residents, visitors, shoppers, and workers by informing them about transportation alternatives, incentives, and impacts. Work with the PAUSD and with other public and private interests, such as the Chamber of Commerce and Commuter Wallet partners, to develop and implement this program.	Office of Transportation	R	\$	OOT	P	Council approved budget to hire Transportation staff to work on S/CAP projects. Recruitment for this position is occurring in Fall of 2023.
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: -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 20 percent reduction in other areas of the city -Require new development projects to pay a Transportation Impact Fee for all those peak-hour motor vehicle trips that cannot be reduced via TDM measures. Fees collected would be used for capital improvements aimed at reducing vehicle trips and traffic congestion. -Ensure a stable, sustained funding source to support implementation of TDM measures.	Office of Transportation	S	\$	OOT	PC	Council approved budget to hire Transportation staff to work on S/CAP projects. Recruitment for this position is occurring in Fall of 2023.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
T1.2.5	Site City facilities near high-capacity transit and revise existing regulations, policies, and programs to encourage telecommuting, satellite office concepts, and work-at-home options.	Planning and Development Services, Office of Transportation & Human Resources Department	R	\$	HR	PC	The City Hybrid policy was revised to include the City Auditor findings. The Executive Leadership Team will be implementing additional revision to support flexibility for the workforce upon request and approval of their department head. The revised remote work policy will be effective in 2024.
T1.3.2	Use low-emission vehicles for the Palo Alto Free Shuttle and work with transit providers, including SamTrans and VTA, to encourage the adoption of electric, fuel cell or other zero emission vehicles. Also work with private bus and shuttle providers, delivery companies, and ride services.	Office of Transportation	M	\$\$\$	OOT	PC	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto.
T1.6.1	Collaborate with transit providers, including Caltrain, bus operators and rideshare companies, to develop first/last mile connection strategies that boost the use of transit and shuttle service for local errands and commuting.	Office of Transportation	S	\$	OOT	PC	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto. While staff seek grant funding to expand service hours, long-term funding of this service has not been identified.
T1.11.1	Collaborate with Stanford University, VTA, Caltrain and other agencies to pursue improvements to the Palo Alto Transit Center area aimed at enhancing pedestrian experience and improving circulation and access for all modes, including direct access to El Camino Real for transit vehicles.	Office of Transportation	IP	\$\$\$	OOT	P	No change from previous year's reporting. Project is on hold for long term. In the long term, a Downtown Coordinated Area Plan is needed to address this program.
T1.11.2	In collaboration with Caltrain and Stanford Research Park, pursue expansion of service to the California Avenue Caltrain Station and creation of an enhanced transit center at the Station, including connections to VTA bus service, the Palo Alto Free Shuttle, the Marguerite, and other private shuttles serving the Research Park.	Office of Transportation	M	\$\$\$	OOT	P	No updates to report at this time. In the long term, a California Ave Transit Center plan is needed to address this program.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
T1.19.4	Encourage the use of bike sharing, and the provision of required infrastructure throughout Palo Alto, especially at transit stations and stops, job centers, community centers, and other destinations.	Office of Transportation	IP	\$	OOT	P	Work has not commenced. Council approved budget to hire Transportation staff to work on Bicycle and Pedestrian Transportation Plan projects. Recruitment for this position is occurring in Fall of 2023.
T2.3.1	When adopting new CEQA significance thresholds for VMT for compliance with SB 743 (2013), adopt standards for vehicular LOS analysis for use in evaluating the consistency of a proposed project with the Comprehensive Plan, and also explore desired standards for MMLOS, which includes motor vehicle LOS, at signalized intersections.	Office of Transportation	S	\$\$	OOT	P	No updates to report at this time.
T2.4.1	Revise protocols for reviewing office, commercial, and multi-family residential development proposals to evaluate multimodal level of service and identify gaps in the low stress bicycle and pedestrian network.	Office of Transportation	S	\$	OOT	P	Methodologies for Multimodal Level of Service (MMLOS) are neither standardized nor widely used. Level of stress analysis of the bicycle and pedestrian network is anticipated in the current update of the Bicycle and Pedestrian Transportation Plan. This analysis will inform development review by staff.
T3.10.3	Provide safe, convenient pedestrian, bicycle, and transit connections between the Stanford Shopping Center/Medical Center areas and housing along the Sand Hill Road/Quarry Road corridors to Palo Alto Transit Center, Downtown Palo Alto, and other primary destinations.	Office of Transportation	R	\$\$\$	OOT	P	Work has not commenced. The Quarry Road Extension is a future project that will reduce transit travel time.
T3.10.4	Pursue extension of Quarry Road for transit, pedestrians and bicyclists to access the Palo Alto Transit Center from El Camino Real. Also study the feasibility of another pedestrian and bicycle underpass of Caltrain at Everett Street.	Office of Transportation	M	\$\$	OOT	P	This project is on hold.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), LP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
T5.1.2	Consider reducing parking requirements for retail and restaurant uses as a way to encourage new businesses and the use of alternative modes.	Planning and Development Services	M	\$	PDS / LRP / CP	PC	As noted last year, AB2097 eliminates parking requirements for most developments within 1/2 mile radius of train stations directly impacting both the University Avenue and California Avenue core commercial uses. Retail Study includes evaluation of parking supply and demand.
T5.1.3	Work with stakeholders in each commercial center and employment district to monitor conditions and determine the appropriate timing for revisions to parking requirements.	Planning and Development Services and Office of Transportation	M	\$	PDS / LRP / CP /OOT	P	Work has not commenced. Retail study includes analysis and outreach about parking.
T5.1.4	Study the feasibility of unbundled parking for office, commercial, and multi-family residential developments (including senior housing developments) that are well- served by transit and demonstrated walking and biking connections.	Planning and Development Services and Office of Transportation	S	\$	PDS / LRP / CP /OOT	P	Work has not commenced. Retail study includes analysis about parking.
T5.1.5	Consider reducing parking requirements for multi- family uses as a way to encourage new multi-family housing and the use of alternative modes, where reduction in parking would not impact the neighborhood.	Planning and Development Services	S	\$	PDS / LRP / CP	P	Staff will continue exploration of parking reductions for multi family residential use; Title 18 revisions to address Housing Element program includes parking requirement adjustments.
T5.4.1	Explore incentives to encourage privately initiated shared parking among individual property owners when developments have excess parking that can be available for other businesses to use.	Office of Transportation	S	\$	OOT	P	Work has not commenced.
T5.12.2	Install secure electronic bike lockers such as the BikeLink system, at high theft locations, including transit stations and parking garages.	Office of Transportation	M	\$\$	OOT	P	Work has not commenced.
T6.1.3	Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street.	Office of Transportation	S	\$\$	OOT	P	Work has not commenced.

Item 3
Attachment D_Comp Plan Pending
and Partially Complete
Implementation Programs, 2023

Program Number	Program Text	Lead Department	Priority <i>S= Short (< 5 years), M= Medium (5-10 years), L= Long (>10 years), IP= In Progress, R= Routine</i>	Level of Effort \$=Small, \$\$=Medium \$\$\$=Substantial Effort	Department / Division	Partially Complete, O= Ongoing, P= Pending	September 2023
T6.6.4	Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes.	Office of Transportation	M	\$\$	OOT	PC	The City has begun the development of a new roadway safety plan, Safer Palo Alto. Funded by a federal grant, the plan will identify systemic transportation network changes to improve safety for all road users.
T6.6.5	Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road.	Office of Transportation	L	\$\$\$	OOT	P	Work has not commenced.
T6.6.7	Establish a program to educate residents to keep sidewalks clear of parked cars, especially on narrow local streets in neighborhoods with rolled curbs. Survey for compliance annually.	Office of Transportation	M	\$\$	OOT	P	Work has not commenced. A rolled curb parking flyer is available on the City website.
T7.1.1	Expand transportation opportunities for transit- dependent riders by supporting discounts for taxi fares, rideshare services, and transit, by coordinating transit systems to be shared by multiple senior housing developments, and by maintaining a database of volunteer drivers, and other transit options.	Office of Transportation	M	\$\$	OOT	PC	The on-demand transit service vendor is currently operating electric and hybrid vehicles in Palo Alto and offers fare discounts for the disabled, seniors, youth, low-income, and wheelchair users. This pilot project provides transit service to most of Palo Alto on weekdays from 8am to 6pm. While staff seek additional grant funding to expand service hours, long-term funding of this service has not been identified.
T7.1.3	Pursue expanded evening and night time bus service to enhance mobility for all users during off-peak times.	Office of Transportation	R	\$	OOT	P	This program is unlikely to be pursued with VTA's 2024 New Service Plan as post-pandemic transit funding is limited.
T8.7.1	Work with regional transportation providers to improve connections between Palo Alto and the San Francisco International Airport and Norman Y. Mineta San Jose International Airport.	Office of Transportation	R	\$	OOT	P	Work has not commenced.

Source: City of Palo Alto, Planning and Development Services, October 2023