



# CITY COUNCIL SPECIAL MEETING AGENDA

Monday, February 4, 2013

9:00 a.m.

Arrillaga Family Recreation Center  
Oak Room, 700 Alma Street  
Menlo Park, CA 94025

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## 9:00 A.M. MORNING SESSION

**ROLL CALL** – Carlton, Cline, Keith, Ohtaki, Mueller

Public Comment is limited to the items listed on the agenda and will be taken during each item.

### A. **TEAM BUILDING DISCUSSION TO PREPARE FOR AND/OR DISCUSS GOAL SETTING** (*Attachments*)

- Discuss desired elements of a high performance City Council to maximize outcomes
- Discussion may include strategies and priorities for high level goals for 2013

**THE COUNCIL WILL TAKE A BREAK FROM 1:00 – 3:00 (estimate)**

## 3:00 P.M. AFTERNOON SESSION

### B. **GOAL SETTING** (continued)

- Discuss major initiatives for 2013 and desired outcomes

### C. **ADJOURNMENT**

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**City of Menlo Park**  
**Goal Setting and New Council Orientation**

<b>Facilitator: Dr. Bill Mathis</b>	<b>9:00 a.m. – 1:00 p.m.</b>
<b>Scribe: Janice</b>	<b>3:00 – 6:30 p.m.</b>
	<b>6:30 p.m. Social Hour</b>

**Theme:      Becoming a High Performance Council**

(9:00 a.m. ~ 1:00 p.m. Council and Manager)

**I.      Elements of a High Performance Council**

- Guidelines for Professional Conduct between Council members; council-Staff?
- Clear and prioritized goals that are attainable and measured with timelines.
- Establish City Manager Goals with expectations and measurement process.
- Allocate resources for the above?
- Strong-minded, educated and results oriented Board that has a Focused Plan.

**II.     Themes from Council-Manager Interviews**

- We are anxious and excited to get the City moving with ambitious goals and positive direction.
- Council was clear and articulate, but all parties aren't listening yet? There is a small group of distractors to moving the City forward.
- We think that Alex is a change agent and we're ready to light the pilot light of quick wins.
- Business-friendly, growth, and high quality development must be important this year. We have to be clear for the financial stability of new challenges and staffing.
- Increased revenue and financial stability is a goal? Who's goal? City Manager's or Council's?

- What is our strategy for working with Facebook (FB) to utilize full impact for the City?
- Discuss and initiate image-building for the City, improve outreach and branding. Whose role and plan? Celebrate successes.
- Two pictures of Menlo Park (Belle Haven vs. rest of City); seems to stop our discussion. Define new initiative.
- Schools must be partners in going forward (i.e., shared services, programs). Whose program and who is in charge of this initiative?

## **Council Goals Discussion**

(3:00 – 6:30 P.M.)

### **A. Invest in Economic Development that directly impacts City revenues.**

- New Economic Development Director and Initiatives
- Downtown Focus first?
- Update Current Economic Development Strategy
- El Camino Real Project
- Hotel Development
- Incubator Opportunities (Bio-Tech/Business Development Park)
- Belle Haven/East Palo Alto development options
- Facebook opportunities
- M.T.C.

### **B. Public Safety Initiatives**

### **C. Land Use: Planning and Development**

- Belle Haven
- Housing Element
- Defined Business Practices

### **D. Organizational Capacity Initiatives**

### **E. Infrastructure and Renewal**

**Suggested City Manager Goals**

- 1.** The city Manager shall create a plan for staffing patterns and necessary skilled resources to accomplish council's 2013 goals! Bring this plan with timelines back to Council within 60 days after the Council Goal-Setting.
- 2.** Create an I.T. strategy with staff and consultants to support bringing the City into the 21<sup>st</sup> century leaders in the Silicon Valley that supports and hosts all City activities (i.e., Planning, Building, City functions, calendars, etc.). Provide timelines and implementation schedule with costs.
- 3.** Create, measure and implement a culture change of High Performance with staff. Begin this year. Complete culture survey process with Council included in the Vision.
- 4.** Within the context of the above initiatives, create with Council initiatives that project the positiveness of Menlo Park, branding, and enhanced image of the City.
- 5.** Discuss and prepare three initiatives for implementing a shared services model that will share resources or increase efficiency (i.e., fleet maintenance, I.T. staffing).
- 6.** Begin a Public Safety initiative for disaster planning program for the City.
- 7.** Bring forward a salary program (raise) and new expectations for staff with optimism and change-oriented attitude (be bold!).

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- 1. Enhance public communications and public engagement – Start a program of story telling**
  - a. Once the Assistant to the City Manager is on board, implement a Facebook-specific social media outreach/communications effort.
  - b. Enhance relationships with the print media.
  - c. Increase the number and variety of press releases.
  - d. Enhance the Digest for broader outreach and stories.
  - e. Initiate update/improvements to the City's website.
  - f. Continue to engage the public on new branding effort.
  - g. Complete Belle Haven Community Visioning process.
- 2. Assure Fiscal Accountability and Financial Certainty**
  - a. Undertake operational review of the Administrative Services Department and implement accordingly.
  - b. Explore and if possible, implement a new budget format aimed at better communicating our financial picture.
  - c. Receive and review monthly budget reports and have department heads do the same.
  - d. Conduct 5-year forecast for revenues in light of proposed developments.
  - e. Invest Excess One-Time Funds into strategic initiatives (e.g., technology upgrades).
  - f. Retain a Legislative Advocate to better position the City to affect State legislation as well as to better position the City for grants funds.
- 3. Determine appropriate staffing and resource management for the organization**
  - a. Determine if staffing capacity and expectations align. Implement accordingly.
  - b. Gain CC approval to adjust staffing for development services work.
  - c. Review compensation policy and adjust accordingly.
  - d. Successfully complete labor negotiations with bargaining units.
- 4. Invest in economic development activities that directly impact the City revenues**
  - a. Onboard the City's new Economic Development Manager.
  - b. Focus Economical Develop efforts initially in the downtown.
  - c. Explore options for investing in and/or developing at least one of the Downtown Specific Plan unfunded/pilot programs.
  - d. Update City's current Economic Development Strategy.
- 5. Continue to invest in proven public safety strategies**
  - a. Onboard the City's new Police Chief.
  - b. Complete and implement operational review of Police Department and initiate implementation of plan.
  - c. Explore reorganizing around the vacant Police Commander position.
  - d. Complete negotiations and potentially transfer disaster planning to the Menlo Park Fire Protection District.

- e. Finalize outstanding issues with the existing and future Police Sub-station in Belle Haven.

**6. Strengthen the Management Team**

- a. Include management team in Council Goals Setting.
- b. Schedule and conduct Management Team Building process.
- c. When appropriate, continue to attract and retain leadership staff that has the fundamental skills to do the job, but has unrestrained energy and enthusiasm for the work.

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## 2013 Work Plan

### Police Department

- Transition new Chief and establish a Command Staff (possible re-organization)
- Analyze organizational review, identify key issues and develop a strategic action plan
- Continue Community Outreach and engagement in Belle Haven neighborhood
- Research and identify technology to enhance community safety
- Establish contract with Menlo Park Fire Department for emergency preparedness services and enhance Citizen Emergency Response Team Program
- Continue regional violence reduction strategies - Operation SMART to reduce and combat violence

### Community Services Department

- Complete the Belle Haven Visioning Process
- Present the results of the City wide branding project, including a logo update and graphic standards to the City Council by June 30, 2013
- Develop and implement customer service standards
- Evaluate the proposed organizational structure in terms of customer service and cost by June 30

### Community Development

- Implement staffing plan to maintain timely processing of increasing number of current and pending large scale development projects
- Complete review of the Facebook West campus entitlements
- Prepare for and complete first annual review of the Specific Plan by Sept. 2013
- Complete the Housing Element Update for Planning Periods 1999-2014, and related General Plan Consistency Update and Zoning Ordinance Amendments
- Establish work priorities for implementing adopted Housing Element programs and initiate work, including:
  - Amending zoning to protect existing housing
  - Establishing density bonus and other incentives for special needs housing
  - Modifying development standards to encourage infill housing
  - Modifying R-2 zoning to maximize unit potential
  - Adopting standards for an "Affordable Housing Overlay Zone"
  - Implementing inclusionary housing regulations and adopting standards to implement State Density Bonus Law
  - Modifying second dwelling unit development standards and permit process

- Refining multi-family and residential mixed use design guidelines
- Prepare work plan and initiate work on the Housing Element Update for Planning Period 2014-2022 by August 2013
- Prepare work plan and initiate first phases of work for the General Plan Comprehensive Update, with special focus on the M2 area, by October 2013
- Document and develop modifications to the entire development entitlement and construction process to increase efficiency, clarity and consistency

## **Public Works**

- Review organization structure and implement changes to dedicate and align resources to complete CIP projects in a timely manner including electronic project tracking and providing data illustrating the impact of adding projects on the current projects
- Implement staffing plan to maintain the ability to process development projects in a timely manner
- Prioritize necessary resources to begin construction of the Sharon Heights pump station and the Emergency wells project this year due to their vital need in the community
- Document and develop modifications to the entire development entitlement and construction process to increase efficiency, clarity and consistency
- Develop a standardized electronic filing system for all Public Works records to provide clear organization and easy accessibility

## **Library**

- Evaluate organizational structure for ability to continue services as retirements decrease depth of technical knowledge
- Complete implementation of Radio Frequency Identification (RFID) circulation project with installation of the Automated Materials Handling System and patron Self Check-in Station
- Design and implement discovery layer interface for access to the library catalog
- Plan and implement a print on-demand, self-publishing service in coordination with Kepler's Bookstore

## **Administrative Services**

- Orient new Council Members
- Undertake and complete an independent departmental organizational evaluation
- Issue an RFP for Legislative Advocacy for the City and present to City Council
- Develop a Technology Master Plan to assist in the identification of priorities and strategies for implementation new technology
- Complete the Police Services Study

## **City Clerk Office**

- Evaluate and standardize records retention and maintenance throughout the organization
- Research and propose a more community friendly approach to the City Council agenda presentation
- Research the cost and efficiencies associated with on line filing of Form 700 and Campaign Finance Forms

## **Information Services**

- Complete implementation of a new phone system and train users
- Evaluate and pursue the best path for a Technology Master Plan
- Assist in the payroll transition
- Assist in updating the payroll software
- Assist in an evaluation and update of the website

## **Human Resources**

- Resolve contract negotiations between the City and POA and PSA by 6/30/13
- Resolve contract negotiations between the City and AFSCME and SEIU prior to the expiration of the current contracts in October 2013
- Revise/update City Policies/establish a “City Policy Manual”
- Undertake a more comprehensive approach to training city wide

## **Finance**

- Fully transition Payroll to the Finance Department and resolve transition issues
- Implement third tier of retirement benefits and the new layers of ineligible benefits for first and second tier retirement benefits.
- Develop an RFP and evaluation for an Enterprise Resource Planning software selection process. Evaluate staffing based on organizational needs.
- Work closely with fiscal and sales tax consultants as development projects are advanced to support creation of a diverse, stable and sustainable economic base
- Council analysis and commitment of the “expenditure of one-time monies” policy to advance the goal of updating of fiscal policies

## **Economic Development**

- Relationship building/management with Developers
  - Setting appropriate expectations with development community, while maintaining confidence in the City’s commitment to assisting with good development

- Help to communicate City's expectations for development and "public benefit"
- Document and develop modifications to the entire development entitlement and construction process to increase efficiency, clarity and consistency
- Increased engagement with the various Economic Development Associations
- Update the Business Development Plan (Economic Development Plan)
- Develop an economic opportunity analysis

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