



**SPECIAL AND REGULAR MEETING AGENDA**

**Date:** 2/6/2018  
**Time:** 6:30 p.m.  
**City Council Chambers**  
**701 Laurel St., Menlo Park, CA 94025**

**6:30 p.m. Closed Session (City Hall Administration Building, 1<sup>st</sup> floor conference room)**

Public Comment on this item will be taken before adjourning to Closed Session.

- CL1.** Closed session pursuant to Government Code Section §54957.6 to confer with labor negotiators regarding current labor negotiations with the Menlo Park Police Officers' Association (POA) and unrepresented management

Attendees: City Manager Alex McIntyre, Administrative Services Director Nick Pegueros, Human Resources Manager Lenka Diaz, City Attorney Bill McClure, Labor Counsel Charles Sakai

**7:00 p.m. Regular Session (City Council Chambers)**

**A. Call to Order**

**B. Roll Call**

**C. Pledge of Allegiance**

**D. Report from Closed Session**

Report on action taken in Closed Session, if required, pursuant to Government Code §54957.1

**E. Presentations and Proclamations**

- E1. Overview of employee engagement and organizational development project

**F. Study Session**

- F1. Provide direction on potential alternatives to form a transportation management association

**G. Commissioner Reports**

- G1. Environmental Quality Commission quarterly update
- G2. Library Commission quarterly update
- G3. Parks and Recreation Commission quarterly update

**H. Public Comment**

Under "Public Comment," the public may address the City Council on any subject not listed on the agenda. Each speaker may address the City Council once under Public Comment for a limit of three

minutes. Please clearly state your name and address or political jurisdiction in which you live. The City Council cannot act on items not listed on the agenda and, therefore, the City Council cannot respond to non-agenda issues brought up under Public Comment other than to provide general information.

**I. Consent Calendar**

- I1. Adopt a resolution accepting dedication of a Public Access Easement from 650-660 Live Oak Avenue project applicant (Staff Report #18-030-CC)
- I2. Authorize the City Manager to enter into an agreement with Ecological Concerns, Inc., for maintenance of the City's herbicide free parks and appropriate \$160,000 from the General Fund unassigned fund balance for inclusion of all City parks (Staff Report #18-029-CC)

**J. Regular Business**

- J1. Approve the 2018-19 Budget Principles, City Council Procedures Manual and the 2018 City Council Workplan (Staff Report #18-031-CC)
- J2. Provide direction on placing enabling charter on November 2018 ballot (Staff Report #18-032-CC)

**K. Informational Items**

- K1. Cost of services study and User Fee Cost Recovery policy (Staff Report #18-026-CC)
- K2. Parks and Recreation Facilities Master Plan community outreach plan (Staff Report #18-028-CC)

**L. City Manager's Report**

**M. Councilmember Reports**

**N. Adjournment**

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At every Regular Meeting of the City Council, in addition to the Public Comment period where the public shall have the right to address the City Council on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Commission on any item listed on the agenda at a time designated by the Chair, either before or during the City Council's consideration of the item.

At every Special Meeting of the City Council, members of the public have the right to directly address the City Council on any item listed on the agenda at a time designated by the Chair, either before or during consideration of the item.

Any writing that is distributed to a majority of the City Council by any person in connection with an agenda item is a public record (subject to any exemption under the Public Records Act) and is available for inspection at the City Clerk's Office, 701 Laurel St., Menlo Park, CA 94025 during regular business hours. Persons with disabilities, who require auxiliary aids or services in attending or participating in City Council meetings, may call the City Clerk's Office at 650-330-6620.



**STAFF REPORT**

**City Council Meeting Date:** 2/6/2018  
**Staff Report Number:** 18-030-CC

**Consent Calendar:** Adopt a resolution accepting dedication of a Public Access Easement from 650-660 Live Oak Avenue project applicant

**Recommendation**

Staff recommends that the City Council adopt a resolution (Attachment A) accepting the dedication of a Public Access Easement (Attachment B) from Live Oak Lytton, LLC, and authorize the City Manager to sign the agreement for the easement required by conditions of approval of the project.

**Policy Issues**

In order for the access easement to become public, it must be accepted by the City Council. City Council authorization is required to allow the City Manager to enter into the agreement. The acceptance of the access easement is consistent with the approved conditions of approval for the 650-660 Live Oak Avenue project.

**Background**

On August 15, 2016, the Planning Commission approved a residential structure and two three-story mixed-use buildings over a two-level underground garage on the site. The proposed project consists of 16,854 square feet of non-medical office and 17 dwelling units. A new public plaza, necessitating a public access easement, will be provided as a result of the approved public benefit bonus proposal for the project.

**Analysis**

The project site is located at 650-660 Live Oak Avenue and is comprised of two parcels. The parcel of 650 Live Oak Avenue is located in the SP-ECR/D (El Camino Real/Downtown Specific Plan) Zoning District and the parcel of 660 Live Oak Avenue is located in the R-3 (Apartment) Zoning District. Due to Zoning Ordinance requirements for mixed-zoning properties, these two parcels would not be merged as part of the project.

For the 650 Live Oak Avenue property, the SP-ECR/D specifies that the sidewalk along the property frontage should have a 12-foot total width, made up of a four-foot furnishings zone and an eight-foot clear walking zone. A portion of the sidewalk would extend onto the subject property. The new public plaza would be located at the front of the lot of the 660 Live Oak Avenue parcel.

The architectural control and use permit approval for the project required the applicant to dedicate public access easement along the property frontage to accommodate the full 12-foot wide sidewalk (as measured from back of curb) along the frontage of 650 Live Oak Avenue, as well as the public plaza on 660 Live Oak Avenue. The total area of the public access easement is approximately 2,586 square feet.

### **Impact on City Resources**

The staff time associated with review and acceptance of the easement dedications and access agreement are recoverable through fees collected from the applicant.

### **Environmental Review**

The acceptance of the dedication of the public access easement is categorically exempt under Class 1 of the current State of California Environmental Quality Act Guidelines.

### **Public Notice**

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

- A. Resolution
- B. Legal Description for Public Access Easement

Report prepared by:  
Shaun Mao, Associate Civil Engineer

Report reviewed by:  
Ebby Sohrabi, Senior Civil Engineer



**RESOLUTION NO. XXXX**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK  
ACCEPTING A PUBLIC ACCESS EASEMENT FROM LIVE OAK LYTTON,  
LLC (650-660 LIVE OAK AVENUE)**

WHEREAS, the City of Menlo Park, acting by and through its City Council, having considered and been fully advised in the matter and good cause appearing therefor,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Menlo Park that the City Council does hereby accept the public access easement from Live Oak Lytton, LLC (650-660 Live Oak Avenue) as shown in Exhibits A and B; and

BE IT FURTHER RESOLVED that the City Council authorizes the City Manager to sign agreements for said easement.

I, Clay J. Curtin, Interim City Clerk of the City of Menlo Park, do hereby certify that the above and foregoing Resolution was duly and regularly passed and adopted at a meeting by said Council on this sixth day of February, 2018, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this sixth day of February, 2018.

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Clay J. Curtin  
Interim City Clerk

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## EXHIBIT "A"

## PUBLIC ACCESS EASEMENT

An easement, for the purpose of Pedestrian Access, over that certain real property situate in the City of Menlo Park, County of San Mateo, State of California, and being a portion of that certain parcel of land described in Grant Deed Document Number 85075887, recorded July 23, 1985, San Mateo County Records, and being also a portion of that certain parcel of land described in Grant Deed Document Number 92215764, recorded December 29, 1992, San Mateo County Records, more particularly described as follows:

**BEGINNING** at the southeasterly most corner of lands described in aforementioned Document Number 85075887;

THENCE, northwesterly along the southwesterly line of said lands, North 56°37'00" West 49.53 feet;

THENCE, at right angles and parallel with the northwesterly line of Live Oak Avenue, North 33°23'00" East 48.27 feet,

THENCE, at right angles perpendicular with the northwesterly line of Live Oak Avenue South 56°37'00" East, 48.03 feet to a point lying 1.50 feet northwesterly of said Live Oak Avenue;

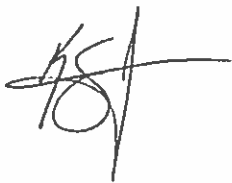
THENCE, at right angles and parallel with the northwesterly line of Live Oak Avenue, North 33°23'00" East 130.27 feet to the northeasterly line of lands described in Document Number 92215764;

THENCE, at right angles southeasterly along the northeasterly line of said lands, South 56°37'00" East 1.50 feet, to the northwesterly line of Live Oak Avenue;

THENCE, at right angles southwesterly along the northwesterly line of Live Oak Avenue, South 33°23'00" West 178.54 feet, to the **POINT OF BEGINNING**.

Said Easement containing 2586 Square Feet, more or less, and being graphically depicted on the attached Exhibit "B" which by mention hereby is made a part hereof.

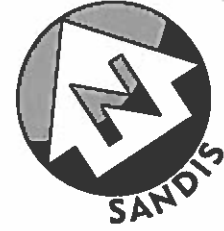
This description was prepared by me or under my direction in accordance with the requirements of the California Professional Land Surveyors Act.



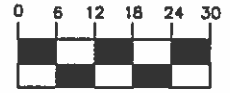

Kelly S. Johnson, PLS 9126

July 11, 2017

905 EL CAMINO REAL  
APN: 071-288-580



SCALE



( IN FEET )

1 inch = 30 ft.

650 LIVE OAK AVE  
APN: 071-288-550  
DOC: 92215764

LIVE OAK AVE  
(A PUBLIC STREET - 66 FEET WIDE)

N33°23'00"E 130.27'  
S33°23'00"W 178.54'

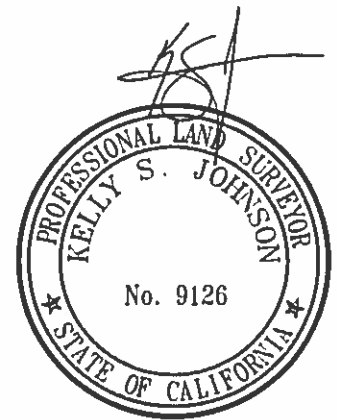
660 LIVE OAK AVE  
APN: 071-288-290  
DOC: 85075887

S56°37'00"E 48.03'  
N33°23'00"E 48.27'  
N56°37'00"W 49.53'

P.A.E.  
AREA = 2586± SQ FT

P.O.B.

670 LIVE OAK AVE  
APN: 071-288-300



**LEGEND**

- EASEMENT LINE
- PROPERTY LINE
- POINT OF BEGINNING
- PUBLIC ACCESS EASEMENT
- P.O.B.
- P.A.E.

PLAT TO ACCOMPANY LEGAL DESCRIPTION

EXHIBIT B



**SANDIS**

CIVIL ENGINEERS  
SURVEYORS  
PLANNERS

1700 Winchester Boulevard, Campbell, CA 95008 | P. 408.636.0900 | F. 408.636.0999 | www.sandis.net

DATE: 7/11/17  
SCALE: 1"=30'  
DRAWN BY: BC/KJ  
APPROVED BY: KJSJ  
DRAWING NO.: 215067

PUBLIC ACCESS  
EASEMENT  
650 & 660 LIVE OAK AVE  
MENLO PARK CA

SHEET

1

OF 1 SHEETS

SILICON VALLEY TRI-VALLEY CENTRAL VALLEY SACRAMENTO EAST BAY/SF



## STAFF REPORT

**City Council**  
**Meeting Date:** 2/6/2018  
**Staff Report Number:** 18-029-CC

**Consent Calendar:** **Authorize the City Manager to enter into an agreement with Ecological Concerns, Inc., for maintenance of the City's herbicide free parks and appropriate \$160,000 from the General Fund unassigned fund balance for inclusion of all City parks**

### Recommendation

Staff recommends that the City Council;

1. Authorize the City Manager to enter into an agreement with Ecological Concerns, Inc. for maintenance of the City's herbicide free parks through June 30, 2020, with the option to extend the contract for four additional one year terms and authorize spending up to the budgeted amount each year and
2. Appropriate \$160,000 from the General Fund unassigned fund balance for the expansion of the herbicide free park program to include all City parks.

### Policy Issues

The recommendation is consistent with the City's Integrated Pest Management policy that sets the framework for the reduction of pesticides in the maintenance of City parks and properties.

### Background

In 2015, the City Council approved funding for an herbicide free park pilot at four of the City's parks; Stanford Hills Park, Fremont Park, Willow Oaks Park and Bedwell Bayfront Park.

On May 2, 2017, the City Council provided direction to continue the herbicide free program at the four (4) parks and to expand the program to additional parks.

On June 6, 2017, the City Council approved a total of \$300,000 for the expansion of the program including \$30,000 to maintain the existing parks on a month-to-month basis while staff prepared a request for proposals to expand the program with the remaining budgeted amount.

### Analysis

The City maintains 17 parks and three (3) facility grounds frequented by the public. For a purposes of this staff report, these 20 locations will be referred to as parks and are displayed in Attachment A. Of these parks, four (4) are currently herbicide free as a matter of practice. Staff no longer uses herbicides at Tinker Park and Belle Haven Tot Lot given that they are relatively small playgrounds. In addition, Sharon Hills, which has been frequented by goats on an annual basis for, is now completely herbicide free. Finally, Bedwell Bayfront Park is managed without herbicides by City staff. This inventory and map does not include

the sports fields that the City maintains on school grounds including La Entrada, Oak Knoll, Hillview, Willow Oaks/Menlo Oaks/Alto, and Belle Haven Schools. The herbicide free program would not be applicable to sports fields.

On November 6, 2017, the City issued an RFP for Herbicide Free Park Maintenance Services. The RFP covered all the City's parks on a park-by-park basis and portions of parks for larger sites. For purposes of this RFP, the Burgess Gymnastics Center and Pool was split out from the remainder of Burgess Park, to create a total of 17 distinct sites.

On December 1, 2017, the City received one proposal from Ecological Concerns, Inc. ECI's proposal is summarized below and included as Attachment B. Consistent with the RFP, the ECI proposal is broken down into the following three categories:

- Existing Herbicide Free Parks to be Maintained
- Parks to be Converted and Maintained
- Alternative Parks to be Converted and Maintained

The annual (12-month) cost to maintain the existing three parks (i.e., Willow Oaks Parks, Fremont Park and Stanford Hills Park) is \$55,580 at a rate of \$0.20 per square foot.

The first year of herbicide free management tends to be the most intense and costly. Therefore, the proposed rate to convert additional parks would be \$0.30 per square foot. This conversion rate is substantially lower than the conversion rate of \$0.54 per square foot from the pilot program, which was used as a guide for creating the "Parks to be Converted and Maintained" category in the RFP. Per the ECI proposal, the annual cost for the first year to convert and maintain the following parks would be \$117,630:

- Karl E. Clark Park
- Hamilton Park
- Seminary Oaks Park
- Belle Haven Child Development Center
- Jack Lyle Park
- Burgess Park
- Burgess Gymnastics Center and Pool

The seven parks listed above were grouped together, because they have large areas requiring weed removal, include an assortment of park amenities (e.g., picnic areas, playgrounds, etc) and are visited by a wide range of park users.

To provide flexibility, the remaining seven parks were listed as alternatives in the RFP. The annual cost for the first year to convert and maintain the following parks at a rate of \$0.30 per square foot would be \$304,253:

- Kelly Park
- Onetta Harris Community Center
- Civic Center Campus
- Nealon Park
- Sharon Park
- Alma Street Park
- Marsh & Bay Park

Given the lower proposed rate of \$0.30 per square foot compared to the estimated amount of \$0.54, some

but not all of the parks in the “Alternative Parks to be Converted and Maintained” category could be added within the remaining budget of \$96,790. The choice of which additional parks to include presents tradeoffs. For example, the addition of the Civic Center Campus (\$151,500) exceeds the remaining budget, in and of itself. The combination of Nealon Park and Sharon Park (\$117,120) also exceeds the remaining budget. The combination of either Nealon Park or Sharon Plus plus the remaining parks other than the Civic Center Campus (\$94,853) could be accommodated within the remaining budget.

One other consideration is the stabilized annual costs. With a proposed rate of \$0.20 per square foot, the annual cost for all parks would be \$336,835, which is greater than the fiscal year 2017-18 budgeted amount. The City Council has the option to decide whether to expand the program this fiscal year or fiscal year 2018-19 through this RFP process. Staff believes that the best course of action may be to appropriate additional funds this fiscal year and convert all remaining parks instead of pursuing a phased approach.

Staff recommends expanding the program now. ECI could start March 1, 2018, with an initial clean up (weed removal and mulch installation) with a goal of completing the conversion of all parks by July 1, 2018.

### **Impact on City Resources**

The current budget is \$300,000, of which \$30,000 was used to maintain the three parks that are currently herbicide free on a month-to-month agreement through December 31, 2017. The remaining \$270,000 is available to maintain the existing three parks and for the expansion of the program. An appropriation of \$160,000, which accounts for contingencies, would be required to include all of the City parks in the expansion for the remainder of this fiscal year. As part of the fiscal year 2018-19 budget process, staff would include appropriate funding to continue the program.

### **Environmental Review**

The proposed recommendation is exempt from the California Environmental Quality Act, according to California Environmental Quality Act Guidelines Section 15308: Actions by Regulatory Agencies for Protection of the Environment.

### **Public Notice**

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

- A. Map of City Parks
- B. Summary of Annual Costs for Herbicide Free Parks

Report prepared by:  
Brian Henry, Public Works Superintendent

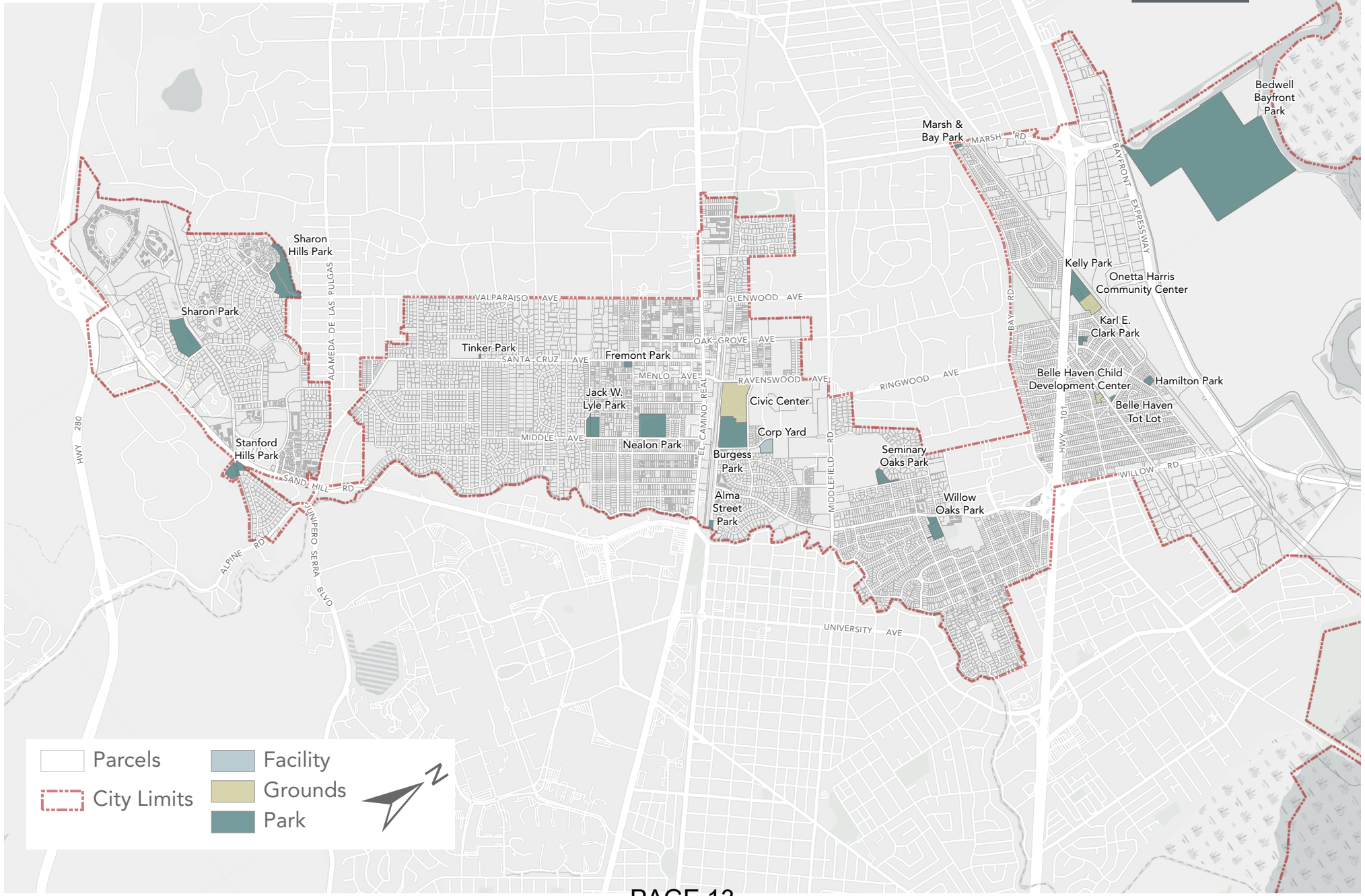
Report reviewed by:  
Justin Murphy, Public Works Director






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# City Parks



	Parcels		Facility
	City Limits		Grounds
			Park



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**Summary of Annual Costs for Herbicide Free Parks**

	Annual Cost per SF Year 1	Total Annual Cost per Year 1	Annual Cost per SF Year 2	Total Annual Cost per Site Year 2	Total Park SQ FT
<b>Existing Herbicide Free Parks to be Maintained</b>					
Willow Oaks Park	\$0.20	\$24,391	\$0.20	\$24,391	121,955
Stanford Hills Park	\$0.20	\$27,438	\$0.20	\$27,438	137,190
Fremont Park	\$0.20	\$3,751	\$0.20	\$3,751	18,755
<b>Subtotal Annual Cost</b>		<b>\$55,580</b>		<b>\$55,580</b>	
<b>Parks to be Converted and Maintained</b>					
Karl E. Clark Park	\$0.30	\$12,000	\$0.20	\$8,000	40,000
Hamilton Park	\$0.30	\$12,000	\$0.20	\$8,000	40,000
Seminary Oaks Park	\$0.30	\$24,150	\$0.20	\$16,100	80,500
Belle Haven Child Development Center	\$0.30	\$930	\$0.20	\$620	3,100
Jack Lyle Park	\$0.30	\$26,400	\$0.20	\$17,600	88,000
Burgess Park	\$0.30	\$34,800	\$0.20	\$23,200	116,000
Burgess Gymnastics Center	\$0.30	\$7,350	\$0.20	\$4,900	24,500
<b>Subtotal Annual Cost</b>		<b>\$117,630</b>		<b>\$78,420</b>	
<b>Alternative Parks to be Converted and Maintained</b>					
Kelly Park	\$0.30	\$19,253	\$0.20	\$12,835	64,175
Onetta Harris Community Center	\$0.30	\$7,950	\$0.20	\$5,300	26,500
Civic Center Campus	\$0.30	\$151,500	\$0.20	\$101,000	505,000
Nealon Park	\$0.30	\$57,900	\$0.20	\$38,600	193,000
Sharon Park	\$0.30	\$59,220	\$0.20	\$39,480	197,400
Alma Street Park	\$0.30	\$3,825	\$0.20	\$2,550	12,750
Marsh & Bay Park	\$0.30	\$4,605	\$0.20	\$3,070	15,350
<b>Subtotal Annual Cost</b>		<b>\$304,253</b>		<b>\$202,835</b>	
<b>Total Annual Cost</b>		<b>\$477,463</b>		<b>\$336,835</b>	

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## STAFF REPORT

### City Council

**Meeting Date:** 2/6/2018  
**Staff Report Number:** 18-031-CC

**Regular Business:** Approval of the 2018-19 Budget Principles, City Council Procedures Manual and the 2018 City Council Workplan

### Recommendation

It is recommended that the City Council approve the:

- Fiscal year 2018-19 Budget Principles;
- City Council Procedures Manual; and
- 2018 City Council Workplan

### Policy Issues

It has been the City Council's policies to annually adopt its Budget Principles, Procedures Manual and Workplan. Any specific policy issues that may arise from the implementation of the individual Workplan items will be considered at that time.

### Background

The City Council adopts its goals and Workplan at the beginning of the calendar year. Many of these items are typically not funded until the adoption of the budget later in June. The 2017 Workplan included 57 items, some of which include multiple subcomponents and milestones. Staff has also been working on a significant number of City Council approved Capital Improvement Plan (CIP) projects. Some of the capital projects also overlap with the Workplan items approved by the City Council.

At its January 16 meeting the Council received an update on the 2017 Workplan, with successful progress on most projects. The majority of items on the 2017 Workplan are ongoing or multiyear projects and will naturally carryover into the Workplan for 2018.

At the January 23 City Council meeting, staff presented proposed amendments to the Budget Principles and City Council Procedures Manual, provided an overview of the ongoing 2017 Workplan items and a list of Potential Workplan items. Based on feedback from the City Council and public, staff modified the Budget Principles, City Council Procedures Manual and noted new initiatives for the January 29 goal setting meeting.

On January 29, the City Council held their annual goal setting meeting to prioritize projects for the upcoming fiscal year, including a review and discussion on the Budget Principles and City Council Procedures Manual. The City Council effectively prioritized the Workplan that ultimately led to identifying six key projects for the upcoming fiscal year.

## Analysis

At the goal setting meeting, staff presented information regarding the City's strong fiscal health. Staff also presented information related to staff vacancies and the challenges of staffing to provide capacity for Workplan items. The proposed City Council Budget Principles (Attachment A) were discussed by City Council with a minor change requested from the January 23 City Council meeting. City Council provided positive feedback of the proposed Budget Principles.

The meeting continued with a review of the proposed changes to the City Council Procedures Manual (Attachment B). The City Council Procedures Manual is reviewed annually so that expectations and practices can be clearly articulated to guide councilmembers in their actions.

With the intent to better serve the community and facilitate sound decisions, two minor changes were proposed. First is a proposal to clarify Councilmembers remote participation in meetings.

“In recognition of the personal and professional obligations which may conflict with attending City Council meetings, Councilmembers are not compelled to participate in routine Council meetings remotely as it can present a hardship due to technological limitations, noticing compliance and time zone differences”.

The City Council also deliberated on the subject of conducting business at a late hour. As a result, the City Council requested staff to bring forward two narratives for discussion and consideration. The City Council Procedures Manual includes both options as a redline for Council to ultimately select one of the following options:

### Option A (Original Language in the City Council Procedures Manual)

“According to City Council policy, all regular meetings of the City Council are to end by midnight unless there is a three-fourths vote taken by 11:00 p.m. to extend the meeting. The motion to extend is to include the title of the items to be considered after 11:00 p.m. and a new ending time for the meeting.”

### Option B

“Recognizing the value that Menlo Park places on community input, it follows that every effort should be taken to ensure equal access to City Council action for residents. One way to facilitate this access to all interested residents is for the City Council to reduce the regularity of late night decision making. Previous City Councils codified the practice of ending council meetings at midnight, unless the Council takes action at 11:30 p.m. to go beyond midnight. This is consistent with other bodies, such as the Planning Commission, whose practice is to take action at 10:30 p.m. to extend a meeting beyond 11:00 p.m. There are other alternatives at the City Council's disposal for ensuring equal access to a broader range of residents for example reducing the time allotted to each public speaker and limiting the amount of time speakers may receive from others for items with a large number of public speakers”.



Complementary to the either options, the City Council also discussed the possibility of the following language be placed at the beginning of City Council agendas:

“To ensure the broadest public access to City Council action, the City Council will make every effort to take action on issues of community interest at a reasonable hour. In order to accomplish this, the Council will take action to extend a public meeting beyond midnight by 11:30 p.m. or defer items to the next regularly scheduled meeting and at the Mayor’s discretion reduce the amount of time allotted to individual public speakers (including prohibiting the donation of time from others) if necessary to ensure that all public speakers have the opportunity to speak”.

During public comment at the goal setting meeting, members of the community spoke in favor of and introduced several projects and initiatives, including:

- Increase in affordable housing
- Child care
- Citywide disaster preparedness

Staff presented a list of citywide Priority Workplan items, in preparation for the goal setting meeting. The intention of assembling a priority list was to facilitate a discussion with City Council on identifying a set of top projects that would be the ultimate focus for 2018. The City Council also reviewed and discussed a list Potential Workplan items, not included in the prior year Workplan. Staff organized the Workplan into three categories for Council prioritization: Priority Workplan items, Remaining and Ongoing Workplan items, and Potential Workplan items.

With three categories of projects for consideration, the prioritization exercise resulted in certain project trade-offs, with the following results:

- Middlefield Rd. & Linfield Dr. crosswalk improvements and Sharon Rd. sidewalk installation initiatives moved from the Potential Workplan items to the Five-year Capital Improvement Plan (CIP) with the understanding that no work would commence in the 2018-19 CIP.
- Moved from Potential Workplan items to the Remaining and Ongoing Workplan
  - Charter City
    - First analysis of the Charter City will be heard by Council at the February 6 City Council meeting.
  - Minimum wage Ordinance
    - Per Council direction at the goal setting meeting, staff will research ordinances from surrounding jurisdictions and present a draft ordinance for Council action in Summer 2018.
  - Equity in Education Joint Powers Authority (JPA)
    - The intent is to create an Equity in Education Joint Powers Authority (JPA) encompassing multiple agencies including the Ravenswood School District, City of East Palo Alto, City of Menlo Park, Sequoia Union High School District, Atherton, Palo Alto, and potentially the counties of San Mateo and Santa Clara. The City Council Equity in Education Subcommittee would work with the stakeholders on the creation of the draft JPA template and incorporation of their comments.

Staff Report #: 18-031-CC

- The Guild Theatre moved from Potential Workplan items and was eventually identified as a Top-Six Priority project
- The Federal and State lobbying initiative was removed from the Remaining and Ongoing Workplan

Ultimately, the City Council prioritized the Top-Six Priority projects (Attachment C). The Top-Six Priority projects would take the highest precedence and resources would be shifted from the Remaining and Ongoing Workplan (Attachment D) to ensure completion of the Top-Six Priority projects as needed. Moreover, a list of items not currently on the 2018 Workplan are included as Attachment E.

Below is a short description for each of the Top-Six Priority projects, with detailed milestones provided in Attachment C.

### **District Elections**

Menlo Park is transitioning to a by-district election system effective for the November 2018 City Council election. Demand for election-related staff support is expected to be higher than normal.

#### Milestones

- By June 2018: Advisory Districting Committee to recommend district boundary maps and related election sequencing approved in April 2018. City Clerk to submit final maps to the San Mateo County Registrar of Voters in May 2018. Districts identified and submitted to the registrar of voters will be completed by June 2018. Candidates will begin pulling papers in July 2018 to run for elected office from their respective districts.
- By December 2018: Elections completed.

### **Transportation Master Plan**

The Transportation Master Plan provides a bridge between the policy framework adopted within the Circulation Element and project level efforts to modify the transportation network within Menlo Park. The Plan, when completed, would provide a detailed vision, set goals and performance metrics for network performance, and outline an implementation strategy for both improvements to be implemented locally and for local contributions toward regional improvements. Following development of the Plan, a fee program update would provide a mechanism to modernize the collection of funds toward construction of the improvements identified and prioritized in the Master Plan.

#### Milestones

- By June 2018: Finalize goals and performance metrics. Develop the draft project and strategy list.
- By December 2018: Release draft plan for public review.
- By June 2019: Transportation Master Plan adopted in Spring 2019 and Fee Program update initiated.

### **Citywide Safe Routes to School Program (non-infrastructure)**

Safe Routes to School typically encompasses six program elements: education, encouragement, enforcement, equity, engineering and evaluation (6 E's). The development of a Safe Routes to Schools program would establish a partnership between the City, local schools, and parent groups to ensure issues that discourage students from walking and bicycling to school are addressed. This program would establish a stakeholder group to work collaboratively on Safe Routes issues and



solutions, develop incentive and encouragement programs, and outline the framework to build and sustain the program over time. This program would not construct or fund infrastructure improvements, although it would establish a staff liaison to identify infrastructure needs within other capital project planning processes in the City. The Citywide Safe Routes to School Initiative (non-infrastructure) is an ongoing, multi-year program that will require annual funding.

#### Milestones

- By June 2018: Release a request for proposal for consultant services. Authorize a consultant contract. Convene first stakeholder meeting.
- By December 2018: Continue implementation. Identify prioritized list and schedule of Safe Routes to School infrastructure plans for each school.
- By June 2019: Continue implementation.

#### **Implement Downtown/El Camino Real Specific Plan Biennial Review**

Commence the Downtown/El Camino Real Specific Plan Biennial Review and initiate associated amendments, which may encompass the following items: Revisions to the residential and commercial maximum allowable development levels, modify existing floor area ratio (FAR) and height limits in applicable zoning districts, potentially modify zoning to permit a mixed-use parking facility and possible revisions for the following: required setbacks and sidewalk standards; hotel, personal service and transit station area parking requirements; sign area requirements for larger parcels; and a hotel incentive analysis. Completion of this work will require the retention of a private consultant to assist City staff.

#### Milestones

- By June 2018: Begin project planning after commencing review of the Guild Theatre project.
- By December 2018: City Council approval of a Workplan, budget and consultant contracts.
- By June 2019: Complete public outreach; environmental review underway.

#### **Downtown Parking Garage**

Determine potential uses, siting, funding and design of a downtown parking structure. Staff has evaluated a number of options for developing a parking structure and/or mixed use development. With that in mind, there is no consensus yet regarding the mix of uses, siting, funding strategy and design of a parking structure.

Staff will research options for presentation to City Council with the known limitations and schedule a community meeting in March to pose these questions to the business community, residents and other stakeholders and then report out to the City Council in a study session to be scheduled in April.

#### Milestones

- By June 2018: Community Meeting in March and Council study session in April.
- By December 2018: Additional community outreach based on Council direction, Council funding of next steps.
- By June 2019: To be determined - milestones will depend on Council direction.

#### **The Guild Theatre - Land Use Entitlement Approval**

Complete the approval of the necessary entitlements for the Guild Theatre. The proposed reuse of the Guild Theatre, by a private non-profit developer, will require an amendment to the El Camino

Real/Downtown Specific Plan. The proposal is to renovate and expand the current facility as a live entertainment venue for music acts, while also allowing for periodic film showings and community events. The facility would be a three-level (finished basement) 11,000 sq. ft. structure. Staff will retain a consultant to identify a new use definition, modify permitted floor area ratio (FAR) for the new use and determine if additional environmental review would be required. Additional analysis would be required for traffic, parking, and historic assessment. The developer would be responsible for construction and operation of the facility.

#### Milestones

- By June 2018: A City Council Study Session is scheduled for February 13. Assuming development application submitted in February, completion of Planning Commission review and recommendation.
- By December 2018: Final action by the City Council expected in July 2018.
- By June 2019: Final action by the City Council expected in July 2018.

#### Impact on City Resources

Items in the Workplan would require funding through the fiscal year 2018-19 budget process.

#### Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

#### Attachments

- A. City of Menlo Park Budget Principles proposed for fiscal year 2018-19
- B. City Council Procedures Manual
- C. 2018 Top-Six Priority Projects
- D. 2018 Remaining and Ongoing Workplan
- E. Items not currently on the Workplan

Report prepared by:  
Peter Ibrahim, Management Analyst II

## City of Menlo Park Budget Principles

- **Promote the City's long-term fiscal sustainability**
  - Monitor and report on changes in CalPERS liabilities and include those changes in the City's 10-year financial forecast
  - Incorporate a budgetary assumption for salary savings resulting from employee vacancies in the current year budget and the 10-year financial forecast
  - Actively pursue revenue enhancements and strive to achieve full cost recovery for all fee-based services, except where the City Council sees a clear public interest in providing a subsidy
- **Enhance and maintain core City services and infrastructure**
  - Prioritize City Council adopted initiatives and strategies that contribute to the quality of life in Menlo Park
  - Evaluate one-time revenues for highest and best investment
  - Recognize the benefit of leveraging near term investments for long-term gains in financial sustainability and/or quality of life
- **Manage staff capacity to efficiently deliver services to the community**
  - Invest in new technologies that drive efficiency and productivity
  - Incorporate programs and initiatives that strengthen Menlo Park's standing as an employer of choice to retain and attract highly qualified personnel
  - Proactively manage the loss of institutional knowledge through succession planning efforts including the ability to provide for overlap in critical positions at the discretion of the City Manager
- **Communicate the City's financial position**
  - Continue to refine the budget document to enhance the public's access to the City's financial information while also providing for proper internal controls over the City's resources

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# Procedures Manual Menlo Park City Council

**CITY OF MENLO PARK**  
Mission Statement

It is the mission of the City government to ensure that Menlo Park is a desirable and vibrant community in which to live and do business, and to respond to the values and priorities of the residents so as to provide for the community's current and future needs.

Explicitly, the City fulfills its function by:

- Addressing the needs of the residents through the City Council, the appointed commissions and the City staff.
- Providing easy and open access to information and encouraging dialogue, enabling residents to actively engage in civic life.
- Providing for the safety of its residents, businesses and visitors.
- Providing timely and responsive service.
- Providing special assistance to those in need.
- Functioning effectively, efficiently and with accountability.
- Creating a positive and desirable workplace environment for City employees.
- Managing change for the betterment of the City.
- Creating and maintaining a viable revenue stream and providing for the unpredictable nature of our economy.
- Implementing and maintaining City infrastructure, facilities and programs.
- Formulating sound environmental policies.
- Recognizing and supporting the City's diverse neighborhoods and population.
- Acting as a responsible member of the greater region.

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# C H A P T E R 1

## Introduction

The Menlo Park City Council establishes policies and priorities for the community and is responsible for the fiscal health of the public corporation.

## Purpose of the Procedures Manual

City of Menlo Park staff prepared a procedures manual to assist the City Council by documenting currently accepted practices. Through agreement of the City Council and staff to be bound by these practices, the effective administration of City Council affairs is greatly enhanced. While attempting not to be overly restrictive, procedures are established so that expectations and practices can be clearly articulated to guide councilmembers in their actions. It is anticipated that this Procedures Manual will be reviewed and revised from time to time.

## Overview of city documents

This procedures manual provides a summary of important aspects of City Council activities. However, it cannot incorporate all material and information necessary for undertaking the business of the City Council. Many other laws, policies, plans and documents exist which bind the City Council to certain courses of action and practices. A summary of some of the most notable documents that establish City Council direction is provided below.

Municipal Code: The Municipal Code contains local laws and regulations adopted by ordinances. The administrative chapter of the Municipal Code addresses the role of the City Council, Mayor and Mayor Pro Tempore. It also describes the organization of City Council meetings and responsibilities as well as the appointment of certain city staff positions and advisory commissions. In addition to these administrative matters, the Municipal Code contains a variety of laws. The Municipal Code is available on the City's website.

California Government Code: The California Government Code contains many requirements for the operation of city government. Many of these requirements are also replicated within the Municipal Code to ensure there is broad awareness of such requirements. Menlo Park is a "General Law" city, which means it is organized in accordance with provisions of the Government Code. Also described within the Government Code is the Council-City Manager form of government. This form of government prescribes that the City Council's role is to establish policies and priorities, while the role of the City Manager is to oversee the operations of the city government.

Annual Budget: The City's annual budget provides a description of city services and the resources used to provide services. The document contains both a broad overview of the budget as well as descriptions of programs and services organized for convenience by lead department. The City operates on a July 1 through June 30 fiscal year.

General Plan:

The General Plan is a legal document, required by the California Government Code, which serves as the City of Menlo Park's "constitution" for the development and the use of its land. It is a comprehensive, long-term document, detailing proposals for the physical development of the city, and of any land outside its boundaries but within its designated "sphere of influence."

**Orientation of new councilmembers**

It is important that councilmembers have an understanding of the full range of services and programs provided by the organization. As new members join the City Council, the City Clerk coordinates with department heads to provide tours of City facilities and meetings with key staff.

## C H A P T E R 2

# City Council: Powers and Responsibilities

### City Council generally

The powers of the City Council to establish policy are quite broad. Essentially, the City Council may undertake any action related to city affairs other than those forbidden or preempted by state or federal law. Specifically, the City Council has the power, in the name of the city, to do and perform all acts and things appropriate to a municipal corporation and for the general welfare of its inhabitants which are not specifically forbidden by the Constitution and laws of the State of California.

It is important to note that the City Council acts as a body. No member has any extraordinary powers beyond those of other members. While the Mayor and Mayor Pro Tem have some additional ceremonial and administrative responsibilities as described below, in the establishment of policies, voting and in other significant areas, all councilmembers are equal. It is also important to note that policy is established by at least a majority vote of the City Council. While individual councilmembers may disagree with decisions of the majority, a decision of the majority does bind the City Council to a course of action. In turn, it is staff's responsibility to ensure the policy of the City Council is upheld. Actions of staff to pursue the policy direction established by a majority of the City Council do not reflect any bias against councilmembers who held a minority opinion on an issue.

The City Council has occasionally debated whether it should take positions of a broader nature or limit itself to purely municipal functions. Historically, Menlo Park's city councils have chosen to not take positions on issues outside of their immediate authority to effect, such as issues of international concern. The propensity of the City Council to involve itself in such issues reflects the personalities and outlooks of the councilmembers who make up the two-year City Council sessions.

A councilmember may not simultaneously hold two public offices that are incompatible. Offices are incompatible, if any significant clash of duties exists between the two offices, if the dual office holdings would be improper for reasons of public policy, or if either officer exercises a supervisory, auditory or removal power over the other. Councilmembers are encouraged to and often participate and provide leadership in regional and state programs and meetings. Councilmembers are strongly encouraged to report to the City Council on matters discussed at subcommittees and other regional or state board/agency/group activities in which they have been involved.

### Role of Mayor and Mayor Pro Tempore

Mayor: As reflected in the Municipal Code, the Mayor is to preside at all meetings of the City Council and perform such other duties consistent with the office as may be imposed by the City Council or by vote of the people. The Mayor does not possess any power of veto. As presiding officer of the City Council, the Mayor is to faithfully communicate the will of the City Council majority in matters of policy. The Mayor is also recognized as the official head of the city for all ceremonial purposes.

The Mayor, unless unavailable, shall sign all ordinances, and other documents that have been adopted by the City Council and require an official signature; except when the City Manager has been authorized by City Council action to sign documents. In the event the Mayor is unavailable, the Mayor Pro Tempore's signature may be used.

Traditionally, the Mayor has also been assigned by the City Council to consult and coordinate with the City Manager in the development of agendas for meetings of the City Council. The scope of such review focuses on the timing of business items and the volume of business that can be considered at any one meeting. Such review does not allow for a unilateral unlimited delay of items to be considered by the City Council or the introduction of new items not otherwise part of the City Council's identified priorities or staff's work plan. Should any significant disagreement arise regarding the scheduling of items, these matters are to be resolved by the full City Council. The staff maintains a "tentative" City Council agenda item calendar that programs when matters will likely be considered at future meetings.

Mayor Pro Tempore: The City Council has specified that the Mayor Pro Tempore shall perform the duties of the Mayor during the Mayor's absence. The Mayor Pro Tempore shall serve in this capacity at the pleasure of the City Council.

### **Appointment of City Manager, City Attorney**

The City Council appoints two positions within the city organization: the City Manager and City Attorney. Both positions serve at the will of the City Council. The City Manager is an employee of the City and has an employment agreement that specifies certain terms of employment including an annual evaluation by the City Council. The City Manager is responsible for all other personnel appointments within the City. The current City Attorney is a part-time employee, and a partner in a local law firm that has served the City for many years.

### **Role during a disaster**

The City Council has some special, extraordinary powers in the case of a disaster. Some meeting restrictions and expenditure controls are eased in such extreme situations. In critical situations the City Council may be directed by the City Manager/ Emergency Services Director to assemble in the City's Emergency Operations Center (EOC), located within the Police Department, to provide policy guidance and to receive information in an emergency. Should the City Council not be available during an emergency, state law specifies a hierarchy of others who may serve in place of the City Council. The most likely scenario is that the County board of supervisors would serve in the place of the City Council. When necessary, the Incident Commander of the City EOC or Disaster Coordinator may request the activation of a MAC (Multi-Agency Coordination Center). One possible location of a MAC could be the Menlo Park Fire District's USAR Building located in Menlo Park.

The City Council also has the responsibility to declare a local emergency. Emergency proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property caused by natural or man-made situations. The local proclamation is the first step toward a State and Federal declaration which would then activate eligible State and Federal disaster relief programs to provide financial relief to both local government and the public.

## **Appointment of advisory bodies**

The city has a number of standing advisory bodies. City Council Policy #CC-01-004, Commissions/Committees Policies and Procedures and Role, contains guidelines on the appointment, roles and responsibilities of the various commissions. These procedures apply to all appointments and reappointments to standing advisory bodies.

In addition, resident committees and task forces are occasionally appointed by the City Council to address issues of interest. A task force or other ad hoc body is a body created by the City Council for a specific task. City Council subcommittees, when used, are to help the City Council do its job. Committees ordinarily will assist the City Council by preparing policy alternatives and implications for City Council deliberation. City Council subcommittees will normally not have direct dealings with staff operations. City Council subcommittees may not speak or act for the City Council. Subcommittees will be used sparingly and ordinarily in an ad hoc capacity. This policy applies to any group that is formed by City Council action, whether or not it is called a subcommittee. Unless otherwise stated, a subcommittee ceases to exist as soon as its task is complete. The City Council may assign, and specify the role of, one or two councilmembers to the task force (if more, it becomes a defacto City Council meeting). Unless otherwise specified, councilmembers have all the rights, and only the rights, of ordinary citizens with respect to task forces and other ad hoc bodies.

Note that both appointed advisory bodies and ad hoc committees are usually subject to the open meetings laws commonly known as the Brown Act.

## **City Council relationship with advisory bodies**

The City Council has determined that councilmembers should not lobby commissioners for particular votes. However, councilmembers may attend meetings as residents and request that commissioners consider certain issues during their deliberations or in unusual instances as councilmembers to reflect the views of the City Council as a body.

Councilmembers choosing to attend commission or committee meetings should be sensitive to the fact that they are not participating members of the body. Councilmembers have the rights, and only the rights, of ordinary citizens with respect to commissions – including the right to write to and speak to the commission during public comment periods.

## **Role of commission liaisons**

Councilmembers are assigned to serve in a liaison capacity with one or more city commissions. The purpose of the liaison assignment is to facilitate communication between the City Council and the advisory body. The liaison also helps to increase the City Council's familiarity with the membership, programs and issues of the advisory body. In fulfilling their liaison assignment, councilmembers may elect to attend commission meetings periodically to observe the activities of the advisory body or simply maintain communication with the commission chair on a regular basis.

Councilmembers should be sensitive to the fact that they are not participating members of the commission, but are there rather to create a linkage between the City Council and commission. In interacting with commissions, councilmembers are to reflect the views of

the City Council as a body. Being a Commission liaison bestows no special right with respect to Commission business.

Typically, assignments to commission liaison positions are made at the beginning of a City Council term in December. The Mayor will ask councilmembers which liaison assignments they desire and will submit recommendations to the full Council regarding the various committees, boards, and commissions which councilmembers will represent as a liaison. In the rare instance where more than one councilmember wishes to be the appointed liaison to a particular commission, a vote of the City Council will be taken to confirm appointments.

## C H A P T E R 3

# City Council Meetings

## General procedures

By resolution, the City Council has adopted a modified version of Roberts Rules of Order.

Presiding officer: The Mayor is the presiding officer and acts as chair at City Council meetings. In the absence or incapacity of the Mayor, the Mayor Pro Tempore serves as presiding officer.

Seating arrangement of the City Council: The Mayor Pro Tempore is seated immediately next to the Mayor. The Mayor, with the approval of individual councilmembers, shall establish the seating arrangement for regular City Council meetings.

Quorum: Three-fifths of the councilmembers constitute a quorum for the transaction of business.

## Meeting schedule

The City Council approves and follows an annual calendar that reflects its priorities and coincides with the budgeting process, beginning at the start of the calendar year. A Capital Improvement Plan is reviewed in February for the following fiscal year, in order to reflect the commitment of resources required. Other City Council priorities are overlaid on the calendar as time permits.

Regular meetings are usually held in the City Council Chambers, 701 Laurel St., on Tuesdays at 7 p.m., with study sessions and closed sessions generally being convened earlier, as needed, or at the end of the meeting at the conclusion of public business.

On occasion, the City Council meeting will be held in alternative locations such as the Senior Center. No City Council meeting will typically be held in the event that a regular meeting of the City Council falls on a legal holiday or the day after a holiday. Other meetings throughout the year may be canceled as well. Councilmembers should inform the City Manager's secretary as soon as possible if they intend to be out of town on a set meeting date. ~~On occasion, arrangements may be made in order for councilmembers to remotely participate in City Council meetings by telephone conference call when out of town.~~ In recognition of the personal and professional obligations which may conflict with attending City Council meetings, Councilmembers are not compelled to participate in routine Council meetings remotely as it can present a hardship due to technological limitations, noticing compliance and time zone differences.

## Special meetings

Special meetings may be called by the Mayor or by three members of the City Council. Written notice must be given to the City Council and to the media 24 hours before a special meeting. No business other than that officially noticed may be discussed.

Public Comment: At all regular and special meetings, public comments must be permitted before or during consideration of any agenda item. Public comment is appropriate on any matter within the jurisdiction of the City Council.

Meeting notices and minutes: Notice requirements of the Brown Act are complied with for all meetings; action minutes of the meeting are taken by the City Clerk or designee and made available for public inspection.

## Agenda development

The City Council adopts a yearly meeting calendar identifying meeting dates and cancellations to aid councilmembers and staff with planning and scheduling. A medium-range “tentative” City Council calendar that reflects an estimate of when various items will be scheduled over the next few weeks is available on the City’s website. A copy of the draft agenda is transmitted to the Mayor for review on the Monday one-week before the meeting. Staff is required to submit reports for a Tuesday City Council meeting to the City Clerk by noon on the Thursday of the week preceding the meeting. All agenda materials are available Thursday evening before the Tuesday City Council meeting. Website posting includes a tentative City Council calendar that shows City Council meeting dates and planned agenda items 3-5 weeks in advance.

Given this agenda development schedule, it is usually extremely difficult when councilmembers request at a Tuesday meeting that a report be prepared for consideration the following meeting. For this reason, it will usually require at least one week for the preparation of a report requested by the City Council. Complex reports will require more time to prepare, and an estimated time of completion can be provided to the City Council. The ability to schedule new agenda items depends on the nature of the item itself, other agenda subjects that are already scheduled and the amount of time available.

## Placing items on the agenda

City Council: A councilmember may request an item be considered on a future agenda and, upon agreement of a majority of Council, staff will prepare a staff report if formal Council action is required. Councilmembers may make this request verbally during a meeting or may submit written requests. Normally, the process involves two steps: initial consideration of the request by the full City Council at the soonest possible regularly scheduled meeting; and, if a majority agrees, the matter is then scheduled for further consideration on an upcoming meeting agenda.

Members of the public: A member of the public may request that an item be placed on a future agenda during public comment or through other communication with councilmembers. Upon approval of a majority of the City Council, the item will be agenda itemized and a staff report may be prepared. The City Manager will inform the City Council of the potential impact the request will have on established priorities or staff



workload and seek approval by the City Council before authorizing the work or scheduling the item as appropriate.

Emergency and Non-Agendized items: Emergency and non-agendized items may be added to an agenda only in accordance with state law. Emergency items are only those matters affecting public health or safety such as work stoppages, disasters and other severe emergencies. Adding an emergency item requires a majority vote. Emergency items are very rare. More likely, after the agenda is posted an item arises that the City Council would like to act on. Non-agendized items may be added to the agenda only if the City Council makes findings that (1) the need to consider the item arose after the posting of the agenda, and; (2) there is a need to take immediate action at this meeting of the City Council. These findings must be approved by a four-fifths vote; if less than five members of the City Council are present, the findings require a unanimous vote of those present.

### **Notification and advertising**

The City attempts to well publicize matters of significant neighborhood or community public interest that appear on a City Council agenda, as well as all matters where advertising is required by law. Advertisements and notifications are intended to inform all interested individuals.

### **Order of Business – (This section was reordered as directed on January 23, 2018, to more closely follow our current agenda listing.)**

The City Council established the order of business for meetings through the adoption of a policy on meeting procedures. Technically, the order of the agenda is as follows: roll call; special business; proclamations; council, committee and staff reports; public comment #1; appointments to boards/commissions/committees; consent calendar; public hearings; regular business; written communications; information items; adjournment. The following section describes the various types of meeting components.

- 1. Closed Sessions** (closed to the public): The ability of the City Council to conduct sessions not open to the public is restricted by state law to ensure open proceedings. Certain defined circumstances exist wherein a city council may meet without the public in attendance. Such circumstances include:

Real Property: The purchase, sale, exchange or lease of real property with the City's negotiator; the real property and the person(s) with whom the City may negotiate must be announced in open session before the closed session (Cal Govt Code 54956.8).

Litigation: Pending or a significant exposure to litigation or the decision to initiate litigation; the litigation title must be identified in open session before the closed session unless the City Council states that to do so would jeopardize its ability to conclude existing settlement negotiations or effectuate service of process.

Compensation: Salaries and benefits of employees; City Council meets in closed session to review its position and instruct designated representatives (Cal Govt Code §54957.6).

Personnel: A closed session is held to discuss the appointment, employment, evaluation of performance, or dismissal of a public employee, or to hear a complaint against the employee unless the employee requests a public hearing (Cal Govt Code §54957.6).

It is critical to stress that there shall be no disclosure of closed session confidential information. Councilmembers, employees of the City, or anyone else present shall not disclose to any person, including affected/opposing parties, the press or anyone else, the content or substance of any discussion which takes place in a closed session without City Council direction and concurrence. Whenever possible, written reports received for closed session items will be turned in at the end of the meeting.

Typically, closed sessions will be scheduled before the public portions of the meeting or at the end of the meeting after public business has been concluded. This is done so public portions of the meeting are not interrupted by closed sessions. In addition, such sessions may require the attendance of special legal counsel and consultants. In an attempt to manage the costs of these professionals, it is beneficial to conduct closed sessions at a time certain. On occasion, during the course of a regular meeting, an issue arises that requires the City Council to adjourn to a closed session on the advice of the City Attorney.

2. **Study Session:** From time to time, the City Council will hold study sessions. These meetings are normally scheduled before the regular session. The purpose of study sessions is to give the City Council a less formal and more interactive forum to discuss issues in advance of any official action to be taken. Staff often presents policy alternatives and is more directly engaged in the dialogue. Meetings are open to the public and are broadcast and videotaped when held in the City Council Chambers and at the direction of the City Council. While general direction may be given to staff or the proponent behind the topic of discussion, no formal action by the City Council is taken in a study session.
3. **Public Comment:** The City Council receives general public comment about issues not on the agenda. Comments on agenda items should not be heard until the appropriate item is called. Individuals desiring to speak are to address the City Council from the speaker podium after giving their name and place of residence. Speaker cards may be required and should be filled out, including the speaker's actual jurisdiction of residence, and given to the City Clerk before Public Comment.

Comments should focus on a specific matter within the City Council's jurisdiction. Members of the public are encouraged to present written comments, preferably in advance of the meeting, as a way to fully communicate their thoughts on agenda or non-agenda items. When written materials are presented, they should be submitted to the City Clerk for distribution and record keeping ahead of time. Comments are typically limited to three minutes per speaker so that all have an opportunity to address the City Council.

Videos, PowerPoint presentations or similar display requests may accompany in-person testimony but are subject to the same speaking time limits. Prior notice and coordination with the City Clerk is strongly encouraged and the Mayor reserves the privilege to limit such requests as necessary for the effective conduct of the meeting. Speakers are to address their comments to the City Council from the podium.

Public comment on regular business items normally follows staff's presentation of the staff report, clarifying questions from councilmembers and applicant comments as necessary and appropriate. Typically, applicants or appellants are limited to a maximum of 10 minutes. The City Council will then hear public comment.

4. **Commission Reports:** Commission reports provide an opportunity for designated members of appointed boards to address the City Council on matters of importance or to update the City Council and community on studies that are underway.
5. **Consent Calendar:** Those items on the City Council agenda that are considered to be of a routine and noncontroversial nature by the City Manager are placed on the "Consent Calendar." These items shall be approved, adopted, accepted, etc., by one motion of the City Council. Typical consent calendar items include the final reading and adoption of ordinances, various resolutions approving agreements, awards of contracts, minor budgetary adjustments, meeting minutes, status reports, and reports of routine city operations.

Councilmembers may request that any item listed under "Consent Calendar" be removed from the Consent Calendar, and the City Council will then take action separately on this item. A member of the public may request that an item listed under "Consent Calendar" be removed and City Council action taken separately on the item; the City Council must concur with such a request. Items that are removed ("pulled") by councilmembers for discussion will typically be heard after other Consent Calendar items are approved unless the majority of the City Council chooses an earlier or later time.

Councilmembers are encouraged to contact the City Manager's office before Noon on the day of a City Council meeting day to provide notification of items to be removed from the Consent Calendar. This practice allows the City Manager to notify staff that may need to be present to respond to removed items. Equally important, it also allows the Manager to inform staff who do not need to be present at the meeting. Unless contacted in advance of the meeting with sufficient time, the presumption is that staff will not be present.

6. **Public Hearing:** In the case of public hearings, once the City Council has voted to close the hearing, no member of the public shall be permitted to address the City Council or the staff from the audience, except at the discretion of the presiding officer (Mayor).
7. **Regular Business Items:** Regular items are shown on the agenda and are normally taken in the order listed.
8. **Informational Items:** Informational items may contain a status update, background report or a preview of a larger item coming before the City Council at a future meeting.
9. **Councilmember Reports:** Provides councilmembers an opportunity to introduce matters not currently before the City Council, including brief announcements, to pose questions of staff and make requests for items to be placed on the agenda at a future meeting. Examples of appropriate communications would be information of

general interest received from outside agencies, comments or inquiries received from the public, requests to agendaize future items, or announcements of interest to the public.

State law provides that the City Council can take action only on such matters that have been noticed at least three days (72 hours) in advance of the regular meeting, or 24 hours in the case of a special meeting, unless special circumstances are found to exist (as mentioned above). Formal action or approval on non-agendized items is not allowed, and such items should be placed on the agenda of the next available regular meeting.

- 10. Written Communications:** The City Council has established a practice of placing written communication between councilmembers requesting items to be agendaized and select letters sent by agencies to councilmembers on the meeting agenda so that this correspondence receives wide distribution. If letters or emails from the public are received on the day of or just before a meeting, copies will be placed at the councilmembers' positions on the dais.

## Discussion Rules

To assist the City Council in the orderly discussion of items, rules are followed which represent accepted practices for the management of City Council meetings.

1. **Obtaining the floor:** A councilmember or staff shall first address the Mayor and gain recognition. Comments and questions should be directed through the chair and limited to the issue before the City Council. Cross-exchange between councilmembers and public should be avoided.
2. **Questions to staff:** A councilmember shall, after recognition by the Mayor, address questions to the City Manager, City Attorney, department head or designated staff member. Councilmembers with questions on an agenda item should preferably contact staff before the meeting in order to allow staff time to research a response for the meeting.
3. **Interruptions:**
  - a. Once recognized, a councilmember is considered to have the floor, and another councilmember may not interrupt the speaker except to make a point of order or point of personal privilege. In such a circumstance, the councilmember holding the floor shall cease speaking until the point of order or privilege is resolved.
  - b. Upon being recognized by the Mayor, members of the staff shall hold the floor until completion of their remarks or until recognition is withdrawn by the Mayor.
4. **Discussion:** A councilmember should not speak more than once on a particular subject until every other councilmember has had the opportunity to speak. Councilmembers are encouraged to discuss items during the decision-making process and may ask staff to respond when appropriate. The Mayor normally allows other members to speak first, then will give his/her views and summarize.
5. **Tabling procedure:** Tabling an item immediately stops discussion and causes a vote to postpone a matter indefinitely or to a time and date certain. A motion to

“continue” an agenda item has the same effect, but is generally used when a scheduling problem arises or when insufficient time is available to address the matter thoroughly.

6. **Right of protest:** A councilmember is not required to state reasons for a dissenting vote.
7. **Calling for the question:** The purpose of calling for the question is to disallow further debate and put an issue to an immediate vote. A councilmember may move to “call for the question” on an item which is being considered. The motion requires a second, is not debatable and must pass by a four-fifths vote. If the motion carries, the item is no longer debatable and the City Council must vote on it.
8. **Conducting business at a late hour.** (Option A) According to City Council policy, all regular meetings of the City Council are to end by midnight unless there is a three-fourths vote taken by 11:00 p.m. to extend the meeting. The motion to extend is to include the title of the items to be considered after 11:00 p.m. and a new ending time for the meeting.

Or

(Option B) Recognizing the value that Menlo Park places on community input, it follows that every effort should be taken to ensure equal access to City Council action for residents. One way to facilitate this access to all interested residents is for the City Council to reduce the regularity of late night decision making. Previous City Councils codified the practice of ending council meetings at midnight, unless the Council takes action at 11:30 p.m. to go beyond midnight. This is consistent with other bodies, such as the Planning Commission, whose practice is to take action at 10:30 p.m. to extend a meeting beyond 11:00 p.m. There are other alternatives at the Council’s disposal for ensuring equal access to a broader range of residents for example reducing the time allotted to each public speaker and limiting the amount of time speakers may receive from others for items with a large number of public speakers.

Optional complimentary language placed at the beginning of City Council agendas:

To ensure the broadest public access to City Council action, the City Council will make every effort to take action on issues of community interest at a reasonable hour. In order to accomplish this, the Council will take action to extend a public meeting beyond midnight by 11:30 p.m. or defer items to the next regularly scheduled meeting and at the Mayor’s discretion reduce the amount of time allotted to individual public speakers (including prohibiting the donation of time from others) if necessary to ensure that all public speakers have the opportunity to speak.

## Voting procedures

When present, all councilmembers are to vote (affirmative, dissenting, abstention). Failure of a seated councilmember to express a vote constitutes an affirmative vote.

No ordinance, resolution or motion shall be passed or become effective without an affirmative vote by the majority with a quorum present.

A conflict of interest shall be declared whenever appropriate and in compliance with state law. The affected councilmember will step down from the dais and leave the City Council Chambers.

Councilmembers may declare general consensus at the discretion of the presiding officer, if there are no negative votes or objections.

Tie vote: A tie vote is equivalent to a motion that has failed. The presiding officer may publicly explain the effect of the tie vote for the audience or may direct a member of the staff to do so.

Motions: There are a number of types of motions, each of which must meet certain requirements before a vote can be taken. A reference guide to motions is provided in chart form in Appendix A of this manual.

Reconsideration: Reconsideration of an item shall be allowed in accordance with the following City Council guideline: A councilmember of the prevailing majority when the previous vote was taken must make a motion for reconsideration. The City Council has determined that any motion for reconsideration should be made at the meeting immediately following that at which the action was taken. No motion for reconsideration will be entertained after this time unless the City Council determines significant new information has arisen which warrants such action.

## **Other guidelines**

Other guidelines have been developed to ensure that meetings of the City Council are conducted in a civil and professional manner. Councilmembers and staff shall:

1. Work to preserve appropriate order and decorum during all meetings.
2. Discourage side conversations, disruptions, interruptions or delaying efforts.
3. Inform the Mayor before departing from a meeting.
4. Limit disruptive behavior. The Mayor will call persons demonstrating rude, boisterous, or profane behavior to order. If such conduct continues, the Mayor may call a recess, request the removal of such person(s) from the City Council Chambers, adjourn the meeting, or take such other appropriate action. The City Council has a policy to discourage applause, booing or other similar behaviors from the public during meetings.
5. Recognize that only the City Council, staff, advisory body chairs or designated representatives, and those authorized by the presiding officer shall be permitted to sit at the City Council or staff tables.
6. Limit breaks of the City Council to 5-10 minutes. The City Council has authorized the Mayor to resume the meeting if a quorum exists and other members have not returned from the break within the announced time period.
7. Impose time limits on speakers. While the City Council encourages and embraces the need for and right of public participation, it acknowledges that public comments must, at times, be limited. Therefore, the City Council authorizes the Mayor, as

presiding officer, to poll the audience for an indication of the number of people wishing to speak, and to impose time limits per speaker. Typically, speakers are limited to three minutes but a shorter time limit may be established as deemed necessary. When a member of the public is to speak on behalf of others in attendance, a maximum time limit of nine minutes is usually imposed or as otherwise allowed in the discretion of the presiding officer. After the time limit, the City Council may ask questions of the speaker for clarification, if needed. Each speaker will be thanked for his or her participation.

**Values of respect:** The City Council has also recognized the importance of approaching the public's business in an environment of personal respect and courtesy, which places emphasis on the consideration of policy and avoids personalization of comments. Some guidelines utilized by the City Council include:

1. Discussion should focus on policy matters
2. Personal criticism of members is inappropriate
3. Proper decorum should be displayed as other members express their views
4. Treat members of the public equally, applying rules in a fair and consistent manner
5. Members of the public are advised to treat all public speakers with due respect and to refrain from verbal expressions in support of or opposition to (such as clapping or booing) any public speakers' comments.

**Enforcement of order:** The Police Chief or his designee acts as the Sergeant-At-Arms. Any councilmember may request the presiding officer to enforce the rules of protocol. Upon motion and majority vote, the presiding officer shall be required to do so.

### **Open meeting laws ("The Brown Act")**

Operations and procedures of the City and City Council incorporate requirements of the state's open meeting law (commonly referred to as the Brown Act). Because this law is such an important part of local government operations, some specific requirements of the law are highlighted below.

Applicability and penalties: The entire city organization conducts its business in compliance with the Ralph M. Brown Act, State Government Code §54950 et seq. The intent of the Act is to ensure that deliberation and actions of local public agencies are conducted in open and at public meetings.

*A. Applicability:* The Act applies to the City Council and all commissions, boards and City Council-appointed subcommittees (except if comprised entirely of two councilmembers) and task forces that advise the City Council. Staff cannot promote actions that would violate the Act.

*B. Meetings:* All meetings shall be open and public. A City Council meeting takes place whenever a quorum (3 or more members) is present and information about the business of the body is received; discussions qualify as a meeting. Social functions (e.g., receptions, dinners) do not fall under the Act unless city business is discussed.

Serial meetings take place when any member of City Council contacts more than one other member of the City Council or any city staff member contacts more than two councilmembers for the purpose of deliberating or acting upon an item pending before the City Council. This restriction does not apply to the public or media who may contact all councilmembers. Correspondence that merely takes a position on an issue is

acceptable. Note that the Brown Act applies to City councilmembers immediately after their election and before their swearing-in ceremony.

*C. Agendas:* Agendas for regular meetings must be posted 72 hours in advance of the meeting and must meet various requirements.

*D. Actions:* No action can be taken on any item not appearing on the posted agenda.

Exceptions:

1. An emergency exists (determined by a majority of the City Council).
2. The need to take action arose subsequent to the agenda being posted and there is a need for immediate action (determined by a two-thirds vote of the City Council; or if less than two-thirds are present, by unanimous vote).
3. The item was continued to another meeting that was scheduled and posted within five days of the original agenda.

*E. Public input:* The public, by law, has an opportunity to address the Council on any item of interest to the public that is within the jurisdiction of the Council, at the time the matter is heard. The Mayor has the right to establish a time limit on speakers and the total time allocated for a particular issue. Three minutes per speaker has been standard, but in unusual cases either shorter or longer periods may be established by the Mayor or the City Council.

*F. Public disruptions:* A portion or all of the public may be removed if willful disruption makes conducting the meeting "unfeasible"; the press may remain unless they participate in the disruption.

*G. Correspondence:* All writings distributed for discussion or consideration at a public meeting are public records.

*H. Special meetings:* Special meetings may be called by the Mayor or a majority of the City Council with strict notification requirements for delivery to the media and the City Council 24 hours before the time of the meeting.

*I. Emergency meetings:* Emergency meetings may be called without notification due to the disruption or threatened disruption of public facilities. Only work stoppages or crippling disasters that impair the public health and/or safety qualify for emergency meetings.

*J. Other provisions:* The Brown Act provides many other restrictions and requirements; this chapter is intended merely as a City Council summary and overview, and nothing in this Chapter supersedes the provisions of the Brown Act. Please check with the City Attorney and/or the City Clerk for more information.



## C H A P T E R 4

# City Council Communications

## Overview

Perhaps the most fundamental role of a councilmember is communication—communication with the public to assess community opinions and needs—communication with staff to provide policy direction and to gain an understanding of the implications of various policy alternatives. Because the City Council performs as a body (that is, acting based on the will of the majority as opposed to individuals), it is important that general guidelines be understood when speaking as a councilmember. Equally important, when members are expressing personal views and not those of the City Council, the public should be so advised.

## Councilmember correspondence

Members of the City Council may occasionally be called upon to write letters to citizens, businesses or other public agencies. Typically, the Mayor will be charged with transmitting the City's position on policy matters to outside agencies on behalf of the City Council. Correspondence sent on behalf of the City Council is placed on official City letterhead and is signed by the Mayor or City Manager. Individual members of the City Council may prepare letters to constituents in response to inquiries or to provide requested information. Individualized councilmember letterhead can be made available for this purpose, and staff can assist in the preparation of such correspondence. Councilmembers are required to provide copies of any correspondence on City letterhead to every councilmember and the City Manager.

On occasion, members may wish to transmit correspondence on an issue upon which the City Council has yet to take a position or about an issue for which the City Council has no position. In these circumstances, members should use their personalized letterhead and clearly indicate within letters that they are not speaking for the City Council as a whole, but for themselves as one member of the City Council.

After the City Council has taken a position on an issue, official correspondence should reflect this position. While members who may disagree with a position are free to prepare correspondence on such issues as private citizens, City letterhead, official City Council title, and staff support should not be utilized in order to avoid confusion. In addition, City letterhead and staff support cannot be utilized for personal or political purposes.

councilmembers may be asked to prepare letters of recommendation for students and others seeking appointment. It is appropriate for individual councilmembers to utilize City letterhead and their City Council titles for such letters. No review by the full City Council is required, however, copies will be kept on file.

## Speaking for “the City”

Similar to written correspondence, when members are requested to speak to groups or are asked the City Council's position on an issue, the response should reflect the

position of the City Council as a whole. Of course, a councilmember may clarify their vote on a matter by stating, for example, “While I voted against “X,” the City Council voted in support of it.” When representing the City at meetings or other venues, it is important that those in attendance gain an understanding of the City Council’s position rather than that of an individual councilmember.

When dealing with members of the media, it is usually the Mayor who represents the position and interest of the City Council. When the City Manager or Department Heads are contacted, they too will refer the media first to the Mayor for comment. Similarly, when the City issues a Press Release, the Mayor is consulted in terms of any councilmember quotes or references. The City Manager decides whether staff are available to respond to media requests directly or not.

### **Local ballot measures**

At times, measures that affect City Council policy may be placed on the ballot. There are restrictions regarding what actions a City Council or individual councilmembers may take on ballot measures. Guidelines as to what is permissible are available from the City Clerk or City Attorney upon request.

### **State legislation, propositions**

The City has been a member of the League of California Cities for many years. In addition, the City has a representative on the City/County Association of Governments (C/CAG). Both of these groups actively track legislation at the state level. Either through the advisories received from these two organizations or as a result of City staff following key legislative bills of importance to the City, the Council is at times requested to take a position or an action on pending state legislation. Unless Council has previously acted on a similar bill in the recent past, in which the City’s position is clear, the Council has a practice of requiring analysis and discussion of bills before taking an official position. The analysis includes a summary of the legislation’s purpose and a listing of those entities both in support of and against the proposed legislation. As a framework for screening bills that are pending to determine if the City should weigh in, Appendix B serves as a Legislative Policy Guide, with the explicit understanding that the City will express itself on legislation dealing with issues that will directly effect its financial stability or effective operation, and that the City may enter into alliances with other entities to promote common goals.

### **Proclamations**

Ceremonial proclamations are often requested of the City in recognition of an event or individual. Proclamations are not statements of policy but a manner in which the city can make special recognition of an event (e.g., Recycling Week) or individual. As part of his/her ceremonial responsibilities, the Mayor is charged with administration of proclamations. Individual councilmembers do not issue proclamations. Proclamations can be sent to the requester or presented at a City Council meeting as arranged with the requesting body and at the Mayor’s discretion.

## C H A P T E R 5

# Interactions with City Staff

## Overview

City Council policy is implemented on a daily basis through staff. Therefore, it is critical that the relationship between Council and staff be well understood by all parties so that policies and programs may be implemented successfully. The City of Menlo Park has a long tradition of positive relationships between councilmembers and city staff. To maintain these effective relationships it is important that roles are clearly recognized.

## Council-Manager form of government

Like most California cities, Menlo Park has adopted a City Council-City Manager form of government. The Council appoints a City Manager to implement policy, enforce laws, direct the daily operations of city government, and prepare and monitor the municipal budget. The Municipal Code specifies roles and responsibilities and requires that councilmembers work through the City Manager in dealing with City staff unless simply requesting information from department heads or other staff members. The City Manager is responsible to the City Council as a body rather than to individual councilmembers.

## Council-Manager relationship

The employment relationship between the City Council and the City Manager reflects the fact that the City Manager is the chief executive officer of the City. The City Manager has an employment agreement with the City Council. Regular communication between the City Council and City Manager is important in maintaining effective interpersonal relations. All dealings with the City Manager, whether in public or private, should be consistent with the authority of the City Manager in administrative and personnel matters. Councilmembers should avoid situations that can result in City staff being directed, intentionally or unintentionally, by one or more councilmembers. Further, councilmembers should avoid involving themselves in matters regarding individual City employees or related affairs.

The City Council evaluates the City Manager's performance on a regular basis to ensure that both the City Council and City Manager are in agreement about organizational performance and priority goals that are based on mutual trust and common objectives.

As in any professional relationship, it is important that the City Manager keep the City Council informed. The City Manager respects that the final responsibility for establishing the policy direction of the City is held by the City Council. The City Manager communicates with City Council in various ways. In addition to the formal City Council meetings, there are periodic briefing meetings with individual councilmembers and written memoranda and email. Communication must be undertaken in such a way that all councilmembers are treated similarly and kept equally informed. It is also important that the City Council provide ongoing feedback, information and perceptions to the City Manager including responses to written communications and surveys requesting feedback in a timely manner.

## **City Manager code of ethics**

The City Manager is subject to a professional code of ethics that binds the City Manager to certain practices that are designed to ensure his or her actions are in support of the City's best interests. Violations of such standards can result in censure. Appendix D is a copy of the City Manager's Code of Ethics.

## **City Council-City Attorney relationship**

The City Attorney is the legal adviser for the City Council, City Manager and departments. The general legal responsibilities of the City Attorney are to: 1) provide legal assistance necessary for formulation and implementation of legislative policies and projects; 2) represent the City's interest, as determined by the City Council, in litigation, administrative hearings, negotiations and similar proceedings; 3) prepare ordinances, resolutions, contracts and other legal documents to best reflect and implement the purposes for which they are prepared; and 4) keep the City Council and staff apprised of court rulings and legislation affecting the legal interest of the City. It is important to note that the City Attorney does not represent individual councilmembers, but the City Council as a whole.

## **Roles and information flow**

Objectives: It is the intent of staff to ensure councilmembers have free and easy access to information from the City and to ensure that such information is communicated completely, with candor and without bias. Individual councilmembers may not intervene in staff decision-making, the development of staff recommendations, scheduling of work, or executing department priorities without the prior knowledge and approval of the City Council as a whole. This is necessary to protect staff from undue influence and pressure from individual councilmembers, and to allow staff to execute the priorities given by management and the City Council as a whole without fear of reprisal.

City Council roles: The full City Council retains power to accept, reject, amend, influence, or otherwise guide and direct staff actions, decisions, recommendations, service levels, workloads and schedules, departmental priorities, and the performance of City business. Councilmembers who wish to influence the actions, decisions, recommendations, workloads, work schedule and priorities of staff, must receive support from a majority of the City Council to do so as a matter of City Council policy.

Should a councilmember become dissatisfied about a department, he/she should always talk it over with the City Manager. Concerns about a department head must be taken to the City Manager only.

Access to information: Individual councilmembers as well as the City Council as a whole shall receive the full cooperation and candor of staff in being provided with any requested information. The City Manager or appropriate staff will inform council when a critical or unusual event occurs about which the public would be concerned.

To assist the City Manager in his ability to monitor the flow of information, requests for information are best tracked if submitted in writing, either in memorandum form or through email. And to ensure proper responsiveness, councilmembers are asked to "cc" both the department head and the City Manager on all correspondence with staff.

There are limited restrictions when information cannot be provided. Draft documents (e.g., staff reports in progress, administrative draft EIRs) under review are not available for release until complete and after review by city management. In addition, there are legal restrictions on the City's ability to release certain personnel information even to councilmembers. Certain aspects of Police Department affairs (access to restricted or confidential information related to crimes) may not be available to councilmembers.

Councilmembers have a responsibility in this information flow as well. It is critical that they make use of staff reports and commission minutes. Councilmembers should come to meetings well prepared – having read staff reports and attachments, and requesting in advance any necessary and available information from staff. Councilmembers with questions on an agenda item should preferably contact staff before the meeting in order to allow staff members time to research a response for the meeting.

Staff roles: The City Council recognizes the primary functions of staff as serving the community, executing City Council policy and actions and in keeping the City Council informed. Staff is obligated to take guidance and direction only from the City Council as a whole or from the appropriate management supervisors through the City Manager. Staff is directed to report to the City Manager any attempts by individual councilmembers to unduly direct or otherwise pressure them into making, changing or otherwise influencing recommendations.

City staff will make every effort to respond in a timely and professional manner to all requests made by individual councilmembers for information or assistance; provided that, in the judgment of the City Manager, the request is not of a magnitude, either in terms of workload or policy, which would require that it would be more appropriately assigned to staff through the direction of the full City Council. Requests from an individual councilmember determined by the City Manager to take one hour or more of staff time to complete, may be included on the formal City Council agenda for full City Council discussion.

### **Information distribution**

In cases where a staff response to an individual councilmember request involves written materials that may be of interest to other councilmembers, the City Manager will provide copies of the material to all other councilmembers. In making this judgment, the City Manager will consider whether the information is significant, new, otherwise not available to the City Council or of interest to the City Council.

### **Magnitude of information requests**

Any information, service-related request, or revised policy position perceived as necessary by individual councilmembers, and that cannot be fulfilled based on the above guidelines, should be submitted by the individual councilmember in writing to the City Council as a whole. When raised at a City Council meeting, the full City Council can decide whether and when to agendaize the request for further consideration. The City Manager will seek necessary clarification as to whether the City Council desires staff research or a report prepared; and, if so, the relative priority that should be given to such a request in light of other priorities and potential workload impacts.

## **Staff relationship with advisory bodies**

Staff support and assistance is typically provided to commissions and task forces. However, advisory bodies do not have authority over City employees. While staff may work closely with advisory bodies, staff members remain responsible to their immediate supervisors and ultimately the City Manager and the City Council. The members of the commission/ board/committee are responsible for the functions of the advisory body, and the chairperson is responsible for committee compliance with City policies and practices as outlined in the Commission Handbook.

Staff support often includes preparation of an agenda and its posting in compliance with the Brown Act. Staff may also prepare reports providing background on the issue, alternatives, a recommendation and appropriate backup materials, if necessary. Advisory body members should have sufficient information to reach decisions based upon a clear explanation of the issues. The assigned staff person may take minutes as needed. Staff members are to assist the advisory body chair to ensure appropriate compliance with state and local laws and regulations.

It is important that advisory bodies wishing to communicate recommendations to the City Council do so through approved City Council agenda procedures. In addition, if a commission wishes to correspond with an outside agency, that correspondence will be prepared by staff for review by the City Manager and approval by the City Council. Individuals who would like staff to perform research or for the commission to review a particular issue must gain the approval for such a request from the full City Council before any work is planned or done. Each Commission establishes a 2-year work plan that is in line with the City Council's goals, which guides the commissions' activities and projects.

## **Restrictions on political involvement by staff**

Local governments are non-partisan entities. Professional staff, as reflected within the principles of the Council-Manager form of government, formulates recommendations in compliance with City Council policy and for the good of the community and is not influenced by political factors. For this reason, it is very important to understand the restrictions of staff in any level of political involvement through campaigns, fundraisers or other means.

By working for the City, staff members do not surrender rights to be involved in local elections. Indeed, laws are in place to preserve those rights. However, there are limitations to such involvement. Different restrictions apply to management and to general employees.

General employees have no restrictions while off the job. No participation in campaigns or other activities may take place while on the job. No City resources may be used by staff in support of any campaign. Even while off the job, no employee may participate in campaign or other activities in a City uniform. For example, posing for a promotional photograph for a candidate for local office while in uniform is inappropriate. The support of the City Council in these matters is requested. A councilmember asking staff to sign petitions or similar items can similarly create an awkward situation.

For management staff, the City Manager strongly discourages any involvement in a local campaign even while on personal time. Such involvement could erode the tenet that staff is to provide an equal level of service to all councilmembers. The City Manager specifically prohibits any political involvement in local campaigns by department heads.

## C H A P T E R 6

# Support provided to City Council

### **Staff support**

General administrative support to councilmembers is provided through the City Manager's Office. Administrative services including scheduling of appointments and receipt of telephone messages are available as needed. Sensitivity to the workload of support staff members in the City Manager's Office is appreciated. Should requested tasks require significant time commitments, prior consultation with the City Manager is requested.

### **Office equipment/technology**

To enhance councilmembers' ability to communicate with staff and the public, the City Council office is equipped with a computer and telephones with voicemail. The City Council can also receive and send email and faxes.

Councilmembers may be connected from their home to the City's computer network. Information Technology staff will provide initial assistance in setting up necessary software and hardware. While staff will maintain those computer applications related to City affairs, staff cannot provide assistance for personal computer applications. Each councilmember is provided the use of a tablet device. When individual councilmembers have completed their term of office, any technology must be returned to the City.

These technologies facilitate efficient communication by councilmembers. However, their use also raises important legal issues to which councilmembers must pay special attention. First, the Brown Act prohibits elected officials from using "technological devices" to develop a concurrence by a majority regarding an action to be taken by the legislative body. "Technological devices" under the Brown Act include phones, faxes, computer email, public access cable TV and video. Councilmembers should not use email, faxes or phones for communicating with other councilmembers in order to develop a majority position on any particular issue that may come before the full City Council. Particular caution is advised when using or responding to email received via the "CCIN" feature on the City's website and email directory. Correspondence sent using CCIN automatically goes to all five councilmembers, certain staff and to the local newspapers.

Second, be aware that most emails sent by councilmembers probably are public records under the Public Records Act. Even though it does not create paper, sending email is more similar to mailing a letter than placing a telephone call. The information in the email is stored on the computer network until deleted, and may continue to exist on the network's backup systems even after being deleted. As a result, emails can become records of the City maintained in the course of business, and thus available for public disclosure under the Public Records Act.

Finally, the City's email system is intended for the conduct of official business, and not for political reasons. See CHAPTER 8 for a detailed discussion on the prohibition against using City property and funds for personal or political purposes.



**Meeting rooms**

An office is available adjacent to the City Manager's Office for shared use by councilmembers. Councilmembers can also reserve larger meeting space for use by contacting the City Manager's Office staff.

**Mail and deliveries**

Councilmembers receive a large volume of mail and other materials from the public, private interests and staff. The City Manager's Office staff maintains a mailbox for each councilmember. Meeting agenda materials are available for pick up Thursday evenings and are posted on the City's website. Councilmembers are encouraged to return unwanted binders, reports and documents to staff.

## C H A P T E R 7

# Financial Matters

## City Council compensation

State law and the Municipal Code provide for modest compensation to councilmembers. State law limits an increase in City Council salaries to 5 percent per year, effective only following the next election after adoption. Currently, councilmembers receive a stipend of \$640 per month. Councilmembers are also eligible for participation in group insurance benefits including retirement, medical, dental, vision, and life insurance plans available at the level provided to management employees.

## Expenditure allowance

The annual city budget includes limited funding for members to undertake official City business. Eligible expenses include travel for attendance at conferences or educational seminars, and the purchase of publications and annual subscriptions. Travel expense reimbursement for meals does not allow reimbursement for alcohol. Donations to organizations are not eligible nor are meals for individuals other than councilmembers. Available funds are disbursed on a first come first served basis, with the Mayor and City Manager monitoring expenses during the year. City Council Policy #CC-91-0002 pertains to travel and meeting expenses.

## Expenditure guidelines

It is important to note that any expense must be related to City affairs. Public property and funds may not be used for any private or personal purpose. Courts have ruled that this prohibition includes personal political purposes. For example, reimbursement could not be allowed to pay for meals at a meeting designed to discuss political or campaign strategies. It is also inappropriate for City funds to pay for a meal or other expenses of a private citizen.

City budgetary practices and accounting controls apply to expenditures within the City Council budget. Reimbursement requests should be made through the City Manager's Office monthly with receipts. Expenditure records are public information. Questions arising as to the proper application or interpretation of the adopted policy will result in the City Manager conferring with the Mayor.

## C H A P T E R 8

# Conflicts and Liability

### **Conflict of interest**

State laws are in place to prevent an action by a councilmember that would or may constitute a conflict of interest. The purpose of such laws and regulations is to ensure that all actions are taken in the public interest. At any time a councilmember believes a potential for conflict of interest exists, he/she is encouraged to consult with the City Attorney or private legal counsel for advice. Staff may also request an opinion from the City Attorney regarding a councilmember's potential conflict. Laws that regulate conflicts are very complicated. Violations may result in significant penalties including criminal prosecution.

There are two primary laws that govern conflicts of interest for public officials in California - the Political Reform Act and Government Code §1090. In general terms, the Political Reform Act prohibits a public official from having a financial interest in a decision before the official; §1090 prohibits a public official from having an interest in government contracts.

The Political Reform Act prohibits public officials from making, participating in, or in any way attempting to use their official position to influence a governmental decision in which they know, or have reason to know that they have a financial interest. Therefore, if a public official has a conflict of interest, the official must disqualify himself or herself from acting on or participating in the decision before the City. Once a year councilmembers and certain staff are required to file statements of economic interests.

Government Code §1090 is similar to the Political Reform Act, but applies only to City contracts in which a public official has a financial interest. The financial interests covered by §1090 are different from those in the Political Reform Act. A councilmember having an interest in a contract may preclude the City from entering into the contract at all. In addition, the penalties for violating §1090 are severe. If a councilmember believes that he or she may have any financial interest in a contract that will be before the City Council, the councilmember should immediately seek advice from the City Attorney or the councilmember's personal attorney.

There are a number of other restrictions placed on City Council actions that are highlighted in the League of California Cities' Guide. Such restrictions include prohibitions on secrecy and discrimination as well as assurance that all city funds are spent for public purposes. Violations of these restrictions may result in personal liability for individual councilmembers.

### **City Attorney advice**

The City Attorney has an affirmative duty to protect the City and City Council from conflicts of interest wherever possible. It is critical to note that while the City Attorney can render advice on the interpretation of State laws and regulations on conflict matters, such advice is solely an interpretation of the law. The only authority that can provide

binding interpretations on such matters is the State Fair Political Practices Commission (FPPC). Individual councilmembers or the full City Council may also solicit opinions on such matters directly from the FPPC; however, such opinions often take time to develop and may not readily respond to urgent matters. It is important to note that the City Attorney does not represent individual councilmembers, but the City Council as a whole.

### **Conflict of interest forms**

Annual disclosure statements are required of all councilmembers, designated commissioners and senior staff which indicate potential conflicts of interest including sources of income, ownership of property and receipt of loans and gifts. Councilmembers and the City Manager often serve on the governing board of other agencies as a result of their positions. These agencies also require submittal of disclosure forms. These forms require information including income, loans, receipt of gifts, and interest in real property among other items.

### **Liability**

The City is a large institution offering a variety of services and may occasionally find itself subject to legal actions through lawsuits. For example, those involved in automobile accidents sometimes choose to take actions against a City since the accident occurred on a City roadway. The City must always approach its responsibilities in a manner that reduces risk to all involved; however, with such a wide variety of high-profile services all risk cannot be eliminated. The City belongs to an agency with other governments to manage insurance and risk activities.

It is important to note that violations of certain laws and regulations by individual councilmembers may result in that councilmember being personally liable for damages that would not be covered by the City's insurance. Examples may include discrimination, harassment or fraud.

## C H A P T E R 9

# Additional Training and Resource Materials

## **League of California Cities**

The League is an association of virtually all cities in California. It provides many services including the production of educational conferences for local officials, publication of various newsletters and the monthly magazine *Western City*. The League has lobbyists on staff to represent the interest of cities before the state Legislature and federal government and supports committees having local officials as members that are organized to address issues as they arise. The City of Menlo Park participates in League activities through the Peninsula Division.

The League of California Cities produces a number of publications on substantive issues in city and local government. These publications are available for purchase from the League.

## **Local Government Commission**

The Commission is a California-based organization that focuses largely on planning and resource conservation issues. It conducts workshops, offers periodic seminars and publishes newsletters.

## **International City/County Management Association (ICMA)**

ICMA is a professional association of local government chief executives/city managers. The association has an extensive list of publications to assist local officials.

## **Institute for Local Government (ILG)**

The Institute for Local Government also produces publications. For ILG publications please go to [www.ca-ilg.org/publications](http://www.ca-ilg.org/publications).

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Top-Six Priority Projects			Milestones		
Project	Summary	Lead Department (Supporting Department(s))	06/30/18	12/31/18	06/30/19
District Elections	Menlo Park is transitioning to a by-district election system effective for the November 2018 City Council election. Demand for election-related staff support is expected to be higher than normal.	City Manager's Office	Advisory Districting Committee to recommend district boundary maps and related election sequencing approved in April 2018. City Clerk to submit final maps to the San Mateo County Registrar of Voters in May 2018. Districts identified and submitted to the registrar of voters will be completed by June 2018. Candidates will begin pulling papers in July 2018 to run for elected office from their respective districts.	Completed by midyear	Completed by midyear
Transportation Master Plan	The Transportation Master Plan provides a bridge between the policy framework adopted within the Circulation Element and project level efforts to modify the transportation network within Menlo Park. The Plan, when completed, would provide a detailed vision, set goals and performance metrics for network performance, and outline an implementation strategy for both improvements to be implemented locally and for local contributions toward regional improvements. Following development of the Plan, a fee program update would provide a mechanism to modernize the collection of funds toward construction of the improvements identified and prioritized in the Master Plan.	Public Works (City Manager's Office, Community Development, Police)	Finalize goals and performance metrics. Develop the draft project and strategy list.	Release draft plan for public review.	Transportation Master Plan adopted in Spring 2019 and Fee Program update initiated.
Citywide Safe Routes to School Program (Non-infrastructure)	Safe Routes to School typically encompasses six program elements: education, encouragement, enforcement, equity, engineering and evaluation (6 E's). The development of a Safe Routes to Schools program would establish a partnership between the City, local schools, and parent groups to ensure issues that discourage students from walking and bicycling to school are addressed. This program would establish a stakeholder group to work collaboratively on Safe Routes issues and solutions, develop incentive and encouragement programs, and outline the framework to build and sustain the program over time. This program would not construct or fund infrastructure improvements, although it would establish a staff liaison to identify infrastructure needs within other capital project planning processes in the City. The Citywide Safe Routes to School Initiative (non-infrastructure) is an ongoing, multi-year program that will require annual funding.	Public Works (Police)	Release a request for proposal for consultant services. Authorize a consultant contract. Convene first stakeholder meeting.	Continue implementation. Identify prioritized list and schedule of Safe Routes to School infrastructure plans for each school.	Continue implementation.
Implement Downtown/EI Camino Real Specific Plan Biennial Review	Commence the Downtown/EI Camino Real Specific Plan Biennial Review and initiate associated amendments, which may encompass the following items: Revisions to the residential and commercial maximum allowable development levels, modify existing floor area ratio (FAR) and height limits in applicable zoning districts, potentially modify zoning to permit a mixed-use parking facility and possible revisions for the following: required setbacks and sidewalk standards; hotel, personal service and transit station area parking requirements; sign area requirements for larger parcels; and a hotel incentive analysis. Completion of this work will require the retention of a private consultant to assist City staff.	Community Development (City Manager's Office, Public Works)	Begin project planning after commencing review of the Guild Theatre project.	City Council approval of a Workplan, budget and consultant contracts.	Complete public outreach; environmental review underway.
Downtown Parking Garage	Determine potential uses, siting, funding and design of a downtown parking structure. Staff has evaluated a number of options for developing a parking structure and/or mixed use development. With that in mind, there is no consensus yet regarding the mix of uses, siting, funding strategy and design of a parking structure.  Staff will research options for presentation to City Council with the known limitations and schedule a community meeting in March to pose these questions to the business community, residents and other stakeholders and then report out to the City Council in a study session to be scheduled in April.	City Manager's Office (Administrative Services, Community Development, Public Works)	Community Meeting in March and Council study session in April.	Additional community outreach based on Council direction, Council funding of next steps.	To be determined - milestones will depend on Council direction.
The Guild Theatre - Land Use Entitlement Approval	Complete the approval of the necessary entitlements for the Guild Theatre. The proposed reuse of the Guild Theatre, by a private non-profit developer, will require an amendment to the EI Camino Real/Downtown Specific Plan. The proposal is to renovate and expand the current facility as a live entertainment venue for music acts, while also allowing for periodic film showings and community events. The facility would be a three-level (finished basement) 11,000 sq. ft. structure. Staff will retain a consultant to identify a new use definition, modify permitted floor area ratio (FAR) for the new use and determine if additional environmental review would be required. Additional analysis would be required for traffic, parking, and historic assessment. The developer would be responsible for construction and operation of the facility.	Community Development (City Manager's Office, Public Works)	A City Council Study Session is scheduled for February 13. Assuming development application submitted in February, completion of Planning Commission review and recommendation.	Final action by the City Council expected in July 2018.	Final action by the City Council expected in July 2018.

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2018 Remaining and Ongoing Workplan	Lead Department (Supporting Department(s))	06/30/18	Milestones 12/31/18	06/30/19
<b>Responding to the development needs of private residential and commercial property owners</b>				
Enhanced Housing Program	City Manager's Office (Community Development, City Attorney's Office)	Presentation of Housing Commission recommendations on housing policies		
Revisions to the 2016 California Green Building Standards Code for Electric Vehicle Chargers	Community Development	Complete Planning Commission review of the proposed regulations.	Council adoption of proposed amendments to the Building Code and Zoning Ordinance to implement new EV charging requirements are targeted for September, 2018.	
Single Family Residential Requirements and Guidelines	Community Development	Other priority projects will delay this work plan item	Council adoption of a work plan, inclusive of review and recommendations of the Planning Commission.	Conduct public outreach to refine goals for the revisions to the requirements and guidelines.
Stanford University 2018 General Use Permit Review	Public Works (Community Development, City Attorney's Office)	Schedule is dependent on an outside agency. Ongoing monitoring.	Schedule is dependent on an outside agency.	Schedule is dependent on an outside agency.
<b>Attracting thoughtful and innovative private investment to Menlo Park</b>				
Downtown Streetscape Improvement Project (Specific Plan)	Public Works (City Manager's Office)	Begin/continue project planning.	Release request for proposals/consultant services.	Begin/continue project design.
<b>Furthering efficiency in city service delivery models</b>				
Cost allocation plan and user fee study	Administrative Services (All other departments)	Completed by June.		
Development of a Citywide Communications Program	City Manager's Office (All other departments)	Developing communications plan.	Present draft Communications Plan to City Council	Ongoing work.
Information Technology Master Plan Implementation	Administrative Services (Community Development, Public Works)	Finalize land management system replacement contract negotiations.	Complete initial QA testing and launch alpha testing.	Wrap-up alpha testing and launch beta testing.
Organizational Study for Public Works Maintenance Services	City Manager's Office (Public Works)	Release request for proposals/consultant services.	Hire consultant.	Project complete.
Organizational Study for Development Services	City Manager's Office (Community Development, Public Works)	Release request for proposals/consultant services.	Hire consultant.	Project complete.
Charter City Initiative	City Attorney's Office	First analysis of the Charter City will be heard by Council at the February 6 City Council meeting.	To be determined.	To be determined.
Employee Engagement/Organizational Development	All	Plan completed - implementation begins	Second survey complete.	Additional strategies from the plan underway.
<b>Improving Menlo Park's multimodal transportation system to move people and goods through Menlo Park more efficiently</b>				
Haven Avenue Streetscape Improvement	Public Works	Identify funding and phasing strategy to complete project.	Release construction bid package.	Award construction contract.
Create Transportation Management Association	Public Works	Release request for proposals/consultant services.	Begin implementation.	Continue implementation.
High Speed Rail Coordination & Environmental Review	Public Works (City Manager's Office, Outside Legal Counsel)	Schedule is dependent on an outside agency. Ongoing monitoring.	Schedule is dependent on an outside agency.	Schedule is dependent on an outside agency.
Oak Grove, University, Crane Bicycle Improvement Project	Public Works	Continue implementation.	Continue implementation.	Complete trial project evaluation.
Willows Neighborhood Complete Streets	Public Works (Police)	Finalize scope of work.	Release request for proposals/consultant services.	Continue project planning.
El Camino Real Corridor Study	Public Works	Complete analysis of northbound traffic conditions	Present findings of northbound traffic conditions	Begin design of crossing improvements
Middlefield Rd/Ravenswood and Ringwood Avenues Traffic Signals Modification	Public Works	Finalize scope of future improvements.	Release request for proposals/consultant services.	Award a contract/authorize an agreement for consultant services.
Willow/101 Interchange	Public Works (Police)	Schedule is dependent on an outside agency. Continued monitoring.	Schedule is dependent on an outside agency. Continued monitoring.	Schedule is dependent on an outside agency. Continued monitoring.
Chilco Streetscape and Sidewalk Installation	Public Works (Community Development)	Continue construction/implementation.	Continue construction/implementation.	Complete construction/implementation.
Ravenswood Avenue/Caltrain Grade Separation Study	Public Works	Complete project planning.	N/A	N/A
Middle Avenue Caltrain Crossing Study	Public Works (Community Development)	Continue project planning.	Continue project planning.	Complete project planning.
<b>Maintaining and enhancing Menlo Park's municipal infrastructure and facilities</b>				
Arrillaga Family Recreation Center HVAC System Upgrade	Public Works (Community Services)	Begin project planning.	Continue project design.	Continue project design.

2018 Remaining and Ongoing Workplan	Lead Department (Supporting Department(s))	Milestones		
		06/30/18	12/31/18	06/30/19
Burgess Pool Capital Improvements	Public Works (Community Services)	Begin project planning.	Continue project planning.	Continue project planning.
Gatehouse Fence Replacement	Public Works	Award a contract/authorize an agreement for consultant services.	Begin project design.	Complete project design.
Facilities Maintenance Master Plan	Public Works (Community Services)	Release request for proposals/consultant services.	Award a contract/authorize an agreement for consultant	Continue project planning.
Reservoir Reroof and Mixers	Public Works	Begin project planning.	Release request for proposals/consultant services.	Continue project design.
Library Landscaping	Public Works (Library)	Begin project design.	Continue project design.	Complete project design.
Water System Master Plan	Public Works (Administrative Services)	Release the Plan for public review	Begin plan implementation	Continue plan implementation
Chrysler Pump Station Improvements	Public Works	Continue project design.	Award construction contract.	Continue construction/implementation.
San Francisquito Creek Upstream of 101 Flood Protection Project	Public Works (City Manager's Office)	Schedule is dependent on an outside agency. Ongoing monitoring.	Schedule is dependent on an outside agency.	Schedule is dependent on an outside agency.
Emergency Water Supply	Public Works	Release construction bid package.	Award construction contract.	Project complete.
<b>Providing high-quality resident enrichment, recreation, and discovery</b>				
Parks and Recreation Facilities Master Plan Update	Community Services (Administrative Services, Public Works)	Begin project planning.	Continue project planning.	Project complete.
Park Playground Equipment	Public Works (Community Services)	Release request for proposals/consultant services.	Award construction contract.	Continue construction/implementation.
Jack Lyle Park Restroom	Public Works (Community Services)	Release construction bid package.	Begin construction/implementation.	Complete project.
Willow Oaks Park Improvements	Public Works (Community Services)	Begin project design.	Continue project design.	Release construction bid package.
Burgess Park Snack Shack	Community Services (Community Development, Public Works)	Draft plans approved.	Final plans approved.	Construction started pending funding donation.
Equity in Education Joint Powers Authority (JPA)	City Manager's Office	Prior to June, the draft template of the JPA would be created and circulated for comments from the stakeholders.	Prior to December, comments from stakeholders will be incorporated into the JPA document.	The JPA document will be considered for approval by the stakeholders in early 2019.
Minimum Wage Ordinance	City Manager's Office (Economic Development)	No action - There is no staff capacity to work on this effort before June 2018	Per Council direction at goal setting, staff will research ordinances from other Cities and present one for Council action. There is no staff capacity for timely significant public outreach on this topic. Should the Council decide that timely significant public outreach is necessary, then resource augmentation will be necessary or the Council will have to prioritize reducing action on the Enhanced Housing Program, Parking Garage, Sister City Program, or Economic Development participation in the development process.	
Library Improvements	City Manager's Office (Library, Administrative Services, Community Development, Public Works)	Pending next steps approved by Council.	Pending next steps approved by Council.	Pending next steps approved by Council.
<b>Realizing Menlo Park's vision of environmental leadership and sustainability</b>				
Green Infrastructure Plan	Public Works	Continue project planning.	Continue project planning.	Release Plan for public review.
Update the Heritage Tree Ordinance	City Manager's Office (Community Development, Public Works)	Complete Project Planning and Community Engagement Underway.	Draft Ordinance Complete.	Ordinance Updates adopted by City Council.

2018 Remaining and Ongoing Workplan	Lead Department (Supporting Department(s))	06/30/18	Milestones 12/31/18	06/30/19
Community Zero Waste Plan Implementation	City Manager's Office (Administrative Services, Community Development, Public Works)	a. Draft Update to City's Solid Waste Ordinance, Including Mandatory Participation in Recycling and Composting Programs. b. Draft Update to City's Construction and Demolition Ordinance Increasing Recycling Requirements.	a. Promotion of Universal Access to Recycling and Organics for Commercial and Multi-Family Waste Generators b. Implementation of Mandatory Participation in Recycling and Composting Programs c. Implementation of Construction and Demolition Ordinance and Implementation Updates d. Action Plan for SBWMA consideration of options for sorting of City Self-Hauled Waste	a. Retrofit existing city water fountains to refillable bottle stations b. Draft policy for requiring bottle filling stations in new development projects c. SBWMA consideration of options for sorting of City Self-Hauled Waste d. Action Plan for Community Recycling Ambassadors and Door-to-Door Outreach e. Action Plan for Support for Reuse, Repair, Leasing or Sharing Efforts
<b>Planned 2018-19 Capital Improvement Projects</b>				
Bayfront Canal and Atherton Channel Flood Protection	Public Works	Begin project design.	Continue project design.	Award construction contract.
Downtown Utility Undergrounding	Public Works (City Manager's Office)	Begin project planning.	Continue project planning.	Continue project planning.
Welcome to Menlo Park Monument Signs	Public Works (City Manager's Office)	Begin project planning.	Release request for proposals/consultant services.	Continue project design.
Climate Change Resiliency Plan	Public Works (City Manager's Office)	Begin project planning.	Continue project planning.	Continue project planning.
Santa Cruz and Middle Avenues Resurfacing	Public Works	Begin project design.	Complete project design.	Award construction contract.
Oak Grove Safe Routes to School and Green Infrastructure	Public Works	Release request for proposals/consultant services.	Continue project design.	Continue construction/implementation.
Bayfront Expressway, Willow Road and Marsh Road Adaptive Signal Timing	Public Works	Authorize implementation contract.	Continue implementation.	Complete implementation.
<b>*Basic steps of a typical construction project:</b>				
Scope project				
Develop Request for Proposal (RFP)				
Design				
Bid				
Award				
Construct				
Complete				

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Items not currently on the 2018 Workplan
Dumbarton Corridor Coordination
West Menlo Park Triangle Annexation
Quiet Zone
Public Art
Revenue Initiatives (voter-approved ballot measures)
Transparency Calendar Policy
Station 1300 Cut-Thru Analysis
Employee Head Tax (revenue measure)

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**STAFF REPORT**

**City Council**  
**Meeting Date:** 2/6/2018  
**Staff Report Number:** 18-032-CC

**Regular Business:** Provide direction on placing enabling charter on November 2018 ballot

**Recommendation**

Staff recommends that the City Council discuss whether to place an enabling charter on the November 2018 ballot.

**Policy Issues**

This staff report discusses the process for placing a simple enabling charter on the November 2018 ballot.

**Background**

Menlo Park is currently a general law city subject to State restrictions even in the area of “municipal affairs.” Over the years, Menlo Park has wanted to pursue certain initiatives that were only available to charter cities. Most recently, both residents and the Council have expressed a desire to examine other types of voting systems currently not available to general law cities. To avail itself of other types of voting systems and/or a hybrid district/at large voting process, Menlo Park would need to become a charter city.

To become a charter city, a city must adopt a charter. Adoption of a charter requires a vote of the people.<sup>1</sup> Once a charter is adopted it operates as a local “constitution.” Like the federal and state constitutions, a charter may only be adopted, amended, or repealed by a majority vote of a city’s residents.

Charter cities have more authority over their municipal affairs. Charter cities also have greater flexibility in government operations as they are not bound by certain state requirements and are free to devise their own processes. A charter city has more options when considering how to handle a number of municipal affairs. This includes, but is not limited to, the following:

- Construction and maintenance contracting<sup>2</sup>
- Land use
- City finances
- City government structure
- Elections

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<sup>1</sup> Cal Const art XI, §3(a).

<sup>2</sup> Historically, many cities adopted charters in order to avoid payment of prevailing wages for public works projects. A recent State law (SB 7) took away this incentive by withholding State grant money from charter cities that exempted public works projects from prevailing wage requirements. SB 7’s constitutionality is currently being challenged.



Notwithstanding these advantages, there are several limitations and safeguards on a charter city's powers. In particular, a charter city's decision-making authority is specifically limited to only municipal affairs and does not extend to matters of "statewide concern." Generally speaking, a matter of statewide concern is something that is determined, by the courts, to be of importance to the entire state. In those cases, state law preempts local regulations. For example, many traffic regulations are matters of statewide concern. A charter city would not be able to adopt local traffic regulations that would conflict with those enacted by the Legislature. (For more detail on charter cities, see Attachment A.)

On January 16, the Council discussed the process for adopting a charter utilizing the traditional process of a charter commission or committee. The timeline for utilizing a committee would essentially preclude a November 2018 election. After additional research, the City Attorney came up with a potential simple solution that would allow the voters to approve a broad enabling charter in November 2018, without the need to bind itself to specific regulations in the areas of municipal affairs, such as method of elections, tax measures, land use regulations and the like. Essentially it would be an enabling charter allowing the Council to adopt those provisions in the future by ordinance without going back to the voters (other than to approve tax measures as required by the State Constitution).

## **Analysis**

### Adopting an Enabling Charter that Establishes Framework for Local Control

A city charter can be as simple or complex as the Council desires. At a minimum the charter must contain an enabling provision declaring autonomy over local affairs. This provision typically references the California Constitutional provision which permits cities to adopt charters authorizing local control.<sup>3</sup> A common enabling provision reads as follows:

Section 100 Municipal Affairs: The City of \_\_\_\_\_ shall have full power and authority to adopt, make, exercise and enforce all legislation, laws, and regulations, and to take all actions relating to municipal affairs, without limitation, which may be lawfully adopted, made, exercised, taken or enforced, under the Constitution of the State of California.

(See for example Attachment B, City of Palmdale charter.) The effect of this provision is to give the Council authority to later adopt ordinances and regulations in any all areas of municipal affairs. Until the City actually adopts those implementing ordinances, however, the general laws of the State continue to apply. As the City can only exercise local control over municipal affairs, matters of statewide concern are not impacted by the adoption of a charter and will also continue to be governed by State law.

Most charters also contain additional provisions listing and defining a city's scope of authority in the various areas of municipal concern, such as elections, government structure, police force, public contracting and land use. It is important to note there is no requirement that the Charter list or enumerate those specific municipal powers but they provide a transparent summary of a city's powers.

For example, the City of Palmdale adopted a provision as follows:

Section 500. Local Control of Land Use. The citizens of Palmdale recognize and declare that managing land use and development within the City of Palmdale and ensuring that necessary public facilities are provided to the citizens of the City of Palmdale are quintessential elements of local control and therefore are municipal affairs. The adoption of this Charter recognizes and reaffirms the principles of local land use management and control and affirms the principle that City of Palmdale local land use regulations may be superior to and take precedence over any conflict in general laws

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<sup>3</sup> Cal.Const., art. XI, Section 5.



of the State of California. The intent of this Charter is to allow the City Council and the voters to exercise the maximum degree of control over land use matters within the City of Palmdale. (Attachment B.)

While it is not legally necessary to separately enumerate this land use power in the City's charter, it provides a clearer message to the voters that the Council intends to exercise its local control power in this area.

A similar approach could be used to authorize alternative election methods. Again, the City of Palmdale contains a good example:

Section 600 Elections. The City shall have the power to adopt ordinances establishing procedures, rules or regulations concerning City of Palmdale elections and public officials, including but not limited to, the qualifications and compensation of elected officials, the method, time and requirements to hold elections, to fill vacant offices and for voting by mail. Unless in conflict with ordinances adopted by the City, state law regarding elections shall apply. (Attachment B.)

This approach has several advantages over a provision prescribing a certain type of voting method. First, it can easily be adopted without the need of a lengthy committee process. The drafting could be done by the City Attorney and the public input could be conducted through the public hearing process required for charter adoption. Second, it does not commit the City to a particular voting method, such as ranked choice or cumulative voting. The City could have a community discussion about different voting methods and then implement by ordinance a new method without going back to the voters for a charter amendment. This outreach process could involve formation of an election committee. Likewise, the City could more easily pivot to an alternative election method by simple ordinance without the need for a voter approved charter amendment. (Of course any such ordinance would be subject to voter referendum.)

### Pros and Cons of Becoming a Charter City

The Council also requested high level information on the pros and cons of Menlo Park becoming a charter city. In a nutshell, the benefit of becoming a charter city is the ability to have more control over local government autonomy. Since the question of what is a municipal affair is subject to judicial interpretation, it is difficult to predict how courts will rule on this issue going forward. For example, older court decisions found housing to be a local affair, but later decisions have found housing, especially affordable housing, to be a statewide concern. The pendulum may shift again.

Attached is a chart published by the League of Cities comparing the key characteristics of general law and charter cities (Attachment A). The City Attorney has annotated this chart to show the impact to Menlo Park in each of these key areas of local concern. Given the current encroachment into local control by both the legislature and courts, the distinctions between general law and charter cities is probably at an all-time low. That said charter city status can provide flexibility in key areas (currently or in the future) with little downside risk.

### Process for Adopting Simple Enabling Charter

While an enabling charter can be drafted without committee input, it still must be voted on at a General Municipal Election (i.e. November of even numbered years) and is still subject to the State-prescribed public hearing process for charter adoption. This public hearing process requires approximately 75 days. In order to place a charter on the ballot, two public hearings must take place following an initial 21-day notice period.

During the first public hearing, a draft of the charter would need to be considered by the City Council. The second public hearing is required to take place 30 days after the first hearing. Following the second public hearing, the item may be set for final City Council deliberation after another 21-day waiting period.<sup>4</sup> Once this process is completed, the City Clerk can forward the measure regarding the proposed charter to the County Clerk-Recorder's Office. The County's deadline for submittal of measures for the November 2018 ballot is August 10, 2018.

### **Impact on City Resources**

A broad enabling charter would take less staff to draft in the short term. Over time, however, considerable staff time would be needed to implement local ordinances in the areas of municipal affairs.

### **Environmental Review**

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it proposes an organizational structure change that will not result in any direct or indirect physical change in the environment.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 24 hours prior to the meeting.

### **Attachments**

- A. Chart comparing General Law and Charter Cities
- B. City of Palmdale Charter

Report prepared by:

William L. McClure, City Attorney

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<sup>4</sup> Cal. Gov't Code § 34458

## General Law City v. Charter City

Originally published by League of California Cities and Updated by City Attorney

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<b>Ability to Govern Municipal Affairs</b>	Bound by the state's general law, regardless of whether the subject concerns a municipal affair.	Has supreme authority over "municipal affairs." Cal. Const. art. XI, § 5(b).	If City adopts broad enabling charter it would be able to adopt any and all ordinances governing "municipal affairs."
<b>Form of Government</b>	State law describes the city's form of government For example, Government Code section 36501 authorizes general law cities be governed by a city council of five members, a city clerk, a city treasurer, a police chief, a fire chief and any subordinate officers or employees as required by law. City electors may adopt ordinance which provides for a different number of council members. Cal. Gov't section 34871. The Government Code also authorizes the "city manager" form of government. Cal. Gov't Code § 34851.	Charter can provide for any form of government including the "strong mayor," and "city manager" forms. See Cal. Const. art. XI, § 5(b); Cal. Gov't Code § 34450 <i>et seq.</i>	Not likely to impact Menlo Park unless it wanted to pursue a "strong mayor" or other non-traditional form of government.
<b>Elections Generally</b>	Municipal elections conducted in accordance with the California Elections Code. Cal. Elec. Code §§ 10101 <i>et seq.</i>	Not bound by the California Elections Code. May establish own election dates, rules, and procedures. See Cal. Const. art. XI, § 5(b); Cal. Elec. Code §§ 10101 <i>et seq.</i> <i>After Bell scandal</i> , charter cities subject to some statewide elections laws.	Many charter cities have implemented all-mail elections to save costs. Starting with June 2018 primary, San Mateo County is implementing an all-mail election law (Voters' Choice Act) which could neutralize distinction.
<b>Methods of Elections</b>	Generally holds at-large elections whereby voters vote for any candidate on the ballot. Cities may also choose to elect the city council "by" or "from" districts, so long as the election system has been established by ordinance and approved by the voters. Cal. Gov't Code § 34871. Mayor may be elected by the city council or by vote of the people. Cal. Gov't Code §§ 34902.	May establish procedures for selecting officers. May hold at-large or district elections. See Cal. Const. art. XI, § 5(b).	Would allow Menlo Park to implement hybrid voting systems and cumulative/ranked choice voting.

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<b>City Council Member Qualifications</b>	<p>Minimum qualifications are:</p> <ol style="list-style-type: none"> <li>1. United States citizen</li> <li>2. At least 18 years old</li> <li>3. Registered voter</li> <li>4. Resident of the city at least 15 days prior to the election and throughout his or her term</li> <li>5. If elected by or from a district, be a resident of the geographical area comprising the district from which he or she is elected.</li> </ol> <p>Cal. Elec. Code § 321; Cal. Gov't Code §§ 34882, 36502; 87 Cal. Op. Att'y Gen. 30 (2004).</p>	<p>Can establish own criteria for city office provided it does not violate the U.S. Constitution. Cal. Const. art. XI, § 5(b), 82 Cal. Op. Att'y Gen. 6, 8 (1999).</p>	<p>No significant differences in this area. Charter cities typically have same candidate qualifications as general law cities.</p>
<b>Public Funds for Candidate in Municipal Elections</b>	<p>No public officer shall expend and no candidate shall accept public money for the purpose of seeking elected office. Cal. Gov't Code § 85300.</p>	<p>Public financing of election campaigns is lawful. <i>Johnson v. Bradley</i>, 4 Cal. 4th 389 (1992).</p>	<p>Historically, this has not been perceived as a problem in Menlo Park.</p>
<b>Term Limits</b>	<p>May provide for term limits. Cal. Gov't Code § 36502(b).</p>	<p>May provide for term limits. Cal. Const. art. XI, § 5(b); Cal Gov't Code Section 36502 (b).</p>	<p>No difference in this area.</p>
<b>Vacancies and Termination of Office</b>	<p>An office becomes vacant in several instances including death, resignation, removal for failure to perform official duties, electorate irregularities, absence from meetings without permission, and upon non-residency. Cal. Gov't Code §§ 1770, 36502, 36513.</p>	<p>May establish criteria for vacating and terminating city offices so long as it does not violate the state and federal constitutions. Cal. Const. art. XI, § 5(b).</p>	<p>Historically, this has not been a problem in Menlo Park.</p>

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<b>Council Member Compensation and Expense Reimbursement</b>	Salary-ceiling is set by city population and salary increases set by state law except for compensation established by city electors. See Cal. Gov't Code § 36516. If a city provides any type of compensation or payment of expenses to council members, then all council members are required to have two hours of ethics training. See Cal. Gov't Code §§ 53234 - 53235.	May establish council members' salaries. See Cal. Const. art. XI, § 5(b). If a city provides any type of compensation or payment of expenses to council members, then all council members are required to have two hours of ethics training. See Cal. Gov't Code §§ 53234 - 53235. Post-Bell reforms require charter proposals to disclose whether council members will have power to increase their own salary.	Historically, this has not been a problem in Menlo Park. Post-Bell it could be politically challenging to adopt changes in this area.
<b>Legislative Authority</b>	Ordinances may not be passed within five days of introduction unless they are urgency ordinances. Cal. Gov't Code § 36934.  Ordinances may only be passed at a regular meeting, and must be read in full at time of introduction and passage except when, after reading the title, further reading is waived. Cal. Gov't Code § 36934.	May establish procedures for enacting local ordinances. <i>Brougner v. Bd. of Public Works</i> , 205 Cal. 426 (1928).	Could be easier to adopt legislation as a charter city, though historically, this has not been a barrier in Menlo Park.
<b>Resolutions</b>	May establish rules regarding the procedures for adopting, amending or repealing resolutions.	May establish procedures for adopting, amending or repealing resolutions. <i>Brougner v. Bd. of Public Works</i> , 205 Cal. 426 (1928).	Historically, this has not been a problem in Menlo Park.
<b>Quorum and Voting Requirements</b>	A majority of the city council constitutes a quorum for transaction of business. Cal. Gov't Code § 36810.  All ordinances, resolutions, and orders for the payment of money require a recorded majority vote of the total membership of the city council. Cal. Gov't Code § 36936. Specific legislation requires supermajority votes for certain actions.	May establish own procedures and quorum requirements. However, certain legislation requiring supermajority votes is applicable to charter cities. For example, see California Code of Civil Procedure section 1245.240 requiring a vote of two-thirds of all the members of the governing body to adopt an eminent domain resolution unless a greater vote is required by charter.	Historically, this has not been a problem in Menlo Park.

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<p><b>Rules Governing Procedure and Decorum</b></p>	<p>Ralph Brown Act is applicable. Cal. Gov't Code §§ 54951, 54953(a).</p> <p>Conflict of interest laws are applicable. See Cal. Gov't Code § 87300 <i>et seq.</i></p>	<p>Ralph Brown Act is applicable. Cal. Gov't Code §§ 54951, 54953(a).</p> <p>Conflict of interest laws are applicable. See Cal. Gov't Code § 87300 <i>et seq.</i></p> <p>May provide provisions related to ethics, conflicts, campaign financing and incompatibility of office.</p>	<p>Historically, this has not been a problem in Menlo Park.</p>
<p><b>Personnel Matters</b></p>	<p>May establish standards, requirements and procedures for hiring personnel consistent with Government Code requirements.</p> <p>May have “civil service” system, which includes comprehensive procedures for recruitment, hiring, testing and promotion. See Cal. Gov't Code § 45000 <i>et seq.</i></p> <p>Meyers-Milias-Brown Act applies. Cal. Gov't Code § 3500.</p> <p>Cannot require employees be residents of the city, but can require them to reside within a reasonable and specific distance of their place of employment. Cal. Const. art. XI, § 10(b).</p>	<p>May establish standards, requirements, and procedures, including compensation, terms and conditions of employment for personnel. See Cal. Const. art. XI, § 5(b).</p> <p>Procedures set forth in Meyers-Milias-Brown Act (Cal. Gov't Code § 3500) apply, but note, “[T]here is a clear distinction between the <i>substance</i> of a public employee labor issue and the <i>procedure</i> by which it is resolved. Thus there is no question that 'salaries of local employees of a charter city constitute municipal affairs and are not subject to general laws.'" <i>Voters for Responsible Retirement v. Board of Supervisors</i>, 8 Cal.4th 765, 781 (1994).</p> <p>Cannot require employees be residents of the city, but can require them to reside within a reasonable and specific distance of their place of employment. Cal. Const. art. XI, section 10(b).</p> <p>Evolving area, but more latitude to “out source” certain jobs.</p>	<p>Could provide more flexibility to outsource jobs.</p>

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<b>Contracting Services</b>	<p>Authority to enter into contracts to carry out necessary functions, including those expressly granted and those implied by necessity. See Cal. Gov't Code § 37103; <i>Carruth v. City of Madera</i>, 233 Cal.App.2d 688 (1965).</p>	<p>Full authority to contract consistent with charter.</p> <p>May transfer some of its functions to the county including tax collection, assessment collection and sale of property for non-payment of taxes and assessments. Cal. Gov't Code §§ 51330, 51334, 51335.</p>	<p>Could provide more flexibility to outsource services, such as parking violations.</p>
<b>Public Contracts</b>	<p>Competitive bidding required for public works contracts over \$5,000. Cal. Pub. Cont. Code § 20162. Such contracts must be awarded to the lowest responsible bidder. Pub. Cont. Code § 20162. If city elects subject itself to uniform construction accounting procedures, less formal procedures may be available for contracts less than \$100,000. See Cal. Pub. Cont. Code §§ 22000, 22032.</p> <p>Contracts for professional services such as private architectural, landscape architectural, engineering, environmental, land surveying, or construction management firms need not be competitively bid, but must be awarded on basis of demonstrated competence and professional qualifications necessary for the satisfactory performance of services. Cal. Gov't Code § 4526.</p>	<p>Not required to comply with bidding statutes provided the city charter or a city ordinance exempts the city from such statutes, and the subject matter of the bid constitutes a municipal affair. Pub. Cont. Code § 1100.7; see <i>R &amp; A Vending Services, Inc. v. City of Los Angeles</i>, 172 Cal.App. 3d 1188 (1985); <i>Howard Contracting, Inc. v. G.A. MacDonald Constr. Co.</i>, 71 Cal. App. 4th 38 (1998).</p>	<p>Could shorten time for construction bidding and allow for awards to most qualified, rather than lowest monetary, bidder.</p>

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<p><b>Payment of Prevailing Wages</b></p>	<p>In general, prevailing wages must be paid on public works projects over \$1,000. Cal. Lab. Code § 1771. Higher thresholds apply (\$15,000 or \$25,000) if the public entity has adopted a special labor compliance program. See Cal. Labor Code § 1771.5(a)-(c).</p>	<p>Historically, charter cities have not been bound by state law prevailing-wage requirements so long as the project is a municipal affair, and not one funded by state or federal grants. <i>Vial v. City of San Diego</i>, 122 Cal. App. 3d 346, 348 (1981). SB 7 largely eliminated charter cities' incentive to exempt themselves from prevailing wage laws by disallowing State grant funding. The constitutionality of SB 7 is being legally challenged by a group of charter cities.</p>	<p>Given SB 7, charter cities no longer exempt themselves from paying prevailing wages. Thus no longer distinction in this area.</p>



Characteristic	General City Law	Charter City	How Impacts Menlo Park
<p><b>Finance and Taxing Power</b></p>	<p>May impose the same kinds of taxes and assessment as charter cities. See Cal. Gov't Code § 37100.5.</p> <p>Imposition of taxes and assessments subject to Proposition 218. Cal. Const. art.XIIIC.</p> <p>Examples of common forms used in assessment district financing include:</p> <ul style="list-style-type: none"> <li>• Improvement Act of 1911. Cal. Sts. &amp; High. Code § 22500 <i>et seq.</i></li> <li>• Municipal Improvement Act of 1913. See Cal. Sts. &amp; High. Code §§ 10000 <i>et seq.</i></li> <li>• Improvement Bond Act of 1915. Cal. Sts. &amp; High. Code §§ 8500 <i>et seq.</i></li> <li>• Landscaping and Lighting Act of 1972. Cal. Sts. &amp; High. Code §§ 22500 <i>et seq.</i></li> <li>• Benefit Assessment Act of 1982. Cal. Gov't Code §§ 54703 <i>et seq.</i></li> </ul> <p>May impose business license taxes for regulatory purposes, revenue purposes, or both. See Cal. Gov't Code § 37101.</p> <p>May not impose real property transfer tax. See Cal. Const. art. XIII A, § 4; Cal. Gov't Code § 53725; <i>but see</i> authority to impose documentary transfer taxes under certain circumstances. Cal. Rev. &amp; Tax. Code § 11911(a), (c).</p>	<p>Have the power to tax.</p> <p>Have broader assessment powers than a general law city, as well as taxation power as determined on a case-by case basis.</p> <p>Imposition of taxes and assessments subject to Proposition 218, Cal. Const. art. XIIIC, § 2, and own charter limitations.</p> <p>May proceed under a general assessment law, or enact local assessment laws and then elect to proceed under the local law. See <i>J.W. Jones Companies v. City of San Diego</i>, 157 Cal. App. 3d 745 (1984).</p> <p>May impose business license taxes for any purpose unless limited by state or federal constitutions, or city charter. See Cal. Const. art. XI, § 5.</p> <p>May impose real property transfer tax; does not violate either Cal. Const art. XIII A or California Government Code section 53725. See <i>Cohn v. City of Oakland</i>, 223 Cal. App. 3d 261 (1990); <i>Fielder v. City of Los Angeles</i>, 14 Cal. App. 4th 137 (1993).</p>	<p>Adoption of documentary transfer tax has been noted as a benefit of charter city status.</p>
<p><b>Streets and Sidewalks</b></p>	<p>State has preempted entire field of traffic control. Cal. Veh. Code § 21.</p>	<p>State has preempted entire field of traffic control. Cal. Veh. Code § 21.</p>	<p>No significant difference in this area.</p>

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<b>Penalties &amp; Cost Recovery</b>	May impose fines, penalties and forfeitures, with a fine not exceeding \$1,000. Cal. Gov't Code § 36901.	May enact ordinances providing for various penalties so long as such penalties do not exceed any maximum limits set by the charter. <i>County of Los Angeles v. City of Los Angeles</i> , 219 Cal. App. 2d 838, 844 (1963).	Historically, this has not been a problem in Menlo Park.
<b>Public Utilities/Franchises</b>	<p>May establish, purchase, and operate public works to furnish its inhabitants with electric power. See Cal. Const. art. XI, § 9(a); Cal. Gov't Code § 39732; Cal. Pub. Util. Code § 10002.</p> <p>May grant franchises to persons or corporations seeking to furnish light, water, power, heat, transportation or communication services in the city to allow use of city streets for such purposes. The grant of franchises can be done through a bidding process, under the Broughton Act, Cal. Pub. Util. Code §§ 6001-6092, or without a bidding process under the Franchise Act of 1937, Cal. Pub. Util. Code §§ 6201-6302.</p>	<p>May establish, purchase, and operate public works to furnish its inhabitants with electric power. See Cal. Const. art. XI, § 9(a); <i>Cal. Apartment Ass'n v. City of Stockton</i>, 80 Cal. App. 4th 699 (2000).</p> <p>May establish conditions and regulations on the granting of franchises to use city streets to persons or corporations seeking to furnish light, water, power, heat, transportation or communication services in the city.</p> <p>Franchise Act of 1937 is not applicable if charter provides. Cal. Pub. Util. Code § 6205.</p>	Historically, this has not been identified as a problem area in Menlo Park.
<b>Zoning</b>	Zoning ordinances must be consistent with general plan. Cal. Gov't Code § 65860.	<p>Zoning ordinances are not required to be consistent with general plan unless the city has adopted a consistency requirement by charter or ordinance. Cal. Gov't. Code § 65803.</p> <p>Exemptions from certain procedural requirements of Government Code.</p>	Recent judicial trend to expand issues of statewide concern in this area. Similarly, State legislature is expanding reach to charter cities requiring litigation to assert local control. While pendulum may shift in future, the gap between general law and charter cities continues to narrow.



# CITY OF PALMDALE

## CITY CLERK'S

### CERTIFICATION, AUTHENTICATION and ATTEST

#### OF THE

#### CHARTER OF THE CITY OF PALMDALE, CALIFORNIA 2009

*I, Victoria L. Hancock, CMC, City Clerk of the City of Palmdale, State of California, do hereby certify, authenticate and attest as follows:*

*The attached Charter of the City of Palmdale, California is a full, true and correct copy of the Charter of the City of Palmdale 2009, which was adopted by a majority of the voters at a General Municipal Election, held on November 3, 2009.*

*I further certify, authenticate and attest as follows that I have carefully compared the same with the original on file and of record in my office and that said attachment is a full, true, and correct copy of the original signed Charter of the City of Palmdale, California 2009.*

*Witness my hand and the seal of the City of Palmdale this 18th day of January 2010.*



Victoria L. Hancock, CMC  
City Clerk



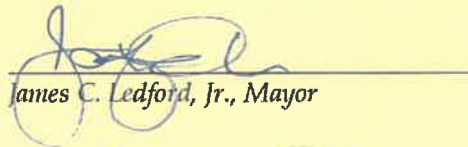
# CITY OF PALMDALE

## *Charter of the City of Palmdale, California 2009*

### **PREAMBLE**

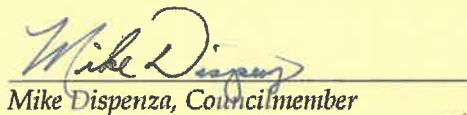
**WE THE PEOPLE** of the City of Palmdale declare our intent to restore to our community the historic principles of self-governance inherent in the doctrine of home-rule. Sincerely committed to the belief that local government has the closest affinity to the people governed, and firm in the conviction that the economic and fiscal independence of our local government will better serve and promote the health, safety and welfare of all the citizens of this City, we do hereby exercise the express right granted by the Constitution of the State of California to enact and adopt this Charter for the City of Palmdale.

PASSED, APPROVED and ADOPTED by the voters at the general municipal election of November 3, 2009.

  
James C. Ledford, Jr., Mayor

  
Steven D. Hofbauer, Mayor Pro Tem

  
Laura Bettencourt, Councilmember

  
Mike Dispenza, Councilmember

  
Tom Lackey, Councilmember







# CITY OF PALMDALE

## *Charter of the City of Palmdale, California 2009*

### **PREAMBLE**

**WE THE PEOPLE** of the City of Palmdale declare our intent to restore to our community the historic principles of self-governance inherent in the doctrine of home-rule. Sincerely committed to the belief that local government has the closest affinity to the people governed, and firm in the conviction that the economic and fiscal independence of our local government will better serve and promote the health, safety and welfare of all the citizens of this City, we do hereby exercise the express right granted by the Constitution of the State of California to enact and adopt this Charter for the City of Palmdale.

#### **ARTICLE 1. MUNICIPAL AFFAIRS**

##### **Section 100. Powers of City.**

The City shall have full power and authority to adopt, make, exercise and enforce all legislation, laws and regulations and to take all actions relating to municipal affairs, without limitation, which may be lawfully adopted, made, exercised, taken or enforced under the Constitution of the State of California.

##### **Section 101. Municipal Affairs; Generally.**

Without limiting in any manner the foregoing power and authority, each of the matters set forth in this Charter are declared to be municipal affairs, consistent with the laws of the State of California. The implementation of each matter uniquely benefits the citizens of the City of Palmdale and addresses peculiarly local concerns within the City of Palmdale. The municipal affairs set forth in this Charter are not intended to be an exclusive list of municipal affairs over which the City Council may govern.

##### **Section 102. General Law Powers**

In addition to the power and authority granted by the terms of this Charter and the Constitution of the State of California, the City shall have the power and authority to adopt, make, exercise and enforce all legislation, laws and regulations and to take all actions and to exercise any and all rights, powers, and privileges heretofore or hereafter established, granted or prescribed by any law of the State of California or by any other lawful authority. In the event of any conflict between the provisions of this Charter and the provisions of the general laws of the State of California, the provisions of this Charter shall control.

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# CITY OF PALMDALE

**Section 103. Incorporation and Succession.**

*The City shall continue to be a municipal corporation known as the City of Palmdale. The boundaries of the City of Palmdale shall continue as now established until changed in the manner authorized by law. The City shall remain vested with and shall continue to own, have, possess, control and enjoy all property rights and rights of action of every nature and description owned, had, possessed, controlled or enjoyed by it at the time this Charter takes effect, and is hereby declared to be the successor of same. It shall be subject to all debts, obligations and liabilities, which exist against the City at the time this Charter takes effect. All lawful ordinances, resolutions, rules and regulations, or portions thereof, in force at the time this Charter takes effect and not in conflict with or inconsistent herewith, are hereby continued in force until the same have been duly repealed, amended, changed or superseded by proper authority.*

**ARTICLE 2. FORM OF GOVERNMENT**

**Section 200. Council-Manager Form of Government.**

*The municipal government established by this Charter shall be the "Council-Manager" form of government, under which the City Council sets policy and the City Manager will carry out that policy.*

**ARTICLE 3. FISCAL MATTERS**

**Section 300. Public Works Contracts.**

*Except as provided by City ordinance or by agreement approved by the City Council, the City of Palmdale, as a Charter City, is exempt from the provisions of the California Public Contracts Code and from the provisions of any other California statute regulating public contracting and purchasing. The City shall have the power to establish standards, procedures, rules or regulations to regulate all aspects of the bidding, award, contract provisions and requirements and performance of any public works contract, including, but not limited to, the compensation rates to be paid for the performance of such work. The City shall have the power to accept gifts and donations, including donations of material and labor, in the construction of any public works project. The City shall have the power to perform any work of improvement by use of its own forces and is not required to contract for the construction of works of public improvement. The City may also contract with other public agencies for the construction of works of public improvement.*

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# CITY OF PALMDALE

**Section 301. Prevailing Wages.**

*The provisions of California Labor Code Section 1770 et. Seq. regarding the payment of prevailing wages on public works and related regulations as now existing and as may be amended, are accepted, reaffirmed and made applicable to the City.*

**Section 302. Purchasing.**

*The City shall have the power to establish standards, procedures, rules or regulations related to the purchasing of goods, property, or services.*

**Section 303. Public Financing.**

*The City shall have the power to establish standards, procedures, rules or regulations related to any public financing.*

**Section 304. Utilities and Utility Franchises.**

*The City shall have the power to own, acquire, develop, and/or operate any utility, and to adopt any ordinance providing for the granting of a franchise to any utility not owned by the City that proposes to use or is using City streets, highways or other rights-of-way.*

**Section 305. Enterprises.**

*The City shall have the power to lawfully engage in any enterprise deemed necessary to provide revenues for the general fund or any other fund established by the City Council.*

**ARTICLE 4. REVENUE RETENTION**

**Section 400. Reductions Prohibited.**

*All revenues due to, and raised by the City, shall remain within the City of Palmdale for appropriation solely by the City Council. No such revenue shall be subject to subtraction, retention, attachment, withdrawal or any other form of involuntary reduction by any other level of government.*

**Section 401. Mandates Limited.**

*No person, whether elected or appointed, acting on behalf of the City, shall be required to implement or give effect to any function which is mandated by any other level of government, unless and until funds sufficient for the performance of such function are provided by such mandating authority.*

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# CITY OF PALMDALE

## **ARTICLE 5. LAND USE REGULATION**

### **Section 500. Local Control of Land Use.**

*The citizens of Palmdale recognize and declare that managing land use and development within the City of Palmdale and ensuring that necessary public facilities are provided to the citizens of the City of Palmdale are quintessential elements of local control and therefore are municipal affairs. The adoption of this Charter recognizes and reaffirms the principles of local land use management and control and affirms the principle that City of Palmdale local land use regulations may be superior to and take precedence over any conflicting general laws of the State of California. The intent of this Charter is to allow the City Council and the voters to exercise the maximum degree of control over land use matters within the City of Palmdale.*

## **ARTICLE 6. ELECTIONS**

### **Section 600. Elections.**

*The City shall have the power to adopt ordinances establishing procedures, rules or regulations concerning City of Palmdale elections and public officials, including but not limited to, the qualifications and compensation of elected officials, the method, time and requirements to hold elections, to fill vacant offices and for voting by mail. Unless in conflict with ordinances adopted by the City, state law regarding elections shall apply.*

## **ARTICLE 7. FINES AND PENALTIES FOR VIOLATIONS OF CITY ORDINANCES**

### **Section 700. Fines and Penalties.**

*The City shall have the power to adopt ordinances establishing penalties, fines and forfeitures for violations of the provisions of the Palmdale Municipal Code.*

## **ARTICLE 8. AMENDMENT**

### **Section 800. Amendment to Charter, Revision or Repeal.**

*This Charter and any of its provisions may be amended by a majority vote of the electors voting on the question. Amendment, revision or repeal may be proposed by initiative or by the governing body, provided, however, that any such amendment or repeal proposed by the governing body, must be voted on at an election held in November, unless the proposed measure is approved by at least four members of the City Council at a regularly scheduled meeting, in which case, the measure may be voted on at a special or any other municipal election.*

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# CITY OF PALMDALE

## **ARTICLE 9. INTERPRETATION**

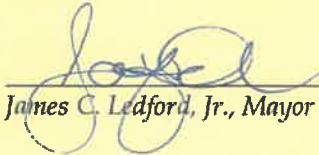
### **Section 900. Construction and Interpretation.**

*The language contained in this Charter is intended to be permissive rather than exclusive or limiting and shall be liberally and broadly construed in favor of the exercise by the City of its power to govern with respect to any matter that is a municipal affair.*

### **Section 901. Severability.**

*If any provision of this Charter should be held by a court of competent jurisdiction to be invalid, void or otherwise unenforceable, the remaining provisions shall remain enforceable to the fullest extent permitted by law.*

*PASSED, APPROVED and ADOPTED by the voters at the general municipal election of November 3, 2009.*



James C. Ledford, Jr., Mayor




Steven D. Hofbauer, Mayor Pro Tem



Laura Bettencourt, Councilmember



Mike Dispenza, Councilmember



Tom Lackey, Councilmember



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**STAFF REPORT**

**City Council**

**Meeting Date:** 2/6/2018  
**Staff Report Number:** 18-026-CC

**Informational Item:** **Cost of services study and User Fee Cost Recovery policy**

**Recommendation**

Staff recommends that the City Council receive the completed cost of services study prepared by Capital Accounting Partners, LLC. The study will be presented to the City Council at a study session on February 13, 2018 and direction received at that meeting will be used to prepare any changes to the City's Master Fee Schedule for fiscal year 2018-19 on March 13, 2018.

**Policy Issues**

The City Council adopts fees to recover the cost for services to minimize the demand on general taxes for services that have an individual benefit. To guide the establishment of fees, the City Council adopted a User Fee Cost Recovery policy on March 9, 2010.

**Background**

The City charges fees for services for a variety of user fees to recover the City's reasonable costs to provide the service as supported by a comprehensive Cost of Services Study. The fees are captured in the Master Fee Schedule which the City Council historically reviews in March of each year to take effect for the subsequent budget year. The last comprehensive Cost of Services Study was complete in 2007-08 and the most recent update to the Master Fee Study was in 2016.

**Analysis**

As part of the 2017 City Council Work Plan, the City conducted a cost allocation plan and user fee study, collectively referred to as the Cost of Services Study. The City most recently conducted a study in 2007-08. Since 2008 some fees have been adjusted, added, or deleted based on information collected for a specific service or type of service and to ensure compliance with the City Council adopted user fee cost recovery policy.

The 2017 Cost of Services Study is now complete and staff is seeking City Council direction on incorporation of the study's findings in the Master Fee Schedule adjustments effective July 1, 2018. The scope of the study is limited to user fees and does not look at impact fees or utility rates. Both impact fees and utilities rates undergo their own rate setting process in accordance with California State Law and Proposition 218.

Best governmental finance practice recommends a comprehensive Cost of Services Study be conducted every four to seven years. The Cost of Services Study is a resource intensive process that requires staff to provide information necessary to determine the work effort involved in each service. In March 2017, the City

engaged Capital Accounting Partners LLC to conduct the study. As staffing priorities shifted over the year, the study was completed in January 2018. The bulk of the burden to complete the Cost of Services Study resided with the planning, building, and finance divisions.

A Cost of Services Study is comprised of two parts. First, the cost allocation plan (CAP) is intended to provide a reasonable basis for the recovery of city administrative and support services costs that does not directly result in services to the community. This would include the cost of administrative services such as finance and human resources. This also includes items such as depreciation expense for the City's capital assets. The CAP is a tool to calculate and spread city-wide indirect cost to departments and funds that receive support services from city administrative and other departments. Indirect costs are administrative in nature and incurred while providing a service to other departments/programs in the City. The CAP is attached to this report as Attachment C.

The second component of a Cost of Services Study is the user fee study (Attachment A) which takes a detailed analysis of the direct costs required to provide services to the community in areas such as land development and community services. The user fee study uses a defensible methodology for calculating fees for service and determining the full cost recovery potential of individually based services. The user fee study incorporates allocated citywide administrative costs as outlined in the CAP.

Overall the cost of services study found that the City's development review functions (planning, building, and engineering) are subsidized by general taxes in certain areas, primarily those where staff is providing services on a billable hour basis or the City uses a consultant to provide the bulk of the services. To remedy this subsidy requires an increase in the staff billable hour rate for some staff classifications as well as fee adjustments to fully cover consulting costs. In addition, the fee study found additional subsidies in the Community Services Department which are within established cost recovery levels set in the City Council's User Fee Cost Recovery Policy (Attachment B) approved on March 9, 2010. In accordance with the 2010 policy, cost recovery falls into the following categories:

- **Low Recovery Expectations (0% - 30%)** - low to zero recovery is expected for programs in this category as the community benefits from the service. Non-resident fees if allowed may provide medium cost recovery.
  - In general, low cost programs or activities in this group provide a community wide benefit. These programs and activities are generally youth programs or activities enhancing the health, safety and livability of the community and therefore require the removal of a cost barrier for optimum participation. Recreation programming geared toward the needs of teens, youth, seniors, persons with disabilities, and/or those with limited opportunities for recreation are included.
- **Medium Recovery Expectations (30% to 70%)** - recovery of most program costs incurred in the delivery of the service, but without recovery of any of the costs which would have been incurred by the department without the service. Both community and individuals benefit from these services. Non-resident fees if allowed may provide high cost recovery.
- **High Recovery Expectations (70% to 100%)** - present when user fees charged are sufficient to support direct program costs plus up to 100% of department administration and city overhead associated with the activity. Individual benefit foremost and minimal community benefit exists. Activities promote the full utilization of parks and recreation facilities.

At the February 13<sup>th</sup> study session, Capital Accounting Partners will provide the City Council with a

presentation detailing their work and the report's findings. Following Capital Accounting Partner's presentation, staff will present proposed changes to the City Council's 2010 User Fee Cost Recovery policy. As part of the City Council's consideration of the matter, staff will seek guidance on whether to adjust fees when compiling the Master Fee Schedule. Specifically, staff will seek input from the City Council on the following questions:

1. Affirmation or proposed changes to the City Council's 2010 User Fee Cost Recovery Policy. Staff will present recommended changes to the policy to reflect current practices and operations.
2. Direction on fee adjustments based on findings in the Cost of Services Study for inclusion in the March 2018 update of the Master Fee Schedule.

### **Impact on City Resources**

The task of preparing the Cost of Services Study heavily impacted the bandwidth of Community Development, Public Works, and Administrative Services. There is no additional impact anticipated unless additional study is requested. Subsequent to City Council direction on February 13, 2018, the Cost of Services Study may influence fees set in City's Master Fee Schedule which will have an impact on 2018-19 revenue.

### **Environmental Review**

No environmental review is required.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

### **Attachments**

- A. User Fee Study
- B. City Council Adopted User Fee Cost Recovery Policy #CC-10-0001
- C. Full Cost Plan

Report prepared by:  
Nick Pegueros, Administrative Services Director

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User Fee Study

January 2018

CITY OF MENLO PARK



CAPITAL ACCOUNTING PARTNERS, LLC

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# Project Scope

The City engaged Capital Accounting Partners to prepare an indirect cost allocation plan (report provided under separate cover) and a comprehensive user study. The purpose of the indirect cost allocation plan is to capture the full cost of providing city services in its user fees. Specific user fees studied include:

- Planning fees;
- Building fees;
- Engineering fees;
- Community Services fees; and
- Police fees.

## Summary of Costing Methodologies

### Driver Based Costing Models

Developing a driver based costing model is a detailed and robust method of calculating the cost of a specific service. It is based on the principles of activity based costing so it seeks to understand cost at an operational level. This means it relies on understanding the time staff invests in core business processes to provide fee and non-fee services. This provides the ability to understand staff time and cost as each staff position participates in providing fee services.

### Project Steps and Process

**Step 1: Collect Data** – This first step involves discussions with staff to identify those positions within the department that provide and support direct services. It also involves collecting departmental budget and expenditure data, identifying the salary and benefits for each position, and identifying non-personnel expenditures, as well as any departmental and City wide overhead. Specifically, the steps involve the following:

- **Identifying staff positions** – This includes aligning staff names and positions.
- **Calculating the number of productive hours** – For each position, vacation time, sick leave, paid holidays, professional development (training), routine staff meetings, and daily work breaks are deducted from the standard 2,080 annual hours. The result is a range of hours available for each position on an annual basis. This range is typically 1,500 to 1,600 hours. Factors that influence this range are length of service with the jurisdiction and local policies for holiday and personal leave time. However, based on previous work with the City where the calculated number of productive hours was almost exactly 1600 hours, and at the request of the Office of Management and Finance, we set all positions at 1600 productive hours.
- **Identifying and allocating non-personnel costs** – Costs for materials and supplies are allocated to the salary and benefits for each position.
- **Assigning any other expenses that are budgeted in other areas** – There are often expenses that should be included with the total cost of services. Examples of such costs might include amortized capital expenses for vehicles and technology.
- **Identifying core business processes or activities** – This step also involves discussions with staff to understand, at an operational level, the work of the operating unit. Core business processes used to provide

services are identified and then defined by the tasks that are involved. Processes are also organized by direct and indirect categories:

- **Direct processes and activities** – Those processes that directly contribute to the processing of an application or permit are first identified. Examples of a direct activity are building inspection, application intake, and pre-application review.
- **Indirect processes and activities** – Those processes that support, but do not directly apply to the processing of a specific application or permit. An example of an indirect activity is customer service or staff training to maintain certifications. Most jurisdictions highly value customer service, but it is difficult to assign a specific cost or unit of time to an individual service.

**Step 2: Building cost structures** – This second step involves significant interaction with staff and the development of time estimates for both direct and indirect processes in each department. Specifically, this step is at the core of the analysis. There are four processes that comprise this step:

- **Gathering time estimates for direct processes** – By interviewing staff in individual and group meetings, an estimate of time was assigned to each service by the process that is indicated. For the most part, the processes included three primary steps:
  - Permit intake;
  - Plan review; and
  - Construction inspections.

In this analysis, staff time is estimated and assigned to each step. The sum of all the process steps is the total time that is required to provide that specific service.

- **Assigning indirect and annual process time** – An annual time estimate is gathered from staff for those indirect or support processes in which they are involved. These may include activities such as program administration, customer service, and department administration. These costs are allocated to all services proportionately to all services provided by the department.
- **Calculating fully loaded hourly rates and the cost of service** – Once the total time for each direct and indirect service is estimated, the cost of service is calculated by using the fully loaded hourly rates for each staff member or position that is involved with the service. The fully loaded hourly rate for each employee is based on the employee's salary and benefit costs plus a share of non-personnel and City overhead costs divided by the employee's available work hours (i.e. 2,080 hours minus all leave hours). Thus, the direct and indirect cost by activity also includes departmental and citywide overhead as well as non-labor costs. The source of City indirect costs and non-personnel costs is from the annual budget or cost allocation that has been established by the City.
- **Gathering activity or volume data** – A critical element in the analysis is the number of times a given service is provided on an annual basis. This is critical data for three reasons:
  - It allows a calculated projection of current revenue based on current prices. This is compared with actual revenue to see if there is a close match as the data should match.
  - It allows for a calculated projection of revenue at full cost. This is compared to actual expenditures to see if there is a close match as the data should match.
  - It allows for a calculation of total hours consumed. Hours consumed must closely match actual hours available.

If any of the three calculations do not approximate actual numbers, then time estimates and/or volume data need to be re-evaluated. These are critical quality checks for costing accuracy.

**Step 3: Calculating the full cost of services** – This third step calculates the full cost of service for each direct service in the department. In the previous step, the cost of service was calculated for each direct and indirect service. In this step, the cost layers are brought together to establish the full cost of service for a specific direct service, program, or

activity. As previously mentioned the cost of each direct service is calculated. To determine the full cost of service, the cost of indirect services is allocated to each direct service. The indirect services costs are allocated to each direct service based on each direct services proportion of labor spent processing each permit and application. By summing the direct and allocated indirect costs and multiplying that by the activity data, a total cost of service is calculated for both an individual service and the operating unit as a whole.

**Step 4: Set fees**

Based on any new, existing, or revised cost recovery policies, the recommended fees can be established. The recommended fees will be established based on City staff recommendations and Council discussion in the future. The fee analyses in this report are based on full cost recovery.

# Assuring Quality Results

In our analysis we utilize both quantitative and qualitative tests for quality.

## Quantitative

Our process incorporates substantial input from both individuals and groups. Our bias is that we get the best data from group interviews. For example, in determining how much time is required for any specific type of building inspection, we want to hear the perspective of an inspector, of the inspector supervisor, and the counter tech or project manager. Each will have a perspective. Each will contribute value to the estimate. When all perspectives agree, we have confidence in our results.

## Qualitative

We also utilize four qualitative measure of quality data. When each of these measures match and there are no major disagreements with the qualitative assessment, we have significant confidence in our results. These qualitative measures are:

Quantitative Analysis	Targeted Margin of Error
1) Budgeted expenses entering the cost models must equal total expenses accounted for in the costing model.	0%
2) Projected revenue from fees must closely match actual revenue from fees.	+ or - 5%-10%
3) Available staff time must be fully accounted for in the costing models.	0%
4) Total revenues from fees and contributions from the general fund or other sources must match total expenses.	0%

# Summary of Results

## Summary of Development Services

We realize that there is no development services department but Councils and Cities frequently consider those departments and functions that serve the development community together. Therefore, we have provided a summary statement of total costs and revenues for 1) Planning, 2) Building, and 3) Development Engineering.

Table 1

Functional Area	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
Planning	\$ 2,544,071	\$ 1,815,333	(\$728,738)
Building	\$ 3,738,981	\$ 3,534,000	(\$204,981)
Engineering	\$ 2,132,709	\$ 1,338,712	(\$793,996)
<b>Totals</b>	<b>\$ 8,415,761</b>	<b>\$ 6,688,046</b>	<b>(\$1,727,715)</b>

These data suggest that if the City were to bring all of its development services fees to full cost recovery, it would generate an additional \$1,727,715.

## Summary of Planning Results

The Planning Division is a part of the Community Development Department, which also includes the Building Division. The Planning Division is responsible for coordinating the enforcement of the City's Zoning Ordinance and related policies concerning applications for residential, commercial, and industrial development projects.

From our observation, several factors are impacting cost recovery of Planning fees:

1. Productive hourly rates for those positions that are billing customer for direct time are set too low;
2. Revenues for the Planning portion of Building plan review is built into Building fees. This has the impact of understating Planning revenues and overstating Building revenues; and
3. Time tracking system that assist staff in assigning time to projects is inadequate to fully capture the diverse requirements of processing and managing large complex development projects.

These are all common factors in recovering appropriate costs where cities utilize deposits and charging application processing based on actual staff time. Hourly rates are frequently not adjusted to keep with the labor costs, expenses and revenues are not aligned, and systems to track & managing staff time relative to project work are consistently too simplistic or too complex.

To address #2 above, we configured a planning fee that can be calculated as a percentage of the Building plan check fee. In the current model, the cost of the planning function, to review building plans is built into the building fee. As stated earlier, this has the impact of understating planning revenues and overstating building revenues. By establishing a fee for this service, revenues to be recognized in planning rather than building and transparency increased. Based on our calculations, this is over \$820,000 of revenue that will be recognized in planning, where the actual work is being done.

The analysis follows:

Table 2

Planning Review of Building Plans	
Plan Check Revenues	\$ 2,244,000
Costs from Planning fee schedule	\$ 820,291
<b>Required Percentage of Building Plan Check Fee to Recover Planning review</b>	<b>36.6%</b>

Appendix 1 will detail the results of Planning fee calculations.

## Summary of Building Results

Building utilizes a model of calculating its fees that is somewhat unique in the Bay area. It calculates the permit and plan check fee for new construction based on a cost per SF for each occupancy type and size. Many Bay area cities utilize a valuation approach to calculate building fees but the defensibility of this method is limited. The methodology the City of Menlo Park utilizes is, in our opinion, the most defensible. It is also the most complex and to accurately calculate the cost of plan review, requires extensive staff time. Since this was done during the last fee study, and in discussions with staff, a decision was made to provide a simpler analysis. Our analysis indicates that the City is recovering nearly an appropriate amount for plan check and inspection services. In fact, just slightly less than full cost (5.8%). Therefore, our recommendation is to just raise fees by this amount. The following analysis details the results.

Table 2

Building Revenues (from fees)		2017 Budget		Building Expenses	
<b>120 - LICENSES &amp; PERMITS</b>		<b>\$</b>	<b>3,415,000</b>	Salaries and Benefits	\$ 1,913,861
1221 - Building Permits	\$	3,300,000		Operating Expenses	\$ 269,692
1231 - Plumbing Permits	\$	35,000		Utilities	\$ 18,800
1241 - Electrical Permits	\$	50,000		Services	\$ 1,315,000
1261 - Mechanical Permits	\$	30,000		Fixed Assets & Capital Outlay	\$ 7,000
<b>170 - CHARGES FOR SERVICES</b>		<b>\$</b>	<b>119,000</b>	Travel	\$ 500
1752 - Records Search	\$	1,000		Repairs & Maintenance	\$ 8,750
1754 - Document Prep & Storage Fee	\$	50,000		Special Projects & Expenditures	\$ 18,000
1757 - Construction & Demo Admin Fee	\$	60,000		<b>Total Building Operational Expenses</b>	<b>\$ 3,551,603</b>
1758 - Disability Access Outreach	\$	3,000		Citywide Overhead	\$ 187,378
1791 - Misc General Charge	\$	5,000		Costs for Planning review of building plans	
1796 - Dwtwn Specific Plan Reimbrsmt				<b>Total Building Costs</b>	<b>\$ 3,738,981</b>
300 - OTHER FINANCING SOURCES					
3032 - Use of Assigned Fund Balance					
<b>Total Revenues</b>	<b>\$</b>	<b>3,534,000</b>		<b>Net Revenues</b>	<b>\$ (204,981)</b>

Therefore to bring fees to full cost recovery, our recommendation is to raise all fees by a percentage to recover an additional \$204,981 or 5.8%.

## Building Reserves

In recent years, as our economy has recovered from the “great recession”, municipal agencies have realized the value of adequate reserves to fund building & safety operations. Therefore, we have also prepared an assessment of how much the City should set aside annually to establish a 6 month operating reserve. The following table sets the required increase to recover both current operating expenses and also to build a 6 month operating reserve.

Table 3

<b>Cost Recovery Requirements</b>	
<b>Required Increase To Meet Cost Recovery</b>	\$ 204,981
<b>Revenue Increase Required</b>	5.8%
Additional Recovery of Cost to Build a 6 Month Operating Reserve (5 year build up)	\$ 373,898
<b>Required Increase to Meet Current Cost Recovery and Build Reserves</b>	16%

# Summary of Development Engineering

The City of Menlo Park Engineering Division is responsible for the review of development projects for compliance with City standards, ordinances, permits, regulations, and statutes. In addition, it is also responsible for the Capital Improvement Program. Thus, the Division provides a breadth of services to the City and the development community.

The Engineering Division utilizes three primary types of fees to recover its costs:

1. Flat fees;
2. Time & materials; and
3. Fees based on a percentage of the engineers cost estimate.

In our analysis, we have updated the flat fees, hourly rates, and the percentage of the engineers cost estimate. In addition, we updated the fee schedule to reflect current operating processing.

Appendix 2 will detail the results of the analysis.

# Summary of Community Services

Our approach to assessing recreational services is different than for development services. In calculating the cost of a development service, we take a detailed assessment of the workload that is required to process that one individual fee. For Recreation, we take a programmatic view, recognizing that individual services, such as classes, can change

sometimes, dramatically year to year. We also understand that the City has identified broad cost recovery levels for each program. We applaud this effort.

The analysis incorporates two broad types of cost:

1. Program costs, which includes all direct and program indirect expenses; and
2. Citywide costs from the indirect cost allocation plan provided under separate cover.

The tables below highlight the cost recovery rates when just program costs are considered and also when total City costs are considered. From our analysis, we calculate that when total costs are considered, the City is recovering 59% of its costs through fees charged to customers.

Table 4

Budgeted Program Revenues and Expenses				
Program Area Totals	Budgeted Revenues	Program Expenses	Over (Under)	% Cost Recovery
310-01 - Seniors	\$ 120,150	\$ 562,625	\$ (442,475)	21%
310-02 - Pre-School Childcare	\$ 2,141,034	\$ 2,456,259	\$ (315,225)	87%
310-04 - School-Age Childcare	\$ 489,900	\$ 759,717	\$ (269,817)	64%
310-06 - Onetta Harris Community Center	\$ 65,903	\$ 599,940	\$ (534,037)	11%
311-01 - Youth Sports	\$ 583,500	\$ 535,054	\$ 48,446	109%
311-02 - Adult Sports	\$ 211,200	\$ 362,656	\$ (151,456)	58%
311-03 - Gymnastics	\$ 1,622,000	\$ 1,105,475	\$ 516,525	147%
311-04 - Aquatics	\$ 175,650	\$ 346,854	\$ (171,204)	51%
311-05 - Arrillaga Recreation Center	\$ 729,000	\$ 911,043	\$ (182,043)	80%
311-06 - Events & Concerts	\$ 84,500	\$ 408,669	\$ (324,169)	21%
311-07 - Community Facilities Service	\$ 360,000	\$ 247,745	\$ 112,255	145%
<b>Totals</b>	<b>\$ 6,582,837</b>	<b>\$ 8,296,037</b>	<b>\$ (1,713,200)</b>	<b>79%</b>

Table 5

Inclusion of City Wide Overhead Costs				
Program Area Totals	Total City Wide OH Costs	Total Cost	City Wide Over (Under)	Full Cost % Recovery
310-01 - Seniors	\$ 372,151	\$ 934,776	\$ (814,626)	13%
310-02 - Pre-School Childcare	\$ 316,159	\$ 2,772,418	\$ (631,384)	77%
310-04 - School-Age Childcare	\$ 64,045	\$ 823,762	\$ (333,862)	59%
310-06 - Onetta Harris Community Center	\$ 61,458	\$ 661,398	\$ (595,495)	10%
311-01 - Youth Sports	\$ 45,556	\$ 580,610	\$ 2,890	100%
311-02 - Adult Sports	\$ 43,028	\$ 405,684	\$ (194,484)	52%
311-03 - Gymnastics	\$ 897,593	\$ 2,003,067	\$ (381,067)	81%
311-04 - Aquatics	\$ 160,408	\$ 507,262	\$ (331,612)	35%
311-05 - Arrillaga Recreation Center	\$ 53,091	\$ 964,134	\$ (235,134)	76%
311-06 - Events & Concerts	\$ 38,414	\$ 447,083	\$ (362,583)	19%
311-07 - Community Facilities Service	\$ 826,994	\$ 1,074,739	\$ (714,739)	33%
<b>Totals</b>	<b>\$ 2,885,264</b>	<b>\$ 11,181,300</b>	<b>\$ (4,598,463)</b>	<b>59%</b>

The following two graphs further illustrate the same data.

Table 6

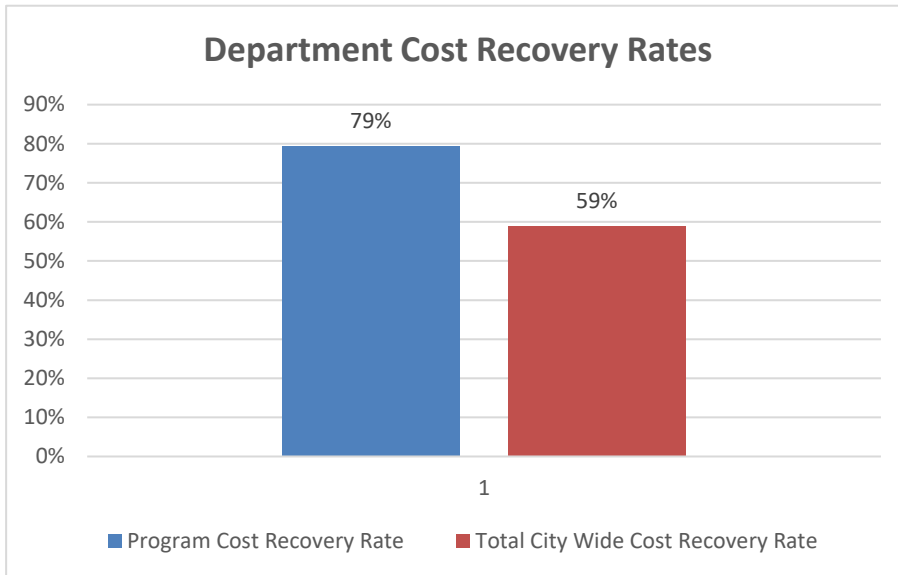
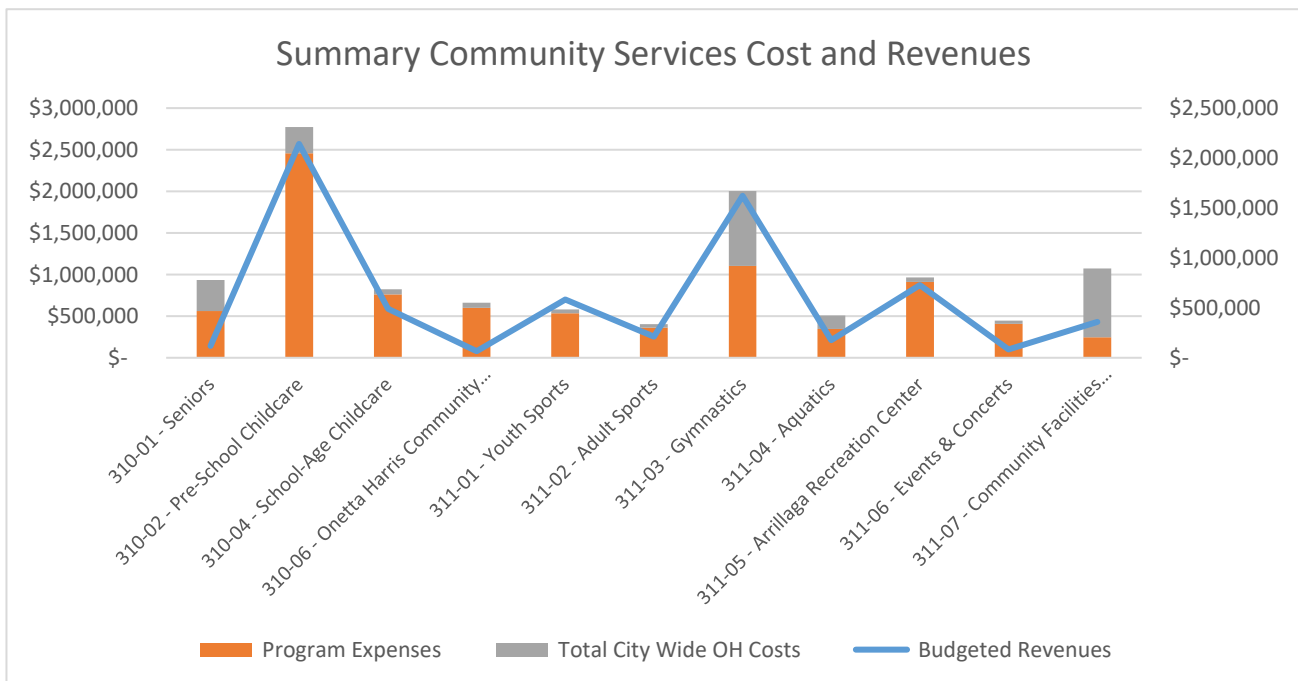


Table 7





# Summary of Police Fees

In discussing police fees with Police leadership it was clear that modifying police fees was inappropriate. However, there was one set of fees that leadership wanted to reconfigure. This was the false alarm fees. Currently there is one set fee for a false alarm fee for standard response and one for high risk calls. This is outside a more routine configuration which is a tiered structure that leaves the first response free but then escalates fees based on successive calls.

There is no prescribed way of structuring false alarm response calls. There are however, two over riding principles that we follow in structuring these fees. These principles are based on our understanding California law and experience in working with other cities.

- 1) The fee should have a clear relationship to the cost of the service. If it is higher, it should be listed as a fine and not a fee; and
- 2) The first false alarm is no charge but then an escalating series of fees that would motive a company to repair their alarm system.

To this end, we have structured the following fees for standard and high risk false alarm calls.

*Table 8*

False Alarm Calls	Standard	High Risk
First false alarm	\$0	0
Second false alarm	\$ 84.38	\$ 168.75
Third false alarm	\$ 87.75	\$ 175.50
Fourth false alarm	\$ 94.50	\$ 189.00
Fifth false alarm	\$ 97.88	\$ 195.75
Sixth false alarm	\$ 104.63	\$ 209.25
Each additional false alarm	\$ 104.63	\$ 209.25

We have found that structuring false alarm fees to encourage compliance and regular maintenance on alarm technology is an important function. However, we have also learned that there are multiple approaches to this. Approaches can change according to local values and history. For example, while many cities will allow one free false alarm a year, others will take a firmer stance, often due to a history of many false alarms in the community. We suggest that table 6 above be considered as one option.

# Observations and Recommendations

## Adjusting the Fee Schedule

One of the most common challenges we see in municipal government with regard to fees is the failure to adjust fees on a regular basis. Those cities that have a practice of regular adjustments to fees tend to have better cost recovery and a higher level of service for its customers. Conversely, those that do not update their fees on a regular basis tend to recover less and less costs and the level of customer service follows.

For flat fees we recommend using a simple CPI type increase that is attached to the City's labor cost. For example, if the labor cost for the City goes up by 2% then adjust each fee by 2%. This is the simplest and most common method of adjusting fees. It is our observation that the regulatory requirements change enough within three to five years that a comprehensive review of costs is then warranted. We also recommend similar adjustments to productive hourly rates when these are the basis of a fee as well as percentages of engineers cost estimates.

## Building Reserves

Since the "great depression of 2007" many of our clients are recognizing the value of reserves for building functions. Due to the volatile nature of building activity, reserves are a way of providing a cushion to the general fund. In addition, when larger construction projects require 6-24 months to complete, reserves provide a funding mechanism for these projects over a longer time period. Therefore, in our analysis for building fees we have also set up an additional amount for reserves as an option for the City.

Our recommendation also includes the provision that these resources are assigned to a special fund so that they can be tracked and monitored over time.

# Appendices

**Appendix 1: Planning Fee Table**

**Appendix 2: Engineering Fee Table**

**Menlo Park**  
**Planning Fees (Current and General Plan)**



Service #	Fee Description	Unit/Notes	Actual Work Volume
	PRE-APPLICATION FEE		
	For applicants that request more than 2 hours of cumulative staff time per project.	Deposit	
	STUDY SESSION		
	City Council – applicable to projects which have submitted a complete Development application and if requested by the City Council	Deposit	
	Planning Commission	Deposit	
	USE PERMIT	Deposit	
	Legal non-profit charitable organization seeking use permit for fundraising for their activities in Menlo Park.	waiver Process Required	
	ARCHITECTURAL CONTROL		
	Planning Commission Review	Deposit	
	VARIANCE	Deposit	
	TENTATIVE MAPS		
	Tentative Parcel Map (0-4 lots): Planning Commission	Deposit	
	Tentative Parcel Map (0-4 lots): Administrative	Flat Fee	1
	Tentative Tract / Subdivision Map	Deposit	
	GENERAL PLAN AMENDMENT	Deposit	
	ZONING COMPLIANCE LETTER – per parcel	Flat Fee	7
	COMPLIANCE REVIEW (E.G., R-4-S, Emergency Shelter, etc.)	Deposit	
	REASONABLE ACCOMMODATION REVIEW	Flat Fee	
	SECONDARY DWELLING UNIT REGISTRATION		
	Initial Registration	Flat Fee	
	Annual Renewal (up to limit established in Zoning Ordinance) – per year	Flat Fee	
	ZONING MAP and/or ORDINANCE AMENDMENT	Deposit	

Unit Cost Summary						Annual Cost Calculations w/o Reserves		
Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ -				\$ -		\$ -		
				\$ 400				
\$ -					\$400	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 1,000				
\$ -					\$1,000	\$ -		
\$ -				\$ 1,000		\$ -		
\$ -				\$ 1,500		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 2,000		\$ -		
\$ -					\$2,000	\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -				\$ 3,000		\$ -		
\$ -					\$3,000	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 6,000		\$ -		
\$ -					\$6,000	\$ -		
\$ -				\$ 4,400		\$ -		
\$ -					\$4,400	\$ -		
\$ -				\$ 6,000		\$ -		
\$ -					\$6,000	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 8,000		\$ -		
\$ -					\$8,000	\$ -		
\$ 271	\$318		\$589	\$ 500	(\$89)	\$ 4,126	\$3,500	(\$626)
\$ -				\$ -		\$ -		
\$ -				\$ 800		\$ -		
\$ -					\$800	\$ -		
\$ -				\$ -		\$ -		
\$ 266	\$312		\$578	\$ 100	(\$478)	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ 163	\$191		\$354	\$ 100	(\$254)	\$ -		
\$ -				\$ -		\$ -		
\$ 224	\$263		\$486	\$ 50	(\$436)	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 8,000		\$ -		
\$ -					\$8,000	\$ -		
\$ -				\$ -		\$ -		

**Menlo Park**  
**Planning Fees (Current and General Plan)**



Service #	Fee Description	Unit/Notes	Actual Work Volume
	CONDITIONAL DEVELOPMENT PERMIT/PLANNED DEVELOPMENT PERMIT	Deposit	
	DEVELOPMENT AGREEMENT	Deposit	
	ENVIRONMENTAL REVIEW		
	Staff Review and Processing of Environmental Circulation System Assessment – per development project	*Deposit	
	SIGNS AND AWNINGS		
	Sign review by Staff	Flat Fee	29
	Sign review by Planning Commission	Deposit	
	Re-facing an approved sign	Flat Fee	
	Temporary Sign	No charge	
	ADMINISTRATIVE REVIEW		
	Fences	Flat Fee	1
	Hazardous materials review	Flat Fee	14
	All Other Administrative Permit	Flat Fee	2
	APPEALS		
	Appeals of staff decision	Flat Fee	
	Menlo Park resident appeal of Planning Commission decision on somebody else's project	Flat Fee	
	Owner occupant appeal of Planning Commission decision related to his/her owner-occupied house	Flat Fee	
	All other appeals of Planning Commission decisions	Deposit	
	CITY ATTORNEY – per hour – one hour minimum	Hourly	
	Review of CC&R's	Delete	
	Preparation of Recorded Deed Restrictions	Delete	
	MISCELLANEOUS		
	Home Occupation Permit	Flat Fee	46
	Business License – Zoning Compliance Review Fee (Non-residential locations)	Flat Fee	150
	Special Events and Outdoor Sales Permit	Flat Fee	10
	Change of Address	Flat Fee	29
	Property File Research – per hour (after the first hour)	Hourly	
	Exemption Underground Utilities Ordinance	Deposit	
	Additional staff review required by revisions to plans	Deposit	
	Administrative Extension of Approved Applications	Flat Fee	1
	Review by Community Development Director or designee of a request not listed elsewhere in the fee schedule	Flat Fee	

Unit Cost Summary						Annual Cost Calculations w/o Reserves		
Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ -				\$ 10,000	\$10,000	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 10,000	\$10,000	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 5,000	\$5,000	\$ -		
\$ -				\$ 4,000	\$4,000	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ 126	\$148		\$275	\$ 300	\$25	\$ 7,966	\$8,700	\$734
\$ -				\$ 1,500	\$1,500	\$ -		
\$ 84	\$99		\$183	\$ 100	(\$83)	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ 323	\$380		\$703	\$ 500	(\$203)	\$ 703	\$500	(\$203)
\$ 580	\$682		\$1,262		(\$1,262)	\$ 17,667		(\$17,667)
\$ 749	\$880		\$1,628	\$ 1,100	(\$528)	\$ 3,257	\$2,200	(\$1,057)
\$ -				\$ -		\$ -		
\$ -				\$ 110	\$110	\$ -		
\$ -				\$ 110	\$110	\$ -		
\$ -				\$ 1,000	\$1,000	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 200	\$200	\$ -		
\$ 28	\$33		\$61	\$ 200	\$139	\$ -		
\$ -				\$ 950	\$950	\$ -		
\$ -				\$ -		\$ -		
\$ 42	\$49		\$92	\$ 50	(\$42)	\$ 4,212	\$2,300	(\$1,912)
\$ 42	\$49		\$92	\$ 50	(\$42)	\$ 13,734	\$7,500	(\$6,234)
\$ 92	\$108		\$200	\$ 150	(\$50)	\$ 1,998	\$1,500	(\$498)
\$ 55	\$65		\$120	\$ 50	(\$70)	\$ 3,488	\$1,450	(\$2,038)
\$ -				\$ 200	\$200	\$ -		
\$ -				\$ 2,000	\$2,000	\$ -		
\$ -				\$ 150	\$150	\$ -		
\$ 190	\$223		\$413	\$ 300	(\$113)	\$ 413	\$300	(\$113)
\$ 244	\$287		\$531	\$ 400	(\$131)	\$ -		

**Menlo Park**  
**Planning Fees (Current and General Plan)**



Service #	Fee Description	Unit/Notes	Actual Work Volume	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
				Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Mitigation and Condition Monitoring	Deposit		\$ -				\$ 800	\$800	\$ -		
	Front Lot Line Election	Flat Fee	3	\$ 218	\$256		\$475	\$ 110	(\$365)	\$ 1,424	\$330	(\$1,094)
	Revisions, extensions or review of any item	Deposit		\$ -		1	\$1	\$ 2,000	\$1,999	\$ -		
	Withdrawal of application, minimum processing fee	Flat Fee	1	\$ 79	\$92		\$171	\$ 75	(\$96)	\$ 171	\$75	(\$96)
	Meeting outside of normal business hours – Per hour – One hour minimum	Hourly		\$ -				\$ 100	\$100	\$ -		
	Mailing Lists for public use not associated with Public Hearing noticing	Flat Fee	1	\$ 37	\$43		\$79	\$ 100	\$21	\$ 79	\$100	\$21
	El Camino Real/Downtown Specific Plan Preparation Fee Per square foot of net new development (applicable to all properties in the Specific Plan area)	Per SF		\$ -		1.13	\$1.13	\$ 1.13		\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
	PUBLICATIONS – per document			\$ -						\$ -		
	Copies of General Plan, Zoning Ordinance and Zoning Map			\$ -				\$ 10	\$10	\$ -		
	Transcripts of Public Hearing associated with Environmental Impact Reports (pass through of direct costs) Estimate collected in advance			\$ -				\$ -		\$ -		
				\$ -				\$ -		\$ -		
	PLANNING FEES			\$ -				\$ -		\$ -		
	Non-residential zoning use violation – per violation	Code Enforcement Action		\$ -				\$ -		\$ -		
				\$ -				\$ -		\$ -		
	SURCHARGES			\$ -				\$ -		\$ -		
	Technology Surcharge			\$ -				3%	\$0	\$ -		
				\$ -				\$ -		\$ -		
	General Plan Update Surcharge		1	\$ 203,143	\$238,667		\$441,810	3.00%	(\$441,810)	\$ -		
				\$ -						\$ -		
	Green and sustainability building regulation review			\$ -						\$ -		
				\$ -						\$ -		
	Large child day care home permit			\$ 172	\$202		\$374		(\$374)	\$ -		
				\$ -						\$ -		
	Building permit plan checking		1	\$ 377,167	\$443,124		\$820,291	\$820,291		\$ 820,291	\$820,291	
	Planning field inspections and monitoring		1	\$ 50,735	\$59,608		\$110,343		(\$110,343)	\$ 110,343		(\$110,343)
	Lot line adjustment/merger			\$ 151	\$177		\$328		(\$328)	\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
	*Fee based on cost of consultant to prepare report plus staff time at hourly billing rate.	Plus 25%		\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		
				\$ -						\$ -		

**Menlo Park**  
**Planning Fees (Current and General Plan)**



Service #	Fee Description	Unit/Notes	Actual Work Volume
	Project Management		1
<b>Planning Productive Hourly Rates by Position</b>			
	Assistant Community Development Director		
	Assistant Planner		554
	Associate Planner		1,931
	Community Development Director		
	Community Development Technician		
	OA		
	Planning Technician		245
	Principal Planner		911
	Senior Planner		1,129
	Consultant		443
Fee # 324		Current	

Unit Cost Summary						Annual Cost Calculations w/o Reserves		
Direct Unit Cost	Indirect Unit Allocated Costs	Other external costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ -						\$ -		
\$ -						\$ -		
\$ 203,143	\$238,667		\$441,810		(\$441,810)	\$ 441,810		(\$441,810)
<b>\$ -</b>						<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
\$ 147	\$173		\$320	\$ 189	(\$131)	\$ -		
\$ 84	\$99		\$183	\$ 155	(\$28)	\$ 101,472	\$85,890	(\$15,582)
\$ 111	\$131		\$242	\$ 200	(\$42)	\$ 467,485	\$386,298	(\$81,187)
\$ 157	\$184		\$341	\$ 357	\$16	\$ -		
\$ 73	\$86		\$159	\$ 104	(\$55)	\$ -		
\$ 53	\$62		\$115		(\$115)	\$ -		
\$ 74	\$87		\$160	\$ 127	(\$33)	\$ 39,502	\$31,263	(\$8,239)
\$ 121	\$143		\$264	\$ 227	(\$37)	\$ 240,375	\$206,808	(\$33,566)
\$ 107	\$126		\$233	\$ 227	(\$6)	\$ 263,555	\$256,328	(\$7,227)
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		

Annual Revenue Impacts		
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 2,544,071	\$ 1,815,333	(\$728,738)

**Menlo Park  
Engineering Fees**



Service #	Fee Description	Unit/Notes	Actual Work Volume	Recovered Revenue Volume	Variance	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
						Direct Unit Cost	Indirect Unit Allocated Costs	Other costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Construction plans and Specifications (minimum – published fee based on size of packet)	NO change				\$ -				\$ 10	\$10	\$ -		
	Additional charge if mailed	NO change				\$ -				\$ 10	\$10	\$ -		
	Blueprint copies – per sheet	NO change				\$ -				\$ 5	\$5	\$ -		
	Plotter prints – per square foot	NO change				\$ -				\$ 8	\$8	\$ -		
	Copies 11" x 17" – per image	NO change				\$ -				\$ 0	\$0	\$ -		
	Electronic File Reproduction	NO change				\$ -				\$ -		\$ -		
	Labor – per hour (1/2 hour minimum)	NO change				\$ -				\$ -		\$ -		
	Media – CD, DVD or floppy disk	NO change				\$ -				\$ 30	\$30	\$ -		
	City Standard Details	NO change				\$ -				\$ -		\$ -		
	Bound Booklet	NO change				\$ -				\$ 20	\$20	\$ -		
	Per Sheet	NO change				\$ -				\$ 0.10	\$0	\$ -		
	Abandonments - Public easements					\$ 810	\$440		\$1,250		(\$1,250)	\$ -		
	Abandonments - ROW		2	2		\$ 1,460	\$792		\$2,252	\$ 2,000	(\$252)	\$ 4,503	\$4,000	(\$503)
	Annexations		4	4		\$ 2,812	\$1,526		\$4,338	\$ 1,400	(\$2,938)	\$ 17,351	\$5,600	(\$11,751)
						\$ -						\$ -		
						\$ -				\$ 450	\$450	\$ -		
						\$ -				\$ 150	\$150	\$ -		
	Stormwater Business Inspections	Consultant cost plus 25%	207	207		\$ -		94.25	\$94	\$ -	(\$94)	\$ 19,510		(\$19,510)
						\$ -						\$ -		
	Weed abatement - per hour (1 hr. minimum)	*Staff hourly rate				\$ -						\$ -		
						\$ -						\$ -		
	Covenants, Conditions & Restrictions (CC&R's) Engineering Review Fee		4	4		\$ 1,412	\$766		\$2,179	\$ 1,390	(\$789)	\$ 8,714	\$5,560	(\$3,154)
	Tie-Back Fee (impact fee)	Per tie-back				\$ -				\$ 200	\$200	\$ -		
						\$ -						\$ -		
	Minor Encroachments:	Per app	314	314		\$ 417	\$226	\$644	\$ 500	(\$144)	\$ 202,128	\$157,000	(\$45,128)	
	Permit Extension	Per app	4	4		\$ 40	\$22	\$62	\$ 250	\$188	\$ 247	\$1,000	\$753	
	Major Encroachments (base)	Base - per app	66	66		\$ 507	\$275	\$783	\$ 825	\$42	\$ 51,655	\$54,450	\$2,795	
	Major Encroachments (inspection)	3% of eng. Cost est				\$ -		5.19%		(\$0)	\$ -			
	Temporary Encroachments:	Under 30 days	6	6		\$ 231	\$126	\$357	\$ 300	(\$57)	\$ 2,142	\$1,800	(\$342)	
	Temporary Encroachments:	30 days or over	4	4		\$ 231	\$126	\$357	\$ 400	\$43	\$ 1,428	\$1,600	\$172	
						\$ 231	\$126	\$357		(\$357)	\$ -			
	City-Mandated Repairs:		4	4		\$ 407	\$221	\$628	\$ 275	(\$353)	\$ 2,512	\$1,100	(\$1,412)	
	Debris Box / Container on Street (maximum of 8 weeks) – per week		18	18		\$ 75	\$41	\$115	\$ 200	\$85	\$ 2,077	\$3,600	\$1,523	
	Debris Box / Container on Street (max 72 hours)					\$ 75	\$41	\$115		(\$115)	\$ -			
	Refund for Cancellation prior to any work	50% of base fee				\$ -					\$ -			

APPENDIX 2:

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**Menlo Park  
Engineering Fees**



Service #	Fee Description	Unit/Notes	Actual Work Volume	Recoverable Revenue Volume	Variance	Unit Cost Summary					Annual Cost Calculations w/o Reserves			
						Direct Unit Cost	Indirect Unit Allocated Costs	Other costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Appeal to City Council of any Encroachment Permit Action					\$ -				\$ 200	\$200	\$ -		
	Technology Surcharge	0.03				\$ -						\$ -		
	<b>Maps</b>					\$ -						\$ -		
	Final Parcel Map – First 2 sheets	Plus any external cost	2	2		\$ 707	\$384		\$1,091	\$ 1,300	\$209	\$ 2,182	\$2,600	\$418
	– Each additional sheet	Plus any external cost				\$ 151	\$82	\$233	\$233	\$ 215	(\$18)	\$ -		
	Amended Parcel Map – First 2 sheets	Delete				\$ -				\$ 2,150	\$2,150	\$ -		
	– Each additional sheet	Delete				\$ -				\$ 215	\$215	\$ -		
	Final Map – First 2 sheets	Plus any external cost				\$ 2,091	\$1,134		\$3,226	\$ 1,610	(\$1,616)	\$ -		
	– Each additional sheet	Plus any external cost				\$ 151	\$82	\$233	\$233	\$ 215	(\$18)	\$ -		
	Amended Final Map – First 2 sheets	Delete				\$ -				\$ 2,350	\$2,350	\$ -		
	– Each additional sheet	Delete				\$ -				\$ 215	\$215	\$ -		
	Certificate of Correction – First 2 sheets	Plus any external cost				\$ 404	\$219		\$622	\$ 750	\$128	\$ -		
	– Each additional sheet	Plus any external cost				\$ 151	\$82	\$233	\$233	\$ 100	(\$133)	\$ -		
						\$ -				\$ 100	\$100	\$ -		
	Adjust lot or Lot Merger line (base)		2	2		\$ 707	\$384		\$1,091	\$ 1,000	(\$91)	\$ 2,182	\$2,000	(\$182)
	Adjust lot line plus 125% of cost of external review if required					\$ -						\$ -		
	CERTIFICATE OF COMPLIANCE					\$ 404	\$219		\$622	\$ 900	\$278	\$ -		
						\$ -						\$ -		
	Easement Dedication – each		2	2		\$ 1,172	\$636		\$1,808	\$ 1,000	(\$808)	\$ 3,615	\$2,000	(\$1,615)
	Final Condominium Conversion Map (administrative approval)		2	2		\$ 707	\$384		\$1,091	\$ 1,330	\$239	\$ 2,182	\$2,660	\$478
	Final Condominium Conversion Map (Council approval)	New				\$ 1,290	\$700		\$1,989		(\$1,989)	\$ -		
	External consultant cost (cost plus 25% for staff admin)					\$ -						\$ -		
	<b>IMPROVEMENT PLAN REVIEWS</b>					\$ -						\$ -		
	Single Family Residences (base)		90	90		\$ 504	\$274	\$778	\$778	\$ 700	(\$78)	\$ 70,026	\$63,000	(\$7,026)
	Single Family Residences (plus)	3% of cost estimate	1	1		\$ -		5.19%	5.19%		(\$0)	\$ 0		(\$0)
	Multi-family Residences, Commercial, and Industrial (base)	Base Fee	56	56		\$ 3,034	\$1,646	\$4,680	\$4,680	\$ 700	(\$3,980)	\$ 262,057	\$39,200	(\$222,857)
	Multi-family Residences, Commercial, and Industrial	3% of cost estimate	1	1		\$ -		5.19%	5.19%		(\$0)	\$ 0		(\$0)
	Additional Plan Review (full plan set required) – fee per sheet					\$ 151	\$82	\$233	\$233	\$ 100	(\$133)	\$ -		
	Plan Revision – fee per sheet requiring revision					\$ 151	\$82	\$233	\$233	\$ 100	(\$133)	\$ -		
						\$ -						\$ -		
	<b>CONSTRUCTION INSPECTION</b>					\$ -						\$ -		

Menlo Park  
Engineering Fees



Service #	Fee Description	Unit/Notes	Actual Work Volume	Recovered Revenue Volume	Variance	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
						Direct Unit Cost	Indirect Unit Allocated Costs	Other costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	Routine inspections (base)	Delete	146	146		\$ -				\$ 500	\$500	\$ -	\$73,000	\$73,000
	Routine inspections (plus)	3% of cost estimate	1	1		\$ -			5.19%		(\$0)	\$ 0		(\$0)
	Special project inspection	T&M				\$ -						\$ -		
	Overtime Construction Inspection – Four hour minimum – hourly rate	Time and a half				\$ 144	\$78		\$221	\$ 200	(\$21)	\$ -		
	Re-inspection – fee per each re-inspection or for missed or cancelled inspection					\$ 96	\$52		\$148	\$ 135	(\$13)	\$ -		
	Cancelled or Missed Inspection Fee	Delete				\$ -				\$ 135	\$135	\$ -		
	CERTIFICATE OF COMPLIANCE					\$ -						\$ -		
	FEMA					\$ -						\$ -		
	Determination for Substantial Improvements		40	40		\$ 101	\$55		\$156	\$ 400	\$244	\$ 6,225	\$16,000	\$9,775
	Building Permit Plan Review (SFR)		44	44		\$ 303	\$164		\$467	\$ 250	(\$217)	\$ 20,541	\$11,000	(\$9,541)
	Building Permit Plan Review (Commercial, Multifamily)					\$ 1,009	\$547		\$1,556		(\$1,556)	\$ -		
	Flood Study – CLOMR-LOMAR Fee					\$ 1,582	\$858		\$2,441	\$ 1,946	(\$495)	\$ -		
	DOCUMENT RECORDING	plus County Recorder's fees				\$ 138	\$75		\$213	\$ 100	(\$113)	\$ -		
	<b>HERITAGE TREE</b>					\$ -						\$ -		
	Tree Permits: 1 – 3 trees (each tree) *		186	186		\$ 132	\$72		\$204	\$ 135	(\$69)	\$ 37,982	\$25,110	(\$12,872)
	Tree Permits: Additional for 4 or more trees (each tree) *		20	20		\$ 110	\$59		\$169	\$ 90	(\$79)	\$ 3,383	\$1,800	(\$1,583)
	Appeals to Environmental Quality Commission or City Council	No change	4	4		\$ -						\$ -		
	First tree	No change				\$ -				\$ 200	\$200	\$ -		
	Each additional tree (not to exceed a maximum appeal fee of \$500.00)	No change				\$ -				\$ 100	\$100	\$ -		
	Tree Protection Plan Review					\$ 76	\$41		\$117	\$ 100	(\$17)	\$ -		
	<b>WATER EFFICIENT LANDSCAPE PLAN CHECK</b>					\$ -						\$ -		
	Commercial and Multi-family Residential (base)		16	16		\$ 656	\$356		\$1,011	\$ 900	(\$111)	\$ 16,184	\$14,400	(\$1,784)
	Commercial and Multi-family Residential (plus)	plus 125% of cost of external review if required				\$ -						\$ -		
	Single family home (plus)		40	40		\$ 252	\$137		\$389	\$ 300	(\$89)	\$ 15,561	\$12,000	(\$3,561)
	Single family home (base)	plus 125% of cost of external review if required				\$ -						\$ -		
	<b>STORM WATER OPERATIONS AND MAINTENANCE AGREEMENTS</b>					\$ -						\$ -		
	COMPLETION BOND AGREEMENTS	Delete	6	6		\$ 505	\$274		\$780	\$ 500	(\$280)	\$ 4,678	\$3,000	(\$1,678)
						\$ -						\$ -		
						\$ -				\$ 200	\$200	\$ -		
						\$ -						\$ -		

Menlo Park  
Engineering Fees



Service #	Fee Description	Unit/Notes	Actual Work Volume	Recovered Revenue Volume	Variance	Unit Cost Summary						Annual Cost Calculations w/o Reserves		
						Direct Unit Cost	Indirect Unit Allocated Costs	Other costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
	<b>SPECIAL SERVICES</b>	City staff time plus 25% billing and administration charge				\$ -						\$ -		
						\$ -						\$ -		
	<b>PUBLIC WORKS – TRANSPORTATION</b>					\$ -						\$ -		
	Traffic Signal Accident – Plus actual cost of repairs	Plus Admin				\$ 355	\$193		\$548	\$ 1,165	\$617	\$ -		
	Copies of traffic counts for intersections and streets – Per intersection/street - per page					\$ -				\$ 0.10	\$0	\$ -		
						\$ -						\$ -		
	<b>TRUCK ROUTE</b>					\$ -						\$ -		
	Per trip – each	Set by State				\$ -				\$ 16	\$16	\$ -		
	Annual	Set by State				\$ -				\$ 90	\$90	\$ -		
	10 or more repetitive loads					\$ -				\$ 90	\$90	\$ -		
						\$ -						\$ -		
	RED CURB INSTALLATION – per foot					\$ -				\$ 10	\$10	\$ -		
						\$ -						\$ -		
						\$ -						\$ -		
	<b>BANNERS</b>					\$ -						\$ -		
	Santa Cruz Ave - Installation, maintenance and removal – one week display		37	37		\$ 302	\$164		\$466	\$ 450	(\$16)	\$ 17,237	\$16,650	(\$587)
	– two week display					\$ 302	\$164		\$466	\$ 550	\$84	\$ -		
	El Camino Real – One week display – per pole – per week					\$ -				\$ 10	\$10	\$ -		
						\$ -						\$ -		
						\$ -						\$ -		
	<b>TREES</b>					\$ -						\$ -		
	Street Trees - new and replacement (City furnishes and plants) 15 gallon tree – each					\$ 50	\$27		\$78	\$ 100	\$22	\$ -		
	Street Tree Trimming – Premium Service:	Plus actual cost, contracted work = plus 25%				\$ -				\$ 25	\$25	\$ -		
	WEED ABATEMENT – Administrative Fee	Actual cost @ applicable rate				\$ -				\$ 225	\$225	\$ -		
	SPECIAL EVENT SET-UP	Actual cost @ applicable rate				\$ -						\$ -		
	DAMAGED CITY PROPERTY					\$ -						\$ -		
						\$ -						\$ -		
	CITY ATTORNEY – per hour – one hour minimum					\$ -						\$ -		
						\$ -						\$ -		
	<b>Engineering Productive Hourly Rates by Position</b>						\$ -					\$ -	\$ -	\$ -
	Administrative Assistant					\$ 60	\$32		\$92		(\$92)	\$ -		
	Assistant Engineer		39	39		\$ 100	\$54		\$154	\$ 144	(\$10)	\$ 5,939	\$5,547	(\$392)
	Assistant Public Works Director		3	3		\$ 186	\$101		\$287	\$ 255	(\$32)	\$ 860	\$764	(\$96)

Menlo Park  
Engineering Fees



Service #	Fee Description	Unit/Notes	Actual Work Volume	Recovered Revenue Volume	Variance
	Associate, Associate Civil Engineer		147	147	
	Business Manager				
	Construction Inspector				
	Contracts Specialist				
	Engineering Technician				
	Public Works Director				
	Senior Civil Engineer		71	71	
	Senior Engineering Technician				
	Senior Transportation Engineer		159	159	
	Water System Supervisor				
	Water Quality Specialist				
	Water System Operator				

Unit Cost Summary						Annual Cost Calculations w/o Reserves		
Direct Unit Cost	Indirect Unit Allocated Costs	Other costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 101	\$55		\$156	\$ 150	(\$6)	\$ 22,875	\$21,984	(\$891)
\$ 103	\$56		\$159		(\$159)	\$ -		
\$ 96	\$52		\$148		(\$148)	\$ -		
\$ 77	\$42		\$119		(\$119)	\$ -		
\$ 68	\$37		\$105		(\$105)	\$ -		
\$ 188	\$102		\$290		(\$290)	\$ -		
\$ 118	\$64		\$182	\$ 227	\$45	\$ 12,914	\$16,117	\$3,203
\$ 92	\$50		\$142		(\$142)	\$ -		
\$ 118	\$64		\$183	\$ 203	\$20	\$ 28,971	\$32,153	\$3,182
\$ 94	\$51		\$145		(\$145)	\$ -		
\$ 76	\$41		\$118		(\$118)	\$ -		
\$ 67	\$36		\$103		(\$103)	\$ -		
\$ -						\$ -		

Annual Revenue Impacts		
Revenue at Full Cost of Services	Projection of Revenues at Current Fees	Annual Surplus (subsidy)
\$ 2,132,709	\$ 1,338,712	(\$793,996)

# City of Menlo Park

## Fiscal Policy

<b>Department</b> City Council	<b>Page 1 of 11</b>	<b>Effective Date</b> 03/09/10
<b>Subject</b> User Fee Cost Recovery	<b>Approved by</b> Minute Order March 9, 2010	<b>Procedure #</b> CC-10-0001

**Purpose:**

A clear User Fee Cost Recovery Policy will allow the City of Menlo Park to provide an ongoing, sound basis for setting fees that allows charges and fees to be periodically reviewed and updated based on predetermined, researched and supportable criteria that can be made available to the public.

**Background:**

In 2005 the *Your City/Your Decision* community driven budget process provided community direction and initial information on approaches to cost recovery of services. In 2007, the Cost Allocation Plan provided further basis for development of a standardized allocation system by providing a methodology for data-based distribution of administrative and other overhead charges to programs and services. The Cost of Services Study completed in 2008 allowed the determination of the full cost of providing each service for which a fee is charged and laid the final groundwork needed for development of a values-based and data-driven User Fee Cost Recovery Policy. A draft User Fee Cost Recovery Policy was presented for consideration by the Council at a Study Session on February 10, 2009. Comments and direction from the Study Session were used to prepare this Fiscal Policy.

**Policy:**

The policy has three main components:

- Provision for ongoing review
- Process of establishing cost recovery levels
  - Factors to be Considered
- Target Cost Recovery Levels
  - Social Services and Recreation Programs
  - Development Review Programs
  - Public Works
  - Police
  - Library
  - Administrative Services

***Provision for ongoing review***

Fees will be reviewed at least annually in order to keep pace with changes in the cost of living and methods or levels of service delivery. In order to facilitate a fact-based approach to this review, a comprehensive analysis of the city's costs and fees should be made at least every five years. In the interim, fees will be adjusted by annual cost factors reflected in the appropriate program's operating budget.

***Process of establishing service fee cost recovery levels***

The following factors will be considered when setting service fees and cost recovery levels:

1. Community-wide vs. special benefit
  - The use of general purpose revenue is appropriate for community-wide services while user fees are appropriate for services that are of special benefit to individuals or groups. Full cost recovery is not always appropriate.
2. Service Recipient Versus Service Driver
  - Particularly for services associated with regulated activities (development review, code enforcement), from which the community primarily benefits, cost recovery from the "driver" of the need for the service (applicant, violator) is appropriate.
3. Consistency with City public policies and objectives
  - City policies and Council goals focused on long term improvements to community quality of life may also impact desired fee levels as fees can be used to change community behaviors, promote certain activities or provide funding for pursuit of specific community goals, for example: health and wellness, environmental stewardship.

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4. Impact on demand (elasticity)
  - Pricing of services can significantly impact demand. At full cost recovery, for example, the City is providing services for which there is a genuine market not over-stimulated by artificially low prices. Conversely, high cost recovery may negatively impact lower income groups and this can work against public policy outcomes if the services are specifically designed to serve particular groups.
5. Discounted Rates and Surcharges
  - Rates may be discounted to accommodate lower income groups or groups who are the target of the service, such as senior citizens or residents.
  - Higher rates are considered appropriate for non-residents to further reduce general fund subsidization of services.
6. Feasibility of Collection
  - It may be impractical or too costly to establish a system to appropriately identify and charge each user for the specific services received. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.

### *Target cost recovery levels*

1. Low cost recovery levels (0% – 30%) are appropriate if:
  - There is no intended relationship between the amount paid and the benefit received
  - Collecting fees is not cost-effective
  - There is no intent to limit use of the service
  - The service is non-recurring
  - Collecting fees would discourage compliance with regulatory requirements
  - The public at large benefits even if they are not the direct users of the service
2. High cost recovery levels (70% – 100%) are appropriate if:
  - The individual user or participant receives the benefit of the service
  - Other private or public sector alternatives could or do provide the service
  - For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received
  - The use of the service is specifically discouraged
  - The service is regulatory in nature
3. Services having factors associated with both cost recovery levels would be subsidized at a mid-level of cost recovery (30% - 70%).

General categories of services tend to fall logically into the three levels of cost recovery above and can be classified according to the factors favoring those classifications for consistent and appropriate fees. Primary categories of services include:

- Social Services and Recreation Programs
- Development Review Programs – Planning, and Building
- Public Works Department – Engineering, Transportation, and Maintenance
- Public Safety

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### Social Services and Recreation Programs

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
9	<u>Parks</u>			
	Dog Park	X		
	Skate Parks	X		
	Open Space/Parks Playgrounds	X X		
7 11 10 11 11 7 7 11	<u>Social Services</u>			
	Senior Transportation	X		
	Senior Classes/Events	X		
	Belle Haven School Age – Title 22		X	
	Menlo Children’s Center – Title 22			X
	Preschool - Title 22			X
	Preschool – Title 5		X	
	Second Harvest	X		
Congregate Nutrition		X		
Belle Haven Community School		X		
	<u>Events/Celebrations</u>			
	City Sponsored	X		
	City-Wide	X		
	Youth & Teen Targeted	X		
	Cultural Concerts	X X		
5, 6, 7 9 9 9 10 5,6,7 9 5,6,7,8,9,10	<u>Facility Usage</u>			
	City Functions (e.g. commissions)	X		
	Co-Sponsored Organizations	X		
	Non-Profit	X		
	Fields - Youth (non-profit)		X	
	Fields - Adult (non-profit)		X	
	Tennis Courts		X	
	Picnic Rentals - Private Party			X
	Private Rentals			X
	Fields - For-profit			X
Contracted Venues – for profit			X	
8 8 8 7 11	<u>Fee Assisted Programs</u>			
	Recreational Swim	X		
	Swimming Classes	X		
	Lap Swimming	X		
	Recreation Classes	X		
Open Gym Activities	X			

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**Social Services and Recreation Programs** - continued

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
	<u>Recreation Programs</u>			
11	Drop-In Activities		X	
10,11	Camps & Clinics			X
9	Youth Leagues			X
10	Youth Special Interest			X
10	Adult Special Interest			X
12	Gymnastics			X
6,12	Birthday Parties			X
11	Adult League			X

**Low Recovery Expectations:** Low to zero recovery is expected for programs in this category as the community benefits from the service. Non-resident fees if allowed may provide medium cost recovery.

In general, low cost programs or activities in this group provide a community wide benefit. These programs and activities are generally youth programs or activities enhancing the health, safety and livability of the community and therefore require the removal of a cost barrier for optimum participation. Recreation programming geared toward the needs of teens, youth, seniors, persons with disabilities, and/or those with limited opportunities for recreation are included. For example:

- Parks – As long as collecting fees at City parks is not cost-effective, there should be no fees collected for general use of parks and playgrounds. Costs associated with maintaining the City’s parks represent a large cost for which there is no significant opportunity for recovery – these facilities are public domains and are an essential service of City government.
- Social Services – There is no intended relationship between the amount paid and the benefit received for social service programs. Some programs are designed and delivered in coordination/partnership with other providers in Menlo Park.
- Senior Transportation – Transportation is classified as a low cost recovery program because there is no fee charged for the program and the majority of the seniors served cannot afford the actual cost of the service. Donations are solicited, but they are minimal. No fee should be established for this service, as it would threaten ridership and County reimbursements would be withdrawn.
- Senior Classes/Events – The primary purpose of senior classes and events is to encourage participation. The seniors served in these classes do not have the means of paying for the classes and are classified as “scholarship” recipients due to their low income levels. The classes should continue to be offered in collaboration with outside agencies which can offer them for free through state subsidies.
- Second Harvest – Monthly food distributions provide free food to needy families and so contribute a broad community benefit. The coordination and operation of the program is through the Onetta Harris Center staff with volunteers assisting with the distribution of food, to keep costs as low as possible.
- Events/Celebrations – Community Services events provide opportunities for neighborhoods to come together as a community and integrate people of various ages, economic and cultural backgrounds. Events also foster pride in the community and provide opportunities for volunteers to give back. As such, the benefits are community-wide. In addition, collection of fees are not always cost effective.



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- Facility Usage – Safe and secure facilities for neighborhood problem-solving and provision of other general services support an engaged community and should be encouraged with low or no fees.
- Fee Assisted Recreation Programs – Activities with fee assistance or sliding scales make the programs affordable to all economic levels in the community. Organized activities, classes, and drop-in programs are designed to encourage active living, teach essential life and safety skills and promote life-long learning for broad community benefit.

**Medium Recovery Expectation** – recovery of most program costs incurred in the delivery of the service, but without recovery of any of the costs which would have been incurred by the department without the service. Both community and individuals benefit from these services. Non-resident fees if allowed may provide high cost recovery.

- Belle Haven School Age – Title 22 - Licensed Child Care Program – Services to participants in this program are not readily available elsewhere in the community at low cost. The program provides broad community benefit in the form of a safety net for children in the community. Organized activities and programs teach basic skills, constructive use of time, boundaries and expectations, commitment to learning and social competency. Resident fees charged based on San Mateo County Pilot program for full day care that sets fees at no more than 10% of the family's gross income.
- Preschool Title 5 – The Preschool Program is supported primarily by reimbursement of federal and state grants for low income children. Tuition and reimbursement rates are regulatory.
- Senior Lunches – Congregate Nutrition is classified as a medium cost recovery fee as it asks a donation coupled with a per meal reimbursement from OAA & State funds.
- Belle Haven School Community School – The Community School partners with various non-profit and community-based agencies to provide much needed services to the community – high quality instruction, youth enrichment services, after-school programs, early learning and a family center. Services are open to Belle Haven students, their families and residents of the surrounding neighborhood.
- Field Rentals and Tennis Courts – Costs should be kept low for local non-profit organizations providing sports leagues open to residents and children in the Menlo Park Schools that encourage healthy lifestyles and lifelong fitness. Opportunities exist to collect a reasonable fee for use to defray citywide expenses for tennis facilities and fields.
- Programs – Drop-in programs can be accessed by the widest cross section of the population and therefore have the potential for broad-base participation. Recreation drop-in programs have minimal supervision while providing healthy outlets for youth, teens and adults

**High Recovery Expectations** – present when user fees charged are sufficient to support direct program costs plus up to 100% of department administration and city overhead associated with the activity. Individual benefit foremost and minimal community benefit exists. Activities promote the full utilization of parks and recreation facilities.

- Menlo Children's Center School Age and Pre-school – Title 22 – Participation benefits the individual user.
- Picnic Areas – Picnic rental reservations benefit the individual but help defray the cost of maintaining parks benefiting the entire community.
- Facility Usage – Facility use is set at a higher rate for the private use of the public facility for meetings, parties, and programs charging fees for services and celebrations.

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- Programs – Activities in this area benefit the individual user. Programs, classes, and sports leagues are often offered to keep pace with current recreational trends and provide the opportunity to learn new skills, improve health, and develop social competency. The services are made available to maximize the use of the facilities, increase the variety of offerings to the community as a whole and spread department administration and city-wide overhead costs to many activities. In some instances offering these activities helps defray expenses of services with no viable means of collecting revenue e.g. parks, playgrounds, etc.
- Contracted Venues – (for profit) – Long term arrangements where a facility is rented or contracted out to reduce general funding expense in order to provide specialized services to residents.

### Development Review Services

1. Planning (planned development permits, tentative tract and parcel maps, re-zonings, general plan amendments, variances, use permits)
2. Building and safety (building permits, structural plan checks, inspections)

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
	<u>1. Planning</u>			
24	Appeals of Staff Decisions	X		
24	Appeals of Planning Commission Decisions by Residents	X		
	Subsequent Appeals			X
24	Temporary Sign Permits	X		
23	Use Permits – Non-Profits	X		
24	Administrative Reviews – Fences		X	
	Appeals of Planning Commission Decisions by			X
24	Non-Residents			X
23	Administrative Reviews – Other			X
23	Architectural Control			X
23	Development Permits			X
23	Environmental Reviews			X
23	General Plan Amendments			X
24	Tentative Maps			X
24	Miscellaneous – not listed elsewhere			X
	Reviews by Community Development			X
24	Director or Planning Commission			X
23	Special Events Permitting			X
23	Study Sessions			X
24	Zoning Compliance Letters			X
23	Signs and Awnings			X
23	Use Permits – other			X
23	Variances			X
23	Zoning Map			X
	Ordinance Amendments			X

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Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
28-48	<u>2. Building and safety</u> Solar installations Building Permits Mechanical Permits Electrical Permits Plumbing Permit Consultant Review	X		X X X X X

**Low Recovery Expectations:** Low to zero recovery is expected for services in this category to maintain open and accessible government processes for the public, encourage environmental sustainability and encourage compliance with regulatory requirements. Example of Low Recovery items:

- Planning – The fees for applicants who wish to appeal a Staff Decision or for a Menlo Park resident or neighbor from an immediately adjacent jurisdiction who wishes to appeal a decision of the Planning Commission is purposefully low to allow for accessibility to government processes.
- Planning – Temporary sign permit fees are low so as to encourage compliance.
- Building – The elimination or reduction of building permits for solar array installations is consistent with California Government Code Section 65850.5, which calls on local agencies to encourage the installation of solar energy systems by removing obstacles to, and minimizing costs of, permitting for such systems.

**Mid-level Recovery Expectations:** Recovery in the range of 30% to 70% of the costs incurred in the delivery of the service reflects the private benefit that is received while not discouraging compliance with the regulation requirements.

- Planning – Administrative permits for fences that exceed the height requirements along Santa Cruz Avenue are set at mid-level to encourage compliance.

**High Recovery Expectations:** Cost recovery for most development review services should generally be high. In most instances, the City's cost recovery goal should be 100%.

- Planning – Subsequent Appeals - The fees for applicants who are dissatisfied with the results of a previous appeal of an administrative permit or a decision of the Planning Commission should be at 100% cost recovery.
- Planning – Most of the Planning fees charged are based on a "time and materials" basis, with the applicant/customer being billed for staff time (at a rate that includes overhead cost allocations) and the cost of actual materials or external services utilized in the delivery of the service.
- Building – Building fees use a cost-basis, not a valuation basis, and are flat fees based on the size and quantities of the project.

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**Public Works Department - Engineering, Transportation, and Maintenance**

1. Engineering and Transportation (public improvement plan checks, inspections, subdivision requirements, encroachments)
2. Transportation (red curb installation, truck route permits, traffic signal repairs from accidents)
3. Maintenance (street barricades, banners, trees, special event set-up, damaged city property)

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
	<u>1. Engineering</u>			
25	Heritage Tree	X		
25	Appeals to Environmental Quality Commission and City Council	X		
	Bid Packages	X		
19	Plotter Prints		X	
19	Encroachment Permits for			
19	City-mandated repair work (non-temporary)		X	
25	Heritage Tree		X	
	Tree Removal Permits 1 – 3 trees			
19	City Standard Details		X	
20	Improvement Plan Review			X
20	Plan revisions			X
21	Construction Inspection			X
20	Maps / Subdivisions			X
	Real Property			X
19	Abandonments			X
19	Annexations			X
21	Certificates of Compliance			X
20	Easement Dedications			X
20	Lot Line Adjust/Merger			X
19	Encroachment Permits			X
19	Completion Bond			X
	Processing Fee			X
25	Heritage Tree Permits			X
	After first 3 trees			X
16	Downtown Parking Permits			X
	<u>2. Transportation</u>			
22	Red Curb Installation	X		
22	Truck Route Permits	X		
22	Traffic Signal Accident			X
22	Aerial Photos			X

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Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
	<u>3. Maintenance</u>			
22	Tree Planting	X		
22	Banners – Santa Cruz Ave			X
22	Barricade replacement			X
22	Weed Abatement			X
22	Special Event set-up – for profit use			X
22	Special Event set-up- for non-profits use		X	
22	Damaged City property			X

**Low Recovery Expectations:** Low to zero recovery is expected for services in this category as the community benefits from the service. In general, low cost services in this group provide a community-wide benefit. These services generally are intended to enhance or maintain the livability of the community and therefore require the removal of a cost barrier to encourage use. However, in some instances the maximum fee that can be charged is regulated at the State or Federal level and therefore the City fee is not determined by City costs (truck route permits, copies of documents). Examples of Low Recovery items:

- Maintenance – Tree Plantings is classified as a low cost recovery fee to replacement of trees removed due to poor health and to encourage new tree plantings.
- Transportation – Red Curb Installation is classified as a low cost recovery fee for support traffic/parking mitigation requests to address safety concerns of residents and businesses.
- Transportation – Truck Route Permits Fees – maximum fee set by State Law.
- Engineering – Heritage Tree Appeals is classified as a low cost recovery fee to insure that legitimate grievances are not suppressed by high fees.
- Engineering – Bid Packages are provided at a low cost to encourage bid submissions thereby insuring that the City receives sufficient bids to obtain the best value for the project to be undertaken.

**Medium Recovery Expectations:** Recovery in the range of 30% to 70% of the costs incurred in the delivery of the service. Typically both the community and individuals benefit from these services.

- Engineering – Encroachment Permits for City-mandated repairs are classified as a medium cost recovery. Since the property owner is paying for the cost of construction but is required by ordinance to perform it promptly, a discounted fee for the permit is appropriate.

**High Recovery Expectations:** Recovery in the range of 70% to 100% when user fees charged are sufficient to fully recover costs of providing the service. Individual benefit is foremost and minimal community benefit exists. Most services provided by the Public Works Department fall in this area.

- Engineering – Encroachment Permits where the public right of way is used or impacted on a temporary or permanent basis for the benefit of the permittee. Debris Boxes are such an example.
- Transportation – Traffic Signal Accident repair cost is the responsibility of the driver/insurer.
- Maintenance – Weed Abatement performed by Public Works staff to address ongoing code violation.
- Maintenance – Banners on Santa Cruz Avenue and El Camino Real.

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**Public Safety – Police Services** (Case Copies, False Alarms, Parking Permits, Abatements, Emergency Response, Background Investigations, Tow Contract)

Master Fee Schedule Page #'s	General categorization of programs, Services, Activity, and facilities	Low cost recovery (0-30%)	Mid cost recovery (30-70%)	High cost recovery (70-100%)
14	Case Copies	X		
15	Citation Sign Off - Residents	X		
1, 15	Document Copies	X		
14	Bicycle Licenses	X		
16	Overnight Parking Permits			X
16	Residential Parking Permits	X		
15	Property Inspection – Code Enforcement	X		
15	Real Estate Sign Retrieval	X		
14	False Alarm – Low Risk		X	
15	Rotation Tow Service Contract		X	
15	Repossession Fee		X	
14	False Alarm – High Risk			X
14	Good Conduct Letter			X
14	Preparation Fees			X
14	Research Fee			X
14	Civil Subpoena Appearance			X
14	Finger Printing Documents			X
15	Background Investigations			X
14	Notary Services			X
14	Vehicle Releases			X
14	DUI - Emergency Response			X
15	Intoximeter Rental			X
15	Street Closure			X
15	Unruly Gatherings			X
18	Abatements			X

**Low Recovery Expectations:** Low to zero recovery is expected for services in this category as the community generally benefits from the regulation of the activity. The regulation of these activities is intended to enhance or maintain the livability of the community. However, in some instances the maximum fee that can be charged is regulated at the State or Federal level and therefore the City fee is not determined by City costs (copies of documents).

**Medium Recovery Expectation:** Recovery in the range of 30% to 70% of the costs of providing the service. Both community and individuals benefit from these services.

- False Alarm – primarily residential and low cash volume retail. Alarm response provide a disincentive to crime activity. However excessive false alarms negatively impact the ability of prompt police response to legitimate alarms.

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### Public Safety – Police Services - continued

**High Recovery Expectations:** Recovery in the range of 70% to 100% when user fees charged are sufficient to recover costs of the service provided. Individual benefit is foremost and minimal community benefit exists. Items such as False Alarm, DUI Emergency Response, Vehicle Releases, Unruly Gathering, and Abatements are punitive in nature and the costs should not be funded by the community. Items such as Good Conduct Letter, Preparation Fees, Research Fee, Finger Printing, Background Investigations, and Notary Service primarily benefit the individual. 100% of the cost for services in these areas is typical.

- Overnight Parking Permits – the fee charged for One Night Parking Permits fall into Low Cost Recovery, however when combined with the fees collected from the issuance of Annual Permits the result is the program should achieve High Cost Recovery.
- Street Closure – primarily residential for activities within a defined area. This service is provide for public safety and therefore is provided at a rate below 100% cost recovery.

Library (Library Cards, Overdue Fines, etc.) – fees are primarily established by the Peninsula Library Service.

Administrative Services (Copying Charges, Postage, etc.) – fees are primarily set by regulations and are generally high cost recovery of pass-thru charges.

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Fiscal Year 2016-2017 Budget  
For Use In Year 2017-2018

**Menlo Park**  
**Full Cost Plan**

Date Printed: 8/24/2017

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Detail Allocation - Workers Comp	# of Workers Comp Claims per dept/fund	7.5.3
Detail Allocation - Labor Relations	# of Regular EE Headcount	7.5.4
Detail Allocation - Safety	# of FTE in Safety Training per dept/fund	7.5.5
Detail Allocation - Training	# of FTE supported	7.5.6
Detail Allocation - Employee Relations	# of FTE per dept/fund	7.5.7
Departmental Cost Allocation Summary		7.6
<b>205-001 Facilities Mtce</b>		
Narrative		8.1
Labor Distribution Summary		8.2
Schedule of Costs to be Allocated by Function		8.3
Service to Service Cost		8.4
Detail Allocation - Facilities Mtce Admin (FTE)	# of FTEs per dept/fund supported	8.5.1
Detail Allocation - Facilities Mtce Admin (SQ FT)	Square Footage per Dept	8.5.2
Detail Allocation - Facilities Svcs General	# of issues per dept/fund	8.5.3
Departmental Cost Allocation Summary		8.6

**Cost Plan Expenditure Distribution Index**

- SAL** - Spread Based on Labor Distribution Percentage
- PROP** - Manually Spread Percentage Distribution
- DISA** - Not Further Allocated

# **Menlo Park Full Cost Plan**

**Based on 2016-2017 Budget**

**For use in 2017-2018**

Exhibit A

Cost Exhibit

Department	Total	205-002 Fields/Grounds Mtce	101-000 POLICE	101-001 Patrol	102-001 Special Operations	103-001 Communication s	104-001 Traffic and School Safety Administration	201-000 PUBLIC WORKS	201-001 CP Facility/Field Capital Project
DEP Depreciation	\$1,676,028	\$22,077	\$139,699	-	-	-	-	\$85,754	-
701-001 City Council	\$297,251	-	\$3,715	\$18,578	-	-	-	\$48,303	-
703-001 City Clerk	\$334,520	-	\$4,181	\$20,907	-	-	-	\$54,359	-
705-001 Finance	\$1,497,340	\$23,766	-	\$134,478	\$32,252	\$21,154	\$34,365	-	-
702-001 City Admin (Manager)	\$2,085,456	\$35,247	-	\$169,194	\$37,908	\$29,601	\$42,633	-	-
709-001 City Attorney	\$502,568	\$4,331	\$729	\$27,334	\$6,805	\$4,020	\$7,042	-	-
708-001 HR	\$1,305,104	\$4,170	\$151,953	\$153,656	\$2,588	\$17,995	\$3,451	\$258,794	\$7,738
205-001 Facilities Mtce	\$1,580,592	-	\$344,984	-	-	-	-	\$127,117	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$89,590</b>	<b>\$645,262</b>	<b>\$524,147</b>	<b>\$79,554</b>	<b>\$72,771</b>	<b>\$87,491</b>	<b>\$574,328</b>	<b>\$7,738</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	203-001							
		Transportation Management	205-003 Vehicle Mtce	205-004 City Tree Mtce	205-005 Streets Mtce	206-001 Water	206-002 Stormwater	206-004 Creek Management	208-001 Right-of-Way
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	\$85,460	-	-	-	\$9,921	\$9,902	-	-
703-001 City Clerk	\$334,520	\$96,174	-	-	-	\$11,164	\$11,143	-	-
705-001 Finance	\$1,497,340	\$25,424	\$8,280	\$12,271	\$21,844	-	\$10,384	-	\$18,005
702-001 City Admin (Manager)	\$2,085,456	\$58,605	\$14,555	\$27,504	\$33,486	-	\$22,058	-	\$36,474
709-001 City Attorney	\$502,568	\$2,677	\$1,296	\$1,365	\$3,878	-	\$1,269	-	\$2,366
708-001 HR	\$1,305,104	\$23,824	\$4,736	\$5,032	\$4,170	\$3,869	\$3,882	-	\$6,182
205-001 Facilities Mtce	\$1,580,592	\$12,066	\$14,480	\$4,827	-	\$4,827	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$304,230</b>	<b>\$43,346</b>	<b>\$50,999</b>	<b>\$63,378</b>	<b>\$29,782</b>	<b>\$58,639</b>	<b>-</b>	<b>\$63,027</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	208-002 Transportation Demand Mgmt	301-000 COMMUNITY SERVICES	301-001 Childcare Services	301-002 Youth Services	301-003 Adult Services	310-001 Seniors	310-002 Pre- School Child Care	310-003 Peninsula Partnership
DEP Depreciation	\$1,676,028	-	\$290,895	\$223,441	-	-	\$143,620	-	-
701-001 City Council	\$297,251	-	\$20,436	\$5,574	-	-	-	-	-
703-001 City Clerk	\$334,520	-	\$22,998	\$6,272	-	-	-	-	-
705-001 Finance	\$1,497,340	\$22,920	-	-	-	-	\$9,149	\$42,415	\$1,145
702-001 City Admin (Manager)	\$2,085,456	\$41,908	-	-	-	-	\$16,514	\$76,959	\$2,907
709-001 City Attorney	\$502,568	\$3,436	-	-	-	-	\$1,392	\$6,414	\$96
708-001 HR	\$1,305,104	\$6,470	\$140,773	\$72,599	-	-	\$2,517	\$11,790	\$575
205-001 Facilities Mtce	\$1,580,592	-	\$62,745	\$84,401	\$14,514	\$173,089	\$102,859	\$96,939	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$74,734</b>	<b>\$537,846</b>	<b>\$392,287</b>	<b>\$14,514</b>	<b>\$173,089</b>	<b>\$276,050</b>	<b>\$234,517</b>	<b>\$4,723</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	310-004 School-Age Child Care	310-005 Teen Programs	310-006 Neighborhood Services	311-001 Youth Sports	311-002 Adult Sports	311-003 Gymnastics	311-004 Aquatics	311-005 Contract Classes
DEP Depreciation	\$1,676,028	-	\$3,604	-	-	-	\$496,936	\$95,739	-
701-001 City Council	\$297,251	-	-	-	-	\$1,858	-	-	-
703-001 City Clerk	\$334,520	-	-	-	-	\$2,091	-	-	-
705-001 Finance	\$1,497,340	\$13,810	-	\$9,137	\$8,582	\$6,401	\$17,537	\$6,603	\$13,185
702-001 City Admin (Manager)	\$2,085,456	\$27,288	-	\$16,503	\$15,297	\$12,369	\$30,935	\$13,484	\$21,138
709-001 City Attorney	\$502,568	\$1,880	-	\$1,389	\$1,323	\$897	\$2,735	\$858	\$2,254
708-001 HR	\$1,305,104	\$4,529	-	\$2,517	\$8,589	\$8,301	\$25,960	\$2,301	\$2,804
205-001 Facilities Mtce	\$1,580,592	-	-	\$11,319	-	-	\$91,704	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$47,507</b>	<b>\$3,604</b>	<b>\$40,865</b>	<b>\$33,792</b>	<b>\$31,917</b>	<b>\$665,807</b>	<b>\$118,986</b>	<b>\$39,381</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	311-006 Events & Concerts	311-007 Community Facilities Services	401-000 LIBRARY	401-001 Library	501-000 HOUSING AND REDEVELOPME NT	501-001 Increase Supply of Affordable	601-000 COMMUNITY DEVELOPMENT	601-001 Planning
DEP Depreciation	\$1,676,028	-	-	\$61,527	-	-	-	-	-
701-001 City Council	\$297,251	-	-	\$5,574	-	\$18,578	-	-	\$44,588
703-001 City Clerk	\$334,520	-	-	\$6,272	-	\$20,907	-	-	\$50,178
705-001 Finance	\$1,497,340	\$7,993	\$5,932	-	\$35,852	-	\$1,403	-	\$38,657
702-001 City Admin (Manager)	\$2,085,456	\$16,615	\$13,797	-	\$43,529	-	\$2,214	-	\$51,212
709-001 City Attorney	\$502,568	\$1,011	\$613	-	\$7,435	-	\$243	\$180,423	\$7,616
708-001 HR	\$1,305,104	\$2,876	\$2,588	\$41,455	\$22,652	-	\$287	\$43,706	\$26,676
205-001 Facilities Mtce	\$1,580,592	-	-	-	\$349,937	-	-	\$2,413	\$19,307
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$28,494</b>	<b>\$22,930</b>	<b>\$114,827</b>	<b>\$459,405</b>	<b>\$39,485</b>	<b>\$4,148</b>	<b>\$226,543</b>	<b>\$238,235</b>



Exhibit A

Cost Exhibit (continued)

Department	Total	701-000 ADMINISTRATIVE SERVICES								
		602-001 Building	701-001 City Council	703-001 City Clerk	705-007 General Finance	705-008 Debt Service	708-005 General Employee Benefits	710-001 Business Development	711-001 Office of Sustainability	020-505 Vintage Oaks Landscape Mtce
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	\$7,432	-	-	-	-	-	-	-	-
703-001 City Clerk	\$334,520	\$8,363	-	-	-	-	-	-	-	-
705-001 Finance	\$1,497,340	\$41,688	-	\$33,127	-	-	\$5,963	\$6,119	\$127	
702-001 City Admin (Manager)	\$2,085,456	\$49,109	-	\$30,346	-	-	\$7,320	\$15,828	\$117	
709-001 City Attorney	\$502,568	\$8,787	-	\$7,794	-	-	\$1,229	\$483	\$30	
708-001 HR	\$1,305,104	\$37,789	\$38,583	-	-	-	\$575	\$12,054	-	
205-001 Facilities Mtce	\$1,580,592	\$16,893	-	-	-	-	-	-	-	
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$170,060</b>	<b>\$38,583</b>	<b>\$71,266</b>	<b>-</b>	<b>-</b>	<b>\$15,087</b>	<b>\$34,484</b>	<b>\$275</b>	

Exhibit A

Cost Exhibit (continued)

Department	Total	020-809						030-827-0200	030-827-0700
		020-506 Sharon Hills Park	020-801 Rec-In-Lieu Fund	020-805 EIR Fees	020-809 Bayfront Pk. Mt. Operation	020-813 Frances Mack Trust	020-824 Library Donations	Redevelopment Oblig Retirement - PW	Redevelopment Oblig Retirement - AS
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	-	-	-	-	-	-	-	-
703-001 City Clerk	\$334,520	-	-	-	-	-	-	-	-
705-001 Finance	\$1,497,340	\$137	\$14,804	-	\$3,458	\$159	\$570	-	-
702-001 City Admin (Manager)	\$2,085,456	\$125	\$22,855	-	\$8,744	\$147	\$522	-	-
709-001 City Attorney	\$502,568	\$32	\$2,613	-	\$292	\$37	\$134	-	-
708-001 HR	\$1,305,104	-	\$2,876	-	\$1,726	-	-	-	-
205-001 Facilities Mtce	\$1,580,592	-	-	-	\$2,413	-	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$294</b>	<b>\$43,148</b>	<b>-</b>	<b>\$16,634</b>	<b>\$343</b>	<b>\$1,226</b>	<b>-</b>	<b>-</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	040-451 CA Literacy Grant	040-452 Public Library Fund	040-705 Narcotoc Seizure Fund	040-706 Suppl Law Enforc Svc FD (COPS)	040-710 Traffic Impact Fees	040-713 Storm Drainage	040-753-0200 Garbage Service Fund - PW	040-753-0700 Garbage Service Fund - AS
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	-	-	-	-	-	-	\$9,902	-
703-001 City Clerk	\$334,520	-	-	-	-	-	-	\$11,143	-
705-001 Finance	\$1,497,340	\$2,482	\$157	-	\$1,097	\$55,433	\$1,052	\$4,011	\$4,459
702-001 City Admin (Manager)	\$2,085,456	\$2,739	\$144	-	\$1,005	\$112,119	\$963	\$10,180	\$6,873
709-001 City Attorney	\$502,568	\$540	\$37	-	\$258	\$7,303	\$247	\$335	\$788
708-001 HR	\$1,305,104	\$144	-	-	-	\$18,979	-	\$2,013	\$862
205-001 Facilities Mtce	\$1,580,592	-	-	-	-	-	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$5,906</b>	<b>\$337</b>	<b>-</b>	<b>\$2,360</b>	<b>\$193,835</b>	<b>\$2,263</b>	<b>\$37,584</b>	<b>\$12,983</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	040-754 Marsh Rd Landfill at Bayfront	040-758-0100 Downtown Parking Permits PD	040-758-0200 Downtown Parking Permits PW	040-714 Shuttle Program	040-832 Housing Fund	040-832-0500 BMR Housing- Residential/Com merl - H&R	040-832-0600 BMR Housing- Residential/Com merl - CD	040-832-0700 BMR Housing- Residential/Com merl - AS
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	-	-	-	-	-	-	-	-
703-001 City Clerk	\$334,520	-	-	-	-	-	-	-	-
705-001 Finance	\$1,497,340	\$15,032	\$225	\$3,759	\$10,269	\$141	-	\$369	\$2,983
702-001 City Admin (Manager)	\$2,085,456	\$17,489	\$206	\$8,091	\$9,408	\$128	-	\$1,268	\$5,520
709-001 City Attorney	\$502,568	\$3,189	\$53	\$450	\$2,416	\$33	-	-	\$440
708-001 HR	\$1,305,104	\$1,150	-	\$1,437	-	-	-	\$287	\$862
205-001 Facilities Mtce	\$1,580,592	-	-	-	-	-	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$36,859</b>	<b>\$483</b>	<b>\$13,738</b>	<b>\$22,093</b>	<b>\$301</b>	<b>-</b>	<b>\$1,924</b>	<b>\$9,805</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	040-834-0201 County Transp Tax Fund	040-834-0203 Transportation Fund	040-835-0200 Highway Users Tax Fund - PW	040-835-0700 Highway Users Tax Fund - AS	040-837 Comm Devel Block Grant	040-838 Landscaping/Tr ee Assesment	040-839 Sidewalk Assesment	040-840 Measure M
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	-	-	-	-	-	-	-	-
703-001 City Clerk	\$334,520	-	-	-	-	-	-	-	-
705-001 Finance	\$1,497,340	\$3,971	\$15,652	\$17,017	-	\$105	\$18,258	\$4,330	\$1,525
702-001 City Admin (Manager)	\$2,085,456	\$12,002	\$38,503	\$22,095	-	\$96	\$38,100	\$8,614	\$1,396
709-001 City Attorney	\$502,568	\$151	\$1,422	\$3,394	-	\$25	\$2,295	\$584	\$359
708-001 HR	\$1,305,104	\$2,588	\$7,476	\$2,013	-	-	\$6,614	\$1,437	-
205-001 Facilities Mtce	\$1,580,592	-	-	-	-	-	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$18,712</b>	<b>\$63,053</b>	<b>\$44,520</b>	<b>-</b>	<b>\$226</b>	<b>\$65,267</b>	<b>\$14,966</b>	<b>\$3,280</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	040-841-0200 Storm Water Mgmt Fund (NPDES) - PW	040-841-0700 Storm Water Mgmt Fund (NPDES) - AS	040-842 Traffic Congestion Relief-2928	040-843 Construction Impact Fee Fund	050-845 Measure T - 02 GO Bonds	050-851-0200 Capital Improvement Fund - PW	050-851-0600 Capital Improvement Fund - CD	050-853-0200 1990 Library Addition - PW
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	-	-	-	-	-	-	-	-
703-001 City Clerk	\$334,520	-	-	-	-	-	-	-	-
705-001 Finance	\$1,497,340	\$13,410	\$159	\$21	\$73,088	\$632	\$232,362	\$3,021	-
702-001 City Admin (Manager)	\$2,085,456	\$35,519	\$146	\$19	\$79,035	\$1,509	\$303,705	\$10,203	-
709-001 City Attorney	\$502,568	\$981	\$37	\$5	\$16,065	\$61	\$46,168	\$15	-
708-001 HR	\$1,305,104	\$7,189	-	-	\$3,738	\$287	\$28,109	\$2,301	-
205-001 Facilities Mtce	\$1,580,592	-	-	-	-	-	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$57,098</b>	<b>\$341</b>	<b>\$45</b>	<b>\$171,925</b>	<b>\$2,489</b>	<b>\$610,343</b>	<b>\$15,540</b>	<b>-</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	050-853-0400 Library Addition - Lib	050-858 2000 RDA Bond Proceeds	050-864 Comprehensive Planning Fund	060-855 Water Reservoirs Capital Proj	060-861-0200 Water Fund - PW	060-861-0700 Water Fund - AS	070-875 2002 Recreation GO Bond D.S.	090-101 Worker's Compensation Fund
DEP Depreciation	\$1,676,028	-	-	-	-	-	-	-	-
701-001 City Council	\$297,251	-	-	-	-	-	-	-	-
703-001 City Clerk	\$334,520	-	-	-	-	-	-	-	-
705-001 Finance	\$1,497,340	\$421	-	-	\$95,173	\$94,872	\$11,429	-	\$12,309
702-001 City Admin (Manager)	\$2,085,456	\$385	-	-	\$123,895	\$117,346	\$14,188	-	\$11,275
709-001 City Attorney	\$502,568	\$99	-	-	\$18,957	\$19,473	\$2,341	-	\$2,896
708-001 HR	\$1,305,104	-	-	-	\$11,359	\$9,418	\$1,150	-	-
205-001 Facilities Mtce	\$1,580,592	-	-	-	-	-	-	-	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$906</b>	<b>-</b>	<b>-</b>	<b>\$249,384</b>	<b>\$241,108</b>	<b>\$29,108</b>	<b>-</b>	<b>\$26,480</b>

Exhibit A

Cost Exhibit (continued)

Department	Total	090-102 Liability/Fire Insurance Fund	090-103 Other Post Employment Benefits	090-104 IT Services	090-507 Vehicle Replacement Fund	000 All Other	2nd Alloc Remains
DEP Depreciation	\$1,676,028	-	-	-	-	\$112,736	-
701-001 City Council	\$297,251	-	-	\$7,432	-	-	-
703-001 City Clerk	\$334,520	-	-	\$8,363	-	-	\$4
705-001 Finance	\$1,497,340	\$6,911	\$11,061	\$84,658	\$6,363	\$28	\$2
702-001 City Admin (Manager)	\$2,085,456	\$6,330	\$10,133	\$23,928	\$5,830	\$27	\$1
709-001 City Attorney	\$502,568	\$1,626	\$2,602	\$6,145	\$1,498	\$54,718	\$2
708-001 HR	\$1,305,104	-	-	-	-	\$20,078	\$3
205-001 Facilities Mtce	\$1,580,592	-	-	-	-	\$43,757	-
<b>Total Claimable Costs</b>	<b>\$9,278,860</b>	<b>\$14,867</b>	<b>\$23,797</b>	<b>\$130,525</b>	<b>\$13,690</b>	<b>\$231,344</b>	<b>\$12</b>



Exhibit B

Service to Service Allocations

Department	Total CSD Allocated	DEP Depreciation	701-001 City Council	703-001 City Clerk	705-001 Finance	702-001 City Admin (Manager)	709-001 City Attorney	708-001 HR	205-001 Facilities Mtce
DEP Depreciation	\$453,490	-	\$14,118	-	-	\$439,372	-	-	-
701-001 City Council	\$137,480	-	-	\$22,294	\$26,009	\$59,450	-	\$22,294	\$7,432
703-001 City Clerk	\$152,326	-	-	\$22,700	\$29,271	\$66,904	-	\$25,089	\$8,363
705-001 Finance	\$186,999	-	\$6,634	\$5,183	\$28,666	\$65,931	\$7,486	\$50,563	\$22,536
702-001 City Admin (Manager)	\$133,587	-	\$10,373	\$6,447	\$28,914	\$22,413	\$9,645	\$23,533	\$32,262
709-001 City Attorney	\$116,131	-	\$1,212	\$1,111	\$10,726	\$5,877	\$1,489	\$91,500	\$4,215
708-001 HR	\$79,261	-	\$7,626	\$6,103	\$16,368	\$29,749	\$2,082	\$13,738	\$3,595
205-001 Facilities Mtce	\$213,630	-	\$26,021	-	\$4,467	\$64,770	-	\$17,868	\$100,505
<b>Totals</b>	<b>\$1,472,904</b>	<b>-</b>	<b>\$65,984</b>	<b>\$63,838</b>	<b>\$144,421</b>	<b>\$754,467</b>	<b>\$20,703</b>	<b>\$244,584</b>	<b>\$178,907</b>

**Exhibit C**

**Significant Changes from Prior Year**

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**This is the first year that Capital Accounting Partners is preparing Menlo Park's Full Cost Plan.**

**DEP Depreciation  
Schedule 1.1**

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**Narratives**

**City of Menlo Park calculates depreciation for city owned items.**

- Building Dep -** Allocates the cost of building depreciation directly to the department supported.
- Vehicle Dep -** Allocates the cost of vehicle depreciation directly to the department supported.
- Equipment Dep -** Allocates the cost of equipment depreciation directly to the department supported.

Fiscal Year 2016-2017 Budget  
For Use In Year 2017-2018

**Menlo Park  
Full Cost Plan**

Date Printed: 8/24/2017

**DEP Depreciation  
Schedule 1.2**

**Labor Distribution Summary  
No Labor Distribution**

DEP Depreciation  
Schedule 1.3

Schedule of costs to be allocated

		Amount	General & Admin	Building Dep	Vehicle Dep	Equipment Dep
<i>Total %</i>			-	-	-	-
<b>Wages and Benefits</b>						
	Salaries	-	-	-	-	-
	Benefits	-	-	-	-	-
<b>Wages and Benefits Subtotal</b>		-	-	-	-	-
<b>Services and Supplies</b>						
	<b>Dist</b>					
	Building Depreciation	PROP \$1,700,482	-	\$1,700,482	-	-
	Vehicle Depreciation	PROP \$186,555	-	-	\$186,555	-
	Equipment Depreciation	PROP \$242,481	-	-	-	\$242,481
<b>Services and Supplies Subtotal</b>		\$2,129,518	-	\$1,700,482	\$186,555	\$242,481
<b>Cost Adjustments</b>						
<b>Cost Adjustments Subtotal</b>		-	-	-	-	-
<b>Reallocate Admin</b>			-	-	-	-
<b>Functional Costs</b>		\$2,129,518	-	\$1,700,482	\$186,555	\$242,481

Fiscal Year 2016-2017 Budget  
For Use In Year 2017-2018

**Menlo Park  
Full Cost Plan**

Date Printed: 8/24/2017

**DEP Depreciation  
Schedule 1.4**

**Service to Service Costs**

No Service to Service Costs

DEP Depreciation  
Schedule 1.5.1

Detail Allocations - Building Dep

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	14,118	0.830%	\$14,118	-	\$14,118	-	\$14,118
702-001 City Admin (Manager)	366,173	21.533%	\$366,173	-	\$366,173	-	\$366,173
205-002 Fields/Grounds Mtce	22,077	1.298%	\$22,077	-	\$22,077	-	\$22,077
301-000 COMMUNITY SERVICES	160,511	9.439%	\$160,511	-	\$160,511	-	\$160,511
301-001 Childcare Services	223,441	13.140%	\$223,441	-	\$223,441	-	\$223,441
310-001 Seniors	143,620	8.446%	\$143,620	-	\$143,620	-	\$143,620
310-005 Teen Programs	3,604	0.212%	\$3,604	-	\$3,604	-	\$3,604
311-003 Gymnastics	496,936	29.223%	\$496,936	-	\$496,936	-	\$496,936
311-004 Aquatics	95,739	5.630%	\$95,739	-	\$95,739	-	\$95,739
401-000 LIBRARY	61,527	3.618%	\$61,527	-	\$61,527	-	\$61,527
000 All Other	112,736	6.630%	\$112,736	-	\$112,736	-	\$112,736
<b>Subtotals</b>	1,700,482	100.000%	\$1,700,482	-	\$1,700,482	-	\$1,700,482
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$1,700,482		\$1,700,482

Allocation Basis: Depreciation per department

**DEP Depreciation  
 Schedule 1.5.2**

**Detail Allocations - Vehicle Dep**

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
101-000 POLICE	96,525	51.741%	\$96,525	-	\$96,525	-	\$96,525
201-000 PUBLIC WORKS	62,389	33.443%	\$62,389	-	\$62,389	-	\$62,389
301-000 COMMUNITY SERVICES	27,641	14.817%	\$27,641	-	\$27,641	-	\$27,641
<b>Subtotals</b>	186,555	100.000%	\$186,555	-	\$186,555	-	\$186,555
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$186,555		\$186,555

**Allocation Basis: Depreciation per departmnet**



**DEP Depreciation  
Schedule 1.5.3**

**Detail Allocations - Equipment Dep**

<b>Department</b>	<b>Allocation Units</b>	<b>Allocation Percent</b>	<b>1st Allocation</b>	<b>Direct Billed</b>	<b>Department Allocation</b>	<b>2nd Allocation</b>	<b>Total</b>
702-001 City Admin (Manager)	73,199	30.188%	\$73,199	-	\$73,199	-	\$73,199
101-000 POLICE	43,174	17.805%	\$43,174	-	\$43,174	-	\$43,174
201-000 PUBLIC WORKS	23,365	9.636%	\$23,365	-	\$23,365	-	\$23,365
301-000 COMMUNITY SERVICES	102,743	42.372%	\$102,743	-	\$102,743	-	\$102,743
<b>Subtotals</b>	242,481	100.000%	\$242,481	-	\$242,481	-	\$242,481
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$242,481		\$242,481

**Allocation Basis: Depreciation per department**

DEP Depreciation  
Schedule 1.6

Summary of Allocated Costs

Department	Total	Building Dep	Vehicle Dep	Equipment Dep
701-001 City Council	\$14,118	\$14,118	-	-
702-001 City Admin (Manager)	\$439,372	\$366,173	-	\$73,199
<b>Subtotal for CSD</b>	<b>\$453,490</b>	<b>\$380,291</b>	<b>-</b>	<b>\$73,199</b>
205-002 Fields/Grounds Mtce	\$22,077	\$22,077	-	-
101-000 POLICE	\$139,699	-	\$96,525	\$43,174
201-000 PUBLIC WORKS	\$85,754	-	\$62,389	\$23,365
301-000 COMMUNITY SERVICES	\$290,895	\$160,511	\$27,641	\$102,743
301-001 Childcare Services	\$223,441	\$223,441	-	-
310-001 Seniors	\$143,620	\$143,620	-	-
310-005 Teen Programs	\$3,604	\$3,604	-	-
311-003 Gymnastics	\$496,936	\$496,936	-	-
311-004 Aquatics	\$95,739	\$95,739	-	-
401-000 LIBRARY	\$61,527	\$61,527	-	-
000 All Other	\$112,736	\$112,736	-	-
<b>Totals</b>	<b>\$2,129,518</b>	<b>\$1,700,482</b>	<b>\$186,555</b>	<b>\$242,481</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$2,129,518</b>	<b>\$1,700,482</b>	<b>\$186,555</b>	<b>\$242,481</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$453,490)</b>	<b>(\$380,291)</b>	<b>-</b>	<b>(\$73,199)</b>
<b>Total Receiving Department Allocation</b>	<b>\$1,676,028</b>	<b>\$1,320,191</b>	<b>\$186,555</b>	<b>\$169,282</b>

**701-001 City Council  
Schedule 2.1**

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**Narratives**

**The Menlo Park City Council consists of a Mayor, Mayor Pro Tem and three Councilmembers who are elected at large and serve staggered four-year terms. At least two Councilmembers are up for election every two years.**

**The City Council defines goals and sets objectives for the City by establishing policies, priorities and appropriating resources. This department's budget includes the basic operating expenses of the Mayor and City Council in the conduct of their duties as elected officials.**

**Agenda Support -** Allocates the cost of Agenda Support based on agenda items per department.

Fiscal Year 2016-2017 Budget  
For Use In Year 2017-2018

**Menlo Park  
Full Cost Plan**

Date Printed: 8/24/2017

**701-001 City Council  
Schedule 2.2**

**Labor Distribution Summary  
No Labor Distribution**

701-001 City Council  
Schedule 2.3

Schedule of costs to be allocated

		Amount	General & Admin	Agenda Support
<i>Total %</i>			-	100.000%
<b>Wages and Benefits</b>				
Salaries		\$38,500	-	\$38,500
Benefits		\$138,546	-	\$138,546
<b>Wages and Benefits Subtotal</b>		<b>\$177,046</b>	<b>-</b>	<b>\$177,046</b>
<b>Services and Supplies</b>				
	<b>Dist</b>			
Advertising	SAL	\$500	-	\$500
Department Supplies	SAL	\$2,000	-	\$2,000
Food Service Supplies	SAL	\$5,000	-	\$5,000
Memberships	SAL	\$60,000	-	\$60,000
General Liability Interna	SAL	\$500	-	\$500
Telephone & Alarms	SAL	\$3,700	-	\$3,700
Administrative Services-Consu	SAL	\$5,000	-	\$5,000
Contract Services	SAL	\$70,000	-	\$70,000
Meetings & Seminars	SAL	\$45,000	-	\$45,000
Community Programs	DISA	\$175,000	-	-
<b>Services and Supplies Subtotal</b>		<b>\$366,700</b>	<b>-</b>	<b>\$191,700</b>
<b>Cost Adjustments</b>				
Community Programs		(\$175,000)	-	-
<b>Cost Adjustments Subtotal</b>		<b>(\$175,000)</b>	<b>-</b>	<b>-</b>
<b>Reallocate Admin</b>			-	-
<b>Functional Costs</b>		<b>\$368,746</b>	<b>-</b>	<b>\$368,746</b>

**701-001 City Council  
 Schedule 2.4**

**Service to Service Costs**

<b>Department</b>	<b>First Incoming</b>	<b>Second Incoming</b>	<b>Agenda Support</b>
DEP Depreciation	\$14,118	-	\$14,118
705-001 Finance	-	\$6,634	\$6,634
702-001 City Admin (Manager)	-	\$10,373	\$10,373
709-001 City Attorney	-	\$1,212	\$1,212
708-001 HR	-	\$7,626	\$7,626
205-001 Facilities Mtce	-	\$26,021	\$26,021
<b>Subtotals</b>	\$14,118	\$51,866	\$65,984
<b>Functional Costs</b>	\$368,746		\$368,746
<b>Total Allocated Costs</b>	\$434,730		\$434,730

Default Proportional Distribution

701-001 City Council  
Schedule 2.5.1

Detail Allocations - Agenda Support

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
703-001 City Clerk	12	5.128%	\$19,634	-	\$19,634	\$2,660	\$22,294
705-001 Finance	14	5.983%	\$22,906	-	\$22,906	\$3,103	\$26,009
702-001 City Admin (Manager)	32	13.675%	\$52,357	-	\$52,357	\$7,093	\$59,450
708-001 HR	12	5.128%	\$19,634	-	\$19,634	\$2,660	\$22,294
205-001 Facilities Mtce	4	1.709%	\$6,545	-	\$6,545	\$887	\$7,432
101-000 POLICE	2	0.855%	\$3,272	-	\$3,272	\$443	\$3,715
101-001 Patrol	10	4.274%	\$16,362	-	\$16,362	\$2,216	\$18,578
201-000 PUBLIC WORKS	26	11.111%	\$42,540	-	\$42,540	\$5,763	\$48,303
203-001 Transportation Management	46	19.658%	\$75,264	-	\$75,264	\$10,196	\$85,460
206-001 Water	5.34	2.282%	\$8,737	-	\$8,737	\$1,184	\$9,921
206-002 Stormwater	5.33	2.278%	\$8,721	-	\$8,721	\$1,181	\$9,902
301-000 COMMUNITY SERVICES	11	4.701%	\$17,998	-	\$17,998	\$2,438	\$20,436
301-001 Childcare Services	3	1.282%	\$4,909	-	\$4,909	\$665	\$5,574
311-002 Adult Sports	1	0.427%	\$1,636	-	\$1,636	\$222	\$1,858
401-000 LIBRARY	3	1.282%	\$4,909	-	\$4,909	\$665	\$5,574
501-000 HOUSING AND REDEVELOPMENT	10	4.274%	\$16,362	-	\$16,362	\$2,216	\$18,578
601-001 Planning	24	10.256%	\$39,268	-	\$39,268	\$5,320	\$44,588
602-001 Building	4	1.709%	\$6,545	-	\$6,545	\$887	\$7,432
040-753-0200 Garbage Service Fund - PW	5.33	2.278%	\$8,721	-	\$8,721	\$1,181	\$9,902
090-104 IT Services	4	1.709%	\$6,545	-	\$6,545	\$887	\$7,432
<b>Subtotals</b>	234	100.000%	\$382,864	-	\$382,864	\$51,866	\$434,730
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$382,864		\$434,730

Allocation Basis: # of Agenda Items per department.

701-001 City Council  
Schedule 2.6

Summary of Allocated Costs

Department	Total	Agenda Support
703-001 City Clerk	\$22,294	\$22,294
705-001 Finance	\$26,009	\$26,009
702-001 City Admin (Manager)	\$59,450	\$59,450
708-001 HR	\$22,294	\$22,294
205-001 Facilities Mtce	\$7,432	\$7,432
<b>Subtotal for CSD</b>	<b>\$137,480</b>	<b>\$137,480</b>
101-000 POLICE	\$3,715	\$3,715
101-001 Patrol	\$18,578	\$18,578
201-000 PUBLIC WORKS	\$48,303	\$48,303
203-001 Transportation Management	\$85,460	\$85,460
206-001 Water	\$9,921	\$9,921
206-002 Stormwater	\$9,902	\$9,902
301-000 COMMUNITY SERVICES	\$20,436	\$20,436
301-001 Childcare Services	\$5,574	\$5,574
311-002 Adult Sports	\$1,858	\$1,858
401-000 LIBRARY	\$5,574	\$5,574
501-000 HOUSING AND REDEVELOPMENT	\$18,578	\$18,578
601-001 Planning	\$44,588	\$44,588
602-001 Building	\$7,432	\$7,432
040-753-0200 Garbage Service Fund - PW	\$9,902	\$9,902
090-104 IT Services	\$7,432	\$7,432
<b>Totals</b>	<b>\$434,731</b>	<b>\$434,731</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$434,731</b>	<b>\$434,731</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$137,480)</b>	<b>(\$137,480)</b>
<b>Total Receiving Department Allocation</b>	<b>\$297,251</b>	<b>\$297,251</b>



703-001 City Clerk  
Schedule 3.1

Narratives

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The City Clerk's Office is responsible for the coordination, production and posting of the City Council's agendas and packets. This includes the information and materials reviewed by City Council in preparation for public meetings. The City Clerk ensures the public has access to agenda materials and are informed of the process for making public comments and participating in public meetings. The City Clerk is also the custodian of a wide range of official documents and permanent City records, including contracts, agreements, recorded documents, minutes, resolutions and ordinances. The City Clerk is responsible for responding to requests for public information under the California Public Records Act. The City Clerk is also the primary liaison to the City Council-appointed commissions/committees who serve as advisory bodies to the City Council. Additionally, the City Clerk is the local Elections Official, responsible for posting legal notices and processing candidate filings, campaign reports and financial disclosures.

**City Clerk Support -** Allocates the cost of City Clerk support based on agenda items per department.

**703-001 City Clerk  
 Schedule 3.2**

**Labor Distribution Summary**

<b>Staff Name</b>	<b>Salary</b>	<b>General Admin</b>	<b>City Clerk Support</b>
City Clerk, PA	\$88,224	-	-
Deputy City Clerk, JH	\$43,458	-	-
<b>Total</b>	<b>\$131,682</b>	-	-
<b>Total Percentage</b>	<b>100.000%</b>	-	-

**703-001 City Clerk  
Schedule 3.3**

**Schedule of costs to be allocated**

		Amount	General & Admin	City Clerk Support
<i>Total %</i>			-	100.000%
<b>Wages and Benefits</b>				
Salaries		\$180,905	-	\$180,905
Benefits		\$64,355	-	\$64,355
<b>Wages and Benefits Subtotal</b>		<b>\$245,260</b>	-	<b>\$245,260</b>
<b>Services and Supplies</b>				
	<b>Dist</b>			
Printing	SAL	\$3,900	-	\$3,900
Legal Notices	SAL	\$2,000	-	\$2,000
Advertising	SAL	\$2,000	-	\$2,000
Postage	SAL	\$25,000	-	\$25,000
DP Paper & Forms	SAL	\$10,000	-	\$10,000
Memberships	SAL	\$1,000	-	\$1,000
Employee Training	SAL	\$2,000	-	\$2,000
Fingerprinting	SAL	\$100	-	\$100
Rent and Leases	SAL	\$1,400	-	\$1,400
General Liability Interna	SAL	\$1,513	-	\$1,513
Books	SAL	\$500	-	\$500
Data Storage	SAL	\$20,000	-	\$20,000
Miscellaneous	SAL	\$300	-	\$300
Election Expenses	SAL	\$1,000	-	\$1,000
IT Internal Service Chrg	SAL	\$84,105	-	\$84,105
IT Capital Internal Svc Chrg	SAL	\$2,485	-	\$2,485
Water	SAL	\$245	-	\$245
Telephone & Alarms	SAL	\$700	-	\$700
Other Services	SAL	\$6,000	-	\$6,000
Office Equipment	SAL	\$2,000	-	\$2,000

**703-001 City Clerk  
 Schedule 3.3**

Schedule of costs to be allocated (continued)

		Amount	General & Admin	City Clerk Support
Meetings & Seminars	SAL	\$6,500	-	\$6,500
Office Equipment Repair	SAL	\$5,000	-	\$5,000
<b>Services and Supplies Subtotal</b>		<b>\$177,748</b>	<b>-</b>	<b>\$177,748</b>
<b>Cost Adjustments</b>				
<b>Cost Adjustments Subtotal</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Reallocate Admin</b>				
<b>Functional Costs</b>		<b>\$423,008</b>	<b>-</b>	<b>\$423,008</b>

**703-001 City Clerk  
Schedule 3.4**

**Service to Service Costs**

<b>Department</b>	<b>First Incoming</b>	<b>Second Incoming</b>	<b>City Clerk Support</b>
701-001 City Council	\$19,634	-	\$19,634
701-001 City Council	-	\$2,660	\$2,660
703-001 City Clerk	-	\$22,700	\$22,700
705-001 Finance	-	\$5,183	\$5,183
702-001 City Admin (Manager)	-	\$6,447	\$6,447
709-001 City Attorney	-	\$1,111	\$1,111
708-001 HR	-	\$6,103	\$6,103
<b>Subtotals</b>	\$19,634	\$44,204	\$63,838
<b>Functional Costs</b>	\$423,008		\$423,008
<b>Total Allocated Costs</b>	\$486,846		\$486,846

Default Salary Distribution

703-001 City Clerk  
Schedule 3.5.1

Detail Allocations - City Clerk Support

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
703-001 City Clerk	12	5.128%	\$22,700	-	\$22,700	-	\$22,700
705-001 Finance	14	5.983%	\$26,483	-	\$26,483	\$2,788	\$29,271
702-001 City Admin (Manager)	32	13.675%	\$60,532	-	\$60,532	\$6,372	\$66,904
708-001 HR	12	5.128%	\$22,700	-	\$22,700	\$2,389	\$25,089
205-001 Facilities Mtce	4	1.709%	\$7,567	-	\$7,567	\$796	\$8,363
101-000 POLICE	2	0.855%	\$3,783	-	\$3,783	\$398	\$4,181
101-001 Patrol	10	4.274%	\$18,916	-	\$18,916	\$1,991	\$20,907
201-000 PUBLIC WORKS	26	11.111%	\$49,182	-	\$49,182	\$5,177	\$54,359
203-001 Transportation Management	46	19.658%	\$87,015	-	\$87,015	\$9,159	\$96,174
206-001 Water	5.34	2.282%	\$10,101	-	\$10,101	\$1,063	\$11,164
206-002 Stormwater	5.33	2.278%	\$10,082	-	\$10,082	\$1,061	\$11,143
301-000 COMMUNITY SERVICES	11	4.701%	\$20,808	-	\$20,808	\$2,190	\$22,998
301-001 Childcare Services	3	1.282%	\$5,675	-	\$5,675	\$597	\$6,272
311-002 Adult Sports	1	0.427%	\$1,892	-	\$1,892	\$199	\$2,091
401-000 LIBRARY	3	1.282%	\$5,675	-	\$5,675	\$597	\$6,272
501-000 HOUSING AND REDEVELOPMENT	10	4.274%	\$18,916	-	\$18,916	\$1,991	\$20,907
601-001 Planning	24	10.256%	\$45,399	-	\$45,399	\$4,779	\$50,178
602-001 Building	4	1.709%	\$7,567	-	\$7,567	\$796	\$8,363
040-753-0200 Garbage Service Fund - PW	5.33	2.278%	\$10,082	-	\$10,082	\$1,061	\$11,143
090-104 IT Services	4	1.709%	\$7,567	-	\$7,567	\$796	\$8,363
2nd Alloc Remains	-	-	-	-	-	\$4	\$4
<b>Subtotals</b>	234	100.000%	\$442,642	-	\$442,642	\$44,204	\$486,846
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$442,642		\$486,846

Allocation Basis: # of Agenda Items per department.

703-001 City Clerk  
Schedule 3.6

Summary of Allocated Costs

Department	Total	City Clerk Support
703-001 City Clerk	\$22,700	\$22,700
705-001 Finance	\$29,271	\$29,271
702-001 City Admin (Manager)	\$66,904	\$66,904
708-001 HR	\$25,089	\$25,089
205-001 Facilities Mtce	\$8,363	\$8,363
<b>Subtotal for CSD</b>	<b>\$152,326</b>	<b>\$152,326</b>
101-000 POLICE	\$4,181	\$4,181
101-001 Patrol	\$20,907	\$20,907
201-000 PUBLIC WORKS	\$54,359	\$54,359
203-001 Transportation Management	\$96,174	\$96,174
206-001 Water	\$11,164	\$11,164
206-002 Stormwater	\$11,143	\$11,143
301-000 COMMUNITY SERVICES	\$22,998	\$22,998
301-001 Childcare Services	\$6,272	\$6,272
311-002 Adult Sports	\$2,091	\$2,091
401-000 LIBRARY	\$6,272	\$6,272
501-000 HOUSING AND REDEVELOPMENT	\$20,907	\$20,907
601-001 Planning	\$50,178	\$50,178
602-001 Building	\$8,363	\$8,363
040-753-0200 Garbage Service Fund - PW	\$11,143	\$11,143
090-104 IT Services	\$8,363	\$8,363
2nd Alloc Remains	\$4	\$4
<b>Totals</b>	<b>\$486,846</b>	<b>\$486,846</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$486,846</b>	<b>\$486,846</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$152,326)</b>	<b>(\$152,326)</b>
<b>Total Receiving Department Allocation</b>	<b>\$334,520</b>	<b>\$334,520</b>

705-001 Finance  
Schedule 4.1

Narratives

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**The finance division is responsible for coordinating all taxes, fees and investments, preparing and monitoring of the annual budget, overseeing the purchasing process, paying employees and vendors, and managing the City's general liability risk management program. The division sets and administers fiscal policies and procedures for all city departments to ensure adequate internal control over City assets.**

- General Accounting -** Allocates the cost of General Accounting based on the amount of expenditures per dept/fund.
- AP -** Allocates the cost of AP based on expenditures per department.
- Payroll -** Allocates the cost of Payroll based on the FTE's per department.
- Business Licences -** Allocates the cost of Business license support based on expenditures per department.
- Liability Insurance -** Allocates the cost of Liability Insurance based on FTE's per department.
- Direct Department -** Allocates the cost of Direct Department support directly to the department supported based on time.



705-001 Finance  
Schedule 4.2

Labor Distribution Summary

Staff Name	Salary	General Admin	General Accounting	AP	Payroll	Business Licences	Liability Insurance	Direct Department
Accounting Tech	\$69,611	-	-	\$69,611	-	-	-	-
Mgmt Analyst I/II	\$81,567	-	\$40,335	\$5,378	-	\$22,409	-	\$13,445
Revenue & Claims Mgr	\$107,888	-	\$38,960	\$5,994	\$23,975	\$38,960	-	-
Senior Mgmt Analyst	\$39,531	-	\$9,883	-	-	-	-	\$29,648
Accountant I/II	\$84,577	-	\$75,180	\$4,699	\$4,699	-	-	-
Mgmt Analyst I/II	\$98,273	-	-	-	\$73,705	-	-	\$24,568
Finance & Budget Manager	\$130,877	\$41,881	\$79,181	\$9,161	\$654	-	-	-
Accounting Technician I/II	\$23,668	\$2,958	\$7,692	\$9,467	\$1,183	\$2,367	-	-
Accounting Technician	\$69,611	-	\$22,624	\$3,481	\$43,507	-	-	-
Admin Svcs Director	\$60,934	\$60,934	-	-	-	-	-	-
Senior Acct/Acct 1 vacant	\$108,071	-	\$108,071	-	-	-	-	-
<b>Total</b>	<b>\$874,608</b>	<b>\$105,773</b>	<b>\$381,926</b>	<b>\$107,791</b>	<b>\$147,723</b>	<b>\$63,736</b>	<b>-</b>	<b>\$67,661</b>
<b>Total Percentage</b>	<b>100.000%</b>	<b>12.094%</b>	<b>43.668%</b>	<b>12.324%</b>	<b>16.890%</b>	<b>7.287%</b>	<b>-</b>	<b>7.736%</b>



705-001 Finance  
Schedule 4.4

Service to Service Costs

Department	First Incoming	Second Incoming	General Accounting	AP	Payroll	Business Licences	Liability Insurance	Direct Department
701-001 City Council	\$22,906	-	\$11,379	\$3,211	\$4,401	\$1,899	-	\$2,016
701-001 City Council	-	\$3,103	\$1,541	\$435	\$596	\$257	-	\$273
703-001 City Clerk	\$26,483	-	\$13,156	\$3,713	\$5,088	\$2,195	-	\$2,331
703-001 City Clerk	-	\$2,788	\$1,385	\$391	\$536	\$231	-	\$245
705-001 Finance	-	\$28,666	\$14,240	\$4,019	\$5,508	\$2,376	-	\$2,523
702-001 City Admin (Manager)	-	\$28,914	\$14,363	\$4,054	\$5,556	\$2,397	-	\$2,545
709-001 City Attorney	-	\$10,726	\$5,328	\$1,504	\$2,061	\$889	-	\$944
708-001 HR	-	\$16,368	\$8,131	\$2,295	\$3,145	\$1,357	-	\$1,440
205-001 Facilities Mtce	-	\$4,467	\$2,219	\$626	\$858	\$370	-	\$393
<b>Subtotals</b>	<b>\$49,389</b>	<b>\$95,032</b>	<b>\$71,742</b>	<b>\$20,248</b>	<b>\$27,749</b>	<b>\$11,972</b>	<b>-</b>	<b>\$12,710</b>
<b>Functional Costs</b>	<b>\$1,539,908</b>		<b>\$764,961</b>	<b>\$215,895</b>	<b>\$295,877</b>	<b>\$127,655</b>	<b>-</b>	<b>\$135,520</b>
<b>Total Allocated Costs</b>	<b>\$1,684,329</b>		<b>\$836,703</b>	<b>\$236,143</b>	<b>\$323,626</b>	<b>\$139,628</b>	<b>-</b>	<b>\$148,230</b>

Default Salary Distribution

705-001 Finance  
Schedule 4.5.1

Detail Allocations - General Accounting

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	493,746	0.428%	\$3,376	-	\$3,376	-	\$3,376
703-001 City Clerk	452,753	0.392%	\$3,096	-	\$3,096	-	\$3,096
705-001 Finance	1,631,409	1.413%	\$11,156	-	\$11,156	-	\$11,156
702-001 City Admin (Manager)	1,567,733	1.358%	\$10,720	-	\$10,720	\$656	\$11,376
709-001 City Attorney	606,448	0.525%	\$4,147	-	\$4,147	\$254	\$4,401
708-001 HR	1,192,494	1.033%	\$8,154	-	\$8,154	\$499	\$8,653
205-001 Facilities Mtce	1,703,800	1.476%	\$11,651	-	\$11,651	\$713	\$12,364
205-002 Fields/Grounds Mtce	1,750,455	1.516%	\$11,970	-	\$11,970	\$732	\$12,702
101-001 Patrol	11,049,079	9.570%	\$75,555	-	\$75,555	\$4,621	\$80,176
102-001 Special Operations	2,750,812	2.383%	\$18,810	-	\$18,810	\$1,150	\$19,960
103-001 Communications	1,625,172	1.408%	\$11,113	-	\$11,113	\$680	\$11,793
104-001 Traffic and School Safety Administration	2,846,366	2.465%	\$19,464	-	\$19,464	\$1,190	\$20,654
203-001 Transportation Management	1,082,075	0.937%	\$7,399	-	\$7,399	\$453	\$7,852
205-003 Vehicle Mtce	523,716	0.454%	\$3,581	-	\$3,581	\$219	\$3,800
205-004 City Tree Mtce	551,793	0.478%	\$3,773	-	\$3,773	\$231	\$4,004
205-005 Streets Mtce	1,567,673	1.358%	\$10,720	-	\$10,720	\$656	\$11,376
206-002 Stormwater	512,974	0.444%	\$3,508	-	\$3,508	\$215	\$3,723
208-001 Right-of-Way	956,559	0.829%	\$6,541	-	\$6,541	\$400	\$6,941
208-002 Transportation Demand Mgmt	1,388,860	1.203%	\$9,497	-	\$9,497	\$581	\$10,078
310-001 Seniors	562,625	0.487%	\$3,847	-	\$3,847	\$235	\$4,082
310-002 Pre-School Child Care	2,592,612	2.246%	\$17,729	-	\$17,729	\$1,084	\$18,813
310-003 Peninsula Partnership	38,526	0.033%	\$263	-	\$263	\$16	\$279
310-004 School-Age Child Care	759,717	0.658%	\$5,195	-	\$5,195	\$318	\$5,513
310-006 Neighborhood Services	561,414	0.486%	\$3,839	-	\$3,839	\$235	\$4,074
311-001 Youth Sports	535,054	0.463%	\$3,659	-	\$3,659	\$224	\$3,883
311-002 Adult Sports	362,656	0.314%	\$2,480	-	\$2,480	\$152	\$2,632
311-003 Gymnastics	1,105,475	0.957%	\$7,559	-	\$7,559	\$462	\$8,021
311-004 Aquatics	346,854	0.300%	\$2,372	-	\$2,372	\$145	\$2,517

705-001 Finance  
Schedule 4.5.1

Detail Allocations - General Accounting (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	911,043	0.789%	\$6,230	-	\$6,230	\$381	\$6,611
311-006 Events & Concerts	408,569	0.354%	\$2,794	-	\$2,794	\$171	\$2,965
311-007 Community Facilities Services	247,745	0.215%	\$1,694	-	\$1,694	\$104	\$1,798
401-001 Library	3,005,213	2.603%	\$20,550	-	\$20,550	\$1,257	\$21,807
501-001 Increase Supply of Affordable	98,259	0.085%	\$672	-	\$672	\$41	\$713
601-001 Planning	3,078,766	2.667%	\$21,053	-	\$21,053	\$1,288	\$22,341
602-001 Building	3,551,603	3.076%	\$24,286	-	\$24,286	\$1,485	\$25,771
705-007 General Finance	3,150,268	2.729%	\$21,542	-	\$21,542	\$1,318	\$22,860
710-001 Business Development	496,620	0.430%	\$3,396	-	\$3,396	\$208	\$3,604
711-001 Office of Sustainability	195,225	0.169%	\$1,335	-	\$1,335	\$82	\$1,417
020-505 Vintage Oaks Landscape Mtce	12,154	0.011%	\$83	-	\$83	\$5	\$88
020-506 Sharon Hills Park	13,000	0.011%	\$89	-	\$89	\$5	\$94
020-801 Rec-In-Lieu Fund	1,056,334	0.915%	\$7,223	-	\$7,223	\$442	\$7,665
020-809 Bayfront Pk. Mt. Operation	118,041	0.102%	\$807	-	\$807	\$49	\$856
020-813 Frances Mack Trust	15,167	0.013%	\$104	-	\$104	\$6	\$110
020-824 Library Donations	54,216	0.047%	\$371	-	\$371	\$23	\$394
040-451 CA Literacy Grant	218,510	0.189%	\$1,494	-	\$1,494	\$91	\$1,585
040-452 Public Library Fund	14,942	0.013%	\$102	-	\$102	\$6	\$108
040-706 Suppl Law Enforc Svc FD (COPS)	104,300	0.090%	\$713	-	\$713	\$44	\$757
040-710 Traffic Impact Fees	2,952,001	2.557%	\$20,186	-	\$20,186	\$1,235	\$21,421
040-713 Storm Drainage	100,000	0.087%	\$684	-	\$684	\$42	\$726
040-753-0200 Garbage Service Fund - PW	135,389	0.117%	\$926	-	\$926	\$57	\$983
040-753-0700 Garbage Service Fund - AS	318,618	0.276%	\$2,179	-	\$2,179	\$133	\$2,312
040-754 Marsh Rd Landfill at Bayfront	1,288,942	1.116%	\$8,814	-	\$8,814	\$539	\$9,353
040-758-0100 Downtown Parking Permits - PD	21,400	0.019%	\$146	-	\$146	\$9	\$155
040-758-0200 Downtown Parking Permits - PW	181,840	0.157%	\$1,243	-	\$1,243	\$76	\$1,319
040-714 Shuttle Program	976,636	0.846%	\$6,678	-	\$6,678	\$408	\$7,086
040-832 Housing Fund	13,284	0.012%	\$91	-	\$91	\$6	\$97
040-832-0700 BMR Housing-Residential/Commerl -	178,182	0.154%	\$1,218	-	\$1,218	\$75	\$1,293
040-834-0201 County Transp Tax Fund	61,268	0.053%	\$419	-	\$419	\$26	\$445

705-001 Finance  
Schedule 4.5.1

Detail Allocations - General Accounting (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
040-834-0203 Transportation Fund	574,744	0.498%	\$3,930	-	\$3,930	\$240	\$4,170
040-835-0200 Highway Users Tax Fund - PW	1,372,301	1.189%	\$9,384	-	\$9,384	\$574	\$9,958
040-837 Comm Devel Block Grant	10,000	0.009%	\$68	-	\$68	\$4	\$72
040-838 Landscaping/Tree Assesment	927,811	0.804%	\$6,345	-	\$6,345	\$388	\$6,733
040-839 Sidewalk Assesment	236,076	0.204%	\$1,614	-	\$1,614	\$99	\$1,713
040-840 Measure M	145,000	0.126%	\$992	-	\$992	\$61	\$1,053
040-841-0200 Storm Water Mgmt Fund (NPDES) -	396,519	0.343%	\$2,711	-	\$2,711	\$166	\$2,877
040-841-0700 Storm Water Mgmt Fund (NPDES) -	15,093	0.013%	\$103	-	\$103	\$6	\$109
040-842 Traffic Congestion Relief-2928	2,000	0.002%	\$14	-	\$14	\$1	\$15
040-843 Construction Impact Fee Fund	6,493,732	5.624%	\$44,405	-	\$44,405	\$2,716	\$47,121
050-845 Measure T - 02 GO Bonds	24,987	0.022%	\$171	-	\$171	\$10	\$181
050-851-0200 Capital Improvement Fund - PW	18,661,963	16.164%	\$127,613	-	\$127,613	\$7,805	\$135,418
050-851-0600 Capital Improvement Fund - CD	6,135	0.005%	\$42	-	\$42	\$3	\$45
050-853-0400 Library Addition - Lib	40,000	0.035%	\$274	-	\$274	\$17	\$291
060-855 Water Reservoirs Capital Proj	7,662,650	6.637%	\$52,398	-	\$52,398	\$3,205	\$55,603
060-861-0200 Water Fund - PW	7,871,268	6.818%	\$53,825	-	\$53,825	\$3,292	\$57,117
060-861-0700 Water Fund - AS	946,297	0.820%	\$6,471	-	\$6,471	\$396	\$6,867
090-101 Worker's Compensation Fund	1,170,488	1.014%	\$8,004	-	\$8,004	\$490	\$8,494
090-102 Liability/Fire Insurance Fund	657,140	0.569%	\$4,494	-	\$4,494	\$275	\$4,769
090-103 Other Post Employment Benefits	1,052,000	0.911%	\$7,194	-	\$7,194	\$440	\$7,634
090-104 IT Services	2,484,070	2.152%	\$16,986	-	\$16,986	\$1,039	\$18,025
090-507 Vehicle Replacement Fund	605,200	0.524%	\$4,138	-	\$4,138	\$253	\$4,391
000 All Other	2,755	0.002%	\$19	-	\$19	\$1	\$20
<b>Subtotals</b>	115,454,614	100.000%	\$789,495	-	\$789,495	\$47,208	\$836,703
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$789,495		\$836,703

Allocation Basis: Expenditures per dept/fund

705-001 Finance  
Schedule 4.5.2

Detail Allocations - AP

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	493,746	0.428%	\$953	-	\$953	-	\$953
703-001 City Clerk	452,753	0.392%	\$874	-	\$874	-	\$874
705-001 Finance	1,631,409	1.413%	\$3,149	-	\$3,149	-	\$3,149
702-001 City Admin (Manager)	1,567,733	1.358%	\$3,026	-	\$3,026	\$185	\$3,211
709-001 City Attorney	606,448	0.525%	\$1,170	-	\$1,170	\$72	\$1,242
708-001 HR	1,192,494	1.033%	\$2,301	-	\$2,301	\$141	\$2,442
205-001 Facilities Mtce	1,703,800	1.476%	\$3,288	-	\$3,288	\$201	\$3,489
205-002 Fields/Grounds Mtce	1,750,455	1.516%	\$3,378	-	\$3,378	\$207	\$3,585
101-001 Patrol	11,049,079	9.570%	\$21,324	-	\$21,324	\$1,304	\$22,628
102-001 Special Operations	2,750,812	2.383%	\$5,309	-	\$5,309	\$325	\$5,634
103-001 Communications	1,625,172	1.408%	\$3,136	-	\$3,136	\$192	\$3,328
104-001 Traffic and School Safety Administration	2,846,366	2.465%	\$5,493	-	\$5,493	\$336	\$5,829
203-001 Transportation Management	1,082,075	0.937%	\$2,088	-	\$2,088	\$128	\$2,216
205-003 Vehicle Mtce	523,716	0.454%	\$1,011	-	\$1,011	\$62	\$1,073
205-004 City Tree Mtce	551,793	0.478%	\$1,065	-	\$1,065	\$65	\$1,130
205-005 Streets Mtce	1,567,673	1.358%	\$3,026	-	\$3,026	\$185	\$3,211
206-002 Stormwater	512,974	0.444%	\$990	-	\$990	\$61	\$1,051
208-001 Right-of-Way	956,559	0.829%	\$1,846	-	\$1,846	\$113	\$1,959
208-002 Transportation Demand Mgmt	1,388,860	1.203%	\$2,680	-	\$2,680	\$164	\$2,844
310-001 Seniors	562,625	0.487%	\$1,086	-	\$1,086	\$66	\$1,152
310-002 Pre-School Child Care	2,592,612	2.246%	\$5,004	-	\$5,004	\$306	\$5,310
310-003 Peninsula Partnership	38,526	0.033%	\$74	-	\$74	\$5	\$79
310-004 School-Age Child Care	759,717	0.658%	\$1,466	-	\$1,466	\$90	\$1,556
310-006 Neighborhood Services	561,414	0.486%	\$1,083	-	\$1,083	\$66	\$1,149
311-001 Youth Sports	535,054	0.463%	\$1,033	-	\$1,033	\$63	\$1,096
311-002 Adult Sports	362,656	0.314%	\$700	-	\$700	\$43	\$743
311-003 Gymnastics	1,105,475	0.957%	\$2,133	-	\$2,133	\$130	\$2,263
311-004 Aquatics	346,854	0.300%	\$669	-	\$669	\$41	\$710

705-001 Finance  
Schedule 4.5.2

Detail Allocations - AP (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	911,043	0.789%	\$1,758	-	\$1,758	\$108	\$1,866
311-006 Events & Concerts	408,569	0.354%	\$789	-	\$789	\$48	\$837
311-007 Community Facilities Services	247,745	0.215%	\$478	-	\$478	\$29	\$507
401-001 Library	3,005,213	2.603%	\$5,800	-	\$5,800	\$355	\$6,155
501-001 Increase Supply of Affordable	98,259	0.085%	\$190	-	\$190	\$12	\$202
601-001 Planning	3,078,766	2.667%	\$5,942	-	\$5,942	\$363	\$6,305
602-001 Building	3,551,603	3.076%	\$6,854	-	\$6,854	\$419	\$7,273
705-007 General Finance	3,150,268	2.729%	\$6,080	-	\$6,080	\$372	\$6,452
710-001 Business Development	496,620	0.430%	\$958	-	\$958	\$59	\$1,017
711-001 Office of Sustainability	195,225	0.169%	\$377	-	\$377	\$23	\$400
020-505 Vintage Oaks Landscape Mtce	12,154	0.011%	\$23	-	\$23	\$1	\$24
020-506 Sharon Hills Park	13,000	0.011%	\$25	-	\$25	\$2	\$27
020-801 Rec-In-Lieu Fund	1,056,334	0.915%	\$2,039	-	\$2,039	\$125	\$2,164
020-809 Bayfront Pk. Mt. Operation	118,041	0.102%	\$228	-	\$228	\$14	\$242
020-813 Frances Mack Trust	15,167	0.013%	\$29	-	\$29	\$2	\$31
020-824 Library Donations	54,216	0.047%	\$105	-	\$105	\$6	\$111
040-451 CA Literacy Grant	218,510	0.189%	\$422	-	\$422	\$26	\$448
040-452 Public Library Fund	14,942	0.013%	\$29	-	\$29	\$2	\$31
040-706 Suppl Law Enforc Svc FD (COPS)	104,300	0.090%	\$201	-	\$201	\$12	\$213
040-710 Traffic Impact Fees	2,952,001	2.557%	\$5,697	-	\$5,697	\$348	\$6,045
040-713 Storm Drainage	100,000	0.087%	\$193	-	\$193	\$12	\$205
040-753-0200 Garbage Service Fund - PW	135,389	0.117%	\$261	-	\$261	\$16	\$277
040-753-0700 Garbage Service Fund - AS	318,618	0.276%	\$615	-	\$615	\$38	\$653
040-754 Marsh Rd Landfill at Bayfront	1,288,942	1.116%	\$2,488	-	\$2,488	\$152	\$2,640
040-758-0100 Downtown Parking Permits - PD	21,400	0.019%	\$41	-	\$41	\$3	\$44
040-758-0200 Downtown Parking Permits - PW	181,840	0.157%	\$351	-	\$351	\$21	\$372
040-714 Shuttle Program	976,636	0.846%	\$1,885	-	\$1,885	\$115	\$2,000
040-832 Housing Fund	13,284	0.012%	\$26	-	\$26	\$2	\$28
040-832-0700 BMR Housing-Residential/Commerl -	178,182	0.154%	\$344	-	\$344	\$21	\$365
040-834-0201 County Transp Tax Fund	61,268	0.053%	\$118	-	\$118	\$7	\$125



705-001 Finance  
Schedule 4.5.2

Detail Allocations - AP (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
040-834-0203 Transportation Fund	574,744	0.498%	\$1,109	-	\$1,109	\$68	\$1,177
040-835-0200 Highway Users Tax Fund - PW	1,372,301	1.189%	\$2,648	-	\$2,648	\$162	\$2,810
040-837 Comm Devel Block Grant	10,000	0.009%	\$19	-	\$19	\$1	\$20
040-838 Landscaping/Tree Assesment	927,811	0.804%	\$1,791	-	\$1,791	\$110	\$1,901
040-839 Sidewalk Assesment	236,076	0.204%	\$456	-	\$456	\$28	\$484
040-840 Measure M	145,000	0.126%	\$280	-	\$280	\$17	\$297
040-841-0200 Storm Water Mgmt Fund (NPDES) -	396,519	0.343%	\$765	-	\$765	\$47	\$812
040-841-0700 Storm Water Mgmt Fund (NPDES) -	15,093	0.013%	\$29	-	\$29	\$2	\$31
040-842 Traffic Congestion Relief-2928	2,000	0.002%	\$4	-	\$4	-	\$4
040-843 Construction Impact Fee Fund	6,493,732	5.624%	\$12,532	-	\$12,532	\$766	\$13,298
050-845 Measure T - 02 GO Bonds	24,987	0.022%	\$48	-	\$48	\$3	\$51
050-851-0200 Capital Improvement Fund - PW	18,661,963	16.164%	\$36,016	-	\$36,016	\$2,203	\$38,219
050-851-0600 Capital Improvement Fund - CD	6,135	0.005%	\$12	-	\$12	\$1	\$13
050-853-0400 Library Addition - Lib	40,000	0.035%	\$77	-	\$77	\$5	\$82
060-855 Water Reservoirs Capital Proj	7,662,650	6.637%	\$14,788	-	\$14,788	\$904	\$15,692
060-861-0200 Water Fund - PW	7,871,268	6.818%	\$15,191	-	\$15,191	\$929	\$16,120
060-861-0700 Water Fund - AS	946,297	0.820%	\$1,826	-	\$1,826	\$112	\$1,938
090-101 Worker's Compensation Fund	1,170,488	1.014%	\$2,259	-	\$2,259	\$138	\$2,397
090-102 Liability/Fire Insurance Fund	657,140	0.569%	\$1,268	-	\$1,268	\$78	\$1,346
090-103 Other Post Employment Benefits	1,052,000	0.911%	\$2,030	-	\$2,030	\$124	\$2,154
090-104 IT Services	2,484,070	2.152%	\$4,794	-	\$4,794	\$293	\$5,087
090-507 Vehicle Replacement Fund	605,200	0.524%	\$1,168	-	\$1,168	\$71	\$1,239
000 All Other	2,755	0.002%	\$5	-	\$5	-	\$5
<b>Subtotals</b>	115,454,614	100.000%	\$222,820	-	\$222,820	\$13,324	\$236,143
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$222,820		\$236,143

Allocation Basis: Expenditures per dept/fund

705-001 Finance  
Schedule 4.5.3

Detail Allocations - Payroll

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	0.570%	\$1,741	-	\$1,741	-	\$1,741
703-001 City Clerk	2	0.228%	\$697	-	\$697	-	\$697
705-001 Finance	12	1.369%	\$4,180	-	\$4,180	-	\$4,180
702-001 City Admin (Manager)	7	0.798%	\$2,438	-	\$2,438	\$149	\$2,587
709-001 City Attorney	3	0.342%	\$1,045	-	\$1,045	\$64	\$1,109
708-001 HR	9.5	1.084%	\$3,309	-	\$3,309	\$202	\$3,511
205-001 Facilities Mtce	12.5	1.426%	\$4,354	-	\$4,354	\$266	\$4,620
205-002 Fields/Grounds Mtce	14.5	1.654%	\$5,050	-	\$5,050	\$309	\$5,359
101-001 Patrol	49.5	5.646%	\$17,241	-	\$17,241	\$1,054	\$18,295
102-001 Special Operations	9	1.027%	\$3,135	-	\$3,135	\$192	\$3,327
103-001 Communications	11	1.255%	\$3,831	-	\$3,831	\$234	\$4,065
104-001 Traffic and School Safety Administration	12	1.369%	\$4,180	-	\$4,180	\$255	\$4,435
203-001 Transportation Management	38	4.334%	\$13,235	-	\$13,235	\$809	\$14,044
205-003 Vehicle Mtce	7.5	0.855%	\$2,612	-	\$2,612	\$160	\$2,772
205-004 City Tree Mtce	17.5	1.996%	\$6,095	-	\$6,095	\$373	\$6,468
205-005 Streets Mtce	14.5	1.654%	\$5,050	-	\$5,050	\$309	\$5,359
206-002 Stormwater	13.5	1.540%	\$4,702	-	\$4,702	\$287	\$4,989
208-001 Right-of-Way	21.5	2.452%	\$7,488	-	\$7,488	\$458	\$7,946
208-002 Transportation Demand Mgmt	22.5	2.566%	\$7,837	-	\$7,837	\$479	\$8,316
310-001 Seniors	8.75	0.998%	\$3,048	-	\$3,048	\$186	\$3,234
310-002 Pre-School Child Care	41	4.676%	\$14,280	-	\$14,280	\$873	\$15,153
310-003 Peninsula Partnership	2	0.228%	\$697	-	\$697	\$43	\$740
310-004 School-Age Child Care	15.75	1.796%	\$5,486	-	\$5,486	\$335	\$5,821
310-006 Neighborhood Services	8.75	0.998%	\$3,048	-	\$3,048	\$186	\$3,234
311-001 Youth Sports	8	0.912%	\$2,786	-	\$2,786	\$170	\$2,956
311-002 Adult Sports	7	0.798%	\$2,438	-	\$2,438	\$149	\$2,587
311-003 Gymnastics	16	1.825%	\$5,573	-	\$5,573	\$341	\$5,914
311-004 Aquatics	8	0.912%	\$2,786	-	\$2,786	\$170	\$2,956

705-001 Finance  
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Detail Allocations - Payroll (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	9.75	1.112%	\$3,396	-	\$3,396	\$208	\$3,604
311-006 Events & Concerts	10	1.141%	\$3,483	-	\$3,483	\$213	\$3,696
311-007 Community Facilities Services	9	1.027%	\$3,135	-	\$3,135	\$192	\$3,327
401-001 Library	11.5	1.312%	\$4,005	-	\$4,005	\$245	\$4,250
501-001 Increase Supply of Affordable	1	0.114%	\$348	-	\$348	\$21	\$369
601-001 Planning	17	1.939%	\$5,921	-	\$5,921	\$362	\$6,283
602-001 Building	11.75	1.340%	\$4,092	-	\$4,092	\$250	\$4,342
710-001 Business Development	2	0.228%	\$697	-	\$697	\$43	\$740
711-001 Office of Sustainability	11	1.255%	\$3,831	-	\$3,831	\$234	\$4,065
020-801 Rec-In-Lieu Fund	10	1.141%	\$3,483	-	\$3,483	\$213	\$3,696
020-809 Bayfront Pk. Mt. Operation	6	0.684%	\$2,090	-	\$2,090	\$128	\$2,218
040-451 CA Literacy Grant	0.5	0.057%	\$174	-	\$174	\$11	\$185
040-710 Traffic Impact Fees	66	7.528%	\$22,987	-	\$22,987	\$1,405	\$24,392
040-753-0200 Garbage Service Fund - PW	7	0.798%	\$2,438	-	\$2,438	\$149	\$2,587
040-753-0700 Garbage Service Fund - AS	3	0.342%	\$1,045	-	\$1,045	\$64	\$1,109
040-754 Marsh Rd Landfill at Bayfront	4	0.456%	\$1,393	-	\$1,393	\$85	\$1,478
040-758-0200 Downtown Parking Permits - PW	5	0.570%	\$1,741	-	\$1,741	\$106	\$1,847
040-832-0600 BMR Housing-Residential/Commerl -	1	0.114%	\$348	-	\$348	\$21	\$369
040-832-0700 BMR Housing-Residential/Commerl -	3	0.342%	\$1,045	-	\$1,045	\$64	\$1,109
040-834-0201 County Transp Tax Fund	9	1.027%	\$3,135	-	\$3,135	\$192	\$3,327
040-834-0203 Transportation Fund	26	2.965%	\$9,056	-	\$9,056	\$553	\$9,609
040-835-0200 Highway Users Tax Fund - PW	7	0.798%	\$2,438	-	\$2,438	\$149	\$2,587
040-838 Landscaping/Tree Assesment	23	2.623%	\$8,011	-	\$8,011	\$490	\$8,501
040-839 Sidewalk Assesment	5	0.570%	\$1,741	-	\$1,741	\$106	\$1,847
040-841-0200 Storm Water Mgmt Fund (NPDES) -	25	2.851%	\$8,707	-	\$8,707	\$532	\$9,239
040-843 Construction Impact Fee Fund	13	1.483%	\$4,528	-	\$4,528	\$277	\$4,805
050-845 Measure T - 02 GO Bonds	1	0.114%	\$348	-	\$348	\$21	\$369
050-851-0200 Capital Improvement Fund - PW	97.75	11.149%	\$34,046	-	\$34,046	\$2,081	\$36,127
050-851-0600 Capital Improvement Fund - CD	8	0.912%	\$2,786	-	\$2,786	\$170	\$2,956
060-855 Water Reservoirs Capital Proj	39.5	4.505%	\$13,758	-	\$13,758	\$841	\$14,599

**705-001 Finance  
 Schedule 4.5.3**

**Detail Allocations - Payroll (continued)**

<b>Department</b>	<b>Allocation Units</b>	<b>Allocation Percent</b>	<b>1st Allocation</b>	<b>Direct Billed</b>	<b>Department Allocation</b>	<b>2nd Allocation</b>	<b>Total</b>
060-861-0200 Water Fund - PW	32.75	3.735%	\$11,407	-	\$11,407	\$697	\$12,104
060-861-0700 Water Fund - AS	4	0.456%	\$1,393	-	\$1,393	\$85	\$1,478
<b>Subtotals</b>	876.75	100.000%	\$305,366	-	\$305,366	\$18,259	\$323,626
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$305,366		\$323,626

Allocation Basis: # of FTE per dept/fund

705-001 Finance  
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Detail Allocations - Business Licences

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	493,746	0.428%	\$563	-	\$563	-	\$563
703-001 City Clerk	452,753	0.392%	\$517	-	\$517	-	\$517
705-001 Finance	1,631,409	1.413%	\$1,862	-	\$1,862	-	\$1,862
702-001 City Admin (Manager)	1,567,733	1.358%	\$1,789	-	\$1,789	\$109	\$1,898
709-001 City Attorney	606,448	0.525%	\$692	-	\$692	\$42	\$734
708-001 HR	1,192,494	1.033%	\$1,361	-	\$1,361	\$83	\$1,444
205-001 Facilities Mtce	1,703,800	1.476%	\$1,944	-	\$1,944	\$119	\$2,063
205-002 Fields/Grounds Mtce	1,750,455	1.516%	\$1,998	-	\$1,998	\$122	\$2,120
101-001 Patrol	11,049,079	9.570%	\$12,609	-	\$12,609	\$771	\$13,380
102-001 Special Operations	2,750,812	2.383%	\$3,139	-	\$3,139	\$192	\$3,331
103-001 Communications	1,625,172	1.408%	\$1,855	-	\$1,855	\$113	\$1,968
104-001 Traffic and School Safety Administration	2,846,366	2.465%	\$3,248	-	\$3,248	\$199	\$3,447
203-001 Transportation Management	1,082,075	0.937%	\$1,235	-	\$1,235	\$76	\$1,311
205-003 Vehicle Mtce	523,716	0.454%	\$598	-	\$598	\$37	\$635
205-004 City Tree Mtce	551,793	0.478%	\$630	-	\$630	\$39	\$669
205-005 Streets Mtce	1,567,673	1.358%	\$1,789	-	\$1,789	\$109	\$1,898
206-002 Stormwater	512,974	0.444%	\$585	-	\$585	\$36	\$621
208-001 Right-of-Way	956,559	0.829%	\$1,092	-	\$1,092	\$67	\$1,159
208-002 Transportation Demand Mgmt	1,388,860	1.203%	\$1,585	-	\$1,585	\$97	\$1,682
310-001 Seniors	562,625	0.487%	\$642	-	\$642	\$39	\$681
310-002 Pre-School Child Care	2,592,612	2.246%	\$2,959	-	\$2,959	\$181	\$3,140
310-003 Peninsula Partnership	38,526	0.033%	\$44	-	\$44	\$3	\$47
310-004 School-Age Child Care	759,717	0.658%	\$867	-	\$867	\$53	\$920
310-006 Neighborhood Services	561,414	0.486%	\$641	-	\$641	\$39	\$680
311-001 Youth Sports	535,054	0.463%	\$611	-	\$611	\$37	\$648
311-002 Adult Sports	362,656	0.314%	\$414	-	\$414	\$25	\$439
311-003 Gymnastics	1,105,475	0.957%	\$1,261	-	\$1,261	\$77	\$1,338
311-004 Aquatics	346,854	0.300%	\$396	-	\$396	\$24	\$420

705-001 Finance  
Schedule 4.5.4

Detail Allocations - Business Licences (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	911,043	0.789%	\$1,040	-	\$1,040	\$64	\$1,104
311-006 Events & Concerts	408,569	0.354%	\$466	-	\$466	\$29	\$495
311-007 Community Facilities Services	247,745	0.215%	\$283	-	\$283	\$17	\$300
401-001 Library	3,005,213	2.603%	\$3,429	-	\$3,429	\$210	\$3,639
501-001 Increase Supply of Affordable	98,259	0.085%	\$112	-	\$112	\$7	\$119
601-001 Planning	3,078,766	2.667%	\$3,513	-	\$3,513	\$215	\$3,728
602-001 Building	3,551,603	3.076%	\$4,053	-	\$4,053	\$248	\$4,301
705-007 General Finance	3,150,268	2.729%	\$3,595	-	\$3,595	\$220	\$3,815
710-001 Business Development	496,620	0.430%	\$567	-	\$567	\$35	\$602
711-001 Office of Sustainability	195,225	0.169%	\$223	-	\$223	\$14	\$237
020-505 Vintage Oaks Landscape Mtce	12,154	0.011%	\$14	-	\$14	\$1	\$15
020-506 Sharon Hills Park	13,000	0.011%	\$15	-	\$15	\$1	\$16
020-801 Rec-In-Lieu Fund	1,056,334	0.915%	\$1,205	-	\$1,205	\$74	\$1,279
020-809 Bayfront Pk. Mt. Operation	118,041	0.102%	\$135	-	\$135	\$8	\$143
020-813 Frances Mack Trust	15,167	0.013%	\$17	-	\$17	\$1	\$18
020-824 Library Donations	54,216	0.047%	\$62	-	\$62	\$4	\$66
040-451 CA Literacy Grant	218,510	0.189%	\$249	-	\$249	\$15	\$264
040-452 Public Library Fund	14,942	0.013%	\$17	-	\$17	\$1	\$18
040-706 Suppl Law Enforc Svc FD (COPS)	104,300	0.090%	\$119	-	\$119	\$7	\$126
040-710 Traffic Impact Fees	2,952,001	2.557%	\$3,369	-	\$3,369	\$206	\$3,575
040-713 Storm Drainage	100,000	0.087%	\$114	-	\$114	\$7	\$121
040-753-0200 Garbage Service Fund - PW	135,389	0.117%	\$154	-	\$154	\$9	\$163
040-753-0700 Garbage Service Fund - AS	318,618	0.276%	\$364	-	\$364	\$22	\$386
040-754 Marsh Rd Landfill at Bayfront	1,288,942	1.116%	\$1,471	-	\$1,471	\$90	\$1,561
040-758-0100 Downtown Parking Permits - PD	21,400	0.019%	\$24	-	\$24	\$1	\$25
040-758-0200 Downtown Parking Permits - PW	181,840	0.157%	\$208	-	\$208	\$13	\$221
040-714 Shuttle Program	976,636	0.846%	\$1,114	-	\$1,114	\$68	\$1,182
040-832 Housing Fund	13,284	0.012%	\$15	-	\$15	\$1	\$16
040-832-0700 BMR Housing-Residential/Commerl -	178,182	0.154%	\$203	-	\$203	\$12	\$215
040-834-0201 County Transp Tax Fund	61,268	0.053%	\$70	-	\$70	\$4	\$74

705-001 Finance  
Schedule 4.5.4

Detail Allocations - Business Licences (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
040-834-0203 Transportation Fund	574,744	0.498%	\$656	-	\$656	\$40	\$696
040-835-0200 Highway Users Tax Fund - PW	1,372,301	1.189%	\$1,566	-	\$1,566	\$96	\$1,662
040-837 Comm Devel Block Grant	10,000	0.009%	\$11	-	\$11	\$1	\$12
040-838 Landscaping/Tree Assesment	927,811	0.804%	\$1,059	-	\$1,059	\$65	\$1,124
040-839 Sidewalk Assesment	236,076	0.204%	\$269	-	\$269	\$16	\$285
040-840 Measure M	145,000	0.126%	\$165	-	\$165	\$10	\$175
040-841-0200 Storm Water Mgmt Fund (NPDES) -	396,519	0.343%	\$452	-	\$452	\$28	\$480
040-841-0700 Storm Water Mgmt Fund (NPDES) -	15,093	0.013%	\$17	-	\$17	\$1	\$18
040-842 Traffic Congestion Relief-2928	2,000	0.002%	\$2	-	\$2	-	\$2
040-843 Construction Impact Fee Fund	6,493,732	5.624%	\$7,410	-	\$7,410	\$453	\$7,863
050-845 Measure T - 02 GO Bonds	24,987	0.022%	\$29	-	\$29	\$2	\$31
050-851-0200 Capital Improvement Fund - PW	18,661,963	16.164%	\$21,296	-	\$21,296	\$1,302	\$22,598
050-851-0600 Capital Improvement Fund - CD	6,135	0.005%	\$7	-	\$7	-	\$7
050-853-0400 Library Addition - Lib	40,000	0.035%	\$46	-	\$46	\$3	\$49
060-855 Water Reservoirs Capital Proj	7,662,650	6.637%	\$8,744	-	\$8,744	\$535	\$9,279
060-861-0200 Water Fund - PW	7,871,268	6.818%	\$8,982	-	\$8,982	\$549	\$9,531
060-861-0700 Water Fund - AS	946,297	0.820%	\$1,080	-	\$1,080	\$66	\$1,146
090-101 Worker's Compensation Fund	1,170,488	1.014%	\$1,336	-	\$1,336	\$82	\$1,418
090-102 Liability/Fire Insurance Fund	657,140	0.569%	\$750	-	\$750	\$46	\$796
090-103 Other Post Employment Benefits	1,052,000	0.911%	\$1,200	-	\$1,200	\$73	\$1,273
090-104 IT Services	2,484,070	2.152%	\$2,835	-	\$2,835	\$173	\$3,008
090-507 Vehicle Replacement Fund	605,200	0.524%	\$691	-	\$691	\$42	\$733
000 All Other	2,755	0.002%	\$3	-	\$3	-	\$3
2nd Alloc Remains	-	-	-	-	-	\$2	\$2
<b>Subtotals</b>	115,454,614	100.000%	\$131,750	-	\$131,750	\$7,878	\$139,628
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$131,750		\$139,628

Allocation Basis: Expenditures per dept/fund

705-001 Finance  
Schedule 4.5.5

Detail Allocations - Liability Insurance

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	0.570%	-	-	-	-	-
703-001 City Clerk	2	0.228%	-	-	-	-	-
705-001 Finance	12	1.369%	-	-	-	-	-
702-001 City Admin (Manager)	7	0.798%	-	-	-	-	-
709-001 City Attorney	3	0.342%	-	-	-	-	-
708-001 HR	9.5	1.084%	-	-	-	-	-
205-001 Facilities Mtce	12.5	1.426%	-	-	-	-	-
205-002 Fields/Grounds Mtce	14.5	1.654%	-	-	-	-	-
101-001 Patrol	49.5	5.646%	-	-	-	-	-
102-001 Special Operations	9	1.027%	-	-	-	-	-
103-001 Communications	11	1.255%	-	-	-	-	-
104-001 Traffic and School Safety Administration	12	1.369%	-	-	-	-	-
203-001 Transportation Management	38	4.334%	-	-	-	-	-
205-003 Vehicle Mtce	7.5	0.855%	-	-	-	-	-
205-004 City Tree Mtce	17.5	1.996%	-	-	-	-	-
205-005 Streets Mtce	14.5	1.654%	-	-	-	-	-
206-002 Stormwater	13.5	1.540%	-	-	-	-	-
208-001 Right-of-Way	21.5	2.452%	-	-	-	-	-
208-002 Transportation Demand Mgmt	22.5	2.566%	-	-	-	-	-
310-001 Seniors	8.75	0.998%	-	-	-	-	-
310-002 Pre-School Child Care	41	4.676%	-	-	-	-	-
310-003 Peninsula Partnership	2	0.228%	-	-	-	-	-
310-004 School-Age Child Care	15.75	1.796%	-	-	-	-	-
310-006 Neighborhood Services	8.75	0.998%	-	-	-	-	-
311-001 Youth Sports	8	0.912%	-	-	-	-	-
311-002 Adult Sports	7	0.798%	-	-	-	-	-
311-003 Gymnastics	16	1.825%	-	-	-	-	-
311-004 Aquatics	8	0.912%	-	-	-	-	-



705-001 Finance  
Schedule 4.5.5

Detail Allocations - Liability Insurance (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	9.75	1.112%	-	-	-	-	-
311-006 Events & Concerts	10	1.141%	-	-	-	-	-
311-007 Community Facilities Services	9	1.027%	-	-	-	-	-
401-001 Library	11.5	1.312%	-	-	-	-	-
501-001 Increase Supply of Affordable	1	0.114%	-	-	-	-	-
601-001 Planning	17	1.939%	-	-	-	-	-
602-001 Building	11.75	1.340%	-	-	-	-	-
710-001 Business Development	2	0.228%	-	-	-	-	-
711-001 Office of Sustainability	11	1.255%	-	-	-	-	-
020-801 Rec-In-Lieu Fund	10	1.141%	-	-	-	-	-
020-809 Bayfront Pk. Mt. Operation	6	0.684%	-	-	-	-	-
040-451 CA Literacy Grant	0.5	0.057%	-	-	-	-	-
040-710 Traffic Impact Fees	66	7.528%	-	-	-	-	-
040-753-0200 Garbage Service Fund - PW	7	0.798%	-	-	-	-	-
040-753-0700 Garbage Service Fund - AS	3	0.342%	-	-	-	-	-
040-754 Marsh Rd Landfill at Bayfront	4	0.456%	-	-	-	-	-
040-758-0200 Downtown Parking Permits - PW	5	0.570%	-	-	-	-	-
040-832-0600 BMR Housing-Residential/Commerl -	1	0.114%	-	-	-	-	-
040-832-0700 BMR Housing-Residential/Commerl -	3	0.342%	-	-	-	-	-
040-834-0201 County Transp Tax Fund	9	1.027%	-	-	-	-	-
040-834-0203 Transportation Fund	26	2.965%	-	-	-	-	-
040-835-0200 Highway Users Tax Fund - PW	7	0.798%	-	-	-	-	-
040-838 Landscaping/Tree Assesment	23	2.623%	-	-	-	-	-
040-839 Sidewalk Assesment	5	0.570%	-	-	-	-	-
040-841-0200 Storm Water Mgmt Fund (NPDES) -	25	2.851%	-	-	-	-	-
040-843 Construction Impact Fee Fund	13	1.483%	-	-	-	-	-
050-845 Measure T - 02 GO Bonds	1	0.114%	-	-	-	-	-
050-851-0200 Capital Improvement Fund - PW	97.75	11.149%	-	-	-	-	-
050-851-0600 Capital Improvement Fund - CD	8	0.912%	-	-	-	-	-
060-855 Water Reservoirs Capital Proj	39.5	4.505%	-	-	-	-	-

**705-001 Finance  
 Schedule 4.5.5**

**Detail Allocations - Liability Insurance (continued)**

<b>Department</b>	<b>Allocation Units</b>	<b>Allocation Percent</b>	<b>1st Allocation</b>	<b>Direct Billed</b>	<b>Department Allocation</b>	<b>2nd Allocation</b>	<b>Total</b>
060-861-0200 Water Fund - PW	32.75	3.735%	-	-	-	-	-
060-861-0700 Water Fund - AS	4	0.456%	-	-	-	-	-
<b>Subtotals</b>	876.75	100.000%	-	-	-	-	-
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>						-	-

Allocation Basis: # of FTE per dept/fund

**705-001 Finance  
Schedule 4.5.6**

**Detail Allocations - Direct Department**

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
705-001 Finance	3,953	5.949%	\$8,320	-	\$8,320	-	\$8,320
702-001 City Admin (Manager)	20,932	31.500%	\$44,058	-	\$44,058	\$2,801	\$46,859
708-001 HR	15,417	23.201%	\$32,450	-	\$32,450	\$2,063	\$34,513
090-104 IT Services	26,149	39.351%	\$55,039	-	\$55,039	\$3,499	\$58,538
<b>Subtotals</b>	<b>66,451</b>	<b>100.000%</b>	<b>\$139,867</b>	<b>-</b>	<b>\$139,867</b>	<b>\$8,363</b>	<b>\$148,230</b>
<b>Direct Billed</b>						<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>					<b>\$139,867</b>		<b>\$148,230</b>

**Allocation Basis: Direct to department supported based on time**

705-001 Finance  
Schedule 4.6

Summary of Allocated Costs

Department	Total	General Accounting	AP	Payroll	Business Licences	Liability Insurance	Direct Department
701-001 City Council	\$6,634	\$3,376	\$953	\$1,741	\$563	-	-
703-001 City Clerk	\$5,183	\$3,096	\$874	\$697	\$517	-	-
705-001 Finance	\$28,666	\$11,156	\$3,149	\$4,180	\$1,862	-	\$8,320
702-001 City Admin (Manager)	\$65,931	\$11,376	\$3,211	\$2,587	\$1,898	-	\$46,859
709-001 City Attorney	\$7,486	\$4,401	\$1,242	\$1,109	\$734	-	-
708-001 HR	\$50,563	\$8,653	\$2,442	\$3,511	\$1,444	-	\$34,513
205-001 Facilities Mtce	\$22,536	\$12,364	\$3,489	\$4,620	\$2,063	-	-
<b>Subtotal for CSD</b>	<b>\$186,999</b>	<b>\$54,423</b>	<b>\$15,360</b>	<b>\$18,444</b>	<b>\$9,081</b>	<b>-</b>	<b>\$89,692</b>
205-002 Fields/Grounds Mtce	\$23,766	\$12,702	\$3,585	\$5,359	\$2,120	-	-
101-001 Patrol	\$134,478	\$80,176	\$22,628	\$18,295	\$13,380	-	-
102-001 Special Operations	\$32,252	\$19,960	\$5,634	\$3,327	\$3,331	-	-
103-001 Communications	\$21,154	\$11,793	\$3,328	\$4,065	\$1,968	-	-
104-001 Traffic and School Safety Administration	\$34,365	\$20,654	\$5,829	\$4,435	\$3,447	-	-
203-001 Transportation Management	\$25,424	\$7,852	\$2,216	\$14,044	\$1,311	-	-
205-003 Vehicle Mtce	\$8,280	\$3,800	\$1,073	\$2,772	\$635	-	-
205-004 City Tree Mtce	\$12,271	\$4,004	\$1,130	\$6,468	\$669	-	-
205-005 Streets Mtce	\$21,844	\$11,376	\$3,211	\$5,359	\$1,898	-	-
206-002 Stormwater	\$10,384	\$3,723	\$1,051	\$4,989	\$621	-	-
208-001 Right-of-Way	\$18,005	\$6,941	\$1,959	\$7,946	\$1,159	-	-
208-002 Transportation Demand Mgmt	\$22,920	\$10,078	\$2,844	\$8,316	\$1,682	-	-
310-001 Seniors	\$9,149	\$4,082	\$1,152	\$3,234	\$681	-	-
310-002 Pre-School Child Care	\$42,415	\$18,813	\$5,310	\$15,153	\$3,140	-	-
310-003 Peninsula Partnership	\$1,145	\$279	\$79	\$740	\$47	-	-
310-004 School-Age Child Care	\$13,810	\$5,513	\$1,556	\$5,821	\$920	-	-
310-006 Neighborhood Services	\$9,137	\$4,074	\$1,149	\$3,234	\$680	-	-
311-001 Youth Sports	\$8,582	\$3,883	\$1,096	\$2,956	\$648	-	-

705-001 Finance  
Schedule 4.6

Summary of Allocated Costs (continued)

Department	Total	General Accounting	AP	Payroll	Business Licences	Liability Insurance	Direct Department
311-002 Adult Sports	\$6,401	\$2,632	\$743	\$2,587	\$439	-	-
311-003 Gymnastics	\$17,537	\$8,021	\$2,263	\$5,914	\$1,338	-	-
311-004 Aquatics	\$6,603	\$2,517	\$710	\$2,956	\$420	-	-
311-005 Contract Classes	\$13,185	\$6,611	\$1,866	\$3,604	\$1,104	-	-
311-006 Events & Concerts	\$7,993	\$2,965	\$837	\$3,696	\$495	-	-
311-007 Community Facilities Services	\$5,932	\$1,798	\$507	\$3,327	\$300	-	-
401-001 Library	\$35,852	\$21,807	\$6,155	\$4,250	\$3,639	-	-
501-001 Increase Supply of Affordable	\$1,403	\$713	\$202	\$369	\$119	-	-
601-001 Planning	\$38,657	\$22,341	\$6,305	\$6,283	\$3,728	-	-
602-001 Building	\$41,688	\$25,771	\$7,273	\$4,342	\$4,301	-	-
705-007 General Finance	\$33,127	\$22,860	\$6,452	-	\$3,815	-	-
710-001 Business Development	\$5,963	\$3,604	\$1,017	\$740	\$602	-	-
711-001 Office of Sustainability	\$6,119	\$1,417	\$400	\$4,065	\$237	-	-
020-505 Vintage Oaks Landscape Mtce	\$127	\$88	\$24	-	\$15	-	-
020-506 Sharon Hills Park	\$137	\$94	\$27	-	\$16	-	-
020-801 Rec-In-Lieu Fund	\$14,804	\$7,665	\$2,164	\$3,696	\$1,279	-	-
020-809 Bayfront Pk. Mt. Operation	\$3,458	\$856	\$242	\$2,218	\$143	-	-
020-813 Frances Mack Trust	\$159	\$110	\$31	-	\$18	-	-
020-824 Library Donations	\$570	\$394	\$111	-	\$66	-	-
040-451 CA Literacy Grant	\$2,482	\$1,585	\$448	\$185	\$264	-	-
040-452 Public Library Fund	\$157	\$108	\$31	-	\$18	-	-
040-706 Suppl Law Enforc Svc FD (COPS)	\$1,097	\$757	\$213	-	\$126	-	-
040-710 Traffic Impact Fees	\$55,433	\$21,421	\$6,045	\$24,392	\$3,575	-	-
040-713 Storm Drainage	\$1,052	\$726	\$205	-	\$121	-	-
040-753-0200 Garbage Service Fund - PW	\$4,011	\$983	\$277	\$2,587	\$163	-	-
040-753-0700 Garbage Service Fund - AS	\$4,459	\$2,312	\$653	\$1,109	\$386	-	-
040-754 Marsh Rd Landfill at Bayfront	\$15,032	\$9,353	\$2,640	\$1,478	\$1,561	-	-
040-758-0100 Downtown Parking Permits - PD	\$225	\$155	\$44	-	\$25	-	-
040-758-0200 Downtown Parking Permits - PW	\$3,759	\$1,319	\$372	\$1,847	\$221	-	-
040-714 Shuttle Program	\$10,269	\$7,086	\$2,000	-	\$1,182	-	-

705-001 Finance  
Schedule 4.6

Summary of Allocated Costs (continued)

Department	Total	General Accounting	AP	Payroll	Business Licences	Liability Insurance	Direct Department
040-832 Housing Fund	\$141	\$97	\$28	-	\$16	-	-
040-832-0600 BMR Housing-Residential/Commerl -	\$369	-	-	\$369	-	-	-
040-832-0700 BMR Housing-Residential/Commerl -	\$2,983	\$1,293	\$365	\$1,109	\$215	-	-
040-834-0201 County Transp Tax Fund	\$3,971	\$445	\$125	\$3,327	\$74	-	-
040-834-0203 Transportation Fund	\$15,652	\$4,170	\$1,177	\$9,609	\$696	-	-
040-835-0200 Highway Users Tax Fund - PW	\$17,017	\$9,958	\$2,810	\$2,587	\$1,662	-	-
040-837 Comm Devel Block Grant	\$105	\$72	\$20	-	\$12	-	-
040-838 Landscaping/Tree Assesment	\$18,258	\$6,733	\$1,901	\$8,501	\$1,124	-	-
040-839 Sidewalk Assesment	\$4,330	\$1,713	\$484	\$1,847	\$285	-	-
040-840 Measure M	\$1,525	\$1,053	\$297	-	\$175	-	-
040-841-0200 Storm Water Mgmt Fund (NPDES) -	\$13,410	\$2,877	\$812	\$9,239	\$480	-	-
040-841-0700 Storm Water Mgmt Fund (NPDES) -	\$159	\$109	\$31	-	\$18	-	-
040-842 Traffic Congestion Relief-2928	\$21	\$15	\$4	-	\$2	-	-
040-843 Construction Impact Fee Fund	\$73,088	\$47,121	\$13,298	\$4,805	\$7,863	-	-
050-845 Measure T - 02 GO Bonds	\$632	\$181	\$51	\$369	\$31	-	-
050-851-0200 Capital Improvement Fund - PW	\$232,362	\$135,418	\$38,219	\$36,127	\$22,598	-	-
050-851-0600 Capital Improvement Fund - CD	\$3,021	\$45	\$13	\$2,956	\$7	-	-
050-853-0400 Library Addition - Lib	\$421	\$291	\$82	-	\$49	-	-
060-855 Water Reservoirs Capital Proj	\$95,173	\$55,603	\$15,692	\$14,599	\$9,279	-	-
060-861-0200 Water Fund - PW	\$94,872	\$57,117	\$16,120	\$12,104	\$9,531	-	-
060-861-0700 Water Fund - AS	\$11,429	\$6,867	\$1,938	\$1,478	\$1,146	-	-
090-101 Worker's Compensation Fund	\$12,309	\$8,494	\$2,397	-	\$1,418	-	-
090-102 Liability/Fire Insurance Fund	\$6,911	\$4,769	\$1,346	-	\$796	-	-
090-103 Other Post Employment Benefits	\$11,061	\$7,634	\$2,154	-	\$1,273	-	-
090-104 IT Services	\$84,658	\$18,025	\$5,087	-	\$3,008	-	\$58,538
090-507 Vehicle Replacement Fund	\$6,363	\$4,391	\$1,239	-	\$733	-	-
000 All Other	\$28	\$20	\$5	-	\$3	-	-
2nd Alloc Remains	\$2	-	-	-	\$2	-	-
<b>Totals</b>	<b>\$1,684,339</b>	<b>\$836,709</b>	<b>\$236,146</b>	<b>\$323,627</b>	<b>\$139,628</b>	<b>-</b>	<b>\$148,230</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$1,684,339</b>	<b>\$836,709</b>	<b>\$236,146</b>	<b>\$323,627</b>	<b>\$139,628</b>	<b>-</b>	<b>\$148,230</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$186,999)</b>	<b>(\$54,423)</b>	<b>(\$15,360)</b>	<b>(\$18,444)</b>	<b>(\$9,081)</b>	<b>-</b>	<b>(\$89,692)</b>
<b>Total Receiving Department Allocation</b>	<b>\$1,497,340</b>	<b>\$782,287</b>	<b>\$220,786</b>	<b>\$305,183</b>	<b>\$130,547</b>	<b>-</b>	<b>\$58,538</b>

702-001 City Admin (Manager)  
Schedule 5.1

Narratives

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The City Manager implements the City Council's plans and priorities by enforcing City laws and applying City Council policies. The City Manager coordinates the work of all departments and employees, with the exception of the City Attorney. The City Manager's Office is charged with providing comprehensive, unbiased expertise and assistance to the City Council in terms of thorough staff reports, thoughtful and strategic recommendations and effective presentations. This includes responsibility for identifying community needs and expectations, clearly linking them to the City's funding priorities and service levels, and supplying helpful information and referrals to residents with questions, comments and concerns. The City Manager's Office supports citywide efforts to improve program and operational effectiveness and efficiency, conducts studies for organizational improvements, designs and develops performance measures, analyzes proposed and adopted policy, assists in budget development, responds to citizen issues and coordinates special projects.

**Citywide Support (FTE)** - Allocates the cost of Citywide Support based on the number of FTEs per dept/fund.

**Citywides Support (EXP)**

-

Allocates the cost of Citywide Support based on the amount of expenditures per dept/fund.

**702-001 City Admin (Manager)**  
**Schedule 5.2**

**Labor Distribution Summary**

<b>Staff Name</b>	<b>Salary</b>	<b>General Admin</b>	<b>Citywide Support (FTE)</b>	<b>Citywides Support (EXP)</b>
Community Services Director, CB	\$12,442	-	-	-
Exec. Assist. to the City Manager, NC	\$60,399	-	-	-
Assistant to the City Manager, CC	\$87,994	-	-	-
Managment Analysis II, PI	\$3,480	-	-	-
City Manager, AM	\$206,637	-	-	-
Assistant City Manager, CT	\$24,455	-	-	-
<b>Total</b>	<b>\$395,407</b>	-	-	-
<b>Total Percentage</b>	<b>100.000%</b>	-	-	-



702-001 City Admin (Manager)  
Schedule 5.3

Schedule of costs to be allocated

		Amount	General & Admin	Citywide Support (FTE)	Citywides Support (EXP)
<i>Total %</i>			-	50.000%	50.000%
<b>Wages and Benefits</b>					
Salaries		\$536,819	-	\$268,410	\$268,410
Benefits		\$150,865	-	\$75,433	\$75,433
<b>Wages and Benefits Subtotal</b>		<b>\$687,684</b>	<b>-</b>	<b>\$343,842</b>	<b>\$343,842</b>
<b>Services and Supplies</b>					
	<b>Dist</b>				
Printing	SAL	\$11,300	-	\$5,650	\$5,650
Advertising	SAL	\$2,000	-	\$1,000	\$1,000
Postage	SAL	\$5,000	-	\$2,500	\$2,500
Department Supplies	SAL	\$6,000	-	\$3,000	\$3,000
Memberships	SAL	\$9,000	-	\$4,500	\$4,500
General Liability Interna	SAL	\$8,000	-	\$4,000	\$4,000
Books	SAL	\$500	-	\$250	\$250
Periodicals	SAL	\$1,000	-	\$500	\$500
Miscellaneous	SAL	\$60,000	-	\$30,000	\$30,000
IT Internal Service Chrg	SAL	\$55,269	-	\$27,635	\$27,635
IT Capital Internal Svc Chrg	SAL	\$4,971	-	\$2,486	\$2,486
Gas and Electric	SAL	\$13,800	-	\$6,900	\$6,900
Telephone & Alarms	SAL	\$500	-	\$250	\$250
Administrative Services-Consu	SAL	\$50,000	-	\$25,000	\$25,000
Contract Services	SAL	\$475,000	-	\$237,500	\$237,500
Citywide Training	SAL	\$16,000	-	\$8,000	\$8,000
Legal	SAL	\$20,000	-	\$10,000	\$10,000
Office Equipment	SAL	\$2,000	-	\$1,000	\$1,000
Non-Fixed Asset Equipment	SAL	\$1,000	-	\$500	\$500
Mileage	SAL	\$50	-	\$25	\$25

**702-001 City Admin (Manager)  
 Schedule 5.3**

Schedule of costs to be allocated (continued)

		Amount	General & Admin	Citywide Support (FTE)	Citywides Support (EXP)
Transportation Fares	SAL	\$500	-	\$250	\$250
Meetings & Seminars	SAL	\$35,000	-	\$17,500	\$17,500
<b>Services and Supplies Subtotal</b>		<b>\$776,890</b>	-	<b>\$388,445</b>	<b>\$388,445</b>
<b>Cost Adjustments</b>					
<b>Cost Adjustments Subtotal</b>		-	-	-	-
<b>Reallocate Admin</b>					
<b>Functional Costs</b>		<b>\$1,464,574</b>	-	<b>\$732,287</b>	<b>\$732,287</b>

702-001 City Admin (Manager)  
Schedule 5.4

Service to Service Costs

Department	First Incoming	Second Incoming	Citywide Support (FTE)	Citywides Support (EXP)
DEP Depreciation	\$439,372	-	\$219,686	\$219,686
701-001 City Council	\$52,357	-	\$26,179	\$26,179
701-001 City Council	-	\$7,093	\$3,547	\$3,547
703-001 City Clerk	\$60,532	-	\$30,266	\$30,266
703-001 City Clerk	-	\$6,372	\$3,186	\$3,186
705-001 Finance	\$62,031	-	\$31,015	\$31,015
705-001 Finance	-	\$3,900	\$1,950	\$1,950
702-001 City Admin (Manager)	-	\$22,413	\$11,207	\$11,207
709-001 City Attorney	-	\$5,877	\$2,939	\$2,939
708-001 HR	-	\$29,749	\$14,875	\$14,875
205-001 Facilities Mtce	-	\$64,770	\$32,385	\$32,385
<b>Subtotals</b>	\$614,293	\$140,174	\$377,234	\$377,234
<b>Functional Costs</b>	\$1,464,574		\$732,287	\$732,287
<b>Total Allocated Costs</b>	\$2,219,041		\$1,109,521	\$1,109,521

Default Salary Distribution

702-001 City Admin (Manager)  
Schedule 5.5.1

Detail Allocations - Citywide Support (FTE)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	0.570%	\$5,928	-	\$5,928	-	\$5,928
703-001 City Clerk	2	0.228%	\$2,371	-	\$2,371	-	\$2,371
705-001 Finance	12	1.369%	\$14,227	-	\$14,227	-	\$14,227
702-001 City Admin (Manager)	7	0.798%	\$8,299	-	\$8,299	-	\$8,299
709-001 City Attorney	3	0.342%	\$3,557	-	\$3,557	\$247	\$3,804
708-001 HR	9.5	1.084%	\$11,263	-	\$11,263	\$783	\$12,046
205-001 Facilities Mtce	12.5	1.426%	\$14,819	-	\$14,819	\$1,030	\$15,849
205-002 Fields/Grounds Mtce	14.5	1.654%	\$17,191	-	\$17,191	\$1,195	\$18,386
101-001 Patrol	49.5	5.646%	\$58,685	-	\$58,685	\$4,078	\$62,763
102-001 Special Operations	9	1.027%	\$10,670	-	\$10,670	\$741	\$11,411
103-001 Communications	11	1.255%	\$13,041	-	\$13,041	\$906	\$13,947
104-001 Traffic and School Safety Administration	12	1.369%	\$14,227	-	\$14,227	\$989	\$15,216
203-001 Transportation Management	38	4.334%	\$45,051	-	\$45,051	\$3,131	\$48,182
205-003 Vehicle Mtce	7.5	0.855%	\$8,892	-	\$8,892	\$618	\$9,510
205-004 City Tree Mtce	17.5	1.996%	\$20,747	-	\$20,747	\$1,442	\$22,189
205-005 Streets Mtce	14.5	1.654%	\$17,191	-	\$17,191	\$1,195	\$18,386
206-002 Stormwater	13.5	1.540%	\$16,005	-	\$16,005	\$1,112	\$17,117
208-001 Right-of-Way	21.5	2.452%	\$25,489	-	\$25,489	\$1,771	\$27,260
208-002 Transportation Demand Mgmt	22.5	2.566%	\$26,675	-	\$26,675	\$1,854	\$28,529
310-001 Seniors	8.75	0.998%	\$10,374	-	\$10,374	\$721	\$11,095
310-002 Pre-School Child Care	41	4.676%	\$48,608	-	\$48,608	\$3,378	\$51,986
310-003 Peninsula Partnership	2	0.228%	\$2,371	-	\$2,371	\$165	\$2,536
310-004 School-Age Child Care	15.75	1.796%	\$18,672	-	\$18,672	\$1,298	\$19,970
310-006 Neighborhood Services	8.75	0.998%	\$10,374	-	\$10,374	\$721	\$11,095
311-001 Youth Sports	8	0.912%	\$9,484	-	\$9,484	\$659	\$10,143
311-002 Adult Sports	7	0.798%	\$8,299	-	\$8,299	\$577	\$8,876
311-003 Gymnastics	16	1.825%	\$18,969	-	\$18,969	\$1,318	\$20,287
311-004 Aquatics	8	0.912%	\$9,484	-	\$9,484	\$659	\$10,143

702-001 City Admin (Manager)  
Schedule 5.5.1

Detail Allocations - Citywide Support (FTE) (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	9.75	1.112%	\$11,559	-	\$11,559	\$803	\$12,362
311-006 Events & Concerts	10	1.141%	\$11,856	-	\$11,856	\$824	\$12,680
311-007 Community Facilities Services	9	1.027%	\$10,670	-	\$10,670	\$741	\$11,411
401-001 Library	11.5	1.312%	\$13,634	-	\$13,634	\$947	\$14,581
501-001 Increase Supply of Affordable	1	0.114%	\$1,186	-	\$1,186	\$82	\$1,268
601-001 Planning	17	1.939%	\$20,154	-	\$20,154	\$1,401	\$21,555
602-001 Building	11.75	1.340%	\$13,930	-	\$13,930	\$968	\$14,898
710-001 Business Development	2	0.228%	\$2,371	-	\$2,371	\$165	\$2,536
711-001 Office of Sustainability	11	1.255%	\$13,041	-	\$13,041	\$906	\$13,947
020-801 Rec-In-Lieu Fund	10	1.141%	\$11,856	-	\$11,856	\$824	\$12,680
020-809 Bayfront Pk. Mt. Operation	6	0.684%	\$7,113	-	\$7,113	\$494	\$7,607
040-451 CA Literacy Grant	0.5	0.057%	\$593	-	\$593	\$41	\$634
040-710 Traffic Impact Fees	66	7.528%	\$78,246	-	\$78,246	\$5,437	\$83,683
040-753-0200 Garbage Service Fund - PW	7	0.798%	\$8,299	-	\$8,299	\$577	\$8,876
040-753-0700 Garbage Service Fund - AS	3	0.342%	\$3,557	-	\$3,557	\$247	\$3,804
040-754 Marsh Rd Landfill at Bayfront	4	0.456%	\$4,742	-	\$4,742	\$330	\$5,072
040-758-0200 Downtown Parking Permits - PW	5	0.570%	\$5,928	-	\$5,928	\$412	\$6,340
040-832-0600 BMR Housing-Residential/Commerl -	1	0.114%	\$1,186	-	\$1,186	\$82	\$1,268
040-832-0700 BMR Housing-Residential/Commerl -	3	0.342%	\$3,557	-	\$3,557	\$247	\$3,804
040-834-0201 County Transp Tax Fund	9	1.027%	\$10,670	-	\$10,670	\$741	\$11,411
040-834-0203 Transportation Fund	26	2.965%	\$30,824	-	\$30,824	\$2,142	\$32,966
040-835-0200 Highway Users Tax Fund - PW	7	0.798%	\$8,299	-	\$8,299	\$577	\$8,876
040-838 Landscaping/Tree Assesment	23	2.623%	\$27,268	-	\$27,268	\$1,895	\$29,163
040-839 Sidewalk Assesment	5	0.570%	\$5,928	-	\$5,928	\$412	\$6,340
040-841-0200 Storm Water Mgmt Fund (NPDES) -	25	2.851%	\$29,639	-	\$29,639	\$2,060	\$31,699
040-843 Construction Impact Fee Fund	13	1.483%	\$15,412	-	\$15,412	\$1,071	\$16,483
050-845 Measure T - 02 GO Bonds	1	0.114%	\$1,186	-	\$1,186	\$82	\$1,268
050-851-0200 Capital Improvement Fund - PW	97.75	11.149%	\$115,888	-	\$115,888	\$8,053	\$123,941
050-851-0600 Capital Improvement Fund - CD	8	0.912%	\$9,484	-	\$9,484	\$659	\$10,143
060-855 Water Reservoirs Capital Proj	39.5	4.505%	\$46,829	-	\$46,829	\$3,254	\$50,083

**702-001 City Admin (Manager)  
 Schedule 5.5.1**

**Detail Allocations - Citywide Support (FTE) (continued)**

<b>Department</b>	<b>Allocation Units</b>	<b>Allocation Percent</b>	<b>1st Allocation</b>	<b>Direct Billed</b>	<b>Department Allocation</b>	<b>2nd Allocation</b>	<b>Total</b>
060-861-0200 Water Fund - PW	32.75	3.735%	\$38,827	-	\$38,827	\$2,698	\$41,525
060-861-0700 Water Fund - AS	4	0.456%	\$4,742	-	\$4,742	\$330	\$5,072
<b>Subtotals</b>	876.75	100.000%	\$1,039,433	-	\$1,039,433	\$70,087	\$1,109,521
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$1,039,433		\$1,109,521

**Allocation Basis: # of FTE per dept/fund**

702-001 City Admin (Manager)  
Schedule 5.5.2

Detail Allocations - Citywides Support (EXP)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	493,746	0.428%	\$4,445	-	\$4,445	-	\$4,445
703-001 City Clerk	452,753	0.392%	\$4,076	-	\$4,076	-	\$4,076
705-001 Finance	1,631,409	1.413%	\$14,688	-	\$14,688	-	\$14,688
702-001 City Admin (Manager)	1,567,733	1.358%	\$14,114	-	\$14,114	-	\$14,114
709-001 City Attorney	606,448	0.525%	\$5,460	-	\$5,460	\$382	\$5,842
708-001 HR	1,192,494	1.033%	\$10,736	-	\$10,736	\$751	\$11,487
205-001 Facilities Mtce	1,703,800	1.476%	\$15,339	-	\$15,339	\$1,073	\$16,412
205-002 Fields/Grounds Mtce	1,750,455	1.516%	\$15,759	-	\$15,759	\$1,102	\$16,861
101-001 Patrol	11,049,079	9.570%	\$99,474	-	\$99,474	\$6,957	\$106,431
102-001 Special Operations	2,750,812	2.383%	\$24,765	-	\$24,765	\$1,732	\$26,497
103-001 Communications	1,625,172	1.408%	\$14,631	-	\$14,631	\$1,023	\$15,654
104-001 Traffic and School Safety Administration	2,846,366	2.465%	\$25,626	-	\$25,626	\$1,792	\$27,418
203-001 Transportation Management	1,082,075	0.937%	\$9,742	-	\$9,742	\$681	\$10,423
205-003 Vehicle Mtce	523,716	0.454%	\$4,715	-	\$4,715	\$330	\$5,045
205-004 City Tree Mtce	551,793	0.478%	\$4,968	-	\$4,968	\$347	\$5,315
205-005 Streets Mtce	1,567,673	1.358%	\$14,114	-	\$14,114	\$987	\$15,101
206-002 Stormwater	512,974	0.444%	\$4,618	-	\$4,618	\$323	\$4,941
208-001 Right-of-Way	956,559	0.829%	\$8,612	-	\$8,612	\$602	\$9,214
208-002 Transportation Demand Mgmt	1,388,860	1.203%	\$12,504	-	\$12,504	\$875	\$13,379
310-001 Seniors	562,625	0.487%	\$5,065	-	\$5,065	\$354	\$5,419
310-002 Pre-School Child Care	2,592,612	2.246%	\$23,341	-	\$23,341	\$1,632	\$24,973
310-003 Peninsula Partnership	38,526	0.033%	\$347	-	\$347	\$24	\$371
310-004 School-Age Child Care	759,717	0.658%	\$6,840	-	\$6,840	\$478	\$7,318
310-006 Neighborhood Services	561,414	0.486%	\$5,054	-	\$5,054	\$354	\$5,408
311-001 Youth Sports	535,054	0.463%	\$4,817	-	\$4,817	\$337	\$5,154
311-002 Adult Sports	362,656	0.314%	\$3,265	-	\$3,265	\$228	\$3,493
311-003 Gymnastics	1,105,475	0.957%	\$9,953	-	\$9,953	\$696	\$10,649
311-004 Aquatics	346,854	0.300%	\$3,123	-	\$3,123	\$218	\$3,341

702-001 City Admin (Manager)  
Schedule 5.5.2

Detail Allocations - Citywides Support (EXP) (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	911,043	0.789%	\$8,202	-	\$8,202	\$574	\$8,776
311-006 Events & Concerts	408,569	0.354%	\$3,678	-	\$3,678	\$257	\$3,935
311-007 Community Facilities Services	247,745	0.215%	\$2,230	-	\$2,230	\$156	\$2,386
401-001 Library	3,005,213	2.603%	\$27,056	-	\$27,056	\$1,892	\$28,948
501-001 Increase Supply of Affordable	98,259	0.085%	\$885	-	\$885	\$62	\$947
601-001 Planning	3,078,766	2.667%	\$27,718	-	\$27,718	\$1,939	\$29,657
602-001 Building	3,551,603	3.076%	\$31,975	-	\$31,975	\$2,236	\$34,211
705-007 General Finance	3,150,268	2.729%	\$28,362	-	\$28,362	\$1,984	\$30,346
710-001 Business Development	496,620	0.430%	\$4,471	-	\$4,471	\$313	\$4,784
711-001 Office of Sustainability	195,225	0.169%	\$1,758	-	\$1,758	\$123	\$1,881
020-505 Vintage Oaks Landscape Mtce	12,154	0.011%	\$109	-	\$109	\$8	\$117
020-506 Sharon Hills Park	13,000	0.011%	\$117	-	\$117	\$8	\$125
020-801 Rec-In-Lieu Fund	1,056,334	0.915%	\$9,510	-	\$9,510	\$665	\$10,175
020-809 Bayfront Pk. Mt. Operation	118,041	0.102%	\$1,063	-	\$1,063	\$74	\$1,137
020-813 Frances Mack Trust	15,167	0.013%	\$137	-	\$137	\$10	\$147
020-824 Library Donations	54,216	0.047%	\$488	-	\$488	\$34	\$522
040-451 CA Literacy Grant	218,510	0.189%	\$1,967	-	\$1,967	\$138	\$2,105
040-452 Public Library Fund	14,942	0.013%	\$135	-	\$135	\$9	\$144
040-706 Suppl Law Enforc Svc FD (COPS)	104,300	0.090%	\$939	-	\$939	\$66	\$1,005
040-710 Traffic Impact Fees	2,952,001	2.557%	\$26,577	-	\$26,577	\$1,859	\$28,436
040-713 Storm Drainage	100,000	0.087%	\$900	-	\$900	\$63	\$963
040-753-0200 Garbage Service Fund - PW	135,389	0.117%	\$1,219	-	\$1,219	\$85	\$1,304
040-753-0700 Garbage Service Fund - AS	318,618	0.276%	\$2,869	-	\$2,869	\$201	\$3,070
040-754 Marsh Rd Landfill at Bayfront	1,288,942	1.116%	\$11,604	-	\$11,604	\$812	\$12,416
040-758-0100 Downtown Parking Permits - PD	21,400	0.019%	\$193	-	\$193	\$13	\$206
040-758-0200 Downtown Parking Permits - PW	181,840	0.157%	\$1,637	-	\$1,637	\$114	\$1,751
040-714 Shuttle Program	976,636	0.846%	\$8,793	-	\$8,793	\$615	\$9,408
040-832 Housing Fund	13,284	0.012%	\$120	-	\$120	\$8	\$128
040-832-0700 BMR Housing-Residential/Commerl -	178,182	0.154%	\$1,604	-	\$1,604	\$112	\$1,716
040-834-0201 County Transp Tax Fund	61,268	0.053%	\$552	-	\$552	\$39	\$591



702-001 City Admin (Manager)  
Schedule 5.5.2

Detail Allocations - Citywides Support (EXP) (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
040-834-0203 Transportation Fund	574,744	0.498%	\$5,174	-	\$5,174	\$362	\$5,536
040-835-0200 Highway Users Tax Fund - PW	1,372,301	1.189%	\$12,355	-	\$12,355	\$864	\$13,219
040-837 Comm Devel Block Grant	10,000	0.009%	\$90	-	\$90	\$6	\$96
040-838 Landscaping/Tree Assesment	927,811	0.804%	\$8,353	-	\$8,353	\$584	\$8,937
040-839 Sidewalk Assesment	236,076	0.204%	\$2,125	-	\$2,125	\$149	\$2,274
040-840 Measure M	145,000	0.126%	\$1,305	-	\$1,305	\$91	\$1,396
040-841-0200 Storm Water Mgmt Fund (NPDES) -	396,519	0.343%	\$3,570	-	\$3,570	\$250	\$3,820
040-841-0700 Storm Water Mgmt Fund (NPDES) -	15,093	0.013%	\$136	-	\$136	\$10	\$146
040-842 Traffic Congestion Relief-2928	2,000	0.002%	\$18	-	\$18	\$1	\$19
040-843 Construction Impact Fee Fund	6,493,732	5.624%	\$58,463	-	\$58,463	\$4,089	\$62,552
050-845 Measure T - 02 GO Bonds	24,987	0.022%	\$225	-	\$225	\$16	\$241
050-851-0200 Capital Improvement Fund - PW	18,661,963	16.164%	\$168,013	-	\$168,013	\$11,751	\$179,764
050-851-0600 Capital Improvement Fund - CD	6,135	0.005%	\$55	-	\$55	\$4	\$59
050-853-0400 Library Addition - Lib	40,000	0.035%	\$360	-	\$360	\$25	\$385
060-855 Water Reservoirs Capital Proj	7,662,650	6.637%	\$68,987	-	\$68,987	\$4,825	\$73,812
060-861-0200 Water Fund - PW	7,871,268	6.818%	\$70,865	-	\$70,865	\$4,956	\$75,821
060-861-0700 Water Fund - AS	946,297	0.820%	\$8,519	-	\$8,519	\$596	\$9,115
090-101 Worker's Compensation Fund	1,170,488	1.014%	\$10,538	-	\$10,538	\$737	\$11,275
090-102 Liability/Fire Insurance Fund	657,140	0.569%	\$5,916	-	\$5,916	\$414	\$6,330
090-103 Other Post Employment Benefits	1,052,000	0.911%	\$9,471	-	\$9,471	\$662	\$10,133
090-104 IT Services	2,484,070	2.152%	\$22,364	-	\$22,364	\$1,564	\$23,928
090-507 Vehicle Replacement Fund	605,200	0.524%	\$5,449	-	\$5,449	\$381	\$5,830
000 All Other	2,755	0.002%	\$25	-	\$25	\$2	\$27
2nd Alloc Remains	-	-	-	-	-	\$1	\$1
<b>Subtotals</b>	115,454,614	100.000%	\$1,039,433	-	\$1,039,433	\$70,087	\$1,109,521
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$1,039,433		\$1,109,521

Allocation Basis: Expenditures per dept/fund

702-001 City Admin (Manager)  
Schedule 5.6

Summary of Allocated Costs

Department	Total	Citywide Support (FTE)	Citywides Support (EXP)
701-001 City Council	\$10,373	\$5,928	\$4,445
703-001 City Clerk	\$6,447	\$2,371	\$4,076
705-001 Finance	\$28,914	\$14,227	\$14,688
702-001 City Admin (Manager)	\$22,413	\$8,299	\$14,114
709-001 City Attorney	\$9,645	\$3,804	\$5,842
708-001 HR	\$23,533	\$12,046	\$11,487
205-001 Facilities Mtce	\$32,262	\$15,849	\$16,412
<b>Subtotal for CSD</b>	<b>\$133,587</b>	<b>\$62,523</b>	<b>\$71,064</b>
205-002 Fields/Grounds Mtce	\$35,247	\$18,386	\$16,861
101-001 Patrol	\$169,194	\$62,763	\$106,431
102-001 Special Operations	\$37,908	\$11,411	\$26,497
103-001 Communications	\$29,601	\$13,947	\$15,654
104-001 Traffic and School Safety Administration	\$42,633	\$15,216	\$27,418
203-001 Transportation Management	\$58,605	\$48,182	\$10,423
205-003 Vehicle Mtce	\$14,555	\$9,510	\$5,045
205-004 City Tree Mtce	\$27,504	\$22,189	\$5,315
205-005 Streets Mtce	\$33,486	\$18,386	\$15,101
206-002 Stormwater	\$22,058	\$17,117	\$4,941
208-001 Right-of-Way	\$36,474	\$27,260	\$9,214
208-002 Transportation Demand Mgmt	\$41,908	\$28,529	\$13,379
310-001 Seniors	\$16,514	\$11,095	\$5,419
310-002 Pre-School Child Care	\$76,959	\$51,986	\$24,973
310-003 Peninsula Partnership	\$2,907	\$2,536	\$371
310-004 School-Age Child Care	\$27,288	\$19,970	\$7,318
310-006 Neighborhood Services	\$16,503	\$11,095	\$5,408
311-001 Youth Sports	\$15,297	\$10,143	\$5,154

702-001 City Admin (Manager)  
Schedule 5.6

Summary of Allocated Costs (continued)

Department	Total	Citywide Support (FTE)	Citywides Support (EXP)
311-002 Adult Sports	\$12,369	\$8,876	\$3,493
311-003 Gymnastics	\$30,935	\$20,287	\$10,649
311-004 Aquatics	\$13,484	\$10,143	\$3,341
311-005 Contract Classes	\$21,138	\$12,362	\$8,776
311-006 Events & Concerts	\$16,615	\$12,680	\$3,935
311-007 Community Facilities Services	\$13,797	\$11,411	\$2,386
401-001 Library	\$43,529	\$14,581	\$28,948
501-001 Increase Supply of Affordable	\$2,214	\$1,268	\$947
601-001 Planning	\$51,212	\$21,555	\$29,657
602-001 Building	\$49,109	\$14,898	\$34,211
705-007 General Finance	\$30,346	-	\$30,346
710-001 Business Development	\$7,320	\$2,536	\$4,784
711-001 Office of Sustainability	\$15,828	\$13,947	\$1,881
020-505 Vintage Oaks Landscape Mtce	\$117	-	\$117
020-506 Sharon Hills Park	\$125	-	\$125
020-801 Rec-In-Lieu Fund	\$22,855	\$12,680	\$10,175
020-809 Bayfront Pk. Mt. Operation	\$8,744	\$7,607	\$1,137
020-813 Frances Mack Trust	\$147	-	\$147
020-824 Library Donations	\$522	-	\$522
040-451 CA Literacy Grant	\$2,739	\$634	\$2,105
040-452 Public Library Fund	\$144	-	\$144
040-706 Suppl Law Enforc Svc FD (COPS)	\$1,005	-	\$1,005
040-710 Traffic Impact Fees	\$112,119	\$83,683	\$28,436
040-713 Storm Drainage	\$963	-	\$963
040-753-0200 Garbage Service Fund - PW	\$10,180	\$8,876	\$1,304
040-753-0700 Garbage Service Fund - AS	\$6,873	\$3,804	\$3,070
040-754 Marsh Rd Landfill at Bayfront	\$17,489	\$5,072	\$12,416
040-758-0100 Downtown Parking Permits - PD	\$206	-	\$206
040-758-0200 Downtown Parking Permits - PW	\$8,091	\$6,340	\$1,751
040-714 Shuttle Program	\$9,408	-	\$9,408

702-001 City Admin (Manager)  
Schedule 5.6

Summary of Allocated Costs (continued)

Department	Total	Citywide Support (FTE)	Citywides Support (EXP)
040-832 Housing Fund	\$128	-	\$128
040-832-0600 BMR Housing-Residential/Commerl -	\$1,268	\$1,268	-
040-832-0700 BMR Housing-Residential/Commerl -	\$5,520	\$3,804	\$1,716
040-834-0201 County Transp Tax Fund	\$12,002	\$11,411	\$591
040-834-0203 Transportation Fund	\$38,503	\$32,966	\$5,536
040-835-0200 Highway Users Tax Fund - PW	\$22,095	\$8,876	\$13,219
040-837 Comm Devel Block Grant	\$96	-	\$96
040-838 Landscaping/Tree Assesment	\$38,100	\$29,163	\$8,937
040-839 Sidewalk Assesment	\$8,614	\$6,340	\$2,274
040-840 Measure M	\$1,396	-	\$1,396
040-841-0200 Storm Water Mgmt Fund (NPDES) -	\$35,519	\$31,699	\$3,820
040-841-0700 Storm Water Mgmt Fund (NPDES) -	\$146	-	\$146
040-842 Traffic Congestion Relief-2928	\$19	-	\$19
040-843 Construction Impact Fee Fund	\$79,035	\$16,483	\$62,552
050-845 Measure T - 02 GO Bonds	\$1,509	\$1,268	\$241
050-851-0200 Capital Improvement Fund - PW	\$303,705	\$123,941	\$179,764
050-851-0600 Capital Improvement Fund - CD	\$10,203	\$10,143	\$59
050-853-0400 Library Addition - Lib	\$385	-	\$385
060-855 Water Reservoirs Capital Proj	\$123,895	\$50,083	\$73,812
060-861-0200 Water Fund - PW	\$117,346	\$41,525	\$75,821
060-861-0700 Water Fund - AS	\$14,188	\$5,072	\$9,115
090-101 Worker's Compensation Fund	\$11,275	-	\$11,275
090-102 Liability/Fire Insurance Fund	\$6,330	-	\$6,330
090-103 Other Post Employment Benefits	\$10,133	-	\$10,133
090-104 IT Services	\$23,928	-	\$23,928
090-507 Vehicle Replacement Fund	\$5,830	-	\$5,830
000 All Other	\$27	-	\$27
2nd Alloc Remains	\$1	-	\$1
<b>Totals</b>	<b>\$2,219,044</b>	<b>\$1,109,523</b>	<b>\$1,109,520</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$2,219,044</b>	<b>\$1,109,523</b>	<b>\$1,109,520</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$133,587)</b>	<b>(\$62,523)</b>	<b>(\$71,064)</b>
<b>Total Receiving Department Allocation</b>	<b>\$2,085,456</b>	<b>\$1,047,000</b>	<b>\$1,038,456</b>

709-001 City Attorney  
Schedule 6.1

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Narratives

The City Attorney is the chief legal officer of the City and performs duties outlined in the municipal code as well as other responsibilities required by the City Council. Pursuant to this authority, the City Attorney's Office is responsible for all legal matters involving the City and oversees the efforts of outside counsel for insured tort defense cases and matters requiring specialized legal expertise.

The City Attorney's Office provides legal advice and representation to the City Council, the City Manager, staff and the various boards and commissions in all areas, including municipal law, land use, public contracting, public records, public meetings, code enforcement, tort liability and municipal finance. The City Attorney provides advice at public meetings, including legislative and quasi-judicial hearings of the City Council. The City Attorney's office prepares legal opinions, contracts, intergovernmental agreements, ordinances and resolutions, and handles real property transactions.

**General Attorney -** Allocates the cost of General Attorney based on expenditures per department citywide.

**Direct Support -** Allocates the cost of Direct support directly to department supported based on billings by department.

**709-001 City Attorney  
 Schedule 6.2**

**Labor Distribution Summary**

<b>Staff Name</b>	<b>Salary</b>	<b>General Admin</b>	<b>General Attorney</b>	<b>Direct Support</b>
City Attorney, WM	\$77,705	-	-	-
<b>Total</b>	<b>\$77,705</b>	-	-	-
<b>Total Percentage</b>	<b>100.000%</b>	-	-	-

709-001 City Attorney  
Schedule 6.3

Schedule of costs to be allocated

	Amount	General & Admin	General Attorney	Direct Support
<i>Total %</i>		-	100.000%	-
<b>Wages and Benefits</b>				
Salaries	\$110,400	-	\$110,400	-
Benefits	\$51,395	-	\$51,395	-
<b>Wages and Benefits Subtotal</b>	<b>\$161,795</b>	<b>-</b>	<b>\$161,795</b>	<b>-</b>
<b>Services and Supplies</b>	<b>Dist</b>			
General Liability Internal Svc	SAL \$1,200	-	\$1,200	-
Legal	PROP \$435,000	-	\$112,985	\$322,015
<b>Services and Supplies Subtotal</b>	<b>\$436,200</b>	<b>-</b>	<b>\$114,185</b>	<b>\$322,015</b>
<b>Cost Adjustments</b>				
<b>Cost Adjustments Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reallocate Admin		-	-	-
<b>Functional Costs</b>	<b>\$597,995</b>	<b>-</b>	<b>\$275,980</b>	<b>\$322,015</b>

709-001 City Attorney  
Schedule 6.4

Service to Service Costs

Department	First Incoming	Second Incoming	General Attorney	Direct Support
705-001 Finance	\$7,054	-	\$3,256	\$3,799
705-001 Finance	-	\$432	\$199	\$233
702-001 City Admin (Manager)	\$9,016	-	\$4,161	\$4,855
702-001 City Admin (Manager)	-	\$629	\$290	\$339
709-001 City Attorney	-	\$1,489	\$687	\$802
708-001 HR	-	\$2,082	\$961	\$1,121
<b>Subtotals</b>	<b>\$16,071</b>	<b>\$4,632</b>	<b>\$9,554</b>	<b>\$11,148</b>
<b>Functional Costs</b>	<b>\$597,995</b>		<b>\$275,980</b>	<b>\$322,015</b>
<b>Total Allocated Costs</b>	<b>\$618,698</b>		<b>\$285,534</b>	<b>\$333,163</b>

Default Expenditure Distribution



709-001 City Attorney  
Schedule 6.5.1

Detail Allocations - General Attorney

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	493,746	0.428%	\$1,212	-	\$1,212	-	\$1,212
703-001 City Clerk	452,753	0.392%	\$1,111	-	\$1,111	-	\$1,111
705-001 Finance	1,631,409	1.413%	\$4,004	-	\$4,004	-	\$4,004
702-001 City Admin (Manager)	1,567,733	1.358%	\$3,848	-	\$3,848	-	\$3,848
709-001 City Attorney	606,448	0.525%	\$1,489	-	\$1,489	-	\$1,489
708-001 HR	1,192,494	1.033%	\$2,927	-	\$2,927	\$23	\$2,950
205-001 Facilities Mtce	1,703,800	1.476%	\$4,182	-	\$4,182	\$33	\$4,215
205-002 Fields/Grounds Mtce	1,750,455	1.516%	\$4,297	-	\$4,297	\$34	\$4,331
101-001 Patrol	11,049,079	9.570%	\$27,121	-	\$27,121	\$213	\$27,334
102-001 Special Operations	2,750,812	2.383%	\$6,752	-	\$6,752	\$53	\$6,805
103-001 Communications	1,625,172	1.408%	\$3,989	-	\$3,989	\$31	\$4,020
104-001 Traffic and School Safety Administration	2,846,366	2.465%	\$6,987	-	\$6,987	\$55	\$7,042
203-001 Transportation Management	1,082,075	0.937%	\$2,656	-	\$2,656	\$21	\$2,677
205-003 Vehicle Mtce	523,716	0.454%	\$1,286	-	\$1,286	\$10	\$1,296
205-004 City Tree Mtce	551,793	0.478%	\$1,354	-	\$1,354	\$11	\$1,365
205-005 Streets Mtce	1,567,673	1.358%	\$3,848	-	\$3,848	\$30	\$3,878
206-002 Stormwater	512,974	0.444%	\$1,259	-	\$1,259	\$10	\$1,269
208-001 Right-of-Way	956,559	0.829%	\$2,348	-	\$2,348	\$18	\$2,366
208-002 Transportation Demand Mgmt	1,388,860	1.203%	\$3,409	-	\$3,409	\$27	\$3,436
310-001 Seniors	562,625	0.487%	\$1,381	-	\$1,381	\$11	\$1,392
310-002 Pre-School Child Care	2,592,612	2.246%	\$6,364	-	\$6,364	\$50	\$6,414
310-003 Peninsula Partnership	38,526	0.033%	\$95	-	\$95	\$1	\$96
310-004 School-Age Child Care	759,717	0.658%	\$1,865	-	\$1,865	\$15	\$1,880
310-006 Neighborhood Services	561,414	0.486%	\$1,378	-	\$1,378	\$11	\$1,389
311-001 Youth Sports	535,054	0.463%	\$1,313	-	\$1,313	\$10	\$1,323
311-002 Adult Sports	362,656	0.314%	\$890	-	\$890	\$7	\$897
311-003 Gymnastics	1,105,475	0.957%	\$2,714	-	\$2,714	\$21	\$2,735
311-004 Aquatics	346,854	0.300%	\$851	-	\$851	\$7	\$858

709-001 City Attorney  
Schedule 6.5.1

Detail Allocations - General Attorney (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	911,043	0.789%	\$2,236	-	\$2,236	\$18	\$2,254
311-006 Events & Concerts	408,569	0.354%	\$1,003	-	\$1,003	\$8	\$1,011
311-007 Community Facilities Services	247,745	0.215%	\$608	-	\$608	\$5	\$613
401-001 Library	3,005,213	2.603%	\$7,377	-	\$7,377	\$58	\$7,435
501-001 Increase Supply of Affordable	98,259	0.085%	\$241	-	\$241	\$2	\$243
601-001 Planning	3,078,766	2.667%	\$7,557	-	\$7,557	\$59	\$7,616
602-001 Building	3,551,603	3.076%	\$8,718	-	\$8,718	\$69	\$8,787
705-007 General Finance	3,150,268	2.729%	\$7,733	-	\$7,733	\$61	\$7,794
710-001 Business Development	496,620	0.430%	\$1,219	-	\$1,219	\$10	\$1,229
711-001 Office of Sustainability	195,225	0.169%	\$479	-	\$479	\$4	\$483
020-505 Vintage Oaks Landscape Mtce	12,154	0.011%	\$30	-	\$30	-	\$30
020-506 Sharon Hills Park	13,000	0.011%	\$32	-	\$32	-	\$32
020-801 Rec-In-Lieu Fund	1,056,334	0.915%	\$2,593	-	\$2,593	\$20	\$2,613
020-809 Bayfront Pk. Mt. Operation	118,041	0.102%	\$290	-	\$290	\$2	\$292
020-813 Frances Mack Trust	15,167	0.013%	\$37	-	\$37	-	\$37
020-824 Library Donations	54,216	0.047%	\$133	-	\$133	\$1	\$134
040-451 CA Literacy Grant	218,510	0.189%	\$536	-	\$536	\$4	\$540
040-452 Public Library Fund	14,942	0.013%	\$37	-	\$37	-	\$37
040-706 Suppl Law Enforc Svc FD (COPS)	104,300	0.090%	\$256	-	\$256	\$2	\$258
040-710 Traffic Impact Fees	2,952,001	2.557%	\$7,246	-	\$7,246	\$57	\$7,303
040-713 Storm Drainage	100,000	0.087%	\$245	-	\$245	\$2	\$247
040-753-0200 Garbage Service Fund - PW	135,389	0.117%	\$332	-	\$332	\$3	\$335
040-753-0700 Garbage Service Fund - AS	318,618	0.276%	\$782	-	\$782	\$6	\$788
040-754 Marsh Rd Landfill at Bayfront	1,288,942	1.116%	\$3,164	-	\$3,164	\$25	\$3,189
040-758-0100 Downtown Parking Permits - PD	21,400	0.019%	\$53	-	\$53	-	\$53
040-758-0200 Downtown Parking Permits - PW	181,840	0.157%	\$446	-	\$446	\$4	\$450
040-714 Shuttle Program	976,636	0.846%	\$2,397	-	\$2,397	\$19	\$2,416
040-832 Housing Fund	13,284	0.012%	\$33	-	\$33	-	\$33
040-832-0700 BMR Housing-Residential/Commerl -	178,182	0.154%	\$437	-	\$437	\$3	\$440
040-834-0201 County Transp Tax Fund	61,268	0.053%	\$150	-	\$150	\$1	\$151

709-001 City Attorney  
Schedule 6.5.1

Detail Allocations - General Attorney (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
040-834-0203 Transportation Fund	574,744	0.498%	\$1,411	-	\$1,411	\$11	\$1,422
040-835-0200 Highway Users Tax Fund - PW	1,372,301	1.189%	\$3,368	-	\$3,368	\$26	\$3,394
040-837 Comm Devel Block Grant	10,000	0.009%	\$25	-	\$25	-	\$25
040-838 Landscaping/Tree Assesment	927,811	0.804%	\$2,277	-	\$2,277	\$18	\$2,295
040-839 Sidewalk Assesment	236,076	0.204%	\$579	-	\$579	\$5	\$584
040-840 Measure M	145,000	0.126%	\$356	-	\$356	\$3	\$359
040-841-0200 Storm Water Mgmt Fund (NPDES) -	396,519	0.343%	\$973	-	\$973	\$8	\$981
040-841-0700 Storm Water Mgmt Fund (NPDES) -	15,093	0.013%	\$37	-	\$37	-	\$37
040-842 Traffic Congestion Relief-2928	2,000	0.002%	\$5	-	\$5	-	\$5
040-843 Construction Impact Fee Fund	6,493,732	5.624%	\$15,940	-	\$15,940	\$125	\$16,065
050-845 Measure T - 02 GO Bonds	24,987	0.022%	\$61	-	\$61	-	\$61
050-851-0200 Capital Improvement Fund - PW	18,661,963	16.164%	\$45,808	-	\$45,808	\$360	\$46,168
050-851-0600 Capital Improvement Fund - CD	6,135	0.005%	\$15	-	\$15	-	\$15
050-853-0400 Library Addition - Lib	40,000	0.035%	\$98	-	\$98	\$1	\$99
060-855 Water Reservoirs Capital Proj	7,662,650	6.637%	\$18,809	-	\$18,809	\$148	\$18,957
060-861-0200 Water Fund - PW	7,871,268	6.818%	\$19,321	-	\$19,321	\$152	\$19,473
060-861-0700 Water Fund - AS	946,297	0.820%	\$2,323	-	\$2,323	\$18	\$2,341
090-101 Worker's Compensation Fund	1,170,488	1.014%	\$2,873	-	\$2,873	\$23	\$2,896
090-102 Liability/Fire Insurance Fund	657,140	0.569%	\$1,613	-	\$1,613	\$13	\$1,626
090-103 Other Post Employment Benefits	1,052,000	0.911%	\$2,582	-	\$2,582	\$20	\$2,602
090-104 IT Services	2,484,070	2.152%	\$6,097	-	\$6,097	\$48	\$6,145
090-507 Vehicle Replacement Fund	605,200	0.524%	\$1,486	-	\$1,486	\$12	\$1,498
000 All Other	2,755	0.002%	\$7	-	\$7	-	\$7
2nd Alloc Remains	-	-	-	-	-	\$2	\$2
<b>Subtotals</b>	115,454,614	100.000%	\$283,397	-	\$283,397	\$2,138	\$285,534
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$283,397		\$285,534

Allocation Basis: Expenditures per dept/fund

709-001 City Attorney  
Schedule 6.5.2

Detail Allocations - Direct Support

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
705-001 Finance	6,426	2.033%	\$6,722	-	\$6,722	-	\$6,722
702-001 City Admin (Manager)	1,940	0.614%	\$2,029	-	\$2,029	-	\$2,029
708-001 HR	84,005	26.573%	\$87,869	-	\$87,869	\$681	\$88,550
101-000 POLICE	691	0.219%	\$723	-	\$723	\$6	\$729
601-000 COMMUNITY DEVELOPMENT	171,163	54.144%	\$179,036	-	\$179,036	\$1,387	\$180,423
000 All Other	51,903	16.418%	\$54,290	-	\$54,290	\$421	\$54,711
<b>Subtotals</b>	316,128	100.000%	\$330,669	-	\$330,669	\$2,494	\$333,163
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$330,669		\$333,163

Allocation Basis: Billings per department

709-001 City Attorney  
Schedule 6.6

Summary of Allocated Costs

Department	Total	General Attorney	Direct Support
701-001 City Council	\$1,212	\$1,212	-
703-001 City Clerk	\$1,111	\$1,111	-
705-001 Finance	\$10,726	\$4,004	\$6,722
702-001 City Admin (Manager)	\$5,877	\$3,848	\$2,029
709-001 City Attorney	\$1,489	\$1,489	-
708-001 HR	\$91,500	\$2,950	\$88,550
205-001 Facilities Mtce	\$4,215	\$4,215	-
<b>Subtotal for CSD</b>	<b>\$116,131</b>	<b>\$18,830</b>	<b>\$97,301</b>
205-002 Fields/Grounds Mtce	\$4,331	\$4,331	-
101-000 POLICE	\$729	-	\$729
101-001 Patrol	\$27,334	\$27,334	-
102-001 Special Operations	\$6,805	\$6,805	-
103-001 Communications	\$4,020	\$4,020	-
104-001 Traffic and School Safety Administration	\$7,042	\$7,042	-
203-001 Transportation Management	\$2,677	\$2,677	-
205-003 Vehicle Mtce	\$1,296	\$1,296	-
205-004 City Tree Mtce	\$1,365	\$1,365	-
205-005 Streets Mtce	\$3,878	\$3,878	-
206-002 Stormwater	\$1,269	\$1,269	-
208-001 Right-of-Way	\$2,366	\$2,366	-
208-002 Transportation Demand Mgmt	\$3,436	\$3,436	-
310-001 Seniors	\$1,392	\$1,392	-
310-002 Pre-School Child Care	\$6,414	\$6,414	-
310-003 Peninsula Partnership	\$96	\$96	-
310-004 School-Age Child Care	\$1,880	\$1,880	-
310-006 Neighborhood Services	\$1,389	\$1,389	-

709-001 City Attorney  
Schedule 6.6

Summary of Allocated Costs (continued)

Department	Total	General Attorney	Direct Support
311-001 Youth Sports	\$1,323	\$1,323	-
311-002 Adult Sports	\$897	\$897	-
311-003 Gymnastics	\$2,735	\$2,735	-
311-004 Aquatics	\$858	\$858	-
311-005 Contract Classes	\$2,254	\$2,254	-
311-006 Events & Concerts	\$1,011	\$1,011	-
311-007 Community Facilities Services	\$613	\$613	-
401-001 Library	\$7,435	\$7,435	-
501-001 Increase Supply of Affordable	\$243	\$243	-
601-000 COMMUNITY DEVELOPMENT	\$180,423	-	\$180,423
601-001 Planning	\$7,616	\$7,616	-
602-001 Building	\$8,787	\$8,787	-
705-007 General Finance	\$7,794	\$7,794	-
710-001 Business Development	\$1,229	\$1,229	-
711-001 Office of Sustainability	\$483	\$483	-
020-505 Vintage Oaks Landscape Mtce	\$30	\$30	-
020-506 Sharon Hills Park	\$32	\$32	-
020-801 Rec-In-Lieu Fund	\$2,613	\$2,613	-
020-809 Bayfront Pk. Mt. Operation	\$292	\$292	-
020-813 Frances Mack Trust	\$37	\$37	-
020-824 Library Donations	\$134	\$134	-
040-451 CA Literacy Grant	\$540	\$540	-
040-452 Public Library Fund	\$37	\$37	-
040-706 Suppl Law Enforc Svc FD (COPS)	\$258	\$258	-
040-710 Traffic Impact Fees	\$7,303	\$7,303	-
040-713 Storm Drainage	\$247	\$247	-
040-753-0200 Garbage Service Fund - PW	\$335	\$335	-
040-753-0700 Garbage Service Fund - AS	\$788	\$788	-
040-754 Marsh Rd Landfill at Bayfront	\$3,189	\$3,189	-
040-758-0100 Downtown Parking Permits - PD	\$53	\$53	-

709-001 City Attorney  
Schedule 6.6

Summary of Allocated Costs (continued)

Department	Total	General Attorney	Direct Support
040-758-0200 Downtown Parking Permits - PW	\$450	\$450	-
040-714 Shuttle Program	\$2,416	\$2,416	-
040-832 Housing Fund	\$33	\$33	-
040-832-0700 BMR Housing-Residential/Commerl -	\$440	\$440	-
040-834-0201 County Transp Tax Fund	\$151	\$151	-
040-834-0203 Transportation Fund	\$1,422	\$1,422	-
040-835-0200 Highway Users Tax Fund - PW	\$3,394	\$3,394	-
040-837 Comm Devel Block Grant	\$25	\$25	-
040-838 Landscaping/Tree Assesment	\$2,295	\$2,295	-
040-839 Sidewalk Assesment	\$584	\$584	-
040-840 Measure M	\$359	\$359	-
040-841-0200 Storm Water Mgmt Fund (NPDES) -	\$981	\$981	-
040-841-0700 Storm Water Mgmt Fund (NPDES) -	\$37	\$37	-
040-842 Traffic Congestion Relief-2928	\$5	\$5	-
040-843 Construction Impact Fee Fund	\$16,065	\$16,065	-
050-845 Measure T - 02 GO Bonds	\$61	\$61	-
050-851-0200 Capital Improvement Fund - PW	\$46,168	\$46,168	-
050-851-0600 Capital Improvement Fund - CD	\$15	\$15	-
050-853-0400 Library Addition - Lib	\$99	\$99	-
060-855 Water Reservoirs Capital Proj	\$18,957	\$18,957	-
060-861-0200 Water Fund - PW	\$19,473	\$19,473	-
060-861-0700 Water Fund - AS	\$2,341	\$2,341	-
090-101 Worker's Compensation Fund	\$2,896	\$2,896	-
090-102 Liability/Fire Insurance Fund	\$1,626	\$1,626	-
090-103 Other Post Employment Benefits	\$2,602	\$2,602	-
090-104 IT Services	\$6,145	\$6,145	-
090-507 Vehicle Replacement Fund	\$1,498	\$1,498	-
000 All Other	\$54,718	\$7	\$54,711
2nd Alloc Remains	\$2	\$2	-
<b>Totals</b>	<b>\$618,699</b>	<b>\$285,535</b>	<b>\$333,164</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$618,699</b>	<b>\$285,535</b>	<b>\$333,164</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$116,131)</b>	<b>(\$18,830)</b>	<b>(\$97,301)</b>
<b>Total Receiving Department Allocation</b>	<b>\$502,568</b>	<b>\$266,705</b>	<b>\$235,863</b>

708-001 HR  
Schedule 7.1

Narratives

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**The human resources division is responsible for the recruitment and retention of a well-qualified and diverse professional workforce that reflects the high standards of the community, maintenance of positive labor relations, management of workforce safety and succession planning initiatives and administration of compensation and benefits programs. Human Resources also implements federal, state and local mandates and requirements related to employment.**

<b>Recruitment -</b>	Allocates the cost of Recruitment based on the number of new recruitments per dept/fund
<b>Benefits -</b>	Allocates the cost of Benefits based on the number of FTE supported.
	Allocates the cost of Workers Comp based on the number of worker's comp claims per dept/fund.
<b>Workers Comp -</b>	
<b>Labor Relations -</b>	Allocates the cost of Labor Relations based on the number of regular employees.
<b>Safety -</b>	Allocates the cost of safety based on the number of FTEs per dept/fund supported.
<b>Training -</b>	Allocates the cost of Training based on the number of FTEs per dept/fund supported.
<b>Employee Relations -</b>	Allocates the cost of Employee Relations based on the number of FTEs citywide.



**Menlo Park  
Full Cost Plan**

**708-001 HR  
Schedule 7.2**

**Labor Distribution Summary**

<b>Staff Name</b>	<b>Salary</b>	<b>General Admin</b>	<b>Recruitment</b>	<b>Benefits</b>	<b>Workers Comp</b>	<b>Labor Relations</b>	<b>Safety</b>	<b>Training</b>
Human Resources Manager, LD	\$116,688	\$40,841	-	-	\$17,503	\$35,006	\$5,834	\$5,834
Management Analyst II, DJ	\$93,802	\$28,141	-	\$18,760	-	\$28,141	-	\$9,380
Human Resources Tech, BT	\$76,762	\$38,381	\$7,676	\$19,190	\$3,838	-	-	\$3,838
HR analyst	\$66,632	-	\$23,321	-	\$9,995	-	\$9,995	\$13,326
Miranda Shum	\$22,972	\$22,412	-	-	-	-	-	-
Pegueros, Nick	\$59,143	\$14,786	-	-	-	\$29,572	-	-
Nightengail, Alicia	\$40,729	-	\$20,364	-	-	-	-	\$10,182
<b>Total</b>	<b>\$476,728</b>	<b>\$144,561</b>	<b>\$51,361</b>	<b>\$37,950</b>	<b>\$31,336</b>	<b>\$92,719</b>	<b>\$15,829</b>	<b>\$42,560</b>
<b>Total Percentage</b>	<b>100.000%</b>	<b>30.324%</b>	<b>10.774%</b>	<b>7.961%</b>	<b>6.573%</b>	<b>19.449%</b>	<b>3.320%</b>	<b>8.928%</b>

**708-001 HR  
 Schedule 7.2**

**Labor Distribution Summary (continued)**

<b>Staff Name</b>	<b>Salary</b>	<b>Employee Relations</b>
Human Resources Manager, LD	\$116,688	\$11,669
Management Analyst II, DJ	\$93,802	\$9,380
Human Resources Tech, BT	\$76,762	\$3,838
HR analyst	\$66,632	\$9,995
Miranda Shum	\$22,972	\$560
Pegueros, Nick	\$59,143	\$14,786
Nightengail, Alicia	\$40,729	\$10,182
<b>Total</b>	<b>\$476,728</b>	<b>\$60,410</b>
<b>Total Percentage</b>	<b>100.000%</b>	<b>12.672%</b>

708-001 HR  
Schedule 7.3

Schedule of costs to be allocated

		Amount	General & Admin	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
<i>Total %</i>			30.323%	10.774%	7.961%	6.573%	19.449%	3.320%	8.928%
<b>Wages and Benefits</b>									
Salaries		\$476,727	\$144,560	\$51,362	\$37,951	\$31,336	\$92,718	\$15,829	\$42,561
Benefits		\$170,613	\$51,736	\$18,382	\$13,582	\$11,215	\$33,182	\$5,665	\$15,232
<b>Wages and Benefits Subtotal</b>		<b>\$647,340</b>	<b>\$196,296</b>	<b>\$69,743</b>	<b>\$51,533</b>	<b>\$42,551</b>	<b>\$125,901</b>	<b>\$21,494</b>	<b>\$57,793</b>
<b>Services and Supplies</b>									
Legal	SAL	\$160,000	\$48,518	\$17,238	\$12,737	\$10,517	\$31,118	\$5,313	\$14,284
Contract Services	SAL	\$65,000	\$19,710	\$7,003	\$5,174	\$4,273	\$12,642	\$2,158	\$5,803
IT Internal Service Chrg	SAL	\$61,293	\$18,586	\$6,604	\$4,879	\$4,029	\$11,921	\$2,035	\$5,472
Employee Recog & Others	SAL	\$33,000	\$10,007	\$3,555	\$2,627	\$2,169	\$6,418	\$1,096	\$2,946
Citywide Training	SAL	\$28,000	\$8,491	\$3,017	\$2,229	\$1,840	\$5,446	\$930	\$2,500
Employee Training	SAL	\$27,000	\$8,187	\$2,909	\$2,149	\$1,775	\$5,251	\$897	\$2,411
Unemployment Insurance	SAL	\$24,000	\$7,278	\$2,586	\$1,911	\$1,578	\$4,668	\$797	\$2,143
Employee Assistance	SAL	\$20,300	\$6,156	\$2,187	\$1,616	\$1,334	\$3,948	\$674	\$1,812
Advertising	SAL	\$12,000	\$3,639	\$1,293	\$955	\$789	\$2,334	\$398	\$1,071
Meetings & Seminars	SAL	\$12,000	\$3,639	\$1,293	\$955	\$789	\$2,334	\$398	\$1,071
Pre-Employment Physicals	SAL	\$9,000	\$2,729	\$970	\$716	\$592	\$1,750	\$299	\$804
IT Capital Internal Svc Chrg	SAL	\$7,456	\$2,261	\$803	\$594	\$490	\$1,450	\$248	\$666
Department Supplies	SAL	\$5,000	\$1,516	\$539	\$398	\$329	\$972	\$166	\$446
Gas and Electric	SAL	\$4,900	\$1,486	\$528	\$390	\$322	\$953	\$163	\$437
Other Services	SAL	\$4,800	\$1,456	\$517	\$382	\$316	\$934	\$159	\$429
Printing	SAL	\$4,700	\$1,425	\$506	\$374	\$309	\$914	\$156	\$420
Fingerprinting	SAL	\$4,000	\$1,213	\$431	\$318	\$263	\$778	\$133	\$357
General Liability Interna	SAL	\$3,386	\$1,027	\$365	\$270	\$223	\$659	\$112	\$302
Telephone & Alarms	SAL	\$2,900	\$879	\$312	\$231	\$191	\$564	\$96	\$259
Memberships	SAL	\$2,800	\$849	\$302	\$223	\$184	\$545	\$93	\$250

**Menlo Park  
Full Cost Plan**

**708-001 HR  
Schedule 7.3**

Schedule of costs to be allocated (continued)

		Amount	General & Admin	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
Books	SAL	\$600	\$182	\$65	\$48	\$39	\$117	\$20	\$54
Mileage	SAL	\$300	\$91	\$32	\$24	\$20	\$58	\$10	\$27
<b>Services and Supplies Subtotal</b>		<b>\$492,435</b>	<b>\$149,323</b>	<b>\$53,054</b>	<b>\$39,201</b>	<b>\$32,369</b>	<b>\$95,773</b>	<b>\$16,351</b>	<b>\$43,964</b>
<b>Cost Adjustments</b>									
<b>Cost Adjustments Subtotal</b>		-	-	-	-	-	-	-	-
<b>Reallocate Admin</b>			(\$345,619)	\$53,442	\$39,488	\$32,605	\$96,473	\$16,470	\$44,285
<b>Functional Costs</b>		<b>\$1,139,775</b>	-	<b>\$176,239</b>	<b>\$130,222</b>	<b>\$107,524</b>	<b>\$318,147</b>	<b>\$54,315</b>	<b>\$146,042</b>

708-001 HR  
Schedule 7.3

Schedule of costs to be allocated (continued)

		Amount	Employee Relations
<i>Total %</i>			12.672%
<b>Wages and Benefits</b>			
Salaries		\$476,727	\$60,409
Benefits		\$170,613	\$21,620
<b>Wages and Benefits Subtotal</b>		<b>\$647,340</b>	<b>\$82,029</b>
<b>Services and Supplies</b>			
Legal	SAL	\$160,000	\$20,275
Contract Services	SAL	\$65,000	\$8,237
IT Internal Service Chrg	SAL	\$61,293	\$7,767
Employee Recog & Others	SAL	\$33,000	\$4,182
Citywide Training	SAL	\$28,000	\$3,548
Employee Training	SAL	\$27,000	\$3,421
Unemployment Insurance	SAL	\$24,000	\$3,041
Employee Assistance	SAL	\$20,300	\$2,572
Advertising	SAL	\$12,000	\$1,521
Meetings & Seminars	SAL	\$12,000	\$1,521
Pre-Employment Physicals	SAL	\$9,000	\$1,140
IT Capital Internal Svc Chrg	SAL	\$7,456	\$945
Department Supplies	SAL	\$5,000	\$634
Gas and Electric	SAL	\$4,900	\$621
Other Services	SAL	\$4,800	\$608
Printing	SAL	\$4,700	\$596
Fingerprinting	SAL	\$4,000	\$507
General Liability Interna	SAL	\$3,386	\$429
Telephone & Alarms	SAL	\$2,900	\$367
Memberships	SAL	\$2,800	\$355

**708-001 HR  
 Schedule 7.3**

Schedule of costs to be allocated (continued)

		Amount	Employee Relations
Books	SAL	\$600	\$76
Mileage	SAL	\$300	\$38
<b>Services and Supplies Subtotal</b>		<b>\$492,435</b>	<b>\$62,400</b>
<b>Cost Adjustments</b>			
<b>Cost Adjustments Subtotal</b>		-	-
<b>Reallocate Admin</b>			\$62,856
<b>Functional Costs</b>		<b>\$1,139,775</b>	<b>\$207,285</b>

708-001 HR  
Schedule 7.4

Service to Service Costs

Department	First Incoming	Second Incoming	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
701-001 City Council	\$19,634	-	\$3,036	\$2,243	\$1,852	\$5,480	\$936	\$2,516
701-001 City Council	-	\$2,660	\$411	\$304	\$251	\$742	\$127	\$341
703-001 City Clerk	\$22,700	-	\$3,510	\$2,593	\$2,141	\$6,336	\$1,082	\$2,909
703-001 City Clerk	-	\$2,389	\$369	\$273	\$225	\$667	\$114	\$306
705-001 Finance	\$47,575	-	\$7,356	\$5,436	\$4,488	\$13,280	\$2,267	\$6,096
705-001 Finance	-	\$2,988	\$462	\$341	\$282	\$834	\$142	\$383
702-001 City Admin (Manager)	\$21,999	-	\$3,402	\$2,513	\$2,075	\$6,141	\$1,048	\$2,819
702-001 City Admin (Manager)	-	\$1,534	\$237	\$175	\$145	\$428	\$73	\$197
709-001 City Attorney	\$90,796	-	\$14,039	\$10,374	\$8,566	\$25,344	\$4,327	\$11,634
709-001 City Attorney	-	\$704	\$109	\$80	\$66	\$197	\$34	\$90
708-001 HR	-	\$13,738	\$2,124	\$1,570	\$1,296	\$3,835	\$655	\$1,760
205-001 Facilities Mtce	-	\$17,868	\$2,763	\$2,041	\$1,686	\$4,987	\$851	\$2,289
<b>Subtotals</b>	\$202,704	\$41,880	\$37,819	\$27,944	\$23,074	\$68,271	\$11,655	\$31,339
<b>Functional Costs</b>	\$1,139,775		\$176,239	\$130,222	\$107,524	\$318,147	\$54,315	\$146,042
<b>Total Allocated Costs</b>	\$1,384,359		\$214,059	\$158,166	\$130,598	\$386,419	\$65,971	\$177,381

Default Salary Distribution

708-001 HR  
Schedule 7.4

Service to Service Costs (continued)

Department	First Incoming	Second Incoming	Employee Relations
701-001 City Council	\$19,634	-	\$3,571
701-001 City Council	-	\$2,660	\$484
703-001 City Clerk	\$22,700	-	\$4,128
703-001 City Clerk	-	\$2,389	\$434
705-001 Finance	\$47,575	-	\$8,652
705-001 Finance	-	\$2,988	\$543
702-001 City Admin (Manager)	\$21,999	-	\$4,001
702-001 City Admin (Manager)	-	\$1,534	\$279
709-001 City Attorney	\$90,796	-	\$16,513
709-001 City Attorney	-	\$704	\$128
708-001 HR	-	\$13,738	\$2,498
205-001 Facilities Mtce	-	\$17,868	\$3,249
<b>Subtotals</b>	\$202,704	\$41,880	\$44,481
<b>Functional Costs</b>	\$1,139,775		\$207,285
<b>Total Allocated Costs</b>	\$1,384,359		\$251,766

Default Salary Distribution



708-001 HR  
Schedule 7.5.1

Detail Allocations - Recruitment

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
703-001 City Clerk	1	1.471%	\$3,053	-	\$3,053	-	\$3,053
705-001 Finance	1	1.471%	\$3,053	-	\$3,053	-	\$3,053
702-001 City Admin (Manager)	1	1.471%	\$3,053	-	\$3,053	-	\$3,053
708-001 HR	2	2.941%	\$6,105	-	\$6,105	-	\$6,105
101-000 POLICE	6	8.824%	\$18,316	-	\$18,316	\$617	\$18,933
101-001 Patrol	5	7.353%	\$15,263	-	\$15,263	\$514	\$15,777
201-000 PUBLIC WORKS	14	20.588%	\$42,738	-	\$42,738	\$1,439	\$44,177
301-000 COMMUNITY SERVICES	15	22.059%	\$45,790	-	\$45,790	\$1,542	\$47,332
301-001 Childcare Services	6	8.824%	\$18,316	-	\$18,316	\$617	\$18,933
401-000 LIBRARY	4	5.882%	\$12,211	-	\$12,211	\$411	\$12,622
601-001 Planning	2	2.941%	\$6,105	-	\$6,105	\$206	\$6,311
602-001 Building	6	8.824%	\$18,316	-	\$18,316	\$617	\$18,933
701-000 ADMINISTRATIVE SERVICES	3	4.412%	\$9,158	-	\$9,158	\$308	\$9,466
711-001 Office of Sustainability	2	2.941%	\$6,105	-	\$6,105	\$206	\$6,311
<b>Subtotals</b>	68	100.000%	\$207,583	-	\$207,583	\$6,476	\$214,059
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$207,583		\$214,059

Allocation Basis: # of New Recruitments

708-001 HR  
Schedule 7.5.2

Detail Allocations - Benefits

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	1.916%	\$2,938	-	\$2,938	-	\$2,938
703-001 City Clerk	2	0.766%	\$1,175	-	\$1,175	-	\$1,175
705-001 Finance	8	3.065%	\$4,701	-	\$4,701	-	\$4,701
702-001 City Admin (Manager)	5	1.916%	\$2,938	-	\$2,938	-	\$2,938
709-001 City Attorney	1	0.383%	\$588	-	\$588	-	\$588
708-001 HR	4	1.533%	\$2,351	-	\$2,351	-	\$2,351
101-000 POLICE	13.5	5.172%	\$7,934	-	\$7,934	\$274	\$8,208
101-001 Patrol	45	17.241%	\$26,445	-	\$26,445	\$912	\$27,357
103-001 Communications	11.5	4.406%	\$6,758	-	\$6,758	\$233	\$6,991
201-000 PUBLIC WORKS	44	16.858%	\$25,857	-	\$25,857	\$892	\$26,749
201-001 CP Facility/Field Capital Project	6	2.299%	\$3,526	-	\$3,526	\$122	\$3,648
203-001 Transportation Management	10	3.831%	\$5,877	-	\$5,877	\$203	\$6,080
205-003 Vehicle Mtce	2	0.766%	\$1,175	-	\$1,175	\$41	\$1,216
206-001 Water	3	1.149%	\$1,763	-	\$1,763	\$61	\$1,824
301-000 COMMUNITY SERVICES	2	0.766%	\$1,175	-	\$1,175	\$41	\$1,216
301-001 Childcare Services	27.5	10.536%	\$16,161	-	\$16,161	\$558	\$16,719
311-001 Youth Sports	4.875	1.868%	\$2,865	-	\$2,865	\$99	\$2,964
311-002 Adult Sports	4.875	1.868%	\$2,865	-	\$2,865	\$99	\$2,964
311-003 Gymnastics	11.75	4.502%	\$6,905	-	\$6,905	\$238	\$7,143
401-001 Library	15	5.747%	\$8,815	-	\$8,815	\$304	\$9,119
601-000 COMMUNITY DEVELOPMENT	4	1.533%	\$2,351	-	\$2,351	\$81	\$2,432
601-001 Planning	12	4.598%	\$7,052	-	\$7,052	\$243	\$7,295
602-001 Building	12	4.598%	\$7,052	-	\$7,052	\$243	\$7,295
701-000 ADMINISTRATIVE SERVICES	5	1.916%	\$2,938	-	\$2,938	\$101	\$3,039
711-001 Office of Sustainability	2	0.766%	\$1,175	-	\$1,175	\$41	\$1,216
<b>Subtotals</b>	261	100.000%	\$153,381	-	\$153,381	\$4,785	\$158,166
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$153,381		\$158,166

Allocation Basis: # of FTE supported

**708-001 HR  
Schedule 7.5.3**

**Detail Allocations - Workers Comp**

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
702-001 City Admin (Manager)	1	1.000%	\$1,266	-	\$1,266	-	\$1,266
101-000 POLICE	4.78	4.780%	\$6,054	-	\$6,054	\$191	\$6,245
101-001 Patrol	50.22	50.220%	\$63,602	-	\$63,602	\$2,004	\$65,606
201-000 PUBLIC WORKS	23	23.000%	\$29,129	-	\$29,129	\$918	\$30,047
301-000 COMMUNITY SERVICES	0.32	0.320%	\$405	-	\$405	\$13	\$418
301-001 Childcare Services	13.93	13.930%	\$17,642	-	\$17,642	\$556	\$18,198
311-003 Gymnastics	4.75	4.750%	\$6,016	-	\$6,016	\$190	\$6,206
401-000 LIBRARY	1	1.000%	\$1,266	-	\$1,266	\$40	\$1,306
601-000 COMMUNITY DEVELOPMENT	1	1.000%	\$1,266	-	\$1,266	\$40	\$1,306
<b>Subtotals</b>	100	100.000%	\$126,647	-	\$126,647	\$3,951	\$130,598
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$126,647		\$130,598

**Allocation Basis: # of Workers Comp Claims per dept/fund**

**708-001 HR  
Schedule 7.5.4**

**Detail Allocations - Labor Relations**

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
702-001 City Admin (Manager)	11	4.603%	\$17,247	-	\$17,247	-	\$17,247
101-000 POLICE	64	26.778%	\$100,346	-	\$100,346	\$3,281	\$103,627
201-000 PUBLIC WORKS	63	26.360%	\$98,778	-	\$98,778	\$3,230	\$102,008
301-000 COMMUNITY SERVICES	47	19.665%	\$73,691	-	\$73,691	\$2,410	\$76,101
401-000 LIBRARY	17	7.113%	\$26,654	-	\$26,654	\$872	\$27,526
601-000 COMMUNITY DEVELOPMENT	23	9.623%	\$36,062	-	\$36,062	\$1,179	\$37,241
701-000 ADMINISTRATIVE SERVICES	14	5.858%	\$21,951	-	\$21,951	\$718	\$22,669
<b>Subtotals</b>	<b>239</b>	<b>100.000%</b>	<b>\$374,729</b>	<b>-</b>	<b>\$374,729</b>	<b>\$11,690</b>	<b>\$386,419</b>
<b>Direct Billed</b>						<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>					<b>\$374,729</b>		<b>\$386,419</b>

Allocation Basis: # of Regular EE Headcount

**Menlo Park  
 Full Cost Plan**

**708-001 HR  
 Schedule 7.5.5**

**Detail Allocations - Safety**

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
101-000 POLICE	4	8.696%	\$5,563	-	\$5,563	\$174	\$5,737
201-000 PUBLIC WORKS	18	39.130%	\$25,034	-	\$25,034	\$781	\$25,815
301-000 COMMUNITY SERVICES	10	21.739%	\$13,908	-	\$13,908	\$434	\$14,342
000 All Other	14	30.435%	\$19,471	-	\$19,471	\$607	\$20,078
<b>Subtotals</b>	46	100.000%	\$63,975	-	\$63,975	\$1,996	\$65,971
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$63,975		\$65,971

**Allocation Basis: # of FTE in Safety Training per dept/fund**

708-001 HR  
Schedule 7.5.6

Detail Allocations - Training

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	1.916%	\$3,295	-	\$3,295	-	\$3,295
703-001 City Clerk	2	0.766%	\$1,318	-	\$1,318	-	\$1,318
705-001 Finance	8	3.065%	\$5,272	-	\$5,272	-	\$5,272
702-001 City Admin (Manager)	5	1.916%	\$3,295	-	\$3,295	-	\$3,295
709-001 City Attorney	1	0.383%	\$659	-	\$659	-	\$659
708-001 HR	4	1.533%	\$2,636	-	\$2,636	-	\$2,636
101-000 POLICE	13.5	5.172%	\$8,897	-	\$8,897	\$307	\$9,204
101-001 Patrol	45	17.241%	\$29,658	-	\$29,658	\$1,023	\$30,681
103-001 Communications	11.5	4.406%	\$7,579	-	\$7,579	\$261	\$7,840
201-000 PUBLIC WORKS	44	16.858%	\$28,999	-	\$28,999	\$1,000	\$29,999
201-001 CP Facility/Field Capital Project	6	2.299%	\$3,954	-	\$3,954	\$136	\$4,090
203-001 Transportation Management	10	3.831%	\$6,591	-	\$6,591	\$227	\$6,818
205-003 Vehicle Mtce	2	0.766%	\$1,318	-	\$1,318	\$45	\$1,363
206-001 Water	3	1.149%	\$1,977	-	\$1,977	\$68	\$2,045
301-000 COMMUNITY SERVICES	2	0.766%	\$1,318	-	\$1,318	\$45	\$1,363
301-001 Childcare Services	27.5	10.536%	\$18,124	-	\$18,124	\$625	\$18,749
311-001 Youth Sports	4.875	1.868%	\$3,213	-	\$3,213	\$111	\$3,324
311-002 Adult Sports	4.875	1.868%	\$3,213	-	\$3,213	\$111	\$3,324
311-003 Gymnastics	11.75	4.502%	\$7,744	-	\$7,744	\$267	\$8,011
401-001 Library	15	5.747%	\$9,886	-	\$9,886	\$341	\$10,227
601-000 COMMUNITY DEVELOPMENT	4	1.533%	\$2,636	-	\$2,636	\$91	\$2,727
601-001 Planning	12	4.598%	\$7,909	-	\$7,909	\$273	\$8,182
602-001 Building	12	4.598%	\$7,909	-	\$7,909	\$273	\$8,182
701-000 ADMINISTRATIVE SERVICES	5	1.916%	\$3,295	-	\$3,295	\$114	\$3,409
711-001 Office of Sustainability	2	0.766%	\$1,318	-	\$1,318	\$45	\$1,363
2nd Alloc Remains	-	-	-	-	-	\$3	\$3
<b>Subtotals</b>	261	100.000%	\$172,015	-	\$172,015	\$5,366	\$177,381
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$172,015		\$177,381

Allocation Basis: # of FTE supported

708-001 HR  
Schedule 7.5.7

Detail Allocations - Employee Relations

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	0.570%	\$1,392	-	\$1,392	-	\$1,392
703-001 City Clerk	2	0.228%	\$557	-	\$557	-	\$557
705-001 Finance	12	1.369%	\$3,342	-	\$3,342	-	\$3,342
702-001 City Admin (Manager)	7	0.798%	\$1,949	-	\$1,949	-	\$1,949
709-001 City Attorney	3	0.342%	\$835	-	\$835	-	\$835
708-001 HR	9.5	1.084%	\$2,645	-	\$2,645	-	\$2,645
205-001 Facilities Mtce	12.5	1.426%	\$3,481	-	\$3,481	\$114	\$3,595
205-002 Fields/Grounds Mtce	14.5	1.654%	\$4,038	-	\$4,038	\$132	\$4,170
101-001 Patrol	49.5	5.646%	\$13,784	-	\$13,784	\$450	\$14,234
102-001 Special Operations	9	1.027%	\$2,506	-	\$2,506	\$82	\$2,588
103-001 Communications	11	1.255%	\$3,063	-	\$3,063	\$100	\$3,163
104-001 Traffic and School Safety Administration	12	1.369%	\$3,342	-	\$3,342	\$109	\$3,451
203-001 Transportation Management	38	4.334%	\$10,582	-	\$10,582	\$345	\$10,927
205-003 Vehicle Mtce	7.5	0.855%	\$2,089	-	\$2,089	\$68	\$2,157
205-004 City Tree Mtce	17.5	1.996%	\$4,873	-	\$4,873	\$159	\$5,032
205-005 Streets Mtce	14.5	1.654%	\$4,038	-	\$4,038	\$132	\$4,170
206-002 Stormwater	13.5	1.540%	\$3,759	-	\$3,759	\$123	\$3,882
208-001 Right-of-Way	21.5	2.452%	\$5,987	-	\$5,987	\$195	\$6,182
208-002 Transportation Demand Mgmt	22.5	2.566%	\$6,266	-	\$6,266	\$204	\$6,470
310-001 Seniors	8.75	0.998%	\$2,437	-	\$2,437	\$80	\$2,517
310-002 Pre-School Child Care	41	4.676%	\$11,417	-	\$11,417	\$373	\$11,790
310-003 Peninsula Partnership	2	0.228%	\$557	-	\$557	\$18	\$575
310-004 School-Age Child Care	15.75	1.796%	\$4,386	-	\$4,386	\$143	\$4,529
310-006 Neighborhood Services	8.75	0.998%	\$2,437	-	\$2,437	\$80	\$2,517
311-001 Youth Sports	8	0.912%	\$2,228	-	\$2,228	\$73	\$2,301
311-002 Adult Sports	7	0.798%	\$1,949	-	\$1,949	\$64	\$2,013
311-003 Gymnastics	16	1.825%	\$4,456	-	\$4,456	\$145	\$4,601
311-004 Aquatics	8	0.912%	\$2,228	-	\$2,228	\$73	\$2,301

708-001 HR  
Schedule 7.5.7

Detail Allocations - Employee Relations (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	9.75	1.112%	\$2,715	-	\$2,715	\$89	\$2,804
311-006 Events & Concerts	10	1.141%	\$2,785	-	\$2,785	\$91	\$2,876
311-007 Community Facilities Services	9	1.027%	\$2,506	-	\$2,506	\$82	\$2,588
401-001 Library	11.5	1.312%	\$3,202	-	\$3,202	\$104	\$3,306
501-001 Increase Supply of Affordable	1	0.114%	\$278	-	\$278	\$9	\$287
601-001 Planning	17	1.939%	\$4,734	-	\$4,734	\$154	\$4,888
602-001 Building	11.75	1.340%	\$3,272	-	\$3,272	\$107	\$3,379
710-001 Business Development	2	0.228%	\$557	-	\$557	\$18	\$575
711-001 Office of Sustainability	11	1.255%	\$3,063	-	\$3,063	\$100	\$3,163
020-801 Rec-In-Lieu Fund	10	1.141%	\$2,785	-	\$2,785	\$91	\$2,876
020-809 Bayfront Pk. Mt. Operation	6	0.684%	\$1,671	-	\$1,671	\$55	\$1,726
040-451 CA Literacy Grant	0.5	0.057%	\$139	-	\$139	\$5	\$144
040-710 Traffic Impact Fees	66	7.528%	\$18,379	-	\$18,379	\$600	\$18,979
040-753-0200 Garbage Service Fund - PW	7	0.798%	\$1,949	-	\$1,949	\$64	\$2,013
040-753-0700 Garbage Service Fund - AS	3	0.342%	\$835	-	\$835	\$27	\$862
040-754 Marsh Rd Landfill at Bayfront	4	0.456%	\$1,114	-	\$1,114	\$36	\$1,150
040-758-0200 Downtown Parking Permits - PW	5	0.570%	\$1,392	-	\$1,392	\$45	\$1,437
040-832-0600 BMR Housing-Residential/Commerl -	1	0.114%	\$278	-	\$278	\$9	\$287
040-832-0700 BMR Housing-Residential/Commerl -	3	0.342%	\$835	-	\$835	\$27	\$862
040-834-0201 County Transp Tax Fund	9	1.027%	\$2,506	-	\$2,506	\$82	\$2,588
040-834-0203 Transportation Fund	26	2.965%	\$7,240	-	\$7,240	\$236	\$7,476
040-835-0200 Highway Users Tax Fund - PW	7	0.798%	\$1,949	-	\$1,949	\$64	\$2,013
040-838 Landscaping/Tree Assesment	23	2.623%	\$6,405	-	\$6,405	\$209	\$6,614
040-839 Sidewalk Assesment	5	0.570%	\$1,392	-	\$1,392	\$45	\$1,437
040-841-0200 Storm Water Mgmt Fund (NPDES) -	25	2.851%	\$6,962	-	\$6,962	\$227	\$7,189
040-843 Construction Impact Fee Fund	13	1.483%	\$3,620	-	\$3,620	\$118	\$3,738
050-845 Measure T - 02 GO Bonds	1	0.114%	\$278	-	\$278	\$9	\$287
050-851-0200 Capital Improvement Fund - PW	97.75	11.149%	\$27,221	-	\$27,221	\$888	\$28,109
050-851-0600 Capital Improvement Fund - CD	8	0.912%	\$2,228	-	\$2,228	\$73	\$2,301
060-855 Water Reservoirs Capital Proj	39.5	4.505%	\$11,000	-	\$11,000	\$359	\$11,359



**708-001 HR  
 Schedule 7.5.7**

**Detail Allocations - Employee Relations (continued)**

<b>Department</b>	<b>Allocation Units</b>	<b>Allocation Percent</b>	<b>1st Allocation</b>	<b>Direct Billed</b>	<b>Department Allocation</b>	<b>2nd Allocation</b>	<b>Total</b>
060-861-0200 Water Fund - PW	32.75	3.735%	\$9,120	-	\$9,120	\$298	\$9,418
060-861-0700 Water Fund - AS	4	0.456%	\$1,114	-	\$1,114	\$36	\$1,150
<b>Subtotals</b>	876.75	100.000%	\$244,149	-	\$244,149	\$7,617	\$251,766
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$244,149		\$251,766

Allocation Basis: # of FTE per dept/fund

708-001 HR  
Schedule 7.6

Summary of Allocated Costs

Department	Total	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
701-001 City Council	\$7,626	-	\$2,938	-	-	-	\$3,295
703-001 City Clerk	\$6,103	\$3,053	\$1,175	-	-	-	\$1,318
705-001 Finance	\$16,368	\$3,053	\$4,701	-	-	-	\$5,272
702-001 City Admin (Manager)	\$29,749	\$3,053	\$2,938	\$1,266	\$17,247	-	\$3,295
709-001 City Attorney	\$2,082	-	\$588	-	-	-	\$659
708-001 HR	\$13,738	\$6,105	\$2,351	-	-	-	\$2,636
205-001 Facilities Mtce	\$3,595	-	-	-	-	-	-
<b>Subtotal for CSD</b>	<b>\$79,261</b>	<b>\$15,263</b>	<b>\$14,692</b>	<b>\$1,266</b>	<b>\$17,247</b>	<b>-</b>	<b>\$16,477</b>
205-002 Fields/Grounds Mtce	\$4,170	-	-	-	-	-	-
101-000 POLICE	\$151,953	\$18,933	\$8,208	\$6,245	\$103,627	\$5,737	\$9,204
101-001 Patrol	\$153,656	\$15,777	\$27,357	\$65,606	-	-	\$30,681
102-001 Special Operations	\$2,588	-	-	-	-	-	-
103-001 Communications	\$17,995	-	\$6,991	-	-	-	\$7,840
104-001 Traffic and School Safety Administration	\$3,451	-	-	-	-	-	-
201-000 PUBLIC WORKS	\$258,794	\$44,177	\$26,749	\$30,047	\$102,008	\$25,815	\$29,999
201-001 CP Facility/Field Capital Project	\$7,738	-	\$3,648	-	-	-	\$4,090
203-001 Transportation Management	\$23,824	-	\$6,080	-	-	-	\$6,818
205-003 Vehicle Mtce	\$4,736	-	\$1,216	-	-	-	\$1,363
205-004 City Tree Mtce	\$5,032	-	-	-	-	-	-
205-005 Streets Mtce	\$4,170	-	-	-	-	-	-
206-001 Water	\$3,869	-	\$1,824	-	-	-	\$2,045
206-002 Stormwater	\$3,882	-	-	-	-	-	-
208-001 Right-of-Way	\$6,182	-	-	-	-	-	-
208-002 Transportation Demand Mgmt	\$6,470	-	-	-	-	-	-
301-000 COMMUNITY SERVICES	\$140,773	\$47,332	\$1,216	\$418	\$76,101	\$14,342	\$1,363
301-001 Childcare Services	\$72,599	\$18,933	\$16,719	\$18,198	-	-	\$18,749

708-001 HR  
Schedule 7.6

Summary of Allocated Costs (continued)

Department	Total	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
310-001 Seniors	\$2,517	-	-	-	-	-	-
310-002 Pre-School Child Care	\$11,790	-	-	-	-	-	-
310-003 Peninsula Partnership	\$575	-	-	-	-	-	-
310-004 School-Age Child Care	\$4,529	-	-	-	-	-	-
310-006 Neighborhood Services	\$2,517	-	-	-	-	-	-
311-001 Youth Sports	\$8,589	-	\$2,964	-	-	-	\$3,324
311-002 Adult Sports	\$8,301	-	\$2,964	-	-	-	\$3,324
311-003 Gymnastics	\$25,960	-	\$7,143	\$6,206	-	-	\$8,011
311-004 Aquatics	\$2,301	-	-	-	-	-	-
311-005 Contract Classes	\$2,804	-	-	-	-	-	-
311-006 Events & Concerts	\$2,876	-	-	-	-	-	-
311-007 Community Facilities Services	\$2,588	-	-	-	-	-	-
401-000 LIBRARY	\$41,455	\$12,622	-	\$1,306	\$27,526	-	-
401-001 Library	\$22,652	-	\$9,119	-	-	-	\$10,227
501-001 Increase Supply of Affordable	\$287	-	-	-	-	-	-
601-000 COMMUNITY DEVELOPMENT	\$43,706	-	\$2,432	\$1,306	\$37,241	-	\$2,727
601-001 Planning	\$26,676	\$6,311	\$7,295	-	-	-	\$8,182
602-001 Building	\$37,789	\$18,933	\$7,295	-	-	-	\$8,182
701-000 ADMINISTRATIVE SERVICES	\$38,583	\$9,466	\$3,039	-	\$22,669	-	\$3,409
710-001 Business Development	\$575	-	-	-	-	-	-
711-001 Office of Sustainability	\$12,054	\$6,311	\$1,216	-	-	-	\$1,363
020-801 Rec-In-Lieu Fund	\$2,876	-	-	-	-	-	-
020-809 Bayfront Pk. Mt. Operation	\$1,726	-	-	-	-	-	-
040-451 CA Literacy Grant	\$144	-	-	-	-	-	-
040-710 Traffic Impact Fees	\$18,979	-	-	-	-	-	-
040-753-0200 Garbage Service Fund - PW	\$2,013	-	-	-	-	-	-
040-753-0700 Garbage Service Fund - AS	\$862	-	-	-	-	-	-
040-754 Marsh Rd Landfill at Bayfront	\$1,150	-	-	-	-	-	-
040-758-0200 Downtown Parking Permits - PW	\$1,437	-	-	-	-	-	-
040-832-0600 BMR Housing-Residential/Commerl -	\$287	-	-	-	-	-	-

708-001 HR  
Schedule 7.6

Summary of Allocated Costs (continued)

Department	Total	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
040-832-0700 BMR Housing-Residential/Commerl -	\$862	-	-	-	-	-	-
040-834-0201 County Transp Tax Fund	\$2,588	-	-	-	-	-	-
040-834-0203 Transportation Fund	\$7,476	-	-	-	-	-	-
040-835-0200 Highway Users Tax Fund - PW	\$2,013	-	-	-	-	-	-
040-838 Landscaping/Tree Assesment	\$6,614	-	-	-	-	-	-
040-839 Sidewalk Assesment	\$1,437	-	-	-	-	-	-
040-841-0200 Storm Water Mgmt Fund (NPDES) -	\$7,189	-	-	-	-	-	-
040-843 Construction Impact Fee Fund	\$3,738	-	-	-	-	-	-
050-845 Measure T - 02 GO Bonds	\$287	-	-	-	-	-	-
050-851-0200 Capital Improvement Fund - PW	\$28,109	-	-	-	-	-	-
050-851-0600 Capital Improvement Fund - CD	\$2,301	-	-	-	-	-	-
060-855 Water Reservoirs Capital Proj	\$11,359	-	-	-	-	-	-
060-861-0200 Water Fund - PW	\$9,418	-	-	-	-	-	-
060-861-0700 Water Fund - AS	\$1,150	-	-	-	-	-	-
000 All Other	\$20,078	-	-	-	-	\$20,078	-
2nd Alloc Remains	\$3	-	-	-	-	-	\$3
<b>Totals</b>	<b>\$1,384,365</b>	<b>\$214,060</b>	<b>\$158,167</b>	<b>\$130,599</b>	<b>\$386,419</b>	<b>\$65,971</b>	<b>\$177,381</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$1,384,365</b>	<b>\$214,060</b>	<b>\$158,167</b>	<b>\$130,599</b>	<b>\$386,419</b>	<b>\$65,971</b>	<b>\$177,381</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$79,261)</b>	<b>(\$15,263)</b>	<b>(\$14,692)</b>	<b>(\$1,266)</b>	<b>(\$17,247)</b>	<b>-</b>	<b>(\$16,477)</b>
<b>Total Receiving Department Allocation</b>	<b>\$1,305,104</b>	<b>\$198,796</b>	<b>\$143,476</b>	<b>\$129,333</b>	<b>\$369,172</b>	<b>\$65,971</b>	<b>\$160,904</b>

708-001 HR  
Schedule 7.6

Summary of Allocated Costs (continued)

Department	Total	Employee Relations
701-001 City Council	\$7,626	\$1,392
703-001 City Clerk	\$6,103	\$557
705-001 Finance	\$16,368	\$3,342
702-001 City Admin (Manager)	\$29,749	\$1,949
709-001 City Attorney	\$2,082	\$835
708-001 HR	\$13,738	\$2,645
205-001 Facilities Mtce	\$3,595	\$3,595
<b>Subtotal for CSD</b>	<b>\$79,261</b>	<b>\$14,316</b>
205-002 Fields/Grounds Mtce	\$4,170	\$4,170
101-000 POLICE	\$151,953	-
101-001 Patrol	\$153,656	\$14,234
102-001 Special Operations	\$2,588	\$2,588
103-001 Communications	\$17,995	\$3,163
104-001 Traffic and School Safety Administration	\$3,451	\$3,451
201-000 PUBLIC WORKS	\$258,794	-
201-001 CP Facility/Field Capital Project	\$7,738	-
203-001 Transportation Management	\$23,824	\$10,927
205-003 Vehicle Mtce	\$4,736	\$2,157
205-004 City Tree Mtce	\$5,032	\$5,032
205-005 Streets Mtce	\$4,170	\$4,170
206-001 Water	\$3,869	-
206-002 Stormwater	\$3,882	\$3,882
208-001 Right-of-Way	\$6,182	\$6,182
208-002 Transportation Demand Mgmt	\$6,470	\$6,470
301-000 COMMUNITY SERVICES	\$140,773	-
301-001 Childcare Services	\$72,599	-

708-001 HR  
Schedule 7.6

Summary of Allocated Costs (continued)

Department	Total	Employee Relations
310-001 Seniors	\$2,517	\$2,517
310-002 Pre-School Child Care	\$11,790	\$11,790
310-003 Peninsula Partnership	\$575	\$575
310-004 School-Age Child Care	\$4,529	\$4,529
310-006 Neighborhood Services	\$2,517	\$2,517
311-001 Youth Sports	\$8,589	\$2,301
311-002 Adult Sports	\$8,301	\$2,013
311-003 Gymnastics	\$25,960	\$4,601
311-004 Aquatics	\$2,301	\$2,301
311-005 Contract Classes	\$2,804	\$2,804
311-006 Events & Concerts	\$2,876	\$2,876
311-007 Community Facilities Services	\$2,588	\$2,588
401-000 LIBRARY	\$41,455	-
401-001 Library	\$22,652	\$3,306
501-001 Increase Supply of Affordable	\$287	\$287
601-000 COMMUNITY DEVELOPMENT	\$43,706	-
601-001 Planning	\$26,676	\$4,888
602-001 Building	\$37,789	\$3,379
701-000 ADMINISTRATIVE SERVICES	\$38,583	-
710-001 Business Development	\$575	\$575
711-001 Office of Sustainability	\$12,054	\$3,163
020-801 Rec-In-Lieu Fund	\$2,876	\$2,876
020-809 Bayfront Pk. Mt. Operation	\$1,726	\$1,726
040-451 CA Literacy Grant	\$144	\$144
040-710 Traffic Impact Fees	\$18,979	\$18,979
040-753-0200 Garbage Service Fund - PW	\$2,013	\$2,013
040-753-0700 Garbage Service Fund - AS	\$862	\$862
040-754 Marsh Rd Landfill at Bayfront	\$1,150	\$1,150
040-758-0200 Downtown Parking Permits - PW	\$1,437	\$1,437
040-832-0600 BMR Housing-Residential/Commerl -	\$287	\$287

708-001 HR  
Schedule 7.6

Summary of Allocated Costs (continued)

Department	Total	Employee Relations
040-832-0700 BMR Housing-Residential/Commerl -	\$862	\$862
040-834-0201 County Transp Tax Fund	\$2,588	\$2,588
040-834-0203 Transportation Fund	\$7,476	\$7,476
040-835-0200 Highway Users Tax Fund - PW	\$2,013	\$2,013
040-838 Landscaping/Tree Assesment	\$6,614	\$6,614
040-839 Sidewalk Assesment	\$1,437	\$1,437
040-841-0200 Storm Water Mgmt Fund (NPDES) -	\$7,189	\$7,189
040-843 Construction Impact Fee Fund	\$3,738	\$3,738
050-845 Measure T - 02 GO Bonds	\$287	\$287
050-851-0200 Capital Improvement Fund - PW	\$28,109	\$28,109
050-851-0600 Capital Improvement Fund - CD	\$2,301	\$2,301
060-855 Water Reservoirs Capital Proj	\$11,359	\$11,359
060-861-0200 Water Fund - PW	\$9,418	\$9,418
060-861-0700 Water Fund - AS	\$1,150	\$1,150
000 All Other	\$20,078	-
2nd Alloc Remains	\$3	-
<b>Totals</b>	<b>\$1,384,365</b>	<b>\$251,768</b>
<b>Direct Billed</b>	<b>-</b>	<b>-</b>
<b>Total Full Functional Cost</b>	<b>\$1,384,365</b>	<b>\$251,768</b>
<b>Less Direct Billed</b>	<b>-</b>	<b>-</b>
<b>Less CSD Amounts</b>	<b>(\$79,261)</b>	<b>(\$14,316)</b>
<b>Total Receiving Department Allocation</b>	<b>\$1,305,104</b>	<b>\$237,452</b>

205-001 Facilities Mtce  
Schedule 8.1

Narratives

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The facilities program provides a variety of support functions including operation, maintenance and repair services for the 26 City-owned facilities, which total over 250,000 square feet. The facilities program is managed by staff and supported by eight contractors. The program is responsible for two commercial kitchens, three elevators, burglar alarms, fire alarms, interior and exterior surfaces, heating, ventilation, air conditioning, pest control, electrical power within facilities, lighting and two ejector pumps. Facilities staff also provides project management for minor remodel and repair projects.

**Facilities Mtce Admin**

**(FTE) -**

Allocates the cost of Facilities Mtce Admin based on the number of FTEs per dept/fund.

**Facilities Mtce Admin**

**(SQ FT) -**

Allocates the cost of Facilities Mtce Admin based square footage per department supported.

**Facilities Svcs General -** Allocates the cost of Facilities Svcs General based on the # of issues per dept/fund.



205-001 Facilities Mtce  
Schedule 8.2

Labor Distribution Summary

Staff Name	Salary	General Admin	Facilities Mtce Admin (FTE)	Facilities Mtce Admin (SQ FT)	Facilities Svcs General
Office Assistant	\$3,137	-	-	-	-
Facilities Maintenance Technician II	\$3,340	-	-	-	-
Senior Maintenance Worker	\$56,932	-	-	-	-
Senior Facilities Maintenance Technician	\$75,056	-	-	-	-
Contracts Specialist	\$1,778	-	-	-	-
Administrative Assistant	\$1,591	-	-	-	-
Public Works Director	\$7,205	-	-	-	-
Assistant Public Works Director	\$16,246	-	-	-	-
Building Custodian	\$28,891	-	-	-	-
Custodial Services Supervisor	\$54,000	-	-	-	-
Business Manager	\$1,552	-	-	-	-
Public Works Supervisor - Facilities	\$37,569	-	-	-	-
Building Custodian	\$46,767	-	-	-	-
<b>Total</b>	<b>\$334,064</b>	-	-	-	-
<b>Total Percentage</b>	<b>100.000%</b>	-	-	-	-

205-001 Facilities Mtce  
Schedule 8.3

Schedule of costs to be allocated

		Amount	General & Admin	Facilities Mtce Admin (FTE)	Facilities Mtce Admin (SQ FT)	Facilities Svcs General
<i>Total %</i>			-	-	50.000%	50.000%
<b>Wages and Benefits</b>						
		\$452,010	-	-	\$226,005	\$226,005
		\$269,638	-	-	\$134,819	\$134,819
<b>Wages and Benefits Subtotal</b>		<b>\$721,648</b>	-	-	<b>\$360,824</b>	<b>\$360,824</b>
<b>Services and Supplies</b>						
	<b>Dist</b>					
Department Supplies	SAL	\$5,000	-	-	\$2,500	\$2,500
Janitorial Supplies	SAL	\$50,000	-	-	\$25,000	\$25,000
Employee Training	SAL	\$2,000	-	-	\$1,000	\$1,000
Fingerprinting	SAL	\$2,600	-	-	\$1,300	\$1,300
General Liability Interna	SAL	\$19,622	-	-	\$9,811	\$9,811
Special District Taxes	SAL	\$55,000	-	-	\$27,500	\$27,500
Miscellaneous	SAL	\$600	-	-	\$300	\$300
Laundry	SAL	\$9,000	-	-	\$4,500	\$4,500
IT Internal Service Charg	SAL	\$55,145	-	-	\$27,573	\$27,573
Gas and Electric	SAL	\$70,100	-	-	\$35,050	\$35,050
Telephone & Alarms	SAL	\$3,400	-	-	\$1,700	\$1,700
Building Services	SAL	\$315,000	-	-	\$157,500	\$157,500
Other Services	SAL	\$135,000	-	-	\$67,500	\$67,500
Special Equipment	SAL	\$5,000	-	-	\$2,500	\$2,500
Non-Fixed Asset Equipment	SAL	\$18,000	-	-	\$9,000	\$9,000
Meetings & Seminars	SAL	\$700	-	-	\$350	\$350
Building Repairs & Mainte	SAL	\$110,000	-	-	\$55,000	\$55,000
Vehicle Maintenance	SAL	\$4,000	-	-	\$2,000	\$2,000
Gas and Oil	SAL	\$3,500	-	-	\$1,750	\$1,750
Communications Maintenanc	SAL	\$2,000	-	-	\$1,000	\$1,000

205-001 Facilities Mtce  
 Schedule 8.3

Schedule of costs to be allocated (continued)

		Amount	General & Admin	Facilities Mtce Admin (FTE)	Facilities Mtce Admin (SQ FT)	Facilities Svcs General
Other Repairs & Maint.	SAL	\$4,000	-	-	\$2,000	\$2,000
Vehicle Replacement ISF C	SAL	\$24,000	-	-	\$12,000	\$12,000
<b>Services and Supplies Subtotal</b>		<b>\$893,667</b>	-	-	<b>\$446,834</b>	<b>\$446,834</b>
<b>Cost Adjustments</b>						
<b>Cost Adjustments Subtotal</b>		-	-	-	-	-
<b>Reallocate Admin</b>						
<b>Functional Costs</b>		<b>\$1,615,315</b>	-	-	<b>\$807,658</b>	<b>\$807,658</b>

205-001 Facilities Mtce  
Schedule 8.4

Service to Service Costs

Department	First Incoming	Second Incoming	Facilities Mtce Admin (FTE)	Facilities Mtce Admin (SQ FT)	Facilities Svcs General
701-001 City Council	\$6,545	-	-	\$3,272	\$3,272
701-001 City Council	-	\$887	-	\$444	\$444
703-001 City Clerk	\$7,567	-	-	\$3,783	\$3,783
703-001 City Clerk	-	\$796	-	\$398	\$398
705-001 Finance	\$21,237	-	-	\$10,618	\$10,618
705-001 Finance	-	\$1,299	-	\$650	\$650
702-001 City Admin (Manager)	\$30,159	-	-	\$15,079	\$15,079
702-001 City Admin (Manager)	-	\$2,103	-	\$1,052	\$1,052
709-001 City Attorney	\$4,182	-	-	\$2,091	\$2,091
709-001 City Attorney	-	\$33	-	\$17	\$17
708-001 HR	\$3,481	-	-	\$1,740	\$1,740
708-001 HR	-	\$114	-	\$57	\$57
205-001 Facilities Mtce	-	\$100,505	-	\$50,253	\$50,253
<b>Subtotals</b>	<b>\$73,170</b>	<b>\$105,737</b>	-	<b>\$89,453</b>	<b>\$89,453</b>
<b>Functional Costs</b>	<b>\$1,615,315</b>		-	<b>\$807,658</b>	<b>\$807,658</b>
<b>Total Allocated Costs</b>	<b>\$1,794,222</b>		-	<b>\$897,111</b>	<b>\$897,111</b>

Default Salary Distribution

205-001 Facilities Mtce  
Schedule 8.5.1

Detail Allocations - Facilities Mtce Admin (FTE)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	5	0.570%	-	-	-	-	-
703-001 City Clerk	2	0.228%	-	-	-	-	-
705-001 Finance	12	1.369%	-	-	-	-	-
702-001 City Admin (Manager)	7	0.798%	-	-	-	-	-
709-001 City Attorney	3	0.342%	-	-	-	-	-
708-001 HR	9.5	1.084%	-	-	-	-	-
205-001 Facilities Mtce	12.5	1.426%	-	-	-	-	-
205-002 Fields/Grounds Mtce	14.5	1.654%	-	-	-	-	-
101-001 Patrol	49.5	5.646%	-	-	-	-	-
102-001 Special Operations	9	1.027%	-	-	-	-	-
103-001 Communications	11	1.255%	-	-	-	-	-
104-001 Traffic and School Safety Administration	12	1.369%	-	-	-	-	-
203-001 Transportation Management	38	4.334%	-	-	-	-	-
205-003 Vehicle Mtce	7.5	0.855%	-	-	-	-	-
205-004 City Tree Mtce	17.5	1.996%	-	-	-	-	-
205-005 Streets Mtce	14.5	1.654%	-	-	-	-	-
206-002 Stormwater	13.5	1.540%	-	-	-	-	-
208-001 Right-of-Way	21.5	2.452%	-	-	-	-	-
208-002 Transportation Demand Mgmt	22.5	2.566%	-	-	-	-	-
310-001 Seniors	8.75	0.998%	-	-	-	-	-
310-002 Pre-School Child Care	41	4.676%	-	-	-	-	-
310-003 Peninsula Partnership	2	0.228%	-	-	-	-	-
310-004 School-Age Child Care	15.75	1.796%	-	-	-	-	-
310-006 Neighborhood Services	8.75	0.998%	-	-	-	-	-
311-001 Youth Sports	8	0.912%	-	-	-	-	-
311-002 Adult Sports	7	0.798%	-	-	-	-	-
311-003 Gymnastics	16	1.825%	-	-	-	-	-
311-004 Aquatics	8	0.912%	-	-	-	-	-

205-001 Facilities Mtce  
Schedule 8.5.1

Detail Allocations - Facilities Mtce Admin (FTE) (continued)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
311-005 Contract Classes	9.75	1.112%	-	-	-	-	-
311-006 Events & Concerts	10	1.141%	-	-	-	-	-
311-007 Community Facilities Services	9	1.027%	-	-	-	-	-
401-001 Library	11.5	1.312%	-	-	-	-	-
501-001 Increase Supply of Affordable	1	0.114%	-	-	-	-	-
601-001 Planning	17	1.939%	-	-	-	-	-
602-001 Building	11.75	1.340%	-	-	-	-	-
710-001 Business Development	2	0.228%	-	-	-	-	-
711-001 Office of Sustainability	11	1.255%	-	-	-	-	-
020-801 Rec-In-Lieu Fund	10	1.141%	-	-	-	-	-
020-809 Bayfront Pk. Mt. Operation	6	0.684%	-	-	-	-	-
040-451 CA Literacy Grant	0.5	0.057%	-	-	-	-	-
040-710 Traffic Impact Fees	66	7.528%	-	-	-	-	-
040-753-0200 Garbage Service Fund - PW	7	0.798%	-	-	-	-	-
040-753-0700 Garbage Service Fund - AS	3	0.342%	-	-	-	-	-
040-754 Marsh Rd Landfill at Bayfront	4	0.456%	-	-	-	-	-
040-758-0200 Downtown Parking Permits - PW	5	0.570%	-	-	-	-	-
040-832-0600 BMR Housing-Residential/Commerl -	1	0.114%	-	-	-	-	-
040-832-0700 BMR Housing-Residential/Commerl -	3	0.342%	-	-	-	-	-
040-834-0201 County Transp Tax Fund	9	1.027%	-	-	-	-	-
040-834-0203 Transportation Fund	26	2.965%	-	-	-	-	-
040-835-0200 Highway Users Tax Fund - PW	7	0.798%	-	-	-	-	-
040-838 Landscaping/Tree Assesment	23	2.623%	-	-	-	-	-
040-839 Sidewalk Assesment	5	0.570%	-	-	-	-	-
040-841-0200 Storm Water Mgmt Fund (NPDES) -	25	2.851%	-	-	-	-	-
040-843 Construction Impact Fee Fund	13	1.483%	-	-	-	-	-
050-845 Measure T - 02 GO Bonds	1	0.114%	-	-	-	-	-
050-851-0200 Capital Improvement Fund - PW	97.75	11.149%	-	-	-	-	-
050-851-0600 Capital Improvement Fund - CD	8	0.912%	-	-	-	-	-
060-855 Water Reservoirs Capital Proj	39.5	4.505%	-	-	-	-	-

**205-001 Facilities Mtce  
 Schedule 8.5.1**

**Detail Allocations - Facilities Mtce Admin (FTE) (continued)**

<b>Department</b>	<b>Allocation Units</b>	<b>Allocation Percent</b>	<b>1st Allocation</b>	<b>Direct Billed</b>	<b>Department Allocation</b>	<b>2nd Allocation</b>	<b>Total</b>
060-861-0200 Water Fund - PW	32.75	3.735%	-	-	-	-	-
060-861-0700 Water Fund - AS	4	0.456%	-	-	-	-	-
<b>Subtotals</b>	876.75	100.000%	-	-	-	-	-
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>						-	-

**Allocation Basis: # of FTEs per dept/fund supported**

205-001 Facilities Mtce  
Schedule 8.5.2

Detail Allocations - Facilities Mtce Admin (SQ FT)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
701-001 City Council	4,743	3.082%	\$26,021	-	\$26,021	-	\$26,021
101-000 POLICE	45,844	29.791%	\$251,509	-	\$251,509	\$16,251	\$267,760
201-000 PUBLIC WORKS	14,740	9.579%	\$80,866	-	\$80,866	\$5,225	\$86,091
301-001 Childcare Services	6,600	4.289%	\$36,209	-	\$36,209	\$2,340	\$38,549
301-002 Youth Services	2,485	1.615%	\$13,633	-	\$13,633	\$881	\$14,514
301-003 Adult Services	16,000	10.397%	\$87,779	-	\$87,779	\$5,672	\$93,451
310-001 Seniors	11,000	7.148%	\$60,348	-	\$60,348	\$3,899	\$64,247
310-002 Pre-School Child Care	13,705	8.906%	\$75,188	-	\$75,188	\$4,858	\$80,046
310-006 Neighborhood Services	1,938	1.259%	\$10,632	-	\$10,632	\$687	\$11,319
401-001 Library	33,470	21.750%	\$183,623	-	\$183,623	\$11,865	\$195,488
000 All Other	3,360	2.183%	\$18,434	-	\$18,434	\$1,191	\$19,625
<b>Subtotals</b>	153,885	100.000%	\$844,242	-	\$844,242	\$52,869	\$897,111
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					\$844,242		\$897,111

Allocation Basis: Square Footage per Dept



205-001 Facilities Mtce  
Schedule 8.5.3

Detail Allocations - Facilities Svcs General

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
705-001 Finance	2	0.529%	\$4,467	-	\$4,467	-	\$4,467
702-001 City Admin (Manager)	29	7.672%	\$64,770	-	\$64,770	-	\$64,770
708-001 HR	8	2.116%	\$17,868	-	\$17,868	-	\$17,868
205-001 Facilities Mtce	45	11.905%	\$100,505	-	\$100,505	-	\$100,505
101-000 POLICE	32	8.466%	\$71,470	-	\$71,470	\$5,754	\$77,224
201-000 PUBLIC WORKS	17	4.497%	\$37,969	-	\$37,969	\$3,057	\$41,026
203-001 Transportation Management	5	1.323%	\$11,167	-	\$11,167	\$899	\$12,066
205-003 Vehicle Mtce	6	1.587%	\$13,401	-	\$13,401	\$1,079	\$14,480
205-004 City Tree Mtce	2	0.529%	\$4,467	-	\$4,467	\$360	\$4,827
206-001 Water	2	0.529%	\$4,467	-	\$4,467	\$360	\$4,827
301-000 COMMUNITY SERVICES	26	6.878%	\$58,070	-	\$58,070	\$4,675	\$62,745
301-001 Childcare Services	19	5.026%	\$42,435	-	\$42,435	\$3,417	\$45,852
301-003 Adult Services	33	8.730%	\$73,704	-	\$73,704	\$5,934	\$79,638
310-001 Seniors	16	4.233%	\$35,735	-	\$35,735	\$2,877	\$38,612
310-002 Pre-School Child Care	7	1.852%	\$15,634	-	\$15,634	\$1,259	\$16,893
311-003 Gymnastics	38	10.053%	\$84,871	-	\$84,871	\$6,833	\$91,704
401-001 Library	64	16.931%	\$142,941	-	\$142,941	\$11,509	\$154,450
601-000 COMMUNITY DEVELOPMENT	1	0.265%	\$2,233	-	\$2,233	\$180	\$2,413
601-001 Planning	8	2.116%	\$17,868	-	\$17,868	\$1,439	\$19,307
602-001 Building	7	1.852%	\$15,634	-	\$15,634	\$1,259	\$16,893
020-809 Bayfront Pk. Mt. Operation	1	0.265%	\$2,233	-	\$2,233	\$180	\$2,413
000 All Other	10	2.646%	\$22,334	-	\$22,334	\$1,798	\$24,132
<b>Subtotals</b>	<b>378</b>	<b>100.000%</b>	<b>\$844,242</b>	<b>-</b>	<b>\$844,242</b>	<b>\$52,869</b>	<b>\$897,111</b>
<b>Direct Billed</b>						-	-
<b>Total Full Functional Cost</b>					<b>\$844,242</b>		<b>\$897,111</b>

Allocation Basis: # of issues per dept/fund

205-001 Facilities Mtce  
Schedule 8.6

Summary of Allocated Costs

Department	Total	Facilities Mtce Admin (FTE)	Facilities Mtce Admin (SQ FT)	Facilities Svcs General
701-001 City Council	\$26,021	-	\$26,021	-
705-001 Finance	\$4,467	-	-	\$4,467
702-001 City Admin (Manager)	\$64,770	-	-	\$64,770
708-001 HR	\$17,868	-	-	\$17,868
205-001 Facilities Mtce	\$100,505	-	-	\$100,505
<b>Subtotal for CSD</b>	<b>\$213,630</b>	<b>-</b>	<b>\$26,021</b>	<b>\$187,609</b>
101-000 POLICE	\$344,984	-	\$267,760	\$77,224
201-000 PUBLIC WORKS	\$127,117	-	\$86,091	\$41,026
203-001 Transportation Management	\$12,066	-	-	\$12,066
205-003 Vehicle Mtce	\$14,480	-	-	\$14,480
205-004 City Tree Mtce	\$4,827	-	-	\$4,827
206-001 Water	\$4,827	-	-	\$4,827
301-000 COMMUNITY SERVICES	\$62,745	-	-	\$62,745
301-001 Childcare Services	\$84,401	-	\$38,549	\$45,852
301-002 Youth Services	\$14,514	-	\$14,514	-
301-003 Adult Services	\$173,089	-	\$93,451	\$79,638
310-001 Seniors	\$102,859	-	\$64,247	\$38,612
310-002 Pre-School Child Care	\$96,939	-	\$80,046	\$16,893
310-006 Neighborhood Services	\$11,319	-	\$11,319	-
311-003 Gymnastics	\$91,704	-	-	\$91,704
401-001 Library	\$349,937	-	\$195,488	\$154,450
601-000 COMMUNITY DEVELOPMENT	\$2,413	-	-	\$2,413
601-001 Planning	\$19,307	-	-	\$19,307
602-001 Building	\$16,893	-	-	\$16,893
020-809 Bayfront Pk. Mt. Operation	\$2,413	-	-	\$2,413
000 All Other	\$43,757	-	\$19,625	\$24,132

**205-001 Facilities Mtce  
 Schedule 8.6**

Summary of Allocated Costs (continued)

Department	Total	Facilities Mtce Admin (FTE)	Facilities Mtce Admin (SQ FT)	Facilities Svcs General
<b>Totals</b>	\$1,794,223	-	\$897,111	\$897,111
<b>Direct Billed</b>	-	-	-	-
<b>Total Full Functional Cost</b>	\$1,794,223	-	\$897,111	\$897,111
<b>Less Direct Billed</b>	-	-	-	-
<b>Less CSD Amounts</b>	(\$213,630)	-	(\$26,021)	(\$187,609)
<b>Total Receiving Department Allocation</b>	\$1,580,592	-	\$871,090	\$709,502

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**STAFF REPORT**

**City Council Meeting Date:** 2/6/2018  
**Staff Report Number:** 18-028-CC

**Informational Item:** Parks and Recreation Facilities Master Plan  
Community Outreach Plan

**Recommendation**

This is an information item and does not require any action by City Council.

**Policy Issues**

The Parks and Recreation Facilities Master Plan is consistent with City policies and 2017 Menlo Park City Council Work Plan item No. 12 – to determine community facility needs in order to update the Parks and Recreation Facilities Master Plan (1999) and establish priorities for potential third phase of Measure T bonds in fiscal year 2018-19. The community outreach plan for the update of the Parks and Recreation Facilities Master Plan will follow the City’s Community Engagement Model (Attachment A), which requires that the communication strategy be in both English and Spanish.

**Background**

The City of Menlo Park provides recreation programs, social services and facilities enriching the lives of Menlo Park and other residents. The City operates programs in 10 different facilities totaling 130,000 square feet, featuring a state-of-the-art gymnastics center, an award winning gymnasium, two recreation centers, two child care centers, two after-school programs, two community pools and a senior center. Additionally this City hosts community special events, as summer concert series and programs at the local performing arts center. The City is also home to 14 parks, 2 open spaces, 14 playgrounds, 2 dog parks, 9 sports fields, 14 tennis courts and 14 picnic areas totaling over 250 acres.

In 1998, the City undertook an extensive public process to evaluate community needs by assessing the conditions of the City’s parks and recreation facilities. In November 1999, a Parks and Recreation Facilities Master Plan was completed, recommending \$63 million in needed improvements. Priority projects were established based on input from a community opinion survey in March 2001 and additional review and recommendations from the Parks and Recreation Commission. In November 2001, Menlo Park voters approved to issue general obligations bonds, Measure T, phased in over several years totaling \$38 million for the renovation and expansion of City parks and recreation facilities.

Staff issued the Parks and Recreation Facilities Master Plan Update Request for Proposals (RFP) on April 7, 2017. A panel of staff members reviewed the four proposals received and invited the three most qualified consultants to interview for the project. Interviews were conducted by staff and one member of the Parks and Recreation Commission on July 17-18, 2017. Gates + Associates was selected as the most qualified consultant based on their expertise in similar projects and their understanding and approach to the project scope. At their meeting on October 17, 2017, Council approved an agreement with Gates + Associates for the development of the Parks and Recreations Facilities Master Plan.

The Parks and Recreation Facilities Master Plan scope of work consists of:

- Review the City of Menlo Park's Parks and Recreation Facilities Master Plan (1999)
- Review the City of Menlo Park's General Plan for consistency with current vision, goals, policies and implementation strategies.
- **Develop a comprehensive plan for public outreach and involvement following the City's Community Engagement Model including a communication strategy in both English and Spanish as well as:**
  - Community input from those not currently using recreation programs, open spaces, building and other recreation facilities as well as from current users and stakeholders;
  - Innovative and cost effective methods to generate and maximize public participation in development of the Parks and Recreation Facilities Master Plan including input from the Parks and Recreation Commission, City Council, other public officials and agencies, parks and recreation user groups and non-users.
  - Identification and prioritization of improvements needed to existing recreation programs, parks, open space, buildings and other recreational facilities particularly those that either were not address under the current master plan or have outlived their useful life;
  - Identification and prioritization of additional recreation programs, parks, open space, buildings and other recreation facilities and amenities that may be needed in Menlo Park;
  - Analysis of existing health and wellness initiatives and recommendations for inclusion in applicable policies, facilities and programs. Identification of fiscal sustainability strategies for same, as well as identification of:
    - Barriers to healthy lifestyles related to current programs
    - Unmet needs in community wellness programs related to the City's scope of responsibility;
    - Resources needed for implementation of wellness programs.
  - Review and interpretation of demographic, cultural, socio-economic and other trends relevant to the recreation trends that will have an influence on the plan to be developed;
  - Comparison of the City with four to six similar municipals parks and recreation departments in San Mateo and Santa Clara counties in regards to parks, open space building and other recreation facilities, programs and services, usage and staffing levels. Additionally, compare the department with similar departments listed in the National Recreation and Park association Park Metrics;
  - Development of a prioritized plan of action incorporating probable costs, including staffing and maintenance needs, and potential funding sources and mechanisms.

## Analysis

As part of their scope of work, Gates + Associates has proposed an extensive community engagement plan (Attachment B) that is consistent with the City's Community Engagement Model. Highlights of this plan include:

- Project review by the Parks and Recreation Commission and City Council
- Stakeholder coordination
- Interactive workshops and community meetings
- Focus Groups and individual interviews to targeted user groups and potential partners
- Community newsletter/Activity Guide/Newspapers
- On-line survey
- Flyers to be posted at City facilities, schools, local Businesses, Kiosks and other sites
- Project booths at Community Events: e.g. Interactive booth at Kelly Park and Burgess Park during Community Easter Egg Hunts

- Project web site
- Social Media Project Pages – Facebook, Instagram
- Formation of an oversight and outreach group

One component of the community engagement plan is the formation of the Parks and Recreation Facilities Master Plan Oversight and Outreach Group. The group is comprised of key stakeholders who will meet with staff and consultants to provide input and guidance to the process as well as help promote the effort to their constituencies. We want to ensure the planning process is inclusive, and that the community can weigh in effectively regarding parks, recreation facilities and open space. The group's scope of work will be limited to:

1. Providing advisory input and recommendations to the consultant and staff regarding the outreach process and concept plans (i.e. alternatives) and programs; and
2. Reaching out to other community members and help bring them into the broader planning process through participation in the community workshops and other planning activities.

The composition of the Oversight and Outreach group includes City staff and project consultants, commissioners, and volunteers from various stakeholder groups who will be selected by the project management team. Outreach for volunteers may include those that participate in the school district's Community Trust meetings, Library Teen Advisory Group, City approved Sports Field User Groups, Chamber of Commerce, recipients of Menlo Park's Grant for the Arts Program and others. The proposed Oversight and Outreach committee composition may include:

- Derek Schweigart, Interim Community Services Director
- Azalea Mitch, Public Works City Engineer
- Parks and Recreation Commission (2 representatives)
- City Council liaison to Parks and Recreation Commission
- Environmental Quality Control Commission (1 representative)
- Youth/Teens (2 representatives)
- School Districts (2 representatives)
- City Pool Operator – Team Sheeper
- Sports Field User Group (2 representatives)
- Business Community (1 representative)
- Arts and Culture (1 representative)
- Environmental Group (1 representative)

**Project Stakeholders:** The following is a list stakeholders that City staff and Gates + Associates has identified for this project and would be included in Master Plan discussions:

- Menlo Park Community Services Department
- Menlo Park Public Works Department
- Menlo Park Police Department
- Menlo Park City Council
- Parks and Recreation Commission
- Complete Streets Commission
- Environmental Quality Commission
- Library Teen Advisory Group
- Sports Fields User Groups
- Recreation Program Operators
- Peninsula Volunteers, Inc.

- Menlo Park School District
- Ravenswood School District
- Las Lomas School District
- Sequoia High School District
- Private Schools
- San Mateo County Parks Department
- Boys and Girls Club
- Chamber of Commerce
- Bay Conservation & Development Commission (BCDC)
- Environmental groups
- Facebook
- Menlo Park Rotary
- Friends of Bedwell Bayfront Park
- Utility providers
- Gymnastics Community
- Special Population groups
- Dog Park Users

The Community Engagement Plan was presented to the Parks and Recreation Commission on January 23, 2018 for their review and feedback. The Commission reviewed and accepted the overall plan and provided feedback on the Oversight Group and Stakeholders, which is reflected in the attachment.

The Parks and Recreation Facilities Master Plan is expected to be completed by November 2018. The project will allow review of plan alternatives by the Parks and Recreation Commission and the City Council, as well as any constraints, recommended improvements and funding strategies which will result in a master plan that is implementable for the future.

### **Impact on City Resources**

On Oct. 17, 2017, Council approved the Parks and Recreation Facilities Master Plan Update budget of \$220,000, which includes a 10% contingency and administrative costs.

### **Environmental Review**

The project is categorically exempt under Class 6 of the current State of California Environmental Quality Act Guidelines, which allows for information collection, research and resource evaluation activities as part of a study leading to an action which a public agency has not yet approved, adopted, or funded. The results of the project will identify environmental reviews and studies required to advance the project.

### **Public Notice**

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.



**Attachments**

- A. City of Menlo Park Community Engagement Model
- B. Proposed Park and Recreation Facilities Master Plan Community Outreach Plan

Report prepared by:  
Rita Shue, Project Manager

Report Reviewed by:  
Derek Schweigart, Interim Community Services Director

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## Menlo Park Community Engagement Model

### What we're striving for in our community engagement processes:

#### 1. Processes reflecting the three basic stages of Public Participation

##### *Stage One: Decision Analysis*

1. Clarify the decision being made (develop the problem or opportunity statement)
2. Decide whether public participation is needed and for what purpose (determine the level of engagement needed)
3. Identify any aspects of the decision that are non-negotiable, including expectations for who makes the final decision
4. Identify the stakeholders and their interests (determine the scope of the project)

##### *Stage Two: Process Planning*

1. Specify what needs to be accomplished at each public step
2. Identify what information people and process facilitators need to build public judgment
3. Identify appropriate methods for each step

##### *Stage Three: Implementation Planning*

1. Develop a supporting communications plan
2. Plan the implementation of individual activities
3. Plan the input analysis process
4. Determine the evaluation activities and a feedback loop

#### 2. Processes that begin with a well-defined problem or opportunity...

*Here are two examples of problem statements:*

##### **Capital Ave SW Reconstruction**

Capital Avenue is one of the top five most-used streets in Battle Creek, especially for north-south traffic and as an emergency vehicle and school bus route. But the project area, a two-and-one-half mile stretch is also one of the worst roads in the City. It's crowded, left turns are difficult, and the road surface is really rough. Poor drainage in the area makes the situation worse and often results in flooding and standing water. All these conditions are causing concern for personal safety of people who drive on or walk near the road and something must be done to solve these problems

### **Example: Your City Your Decision**

The City of Menlo Park faces a \$2.9 million budget shortfall in 2006-2007. This gap represents 10% of the City's annual operating budget and will widen over time if nothing is done. Short-term savings and lower impact cuts made over the last four years have not been enough. A permanent solution to Menlo Park's budget crisis is needed and will involve many tough choices and trade-offs.

### **3. Processes that clearly identify the level and purpose of community engagement....**

What level of community engagement is right? Levels of community engagement have been described by the International Association of Public Participation (IAP2) as including a spectrum of activities demonstrating varying levels of public participation in decision-making depending upon the goals, time frames, resources and level of public interest in the decision. We're looking for process designs that clearly define expectations within appropriate level of this spectrum.

### **4. Processes that clearly identify what stakeholders are deciding and what is not negotiable about a decision...**

#### **Examples of givens:**

#### ***Capital Ave Reconstruction Project***

There are some givens on this project, or points that are not open for negotiation. These points were developed by the City Council working with staff to make sure the City fulfills its moral, legal and safety responsibilities.

- To invest taxpayer dollars wisely and to solve safety problems, Capital Ave will be reconstructed, including roadway, storm drainage and curb and gutter.
- To make sure drivers and pedestrians are safe, the City will make all final decisions on traffic signal locations and will build the road and drainage improvements according to professional engineering standards; and
- The city will decide what the final project budget will be. It's expected to be in the \$3 million to \$4 million range.

#### ***Community Directions***

Serving as a framework for the residents of Battle Creek to help set budget priorities are a list of conditions which must be met:

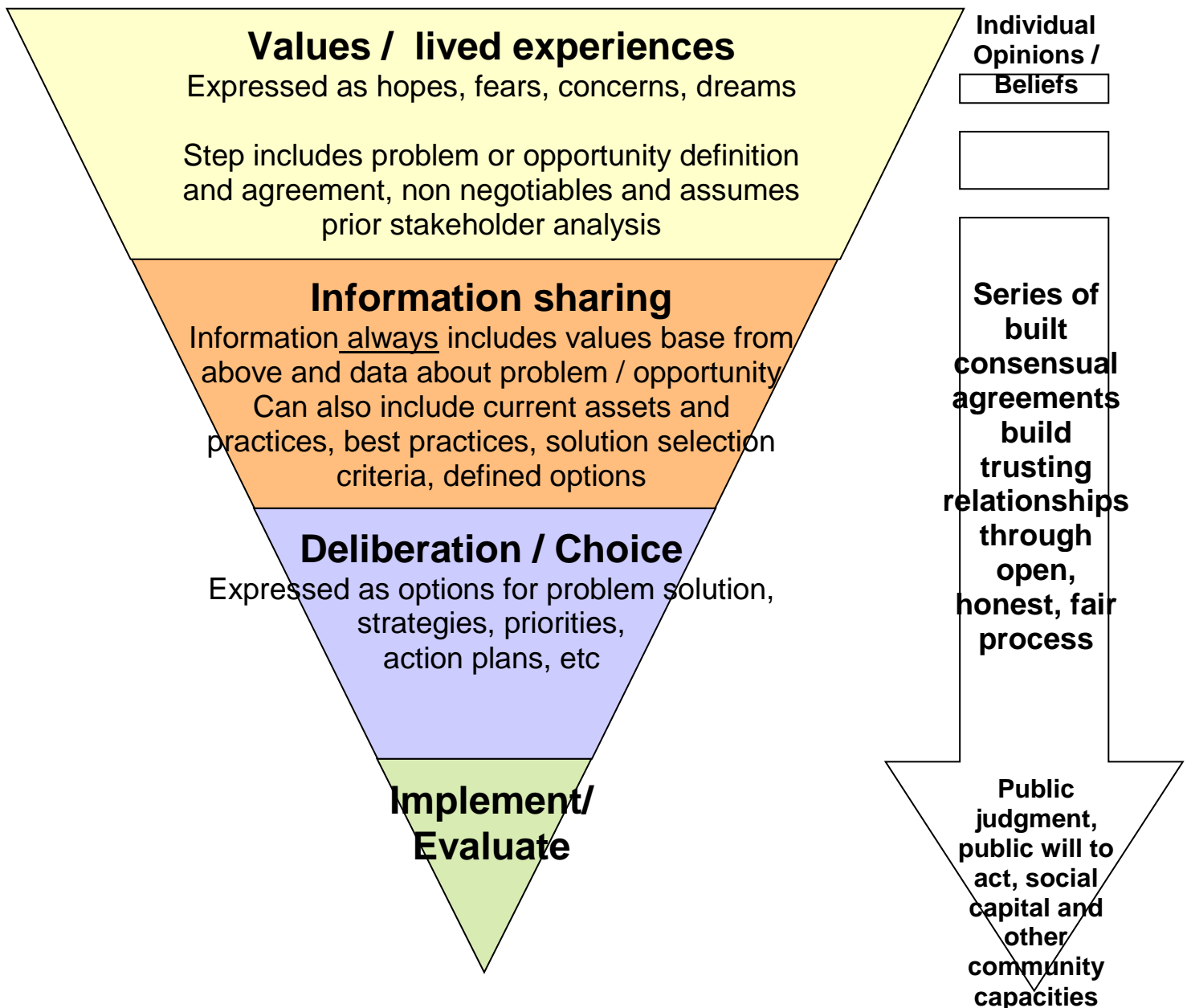
- The City budget must be balanced.
- The safety of community residents will not be compromised in any way.
- State and federal mandates must still be met.
- Financial indebtedness must be honored.
- Prior votes of the people must be honored.
- Services will be provided to professional management standards.
- City staff and Council want to hear people's ideas about what services are the priority; the City will decide HOW those services will be delivered; and

- In accordance with the City Charter, the City Council will make the decision on the final budget.

**5. Processes that are open and inclusive for all stakeholders and interests**

**6. Processes that transform individual opinion to public judgment, using a defined sequence of decisions that looks like this:**

**Sequence of Decisions**



Example of a Project Outline: Capital Ave Reconstruction Project  
City of Battle Creek

*This project was a reconstruction of a two-mile stretch for a major north-south thoroughfare anchored by commercial at each end and bisecting an upscale, historic neighborhood.*

## **1. Identify Hopes and Concerns (May – July)**

- Focus questions: What would you like to see as Capital Ave. is redone?  
What would you be worried about?
- Engagement Methods
  - Door-to-door personal conversations / interviews along the length of the project area as well as a post card survey on case residents were not available for interviews
  - Noon-time briefing meetings at gathering places around the community
  - Table at local mall for “stop by” interviews and conversations
  - Hotline phone number answered by a real person to take comments and answer questions
  - Initial series of three identical workshops to present problem, givens and conduct an “around the room” identification of issues and concerns related to the project
  - Survey on the City web site
- Communication Methods
  - Project newsletter to all residents and businesses within ½ mile of project area plus adjacent neighborhoods
  - Project newsletter and survey on web site
  - Project engineer appearance on local radio call-in show

## **2. Site Analysis / Development of Construction Options**

- Focus questions: Are there physical constraints on roadway reconstruction?  
What reconstruction elements best achieve the hopes and best avoid the concerns expressed in Step One?
- Engagement Methods
  - Internal work by City Engineers
- Communication Methods
  - None (internal step)

### **3. Discussion / Selection of Preferred Options**

- Focus questions: Based on what people said they wanted and are concerned about, and based on your own beliefs and experiences, which of these options for each element do you prefer?
- Engagement Methods
  - Three repetitive workshops (identical format and agenda) held in two weekday evenings and a Saturday morning at a school near the project area. Information on choices presented included: upgrade street lights or leave as is; maintain two lanes widen to three or widen to four; reduce or increase speed (specific options provided); install sidewalks on one side, the other or both, or none.
- Communication Methods
  - Second issue project newsletter with options / response card
  - Second issue newsletter on web page w/ response option
  - Newspaper article

### **4. Develop Preferred Options**

- Focus question: Based on the choices people made in Step Three, how should the roadway be reconstructed to best include those preferred elements while meeting professional design standards?
- Engagement Methods
  - Internal work by City Engineers
- No Communication Methods (internal step)

### **5. Review Preferred Options**

- Focus questions: Have we got it right? Are there major changes that must be made to achieve what people said they wanted?
- Engagement Methods
  - Final workshop that presented preferred option. Discussion produced agreement to change one element.
- Communication Methods
  - Third issue project newsletter with options / response card
  - Third issue newsletter on web page w/ response option

### **6. Adopt reconstruction plan**

Formal public hearing and Council vote with supporting announcements.

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## PURPOSE

Build a shared vision for the improvements and priorities for the Parks and Recreation Facilities in the City of Menlo Park.

## OUTREACH GOALS

Inform. Consult. Involve. Collaborate. Empower.

- Ensure community awareness of the project and input opportunities
- Bring residents together to create a sense of community
- Reflect City of Menlo Park mission and brand
- Provide information, education and communication regarding project and parks in Menlo Park
- Offer a range of communication and engagement tools to facilitate input among a broad range of audiences and various abilities
- Offer of a range of meeting locations and times
- Obtain community consensus to support and prioritize the plan
- Build partnerships for implementation and stewardship of improvements
- *Maybe even have a little bit fun ...*

## ENGAGEMENT METHODS

- Three Community Workshops. Option for additional workshop if necessary.
- Intercept Activities
- Oversight and Outreach Group
- Focus Groups
- Stakeholder Interviews
- Project Web page (Gates to provide content, City to host and manage)
- Project Social Media Pages - Facebook and Instagram (Gates to host and manage, City to review content). Share and link to other related accounts
- Online Survey

# AWARENESS METHODS

Goal: Share Project Information, Provide Workshop dates/locations, Distribute Online Survey Information, Collect Community Input and Showcase Ways to Stay Involved.

All materials will include City branding, project logo and tagline.

## ONLINE MEDIA OUTLETS

- City (Project) Webpage. (Link and QR code to be included on printed materials) (City to host Webpage)
- Facebook (Project Page and other interested groups)
  - Post on @MenloParkCommunityService
  - Post on @MenloParkEvents
- Instagram (Project Account, Gates to Host and Run Hashtag Contest)
- Menlo Park Twitter
- NextDoor (all Menlo Park Neighborhoods)
- School District Websites
- InMenlo (City to Post)
- Local News (Potential to notice with other events)

## NOTICE THROUGH EMAIL BLAST LISTS (CITY TO SEND)

- Any previous email list regarding project including:
  - General Plan
  - Facebook Campus Plan
  - Vision Process
  - Bedwell Bayfront Park
  - Belle Haven Newsletter
  - Other

## PRINT MEDIA OUTLETS

### FLYERS FOR POSTING: (CITY TO POST PRIOR TO WORKSHOPS)

- Schools
- Community Centers, Senior Center, Child Development Centers, Recreation Center, etc.
- Other park facilities (Kiosks)
- City Offices
- Post Office
- Local Businesses (Coffee Shops, etc.)
- Reader Board Along Streets
- Community Events
- Other

# PUBLIC OUTREACH MEETINGS

Potential Formats Could Include: Open House, Presentation with Breakout Stations, Dot Boards, Design Charettes, etc.

## Community Workshop #1 :

“Tell us about your parks! What do we like? What could we improve? What do we want to add?”

Spring 2018, date and venue TBD.

Work directly with the community to understand and consider concerns and aspirations for the Menlo Park and Recreation Master Plan.

Materials Might Include: overall park system context, amenities and programs currently available, inspiration images of recreation trends and space for open-ended creative ideas.

**Outcomes:** Meaningful input from community members to tailor or our process and recommendations

## Community Workshop #2 : “Goals, Preferences & Priorities”

*Summer 2018, date and venue TBD.*

Based on input and information gathered through Community Workshop #1 and other outreach efforts to date, present preliminary goals and emerging areas of interest for open, honest and fair discussion to assist with validation, and to obtain further input and direction.

Materials will include: Summary of input to date and preliminary goals for discussion, boards presenting options regarding areas of interest further input, refinement, and prioritization.

**Outcomes:** Work directly with the community to understand trade-offs, opportunities, preferences and prioritize goals

## Community Workshop #3 : “Did We Get it Right?”

*Early Fall 2018, date and venue TBD.*

Based on input from community workshops and other outreach to date, present specific recommendations and prioritization criteria from community members to provide advice on next step and long term vision for the Park and Recreation Master Plan.

Materials will include: Summary of input to date and recommendations for community to review, validate, and prioritize and provide additional feedback.

# INTERCEPT ACTIVITIES

We will hold intercept activities throughout the process to collect a greater base of input and create awareness for the project.

Potential Locations Could Include: Pop-up Booth at Events (4th of July, Concert Series, Movies Nights), Farmers Markets, School Fairs, Coffee Shop Pop-Up, etc.

# FOCUS GROUPS

We will hold focus groups throughout the process to collect a greater base of input and create awareness for the project.

Potential Focus Groups Could Include: Targeted user groups and potential partners such as :Teens, Seniors, Sports Groups, School Districts, etc.

# OVERSIGHT + OUTREACH GROUP

One component of the community engagement plan is the formation of the Parks and Recreation Facilities Master Plan Oversight and Outreach Group. The group is comprised of key stakeholders who will meet with staff and consultants to provide input and guidance to the process as well as help promote the effort to their constituencies. We want to ensure the planning process is inclusive, and that the community can weigh in effectively regarding parks, recreation facilities and open space.

The group's scope of work will be limited to:

1. Providing advisory input and recommendations to the consultant and staff regarding the outreach process and concept plans (i.e. alternatives) and programs; and
2. Reaching out to other community members and help bring them into the broader planning process through participation in the community workshops and other planning activities.

The composition of the Oversight and Outreach group includes City staff and project consultants, commissioners, and volunteers from various stakeholder groups who will be selected by the project management team. Outreach for volunteers may include those that participate in the school district's Community Trust meetings, Library Teen Advisory Group, City approved Sports Field User Groups, Chamber of Commerce, recipients of Menlo Park's Grant for the Arts Program and others.

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- School Districts (2 representatives)
- City Pool Operator – Team Sheeper
- Sports Field User Group (2 representatives)
- Business Community (1 representative)
- Arts and Culture (1 representative)
- Environmental Group (1 representative)

# POTENTIAL STAKEHOLDERS

- Menlo Park Police Department
- Menlo Park City Council
- Parks and Recreation Commission
- Complete Streets Commission
- Environmental Quality Commission
- Library Teen Advisory Group
- Sports Fields User Groups
- Recreation Program Operators
- Peninsula Volunteers, Inc.
- Menlo Park School District
- Ravenswood School District
- Las Lomas School District
- Sequoia High School District
- Private Schools
- San Mateo County Parks Department
- Boys and Girls Club
- Chamber of Commerce
- Bay Conservation & Development Commission (BCDC)
- Environmental groups
- Facebook
- Menlo Park Rotary
- Friends of Bedwell Bayfront Park
- Utility providers
- Gymnastics Community
- Special Population groups
- Dog Park Users

# COMMUNITY OUTREACH SCHEDULE AT A GLANCE

## TASK / MEETINGS

## ACTION ITEMS

## ACCOUNTABILITY

### JANUARY 2018

Draft Community Outreach Plan	Populate Stakeholder Matrix	City
<b>Outreach Plan Commission Review</b>	Select O+O Committee Members	City
<b>Outreach Plan Council Review</b>		

### FEBRUARY 2018

Launch Project Website	Refine Project Branding (Logo/Tagline)	Gates + City
Launch Social Media Pages	Schedule O+O Committee Meetings	City
O+O Group Meeting	Hold O+O Committee Meetings	City + Gates
Ad in Park + Rec Guide	Create/Review Workshop Materials	Gates + City
	Create/Review Workshop Layout/Stations	Gates
	Schedule Stakeholder Interviews	Gates + City
	Reserve Venue	City
	Place Ad in Park + Rec Guide	City

### MARCH 2018

<b>Intercept Activity #1 (3/31/18)</b>	Summarize Community Intercept Activity #1	Gates
O+O Group Meeting	Notice Community Workshop #1	City
Stakeholder Interviews	Book Venue Community Workshop #1	City
	Develop Questions for Online Survey	City + Gates
	Conduct Stakeholder Interviews	Gates

### SPRING 2017

<b>Intercept Activity #2</b>	Summarize Community Workshop #1	Gates
<b>Community Workshop #1</b>	Analyze Survey Data	Gates
Stakeholder Interviews	Focus Group Meeting Scheduling	City
Open Online Survey	Conduct Focus Group Meetings	Gates + City
Close Online Survey		
O+O Group Meeting		
Focus Group Meetings		

### SUMMER 2018

<b>Intercept Activity #3</b>	Reserve Venue Workshop #2	City
<b>Community Workshop #2</b>	Create Content for Workshop #2	City + Team
Focus Group Meetings	Notice Workshop #2	
O+O Group Meetings (2)	Summarize Workshop #2	Gates
	Reserve Venue Workshop #3	City
	Create Content for Workshop #3	City + Team

### FALL 2018

<b>Community Workshop #3</b>	Summarize Workshop #3	Gates
O+O Committee Meetings (2)		

\*O+O = Oversight + Outreach Group