

PROPOSED FOR CITY COUNCIL ACTION:
(AMENDMENT #5 ON 02/05/24)



Teamwork San Pablo 2023 Year of Restoration

FY 2023-25

**CITY OF SAN PABLO CITY COUNCIL PRIORITY
WORKPLAN**

Adopted/Effective: May 1, 2023

City Council Resolution No. #2023-058

Amendment #1: Approved 05/01/23; City Council Resolution No. #2023-065

Amendment #2: Approved 06/05/23; City Council Resolution No. #2023-092

Amendment #3: Approved 08/07/23; City Council Resolution No. #2023-130

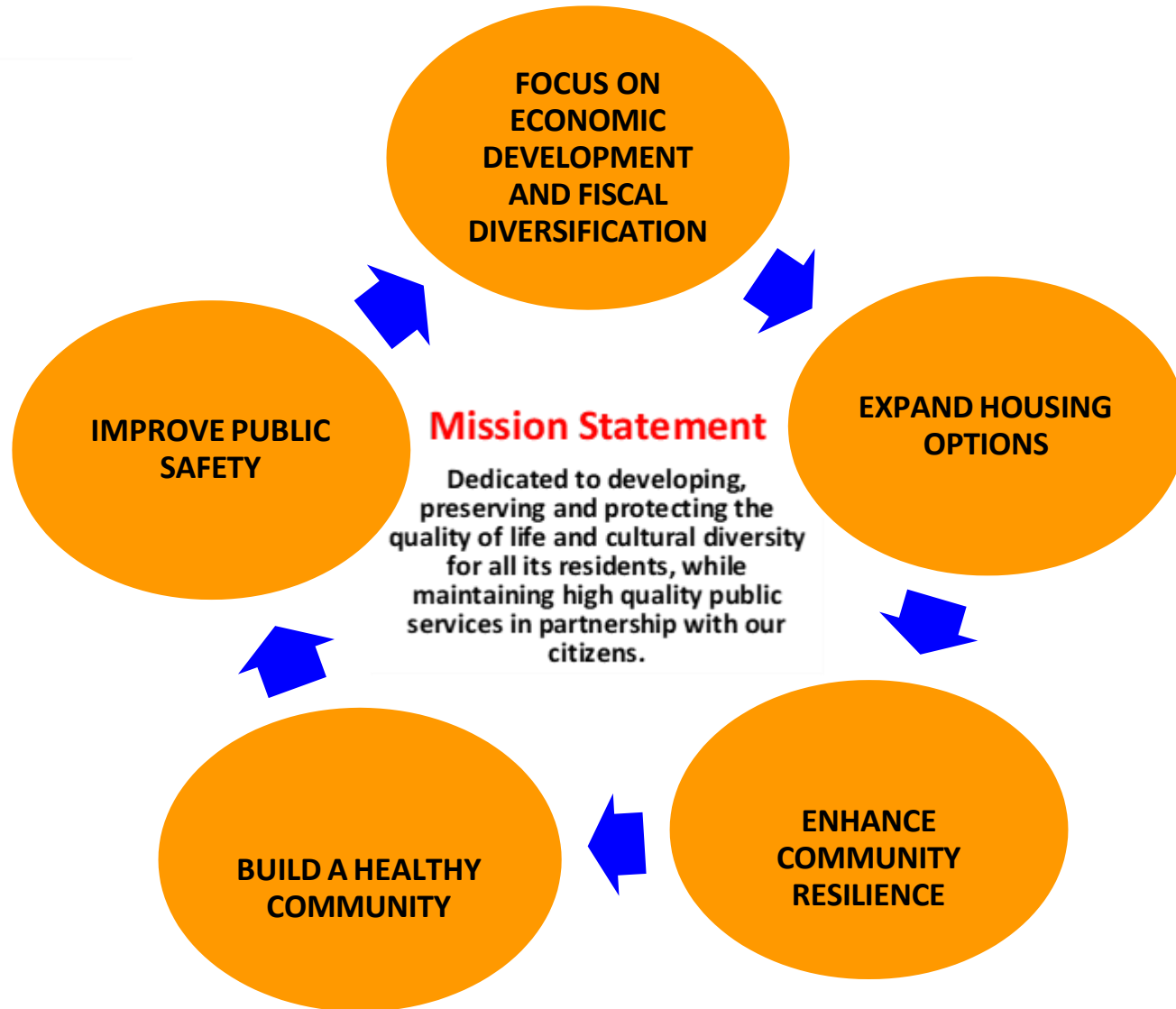
Amendment #4: Approved 12/13/23; City Council Resolution No. #2023-167

Amendment #5: Approved 02/05/24; City Council Resolution No. #2024-XXX



San Pablo City Council

Priority Work Plan - Major Policy Goals



TOP CITY COUNCIL PRIORITIES (By Major Policy Goal)

(IN ALPHABETIC ORDER)

1. **100-199 BUILD A HEALTHY COMMUNITY**
2. **200-299 ENHANCE COMMUNITY RESILIENCE**
3. **300-399 EXPAND HOUSING OPTIONS**
4. **400-499 FOCUS ON ECONOMIC DEVELOPMENT AND DIVERSIFICATION**
5. **500-599 IMPROVE PUBLIC SAFETY**

| MAJOR POLICY GOAL: BUILD A HEALTHY COMMUNITY: | | DEPARTMENT | FUNDING |
|--|--|-------------------|----------------|
| PRIORITIES | | | |
| 100. | INCREASE OPPORTUNITES FOR RESIDENTS TO PARTICIPATE IN LOCAL ECONOMY (JOINTLY WITH SPEDC) | ALL | TBD |
| 101. | CONTINUE DEVELOPMENT OF MULTI-DIVERSITY, EQUITY AND INCLUSION PRACTICES IN ALL CITY PROGRAMS AND SERVICES | ALL | GF |
| 102. | FOSTER COLLEGE AND CAREER READINESS, EDUCATION, YOUTH LEADERSHIP, AND CITY/CONTRA COSTA COLLEGE/WCCUSD PARTNERSHIPS (JOINTLY WITH SPEDC) | CS, EDC, PD | GF, MS, TBD |
| 103. | IMPROVE CONNECTIONS TO HEALTHY EATING AND ACTIVE LIVING | CS & EDC | GF |
| 104. | FOSTER YOUTH LEADERSHIP/CULTIVATION OF THE NEXT GENERATION OF CIVIC LEADERS | CS | GF |
| 105. | EXPAND SAFE, FAMILY-FRIENDLY PARK SPACE | CS, PW | TBD |
| 106. | BUILD COMMUNITY-POLICE RELATIONSHIPS | PD | GF |
| 107. | TRANSIT-ORIENTED DEVELOPMENT POLICIES AND STRATEGIES | CM, CD & PW | TBD |
| 108. | SUPPORT LIFELONG MEDICAL CARE, INC. IN PROVIDING ENHANCED MEDICAL SERVICES | CS | TBD |
| 109.1 | SUPPORT ONGOING REGIONAL DISCUSSION OF A NEW WEST COUNTY HOSPITAL OR EMERGENCY ACUTE CARE FACILITY | CM & CS | TBD |
| 109. | DEVELOP PUBLIC FACILITIES FOR ACTIVE LIVING (PARKS, OPEN SPACE, SIDEWALKS, TRAILS, BIKE LANES, ETC.) | PW | GRANTS |
| 110. | ADA TRANSITION PLAN (UPDATE/IMPLEMENTATION) | PW | GF; GRANTS |
| 111. | SUPPORT ALL RH&S PROGRAM IMPROVEMENTS TO PROTECT AND SUSTAIN CITY'S HOUSING STOCK | CD, CMO | GF; GRANTS |
| 112. | SAN PABLO BEACON COMMUNITY SCHOOLS INITIATIVE (ALL ELEMENTARY AND HELMS MIDDLE SCHOOLS) | CM & CS | MS |
| 113. | EXPLORE FEASIBILITY OF DEVELOPING A NEW COLLEGE PREPARATORY AND WORKFORCE DEVELOPMENT PROGRAM WITH ANALYSIS OF FUTURE CITY-INITIATED FUNDING MECHANISMS FOR ELIGIBLE SAN PABLO STUDENTS | CS | GF, MS, TBD |
| 114. | RESEARCH AND EXPLORE EFFORTS AT THE FEDERAL, STATE AND LOCAL LEVEL REGARDING A MINIMUM/LIVING WAGE INCREASE FOR SAN PABLO WORKERS AND BUSINESSES | CM | GF |
| 115. | PARTNER WITH EBMUD TO JOINTLY PROMOTE COMMUNITY ACTIVITIES, EVENTS AND PROGRAMS AVAILABLE TO SAN PABLO BUSINESSES, RESIDENTS AND SCHOOLS | CM, PW | GF |
| 116. | CONSIDER DIRECTING A NEW ORDINANCE TO ADDRESS BANNING THE SALE OF NON-FLUSHABLE WIPES BY ALL CITY BUSINESS RETAILERS WHO SELL DISPOSABLE WIPES (I.E. DIAPER WIPES, CLEANING WIPES, COSMETIC WIPES, ETC.) TO DISPLAY "DO NOT FLUSH" LABELING ON ALL CONSUMER PRODUCTS SOLD IN THE CITY TO ALLEVIATE THE FLUSHING OF SUCH PRODUCTS INTO THE LOCAL SEWER INFRASTRUCTURE IN ACCORDANCE WITH STATE LAW REQUIREMENTS (AB 818: BLOOM) | CA, CDD, CE | GF |
| 117. | ESTABLISH A LEGISLATIVE ADVOCACY PROGRAM AND PLATFORM POLICY | CM | TBD |
| 118. | CONTINUE TO PURSUE PASSIVE / ACTIVE RECREATIONAL PARK DEVELOPMENT OPPORTUNITIES CITY-WIDE (I.E. 2600 MORAGA RD.) | CM, CS, PW | GF, GRANTS |

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| 119. | ESTABLISH A LEGISLATIVE ADVOCACY PROGRAM AND PLATFORM POLICY (WITH GUIDING PRINCIPLES REVIEWED ANNUALLY) | CM | TBD |
| 120. | INCREASE VIA FUTURE ADOPTED ORDINANCE CITY ELECTED OFFICIALS' SALARIES, (WITH NO CHANGES TO OTHER BENEFITS, TO TAKE EFFECT WHEN THERE IS A MINIMUM OF ONE (1) COUNCILMEMBER WHO COMMENCES A NEW TERM AFTER NOVEMBER 2024 ELECTION PURSUANT TO ALL APPLICABLE STATE LAW REQUIREMENTS. | CC; CM | TBD |
| 121. | EXPLORE THE OPERATIONAL FEASIBILITY OF STAFF BRINGING FORWARD OF COUNCIL CONSIDERATION EVERY TWO-YEARS BEGINNING IN THE FALL OF 2026 AN ORDINANCE TO INCREASE CITY ELECTED OFFICIALS' SALARIES, WITH NO OTHER CHANGES TO BENEFITS, TO BE CONSIDERED BY FUTURE ADOPTED ORDINANCE AT LEAST 60 DAYS IN ADVANCE OF EVERY SUBSEQUENT MUNICIPAL ELECTION HELD AFTER THE NOVEMBER 2024 ELECTION, AND BEFORE THE SITTING OF THE NEXT ELECTED COUNCIL PER ALL APPLICABLE STATE LAW REQUIREMENTS | CC; CM | TBD |
| MAJOR POLICY GOAL: ENHANCE COMMUNITY RESILIENCE | | | |
| PRIORITIES | | DEPARTMENT | FUNDING |
| 201. | CREATE COMMUNITY-INCLUSIVE EMERGENCY PREPAREDNESS AND RECOVERY PLANS | ALL | GF; GRANTS |
| 202. | DEVELOP AND IMPLEMENT LONG-TERM ENVIRONMENTAL STEWARDSHIP GOALS | CD, PW | GF; GRANTS |
| 203. | ASSESS ENVIRONMENTAL IMPACTS OVER THE LONG-TERM TO ASSIST RESILIENCY PLANNING | CD, PW | GF |
| 204. | VOLUNTEER SERVICE ACADEMY OR PROGRAMS | ALL | GF |
| 205. | PROMOTE CIVIC ENGAGEMENT AND AWARENESS IN ALL CITY PROGRAMS/SERVICES | ALL | GF |
| 205.1 | CREATE POST-PANDEMIC PROGRAMS TO RE-ENGAGE RESIDENTS, BUSINESSES AND THE COMMUNITY | ALL | GF |
| 202.2 | EXPLORE THE FEASIBILITY OF A NEW CITY-SPONSORED CINCO DE MAYO FESTIVAL EVENT FOR POTENTIAL INCLUSION IN THE NEXT MULTI-YEAR GENERAL FUND BUDGET CYCLE DURING FY 2024-25 PERIOD | CM, CSD | GF |
| 206. | IMMIGRATION INTEGRATION LEGISLATION, PROJECTS & SERVICES | CM | GF |
| 208. | CREEKSIDE SETBACK STUDY | PW | GF |
| 209. | SUPPORT FINANCIAL ASSISTANCE AND GRANT PROGRAMS FOR LOCAL SAN PABLO BUSINESSES (IN COLLABORATION WITH SPEDC) | CM, CD, EDC | GF |
| 210. | CONTINUE TO BE AN "EMPLOYER OF CHOICE" TO ATTRACT AND RETAIN TALENT AND CONTINUE TO PROVIDE THE COMMUNITY WITH EXCEPTIONAL SERVICE | ALL | TBD |
| MAJOR POLICY GOAL: EXPAND HOUSING OPTIONS | | | |
| PRIORITIES | | DEPARTMENT | FUNDING |
| 301. | UPDATE/CERTIFY THE GENERAL PLAN 2040 AND HOUSING ELEMENT | CM, CD | GF, GRANTS |
| 301.1 | EXPAND HOUSING PRODUCTION THROUGH ZONING | CM, CD | GF, GRANTS |
| 301.2 | INCREASE HOMEOWNERSHIP OPPORTUNITIES FOR SAN PABLO RESIDENTS (INCLUDING BUT NOT LIMITED TO: FEDERAL, STATE & COUNTY PROGRAMS/FUNDING PARTNERSHIPS) | CM, CD, EDC, HSA | GF, GRANTS, Low/Mod HF |
| 301.3 | PROMOTE HOUSING PRODUCTION TO MEET RHNA REQUIREMENTS (2023-2031) | CM, CD, EDC, HSA | GF, GRANTS, Low/Mod HF |
| 302. | EXPAND/EXPLORE AFFORDABLE HOUSING PROGRAMS (I.E. FIRST-TIME HOMEBUYER PROGRAM; TECHNICAL CAREERS, VETERANS, ETC.) | CM, CD | LSA |
| 303. | DIVERSIFY AND IMPROVE THE QUALITY OF HOUSING STOCK | CM | LSA |
| 304. | ENHANCE RESIDENTIAL HEALTH AND SAFETY PROGRAM | CD | GF |
| 305. | EVALUATE ADOPTING A MICRO-HOUSING OR TINY HOUSE ORDINANCE (PROVIDING FOR APPROPRIATE SOCIAL SERVICES REFERRALS) | CM, CD | TBD |
| 306. | CONTRA COSTA COLLEGE TRANSIT CENTER/TRANSIT ORIENTED DEVELOPMENT (TOD)/FUTURE COMMUNITY COLLEGE STUDENT HOUSING PARTNERSHIPS | CM, CD, & PW | GF |

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| 307. | EXPLORE PROTECTIONS FOR TENANTS AS OUTLINED IN CITY-ADOPTED AFFORDABLE HOUSING STRATEGY PLAN AND CITY'S ADOPTED HOUSING ELEMENT ONCE CERTIFIED BY STATE HCD | CM; CD | TBD |
| 308. | DEDICATE RESOURCES TO CREATE A NEW RENTAL REGISTRY (W/ FEES TO OFFSET CITY COSTS) FOR AVAILABLE SAN PABLO HOUSING OPPORTUNITIES | CM | TBD |
| 309. | CITY BEAUTIFICATION: EXPLORE GRANT OR LOAN ASSISTANCE WITH NECESSARY ELIGIBILITY AND FUNDING CRITERIA FOR SINGLE-FAMILY RESIDENTIAL | CM, CD, PW | TBD |
| 310. | HOLD A HOUSING POLICY WORKSHOP FOR THE CITY COUNCIL TO EXPLORE EXPANDING HOUSING ACTIVITIES, PROGRAMS, AND SERVICES RELATED TO CITY'S NEW HOUSING ELEMENT AND PERIOD 2023-31 | CM, CD | TBD |
| MAJOR POLICY GOAL: FOCUS ON ECONOMIC DEVELOPMENT AND FISCAL DIVERSIFICATION | | | |
| PRIORITIES | | DEPARTMENT | FUNDING |
| 400. | DIVERSIFY REVENUE STREAM USING NEW 5G EMERGING TECHNOLOGIES | CM, EDC, FIN | TBD |
| 401. | SUPPORT THE SAN PABLO EDC EFFORTS | CM | GF |
| 402. | FIND CREATIVE WAYS OF ATTRACTING NEW BUSINESS AND DEVELOPMENT | CM, EDC | TBD |
| 403. | CREATE A SUSTAINABLE ECONOMIC-ENVIRONMENT | CM, EDC | TBD |
| 404. | CITY LANDMARK SIGNAGE (ARCHWAY & HILLSIDE SIGN) | CM, CD & PW | TBD |
| 405. | EXPLORE AND SUSTAIN NEW REVENUE ENHANCEMENTS TO THE CITY'S GENERAL FUND; | CM, FIN | GF |
| | #405.1 REDUCE GF SUBSIDIES | ALL | GF |
| 406. | CITY-WIDE G.I.S. MAPPING | PW | GF |
| 408. | SUPPORT STRATEGIC POLICY OBJECTIVES OUTLINED IN SAN PABLO ENVIRONMENT FOR EVERYTHING DIGITAL (S.P.E.E.D) POLICY FRAMEWORK (2020-2030) | CM, IT, CD, PW | TBD |
| 409. | DEVELOP MASTER PLAN FOR LANDSCAPING, LIGHTING, AND ART AT GATEWAY ENTRANCES | PW | TBD |
| 410. | EXPLORE AND RESEARCH CANNABIS COMMERCIAL USES AND IMPACTS | CM, CD & PW | TBD |
| | 410.1 FACILITATE FUTURE SMART CITY 5G S.P.E.E.D. NETWORK PROJECTS, POLICIES AND SERVICES THAT CLOSE DIGITAL DIVIDE AND PROMOTE INTERNET ACCESS AND CONNECTIVITY | CM, IT, CD, PW | TBD |
| | 410.2 CITY-WIDE FIBER OPTIC/WIDE AREA NETWORK PROJECT (ALL FUTURE PHASES) | CM, IT, CD, PW | GF, GRANTS |
| 411. | CONTINUE FISCAL RESILIENCE, FISCAL EXCELLENCE AND FISCAL TRANSPARENCY | ALL | GF |
| 412. | CREATE A CITY-WIDE ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN IN CONSULTATION WITH THE SPEDC | CM, EDC, FIN | GF, GRANTS |
| 413. | EXPLORE THE CREATION OF A SECTION 115 TRUST FUND DEDICATED TO FUNDING CALPERS PENSION OBLIGATIONS | CM, FIN | GF, TBD |
| 414. | NEW STRATEGIC BUDGET INITIATIVES TO ADDRESS NEW STRUCTURAL DEFICITS FORECASTED FOR FY 2025-2027 PERIOD: 1. IMPLEMENT A ZERO-BASED BUDGET (ZBB) PLANNING MODEL FOR FY 2025-27 BUDGET PLANNING CYCLE TO OPTIMIZE CITY SERVICE DELIVERY AND GENERATE ANNUAL GF OPERATING COST SAVINGS FOR ALL CITY DEPARTMENTAL EXPENSES. 2. ELIMINATE OR SUBSTANTIALLY REDUCE ALL ANNUAL GF OPERATING SUBSIDIES. 3. IDENTIFY NEW GENERAL FUND ANNUAL REVENUE SOURCES. 4. NO (0) NEW FTE INCREASES AUTHORIZED DURING FY 2025-2027 PERIOD (I.E., ZERO-GROWTH; STATUS-QUO) 5. EXTEND FTE HIRING FREEZE ON ALL FTE VACANCIES DURING FY 2025-2027 PERIOD. 6. RE-TOOL & REVISE ADOPTED FISCAL RESILIENCY POLICY REQUIREMENTS TO REVERSE FORECASTED STRUCTURAL DEFICITS AS ONE-TIME BALANCING MEASURES (FOR FY 2025-2027 PERIOD ONLY) 7. EXPLORE USE OF ONE-TIME FUNDS FROM GFDR FUND BALANCE TO REVERSE FORECASTED STRUCTURAL DEFICITS AS ONE-TIME BUDGET BALANCING MEASURES (FOR FY 2025-2027 PERIOD ONLY) 8. EXPLORE ADDITIONAL FISCAL MEASURES USING FORECAST MODEL TO | ALL DEPTS | GF |

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| REVERSE FORECASTED STRUCTURAL DEFICITS AS RECOMMENDED BY THE CITY MANAGER | | |
| MAJOR POLICY GOAL: IMPROVE PUBLIC SAFETY | | |
| PRIORITIES | DEPARTMENT | FUNDING |
| 500. EMPLOY INTEGRATED EFFORTS TO REDUCE BLIGHT | ALL | TBD |
| 500.1 "INCREASE SAFETY AND REDUCE COMMERCIAL BLIGHT FOR LOCAL BUSINESSES" <u>PROPOSED FOCUS AREAS/PROGRAMS FOR CONSIDERATION:</u> | CA, CM, CD, PD, EDC | TBD |
| 1. <u>SUSTAIN SPPD BUSINESS WATCH PROGRAMS:</u> RETAIL SHOPPING CENTERS (I.E. TOWNE CENTER, GROCERY OUTLET; COLLEGE CENTER) | | |
| 2. <u>SUSTAIN SPPD NEIGHBORHOOD BUSINESS CORRIDORS:</u> (I.E. 23 RD STREET; RUMRILL BLVD; SAN PABLO AVENUE) | | |
| 3. <u>CONDUCT LEGAL REVIEW OF CODE ENFORCEMENT PROGRAM:</u> (OUTSIDE LEGAL REVIEW) | | |
| 4. <u>AMEND SPMC VIA ORDINANCE:</u> ADD NEW PROPERTY MAINTENANCE CODE SECTION (a) DEVELOP CODE COMPLIANCE STANDARDS FOR PROPERTY MAINTENANCE, ENFORCEMENT AND INCENTIVES; (b) FOCUS: ELIMINATE EXCESS TRASH, GRAFFITI, AND ILLEGAL DUMPING (I.E. TRASH SECURITY) (c) NEW BUSINESS INSPECTION PROGRAM | | |
| 5. INCREASE VACANT COMMERCIAL LOT AND VACANT BUILDINGS ENFORCEMENT | | |
| 6. SUPPORT FORMATION OF BUSINESS IMPROVEMENT DISTRICT (B.I.D) (SECURITY AND SAFETY) | | |
| 7. SUPPORT FOR A NEW BUSINESS PROPERTY IMPROVEMENT PROGRAM | | |
| 501. STRENGTHEN EXISTING AND NEW TECHNOLOGY PROGRAMS, PUBLIC FACILITY/INFRASTRUCTURE PROJECTS, AND FUTURE WORKPLACE DEVELOPMENT PROGRAMS/SERVICES TO ENHANCE SPPD CRIME-REDUCTION GOALS, COMMUNITY POLICING, MENTAL HEALTH, AND TRAINING PROGRAMS; | CM, IT, PD | GF |
| #501.1 INTEGRATE NEW 5G EMERGING TECHNOLOGIES | CM, IT, PD | GF, TBD |
| 502. PRIORITIZE PROGRESSIVE TRAINING | PD | GF |
| 503. COMMUNITY POLICING | PD | GF |
| 503.1. ESTABLISHED BUSINESS WATCH AND NEIGHBORHOOD WATCH PARTNERSHIPS | PD | TBD |
| 504. PRESERVE REGIONAL APPROACH | PD | TBD |
| 505. KEEP SAN PABLO CLEAN LITTER AND ILLEGAL DUMPING INITIATIVE | PW | TBD |
| 506. ILLEGAL DUMPING/MULTI-FAMILY COMPLEXES (EDUCATION & ENFORCEMENT) | PW | GF |
| 507. ESTABLISH PROFESSIONAL STANDARDS AND TRAINING UNIT | PD | GF |
| 508. INCREASE AND PRIORITIZE GANG ENFORCEMENT AND PREVENTION | PD | GF |
| 509. PRIORITY ORIENTED POLICING PROGRAM | PD | GF |
| 509.1. ENHANCE YOUTH ENGAGEMENT THROUGH J.E.W.L. AND POLICE ACTIVITIES PROGRAM | PD | MS |
| 509.2. TO EXPLORE THE VIABILITY OF A JOINT NEW MENTAL HEALTH LICENSED SOCIAL WORKER PROGRAM IN CONJUNCTION WITH THE WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT (WCCUSD), WHICH COMPLEMENTS OUR EXISTING J.E.W.L. PROGRAM (AND MEASURES FUNDED SERVICES), AND TO TEST THE POTENTIAL POLICY PROGRAM IN OUR NEXT 2023 ANNUAL CITY SURVEY AND 2023 PUBLIC SAFETY SURVEY FOR COMMUNITY AT-LARGE SUPPORT | PD | TBD |
| 510. TRAFFIC SAFETY PROGRAM | PD, PW | GF |
| 510.1. IMPROVE TRAFFIC AND PEDESTRIAN SAFETY THROUGH ENFORCEMENT, OUTREACH, AND ENVIRONMENTAL DESIGN | PD, PW | GRANTS |
| 510.2. DEVELOP A NEW STREET LIGHTING MASTER PLAN | PD, PW | GRANTS |

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| 511. | ENHANCE AND DIVERSIFY HOMELESS OUTREACH SERVICES (i.e. C.O.R.E., OTHER PROVIDERS), AND DEVELOP AND IMPLEMENT CITY-WIDE ILLEGAL ENCAMPMENT STRATEGY | PD, PW | GF |
| 512. | CONTINUE TO SUPPORT ONGOING IMPLEMENTATION OF CONTRA COSTA COUNTY A3 REGIONAL COMMUNITY MENTAL HEALTH RESPONSE TEAMS (I.E. JOINT MENTAL HEALTH AND LAW ENFORCEMENT SERVICES) | PD | TBD |
| 513. | SUPPORT CONTROLLED SUBSTANCE AND TOBACCO ENFORCEMENT PROGRAMS; AUGMENT SPDP PROGRAMS WITH FUTURE OPIOD SETTLEMENT FUNDS (POST-LITIGATION) | PD | GF, TBD |
| 514. | CONTINUE EFFORTS TO SUPPORT HILLSIDE PROTECTION AND SUSTAIN CITY DRAINAGE INFRASTRUCTURE | CM, PW | GF, TBD |
| 515. | EXPLORE THE FEASIBILITY OF BANNING OR REGULATING SIDE SHOW EVENTS WITHIN CITY LIMITS VIA ADOPTED ORDINANCE OR OTHER ALTERNATIVE SOLUTION(S) | PD | GF, TBD |
| 516. | EXPLORE FEASIBILITY OF PURSUING A PUBLIC INTEREST LAND CONVEYANCE ON HUNTER HALL US ARMY RESERVE CENTER (SAN PABLO ARMORY) – 2600 CASTRO ROAD, SAN PABLO (NEW PW CORP YARD SITE) | CMO, PW | GF, TBD |
| - END - | | | |

KEY/SYMBOLS:

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|-------------------|---|---|------------|---|---------------------------------|
| ALL | = | ALL CITY DEPARTMENTS | GF | = | GENERAL FUND |
| CA | = | CITY ATTORNEY | HSA | = | HOUSING SUCCESSOR AGENCY |
| CD | = | COMMUNITY DEVELOPMENT | IT | = | INFO. TECHNOLOGY |
| CM | = | CITY MANAGER | MC | = | MEASURE C FUNDING |
| CS | = | COMMUNITY SERVICES | MJ | = | MEASURE J FUNDING |
| EDC | = | ECONOMIC DEVELOPMENT CORPORATION | MS | = | MEASURE S FUNDING (CITY) |
| FIN | = | FINANCE DEPARTMENT | PW | = | PUBLIC WORKS |
| Low/Mod HF | = | LOW/MOD HOUSING FUNDS (RESTRICTED) | TBD | = | TO BE DETERMINED |