

The following is an excerpt of Palo Alto’s 2030 Comprehensive Plan.

Portions of the plan have been highlighted to identify opportunities that may overlap with future grade separation plans.

IMPLEMENTATION

VISION: Palo Alto's Implementation Plan is intended to provide an overview of priorities for future actions to accomplish the goals of the Comprehensive Plan. It provides a key mechanism to link Comprehensive Plan implementation to Palo Alto's budget process, and it will ultimately be a yardstick against which Palo Alto can measure its Comprehensive Plan accomplishments.

Palo Alto's Comprehensive Plan will be implemented both through the day-to-day decisions that rely on its vision, goals and policies, as well as the implementation programs identified in this chapter. All substantive decisions about development projects, capital improvements, zoning changes and other plans and policies affecting land use, transportation and the physical environment will be reviewed for conformance with this Comprehensive Plan, thus advancing the Plan's overall vision and policy framework. To complement the implementation of this plan that will occur as a review of individual decisions are made, the City has identified a list of implementation programs intended to provide an overall sense of the priorities for future actions in support of accomplishing the goals of the Comprehensive Plan.

FORMAT OF THE IMPLEMENTATION TABLE

The following table presents programs the City wants to undertake to help achieve the goals in the Comprehensive Plan, to the extent that resources are available. The programs in the Implementation Table describe and prioritize actions to implement various aspects of the Comprehensive Plan goals and policies. Some programs are already budgeted and ongoing, while the City Council will need to identify resources during future budget cycles in order to implement other programs. The Planning & Transportation Commission may recommend changing priorities or adding or subtracting programs in the course of their annual review, and staff may likewise

recommend prioritization or funding during the annual budget process. The City Council may change the prioritization of programs through the regular five-year review cycle of the Comprehensive Plan's implementation.

For each program, the Implementation Plan identifies the following:

- **Lead Department or Agency:** The City Department that would have primary responsibility for tracking and completing the program. Note that many programs will require collaboration between multiple departments as well as outside agencies; collaboration with appropriate parties would be coordinated by the Lead Department named in this column.
- **Timing:** This column identifies the timing for each program. While it would be desirable to pursue every program and policy immediately, the Comprehensive Plan is a long-range document that will be implemented over a number of years and priorities must be established to focus the City's efforts and to allocate the City's resources (City Council emphasis, staff time and budget resources). With resource constraints and changing circumstances, it is expected that the timing identified here may change. For example, as short-term programs begin, they will change to "In Progress." Also, given these constraints together with the breadth of programs included, the City anticipates and expects that it may not be able to complete all of the programs listed within a specified timeframe. Five categories are used:
 - **R:** "Routine" activities that are part of the normal course of business for staff;
 - **IP:** "In progress" – programs that are already underway to complete a specific, defined work effort;
 - **S:** "Short-term" – programs planned for implementation within the first five years after Comprehensive Plan adoption;
 - **M:** "Medium-term" – typically means programs that would be implemented or completed roughly within five to ten years after Comprehensive Plan adoption; and
 - **L:** "Long-term" – programs that would be implemented or completed more than ten years after Comprehensive Plan adoption.
- **Anticipated Level of Effort:** Gives an order-of-magnitude of cost in terms of staff and monetary resources required to implement the program. It is difficult

to determine the exact cost of most of the programs and the specific staffing requirements needed to support the scope of future detailed work plans. In general, physical improvements and major planning efforts are the most expensive type of investment the City can make; revisions to existing plans or studies would likely fall in the middle of the range; and some ongoing staff roles, such as providing education or some one-time activities, would be least expensive.

RESOURCES

Although Palo Alto would like to implement all programs during the term of this Plan, there are capital resource and staffing limitations, as well as limitations to the amount of work that the City and the City Council can focus on effectively during this period. The completion of actions is contingent upon the availability of funding resources. Issues that cannot be anticipated may arise in the future that may act to divert resources from the programs and priorities of the Comprehensive Plan. It is hoped that by acknowledging and focusing on Comprehensive Plan priorities, the City can avoid diversion of resources and attention.

REVIEW AND UPDATE

The Comprehensive Plan is a living document. Palo Alto's priorities will evolve through the life of this Plan, and therefore changes will need to be made to the Implementation Plan. Annually, as required by State Law and the Municipal Code, the Planning and Transportation Commission will submit a report to the City Council on the status of the Comprehensive Plan and its implementation. This review can be combined with the Commission's review of the City's Capital Improvement Program (CIP), which also occurs on an annual basis.

CONCLUSION

The Implementation Plan was designed to advance the overarching vision and themes of the Comprehensive Plan. The City recognizes there are resource constraints and a need to focus those resources.

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
2. Land Use 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 & Community Environment Department	S	\$\$
L1.8.1	Maintain and update as appropriate the 1985 Land Use Policies Agreement that sets forth the land use policies of the City, Santa Clara County, and Stanford University with regard to Stanford unincorporated lands.	Planning & Community Environment Department	IP	\$
L1.10.1	Reevaluate the cumulative cap when the amount of new office/R&D square footage entitled since January 1, 2015 reaches 67 percent of the allowed square footage, or 1,139,000 square feet. Concurrently consider removal or potential changes to the cap and/or to the amount of additional development permitted by the City's zoning ordinance.	Planning & Community Environment Department	M	\$
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 & Community Environment Department	M	\$
L2.4.1	Amend the Housing Element to eliminate housing sites along San Antonio Road and increase residential densities in Downtown and the California Avenue area to replace potential units from the sites eliminated.	Planning & Community Environment Department	S	\$
L2.4.2	Allow housing at Stanford Shopping Center, provided that adequate parking and vibrant retail is maintained and no reduction of retail square footage results from the new housing.	Planning & Community Environment Department	S	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
2. Land Use Element				
L2.4.3	Allow housing on the the El Camino Real frontage of the Stanford Research Park. Explore multi-family housing elsewhere in Stanford Research Park and near the SUMC.	Planning & Community Environment Department	S	\$
L2.4.4	Assess non-residential development potential in the Community Commercial, Service Commercial and Downtown Commercial Districts (CC, CS and CD) and the Neighborhood Commercial District (CN), and convert non-retail commercial FAR to residential FAR, where appropriate. Conversion to residential capacity should not be considered in Town and Country Village.	Planning & Community Environment Department	S	\$
L2.4.5	Update the municipal code to include zoning changes that allow a mix of retail and residential uses but no office uses. The intent of these changes would be to encourage a mix of land uses that contributes to the vitality and walkability of commercial centers and transit corridors.	Planning & Community Environment Department	S	\$
L2.4.6	Explore changing the Transfer of Development Rights (TDR) ordinances for both buildings of historic significance and for seismic retrofits so that transferred development rights may only be used for residential capacity.	Planning & Community Environment Department	M	\$
L2.4.7	Explore mechanisms for increasing multi-family housing density near multimodal transit centers.	Planning & Community Environment Department	S	\$\$
L2.4.8	Identify development opportunities for BMR and more affordable market rate housing on publicly owned properties in a way that is integrated with and enhances existing neighborhoods.	Planning & Community Environment Department	S	\$\$
L2.5.1	Collaborate with PAUSD in exploring opportunities to build housing that is affordable to school district employees.	Planning & Community Environment Department	M	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
2. Land Use Element				
L2.7.1	Review development standards to discourage the net loss of housing units.	Planning & Community Environment Department	S	\$
L2.8.1	Conduct a study to evaluate various possible tools for preventing displacement of existing residents.	Planning & Community Environment Department	M	\$\$
L2.8.2	Develop and implement a system to inventory the characteristics of existing housing units and track changes in those characteristics on a regular basis. Make the information publicly available.	Planning & Community Environment Department	M	\$\$
L2.10.1	Collaborate with PAUSD to plan for space to accommodate future school expansions or new school sites, and evaluate zoning space to accommodate new schools.	Planning & Community Environment Department	IP	\$\$
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 & Community Environment Department	IP	\$
L3.5.1	Develop a program to assess and manage both the positive and negative impacts of basement construction in single family homes on the community and the environment, including: <ul style="list-style-type: none"> ▪ Impacts to the natural environment, such as potential impacts to the tree canopy, groundwater supply or quality, and soil compaction. ▪ Safety issues such as increased surface flooding increased groundwater intrusion with sea level rise, emergency access and egress, or sewage backflows. 	Planning & Community Environment Department	S	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
2. Land Use Element				
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 & Community Environment Department	M	\$\$
L4.2.2	Evaluate the effectiveness of formula retail limits adopted for California Avenue. Develop incentives for local small businesses where warranted.	Planning & Community Environment Department	M	\$\$
L4.2.3	Explore and potentially support new, creative and innovative retail in Palo Alto.	Planning & Community Environment Department	L	\$\$
L4.4.1	Study the feasibility of using public and private funds to provide and maintain landscaping and public spaces such as parks, plazas, sidewalks and public art within commercial areas.	Planning & Community Environment Department	M	\$
L4.4.2	Through public/private cooperation, provide well-signed, clean, and accessible restrooms.	Planning & Community Environment Department	R	\$
L4.4.3	Collaborate with merchants to enhance the appearance of streets and sidewalks within all Centers. Encourage the formation of business improvement districts and undertake a proactive program of maintenance, repair, landscaping and enhancement.	Planning & Community Environment Department	R	\$\$
L4.4.4	Identify priority street improvements that could make a substantial contribution to the character of Centers, such as widening sidewalks, narrowing travel lanes, creating medians, restriping to allow diagonal parking, and planting trees.	Planning & Community Environment Department	S	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
2. Land Use Element				
L4.5.1	Revise zoning and other regulations as needed to encourage the preservation of space to accommodate small businesses, start-ups and other services.	Planning & Community Environment Department	M	\$\$
L4.5.2	Program L4.5.2 Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning & Community Environment Department	M	\$
L4.6.1	Explore increasing hotel FAR from 2.0 to 3.0 in the University Avenue/Downtown area and 2.5 in areas outside of Downtown.	Planning & Community Environment Department	M	\$\$
L4.8.1	Prepare a Coordinated Area Plan for Downtown.	Planning & Community Environment Department	S	\$\$\$
L4.8.2	Study the feasibility of converting parts of University Avenue to a pedestrian zone.	Planning & Community Environment Department	S	\$\$
L4.9.1	While preserving adequate parking to meet demand, identify strategies to reuse surface parking lots.	Planning & Community Environment Department	R	\$
L4.9.2	Explore adding additional Floor Area Ratio (FAR) for retail at Stanford Shopping Center.	Planning & Community Environment Department	M	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
2. Land Use Element				
L4.10.1	Prepare a coordinated area plan for the North Ventura area and surrounding California Avenue area. The plan should describe a vision for the future of the North Ventura area as a walkable neighborhood with multi-family housing, ground floor retail, a public park, creek improvements, and an interconnected street grid. It should guide the development of the California Avenue area as a well-designed mixed use district with diverse land uses and a network of pedestrian-oriented streets.	Planning & Community Environment Department	S	\$\$\$
L4.10.2	Create regulations for the California Avenue area that encourage the retention or rehabilitation of smaller buildings to provide spaces for existing retail, particularly local, small businesses.	Planning & Community Environment Department	S	\$\$
L4.16.1	Maintain distinct neighborhood shopping areas that are attractive, accessible and convenient to nearby residents.	Planning & Community Environment Department	R	\$
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 & Community Environment Department	S	\$\$
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 & Community Environment Department	L	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
2. Land Use Element				
L6.3.1	Develop guidelines for bird-friendly building design that minimizes hazards for birds and reduces the potential for collisions.	Planning & Community Environment Department	M	\$\$
L6.6.1	Modify design standards for mixed use projects to promote a pedestrian-friendly relationship to the street, including elements such as screened parking or underground parking, street-facing windows and entries, and porches, windows, bays and balconies along public ways, and landscaping, and trees along the street. Avoid blank or solid walls at street level.	Planning & Community Environment Department	S	\$
L6.7.1	Implement architectural standards to assure they effectively address land use transitions.	Planning & Community Environment Department	R	\$
Goal L-7: Conservation and preservation of Palo Alto's historic buildings, sites, and districts.				
L7.1.1	Update and maintain the City's Historic Resource Inventory to include historic resources that are eligible for local, State, or federal listing. Historic resources may consist of a single building or structure or a district.	Planning & Community Environment Department	S	\$
L7.1.2	Reassess the Historic Preservation Ordinance to ensure its effectiveness in the maintenance and preservation of historic resources, particularly in the University Avenue/Downtown area.	Planning & Community Environment Department	S	\$
L7.8.1	Promote and expand available incentives for the retention and rehabilitation of buildings with historic merit in all zones and revise existing zoning and permit regulations to minimize constraints to adaptive reuse.	Planning & Community Environment Department	M	\$
L7.8.2	Create incentives to encourage salvage and reuse of discarded historic building materials.	Planning & Community Environment Department	L	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
2. Land Use Element				
L7.8.3	Seek additional innovative ways to apply current codes and ordinances to older buildings. Use the State Historical Building Code for designated historic buildings.	Planning & Community Environment Department	R	\$
L7.12.1	Review parking exceptions for historic buildings in the Zoning Code to determine if there is an effective balance between historic preservation and meeting parking needs.	Planning & Community Environment Department	L	\$
Goal L-8: Attractive and safe civic and cultural facilities provided in all neighborhoods and maintained and used in ways that foster and enrich public life.				
Goal L-9: Attractive, inviting public spaces and streets that enhance the image and character of the city.				
L9.1.1	Evaluate existing zoning code setback requirements to ensure they are appropriate for scenic routes.	Planning & Community Environment Department	L	\$
L9.3.1	Review standards for streets and signage and update as needed to foster natural, tree-lined streets with a minimum of signage.	Planning & Community Environment Department	M	\$
L9.6.1	Analyze existing neighborhoods and determine where publicly accessible shared, outdoor gathering spaces are below the citywide standard. Create new public spaces, including public squares, parks and informal gathering spaces in these neighborhoods.	Planning & Community Environment Department	M	\$\$\$
L9.7.1	Develop a strategy to enhance gateway sites with special landscaping, art, public spaces and/or public buildings. Emphasize the creek bridges and riparian settings at the entrances to the City over Adobe Creek and San Francisquito Creek.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
2. Land Use Element				
L9.8.1	Establish incentives to encourage native trees and low water use plantings in new development throughout the city.	Planning & Community Environment Department	M	\$
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	\$\$\$
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	\$
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	\$\$\$
L9.11.2	Identify City-owned properties where combinations of wireless facilities can be co-located, assuming appropriate lease agreements are in place.	City of Palo Alto Utilities	M	\$
L9.12.1	Coordinate with regional utility providers on activities that would impact their infrastructure and right-of-way.	City of Palo Alto Utilities	R	\$
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	\$\$\$
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	\$\$\$
L10.1.3	Identify and pursue funding to address maintenance, safety and security improvements needed at PAO.	Department of Public Works	R	\$
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	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
2. Land Use Element				
L10.3.2	Work with the airport to pursue opportunities to enhance the open space and habitat value of the airport. These include: <ul style="list-style-type: none"> ▪ 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	R	\$\$
L10.4.1	Continue to provide a bicycle/pedestrian path adjacent to Embarcadero Road, consistent with the Baylands Master Plan and open space character of the baylands subject to federal and State airport regulations.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
Goal T-1: Create a sustainable transportation system, complemented by a mix of land uses, that emphasizes walking, bicycling, use of public transportation, and other methods to reduce greenhouse gas emissions and the use of single occupancy motor vehicles.				
T1.2.1	Create a long-term education program to change the travel habits of residents, visitors, shoppers, and workers by informing them about transportation alternatives, incentives, and impacts. Work with the PAUSD and with other public and private interests, such as the Chamber of Commerce and Commuter Wallet partners, to develop and implement this program.	Planning & Community Environment Department	R	\$
T1.2.2	Advocate for improved connectivity to transit to serve workers who live in the South Bay and work in Palo Alto.	Planning & Community Environment Department	R	\$
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: <ul style="list-style-type: none"> ▪ Establish a list of effective TDM measures that include transit promotion, prepaid transit passes, commuter checks, car sharing, carpooling, parking cash-out, bicycle lockers and showers, shuttles to Caltrain, requiring TMA membership and education and outreach to support the use of these modes. ▪ Allow property owners to achieve reductions by contributing to citywide or employment district shuttles or other proven transportation programs that are not directly under the property owner's control. ▪ Provide a system for incorporating alternative measures as new ideas for TDM are developed. ▪ Establish a mechanism to monitor the success of TDM measures and track the cumulative reduction of peak hour motor vehicle trips. TDM measures should at a minimum achieve the following reduction in peak hour motor vehicle trips, with a focus on single-occupant vehicle trips. Reductions should be based on the rates included in the Institute of Transportation Engineers' Trip Generation Manual for the appropriate land use category and size: 	Planning & Community Environment Department	S	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
	<ul style="list-style-type: none"> • 45 percent reduction in the Downtown district • 35 percent reduction in the California Avenue area • 30 percent reduction in the Stanford Research Park • 30 percent reduction in the El Camino Real Corridor • 20 percent reduction in other areas of the city ▪ Require new development projects to pay a Transportation Impact Fee for all those peak-hour motor vehicle trips that cannot be reduced via TDM measures. Fees collected would be used for capital improvements aimed at reducing vehicle trips and traffic congestion. ▪ Ensure a stable, sustained funding source to support implementation of TDM measures. 			
T1.2.4	Evaluate the performance of pilot programs implemented by the Palo Alto Transportation Management Association and pursue expansion from Downtown to California Avenue and other areas of the city when appropriate.	Planning & Community Environment Department	IP	\$
T1.2.5	Site City facilities near high-capacity transit and revise existing regulations, policies, and programs to encourage telecommuting, satellite office concepts, and work-at-home options.	Planning & Community Environment Department	R	\$
T1.2.6	Pursue full participation of Palo Alto employers in the TMA.	Planning & Community Environment Department	R	\$\$
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	\$\$
T1.3.2	Use low-emission vehicles for the Palo Alto Free Shuttle and work with transit providers, including SamTrans and VTA, to encourage the adoption of electric, fuel cell or other zero emission vehicles. Also work with private bus and shuttle providers, delivery companies, and ride services.	Planning & Community Environment Department	M	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T1.4.1	Update the Zoning Code to ensure compatibility with the electric vehicle infrastructure requirements.	Planning & Community Environment Department	S	\$
T1.4.2	Periodically review requirements for electric and plug-in vehicle infrastructure in new construction. Consider and periodically review requirements for electric and plug-in infrastructure for remodels. Consider costs to the City, including identifying payment options.	Office of Sustainability	R	\$
T1.6.1	Collaborate with transit providers, including Caltrain, bus operators and rideshare companies, to develop first/last mile connection strategies that boost the use of transit and shuttle service for local errands and commuting.	Planning & Community Environment Department	S	\$
T1.6.2	Continue to work with Caltrain, Amtrak, and public bus operators to expand bicycle storage on public transit vehicles and at transit hubs during both peak and off-peak hours.	Planning & Community Environment Department	IP	\$
T1.11.1	Collaborate with Stanford University, VTA, Caltrain and other agencies to pursue improvements to the Palo Alto Transit Center area aimed at enhancing pedestrian experience and improving circulation and access for all modes, including direct access to El Camino Real for transit vehicles.	Planning & Community Environment Department	IP	\$\$\$
T1.11.2	In collaboration with Caltrain and Stanford Research Park, pursue expansion of service to the California Avenue Caltrain Station and creation of an enhanced transit center at the Station, including connections to VTA bus service, the Palo Alto Free Shuttle, the Marguerite, and other private shuttles serving the Research Park.	Planning & Community Environment Department	M	\$\$\$
T1.12.1	Strongly recommend that VTA maintain existing service and coverage levels in Palo Alto.	Planning & Community Environment Department	IP	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T1.12.2	Work with VTA to expand VTA express bus service routes to serve the Stanford Research Park, California Avenue, Stanford University, and Downtown.	Planning & Community Environment Department	S	\$\$
T1.12.3	Work with VTA to study the feasibility of, and if warranted provide, traffic signal prioritization for buses at Palo Alto intersections, focusing first on regional transit routes. Also, advocate for bus service improvements on El Camino Real such as queue jump lanes and curbside platforms.	Planning & Community Environment Department	S	\$\$
T1.13.1	Investigate a pilot program to subsidize a taxi, rideshare, or transit program for Palo Altans to get to/from downtown, including offering education and incentives to encourage users.	Planning & Community Environment Department	M	\$
T1.14.1	Evaluate the shuttle system in collaboration with community members, people with special needs, and PAUSD to: <ul style="list-style-type: none"> ▪ 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. 	Planning & Community Environment Department	IP	\$\$\$
T1.16.1	Continue regular surveys of bicycle use across the city, by collecting bicycle counts on important and potential bicycle corridors.	Planning & Community Environment Department	IP	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T1.16.2	Consider marketing strategies such as a recurring Palo Alto Open Streets program of events, potentially in coordination with local business groups, which would include street closures and programming.	Planning & Community Environment Department	M	\$
T1.16.3	Encourage private schools to develop Walk and Roll Maps as part of Transportation Demand Management strategies to reduce vehicle trips.	Planning & Community Environment Department	IP	\$
T1.16.4	Participate in local and regional encouragement events such as Palo Alto Walks and Rolls, Bike to Work Day, and Bike Palo Alto! that encourages a culture of bicycling and walking as alternatives to single occupant vehicle trips.	Planning & Community Environment Department	M	\$
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	\$
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	\$\$\$
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	\$\$\$
T1.19.4	Encourage the use of bike sharing, and the provision of required infrastructure throughout Palo Alto, especially at transit stations and stops, job centers, community centers, and other destinations.	Planning & Community Environment Department	IP	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T1.19.5	Improve amenities such as seating, lighting, bicycle parking, street trees, public art, and interpretive stations along bicycle and pedestrian paths and in City parks to encourage walking and cycling and enhance the feeling of safety.	Planning & Community Environment Department & Department of Public Works	IP	\$\$\$
T1.22.1	Collect, analyze and report transportation data through surveys and other methods on a regular basis. Track progress on build-out of the 2012 <i>Bicycle + Pedestrian Transportation Plan</i> network.	Planning & Community Environment Department	R	\$\$
T1.25.1	As part of the effort to reduce traffic congestion, regularly evaluate the City's current Transportation Impact Fee and modify as needed to implement transportation infrastructure improvements. Modifications to the impact fee program should be structured in keeping with the City's desire to require new development to reduce peak hour motor vehicle trips to the extent feasible through TDM plans and by contributions to the provision of transit services, shuttles, carpool/ rideshare incentives, and similar programs.	Planning & Community Environment Department	IP	\$
T1.26.1	In collaboration with regional agencies and neighboring jurisdictions, identify and pursue funding for rail corridor improvements and grade separation.	Planning & Community Environment Department	S	\$
Goal T-2: Decrease delay, congestion, and vehicle miles travelled with a priority on our worst intersections and our peak commute times, including school traffic.				
T2.1.1	Implement computerized traffic management systems to improve traffic flow when feasible.	Planning & Community Environment Department	IP	\$\$\$
T2.1.2	Implement a program to monitor, coordinate, and optimize traffic signal timing a minimum of every two years along arterial and residential arterial streets.	Planning & Community Environment Department	IP	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T2.2.1	Work in partnership with the Palo Alto TMA and Stanford University to aggregate data and realize measurable reductions in single-occupant vehicle commuting to and from Downtown and in the Stanford Research Park.	Planning & Community Environment Department	IP	\$
T2.3.1	When adopting new CEQA significance thresholds for VMT for compliance with SB 743 (2013), adopt standards for vehicular LOS analysis for use in evaluating the consistency of a proposed project with the Comprehensive Plan, and also explore desired standards for MMLOS, which includes motor vehicle LOS, at signalized intersections.	Planning & Community Environment Department	S	\$\$
T2.4.1	Revise protocols for reviewing office, commercial, and multi-family residential development proposals to evaluate multimodal level of service and identify gaps in the low stress bicycle and pedestrian network.	Planning & Community Environment Department	S	\$
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.	Department of Public Works	S	\$\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T3.10.1	Support increased public transit, traffic management and parking solutions to ensure safe, convenient access to and from the Stanford Shopping Center/ Medical Center area.	Planning & Community Environment Department	R	\$
T3.10.2	Implement and monitor Development Agreement traffic mitigations at Stanford Medical Center.	Planning & Community Environment Department	IP	\$
T3.10.3	Provide safe, convenient pedestrian, bicycle, and transit connections between the Stanford Shopping Center/Medical Center areas and housing along the Sand Hill Road/Quarry Road corridors to Palo Alto Transit Center, Downtown Palo Alto, and other primary destinations.	Planning & Community Environment Department	R	\$\$\$
T3.10.4	Pursue extension of Quarry Road for transit, pedestrians and bicyclists to access the Palo Alto Transit Center from El Camino Real. Also study the feasibility of another pedestrian and bicycle underpass of Caltrain at Everett Street.	Planning & Community Environment Department	M	\$\$
T3.15.1	Undertake studies and outreach necessary to advance grade separation of Caltrain to become a "shovel ready" project and strongly advocate for adequate State, regional, and federal funding for design and construction of railroad grade separations.	Planning & Community Environment Department	S	\$\$\$
T3.15.2	Conduct a study to evaluate the implications of grade separation on bicycle and pedestrian circulation.	Planning & Community Environment Department	S	\$\$
T3.17.1	Complete a Palo Alto Avenue crossing study to identify potential near-term safety and accessibility improvements.	Planning & Community Environment Department	S	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T3.17.2	Work with Caltrain to ensure that the rail tracks are safe and secure with adequate fencing and barriers.	Planning & Community Environment Department	S	\$
Goal T-4: Protect local streets that contribute to neighborhood character and provide a range of local transportation options.				
T4.2.1	Periodically evaluate residential areas for traffic impacts and use the results of that evaluation to prioritize traffic calming measures.	Planning & Community Environment Department	IP	\$\$
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	\$\$\$
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 & Community Environment Department	S	\$
T5.1.2	Consider reducing parking requirements for retail and restaurant uses as a way to encourage new businesses and the use of alternative modes.	Planning & Community Environment Department	M	\$
T5.1.3	Work with stakeholders in each commercial center and employment district to monitor conditions and determine the appropriate timing for revisions to parking requirements.	Planning & Community Environment Department	M	\$
T5.1.4	Study the feasibility of unbundled parking for office, commercial, and multi-family residential developments (including senior housing developments) that are well-served by transit and demonstrated walking and biking connections.	Planning & Community Environment Department	S	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T5.1.5	Consider reducing parking requirements for multi-family uses as a way to encourage new multi-family housing and the use of alternative modes, where reduction in parking would not impact the neighborhood.	Planning & Community Environment Department	S	\$
T5.2.1	Use technology to help identify parking availability and make it easy to pay any parking fees.	Planning & Community Environment Department	S	\$\$\$
T5.2.2	Study and implement pricing strategies for public parking in commercial districts, taking into consideration both employee parking demand and the needs of retailers and customers. Use pricing to encourage short term parking on street, long term parking in parking garages, and the use of alternative modes of transportation	Planning & Community Environment Department	IP	\$\$
T5.2.3	Implement Council-adopted recommendations from the parking management study for the Downtown area, which address the feasibility of removing color-coded parking zones, and dynamic pricing and management policies to prioritize short-term parking spaces closest to the commercial core for customers, garage parking for employees, and neighborhood parking for residents.	Planning & Community Environment Department	S	\$\$\$
T5.4.1	Explore incentives to encourage privately initiated shared parking among individual property owners when developments have excess parking that can be available for other businesses to use.	Planning & Community Environment Department	S	\$
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	\$\$
T5.8.2	Identify incentives to encourage the retrofit of privately owned surface parking areas to incorporate best management practices for stormwater management and urban heat island mitigation as well as incentives for the provision of publicly accessible bicycle parking in privately owned lots.	Planning & Community Environment Department	S	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T5.8.3	Update City requirements regarding trees and other landscaping that capture and filter stormwater within surface parking lots to take advantage of new technology.	Planning & Community Environment Department	R	\$
T5.11.1	Coordinate with neighborhood groups and local businesses and other stakeholders to evaluate the need for a residential parking permit program in areas without existing programs.	Planning & Community Environment Department	S	\$\$
T5.12.1	Work with employers, merchants, schools, and community service providers, to identify ways to provide more bicycle parking, including e-bike parking with charging stations, near existing shops, services and places of employment.	Planning & Community Environment Department	R	\$
T5.12.2	Install secure electronic bike lockers such as the BikeLink system, at high theft locations, including transit stations and parking garages.	Planning & Community Environment Department	M	\$\$
T5.12.3	Assess the need to provide additional bicycle parking in City-owned parking lots and rights-of-way.	Planning & Community Environment Department	M	\$\$
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.	Planning & Community Environment Department	R	\$\$
T6.1.2	Develop, distribute and aggressively promote maps and apps showing safe routes to work, shopping, community services, parks and schools within Palo Alto in collaboration with stakeholders, including PAUSD, major employers, TMAs, local businesses and community organizations.	Planning & Community Environment Department	IP	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T6.1.3	Address pedestrian safety along Alma Street between Embarcadero Road and Lytton Street.	Planning & Community Environment Department	S	\$\$
T6.1.4	Address pedestrian safety on shared-use paths through the use of signs, pavement markings, and outreach to users, encouraging them to be safe and courteous.	Planning & Community Environment Department	R	\$
T6.2.1	Regularly collect severity and location data on roadway collisions for all modes of travel, including fatalities and severe injuries, and use this data to make roadway design decisions. In collaboration with Santa Clara County, develop an up-to-date, public database for this information.	Planning & Community Environment Department	R	\$\$
T6.4.1	Consider the Adopted School Commute Corridors Network and adopted "Walk and Roll" maps when reviewing development applications and making land use and transportation planning decisions. Incorporate these requirements into City code when feasible.	Planning & Community Environment Department	R	\$
T6.4.2	Establish standards and procedures for maintaining safe bicycling routes, including signage for warnings and detours during construction projects.	Planning & Community Environment Department	IP	\$
T6.4.3	In collaboration with PAUSD, provide adult crossing guards at school crossings that meet established warrants.	Planning & Community Environment Department	S	\$\$
T6.6.1	Periodically evaluate safety on roadways and at intersections and enhance conditions through the use of signal technology and physical changes. Consider the construction of traffic circles for improved intersection safety.	Planning & Community Environment Department	R	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T6.6.2	Continue to provide educational programs for children and adults, in partnership with community-based educational organizations, to promote the safe walking and safe use of bicycles, including the City-sponsored bicycle education programs in the public schools and the bicycle traffic school program for juveniles.	Planning & Community Environment Department	R	\$\$
T6.6.3	Work with PAUSD and employers to promote roadway safety for all users, including motorized alternatives to cars and bikes such as mopeds and e-bikes, through educational programs for children and adults.	Planning & Community Environment Department	R	\$\$
T6.6.4	Complete a mobility and safety study for downtown Palo Alto, looking at ways to improve circulation and safety for all modes.	Planning & Community Environment Department	M	\$\$
T6.6.5	Identify and construct safety improvements for pedestrian underpasses, including on Embarcadero Road.	Planning & Community Environment Department	L	\$\$\$
T6.6.6	Improve pedestrian crossings by creating protected areas and better pedestrian and traffic visibility. Use a toolbox including bulb outs, small curb radii, high visibility crosswalks, and landscaping.	Planning & Community Environment Department	R	\$\$\$
T6.6.7	Establish a program to educate residents to keep sidewalks clear of parked cars, especially on narrow local streets in neighborhoods with rolled curbs. Survey for compliance annually.	Planning & Community Environment Department	M	\$\$
T6.7.1	Evaluate the performance of safety improvements and identify methods to encourage alternative transportation modes.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
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.	Planning & Community Environment Department	M	\$\$
T7.1.2	Coordinate with social service agencies and transit agencies to fill gaps in existing transportation routes and services accessible to transit-dependent riders no matter their means and design new bus routes that enable them to access those services.	Planning & Community Environment Department	R	\$\$\$
T7.1.3	Pursue expanded evening and night time bus service to enhance mobility for all users during off-peak times.	Planning & Community Environment Department	R	\$
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.	Planning & Community Environment Department	R	\$
T8.3.1	Advocate for provision of a new southbound entrance ramp to Highway 101 from San Antonio Road, in conjunction with the closure of the southbound Charleston Road on-ramp at the Rengstorff Avenue interchange in Mountain View.	Planning & Community Environment Department	S	\$
T8.7.1	Work with regional transportation providers to improve connections between Palo Alto and the San Francisco International Airport and Norman Y. Mineta San Jose International Airport.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
3. Transportation Element				
T8.8.1	Identify and improve bicycle connections to/from neighboring communities in Santa Clara and San Mateo counties to support local trips that cross city boundaries. Also advocate for reducing barriers to bicycling and walking at freeway interchanges, expressway intersections, and railroad grad crossings.	Planning & Community Environment Department	IP	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
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	\$\$\$
N1.1.2	Promote and support ecosystem protection and environmental education programs in Palo Alto and neighboring school districts.	Community Services Department	S	\$
N1.3.1	Work to maintain Williamson Act agricultural preserve contracts within the City.	Planning & Community Environment Department	S	\$
N1.3.2	Provide information and support programs that encourage residents to enhance their private yards with native plant species and low impact landscaping.	Planning & Community Environment Department	R	\$\$
N1.4.1	Periodically review California Environmental Quality Act (CEQA) thresholds of significance regarding special status species to identify changes in listed species recommended by professionally recognized scientific experts.	Planning & Community Environment Department	R	\$
N1.4.2	Explore the feasibility of expanding the use of overlay tools such as the Site and Design (D) Review Combining District or similar development review and restriction tools to protect special-status species and their habitats from development.	Planning & Community Environment Department	M	\$\$
N1.4.3	Assess opportunities to expand habitats of special –status species within publicly-owned open spaces.	Community Services Department	R	\$\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
N1.6.1	Continue to coordinate City review, particularly by Planning, Public Works and Community Services Departments, of projects that might impact the City's foothills and hillside areas.	Planning & Community Environment Department	R	\$\$
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	\$\$
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	\$
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	\$
N1.7.4	Review and map existing easements and maintenance roads for potential trails and trail connections.	Community Services Department	S	\$\$
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	\$
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	\$\$\$
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	\$
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	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
4. Natural Environment				
N2.4.1	Promote landscape design that optimizes soil volume, porosity, structure and health, as well the location, shape and configuration of soil beds.	Planning & Community Environment Department	M	\$
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	\$\$
N2.7.2	Continue to invest in the care, irrigation and monitoring of street trees during drought conditions.	Department of Public Works	R	\$\$
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	\$
N2.9.1	Increase awareness, severity and enforcement of penalties for tree damage.	Department of Public Works	M	\$
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	\$\$
N2.10.1	Continue to require replacement of trees, including street trees lost to new development.	Planning & Community Environment Department	R	\$
N2.10.2	As part of the update of the Tree and Landscape Technical Manual, consider expanding tree protections to include additional mature trees and provide criteria for making site-specific determinations of trees that should be protected.	Planning & Community Environment Department	S	\$
N2.10.3	Consider revisions to the appeals process to increase transparency regarding tree removals and expanded opportunities for community members to appeal the removal of trees.	Planning & Community Environment Department	L	\$\$
N2.11.1	Develop a transparent and publicly accessible street tree removal and replacement schedule.	Department of Public Works	M	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
N2.11.2	Develop a program to replace unhealthy public trees over time.	Department of Public Works	M	\$\$
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	\$
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	\$\$
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	\$
N2.13.3	Involve tree owners in tree maintenance programs.	Planning & Community Environment Department	R	\$
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	\$
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.				
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.	Planning & Community Environment Department	S	\$\$
The update to the Stream Protection Ordinance should establish:				

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
	<ul style="list-style-type: none"> 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. 			
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 & Community Environment Department	S	\$\$
N3.3.3	<p>For all creeks, update the Stream Corridor Protection Ordinance to minimize impacts on wildlife by:</p> <ul style="list-style-type: none"> 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 & Community Environment Department	S	\$\$
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	\$\$
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	\$\$
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	Department of Public Works	M	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
	and shade cover.			
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	\$
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.				
N4.2.1	Educate customers on efficient water use (indoor and outdoor), tree care, and landscaping options.	Department of Public Works	R	\$
N4.5.1	Study the supply and quality of local groundwater aquifers to better understand their utility as natural water storage.	City of Palo Alto Utilities	L	\$
N4.5.2	Work with local public agencies to educate residents regarding the public health, fire, and overall quality of life risks associated with long-term drought.	City of Palo Alto Utilities	R	\$
N4.6.1	Encourage residents to use rain barrels or other rainwater reuse systems.	City of Palo Alto Utilities	S	\$
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: <ul style="list-style-type: none"> ▪ 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	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
4. Natural Environment				
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	\$
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	\$
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	\$
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	\$\$\$
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	\$
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	\$\$
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	\$
N4.11.1	Evaluate neighborhoods where parking controls may hinder street sweeping and recommend any changes that are needed.	Department of Public Works	M	\$
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	\$
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	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
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	\$
N4.13.2	Develop and implement a green stormwater infrastructure plan with the goal to treat and infiltrate stormwater.	Department of Public Works	S	\$\$\$
N4.13.3	Mitigate flooding through improved surface permeability or paved areas, and stormwater capture and storage.	Department of Public Works	S	\$\$
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	\$
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	\$\$\$
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	\$\$
N4.15.2	Encourage commercial dischargers to consistently go beyond minimum requirements of the Clean Bay Business Program.	Department of Public Works	R	\$
N4.16.1	Implement approved recommendations based on the Long-Term Facilities Plan prepared for the RWQCP.	City of Palo Alto Utilities	IP	\$\$\$
N4.16.2	Develop a plan to address ongoing operations of the RWQCP taking potential sea level rise and growth in surrounding communities into account.	City of Palo Alto Utilities	M	\$\$\$
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	\$\$
N4.17.2	Evaluate the possibility of using recycled water as an emergency water supply.	City of Palo Alto Utilities	L	\$
N4.17.3	Investigate ways to reuse non-traditional water sources including recycled, gray, black and stormwater.	City of Palo Alto Utilities	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
4. Natural Environment				
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 & Community Environment Department	R	\$
N5.1.2	Implement BAAQMD recommended standards for the design of buildings near heavily traveled roads, in order to minimize exposure to auto-related emissions.	Planning & Community Environment Department	S	\$
N5.1.3	Explore adopting new standards that target the reduction of very fine particulate matter (PM2.5), which is associated with increased impacts on health.	Planning & Community Environment Department	S	\$
N5.2.1	Promote understanding of the impacts of extended idling on air quality, for residents, auto-dependent businesses, and schools.	Planning & Community Environment Department	M	\$
N5.2.2	Consider adopting and enforcing penalties for drivers that idle for longer than 3-5 minutes.	Planning & Community Environment Department	M	\$
N5.3.1	Cooperatively work with Santa Clara County and the BAAQMD to ensure that mining and industrial operations mitigate environmental and health impacts.	Planning & Community Environment Department	R	\$
N5.3.2	Monitor particulate emissions at local California Air Resources Board monitoring stations and make the information easily available to citizens.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
N5.3.3	Promote understanding of the health impacts of particulate emissions and provide information to residents and businesses about steps they can take to reduce particulate emissions, such as reducing or eliminating wood burning or using low emission alternatives to wood-burning stoves and fireplaces.	Planning & Community Environment Department	R	\$
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	\$
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 & Community Environment Department	R	\$
N6.3.2	Evaluate the feasibility of adopting noise criteria in the purchase of new City vehicles and equipment.	Department of Public Works	M	\$
N6.3.3	Update the Noise Ordinance, as needed, to provide for clear interpretation of the regulations, to review the effectiveness of existing standards, and to ensure that regulations address contemporary issues.	Planning & Community Environment Department	S	\$
N6.7.1	Update noise impact review procedures in the Noise Ordinance and the Zoning Code to address appropriate requirements for analysis and thresholds for impacts on residential land uses and publicly-owned conservation land.	Planning & Community Environment Department	S	\$
N6.10.1	Evaluate changes to the Noise Ordinance to further reduce the impacts of noise from leaf blowers and residential power equipment.	Planning & Community Environment Department	M	\$
N6.11.1	For larger development projects that demand intensive construction periods and/or use equipment that could create vibration impacts, such as the Stanford University Medical Center or major grade separation projects, require a vibration impact analysis, as well as formal, ongoing monitoring and reporting of noise levels throughout the entire construction process pertinent to industry standards.	Planning & Community Environment Department	S	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
	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.			
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	\$\$
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	\$
N6.13.1	Encourage the Peninsula Corridors Joint Powers Board to pursue technologies and grade separations that would reduce or eliminate the need for train horns/whistles in communities served by rail service.	Planning & Community Environment Department	IP	\$
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.	Planning & Community Environment Department	S	\$\$\$
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.	Planning & Community Environment Department	S	\$\$
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	\$
N7.2.1	Promote the adoption of cost-effective, renewable energy technologies from diverse renewable fuel sources by all customers.	City of Palo Alto Utilities	S	\$
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	City of Palo Alto Utilities	M	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
	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.			
N7.4.1	Continue timely incorporation of State and federal energy efficiency standards and policies in relevant City codes, regulations and procedures, and higher local efficiency standards that are cost-effective.	Planning & Community Environment Department	R	\$
N7.4.2	Implement cost effective energy efficiency programs for all customers, including low income customers.	City of Palo Alto Utilities	R	\$
N7.4.3	Incorporate cost-effective energy conservation measures into construction, maintenance, and City operation and procurement practices.	City of Palo Alto Utilities	R	\$\$
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	\$
N7.4.5	Continue to provide public education programs addressing energy conservation and efficiency.	City of Palo Alto Utilities	R	\$
N7.5.1	Monitor professional and medically-sound research and studies on light-emitting diodes (LEDs).	City of Palo Alto Utilities	M	\$
N7.6.1	Explore changes to building and zoning codes to incorporate solar energy, energy storage and other energy efficiency measures into major development projects, including City-owned projects.	Planning & Community Environment Department	S	\$
N7.6.2	Promote use of the top floors of new and existing structured automobile garages for installation of photovoltaic panels and green roofs.	Planning & Community Environment Department	S	\$
N7.6.3	Promote solar energy in individual private projects.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
4. Natural Environment				
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	\$
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	\$\$
N7.8.1	Evaluate energy efficient approaches for the treatment and reuse of organic waste that maximize resource recovery and reduce greenhouse gas generation at the RWQCP located in Palo Alto and the Palo Alto Landfill.	City of Palo Alto Utilities	M	\$
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.	Planning & Community Environment Department	R	\$
N8.1.2	Pursue or exceed State goals of achieving zero net carbon for residential buildings by 2020 and commercial buildings by 2030, without compromising the urban forest.	Office of Sustainability	S	\$
N8.2.1	Periodically update the S/CAP consistent with the update schedule in the approved S/CAP; this update shall include an updated greenhouse gas inventory and updated short, medium, and long-term emissions reduction goals.	Office of Sustainability Services	M	\$\$
N8.3.1	Protect the Municipal Services Center, Utility Control Center, and RWQCP from the impacts of sea level rise.	City of Palo Alto Utilities	M	\$\$\$
N8.4.1	Prepare response strategies that address sea level rise, increased flooding, landslides, soil erosion, storm events and other events related to climate change. Include strategies to respond to the impacts of sea level rise on Palo Alto's levee system.	Planning & Community Environment Department	S	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
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, pandemic or other major disaster.	Office of Emergency Services	S	\$
S1.1.2	Continue to implement and fund the Emergency Services Volunteer program.	Office of Emergency Services	S	\$
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	\$\$
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	\$\$
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	\$
S1.2.1	Develop accessible, attractive marketing materials to promote involvement in community crime safety programs.	Office of Emergency Services	R	\$
S1.3.1	Explore the use of urban design principles to increase safety and prevent crime in Palo Alto.	Planning & Community Environment Department	S	\$
S1.3.2	Support programs such as the Department of Housing and Urban Development's Good Neighbor Next Door, which incentivizes home purchase for first responders with discounts.	Planning & Community Environment Department	R	\$
S1.4.1	Make data available to maintain an accurate, up to date, and complete real-time local crime mapping function to promote neighborhood safety.	Police Department	M	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$\$/\$\$\$)
5. Safety Element				
S1.5.1	Promote neighborhood security by providing crime prevention information and training to residents, and continuing to fund resident involvement in neighborhood safety programs such as “Know Your Neighbor” grants and Block Preparedness Coordinators.	Police Department	R	\$
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	\$
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	\$
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	\$
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	\$
S1.6.2	Support the PAPD in implementing and maintaining approved technologies for data gathering, surveillance, and recording interactions with the public. Incorporate best practices in use policies with special consideration in ensuring the programs protect the public’s privacy rights and civil liberties, in accordance with current legislation. Ensure transparency by communicating new equipment implementation, usage, privacy considerations, and retention of data.	Police Department	S	\$\$
S1.6.3	Communicate transparently with the community regarding adoption of new PAPD equipment and/or tactics while balancing the need for operational security.	Police Department	S	\$
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	\$
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	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
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	\$\$
S1.8.1	Update Palo Alto's 2001 Terrorism Response Plan.	Office of Emergency Services	S	\$\$
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	\$\$\$
S1.10.1	Regularly update and make publicly available the City of Palo Alto Emergency Operations Plan (EOP).	Office of Emergency Services	R	\$\$\$
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	\$
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	\$\$
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	\$
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	\$
S1.13.1	Identify solutions to add an additional power line to Palo Alto to ensure redundancy.	City of Palo Alto Utilities	S	\$\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
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	\$\$\$
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	\$\$
S1.13.5	Provide off-grid and/or backup power sources for critical City facilities to ensure uninterrupted power during emergencies and disasters.	City of Palo Alto Utilities	R	\$\$
Goal S-2: Protection of life, ecosystems and property from natural hazards and disasters, including earthquake, landslide, flooding, and fire.				
S2.5.1	Periodically review and update the City's Seismic Hazard Ordinance.	Development Services Department	IP	\$
S2.5.2	Continue to provide incentives for seismic retrofits of structures throughout the city, particularly those building types that would affect the most people in the event of an earthquake.	Planning & Community Environment Department	S	\$
S2.6.1	Encourage efforts by individual neighborhood or block-level groups to pool resources for seismic retrofits.	Planning & Community Environment Department	M	\$
S2.6.2	Continue to use a seismic bonus and a TDR Ordinance for seismic retrofits for eligible structures in the Commercial Downtown (CD) zone.	Planning & Community Environment Department	R	\$
S2.6.3	Evaluate the TDR Ordinance so that transferred development rights may be used for residential development on the receiver sites.	Planning & Community Environment Department	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
S2.6.4	Study the possibility of revising the transfer of development rights program to encourage seismic retrofits.	Planning & Community Environment Department	M	\$
S2.6.5	Explore the use of Community Development Block Grants, Palo Alto Housing Funds and other sources of funding to support owners of lower income and senior housing to retrofit seismically-unsafe construction.	Planning & Community Environment Department	S	\$
S2.7.1	As part of the construction permitting process for proposed new and redeveloped buildings in areas of identified hazard shown on <u>MapS-2</u> , structures that would affect the most people in a seismic event require submittal to the City of a geotechnical/seismic report that identifies specific risks and appropriate mitigation measures.	Development Services Department	S	\$
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	\$
S2.7.3	Utilize the results of Palo Alto's Seismic Hazards Identification Program and inventory of potentially seismically vulnerable building types to establish priorities and consider incentives to encourage structural retrofits.	Planning & Community Environment Department	S	\$
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	\$\$\$
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	\$
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	\$\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
S2.8.4	Work with East Palo Alto, Santa Clara Valley Water District and San Francisquito Creek Joint Powers Authority on efforts to increase the flows within the San Francisquito Creek possible solutions include replacing the City-owned Newell Road Bridge and District-owned Pope Chaucer Street Bridge.	Department of Public Works	S	\$\$\$
S2.10.1	Keep basement restrictions up to date with changing flood hazard zones.	Planning & Community Environment Department	S	\$
S2.11.1	Review development standards applicable in areas susceptible to flooding from sea level rise, including east of Highway 101, West Bayshore and East Meadow Circle, the area east of San Antonio Road and north of East Charleston, and implement shoreline development regulations to ensure that new development is protected from potential impacts of flooding resulting from sea level rise and significant storm events. Regulations should be consistent with the Baylands Master Plan, as amended, and may include new shoreline setback requirements, limits on lot line adjustments to avoid the creation of vulnerable shoreline lots, and/or triggers for relocation or removal of existing structures based on changing site conditions and other factors.	Planning & Community Environment Department	S	\$\$
S2.11.2	Study appropriate restrictions on underground construction in areas outside of flood zones, as shown on Map S-5, to accommodate expected higher groundwater levels due to sea level rise and minimize consequent flooding of underground construction.	Planning & Community Environment Department	S	\$
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	\$\$\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
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	\$
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	\$\$
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	\$\$
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	\$\$\$
S2.14.3	Minimize fire hazards by maintaining low density zoning in wildland fire hazard areas.	Planning & Community Environment Department	R	\$
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	\$
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	\$\$
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	\$\$
S2.15.2	Upgrade fire stations so that all remain fully functional following earthquakes.	Fire Department	IP	\$\$\$
S2.15.3	Periodically update the Fire Department Standards of Cover document.	Fire Department	S	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
5. Safety Element				
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	\$
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	\$
S3.1.3	Strengthen development review requirements and construction standards for projects on sites with groundwater contamination.	Development Services Department	S	\$
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	\$
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	\$
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	\$
S3.1.7	Continue to allow small quantity generators to dispose of hazardous waste at cost.	Department of Public Works	R	\$
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	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$\$/\$\$\$)
5. Safety Element				
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	\$
S3.8.1	Encourage residential and commercial food waste reduction through incentives, educational outreach and programs.	Department of Public Works	R	\$
S3.8.2	To the extent allowed by law, use refuse rate structures that incentivize waste reduction.	Department of Public Works	R	\$
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	\$
S3.9.1	Periodically review and update the adopted Construction and Debris program.	Department of Public Works	R	\$
S3.9.2	Educate Palo Alto residents and developers about available incentives to use environmentally friendly deconstruction activities to minimize our carbon footprint, and to save natural resources, as well as space in our landfills.	Development Services Department	R	\$
S3.10.1	Support efforts to enforce extended producer responsibility for solid waste to reduce waste produced from manufacturing, shipping, packaging and the entire life-cycle of the product.	Office of Sustainability Services	R	\$
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	\$\$
S3.12.2	Establish criteria for the installation of high security telecommunications technology in new local government projects.	City of Palo Alto Utilities	M	\$
S3.12.3	Establish a wi-fi network that will be available to public safety responders and Emergency Service Volunteers in the event of power interruption during an emergency or disaster.	City of Palo Alto Utilities	S	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
6. Community Services & Facilities Element				
Goal C-1: Deliver community services effectively and efficiently.				
C1.1.1	Based on identified needs, continue to provide and expand the provision of multilingual literature, program information and educational displays at public community facilities and parks.	Community Services Department	R	\$
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	\$
C1.2.1	Periodically review public information, outreach and community relations activities to evaluate effectiveness.	Community Services Department	R	\$
C1.2.2	Explore a City solution to help residents and others to resolve questions and concerns and navigate the City's community services and facilities.	Community Services Department	M	\$
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	\$
C1.2.4	Based on identified needs, expand program offerings to underserved groups.	Community Services Department	R	\$\$\$
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	\$
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	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
6. Community Services & Facilities Element				
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	\$
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	\$
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	\$
C.1.15.3	Collaborate with Palo Alto Community Child Care (PACCC) to identify, develop, and promote high quality early learning environments to serve all families in our community.	Community Services Department	M	\$
C1.15.4	Explore opportunities to provide access to childcare for families of City employees.	Community Services Department	L	\$
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	\$
C1.16.2	Leverage available funding to pursue support of teen mental, physical, social and emotional health programs.	Community Services Department	R	\$
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	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
6. Community Services & Facilities Element				
C1.17.3	Promote a diverse range of interests and vocations among programs offered to children, youth and teens.	Community Services Department	M	\$
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	\$
C1.18.2	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	\$
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 Department	M	\$
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	\$
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	\$
C1.22.2	Work with Santa Clara and San Mateo Counties, the State of California, the federal government, non-profit agencies, business and other organizations to define roles and responsibilities in the comprehensive provision of permanent supportive housing and temporary shelter, food, clothing and transportation for those in need.	Planning & Community Environment Department	R	\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
6. Community Services & Facilities Element				
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	\$\$
C3.2.1	Develop a proactive Asset Management Program for infrastructure requirements and costs.	Administrative Services Department	M	\$\$
Goal C-3: Recognize the intrinsic value and everyday importance of our parks and community centers, libraries, civic buildings and cultural assets by investing in their maintenance and improvement.				
C3.3.1	Periodically evaluate how parks and recreational facilities are being used and develop strategies for improving their use overall.	Community Services Department	IP	\$
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	\$
C3.3.3	Estimate the costs of retrofitting all park facilities with water efficient appliances, fixtures and irrigation systems and develop an implementation schedule to phase-in use of non-potable water conservations measures where and when feasible.	City of Palo Alto Utilities & Community Services Department	M	\$\$
C3.3.4	Periodically assess the need to adjust parkland dedication or fees in lieu thereof to ensure they remain proportional to real estate values in Palo Alto.	Planning & Community Environment Department	R	\$
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	\$\$\$
C4.1.2	Encourage dedication of new land for parks through regulations and incentives for new development and programs to solicit bequests of land within the city.	Community Services Department	M	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
6. Community Services & Facilities Element				
C4.1.3	Pursue opportunities to create linear parks over the Caltrain tracks in the event the tracks are moved below grade.	Community Services Department	L	\$\$\$
C4.1.4	Explore ways to dedicate a portion of in-lieu fees towards acquisition of parkland, not just improvements.	Community Services Department	M	\$
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	\$\$
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	\$
C5.1.2	Establish a community-sourced online clearinghouse of information and activities related to health promotion in the community.	Community Services Department	M	\$
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	\$
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	\$\$
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	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
7. 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.	Office of Economic Development	R	\$
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.	Development Services Department/ Office of Economic Development	IP	\$\$
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 & Community Environment Department	M	\$\$
B4.2.2	Consider planning, regulatory, or other incentives to encourage property owners to include smaller office spaces in their buildings to serve small businesses, non-profit organizations, and independent professionals.	Planning & Community Environment Department	M	\$
B4.6.1	Work with local merchants to encourage Palo Alto residents, workers, and visitors to buy in Palo Alto.	Office of Economic Development	R	\$\$
B4.6.2	Study the overall viability of ground-floor retail requirements in preserving retail space and creating an active street environment, including the types of locations where such requirements are most effective.	Office of Economic Development	M	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
7. Business & Economics Element				
B4.6.3	Maintain distinct neighborhood shopping areas that are attractive, accessible, and convenient to nearby residents.	Planning & Community Environment Department	R	\$
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 & Community Environment Department	R	\$
B5.1.2	Improve design guidelines to reduce ambiguity and more clearly articulate compatibility principles to the business community and to the public.	Planning & Community Environment Department	M	\$\$
B5.1.3	Simplify the design review process for small-scale changes to previously approved site plans and buildings.	Planning & Community Environment Department	M	\$\$
B5.1.4	Revise zoning and other regulations as needed to encourage the revitalization of aging retail structures and areas. Encourage the preservation of space to accommodate small, independent retail businesses and professional services.	Planning & Community Environment Department	R	\$\$
Goal B-6: Attractive, vibrant retail centers, each with a mix of uses and a distinctive character.				
B6.1.1	Actively work with Downtown businesses, professional associations and the Palo Alto Chamber of Commerce to retain successful retail businesses that contribute to the City's goals for Downtown.	Office of Economic Development	R	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
7. Business & Economics Element				
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.	Planning & Community Environment Department	M	\$\$
B7.2.2	Study the feasibility of a "transfer of development rights" (TDR) program and other measures that would provide greater development flexibility within Stanford Research Park without creating significant adverse traffic impacts or increasing the allowable floor area.	Planning & Community Environment Department	M	\$\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (\$/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$/\$/\$)
8. Governance Element				
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.			
G1.2.1	Continue to hold regular, Town Hall-style meetings in neighborhoods.	City Council	R	\$\$
G1.2.2	Periodically review the suite of engagement options used to solicit citizen input and expertise on policy issues.	City Manager	R	\$ - \$\$\$
G1.2.3	Continue to rely on neighborhood organizations, the City website, local media, online technologies and other communication platforms to keep residents informed of current issues and to encourage citizen engagement.	City Manager	R	\$
G1.2.4	Provide access to communications technologies at City facilities, including public libraries and City Hall, and explore innovative locations for communication.	City Manager	R	\$\$
G1.2.5	Continue to release City Council staff reports to the public up to 10 days prior to Council hearings to increase public awareness of City decision-making.	City Clerk	R	\$
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	R	\$
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.	All Departments	R	\$
G4.1.2	Publicly recognize the efforts of individuals, groups, and businesses that provide volunteer services within the City.	City Manager	R	\$
G4.1.3	Coordinate with the Palo Alto Unified School District to develop classroom-based leadership, governance and civic participation programs.	City Manager	M	\$\$
G4.1.4	Support the transition from school-based volunteering to civic participation via outreach to parent volunteers and student leaders.	City Manager	M	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine

Program #	Program Text	Lead Department or Agency	Priority (S/M/L/IP/R) ^a	Anticipated Level of Effort (\$/\$\$/\$\$\$)
8. Governance Element				
G4.1.5	Coordinate with the real estate community to develop a welcome package for new residents, containing City resources, information and ways to contribute to livability.	City Manager	M	\$\$
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 Community Environment	R	\$
G6.2.2	Continue and expand customer-oriented process improvement efforts.	All Departments	R	\$\$
G6.2.3	Use the pre-screening process to obtain early feedback from the City Council and the community regarding ordinance changes intended to facilitate specific development proposals.	Planning and Community Environment	R	\$

a. S = Short, M = Medium, L = Long, IP = In Progress; R = Routine