

Pleasanton 2020: A Community Vision

Progress Report as of February 2018 (in red)

With two years remaining in the current iteration of the Chamber's Community Vision, we take stock of progress toward fulfillment of its many community-wide objectives, daylighting achievements to celebrate as well as areas of little or no achievement thereby inviting renewed community-wide focus, or a determination that circumstances have changed since the document's publication in 2015.

Our great thanks to the many individuals, companies and organizations who contribute their time, talent, resources, leadership and steadfast commitment to helping Pleasanton remain among the most desirable communities in the country in which to live, work and raise a family.

LOCAL ECONOMY

Thoughtful, balanced economic policies and timely permitting procedures help attract and retain quality employers who create the higher wage jobs that afford an enhanced quality of life for all Pleasanton residents. These important precepts serve as the foundation upon which to ensure a strong local economy.

- Pleasanton must maintain itself as a strong employment center by both retaining and expanding its current base of employment, while building diverse, cutting-edge economic segments.
 - East Side Specific Plan adopted and implemented
After four consecutive year of drought and nearly two years into the process, the City Council suspended EPSP indefinitely until the drought ends. Despite the end of drought, the City Council chose not to prioritize completion of the plan to the detriment of property owners, task force members and planning advocates. (NO ACHIEVEMENT)
 - Downtown Specific Plan updated and implemented
DSP Task Force is has been meeting monthly since January 2017; schedule calls for completion and adoption by late spring; implementation timetable TBD, Regrettably PUSD opted out when City invited them to participate, thereby omitting roughly the equivalent amount of acreage as current civic center from consideration, Also, disappointing is no consideration of obvious financial advantages of co-locating governance and administrative facilities construction and ongoing maintenance costs. (PARTIAL ACHIEVEMENT)
 - Fairgrounds Master Plan completed and implemented
Master Plan approved, and implementation is underway. (FULL ACHIEVEMENT)
 - Stoneridge Mall Expansion Plan completed and adopted
Simon Property Group, one of the world's largest real estate investment trusts and a leading owner/operator of malls and outlet centers nationwide has several working concepts for Stoneridge but nothing publicly available yet. With 2019 completion of Workday's adjacent 400K square foot headquarters, loss of traditional brick and

mortar retail market share, and high demand for workforce housing, anticipate repositioning plans to come forward soon. (NO ACHIEVEMENT)

- Regional Conference Center Plan adopted
While no plans have emerged for a regional conference center, the Alameda County Fair Master Plan includes upgrades and repurposing of buildings, as well as room for a hotel on property. (NO ACHIEVEMENT)
- The City of Pleasanton must be viewed by the business community throughout the region as supportive and timely with its decisions that impact business.
 - City Zoning Code (with an emphasis on providing greater clarity and expediting the approvals related to both permitted and conditional uses) updated by 2018.
City Staff, w/ input from commercial real estate and development leaders from the Chamber, completed and adopted Phase 1 of the Zoning Code Update in 2016. (FULL ACHIEVEMENT)
Phase II including Residential and commercial signage elements will be underway soon for completion year-end 2018. (PARTIAL ACHIEVEMENT)
 - Customer Service Review Team Report updated by City-convened working group and integrated with City Council's adopted performance metrics program.
The majority of the CSR T recommendations have been implemented. With completion of the Phase III Zoning Code Update in 2019; anticipate full implementation. (PARTIAL ACHIEVEMENT)
- Pleasanton must maximize economic opportunity by capitalizing on its outstanding
 - Economic development strategy to promote a "seven day per week" local economy offering both weekday and weekend opportunities for retail and business activities paired with local and regional serving cultural and recreational events implemented.
City-led effort to create Johnson Drive Economic Development Zone was innovative and adopted in 2017 w/ plans for a Costco and hotel property forthcoming. (FULL ACHIEVEMENT)
 - Informational campaign that highlights Pleasanton's unique access and connectivity to human resources and to the local, regional, national and international marketplace implemented.
No formal informational campaign of scale has been implemented; not aware of any group(s) taking the lead beyond City's publication of Economic Assets Report, Business Assistance Brochure, Annual State of City Report, and Council Priorities Work Plan distributed in print and electronically. (LIMITED ACHIEVEMENT)
- Comprehensive Local Preference Policy adopted and implemented by City of Pleasanton and the PUSD to demonstrate a commitment to spending local tax dollars locally and boost the local economy while not compromising quality standards.
Mayor called for City to develop policy in 2016 State of the City address, but it failed to make the Council priorities list. (NO ACHIEVEMENT)

- Pleasanton must continue to welcome and recognize business as a driver of the fiscal foundation required to sustain the quality of life Pleasanton residents have come to expect.

Business community continues to generate 55-60% of city revenues annually in order to sustain community's very high standards and appetite for parks, recreation, culture, public safety and capital improvements. Surveys of local businesses consistently reveal high ratings for Pleasanton as a place to do business. Chamber continues to promote more than 150 local businesses by name in print bi-monthly to 14,000 households and more than 35,000 local consumers. (NEAR FULL ACHIEVEMENT)
- Business Occupancy Rate
 - Monitor progress annually on indicators of the business community's economic health (we look to see these indicators improve at no less than the regional average):
 - number of business licenses
 - office/industrial/retail vacancy rates
 - job growth and employment (special focus on strong industry cluster employment)
 - Pleasanton and sub-regional labor force (special focus on labor availability for strong industry sectors)
 - local median wages and average local salary
 - cost of business occupancy
 - cost of living (housing and transportation)
 - Monitor progress annually on indicators of the city's economic health (we look to see these indicators improve at no less than the regional average):
 - assessed valuation of property and property tax
 - sales tax and transient occupancy tax
 - development fee revenue
 - employed Pleasanton residents and unemployment rate
 - local employed resident wages and median household income
- Pleasanton and all Tri Valley Cities Must Cooperate and Friendly Seamless Business Environment
 - Program to Engage Corporate Executive Staff to Express Appreciation

City and Chamber continue to partner annually in the Fall to recognize Economic Drivers (28 to date) and four to six businesses during Spring Community Service Awards event (more than 65 to date.) Innovation Tri-Valley and East Bay Leadership Council and chambers beginning to partner on various policy and promotional matters. (PARTIAL ACHIEVEMENT)

HOUSING

It is important to the economic vitality of the region that every community provide a balanced housing stock to meet diverse workforce and social needs.

Responding to our statewide crisis of affordability, the recently concluded state legislative session included more than 130 housing bills. Fifteen of those bills were signed into law by

Governor Brown, including some aimed at streamlining the approval process and put more pressure on local jurisdictions to provide more workforce housing. We anticipate even more bills from the state legislature in 2018 that will continue to erode local control.

Increasingly, residents are being priced out of this community, or seeing most of their purchasing power used to meet housing needs. Businesses of all size and type are having difficulty attracting and retaining employees. Pleasanton can and should do more to overcome barriers to providing a healthy supply of housing for a variety of needs.

- Maintain a State Certified General Plan Housing Element to ensure the planning and building process remains locally controlled, avoids costly lawsuits, and does not default to the State.

*With State HCD approval of the Housing Element Update from 2015, the City is in compliance with State housing mandates. The rezoning of nine sites for high density residential development has resulted in the construction of 1443 apartments and senior apartments since 2013. **(FULL ACHIEVEMENT)***

- Zone property to meet the community's "fair share" of the Tri-Valleys housing need through 2030, ensuring adequate variety of housing types commensurate with employment and other citywide priorities.
 - *Adoption of Second Unit Ordinance amendments, as required by State mandates, facilitates the approval of second units in Pleasanton.*
 - *66 of 72 programs in the adopted Housing Element are addressed to affordable housing. Beyond the Housing Element, the City needs to encourage market rate housing construction.*
 - *Lack of market rate housing supply is driving prices up in Pleasanton and throughout the Tri-Valley far faster than incomes. Since 2013, the median home price in Pleasanton has increased from \$831,500 to \$1,112,875; a 34% increase. Also, the City's development fees for a 2000-sq. ft. single family home now exceed \$108,000. Permit streamlining for market rate projects has not come to fruition.*
 - *To the detriment of the City's task force process and its participants who invested nearly two years working on the East Pleasanton Specific Plan (EPSP), the City Council suspended its completion indefinitely, thereby neglecting an opportunity to thoughtfully plan for needed housing of all types in a master plan format that provides a mixed-use community with significant public benefits. Failure to complete the planning process also puts local control of future land-use at risk given the majority of the property is outside city limits. **(PARTIAL ACHIEVEMENT)***
- Seek to create a stock of housing that will reduce the jobs/housing ratio to less than 1.5.
 - *The City's jobs/employed workers balance in 2015 was 1.74 (63,462/36,391). To reach a jobs/employed workers ratio of 1.5, the City would need about 4,100 additional housing units. **(PARTIAL ACHIEVEMENT)***

- Routinely obtain input from Pleasanton business representatives in a variety of business sectors to ascertain housing needs; and incorporate this information into decisions concerning housing planning and development.
- *The City periodically surveys the business community regarding a variety of topics and receives very positive ratings; future surveys should incorporate specific questions about workforce/housing related challenges; the Chamber participates in the City's Economic Vitality Committee, and speaks out when policies may restrict housing supply, but could do more by activating its leading businesses to articulate their needs regarding housing constraints. (PARTIAL ACHIEVEMENT)*

INFRASTRUCTURE

Pleasanton must plan and construct sufficient infrastructure and provide efficient regulatory methods and processes to expedite or streamline completion.

Public/private infrastructure working groups established with the City of Pleasanton and regional stakeholder are essential in order to provide input into the formulation of the Capital Improvement Program on an annual basis.

Connectivity

- **Annually expanded broadband connectivity and broadband market competitiveness so that overall connectivity increased by 20%.**
There are more buildings with fiber since 2015 but difficult to quantify without review of City permit history for past three years. Hacienda about to announce 5G broadband service initiative that will extend beyond park boundaries to benefit other parts of city. (PARTIAL ACHIEVEMENT)

Water

- **Reverse osmosis and other systems utilized to increase efficiency and capacity, meeting short and long-term potable and non-potable water needs, even through extended periods of drought.**
City of Pleasanton, Chamber and other stakeholder groups support and have advocated diversification of water supply to Zone 7. City plans to bring forward a policy (similar to that adopted by DSRSD) to codify united position among Zone 7 customers as they continue to rely almost exclusively on the State Water Project and Tunnels Proposal. City of Pleasanton continues expansion of "purple pipe" lines to maximize use of recycled water where possible throughout the city. When completed it's anticipated that as much as 15% of water needs will be satisfied with non-potable recycled water. (PARTIAL ACHIEVEMENT)

Transportation

- **Being at the Juncture of 1-580 and 1-680 affords Pleasanton many advantages. It also brings added pressure to regional and local transportation infrastructure. A fully**

integrated transportation network is essential to ensure traffic is not an impediment to local circulation, business growth and economic expansion. A region-wide advocacy campaign for transportation infrastructure must be ongoing.

Regional improvements:

State Route 84

- **SR84 (Isabel) widened to six lane expressway from I-580 to North of Concannon Boulevard; and widened to four lane expressway on SR84 (Isabel) from Concannon Boulevard to Ruby Hill Drive.**
- **Stage 1 Design and clearance obtained for widening SR84 (Vallecitos Road) from Ruby Hill to I-680 to four lanes including upgraded I-680/SR 84 interchange (in anticipation of Stage 2 construction after 2020.)**

Environmental Document for fifth and final segment of SR 84 (Pigeon Pass to I-680 – including I-680 interchange improvements) expected to be finished by spring 2018. Two years of design will follow. Call for construction expected January of 2021. (PARTIAL ACHIEVEMENT)

Interstate 680

- **Stage 1 Planning and Environmental Clearance secured for construction of northbound express lane on I-680 from Milpitas to SR84 in anticipation of post 2020 construction.**
- **Stage 1 Conceptual Planning completed for construction of northbound and southbound express lanes on I-680 from SR84 to Alcosta Boulevard, in anticipation of Stage 2 construction post 2020.**
- **SB ramp at Bernal Interchange upgraded and improved with signals.**

Design contract for Northbound Express Lane – Milpitas to SR 84 completed; construction contract should be awarded December 2017. Opening anticipated in 2020.

September 2017, Alameda CTC awarded \$5.5 million contract to AECOM for Project Approval and Environmental Document (PAED) phase of the project. Upon completion of PAED in Fall of 2020, design will begin and conclude in 2023, with construction from 2023 to 2026. Anticipated opening Fall 2026. SB Ramp at Bernal is complete. Sunol Interchange will be advertised for PAED in November of 2017. (PARTIAL ACHIEVEMENT)

Interstate 580

- **Two eastbound express lanes on I-580 west of Hopyard Road to east of Greenville Road completed.**
- **Eastbound auxiliary lanes Fallon Road to Greenville Road completed.**
- **Westbound express lane from Greenville Road to Foothill Road completed.**
- **Westbound auxiliary lanes from Greenville Road to Tassajara Road completed.**

- Eastbound truck climbing lane from Greenville Road to east of Flynn Road completed.
- Improve and signalize eastbound ramps at Foothill Interchange.
- Stage 1 planning for westbound I-580 to southbound I-680 flyover completed in anticipation of funding and scheduling construction after 2020.

Foothill Interchange is complete. No progress made on 580/680 flyover but \$25 million design project should commence in 2018. Worst interstate to interstate interchange north of LA deserves more attention than it is getting. (PARTIAL ACHIEVEMENT)

BART to Livermore

- Funding and environmental clearance secured in anticipation of constructing extension from current eastern terminus to vicinity of Isabel Avenue, Livermore after 2020.

BART circulated environmental document; comment period closed October 2017. Anticipate BART Board will review environmental document Spring 2018. Joint Powers Authority established to expedite connection of BART to ACE; anticipate first stage connection will be with JPA designing and constructing BART to Isabel. Upon construction completion, JPA will turn over completed system to BART to operate. The JPA will also investigate ways to bring ACE to BART down the median or BART to ACE at Greenville. (PARTIAL ACHIEVEMENT)

Arterial improvements:

El Charro Road

- Stage 1 Plan and Design completed in anticipation of constructing new roadway with grade separation from Stoneridge Drive to Stanley Boulevard after 2020.
No design initiated on El Charro Road. (NO ACHIEVEMENT)

Dublin Blvd Extension

- Stage 1 Plan and Design for new roadway from Fallon Road in Dublin to North Canyons Parkway at Doolan Road in Livermore in anticipation of constructing after 2020.
Dublin and Livermore are actively pursuing design of the Dublin Road extension. (PARTIAL ACHIEVEMENT)

Local Improvements:

- A master plan for parking in the downtown completed in conjunction with an updated Downtown Specific Plan.
- Second bridge at Bernal Avenue and Arroyo de la Laguna (east of Foothill Road) completed.

- Iron Horse Trail from Busch Road to Stanley Boulevard completed in anticipation of connecting to Shadow Cliffs Regional Park, Old Vineyard Pedestrian Trail after 2020.
- Arroyo Mocho Trail Santa Rita Road to El Charro Road completed.
- In various locations “Complete Streets” improvements for pedestrians, bicycles and motor vehicles constructed.

Downtown Parking Plan is complete. CIP to add parking in Railroad Corridor included in CIP. Additional discussion on parking will be included in Downtown Specific Plan Update. (PARTIAL ACHIEVEMENT)

Second Bridge design included in 2018 CIP; construction to follow. (NO ACHIEVEMENT)

IHT from Busch to Stanley continues to be the “interim” alignment until East Pleasanton Specific Plan is completed. (MINIMAL ACHIEVEMENT)

Arroyo Mocho from Santa Rita to El Charro is mostly complete. (NEAR FULL ACHIEVEMENT)

Complete Streets Policy was adopted in 2008 and all projects adhere to the policy. (FULL ACHIEVEMENT)

ARTS CULTURE & RECREATION

Arts, culture and recreation are important to quality of life. Outstanding public as well as private facilities and programs make Pleasanton an even more desirable destination for residents and visitors alike. A strong local economy is needed to generate the tax dollars necessary to maintain quality facilities and programs for all age groups and a variety of interests.

- Alviso Adobe Community Park visioning process completed and programs for increased utilization successfully implemented.

Visioning completed in 2015; Strategic Plan approved and implemented in 2017.

Some action items include:

- *Adding and improving elements and artifacts that support active interpretation of relevant historical eras,*
- *Identifying capital improvements and other resources needed to improve the park's functionality while paying homage to the historical legacy of the park*
- *Explore opportunities to connect the park with the local trail network, nearby open space and adjacent properties to further support the park's vision and mission and enhance awareness of its assets and interpretive programs. (FULL ACHIEVEMENT)*

- Stoneridge Creek Neighborhood Park (formerly Staples Ranch Park) completed and providing a variety of year-round, day or night, active recreational uses.

Dedicated November 2013. (FULL ACHIEVEMENT)

- **Bernal Community Park completed.**
Consistent with the Master Plan, Bernal Community Park Phase II included three lighted multiuse (lacrosse, football and soccer) synthetic turf fields (total of approx. 320,000 square feet), a plaza, a picnic area, a 40-acre oak woodland with trails, and parking. Dedicated October 2016. (FULL ACHIEVEMENT)
- **Plan for new downtown Library and Civic Center complex on current site adopted.**
In November 2016 the City Council accepted the Civic Center/Library Master Plan Task Force recommendations including preference for relocation to Bernal Park Property. Decisions on implementation of the plan will require the completion of the Downtown Specific Plan, discussions on funding strategies; any relocation to Bernal Park property will require voter approval to change existing zoning from Performing Arts Center to Civic Center/ Library. (PARTIAL ACHIEVEMENT)
- **Off- Leash Dog Park at Bernal Property completed.**
Named for Pleasanton Police Department's first K-9 officer, "Cubby's Dog Park at Bernal" was dedicated November 2016. (FULL ACHIEVEMENT)
- **Wayside and Delucchi Parks improvements completed.**
The City is still working with the United States Army Corp of Engineers and AECOM to secure approval of drainage channel modifications. The combined facility of Lions Wayside and Delucchi Parks will serve the immediate neighborhood as well as the City as a whole; unfortunate the outside agencies have not been more responsive. Construction expected to begin in 2018 (MINOR ACHIEVEMENT)
- **Two additional tennis courts completed at the Community & Tennis Park.**
After neighborhood push-back the plans were modified over a period of months and construction should be completed winter 2017-18 weather permitting. (FULL ACHIEVEMENT)
- **East Pleasanton Specific Plan completed with development plan that provides for access to and trails linking Chain of Lakes, Iron Horse Trail, EBRPD Shadow Cliffs and Vineyard Corridor to wine region.**
After four consecutive year of drought and nearly two years into the process, the City Council suspended EPSP indefinitely until drought ended. Despite end of drought the City Council chose not to prioritize completion of the plan to the detriment of property owners, task force members and planning advocates. (NO ACHIEVEMENT)
- **Pioneer Cemetery improvements completed.**
The beautiful Veterans' Memorial in the Pioneer Cemetery was completed and dedicated in November 2016. The next phases of improvements, scheduled for Winter

2017/18, include a storage and parking area, entry improvements, and improvements to the south hill.

(PARTIAL ACHIEVEMENT)

- Plan for a major indoor recreation facility at Staples Ranch (i.e. - four sheet ice rink) implemented.

While demand for 'ice time' remains high throughout northern California and the Bay Area,, no applications or potential development agreements have come forward since the San Jose Sharks withdrew more than five years ago. (NO ACHIEVEMENT)

EDUCATION

Strong schools, access to higher education and workforce skills development are essential to sustaining a vibrant community, maintaining a strong business environment and excellent quality of life in Pleasanton. The Pleasanton Chamber of Commerce supports the PUSD strategic plan that sets the vision for 2020.

- PUSD schools continue to rank among the highest in the state and national surveys. *State and national rankings have changed considerably and are in a state of flux as ratings are now based on the percentage improvement of individual academic advancement. PUSD ranked #9 in California and #1 in Alameda County according to national rankings performed by Niche. PUSD earned an A+ in academics, teachers and college prep; an B in clubs and activities; and B+ in diversity and B in health and safety. To arrive at these rankings, Niche looked at data from the U.S. Department of Education as well as test scores, college data and ratings collected from Niche users. The methodology for each category of ranking varied. (NEAR FULL ACHIEVEMENT)*
- All students fulfill high school graduation requirements and have higher education and/or career opportunities identified. Academic Performance Index (or successor standard) consistently rank higher than the State and National averages. *Graduation rates continue to climb currently exceeding 97% (NEAR FULL ACHIEVEMENT).*
- PUSD attracts highly qualified educators and supports them through ongoing, job embedded professional development. *District has experienced abnormally high turnover among school administrators and superintendents in recent years; appearing now to be on right track essential to restoring stability, trust and confidence throughout district and with community. (PARTIAL ACHIEVEMENT)*
- Technology is used as a teaching and learning tool in all grades. *Substantial school bond passed to upgrade facilities throughout district including 21st Century classrooms, technology and a new school. (PARTIAL ACHIEVEMENT)*
- Increasing community collaboration is essential. The multi-faceted approach through 2020 includes:
 - Local industry-driven sector training and linked learning programs.
 - Integrated pathway programs with Las Positas College.

- Collaboration with other school districts.
- City Government partnerships.
- Partnerships created in 2015 to provide business input to the 1-680 Career Pathways Trust Grant.

Collaboration continuing in multi-faceted approach (PARTIAL ACHIEVEMENT)

- Preparing students for the 21st Century, PUSD continues to offer cutting edge STEAM (Science, Technology, Engineering, Arts and Math) related courses through 2020:
 - Project Lead the Way Engineering and Bio-Med Sciences (High School)
 - e Pathway to Technology (Middle School)
 - Project Lead the Way Launch (Elementary School)
 - Career Technical education and Advanced Placement course (High School) • Comprehensive Civics program and State and National award winning "We The People" competition teams.
 - Continuing award winning art and music programs
 - Maintaining award winning athletic programs.
 - Programs to empower and support parents such as Parent Project, Loving Solutions, School Smarts.

Cutting edge STEAM related courses are continuing to grow at all levels; We the People remains incredibly successful earning national recognition; a model UN and a speech and debate program could be promoted.

(NEAR FULL ACHIEVEMENT)

PUBLIC SAFETY

Safe neighborhoods, schools, parks and business centers add to Pleasanton's desirability as a place to live and work. It is essential that businesses thrive and continue to generate the tax base needed to sustain high levels of public safety services throughout the community.

- Successfully implemented Police Department's strategic plan, *'2013 and Beyond" that is centered on six broad strategic initiatives intended to foster efficient operations while maintaining a safe community.

PPD has successfully implemented many strategic plan initiatives through year five; now working to update the document as they continue to fulfil remaining initiatives in original plan. (NEAR FULL ACHIEVEMENT)

- Pleasanton ranks in the top ten on the Safest Cities in California list for cities with population between 50,000 and 99,000 by maintaining:
 - Police emergency response time of 4 minutes or less and average nonemergency response time is 18 minutes or less.
 - Part 1 crime clearance rate of 30% or higher along with overall reduction in reported Part 1 crimes.

- .. **Firefighting and first responder medical care response time of seven minutes or less from the time of 911 call in 90% of all incidents.**

*Based on 2016 FBI violent crime stats and proprietary BackgroundChecks.org research data, Pleasanton ranked as the second safest city in California for its population category. Rates were normalized per 100,000 residents with the state average being 402 for violent crime and 2,658 for property crime, Pleasanton's violent crime rate is just 68.2, and the chance of being involved in a property crime in Pleasanton is 1.7%. **(FULL ACHIEVEMENT)***

*PPD average emergency response time in 2016 remained below 4 minutes at an outstanding rate of 3:53, Staffing challenges and traffic congestion may have contributed to non-emergency responses reaching 25:11 in 2016 exceeding the target average of 18 by 7:11. Worthy of mention is even at 25 minutes a uniformed response Pleasanton far exceeds neighboring communities where non-emergencies no longer receive any uniformed response. **(PARTIAL ACHIEVEMENT)***

*While the department's clearance rate fluctuates from year to year, we continually far exceed the state average. Clearance rate for 2016 was 28%. **(NEAR FULL ACHIEVEMENT)***

HEALTH & HUMAN SERVICES

Excellent health and human services facilities and resources are an integral part of Pleasanton's quality of life.

- Affordable healthcare, including mental health, is available for all residents through a community-wide system of services that includes:
 - Full spectrum of emergency and inpatient services at local healthcare facilities. *Stanford Health Care-ValleyCare(SHC-VC) leads in providing emergency and inpatient care for insured residents; somewhat complicated for uninsured residents who may not have access to inpatient care locally. **(FULL ACHIEVEMENT)***
 - Urgent care services 7 days a week, 24-hours a day through a combination of services at local health care facilities. *SHC-VC provides for insured residents; limited for uninsured. Axis Community Health (ACH) offers about 60 hours per week of urgent care for uninsured. Kaiser Permanente offers about 43 hours per week of minor injury services for insured, uninsured, and non- KP insurance to residents. **(FULL ACHIEVEMENT)***
 - A well-coordinated referral system among community organizations, public agencies, volunteer organizations and other local human service providers to promote access to appropriate services accessed as 211.

*Vastly improved via local resources and strong coordination among human service providers who know community and its resources. Greater use and awareness of 211 is still needed as is constant effort to close service gaps. **(NEAR FULL ACHIEVEMENT)***

- Ongoing advocacy for public funding support from county, state and federal sources.

*Elected officials are supportive and provide advocacy; the challenge to realize equitable funding for our unique needs in East County is ongoing; Axis has provided strong leadership for Valley. Federal tax changes could jeopardize Community Development Block Grant funding. **(SIGNIFICANT ACHIEVEMENT)***

- Up-to-date facilities that offer sufficient capacity to meet the current and projected needs of all members of the community.

*Stanford has made a substantial commitment to updating clinical capabilities of the hospital and support functions; Axis working to put dental services in place for low income and uninsured residents; once achieved the ongoing challenge will be to keep pace population growth. **(PARTIAL ACHIEVEMENT)***

- Eliminating obesity and depression as leading health care concerns in our community.

*Pleasanton continues to have one of the highest rates of depression in Alameda County and there's been little progress on the obesity front. Coordinated efforts with many stakeholders needed to deepen awareness as well as inspire cultural as well as lifestyle changes. **(MINIMAL ACHIEVEMENT)***

- Community-wide recognition that maintaining a local hospital is a community asset, and an essential provider of care for residents and businesses.

*With the merger of ValleyCare with Stanford Health Care, the Tri-Valley will be well served for many years; a great accomplishment for all involved. **(FULL ACHIEVEMENT)***

LEADERSHIP

Elected officials and other policy makers committed to the Vision, and to acting in the best interest of the total community.