Building a strong community committed to working together for our future.

LONG-TERM COMMUNITY RECOVERY STRATEGY

PALO, IOWA

DECEMBER 2008

Chain Bridge south of Palo

ESF #14 Long-Term Community Recovery (LTCR) is a community-focused Federal, State and local initiative. It helps disaster-impacted communities identify opportunities for a more effective recovery, facilitate partnerships that leverage a community's recovery and maximize the use of recovery resources. One (1) of fifteen (15) Emergency Support Functions (ESFs) authorized in the *National Response Framework* that guides the Federal response to disasters with significant impacts, ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) program.

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LONG-TERM COMMUNITY RECOVERY STRATEGY

PALO, IOWA
DECEMBER 2008

U.S. Department of Homeland Security
Washington D.C. 20472

ESF #14
LONG-TERM COMMUNITY RECOVERY

FEMA

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Antique car in Palo marked to show water level reached during Flood of 2008

This *Long-Term Community Recovery (LTCR) Strategy (Strategy)* is a coordinated effort of City of Palo, Rebuild Iowa Office (RIO) and Federal Emergency Management Agency (FEMA) Emergency Support Function (ESF) #14 Long-Term Community Recovery (LTCR) Branch. ESF #14 LTCR and RIO provided targeted recovery support and Technical Assistance resources to assist Palo in identifying community recovery strategies and opportunities.

This *Strategy* provides a brief history of Palo and the effects of the Flood of 2008 on the community. It outlines the process that ESF #14 LTCR and RIO utilized to assist the City with post-flood recovery and provides specific information, strategies and tools useful to the City for ongoing community outreach, project development and resource identification.

ESF #14 LTCR in partnership with RIO provided coordination, planning and facilitation support and identified flood-specific recovery recommendations and strategies. Efforts focused on important opportunities to advance Palo's recovery. These efforts included a community visioning process; the development of recovery strategies addressing communications, business development and infrastructure needs; and a discussion of housing issues resulting from the disaster.

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Palo School, post 1950s
Courtesy of Bill Zeller

Palo circa 1890
Intersection of First and Vinton streets
Courtesy of Bill Zeller

OVERVIEW

On June 13, 2008, West Branch of the Cedar River and its tributaries Dry, Lone Tree and Bear creeks flooded the City of Palo, sparing only a small number of structures. During the flood, City sewage system failed, contaminating the floodwaters and compounding the damage. All but ten (10) Palo homes and all of its businesses were flooded. A total of four hundred twenty-four (424) structures sustained moderate to significant damage.

The fire station, City public works building, City Hall/Community Center, public parks and recreation areas and other public facilities flooded and sustained damage. City Hall was located in the same building that housed a general purpose community hall, senior center, meal center with commercial kitchen, library education center and storage facilities for each of these programs.

Palo was first settled in 1846 on the west bank of the Cedar River nine (9) miles northwest of Cedar Rapids. Although the Burlington, Cedar Rapids and Northern Railway Company arrived in 1869, Palo grew slowly, remaining a rural town set apart from City of Cedar Rapids by the Cedar River. For most of its history, ferry service provided the only option to cross the river. Paved roads did not reach Palo until the 1960s. As better road connections continued, Palo became more integrated into the Cedar Rapids regional economy and housing markets.

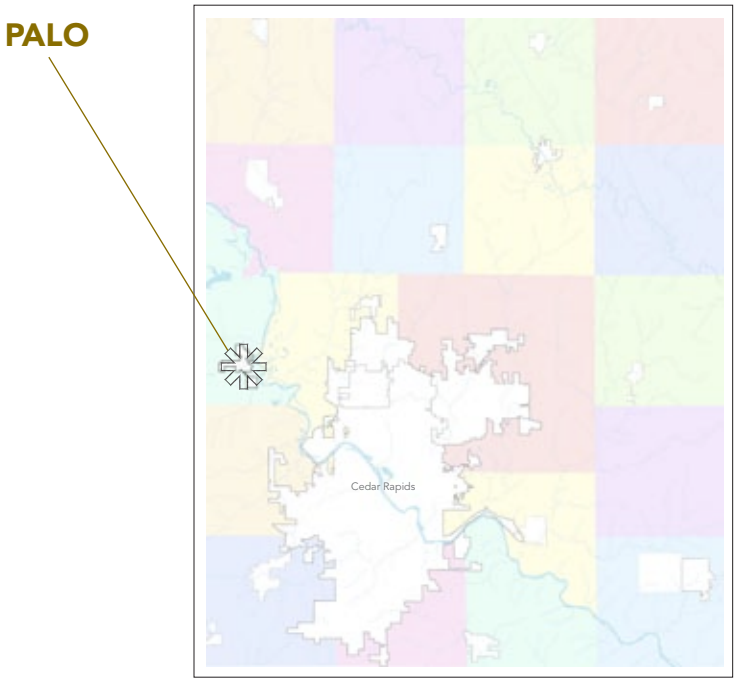
An outcome of greater regional integration was development of new homes. Palo's identity shifted from a separate rural town to a bedroom community for Cedar Rapids, bringing a surge in housing construction by 2000. Over a six (6) year period, Palo's population increased from six hundred fourteen (614) people (2000 U.S. Census) to eight hundred ninety-nine (899) people in 2006.

Today, Palo is governed by a Mayor and Council. The City has no dedicated resources for planning, housing or economic development services. Sales tax and other revenues provide a small budget with a low level of reserve funds and no dedicated *Capital Improvements Program (CIP)*. There are active volunteer groups in the community and one organization recently filed a Chamber of Commerce application.

LINN COUNTY

Palo and Cedar Rapids are located in Linn County in east-central Iowa. According to U.S. Census records, from 2000 to 2007 the County's population grew more than nine (9) percent, from 184,891 to 201,853. In comparison, Iowa's population increased just under four (4) percent during this same period.

With a strong economy and several Fortune 500 companies such as Rockwell Collins, Archer Daniels Midland, Cargill, Quaker Oats, General Mills and Whirlpool, Linn County employs a significant workforce and attracts shoppers and visitors from adjacent counties. According to an Iowa State University Extension Report for Linn County, Iowa Fiscal Year 2007, retail sales per person in Linn County are forty (40) percent higher than the State as a whole. Comparatively, all metropolitan counties have retail sales per person seven (7) percent higher than the State.



Linn County, Iowa

HOW TO USE THIS DOCUMENT

A *Strategy* for the City of Palo serves as a guide to community recovery decision-making. It is intended that local governing bodies coordinate strategies, initiatives and projects and identify implementation priorities.

Strategy is not a set of specific recovery instructions. Recovery specifics change over time and recovery activities evolve as initiatives are undertaken or as more details become known. It is important to be flexible and assess changes based on the community's vision for its recovery and overall principles of the community recovery process.

It is recommended that the City identify someone to manage and lead implementation of action steps detailed in this *Strategy* and other actions as they are identified. It is important to have someone responsible for guiding ongoing recovery efforts.

In addition to an overall leader (sometimes called an implementation coordinator) each of the strategies, initiatives or tools described will require someone who assumes ownership to ensure progress towards recovery. That person is often called a champion. In some cases, the champion and implementation coordinator may be the same. In most instances it is beneficial to have someone who is familiar with the strategy, initiative or tool and able to work with appropriate entities needed to accomplish the work. A champion may be an individual or agency, although one person should be the designated contact if the champion is an agency or organization.

While the City of Palo will be the primary user of this *Strategy*, State and Federal partners in the long-term recovery effort may also use this document to assist in community recovery. Various State and Federal agencies may be key to acquiring needed funding to support recovery initiatives. This *Strategy* may be instrumental in determining appropriate agency match and meeting funding eligibility criteria.

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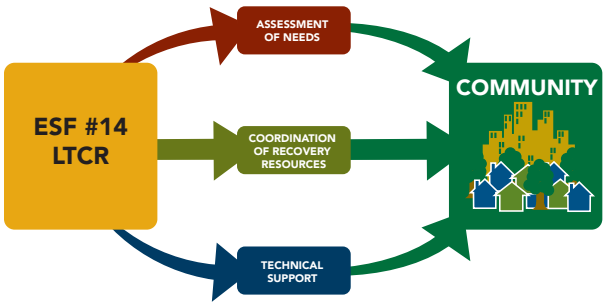


COMMUNITY-BASED SUPPORT

ESF#14 Long-Term Community Recovery (LTCR) support is offered in partnership with State and local governments. It uses a community assessment process completed by experienced recovery professionals aided by subject-matter experts. Assessments consider pre-disaster conditions, disaster impacts and post-disaster capacity (remaining staff, functioning workspace, existing building codes, etc.) to manage recovery. Assessment results help guide how ESF #14 LTCR assistance might benefit a community and the potential level of support needed.

ESF #14 LTCR in partnership with Rebuild Iowa Office (RIO) determined that ten (10) Iowa communities might benefit from additional recovery resources ESF #14 LTCR brings to a community. ESF #14 LTCR offers several levels of support. Final determinants of level of support offered are made in partnership with the State and local community based on community need, willingness to participate in ESF #14 LTCR activities and capacity to respond to the impacts of the disaster.

In Palo, the level of assistance included an ESF #14 LTCR Technical Assistance Team (Team) composed of recovery professionals and subject-matter experts. The Team provided intensive, targeted and short-term, on-site recovery guidance. Key activities are described in this *Strategy*. Efforts assisted Palo in articulating and evaluating potential targeted recovery strategies and identifying and coordinating prospective recovery resources to implement them.

In addition to Technical Assistance support, the Team provided Palo a *Long-Term Community Recovery Planning Process: A Self-Help Guide* as a community development planning resource for ongoing recovery efforts.

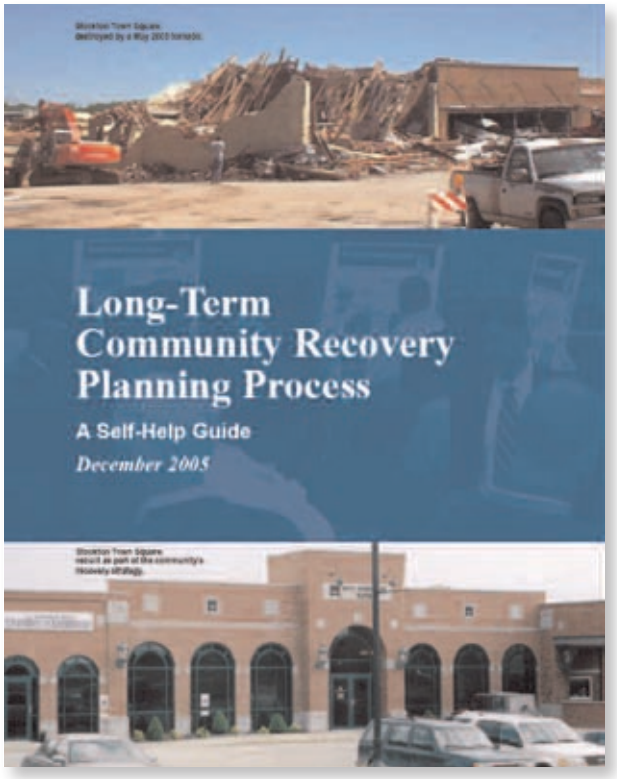
After consultation with Palo officials, community groups and East Central Iowa Council of Governments (ECICOG), the Team identified a visioning process as an important focus for ESF #14 LTCR support. Additionally, the Team provided targeted Technical Assistance in the following areas to add value to ongoing initiatives:

- Business Development
- Infrastructure Development
- Housing
- Communications

Technical Assistance support included developing and facilitating a series of community-wide events, meetings with elected officials and subject-specific workshops. Targeted recovery strategies and supporting tools were developed to establish a framework to address a variety of recovery issues.

WHAT IS AN ESF #14 STRATEGY?

ESF #14 LTCR strategies are intended to help communities recover from disasters. Individual strategies are intended to aid a community in achieving its post-disaster vision and when viewed in a broad context may have an impact beyond their original scope or purpose. Identified within this document are strategies that help build a foundation to advance Palo's recovery. Each strategy defines goals and objectives and identifies assets, challenges and opportunities and important next steps.



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Rebuild Palo Fun Day

RECOVERY VISION

Palo, Iowa is a city in search of its center. Following the Flood of 2008, what was once considered the heart of the City was in disarray. Every resident, business, public service and official was profoundly affected. Despite the severity of the disaster, self-sufficient homeowners and local property owners spent months repairing homes and buildings with help from hundreds of volunteers. Not withstanding the losses, the community identified the flood as an event that opened doors and brought the community together as never before. The determination to thrive is evident in the *Recovery Vision* the community identified for its long-term recovery from the disaster.

COMMUNITY INVOLVEMENT

Community involvement is a cornerstone of ESF #14 Long-Term Community Recovery (LTCR) process. Citizen participation establishes shared goals and unity of purpose, informs community-planning processes and affirms forward direction. Community participation also ensures transparency in decision-making, setting the stage for collaboration and community connectivity. ESF #14 LTCR process mirrors best planning practices by encouraging a broad and ongoing public input component in recovery planning.

ESF #14 LTCR Technical Assistance Team (Team) in partnership with Rebuild Iowa Office (RIO) convened six (6) community-wide events and nine (9) *Stakeholder Workshops* to help the community re-envision its future. Attendance at events varied from several stakeholders at workshops to robust attendance of community members at *Open House* events. *Workshops* and *Meetings* followed the ESF #14 LTCR process, assisting City of Palo in first defining and articulating its long-term recovery vision and then defining goals, objectives and strategies to help achieve the vision. Team-conducted *Workshops* provided training and skills building in response to community-identified needs. Key events are described throughout this document.

PALO EVENTS	
Open Houses	**Date**
Community Visioning and Outreach Opportunity: *Rebuild Palo Fun Day*	**September 13, 2008**
Rebuild Palo Together Visioning Day	**October 25, 2008**
Rebuild Palo Together: From Vision to Goals	**November 8, 2008**
Community LTCR Open Houses	**November 20, 2008 November 21, 2008 November 22, 2008**
Workshops	**Date**
Palo Leadership Group *LTCR Workshop I*	**October 2, 2008**
Palo Leadership Group *LTCR Workshop II: Visioning Day Preview*	**October 9, 2008**
Palo Leadership Group *LTCR Communications Workshop I: Strong and Effective Leadership Through Community Communications*	**October 22, 2008**
Palo Leadership Group *LTCR Workshop III: From Vision to Goals Preview*	**November 6, 2008**
Palo Leadership Group *LTCR Communications Workshop II: Interpersonal Communications Skills*	**November 11, 2008**
Palo Leadership Group *LTCR Workshop IV: Open Houses Preview*	**November 17, 2008**
Communications Workshops* (for the general public): *Communicate Now!	**November 20, 2008 November 21, 2008**
Local Resources Coordination Workshop	**December 10, 2008**

Community members at Palo *Visioning to Goals Workshop*

Iowa's Living Roadways display at Palo *Open House*

Public input at *Workshop*

ARTICULATING A VISION

More than two hundred (200) people attended *Rebuild Palo Together Visioning Day* held October 25, 2008 at the Cedar River Garden Center. Attendees contributed ideas and shared opinions about what makes Palo special, what challenges it faces, how to improve the City and a vision for its future.

From comments generated at *Visioning Day* and throughout the LTCR process, the community came to consensus on several key themes for Palo:

- Preserve a small, family-friendly environment, building on its rural heritage.
- Expand residents and visitors unique opportunities to participate in outdoor activities along the Cedar River natural area, in City parks and walking trails.
- Provide cost-effective services and facilities to meet the needs of its citizens.
- Establish a place for community activities and gatherings that serves as the heart of the community.
- Develop a vibrant business community that draws visitors from outside the City and provides goods and services for residents.
- Encourage citizens to participate in community decision-making through an open, effective and transparent communication process.
- Prepare and protect citizens from damages due to flooding.

From seven (7) draft themes, community leaders desired to capture their City's renewed sense of community spirit in three (3) proposed vision statements. Participants at *Rebuild Palo Together: From Vision to Goals Workshop*, overwhelmingly supported the following vision that reflects a community determination to thrive:

Building a Strong Community Committed to Working Together for Our Future.

Palo Fun Day

Building a strong community committed to working together for our future.

Mayor Jeff Beauregard, *From Vision to Goals Workshop*

RECOVERY THEMES

Rebuild Palo Together: From Vision to Goals Workshop was held on November 8, 2008. With a *Vision Statement* confirmed, *Workshop* participants divided into groups to develop goals, objectives and strategies that would help Palo achieve its *Vision*. Three (3) themes had emerged from the ESF #14 LTCR process and were captured for further development. Citizens said they want to:

- Strengthen the business community.
- Connect to the natural environment.
- Identify and articulate the heart of the City.

Flood impacts on local businesses were a significant concern. Community residents and leaders needed methods to bolster the economy and mitigate impacts from flood-related business disruptions. A conceptual plan could strengthen the business community with a focus on historic, cultural and recreational assets.

When considering post-flood infrastructure needs, residents and community leaders noted that rebuilding creates opportunities to enhance connections to natural environments and land use planning to integrate a new City center with existing and future development.

Communications was identified as a critical recovery issue. The community expressed a need for more detailed and more frequent information. To respond to increasing communications needs and to support complex citywide decision making, community leaders requested new communications tools.

In addition to the three (3) recovery themes and communications needs, community leaders recognized a need to connect Palo to resources unique to disaster recovery. ESF #14 LTCR is creating a compilation of resources that will help Palo and other Iowa communities recovering from the flood, identify and coordinate recovery resources.

One of the various businesses in Old Palo

SECTOR STRATEGIES

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Re-creation of a historic auto repair shop in Palo

STRATEGIES FOR RECOVERY

Developing and articulating a post-disaster vision is an important first step toward, and lays a foundation for, a community's long-term recovery from a disaster. City of Palo applied their recovery vision to identify themes, goals, objectives and critical strategies using the following framework for recovery:

- Goals define scope, direction or intent and intended outcomes.
- Objectives identify what will be accomplished.
- Strategies articulate how goals and objectives are achieved and relate to vision.
- Assets are strengths, qualities or features with potential to create value.
- Challenges are obstacles that must be overcome to achieve goals.
- Communities can build on their assets and address challenges to generate opportunities that point the way towards effective strategies.
- Implementing strategies to accomplish objectives requires Action Steps.

This section provides strategies for three (3) community sectors:

- Economy + Business
- Infrastructure
- Housing

BACKGROUND

There are more than forty (40) businesses in Palo offering retail, professional and construction goods and services. Businesses are clustered in three (3) geographic areas: the downtown district, known as Old Palo, the industrial park and along Blairs Ferry Road. Many home-based businesses also operate in Palo.

As part of the recovery process, Palo businesses formed *Palo Business Group (PBG)*. With assistance from ESF #14 Long-Term Community Recovery (LTCR), *PBG* created a mission and membership structure. As the recovery process progressed, the *PBG* came to provide leadership for crafting business development goals, objectives and strategies.

Residents identified business development as vital to the community's long-term recovery. They emphasized need for downtown revitalization, business growth and more local shopping choices. To address these needs, community members and business owners identified a goal and supporting objectives to promote business development.

GOAL

Foster a growing business community.

OBJECTIVES

- Increase business sales downtown.
- Increase local shopping opportunities.
- Enhance industrial park as a place to conduct business.
- Provide space and infrastructure for business expansion and location.
- Attract new businesses.
- Attract customers from beyond Palo.
- Enhance and improve the physical environment.

Assets + Challenges + Opportunities

An understanding of Palo's business assets and challenges helped identify opportunities for development. Business and community members generated the following list:

Assets

- **Location in a growing metropolitan area.** Covington Road (W36) and Blairs Ferry Road connect Palo to the growing Cedar Rapids metropolitan area.
- **A growing community.** Recent housing developments in northern and western portions of Palo have attracted new families to the City.
- **A historic downtown.** Old Palo reflects the City's history and culture with small, locally owned shops.
- **A vibrant business community.** More than forty (40) businesses provide a diverse range of goods and services to residents and the region.
- **Proximity to outdoor recreation areas.** Many people from Cedar Rapids travel northwest of the City to enjoy nature and recreational opportunities.
- **Small town quality of life.** A small town and family-friendly atmosphere provides a high quality of life.

North side of Vinton Street in Old Palo

Challenges

- **Recovery from the flood.** Historic flooding devastated the City and recovery will require coordination with multiple partners and organizations.
- **Palo's size.** Small population and customer base make it more difficult to attract new businesses to serve local residents.
- **Small business community.** Because the number of businesses is small, it can be difficult to sustain larger and more complex economic development initiatives.
- **Location in the region.** Although close to Cedar Rapids, Palo is physically separated from the metro area by the Cedar River.
- **Downtown vacancies.** Vacant storefronts reduce the appeal of downtown to potential visitors and diminish the historic character of the district.
- **Entrance to Palo.** Lack of gateway enhancements to the key community entrance at Covington Road (W36).
- **Lack of land for business growth.** Industrial Park and the commercial area along Blairs Ferry Road have limited space for expansion.
- **Lack of a public water utility.** Dependence on private wells restricts commercial growth and discourages new business.

Concept for enhancement of Vinton Street

Opportunities

As the tables below illustrate, opportunities can point the way towards effective strategies. Key strategy types identified are Marketing, Organization, Design, Branding, Planning and Development.

ASSETS	OPPORTUNITIES	STRATEGY TYPES
Location in a growing region.	Draw more customers, businesses to Palo.	Marketing
A growing community.	Market Palo as vibrant, increase local spending.	Marketing
Historic downtown.	Improve design, attract business and customers.	Design + Marketing
Vibrant business community.	Engage business owners.	Organization
Connected to Cedar River basin.	Increase access; market as a Palo feature.	Design + Marketing
Small town quality of life.	Preserve history in the face of change.	Branding

CHALLENGES	OPPORTUNITIES	STRATEGY TYPES
Flood recovery.	Build on renewed community spirit.	Organization
Small size of City.	Use to brand, market City.	Branding
Small business community.	Foster stronger working relationships.	Organization
Location in the region.	Promote Palo's distinct qualities.	Marketing
Downtown vacancies.	Promote space to business owners.	Marketing
Entrance to City.	Create inviting entrance.	Design + Development
Lack of land for business growth.	Plan growth area.	Planning + Development
Lack of public water utility.	Develop City water.	Development

STRATEGIES

Based on the assets, challenges and opportunities, as well as the goal and objectives generated through community input, community members identified the following strategies.

- **Strengthen Palo Business Group.** *Palo Business Group (PBG)* grew, in part, out of Palo's renewed spirit of togetherness following the flood. Opportunities exist for *PBG* leadership to continue its successful efforts to organize the business community. Business and City leaders can work together to identify and complete projects, such as construction of informational kiosks that demonstrate success. Success builds credibility and energy and attracts new members.
- **Promote Palo to the Region.** With a vibrant business community, proximity to natural areas, a historic downtown and friendly atmosphere, Palo can draw people and businesses to visit and locate in the City. Opportunities exist to communicate quality of life, amenities and unique character to a growing and vibrant regional market.
- **Generate a Strategic Plan for Business Development.** Some challenges, such as addressing downtown vacancies, improving downtown streetscapes and lack of land for business growth, require more detailed planning and coordination. A strategic plan will clarify draft objectives and create a work plan for implementation. A plan identifies needed resources and can increase confidence of potential project funders or investors.

ACTION STEPS

Responding quickly to the challenges of community recovery, the *PBG* took action to promote business growth during the LTCR process. The *PBG*:

- Coordinated with other community groups to produce a promotional brochure for the City of Palo.
- Coordinated with ESF #14 LTCR design professionals to create a *Palo Business Brochure*.
- Developed plans to use the *Palo Business Brochure* to market businesses to local and regional residents.
- Conducted a membership drive by contacting all business owners.
- Coordinated with City government to include a *PBG Report*, given by a *PBG* representative, as a standard item on City Council agendas.

Cedar River Garden Center – site of many ESF #14 LTCR events

West Side Insurance – reopening in Palo

Rubideau Antiques – one of the first businesses to reopen

WORK PLAN EXAMPLE

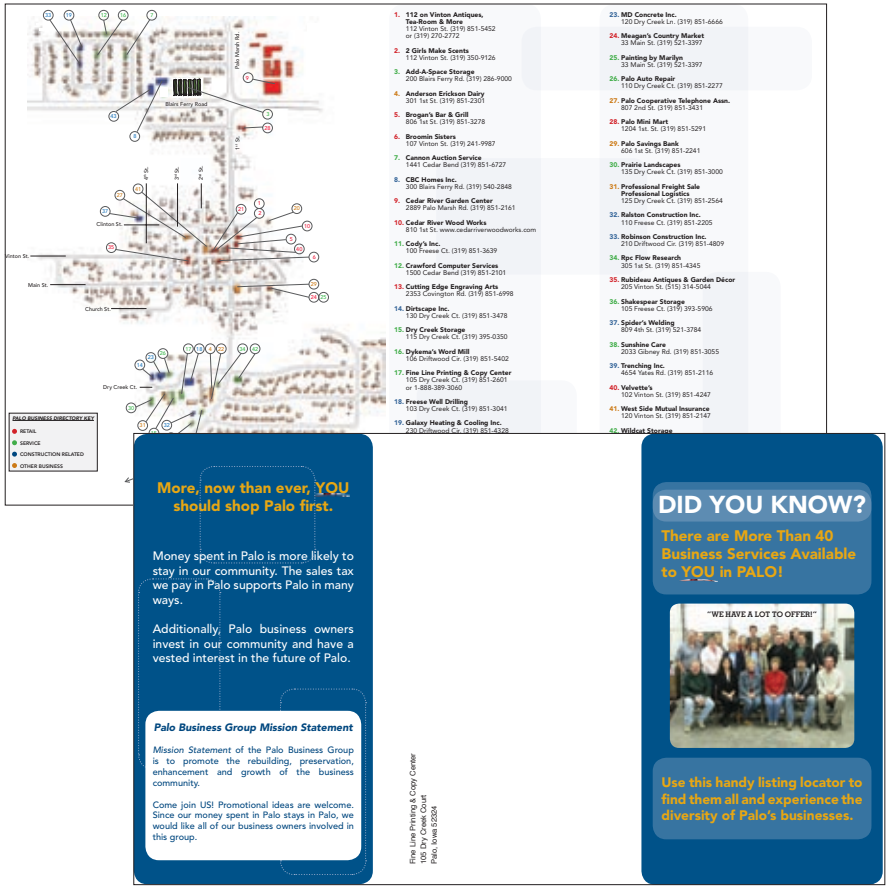
Strategic plans help groups create work plans to implement objectives. A strategic plan includes objectives that are SMART: Specific, Measurable, Agreed, Realistic and Time specific. Once objectives are SMART, they are ready be put into action.

SMART OBJECTIVES		
S	Specific	Objectives are aimed at what we do.
M	Measurable	We can put a value to the objective.
A	Agreed	By all those concerned in trying to achieve the objective.
R	Realistic	The objective should be challenging, but also achievable by available resources.
T	Time Specific	Have a time limit of when the objective should be achieved.

An example of a work plan for the objective to increase business sales by X percent in fiscal year 2009 is shown below.

PROPOSED OBJECTIVE: Increase Business Sales	
SMART OBJECTIVE: Increase business sales by X% in FY09	
Specific	Business sales.
Measurable	X%
Agreed	To be agreed on by *PBG*.
Realistic	% increase set at a reasonable level.
Time Specific	FY09

SMART OBJECTIVE: Increase Sales by X% in FY 2009			
Actions	Responsible Party	Cost to Complete	Timeline
Develop *Palo Business Brochure* (see image at right)	*Palo Business Group*	$X.XX	November 08
Advertise in local media outlets (TV, radio, newspaper)	Business Owner	$X.XX	Spring 09
Install three (3) new *"Welcome to Palo"* signs	*Palo Business Group/GEESE Group*	$X.XX	Summer 09



Palo Business Brochure

BACKGROUND

A community's infrastructure includes its physical assets, both natural and human built. Natural infrastructure provides services and recreational opportunities. Wetlands, for example, absorb and filter stormwater. Rivers and woodlands provide boating and hiking opportunities. Human-built infrastructure includes roads, sewer and water systems and public facilities such as a fire station and City Hall.

Natural disasters often severely impact infrastructure. The Flood of 2008 severely damaged key public buildings, disrupting City government and public safety functions. A major issue for citizens was possible relocation of City Hall/Community Center and the impact it would have on the City's center and its role in connecting people to one another.

NATURAL ENVIRONMENT

The Cedar River floodplain poses threats, but also has potential to provide flood mitigation, such as water infiltration, as well as offer outdoor recreation opportunities. Flooding has raised awareness about the importance of this natural infrastructure. During the ESF #14 LTCR process, residents identified a need to improve connections to nature and recreational opportunities.

IOWA'S LIVING ROADWAYS PALO COMMUNITY VISIONING PLAN

In 2007 City of Palo participated in *Iowa's Living Roadways Community Vision Program (ILRCVP)* that was facilitated by Trees Forever, Inc. In collaboration with Iowa State University (ISU) Extension Community and Economic Development, ISU Landscape Architecture Department, Trees Forever, Inc. and Iowa Department of Transportation (Iowa DOT) the program provided Palo with professional planning and design assistance to develop a plan for the City's transportation corridors, parks and natural areas. From the *ILRCVP* process, key stakeholders formed *Group to Establish and Enrich Superior Enhancements (GEESE).*

Palo worked through a planning process that included four (4) phases of concept development: program initiation; needs assessment and goal setting; development of a concept plan and implementation. *GEESE* and community members participated in a series of meetings facilitated by coordinators from Trees Forever, Inc., ISU faculty, staff and design student interns. This planning process generated visions and concepts to enhance Palo's image and connection to the natural environment through welcome signage, roadway improvements, park improvements and a trail master plan. *GEESE* members continue to promote the *ILRCVP* program.

At ESF #14 LTCR events participants built upon their previous visioning work and community leaders identified gaps in existing plans and outlined strategies to close those gaps.

Trails Map from *ILRCVP Palo Community Visioning Final Report* (2007)

At ESF #14 LTCR events, residents reviewed the work of the *ILRCVP* and confirmed its visions and concepts. The following goal and objectives reflect community input and the work of the *ILRCVP*.

GOAL

To increase connectivity to the natural environment, expand opportunities for residents and visitors to enjoy outdoor activities in City parks and Cedar River natural area.

OBJECTIVES

- Design and install *Welcome to Palo* signs at community entrances that communicate Palo's qualities and character.
- Improve appearance and safety of Blairs Ferry Road and First Street intersection.
- Enhance visibility, accessibility and natural beauty of Zeller Memorial Park.
- Make First and Vinton streets more attractive and friendly to pedestrians.
- Develop a wetland park serving as Palo's entrance to the Cedar River natural area with an educational center to increase understanding of Iowa's wetlands.
- Develop a master plan for trails that connect parks and neighborhoods to the Cedar River natural area and Linn County regional trail network.

City of Palo's business sign

STRATEGIES

To begin closing implementation gaps, *GEESE* representatives and ESF #14 LTCR Team members identified the following strategies:

- Contract with Linn County to provide technical assistance in grant proposal writing.
- Work with a local attorney to explore amending the 501(c)(3) charter and mission of the Rebuild Palo Fund, Inc. to add the *GEESE Committee's* mission.
- Coordinate efforts with other groups to share resources and information to better achieve goals (e.g., streetscape and intersection improvements that require City, County or State participation).
- Prepare a project *Work Plan* to identify objectives, actions, persons responsible, costs and timeframes for implementation.

CITY CENTER + FUTURE GROWTH

Flood of 2008 created a need to rebuild and relocate the facility housing City Hall, community and senior centers and emergency management and public safety services. To protect public safety in the event of a future flood, new City Hall and community building will likely be located outside of the 2008 flood area at the western edge of the City. A new combined City Hall and community building will serve as a Civic Center to bring people together for the business of government as well as social and recreational purposes.

Based on input gathered at a series of community events, the following goal and objectives were developed.

GOAL

Palo will have a Civic Center for activities and gatherings that serves as the heart of the community.

OBJECTIVES

- Plan the location and design of the Civic Center to connect to and tie together existing and future neighborhoods.
- Incorporate outdoor civic and green spaces into the Civic Center site design to enhance its "sense of place."
- Explore opportunities to leverage the new Civic Center to attract desired commercial businesses.

Challenges

Residents expressed concerns about moving Palo's Civic Center out of the historic center of the City. Many residents associate the historic center as the "heart" of the City and central to the community character they value and the Civic Center is a way to reinforce Old Palo.

During the past fifteen (15) years, Palo approved plats for new residential subdivisions to the north, south and west resulted in a "leapfrog" development pattern. The resulting dispersion increases cost to taxpayers for roads, sewer and water lines and reduce options for traveling from place to place in Palo. Without comprehensive planning, a relocation of the Civic Center could exacerbate this trend toward land use separation and fragmentation.

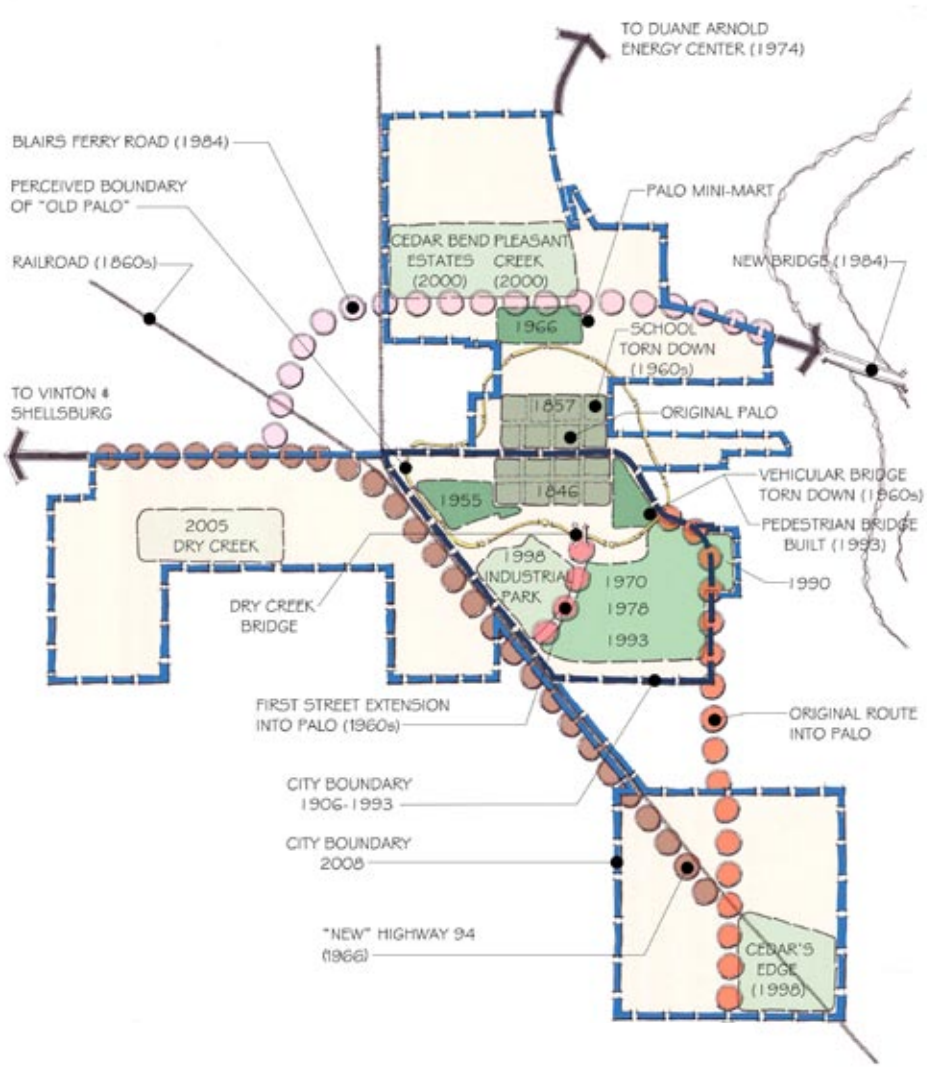
Home in one of Palo's new subdivisions

Removing the threat of flood damage to vital public buildings, without losing a place people associate as the center of town, is a challenge for Palo. Another challenge is relocating the Civic Center without further fragmenting the City, increasing public infrastructure costs and decreasing walkability.

Opportunity

Challenges to relocating the Civic Center also present opportunities. A new Civic Center, well planned, located and designed could create a new center of town, connecting Palo's older sections and integrating existing and future developments.

A new Civic Center presents an opportunity to attract private commercial investments by providing an activity center for users who are also potential customers. Areas under consideration for the Civic Center are near the intersection of Palo's busiest roads, Blairs Ferry and Covington roads. Higher traffic volumes can help attract retailers.



Palo's growth pattern was influenced by transportation changes and private land development

STRATEGIES

Capturing the opportunity presented by relocation of Palo's Civic Center requires concentrated attention to design issues to guide comprehensive land use planning. Comprehensive planning and design engages communities to identify growth options that best meet their vision and goals. It considers and integrates housing, economic development, transportation, natural and cultural resources, utilities and public facilities to create land use and design plans for new and existing homes, businesses, public buildings, parks and open spaces.

Community members identified a need for land-use planning at community LTCR events. Representative suggestions to make Palo a more successful City included, "a five- and ten-year plan for development," and "long-term planning by citizens."

The following strategies are intended to create a new Civic Center that is also a "center of town" by tying together existing and future growth and providing opportunities to leverage private investments.

- Develop a vision for long-term future growth. A visioning program that explores alternative futures twenty-five (25) or more years out can generate a vision to integrate homes, businesses, civic buildings and open spaces around a new Civic Center.
- Prepare a comprehensive plan. Visioning for growth provides a picture and direction for future development. A comprehensive plan provides a blueprint to achieve community vision, desired land use and design goals for the community. Comprehensive plans guide updating of land use codes.

Map showing potential location of new Civic Center and private development within quarter and half-mile walking distance

HOUSING

While not yet fully formed with identified goals, objectives and strategies, the housing discussion represents an important issue.

Palo has long been a self-reliant community. After the flood, residents rolled up their sleeves and began making needed repairs to their homes and the community themselves or with volunteer help. Five (5) months after the flood that damaged almost every home in Palo, only a small percentage remain vacant.

The self-help approach of residents positioned them to access *Jumpstart Iowa Recovery Initiative* grants for repair of flood-damaged homes. When the State announced availability of *Jumpstart* monies, City of Palo and its homeowners were ready. Consequently, twenty-two (22) of thirty-eight (38) *Jumpstart* grants in the first round of awards managed by the seven (7) county East Central Iowa Council of Governments (ECICOG) went to Palo residents.

Rental homes, which comprise fifteen (15) percent of all housing units, also experienced severe flood damage. Flood damage at Palo Senior Citizen Housing Inc., an eight- (8) unit senior housing project, forced all residents to relocate. Former occupants have been permanently relocated to homes elsewhere. Although owners plan to reopen the units next year, community members expressed concern about the overall loss of elderly population due to the flood. Loss of the City's elderly is a loss to the community as a whole.

Need for affordable housing for seniors and others is an issue for future community-wide conversations as the City moves forward with its long-term recovery and comprehensive planning. It will be important to connect with State and regional resources to meet special housing needs.

Palo senior housing

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Discussion among members of the *Palo Business Group*

COMMUNICATION = CONNECTIVITY

Disasters bring increased amounts of critical information needed by community leaders and residents to aid in the community's recovery. Responsibilities are greater. Decision-making typically becomes more complex. Connectivity between governing authorities and citizens they serve may become stressed and in some cases broken, simply because information is coming in quickly, circumstances are changing — in some cases moment-by-moment — and elected officials and community leaders while guiding the community's recovery are often also dealing with their own personal recoveries.

Early in the process City of Palo officials recognized the need for improved communication within City government and between the City and community to ensure increased and ongoing connectivity. During the process, community members reiterated that effective communications are critical to long-term recovery. In response to these needs, ESF #14 Long-Term Community Recovery (LTCR) Technical Assistance Team (Team) offered several communications skills-building initiatives. The Team also facilitated two (2) *Communications Workshops* and developed communications tools to guide Mayor and Council, community organizations and residents in effective communications. These activities led to the identification of goals, objectives and strategies for ongoing enhanced communications.

In conversation with community leadership, through *Communications Workshops* and input from community members through *LTCR Open House* events, ESF #14 LTCR subject-matter experts were able to help Palo officials identify goals, objectives and strategies to strengthen communications between government authorities and the community and within City government.

GOAL

Enhance communications within City government, among City leadership, key constituent groups and community.

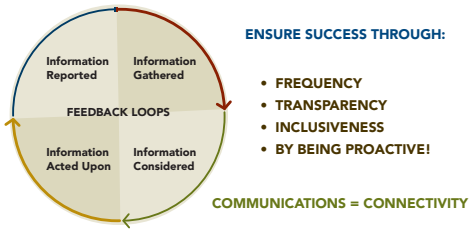
OBJECTIVES

City leadership identified three (3) objectives to help achieve its goal:

- Enhance internal communications within City Hall.
- Enhance communications between City Hall and the Palo community.
- Enhance communications between City leadership, community groups and key stakeholders.

COMMUNICATIONS WORKSHOPS

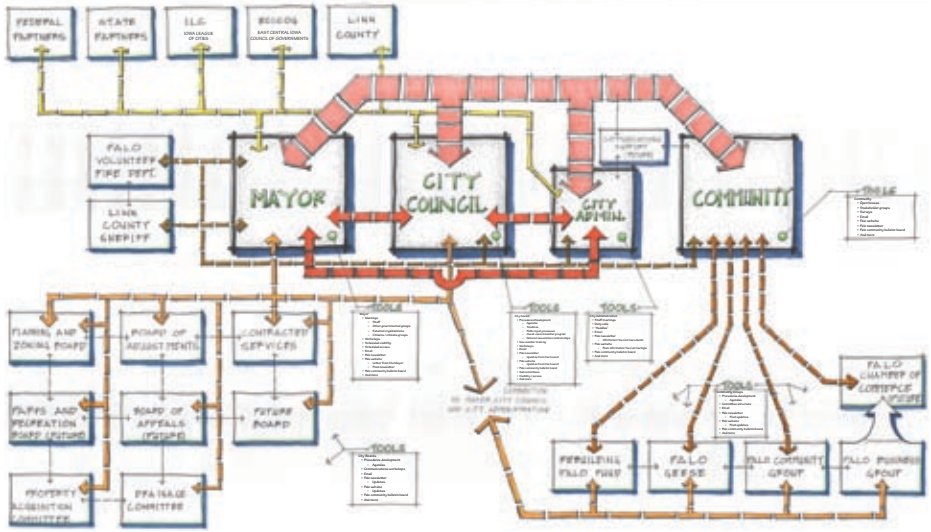
ESF #14 LTCR provided two (2) types of workshops to help City leaders meet the demands of their post-flood increased responsibilities and communications needs. One workshop focused on identifying and improving communications systems; a second focused on interpersonal communications skills building.



PALO LEADERSHIP GROUP LTCR COMMUNICATIONS WORKSHOP I

The *Strong and Effective Leadership Through Communications Workshop* was designed especially for City leaders to help them identify communications linkages within City Hall and between City government and the community. Held on October 22, 2008, it provided guidelines for Mayor, Council and other community leadership for delivering information and communicating ongoing recovery activities and progress. Topics included transparency in public decision-making and ways to invite public participation in community-wide recovery conversations.

This *Workshop* helped community leaders understand the importance of effective communications in developing and sustaining community-wide connectivity. An overview of effective concepts and principles, the *Workshop* included an exercise to evaluate Palo's communications pathways. Resulting *Communications Map* shows

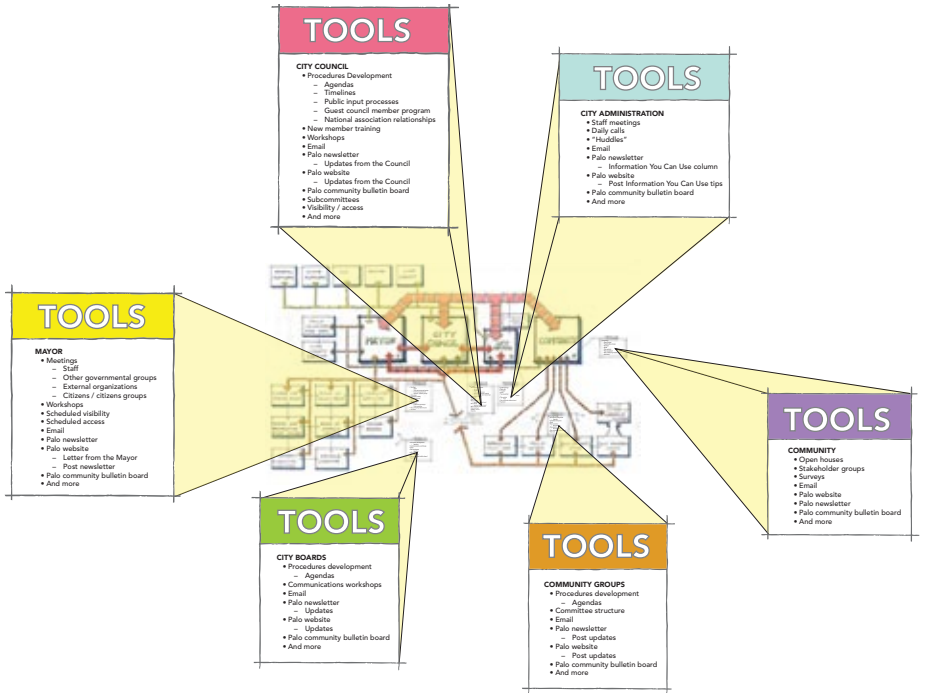


Communications Map (for enlarged version see *Appendix*)

existing entities, identifies needed connectivity and visually articulates City leadership's desire for enhanced communications between and among:

- City government and community.
- Mayor, administration, council and committees.
- Community groups including, but not limited to, *Palo Business Group, Palo Community Group, Group to Establish and Enrich Superior Enhancements (GEESE)* and *Rebuild Palo Fund*.

Participants identified *Tools* to build and maintain strong connectivity within and between each group noted (see *Appendix* for *Tool* details). To practice excellence in communication, participants received wallet-sized cards outlining steps in active listening and illustrating the communication feedback loop.



Communications Map Tools (for enlarged version see *Appendix*)

COMMUNICATIONS STRATEGIES

Objective

- Enhance internal communications within City Hall.

Strategies

- Conduct regularly scheduled staff meetings; effectively use e-mail and conference calls ("daily calls" on the *Communications Map* located in the *Appendix*).
- Provide opportunities for staff to deal with issues as they arise in a timely manner ("the staff huddle").
- Decrease the amount of staff time currently used answering routine questions, initiate an *Information You Can Use* column in *Palo Newsletter* and Web site.

Objective

- Enhance communications between City Hall and community.

Strategies

- Clarify and adhere to City Council meeting procedures that maintain meeting efficiency while encouraging public comment.
- Develop and follow standard meeting schedule timelines.
- Inform and involve citizens through a transparent public outreach initiatives such as town hall meetings and *Open House* events.
- Continue a regular schedule of production and distribution of the *Palo Newsletter* as the official City publication.
- Establish and maintain community bulletin boards at key locations for timely and regular posting of government and community information.
- Establish a volunteer or full-time equivalent staff position to focus on public affairs and maximize use of all communications tools and outlets including:
  - *Palo Newsletter*
  - Palo Web Site
  - Palo Bulletin Boards
  - Radio and TV

Objective

- Enhance communications between City leadership, community groups and key stakeholders.

Strategies

- Create a coordination team or stakeholder group for long-term recovery that includes members of City leadership and representatives from various City committees and community groups.
- Develop a standard meeting schedule so that members can organize activities to support and reinforce coordination team or stakeholder group.
- Continue to build interpersonal communications in the community by practicing active-listening skills.
- Apply the *Tools* illustrated on *Communications Map* (see *Appendix* and previous discussion).

Citizen input at community event

With input from the City, ESF #14 LTCR Team designed, produced and distributed Issue number one (1) of *Palo Newsletter*. The Team transitioned responsibility for *Newsletter* to City during production of Issues two (2) and three (3). Through this process, City developed capacity to use the Newsletter as a communication tool.

City of Palo SPECIAL EDITION – NOVEMBER 2008

PALO NEWSLETTER

Brought to You by Your City Government

LET YOUR VOICE BE HEARD!

What ideas and questions do YOU have for Palo's recovery?

UPCOMING EVENTS

COMMUNICATE NOW! ESF #14 LTCR WORKSHOP

City of Palo Issue 1, November 6, 2008

PALO NEWSLETTER

Brought to You by Your City Government

From the Mayor's Desk

UPCOMING EVENTS

Community Workshop
From Vision to Goals

Saturday, November 8
11 a.m. to 2 p.m.
Cedar River Garden Center

- Prioritize results from Vision Day
- Lunch served, Mayor's Welcome
- Small Group Discussions on Big Ideas

Palo Meetings & Gatherings

Visioning Day Draws Crowd & Enthusiasm!

Issue #1 of *Palo Newsletter*

PALO LEADERSHIP GROUP LTCR COMMUNICATIONS WORKSHOP II

ESF #14 LTCR conducted three (3) *Communications Workshop* sessions. Attendees learned and practiced active listening skills. The first session provided training to City leadership. The other two (2) were offered to the general public during *Open House* events.

In addition to ESF #14 LTCR sponsored *Workshops*, City officials participated in two (2) training sessions conducted by University of Iowa Institute of Public Affairs (IPA). IPA conducted the session, *Goal Setting*, on November 13, 2008, and *Council Effectiveness* on November 19, 2008.

EARLY IMPLEMENTATION

City officials implemented strategies and initiatives noted during the process and began using unique communications tools developed for Palo by the Team as soon as they were available.

Moreover, City Council restructured its meeting agenda to lend greater transparency to its decision-making process. City Council and the audience were rewarded with a meeting marked by increased efficiency and information exchange.

MORE COMMUNICATIONS TOOLS

In addition to the *Communications Map* and tools, and the wallet-sized carry card, other *Communications Tools* developed for Palo by ESF #14 LTCR Team included design, content and production assistance of a City government newsletter (shown on page 38) and business brochure (shown on page 25).

COMMUNICATIONS
Not a Science. Not an Art.
Think of it as a Team Sport

- Start with a Set of Rules.
- Assign Positions.
- Follow the Playbook.
- Practice.
- Perform as a Team.

WHY DOES PALO NEED GOOD COMMUNICATIONS NOW?

- Increase connectivity.
- Encourage unity and understanding.
- Overcome stress and additional responsibility.

GOOD COMMUNICATIONS REQUIRES TAKING (WITHOUT SKIPPING) STEPS FOR SUCCESS

- Commitment.
- Ongoing implementation of communications systems.
- Ongoing vigilance to ensure hearing what is meant.
- PRACTICE!

STEPS IN ACTIVE LISTENING

- Make a decision to listen. Focus on the speaker.
- Leave your thoughts, ideas, biases and roadblocks out of it. Imagine the speaker's point of view.
- Pay attention to nonverbal cues.
- Don't interrupt.
- Understand. Don't challenge. If you need to ask a question, ask only clarifying questions. *"When you said ____, could you help me understand what you meant by that?"*
- Provide feedback to the speaker by restating. Make sure the speaker feels heard. When the speaker feels heard, then the conversation can progress to dialogue.

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Cedar River just outside Palo

NEXT STEPS

Responsibility for adopting and implementing recovery strategies, initiatives and projects remains with the community guided by its civic and elected leadership. Assessing strategy impacts on recovery should guide implementation priorities. For example: *Does one (1) step make four (4) others possible? Is the step being considered dependent upon the completion of some other action or activity? Does completing this recovery project build excitement and community momentum? Restore hope?* The answers to these questions, in part, help a community determine both immediate and long-term value of the project to community recovery.

Generally the following principles guide implementation priorities:

- Focus on strategies, initiatives and projects that will have the most impact on recovery when completed.
- Move forward on strategies, initiatives and projects that can be completed quickly, have significant public support or have available funding. Completion of these initiatives or projects creates significant visibility for recovery and helps solidify community and political support for continued recovery activities.

In addition to rebuilding homes, businesses and public facilities, the community is making significant progress in mapping its road to recovery. Ongoing planning will require a continuing commitment of time, energy and focus to achieve Palo's vision: **Building a strong community committed to working together for our future.**

Several key elements are currently in place to continue the planning described in this document:

- Palo City Government is growing new capacity to meet the higher level of performance demanded by the recovery. Both staff and elected officials have responded to the disaster with a heightened sense of duty, a desire to improve their efficiency and effectiveness as leaders and recognition that strong communications networks and frequency of communications to citizenry brings transparency to decision-making and unity of purpose to forward actions.
- *Palo Business Group (PBG)* participating in recovery planning. At the time of this writing, efforts focused on the business sector demonstrate progress in drafting goals and objectives for building a strong business community. Using this document for guidance provides *PBG* with tools to enhance its ability to be a leading partner in recovery.
- Connecting focal points through the use of trails, recreational parks and natural areas has active support in the community. Group to Establish and Enrich Superior Enhancements (*GEESE) Committee*, in coordination with other active community groups, champions a set of goals for this connectivity.
- Develop *LTCR Coordination Team* to create a *Work Plan* to complete goals, objectives, strategies and action steps and to monitor progress. This is an important responsibility critical to success.

While it is important that a strategy or recovery project have a champion, it is essential that all groups – City, residents and Palo's neighbors – must work together to actively communicate with one another. In a small community it is often assumed that communication happens naturally. Though small, Palo is a complex community requiring a communications strategy to make its long-term recovery processes work effectively and to ensure they serve the community as a whole.

ESF #14
LONG-TERM COMMUNITY RECOVERY

FEMA

City of Palo

Palo Business Group

Palo Community Group

Palo Group to Establish and Enrich Superior Enhancements (GEESE) Committee

Rebuild Palo Fund

Wickiup Hill Outdoor Learning Center

Cedar River Garden Center

Linn County

East Central Iowa Council of Governments (ECICOG)

Rebuild Iowa Office (RIO)

State of Iowa

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APPENDIX

APPENDIX

Bulletin Board Concept

Map: How Palo Has Grown

Map: How Will Palo Grow?

City of Palo Communications Map

City of Palo Communications Map Tools

Matrix: Enhancing Communication and Connectivity (Internal)

Matrix: Enhancing Communication and Connectivity (External)

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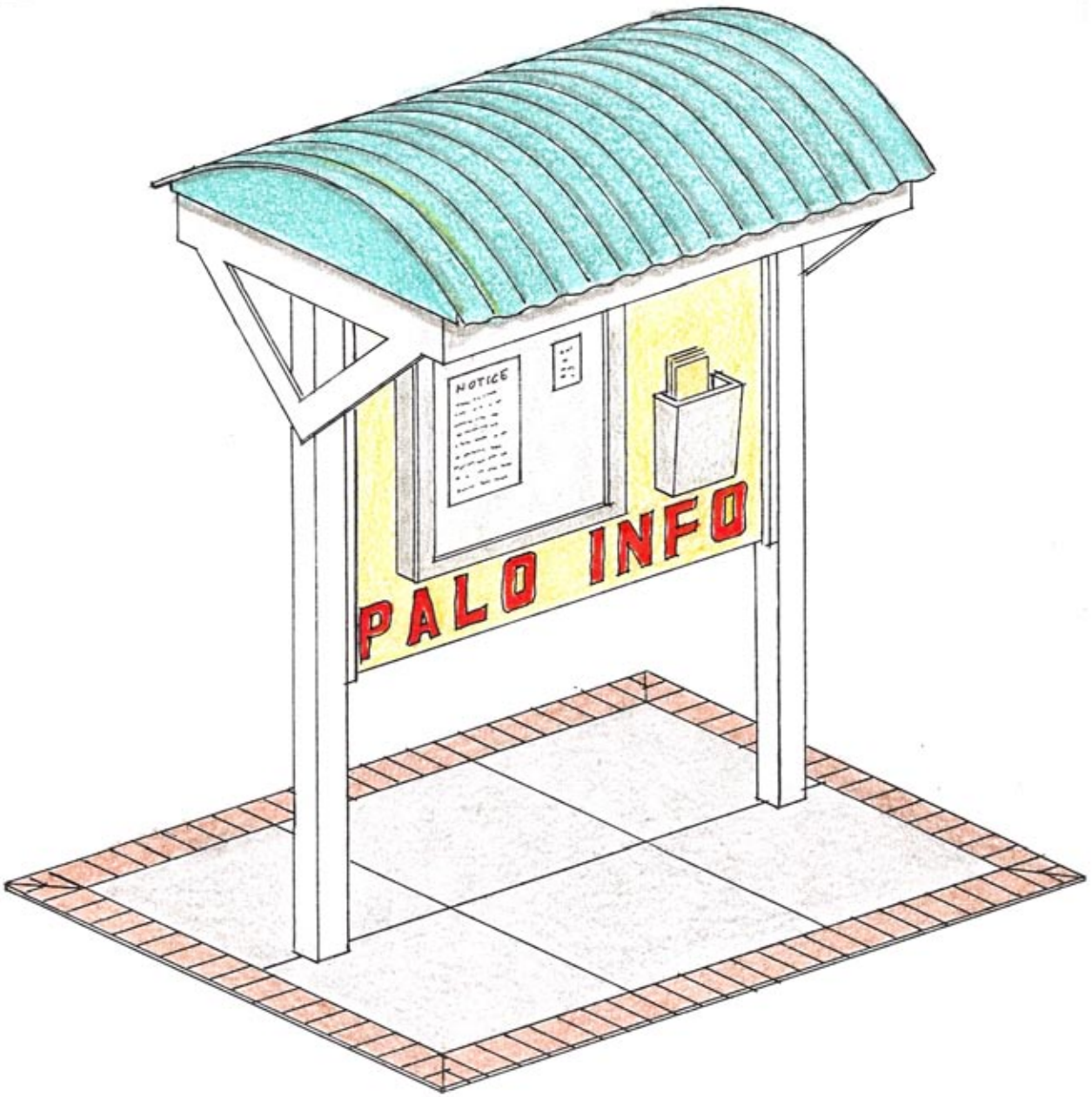
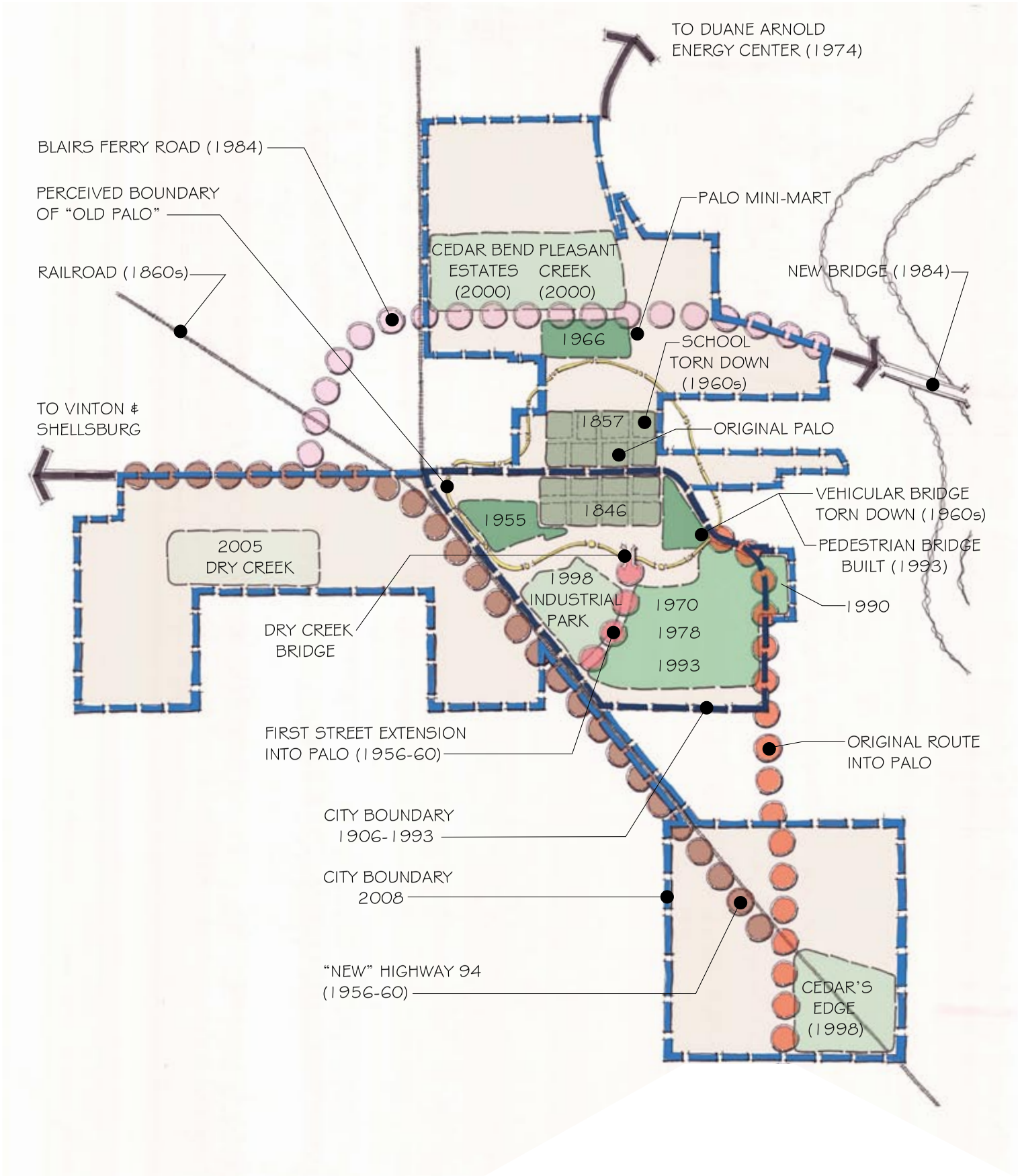
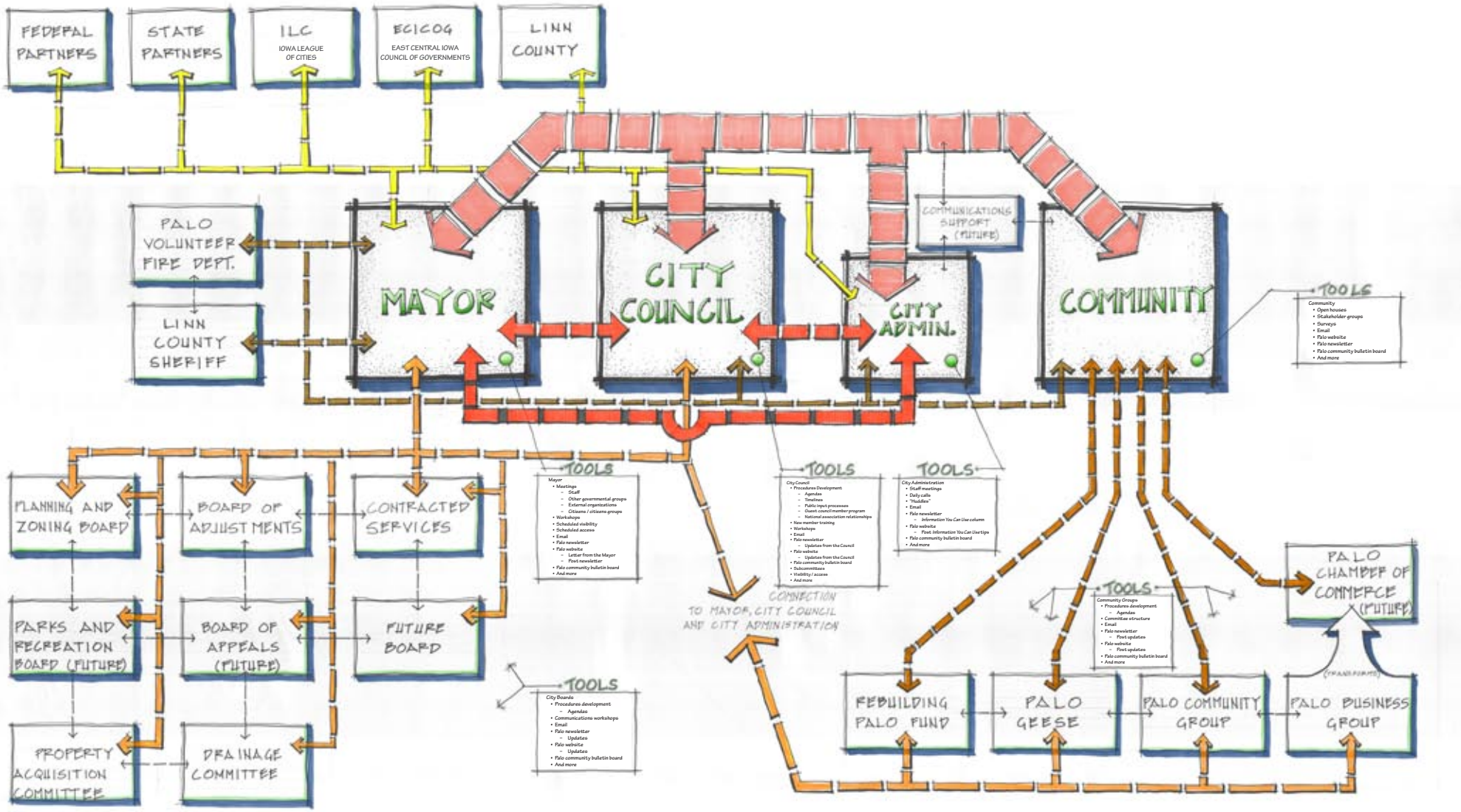

NOTICE
PALO INFO

HOW PALO HAS GROWN



PALO MARSH NATURAL AREA
LINN COUNTY TRAIL
FUTURE DEVELOPMENT
RESIDENTIAL
COMMERCIAL
COMMERCIAL
CIVIC DEVELOPMENT
PARK
POTENTIAL CITY AMENITY
RAILROAD
5 MIN WALK
10 MIN WALK
RESIDENTIAL
CHURCH
CITY HALL
TRAIN DEPOT
POTENTIAL RIVER ACCESS
RESIDENTIAL
PRIMARY VEHICULAR CIRCULATION
RESIDENTIAL
PARK
BUSINESS
RESIDENTIAL
CEMETERY
DRY CREEK
POTENTIAL TRAIL SYSTEM
RAILROAD
RESIDENTIAL
TO CHAIN

CITY OF PALO COMMUNICATIONS MAP



CITY OF PALO COMMUNICATIONS MAP TOOLS

TOOLS

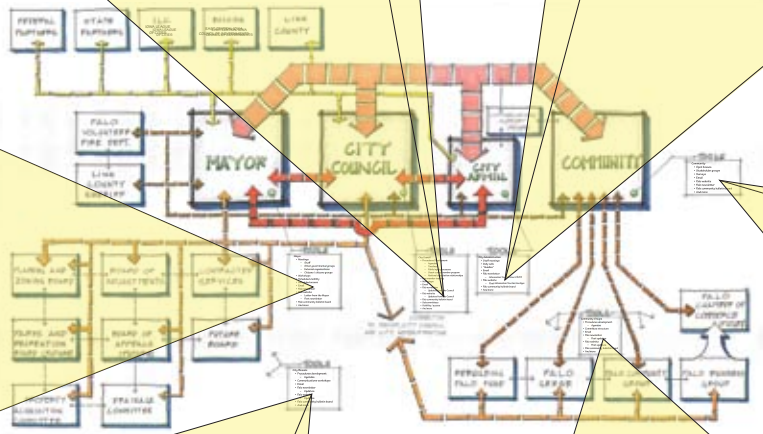
CITY COUNCIL
- Procedures Development
  - Agendas
  - Timelines
  - Public input processes
  - Guest council member program
  - National association relationships
- New member training
- Workshops
- Email
- Palo newsletter
  - Updates from the Council
- Palo website
  - Updates from the Council
- Palo community bulletin board
- Subcommittees
- Visibility / access
- And more

TOOLS

CITY ADMINISTRATION
- Staff meetings
- Daily calls
- "Huddles"
- Email
- Palo newsletter
  - Information You Can Use column
- Palo website
  - Post Information You Can Use tips
- Palo community bulletin board
- And more

TOOLS

MAYOR
- Meetings
  - Staff
  - Other governmental groups
  - External organizations
  - Citizens / citizens groups
- Workshops
- Scheduled visibility
- Scheduled access
- Email
- Palo newsletter
- Palo website
  - Letter from the Mayor
  - Post newsletter
- Palo community bulletin board
- And more



TOOLS

COMMUNITY
- Open houses
- Stakeholder groups
- Surveys
- Email
- Palo website
- Palo newsletter
- Palo community bulletin board
- And more

TOOLS

CITY BOARDS
- Procedures development
  - Agendas
- Communications workshops
- Email
- Palo newsletter
  - Updates
- Palo website
  - Updates
- Palo community bulletin board
- And more

TOOLS

COMMUNITY GROUPS
- Procedures development
  - Agendas
- Committee structure
- Email
- Palo newsletter
  - Post updates
- Palo website
  - Post updates
- Palo community bulletin board
- And more

ENHANCING COMMUNICATION AND CONNECTIVITY (INTERNAL)

	TOOLS	MEETINGS	AGENDA AND TIMELINES	PROCEDURES	*WORKSHOPS* AND COMMUNITY FORUMS	EMAIL
ENTITIES						
MAYOR		Schedule regular open meetings with citizens to deal with issues in an informal setting. Run effective meetings. Provide opportunities for public participation.	Prepare and distribute clear agendas with timelines before meetings.	Lead Council meetings according to standard procedures.	Use Community Open Houses and Town Hall Meetings as interactive forums for sharing ideas and issues to help inform Council decisions and faster civic involvement.	Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.
CITY COUNCIL		Delegate work to committees to facilitate more effective Council meetings. Create Guest Council Member program to give citizens hands-on-experience.	Prepare and distribute clear agendas with timelines before meetings.	Adopt and follow standard procedures.	Provide new Council members with training so that freshman members can come into service better prepared to make decisions.	Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.
CITY ADMINISTRATION		Use staff "huddles" to allow staff to deal with critical issues, delegating responsibility broadly, avoiding overwhelming individual staff members.	Prepare and distribute clear agendas with timelines before meetings.	Provide daily phone calls to remind leadership about meetings. Adopt and follow standard procedures.	Run effective meetings. Provide opportunities for public participation.	Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.
CITY BOARDS AND COMMITTEES		Ensure that meetings have clear agendas and timelines. Run effective meetings.	Prepare and distribute clear agendas with timelines before meetings.	Adopt and follow standard procedures.	Assist with Community Open Houses. Run effective meetings. Report community feedback from workshops.	Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.
COMMUNITY GROUPS		Convene meetings and report concerns and information about upcoming events to City officials.	Prepare and distribute clear agendas with timelines before meetings.	Adopt and follow standard procedures.	Build relationships with other City and State associations.	Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.
COMMUNITY (GENERAL PUBLIC)		Attend meetings to learn and to provide input. Participate in Guest Council Member program to get hands-on experience.	Review agendas prior to attending meetings.	Attend Council meetings and follow standard procedures.	Participate in Community Open Houses and Town Hall Meetings as interactive forums for sharing ideas and issues to help inform City Council decisions.	Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.

	TOOLS	EMAIL	PALO NEWSLETTER	PALO WEB SITE	PALO COMMUNITY BULLETIN BOARD	SURVEYS
ENTITIES						
MAYOR		Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.	Include letter from the Mayor.	Provide agendas and minutes for posting on Web site.	Use bulletin boards to promote Palo to visitors and encourage participation	Work with committees to create survey content. Use input from surveys for feedback on City's efforts.
CITY COUNCIL		Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.	Include updates from the City Council to help residents gain a deeper understanding of the issues facing the community. This could also help Council meetings run more effectively.	Provide agendas and minutes for posting on Web site.	Use bulletin boards to promote Palo to visitors and encourage participation	Work with committees to shape survey content. Use input from surveys for feedback on City's efforts.
CITY ADMINISTRATION		Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.	Produce and distribute newsletter.	Maintain Web site. Post agendas, minutes, newsletter, and other information of community interest.	Maintain community bulletin boards.	Prepare and distribute surveys, collect data, and analyze results. Provide analyses to Mayor and City Council.
CITY BOARDS AND COMMITTEES		Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.	Contribute updates or columns.	Access agendas and minutes to stay current on activities.	Use and add content to bulletin boards to promote Palo to visitors and encourage participation of residents.	Review survey results to determine activities and priorities.
COMMUNITY GROUPS		Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.	Report on upcoming events and activities.	Access agendas and minutes. Link groups' Web sites to City's.	Community groups could "adopt" bulletin boards to assist City in maintenance. Post group's information and news.	Assist with creating survey content and distribution and encourage participation.
COMMUNITY (GENERAL PUBLIC)		Use email groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Palo Web site can be included in messages.	Include an "Information You Can Use" column to address common issues and questions.	Refer to Web site for timely information and updates.	Read community bulletin boards for information about City events.	Complete surveys and make constructive recommendations.

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IOWA LEAGUE OF CITIES
EAST CENTRAL IOWA COUNCIL OF GOVERNMENTS
COUNTY
MAYOR
CITY COUNCIL
CITY ADMIN.
CONTRACTED SERVICES
TOOLS
Mayor
• Meetings
– Staff
– Other governmental groups
– External organizations
– Citizens / citizens groups
• Workshops
• Scheduled visibility
• Scheduled access
• Email
• Palo newsletter
• Palo website
– Letter from the Mayor
– Post newsletter
• Palo community bulletin board
• And more
TOOLS
City Council
• Procedures Development
– Agendas
– Timelines
– Public input processes
– Guest council member program
– National association relationships
• New member training
• Workshops
• Email
• Palo newsletter
– Updates from the Council
• Palo website
– Updates from the Council
• Palo community bulletin board
• Subcommittees
• Visibility / access
• And more
TOOL
City Administration
• Staff meetings
• Daily calls
• "Huddles"
• Email
• Palo newsletter
• Palo website
• Palo community bulleti
• And more
CONNECTION
TO MAYOR, CITY COUNCIL

RCEIVED BOUNDARY
"OLD PALO"
ILROAD (1870s)
VINTON &
ELLSBURG
CEDAR BEND ESTATES (2002)
PLEASANT CREEK (2000)
PALO MINI-MART
NEW BRIDGE (1984)
1966
SCHOOL TORN DOWN (1960s)
1857
ORIGINAL PALO
1846
1955
VEHICULAR BRIDGE TORN DOWN 1960s & PEDESTRIAN BRIDGE BUILT IN 1993
2005
1998 INDUSTRIAL PARK
1970
1978
1993
1998
DRY CREEK BRIDGE
FIRST STREET EXTENSION INTO PALO (1956-60)
ORIGINAL RO
INTO PALO
CITY BOUNDARY 1906-1993