



SPECIAL AND REGULAR MEETING AGENDA

Date: 2/13/2018
Time: 5:45 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

5:45 p.m. Closed Session (City Hall Administration Building, 1st 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 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. Study Session**

- E1. Review the Cost of Services Study and User Fee Cost Recovery Policy and provide direction on amendments to the Master Fee Schedule (Staff Report #18-042-CC)
- E2. Guild Theatre site (Staff Report #18-038-CC)

- F. 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.

- G. Consent Calendar**

- G1. Approve the City Council meeting minutes of February 6, 2018 (Attachment)

- G2. Adopt a resolution authorizing the Public Works Director to accept work performed on construction contracts (Staff Report #18-036-CC)
- G3. Authorize the use of Rectangular Rapid Flashing Beacons as a traffic control device to enhance pedestrian safety (Staff Report #18-034-CC)
- G4. Authorize the City Manager to enter into a contract with ICF International (ICF) to prepare an Environmental Impact Report (EIR) for a proposed 318,614 square foot office building at 164 Jefferson Drive for the amount of \$402,275 and future augments as may be necessary to complete the environmental review for the proposed project (Staff Report #18-039-CC)
- G5. Authorize the City Manager to enter into a contract with ICF International (ICF) to prepare an Environmental Impact Report (EIR) for the proposed approximately 260,000 square foot research and development (R&D) building at 1350 Adams Court for the amount of \$363,780 and future augments as may be necessary to complete the environmental review for the proposed project (Staff Report #18-040-CC)
- G6. Approve the design for the relocated connection of Marsh Road to Independence Drive (Staff Report #18-035-CC)
- G7. Adopt a resolution initiating the Menlo Park Landscape Assessment District proceedings for Fiscal Year 2018-19 (Staff Report #18-037-CC)

H. Regular Business

- H1. Appoint a City Council subcommittee to assist with the West Menlo Park Triangle Annexation project (Staff Report #18-044-CC)
- H2. Approve the 2017-18 midyear budget report and approve recommended 2017-18 budget amendments (Staff Report #18-043-CC)
- H3. Provide direction on placing enabling charter on November 2018 ballot (Staff Report #18-032-CC)

I. Informational Items

- I1. Review of the City's investment portfolio as of December 31, 2017 (Staff Report #18-033-CC)
- I2. Update on the temporary traffic calming modifications to the Willows neighborhood due to construction impacts of the Willow Road/US 101 interchange (Staff Report #18-041-CC)

J. City Manager's Report

K. Councilmember Reports

L. 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.

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STAFF REPORT

City Council

Meeting Date: 2/13/2018
Staff Report Number: 18-042-CC

Study Session: Review the Cost of Services Study and User Fee Cost Recovery Policy and provide direction on amendments to the Master Fee Schedule

Recommendation

Staff recommends that the City Council review the 2017 Cost of Services study and the User Fee Cost Recovery policy and provide direction on amendments to the Master Fee Schedule effective July 1, 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.

The majority of this report was previously transmitted to the City Council as an informational item at their meeting on February 6, 2018.

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.

Following a presentation from Capital Accounting Partners on the Cost of Services Study and staff's

presentation on proposed changes to the City Council's 2010 User Fee Cost Recovery policy, staff seeks City Council direction to amend the Master Fee Schedule. As part of the City Council's consideration of the matter, staff seeks direction from the City Council on the following policy items:

1. Direction on updates 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 and seek guidance from the City Council on any additional desired changes. If the City Council provides direction to amend the policy, the item will return for City Council consideration and action on March 13, 2018.
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. With the City Council's direction, staff will prepare the legally required noticing of the public hearing at which the City Council will consider the matter. The goal is to have fees fully amended by the end of March 2018 so that the fees can go into effect on July 1, 2018.

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

Daniel B Edds, MBA, PMP

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916.670.0001

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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)
Totals	\$ 8,415,761	\$ 6,688,046	(\$1,727,715)

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
Required Percentage of Building Plan Check Fee to Recover Planning review	36.6%

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	
120 - LICENSES & PERMITS		\$ 3,415,000	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
170 - CHARGES FOR SERVICES		\$ 119,000	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	Total Building Operational Expenses	\$ 3,551,603
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			Total Building Costs	\$ 3,738,981
300 - OTHER FINANCING SOURCES				
3032 - Use of Assigned Fund Balance				
Total Revenues		\$ 3,534,000	Net Revenues	\$ (204,981)

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

Cost Recovery Requirements	
Required Increase To Meet Cost Recovery	\$ 204,981
Revenue Increase Required	5.8%
Additional Recovery of Cost to Build a 6 Month Operating Reserve (5 year build up)	\$ 373,898
Required Increase to Meet Current Cost Recovery and Build Reserves	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%
Totals	\$ 6,582,837	\$ 8,296,037	\$ (1,713,200)	79%

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%
Totals	\$ 2,885,264	\$ 11,181,300	\$ (4,598,463)	59%

The following two graphs further illustrate the same data.

Table 6

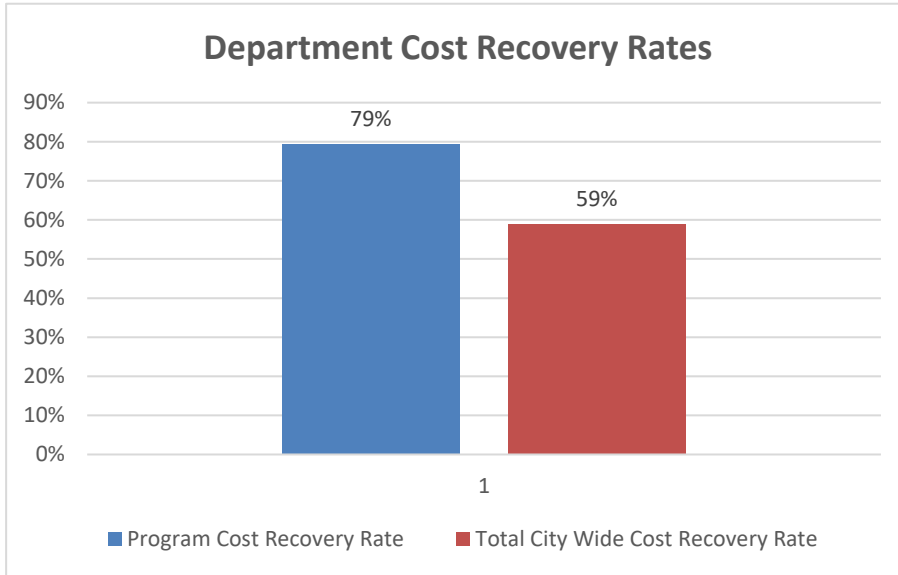
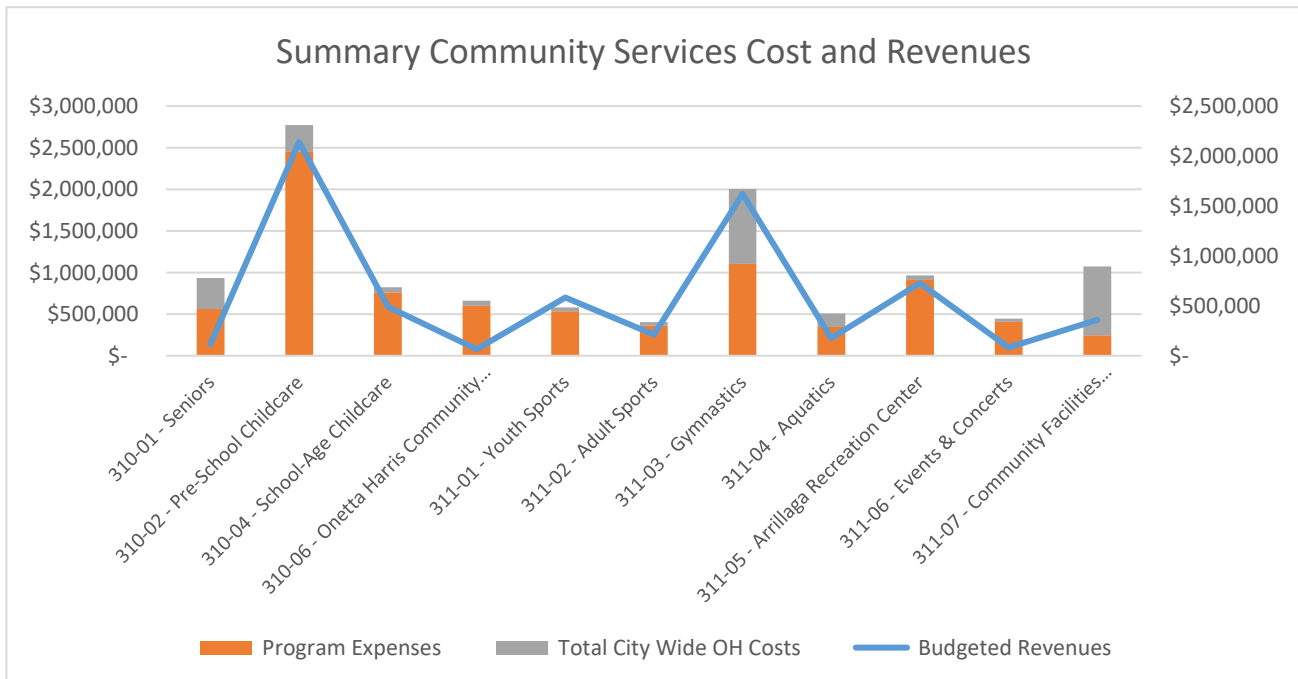


Table 7



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		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ 6,000		\$ -		
\$ -				\$ 4,400		\$ -		
\$ -				\$ 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		\$ -		
\$ -				\$ -		\$ -		

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	
		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
	Mitigation and Condition Monitoring	Deposit	
	Front Lot Line Election	Flat Fee	3
	Revisions, extensions or review of any item	Deposit	
	Withdrawal of application, minimum processing fee	Flat Fee	1
	Meeting outside of normal business hours – Per hour – One hour minimum	Hourly	
	Mailing Lists for public use not associated with Public Hearing noticing	Flat Fee	1
	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	
	PUBLICATIONS – per document		
	Copies of General Plan, Zoning Ordinance and Zoning Map		
	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		
	General Plan Update Surcharge		1
	Green and sustainability building regulation review		
	Large child day care home permit		
	Building permit plan checking		1
	Planning field inspections and monitoring		1
	Lot line adjustment/merger		
	*Fee based on cost of consultant to prepare report plus staff time at hourly billing rate.	Plus 25%	

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)
\$ -				\$ 800	\$800	\$ -		
\$ 218	\$256		\$475	\$ 110	(\$365)	\$ 1,424	\$330	(\$1,094)
\$ -		1	\$1	\$ 2,000	\$1,999	\$ -		
\$ 79	\$92		\$171	\$ 75	(\$96)	\$ 171	\$75	(\$96)
\$ -				\$ 100	\$100	\$ -		
\$ 37	\$43		\$79	\$ 100	\$21	\$ 79	\$100	\$21
\$ -		1.13	\$1.13	\$ 1.13		\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -				\$ 10	\$10	\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				\$ -		\$ -		
\$ -				3%	\$0	\$ -		
\$ -				\$ -		\$ -		
\$ 203,143	\$238,667		\$441,810	3.00%	(\$441,810)	\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ 172	\$202		\$374		(\$374)	\$ -		
\$ -						\$ -		
\$ 377,167	\$443,124		\$820,291	\$820,291		\$ 820,291	\$820,291	
\$ 50,735	\$59,608		\$110,343		(\$110,343)	\$ 110,343		(\$110,343)
\$ 151	\$177		\$328		(\$328)	\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		
\$ -						\$ -		

Menlo Park
Planning Fees (Current and General Plan)



Service #	Fee Description	Unit/Notes	Actual Work Volume
	Project Management		1
Planning Productive Hourly Rates by Position			
	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)
\$ -						\$ -	\$ -	\$ -
\$ 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				\$ -						\$ -		

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				\$ -						\$ -		
	Maps					\$ -						\$ -		
	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)					\$ -						\$ -		
	IMPROVEMENT PLAN REVIEWS					\$ -						\$ -		
	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)	\$ -		
						\$ -						\$ -		
	CONSTRUCTION INSPECTION					\$ -						\$ -		

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)	\$ -		
	HERITAGE TREE					\$ -						\$ -		
	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)	\$ -		
	WATER EFFICIENT LANDSCAPE PLAN CHECK					\$ -						\$ -		
	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				\$ -						\$ -		
	STORM WATER OPERATIONS AND MAINTENANCE AGREEMENTS		6	6		\$ 505	\$274		\$780	\$ 500	(\$280)	\$ 4,678	\$3,000	(\$1,678)
	COMPLETION BOND AGREEMENTS	Delete				\$ -				\$ 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)	
	SPECIAL SERVICES	City staff time plus 25% billing and administration charge				\$ -						\$ -			
	PUBLIC WORKS – TRANSPORTATION					\$ -						\$ -			
	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	\$ -			
	TRUCK ROUTE					\$ -						\$ -			
	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	\$ -			
	BANNERS					\$ -						\$ -			
	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	\$ -			
	TREES					\$ -						\$ -			
	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					\$ -						\$ -			
	Engineering Productive Hourly Rates by Position														
	Administrative Assistant						\$ -						\$ -	\$ -	\$ -
	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

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Subject User Fee Cost Recovery	Approved by Minute Order March 9, 2010	Procedure # 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%)
	1. Planning			
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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Subject User Fee Cost Recovery	Approved by Minute Order March 9, 2010	Procedure # CC-10-0001

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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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	-
Total Claimable Costs	\$9,278,860	\$89,590	\$645,262	\$524,147	\$79,554	\$72,771	\$87,491	\$574,328	\$7,738

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	-	-	-
Total Claimable Costs	\$9,278,860	\$304,230	\$43,346	\$50,999	\$63,378	\$29,782	\$58,639	-	\$63,027

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	-
Total Claimable Costs	\$9,278,860	\$74,734	\$537,846	\$392,287	\$14,514	\$173,089	\$276,050	\$234,517	\$4,723

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	-	-
Total Claimable Costs	\$9,278,860	\$47,507	\$3,604	\$40,865	\$33,792	\$31,917	\$665,807	\$118,986	\$39,381

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
Total Claimable Costs	\$9,278,860	\$28,494	\$22,930	\$114,827	\$459,405	\$39,485	\$4,148	\$226,543	\$238,235

Exhibit A

Cost Exhibit (continued)

Department	Total	701-000 ADMINISTRATIVE SERVICES								
		602-001 Building	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	-	-	-	-	-	-		
Total Claimable Costs	\$9,278,860	\$170,060	\$38,583	\$71,266	-	\$15,087	\$34,484	\$275		

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	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	-	-	-	-	
Total Claimable Costs	\$9,278,860	\$294	\$43,148	-	\$16,634	\$343	\$1,226	-	-	

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	-	-	-	-	-	-	-	-
Total Claimable Costs	\$9,278,860	\$5,906	\$337	-	\$2,360	\$193,835	\$2,263	\$37,584	\$12,983

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	-	-	-	-	-	-	-	-
Total Claimable Costs	\$9,278,860	\$36,859	\$483	\$13,738	\$22,093	\$301	-	\$1,924	\$9,805

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 Assessment	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	-	-	-	-	-	-	-	-
Total Claimable Costs	\$9,278,860	\$18,712	\$63,053	\$44,520	-	\$226	\$65,267	\$14,966	\$3,280

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	-	-	-	-	-	-	-	-
Total Claimable Costs	\$9,278,860	\$57,098	\$341	\$45	\$171,925	\$2,489	\$610,343	\$15,540	-

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	-	-	-	-	-	-	-	-
Total Claimable Costs	\$9,278,860	\$906	-	-	\$249,384	\$241,108	\$29,108	-	\$26,480

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	-
Total Claimable Costs	\$9,278,860	\$14,867	\$23,797	\$130,525	\$13,690	\$231,344	\$12

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
Totals	\$1,472,904	-	\$65,984	\$63,838	\$144,421	\$754,467	\$20,703	\$244,584	\$178,907

Exhibit C

Significant Changes from Prior Year

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

**DEP Depreciation
Schedule 1.1**

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>			-	-	-	-
Wages and Benefits						
	Salaries	-	-	-	-	-
	Benefits	-	-	-	-	-
Wages and Benefits Subtotal		-	-	-	-	-
Services and Supplies						
	Dist					
	Building Depreciation	PROP \$1,700,482	-	\$1,700,482	-	-
	Vehicle Depreciation	PROP \$186,555	-	-	\$186,555	-
	Equipment Depreciation	PROP \$242,481	-	-	-	\$242,481
Services and Supplies Subtotal		\$2,129,518	-	\$1,700,482	\$186,555	\$242,481
Cost Adjustments						
Cost Adjustments Subtotal		-	-	-	-	-
Reallocate Admin			-	-	-	-
Functional Costs		\$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
Subtotals	1,700,482	100.000%	\$1,700,482	-	\$1,700,482	-	\$1,700,482
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	186,555	100.000%	\$186,555	-	\$186,555	-	\$186,555
Direct Billed						-	-
Total Full Functional Cost					\$186,555		\$186,555

Allocation Basis: Depreciation per departmnet

DEP Depreciation
Schedule 1.5.3

Detail Allocations - Equipment Dep

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
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
Subtotals	242,481	100.000%	\$242,481	-	\$242,481	-	\$242,481
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotal for CSD	\$453,490	\$380,291	-	\$73,199
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	-	-
Totals	\$2,129,518	\$1,700,482	\$186,555	\$242,481
Direct Billed	-	-	-	-
Total Full Functional Cost	\$2,129,518	\$1,700,482	\$186,555	\$242,481
Less Direct Billed	-	-	-	-
Less CSD Amounts	(\$453,490)	(\$380,291)	-	(\$73,199)
Total Receiving Department Allocation	\$1,676,028	\$1,320,191	\$186,555	\$169,282

**701-001 City Council
Schedule 2.1**

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%
Wages and Benefits				
Salaries		\$38,500	-	\$38,500
Benefits		\$138,546	-	\$138,546
Wages and Benefits Subtotal		\$177,046	-	\$177,046
Services and Supplies				
	Dist			
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	-	-
Services and Supplies Subtotal		\$366,700	-	\$191,700
Cost Adjustments				
Community Programs		(\$175,000)	-	-
Cost Adjustments Subtotal		(\$175,000)	-	-
Reallocate Admin			-	-
Functional Costs		\$368,746	-	\$368,746

**701-001 City Council
 Schedule 2.4**

Service to Service Costs

Department	First Incoming	Second Incoming	Agenda Support
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
Subtotals	\$14,118	\$51,866	\$65,984
Functional Costs	\$368,746		\$368,746
Total Allocated Costs	\$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
Subtotals	234	100.000%	\$382,864	-	\$382,864	\$51,866	\$434,730
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotal for CSD	\$137,480	\$137,480
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
Totals	\$434,731	\$434,731
Direct Billed	-	-
Total Full Functional Cost	\$434,731	\$434,731
Less Direct Billed	-	-
Less CSD Amounts	(\$137,480)	(\$137,480)
Total Receiving Department Allocation	\$297,251	\$297,251

703-001 City Clerk
Schedule 3.1

Narratives

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

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

**703-001 City Clerk
Schedule 3.3**

Schedule of costs to be allocated

		Amount	General & Admin	City Clerk Support
<i>Total %</i>			-	100.000%
Wages and Benefits				
Salaries		\$180,905	-	\$180,905
Benefits		\$64,355	-	\$64,355
Wages and Benefits Subtotal		\$245,260	-	\$245,260
Services and Supplies				
	Dist			
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
Services and Supplies Subtotal		\$177,748	-	\$177,748
Cost Adjustments				
Cost Adjustments Subtotal		-	-	-
Reallocate Admin			-	-
Functional Costs		\$423,008	-	\$423,008

**703-001 City Clerk
Schedule 3.4**

Service to Service Costs

Department	First Incoming	Second Incoming	City Clerk Support
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
Subtotals	\$19,634	\$44,204	\$63,838
Functional Costs	\$423,008		\$423,008
Total Allocated Costs	\$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
Subtotals	234	100.000%	\$442,642	-	\$442,642	\$44,204	\$486,846
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotal for CSD	\$152,326	\$152,326
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
Totals	\$486,846	\$486,846
Direct Billed	-	-
Total Full Functional Cost	\$486,846	\$486,846
Less Direct Billed	-	-
Less CSD Amounts	(\$152,326)	(\$152,326)
Total Receiving Department Allocation	\$334,520	\$334,520

705-001 Finance
Schedule 4.1

Narratives

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	-	-	-	-	-
Total	\$874,608	\$105,773	\$381,926	\$107,791	\$147,723	\$63,736	-	\$67,661
Total Percentage	100.000%	12.094%	43.668%	12.324%	16.890%	7.287%	-	7.736%

705-001 Finance
Schedule 4.3

Schedule of costs to be allocated

	Amount	General & Admin	General Accounting	AP	Payroll	Business Licences	Liability Insurance	Direct Department	
<i>Total %</i>		12.094%	43.668%	12.324%	16.890%	7.287%	-	7.736%	
Wages and Benefits									
Salaries	\$874,607	\$105,773	\$381,924	\$107,791	\$147,723	\$63,735	-	\$67,662	
Benefits	\$364,110	\$44,035	\$159,000	\$44,875	\$61,499	\$26,534	-	\$28,168	
Wages and Benefits Subtotal	\$1,238,717	\$149,808	\$540,924	\$152,665	\$209,222	\$90,268	-	\$95,830	
Services and Supplies	Dist								
Printing	SAL	\$1,000	\$121	\$437	\$123	\$169	\$73	-	\$77
Postage	SAL	\$2,500	\$302	\$1,092	\$308	\$422	\$182	-	\$193
Department Supplies	SAL	\$3,000	\$363	\$1,310	\$370	\$507	\$219	-	\$232
DP Paper & Forms	SAL	\$1,500	\$181	\$655	\$185	\$253	\$109	-	\$116
Memberships	SAL	\$1,500	\$181	\$655	\$185	\$253	\$109	-	\$116
Employee Training	SAL	\$3,000	\$363	\$1,310	\$370	\$507	\$219	-	\$232
General Liability Interna	SAL	\$6,609	\$799	\$2,886	\$815	\$1,116	\$482	-	\$511
Miscellaneous	SAL	\$1,500	\$181	\$655	\$185	\$253	\$109	-	\$116
IT Internal Service Chrg	SAL	\$88,202	\$10,667	\$38,516	\$10,870	\$14,898	\$6,428	-	\$6,824
IT Capital Internal Svc Chrg	SAL	\$10,080	\$1,219	\$4,402	\$1,242	\$1,703	\$735	-	\$780
Gas and Electric	SAL	\$6,100	\$738	\$2,664	\$752	\$1,030	\$445	-	\$472
Telephone & Alarms	SAL	\$800	\$97	\$349	\$99	\$135	\$58	-	\$62
Contract Services	SAL	\$76,000	\$9,191	\$33,188	\$9,367	\$12,837	\$5,538	-	\$5,880
Accounting & Auditing	SAL	\$87,000	\$10,522	\$37,991	\$10,722	\$14,694	\$6,340	-	\$6,731
Non-Fixed Asset Equipment	SAL	\$3,000	\$363	\$1,310	\$370	\$507	\$219	-	\$232
Meetings & Seminars	SAL	\$9,000	\$1,088	\$3,930	\$1,109	\$1,520	\$656	-	\$696
Office Equipment Repair	SAL	\$400	\$48	\$175	\$49	\$68	\$29	-	\$31
Services and Supplies Subtotal	\$301,191	\$36,425	\$131,524	\$37,120	\$50,872	\$21,949	-	\$23,301	
Cost Adjustments									
Cost Adjustments Subtotal	-	-	-	-	-	-	-	-	
Reallocate Admin		(\$186,233)	\$92,513	\$26,110	\$35,783	\$15,438	-	\$16,390	
Functional Costs	\$1,539,908	-	\$764,961	\$215,895	\$295,877	\$127,655	-	\$135,520	

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
Subtotals	\$49,389	\$95,032	\$71,742	\$20,248	\$27,749	\$11,972	-	\$12,710
Functional Costs	\$1,539,908		\$764,961	\$215,895	\$295,877	\$127,655	-	\$135,520
Total Allocated Costs	\$1,684,329		\$836,703	\$236,143	\$323,626	\$139,628	-	\$148,230

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
Subtotals	115,454,614	100.000%	\$789,495	-	\$789,495	\$47,208	\$836,703
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	115,454,614	100.000%	\$222,820	-	\$222,820	\$13,324	\$236,143
Direct Billed						-	-
Total Full Functional Cost					\$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
Schedule 4.5.3

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)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
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
Subtotals	876.75	100.000%	\$305,366	-	\$305,366	\$18,259	\$323,626
Direct Billed						-	-
Total Full Functional Cost					\$305,366		\$323,626

Allocation Basis: # of FTE per dept/fund

705-001 Finance
Schedule 4.5.4

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
Subtotals	115,454,614	100.000%	\$131,750	-	\$131,750	\$7,878	\$139,628
Direct Billed						-	-
Total Full Functional Cost					\$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)

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

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
Subtotals	66,451	100.000%	\$139,867	-	\$139,867	\$8,363	\$148,230
Direct Billed						-	-
Total Full Functional Cost					\$139,867		\$148,230

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	-	-
Subtotal for CSD	\$186,999	\$54,423	\$15,360	\$18,444	\$9,081	-	\$89,692
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	-	-
Totals	\$1,684,339	\$836,709	\$236,146	\$323,627	\$139,628	-	\$148,230
Direct Billed	-	-	-	-	-	-	-
Total Full Functional Cost	\$1,684,339	\$836,709	\$236,146	\$323,627	\$139,628	-	\$148,230
Less Direct Billed	-	-	-	-	-	-	-
Less CSD Amounts	(\$186,999)	(\$54,423)	(\$15,360)	(\$18,444)	(\$9,081)	-	(\$89,692)
Total Receiving Department Allocation	\$1,497,340	\$782,287	\$220,786	\$305,183	\$130,547	-	\$58,538

702-001 City Admin (Manager)
Schedule 5.1

Narratives

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

Staff Name	Salary	General Admin	Citywide Support (FTE)	Citywides Support (EXP)
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	-	-	-
Total	\$395,407	-	-	-
Total Percentage	100.000%	-	-	-

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%
Wages and Benefits					
Salaries		\$536,819	-	\$268,410	\$268,410
Benefits		\$150,865	-	\$75,433	\$75,433
Wages and Benefits Subtotal		\$687,684	-	\$343,842	\$343,842
Services and Supplies					
	Dist				
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
Services and Supplies Subtotal	\$776,890	-	\$388,445	\$388,445
Cost Adjustments				
Cost Adjustments Subtotal	-	-	-	-
Reallocate Admin				
Functional Costs	\$1,464,574	-	\$732,287	\$732,287

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
Subtotals	\$614,293	\$140,174	\$377,234	\$377,234
Functional Costs	\$1,464,574		\$732,287	\$732,287
Total Allocated Costs	\$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)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
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
Subtotals	876.75	100.000%	\$1,039,433	-	\$1,039,433	\$70,087	\$1,109,521
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	115,454,614	100.000%	\$1,039,433	-	\$1,039,433	\$70,087	\$1,109,521
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotal for CSD	\$133,587	\$62,523	\$71,064
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
Totals	\$2,219,044	\$1,109,523	\$1,109,520
Direct Billed	-	-	-
Total Full Functional Cost	\$2,219,044	\$1,109,523	\$1,109,520
Less Direct Billed	-	-	-
Less CSD Amounts	(\$133,587)	(\$62,523)	(\$71,064)
Total Receiving Department Allocation	\$2,085,456	\$1,047,000	\$1,038,456

709-001 City Attorney
Schedule 6.1

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

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

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%	-
Wages and Benefits				
Salaries	\$110,400	-	\$110,400	-
Benefits	\$51,395	-	\$51,395	-
Wages and Benefits Subtotal	\$161,795	-	\$161,795	-
Services and Supplies	Dist			
General Liability Internal Svc	SAL \$1,200	-	\$1,200	-
Legal	PROP \$435,000	-	\$112,985	\$322,015
Services and Supplies Subtotal	\$436,200	-	\$114,185	\$322,015
Cost Adjustments				
Cost Adjustments Subtotal	-	-	-	-
Reallocate Admin		-	-	-
Functional Costs	\$597,995	-	\$275,980	\$322,015

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
Subtotals	\$16,071	\$4,632	\$9,554	\$11,148
Functional Costs	\$597,995		\$275,980	\$322,015
Total Allocated Costs	\$618,698		\$285,534	\$333,163

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
Subtotals	115,454,614	100.000%	\$283,397	-	\$283,397	\$2,138	\$285,534
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	316,128	100.000%	\$330,669	-	\$330,669	\$2,494	\$333,163
Direct Billed						-	-
Total Full Functional Cost					\$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	-
Subtotal for CSD	\$116,131	\$18,830	\$97,301
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	-
Totals	\$618,699	\$285,535	\$333,164
Direct Billed	-	-	-
Total Full Functional Cost	\$618,699	\$285,535	\$333,164
Less Direct Billed	-	-	-
Less CSD Amounts	(\$116,131)	(\$18,830)	(\$97,301)
Total Receiving Department Allocation	\$502,568	\$266,705	\$235,863

708-001 HR
Schedule 7.1

Narratives

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.

Recruitment -	Allocates the cost of Recruitment based on the number of new recruitments per dept/fund
Benefits -	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.
Workers Comp -	
Labor Relations -	Allocates the cost of Labor Relations based on the number of regular employees.
Safety -	Allocates the cost of safety based on the number of FTEs per dept/fund supported.
Training -	Allocates the cost of Training based on the number of FTEs per dept/fund supported.
Employee Relations -	Allocates the cost of Employee Relations based on the number of FTEs citywide.

**708-001 HR
Schedule 7.2**

Labor Distribution Summary

Staff Name	Salary	General Admin	Recruitment	Benefits	Workers Comp	Labor Relations	Safety	Training
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
Total	\$476,728	\$144,561	\$51,361	\$37,950	\$31,336	\$92,719	\$15,829	\$42,560
Total Percentage	100.000%	30.324%	10.774%	7.961%	6.573%	19.449%	3.320%	8.928%

**708-001 HR
 Schedule 7.2**

Labor Distribution Summary (continued)

Staff Name	Salary	Employee Relations
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
Total	\$476,728	\$60,410
Total Percentage	100.000%	12.672%

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%
Wages and Benefits									
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
Wages and Benefits Subtotal		\$647,340	\$196,296	\$69,743	\$51,533	\$42,551	\$125,901	\$21,494	\$57,793
Services and Supplies									
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
Services and Supplies Subtotal	\$492,435	\$149,323	\$53,054	\$39,201	\$32,369	\$95,773	\$16,351	\$43,964
Cost Adjustments								
Cost Adjustments Subtotal	-	-	-	-	-	-	-	-
Reallocate Admin		(\$345,619)	\$53,442	\$39,488	\$32,605	\$96,473	\$16,470	\$44,285
Functional Costs	\$1,139,775	-	\$176,239	\$130,222	\$107,524	\$318,147	\$54,315	\$146,042

708-001 HR
Schedule 7.3

Schedule of costs to be allocated (continued)

		Amount	Employee Relations
<i>Total %</i>			12.672%
Wages and Benefits			
Salaries		\$476,727	\$60,409
Benefits		\$170,613	\$21,620
Wages and Benefits Subtotal		\$647,340	\$82,029
Services and Supplies			
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
Services and Supplies Subtotal		\$492,435	\$62,400
Cost Adjustments			
Cost Adjustments Subtotal		-	-
Reallocate Admin			\$62,856
Functional Costs		\$1,139,775	\$207,285

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
Subtotals	\$202,704	\$41,880	\$37,819	\$27,944	\$23,074	\$68,271	\$11,655	\$31,339
Functional Costs	\$1,139,775		\$176,239	\$130,222	\$107,524	\$318,147	\$54,315	\$146,042
Total Allocated Costs	\$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
Subtotals	\$202,704	\$41,880	\$44,481
Functional Costs	\$1,139,775		\$207,285
Total Allocated Costs	\$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
Subtotals	68	100.000%	\$207,583	-	\$207,583	\$6,476	\$214,059
Direct Billed						-	-
Total Full Functional Cost					\$207,583		\$214,059

Allocation Basis: # of New Recruitments

**Menlo Park
Full Cost Plan**

**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
Subtotals	261	100.000%	\$153,381	-	\$153,381	\$4,785	\$158,166
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	100	100.000%	\$126,647	-	\$126,647	\$3,951	\$130,598
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	239	100.000%	\$374,729	-	\$374,729	\$11,690	\$386,419
Direct Billed						-	-
Total Full Functional Cost					\$374,729		\$386,419

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
Subtotals	46	100.000%	\$63,975	-	\$63,975	\$1,996	\$65,971
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	261	100.000%	\$172,015	-	\$172,015	\$5,366	\$177,381
Direct Billed						-	-
Total Full Functional Cost					\$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)

Department	Allocation Units	Allocation Percent	1st Allocation	Direct Billed	Department Allocation	2nd Allocation	Total
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
Subtotals	876.75	100.000%	\$244,149	-	\$244,149	\$7,617	\$251,766
Direct Billed						-	-
Total Full Functional Cost					\$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	-	-	-	-	-	-
Subtotal for CSD	\$79,261	\$15,263	\$14,692	\$1,266	\$17,247	-	\$16,477
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
Totals	\$1,384,365	\$214,060	\$158,167	\$130,599	\$386,419	\$65,971	\$177,381
Direct Billed	-	-	-	-	-	-	-
Total Full Functional Cost	\$1,384,365	\$214,060	\$158,167	\$130,599	\$386,419	\$65,971	\$177,381
Less Direct Billed	-	-	-	-	-	-	-
Less CSD Amounts	(\$79,261)	(\$15,263)	(\$14,692)	(\$1,266)	(\$17,247)	-	(\$16,477)
Total Receiving Department Allocation	\$1,305,104	\$198,796	\$143,476	\$129,333	\$369,172	\$65,971	\$160,904

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
Subtotal for CSD	\$79,261	\$14,316
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	-
Totals	\$1,384,365	\$251,768
Direct Billed	-	-
Total Full Functional Cost	\$1,384,365	\$251,768
Less Direct Billed	-	-
Less CSD Amounts	(\$79,261)	(\$14,316)
Total Receiving Department Allocation	\$1,305,104	\$237,452

205-001 Facilities Mtce
Schedule 8.1

Narratives

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	-	-	-	-
Total	\$334,064	-	-	-	-
Total Percentage	100.000%	-	-	-	-

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%
Wages and Benefits						
		\$452,010	-	-	\$226,005	\$226,005
		\$269,638	-	-	\$134,819	\$134,819
Wages and Benefits Subtotal		\$721,648	-	-	\$360,824	\$360,824
Services and Supplies						
	Dist					
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
Services and Supplies Subtotal		\$893,667	-	-	\$446,834	\$446,834
Cost Adjustments						
Cost Adjustments Subtotal		-	-	-	-	-
Reallocate Admin						
Functional Costs		\$1,615,315	-	-	\$807,658	\$807,658

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
Subtotals	\$73,170	\$105,737	-	\$89,453	\$89,453
Functional Costs	\$1,615,315		-	\$807,658	\$807,658
Total Allocated Costs	\$1,794,222		-	\$897,111	\$897,111

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)

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

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
Subtotals	153,885	100.000%	\$844,242	-	\$844,242	\$52,869	\$897,111
Direct Billed						-	-
Total Full Functional Cost					\$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
Subtotals	378	100.000%	\$844,242	-	\$844,242	\$52,869	\$897,111
Direct Billed						-	-
Total Full Functional Cost					\$844,242		\$897,111

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
Subtotal for CSD	\$213,630	-	\$26,021	\$187,609
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
Totals	\$1,794,223	-	\$897,111	\$897,111
Direct Billed	-	-	-	-
Total Full Functional Cost	\$1,794,223	-	\$897,111	\$897,111
Less Direct Billed	-	-	-	-
Less CSD Amounts	(\$213,630)	-	(\$26,021)	(\$187,609)
Total Receiving Department Allocation	\$1,580,592	-	\$871,090	\$709,502

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STAFF REPORT

City Council

Meeting Date:

2/13/2017

Staff Report Number:

18-038-CC

Study Session:

Guild Theatre site

Recommendation

Staff is seeking City Council input on the potential redevelopment of the Guild Theatre site as a live entertainment venue at 949 El Camino Real.

Policy Issues

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 and additional analysis would be required for traffic, parking, and historic assessment.

Background

In June 2012, the City Council unanimously approved the El Camino Real/Downtown Specific Plan and related actions, following a unanimous recommendation for approval from the Planning Commission. The Specific Plan contains extensive standards, guidelines, and illustrations for development. Full information on the Specific Plan is available on the City's web site at: menlopark.org/specificplan.

The Guild Theatre site is located within the El Camino Real Mixed-Use Residential District (ECR South-West). The district encourages residential uses in close proximity to the train station area while also allowing for a variety of commercial uses and permits building heights ranging typically from 2-4 stories, with some building heights only permitted through the provision of public benefits. Uses permitted by right include cinemas, full/limited service restaurants, hotels, general personal services, general retail sales and food and beverage sales. Conditional uses permitted only through Planning Commission review include small-scale commercial recreation, bars/lounges, restricted personal services and liquor stores. Finally, uses permitted administratively with the approval of the Community Development Director include restaurants with alcohol and/or outdoor seating and restaurants with live entertainment.

Analysis

Proposed Project

The Applicant (The Peninsula Arts Guild 'P.A.G.') is proposing to renovate the existing Guild Theatre cinema facility into a live entertainment venue. Through the construction and addition of a finished basement and a new second floor, the building floor area would increase from 4,800 sq. ft. to 10,997 sq. ft. A facility of this size (2.46 FAR) is not presently permitted in this zoning district and would be one of the amendments required to permit its construction. The proposed FAR is above both the base and bonus level FARs presently permitted in the district.

As described by the Applicant, the first floor would contain a lobby, a main viewing and seating area, bar, stage and restrooms. The basement would be utilized primarily as performer gathering and dressing room space as well as storage and mechanical rooms. The facility's second floor would also provide viewing areas, a small bar, office and a vestibule.

The facility is proposed to typically only be operated for 1-3 events per week, usually on weekend (Fri., Sat. and Sun.) evenings with live performances lasting within a 7pm-11pm window and for a typical event length of two hours. Under the current proposal the venue would be primarily for musical acts. The venue would employ approximately 20 people in a mix of full-time and contractor positions. The facility would include the on-site sale of alcohol.

As a public benefit, the Applicant is proposing the facility be available for community uses that may include the following: City special events (ex: Wine Walk, Concert Series), movie showings and festivals, local school events such as plays and concerts, Kepler's author talks and events, as well as local church events. The Applicant has not determined the proposed number of community events per year and seeks City Council input as to an appropriate number of events and the City approval process for such events.

Traffic and Parking

P.A.G. notes the reuse of the site would increase the intensity of the use given the larger capacity of the proposed facility and the limited use of the current theatre which is often not at capacity, but also maintains there would likely be no significant parking or traffic impacts. The proposed capacity ranges from 150-200 (cinema/seated events) to 500 for live music events. The existing theatre has a capacity of 266. Given that the large majority of events, estimated at up to 150 annually, would take place on weekend evenings the impact on local traffic should be minimized.

As for patron parking, the Applicant asserts the present use provides no on-site parking and that given the primarily weekend evening use of a new theatre, that there is ample parking available in public parking areas near the site. The site is also walking distance to the Caltrain station (train passes are proposed to encourage transit use) and the applicant plans to promote the use of ride share options to further limit private vehicle transportation options.

City staff continues to work with the Applicant to investigate if off-site and/or shared parking is needed to provide additional options and has also requested a traffic and parking impact study from the Applicant that will be reviewed prior to Planning Commission and City Council entitlement review. Additional transportation review items include: potential crosswalk and bike lane improvements near the site and how that may impact pedestrian access, pick-up and drop-off procedures, information on how loading and unloading operations could impact access from El Camino Real, and the potential storage of performer tour buses.

Specific Plan

The Specific Plan would need to be amended as follows to permit the construction of the proposed venue:

- FAR: The proposed FAR of 2.46 would exceed the permitted FAR of 1.50 (with public benefit bonus) in the ECR South-West District. Staff will likely be proposing a Specific Plan-wide FAR bonus for live entertainment facilities across the Specific Plan area. The proposed FAR increase would likely include a public benefit requirement that would include specific and enforceable community benefits such as a certain number of community events be held each year on the property.

- Use Definition: There is no existing land use classification that matches the proposed live entertainment use. While similar uses such as small-scale commercial recreation and bars/lounges cover aspects of the use, staff will develop a specific use definition to better align with the operations of this facility.
- Setbacks/Façade Heights: As building and site plans are finalized, additional modifications to setback and building façade height restrictions may be required. The Specific Plan also contains numerous development standards and guidelines that will need to be reviewed in order to ensure compliance and/or modifications. The project will require architectural control review.

Additional project considerations include:

- Construction: Verification in the near-term that the facility can be remodeled and expanded while still retaining the existing façade (The Applicant is still reviewing the feasibility of retaining the façade and existing signage). A construction staging plan will also need to be defined given the constrained nature of the site as well as more details on noise insulation.
- Aesthetics/Design: In addition to the previously noted Specific Plan Standards and Guidelines, the applicant will need to confirm the building is not historic in nature and if it is determined to meet historic criteria, provide an assessment by a third-party consultant prior to architectural control review. Given the prominence of the existing signage and marquee, further discussions are needed to either ensure its incorporation into the new venue or a review of new signage elements.
- CEQA: Confirmation that the project will qualify under a Class 1 exemption as a less than 10,000 net new sq. ft. expansion. If the project does not qualify for the exemption, staff will assess any additional environmental review that may be required.

Project Timeline

As noted at the February 6, 2018 City Council meeting approving the 2018 City Council Work Plan, the following milestones are targeted:

- February - May 2018: Staff will retain a consultant to assist staff in the Specific Plan revisions as previously identified. A work plan, budget and project timeline will be developed by the end of February.
- June 2018 – Planning Commission review and recommendation of the proposed project and plan revisions.
- July 2018 – City Council review of the proposed project and plan revisions.

Additionally, the applicant has noted they are under contract to purchase the property from the current owner, with the contract set to expire in July 2018. They also have other site options in the Bay Area that could be pursued should the City not approve this project. Finally, the City will work with the applicant to determine a community outreach process to gather further public and neighborhood input on the proposed development.

Study Session Questions

- Is the City Council supportive of the renovation of the facility into a live entertainment performance venue?
- Support for increased FAR limits for entertainment-related uses across the plan area?
- What potential changes to other development standards (setbacks, building height) that would be specific to entertainment uses?

- Off-site parking requirements for the facility? General location of those parking areas?
- Regarding the community's use of the facility, what is an estimated number of weekly or annual events that could be allowed and what is the City's process to review those requests?
- Are there operational elements of the proposed use that require further discussion?
How important is the retention of the existing façade and signage?

Impact on City Resources

Additional costs will be incurred for the use of consultant services, with those costs determined shortly after this study session. Staff costs are expected to be within the current operating budget. There could be an impact to the project timelines for other development projects as staff resources are reallocated to this Work Plan priority item.

Environmental Review

Assessment of the potential for environmental impacts will be done as a part of the project review. Given what is currently known about the scale and scope of the project, the project may qualify for an exemption under the CEQA 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. Applicant project description letter
- B. Proposed floor plans

Report prepared by:
Mark Muenzer, Assistant Community Development Director

Guild Theatre Project Description

I. Introduction

The Peninsula Arts Guild (P.A.G.) is a nonprofit that was established by a small group of local business leaders to develop a first class, small-scale entertainment venue on the Peninsula. P.A.G. believes that Peninsula residents should not have to travel to San Francisco, Oakland, or San Jose to experience incredible music or cultural events. P.A.G. is reviewing a number of potential sites in the region, and is currently focused on the Guild as its first choice due to its accessibility and proximity to regional transit and local amenities.

P.A.G. is committed to providing the community with a unique venue that could serve as a catalyst to continued economic and cultural growth. P.A.G. envisions a vibrant future for the Guild as a local cultural and entertainment destination, with improved live entertainment options in an intimate setting. The proposed project would be consistent with the existing use, and would complement the existing retail and restaurant uses in the Downtown area.

II. Project Overview

The proposed project would revitalize the existing cinema through comprehensive structural and tenant improvements that are necessary for live entertainment venues. This includes construction of a basement and second floor/mezzanine area. The proposed project would increase the floor area on the approximately 4,800 square foot site to approximately 11,000 square feet.

The first floor would contain an entry lobby, main viewing or seating area, bar, stage, box office, and restrooms. The basement would be reserved for the green room and dressing rooms, as well as storage and mechanical rooms. The green room is an essential element of the project, for in order to attract top talent, a venue must provide an upscale green room for the performers to enjoy prior to and after the performance. The basement storage is also essential, as it provides space for materials that would allow the venue to accommodate a variety of performance types. The second floor would provide additional viewing areas, a small bar, office, and a vestibule.

A. Primary Use

The proposed project is primarily a multi-purpose entertainment venue for live events (concerts, speakers, comedians, etc.) and movies, including the on-site sale of alcohol. One to three movie or music events would take place per week. On a typical week, there would only be one or two events.

B. Accessory Use

As a public benefit, the proposed project would be available for community events on an as-needed basis. Below are examples of possible community events that could utilize the venue:

- Kepler's Books author talks and events
- City-sanctioned special events (e.g., Wine Walk, Summer Concert Series)
- Movie Series & Festivals
- School events (plays, concerts, etc.)
- Church events

It is anticipated that all community events would be allowed only through a separate special event process to be developed in conjunction with the City.

C. Hours of Operation

The proposed project would only open for scheduled events. On a typical week, events would take place Friday, Saturday, and/or Sunday, with the occasional weeknight show. Doors would open around 7:00 p.m. or 8:00 p.m. for shows starting at 8:00 p.m. or 9:00 p.m. respectively. Events would last approximately 2 hours.

D. Staffing

The following is a list of employees that would be necessary for a typical music event:

- Facilities Manager (1)
- Marketing Specialist (1)
- Lighting Specialist (1)
- Sound Specialist (1)
- Bartenders (3-7)
- Bar assistants (1-3)
- Photographer (1)
- Ticket vendors (1-2)
- Security (3-6)

Fewer employees would be required for movie events. Employees would be a mix of full-time and contractors.

III. Parking & Traffic

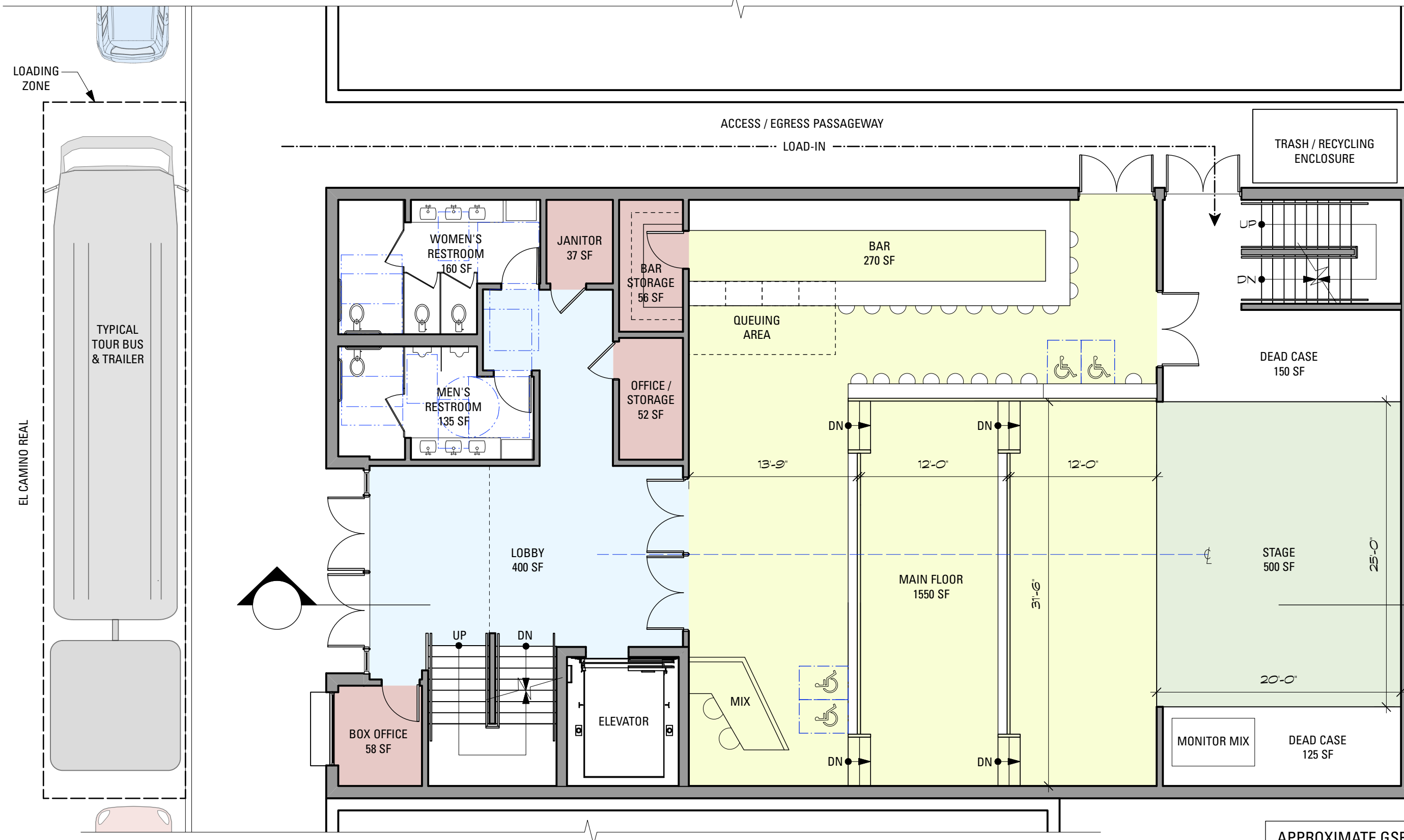
The proposed project would increase the intensity of the existing use on select days; however, no significant parking or traffic impacts are anticipated. With respect to parking, the property does not currently provide on-site parking, and the proposed project would not provide any additional parking.

The proposed project benefits from a convenient, transit-oriented location (i.e., it is within walking distance of Caltrain), and is adjacent to substantial existing public parking facilities within the Downtown area. As most events would take place in the evening on weekends, or after rush hour on a weekday, there should be little competing demand for existing parking resources as a number of retail and office businesses would be closed for the day. Accordingly, for those patrons who would not walk or take public transportation to the venue, the parking demand would be satisfied by the ample existing street parking or the public parking lots.

Traffic impacts would similarly be insignificant. The existing cinema has a capacity of 266, and offers three to five shows a day, seven days a week. The proposed project would have a larger capacity of some 500 occupants for live events and some 150 - 200 occupants for seated events (e.g., movies), but would provide fewer events during the weekday when traffic is more pronounced. When compared with the existing use, the proposed project would result in fewer events that could impact traffic. In addition, a significant number of patrons would frequent the retail and restaurant establishments and walk to the venue, resulting in trip reductions due to trip capture. Further, the proposed project would maintain a robust Traffic Demand Management program to encourage patrons to reduce trips, such as by providing Caltrain passes or ride-sharing promotions.

Should the City require additional parking, we will work with the City to determine alternative options.

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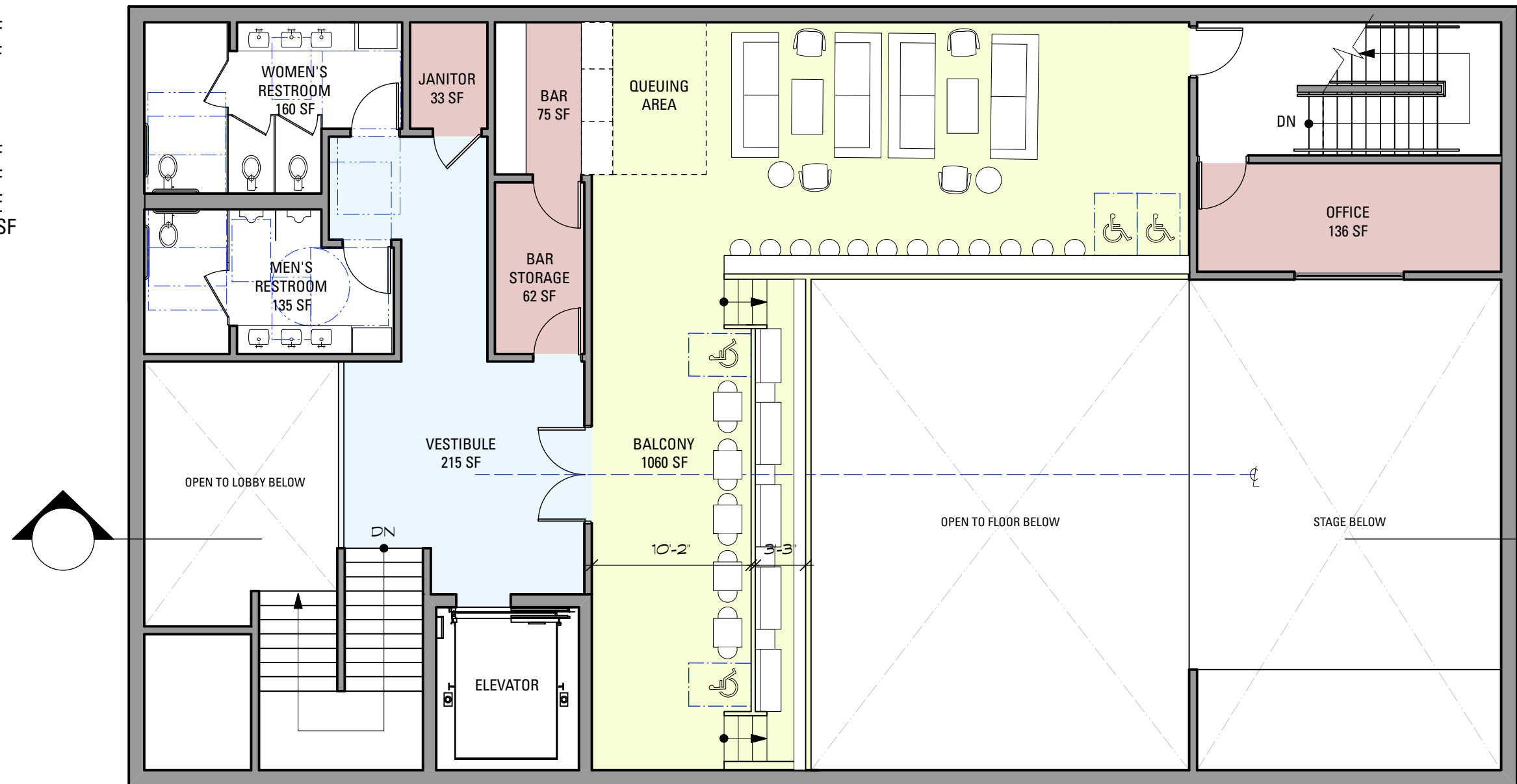
APPROXIMATE GSF: 4200
 FOR AREA INFORMATION, SEE
 SECOND FLOOR PLAN

FIRST FLOOR PLAN
 SCALE: 1/8" = 1'-0"



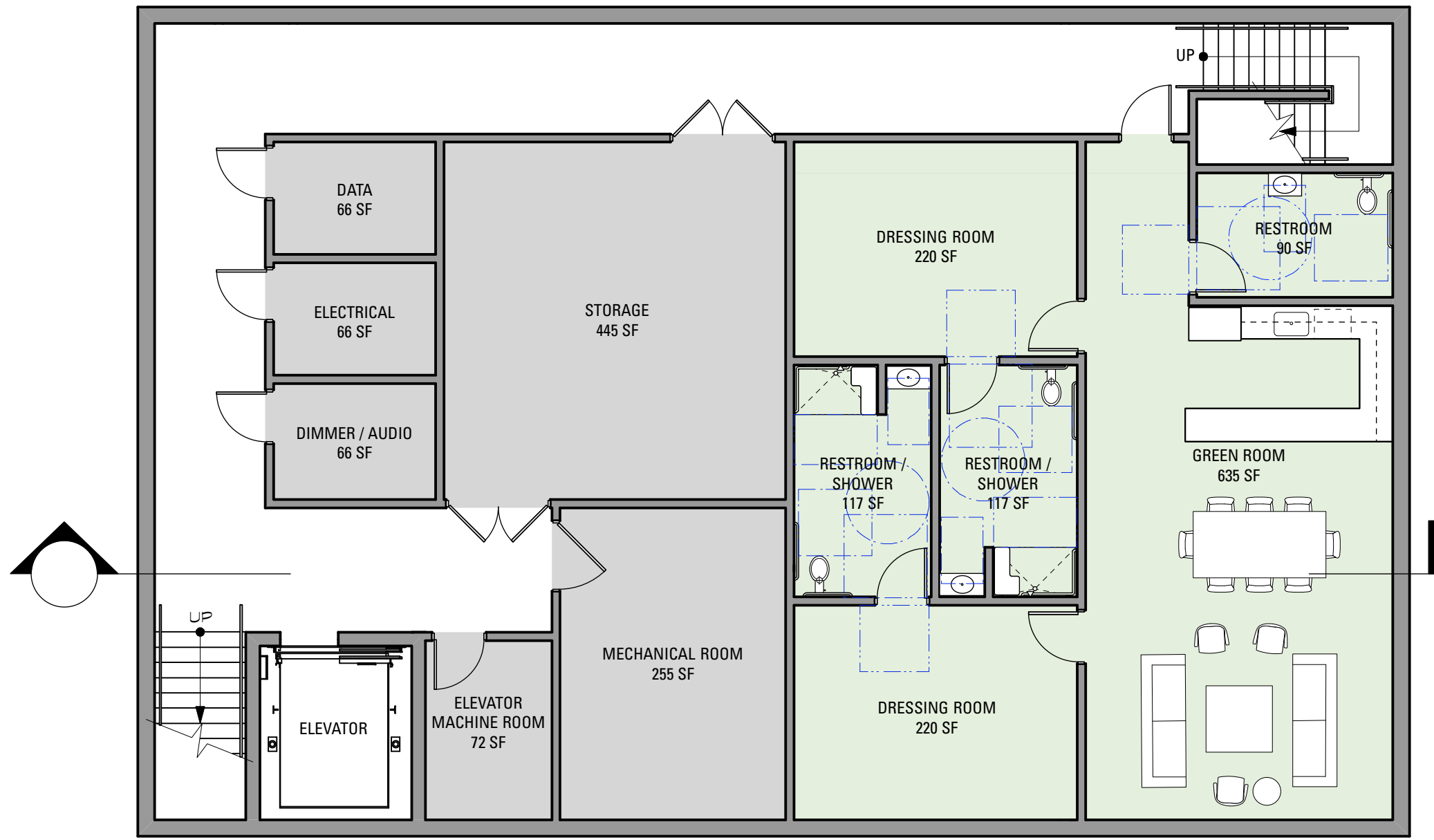
APPROXIMATE SITE AREA: 4845 SF
 (E) BUILDING AREA: 4200 SF

PROPOSED AREA:
 FIRST FLOOR: 4200 SF
 SECOND FLOOR: 2710 SF
 BASEMENT: 3830 SF
 TOTAL: 10,997 SF



APPROXIMATE GSF: 2710

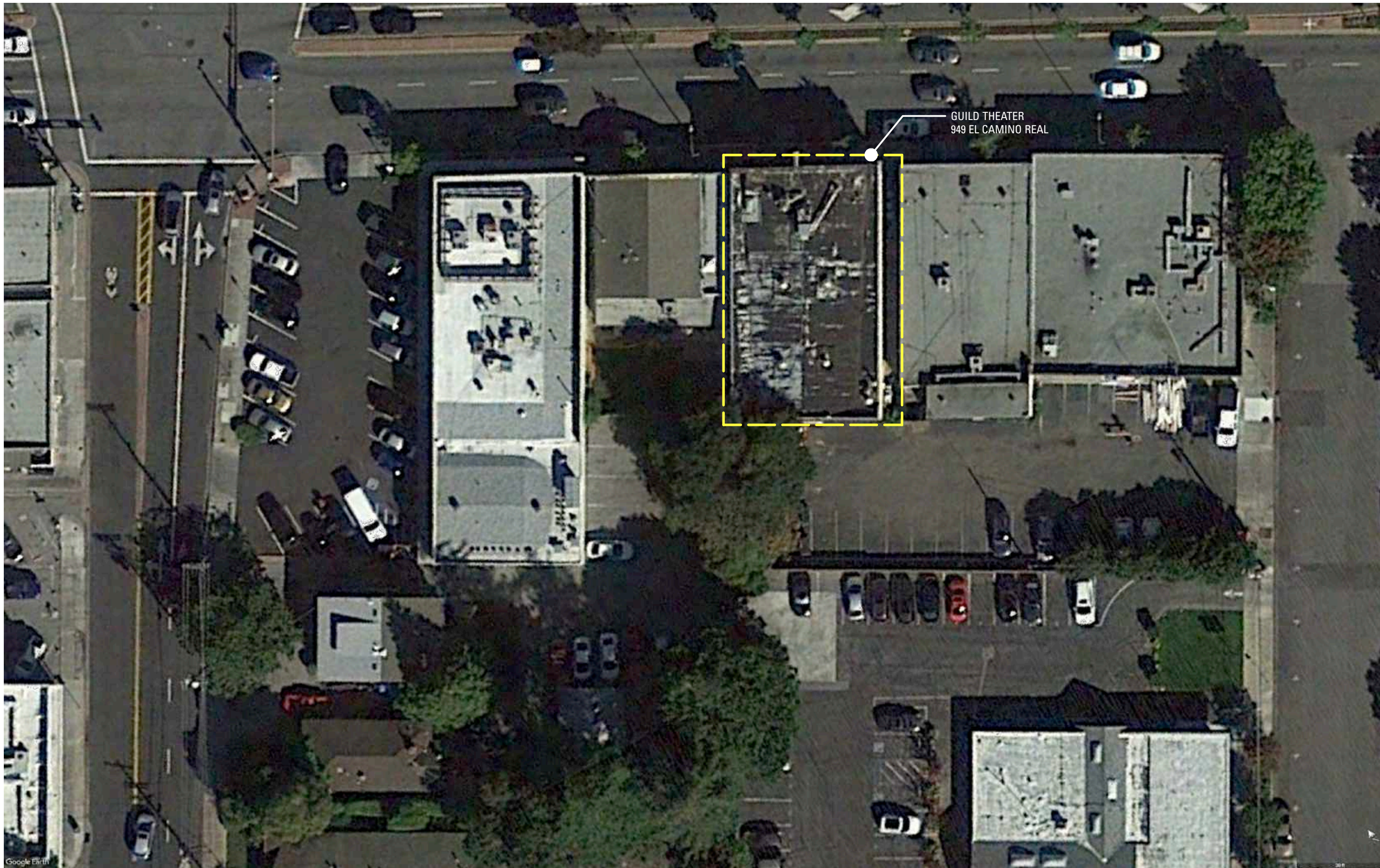
SECOND FLOOR PLAN
 SCALE: 1/8" = 1'-0"



APPROXIMATE GSF: 3830

BASEMENT PLAN
SCALE: 1/8" = 1'-0"



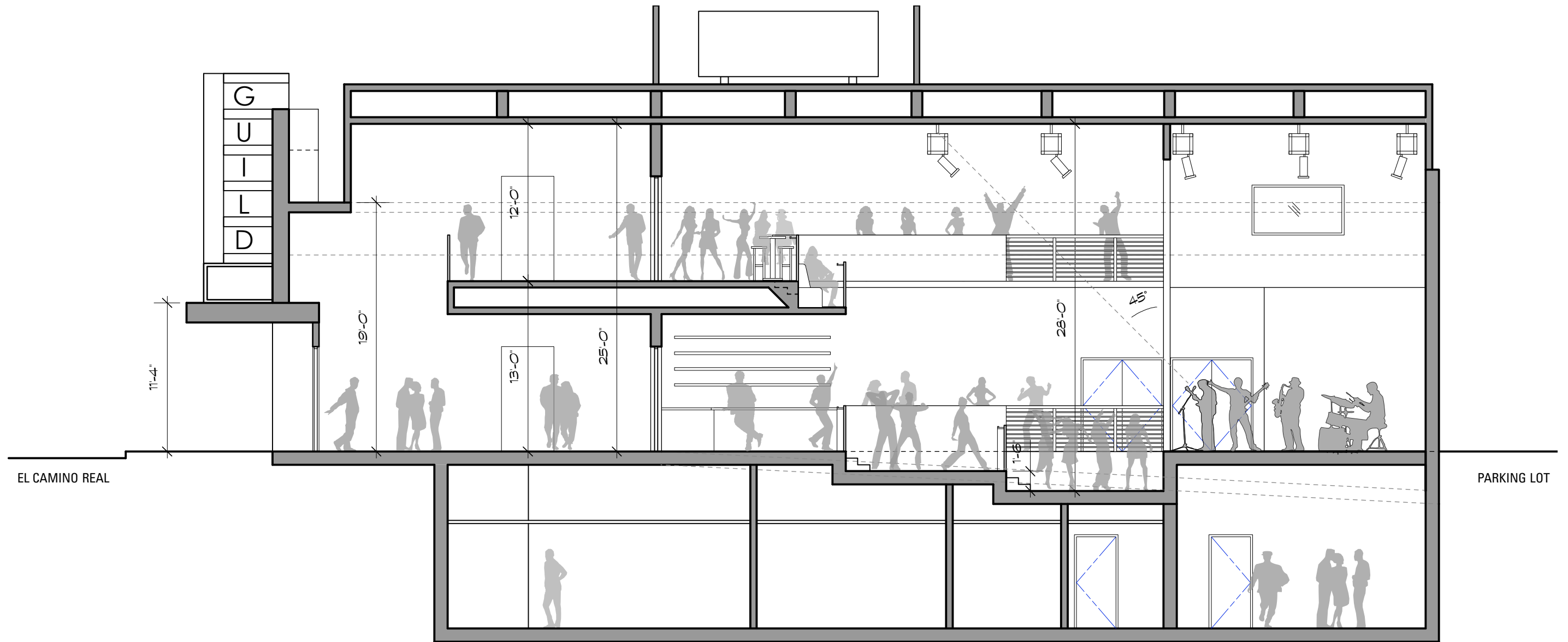


GUILD THEATER
949 EL CAMINO REAL

949 EL CAMINO REAL
AERIAL PLAN
FEBRUARY 5, 2018

SCALE: 1" = 30'-0"





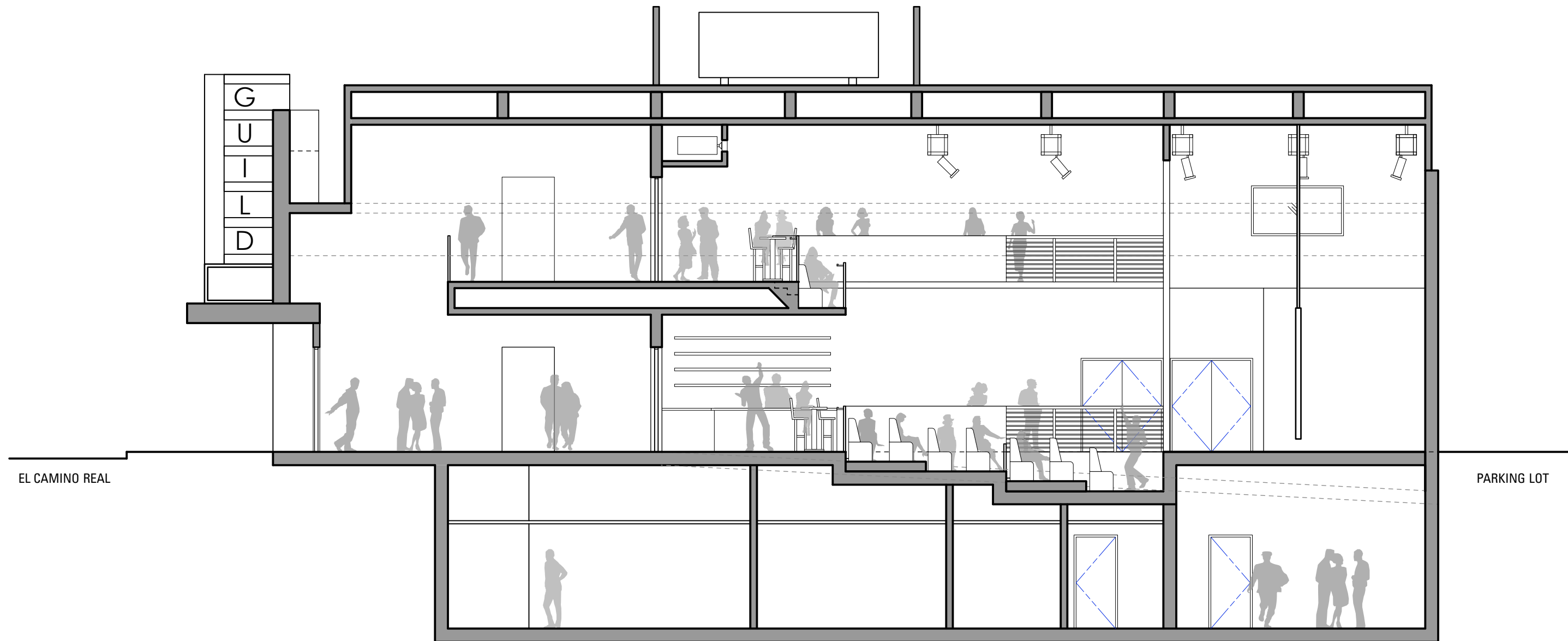
SECTION: MUSIC VENUE

SCALE: 1/8" = 1'-0"

949 EL CAMINO REAL

BUILDING SECTION - OPTION 2

FEBRUARY 5, 2018



SECTION: MOVIE THEATRE

SCALE: 1/8" = 1'-0"

949 EL CAMINO REAL

BUILDING SECTION - OPTION 2

FEBRUARY 5, 2018



SPECIAL AND REGULAR MEETING MINUTES - DRAFT

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 – “Downtown” Conference Room, 1st floor)

Mayor Ohtaki called the meeting to order at 6:44 p.m.

Present: Carlton, Ohtaki, Mueller, Keith
Absent: Cline

- 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

Mayor Ohtaki called Regular Session to order at 7:24 p.m.

Mayor Ohtaki asked for a moment of silence to honor former Mayor Billy Ray White who passed away recently. Mayor White was elected to two terms on the City Council between 1978 and 1986 and served as mayor three times (1981, 1983, 1986). (Attachment)

B. Roll Call

Present: Cline, Carlton, Ohtaki, Mueller, Keith
Absent: None
Staff: City Manager Alex McIntyre, City Attorney Bill McClure, Deputy City Clerk Jelena Harada

C. Pledge of Allegiance

Mayor Ohtaki led the Pledge of Allegiance.

D. Report from Closed Session

Mayor Ohtaki reported there was no action taken in Closed Session.

E. Presentations and Proclamations

- E1. Overview of employee engagement and organizational development project

This item was continued to a future date.

At this time, Mayor Ohtaki moved on to Commissioner Reports and took Item G2 out of order.

G. Commissioner Reports

- G2. Library Commission quarterly update

Library Commissioner Grayson Badgley provided a verbal report.

- Pamela Jones spoke about the work of the Library Commission and the upcoming Belle Haven Neighborhood Library Advisory Committee meeting.
- Adina Levin spoke about meeting space availability and reservation process.

- G3. Parks and Recreation Commission quarterly update

Parks and Recreation Commission Chair Tucker Stanwood provided a verbal report.

- G1. Environmental Quality Commission quarterly update

Environmental Quality Commission Chair Janelle London provided a presentation (Attachment).

At this time, Mayor Ohtaki returned to Item F1.

F. Study Session

- F1. Provide direction on potential alternatives to form a transportation management association
Transportation Demand Management Coordinator Nicholas Yee introduced Sustainability Manager Rebecca Lucky, who spoke briefly on the environmental benefits of transportation management associations. Staff Yee then provided a presentation (Attachment).

- Adina Levin spoke in support of a transportation management association.
- Diane Bailey, Menlo Spark, spoke in support of a transportation management association.

H. Public Comment

- Elias Blawie spoke about meeting management and police-related records retention.
- Jen Wolosin spoke about the efforts of the community safety police officer position and police chief recruitment.
- John Kadwany spoke about the work of the Advisory Districting Committee.

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)

ACTION: Motion and second (Cline/Keith) to approve all items on the Consent Calendar, passed unanimously.

J. Regular Business

- J1. Approve the 2018-19 Budget Principles, City Council Procedures Manual and the 2018 City Council Work Plan (Staff Report #18-031-CC)

City Manager Alex McIntyre introduced the item and Assistant City Manager Chip Taylor provided a presentation (Attachment).

- Gregory Faris spoke about the West Menlo Park Triangle Annexation (Handout)
- Jen Wolosin, Parents for Safe Routes, spoke about the Safe Routes to School item.
- Angie Evans, Housing Leadership Council, spoke about housing opportunities in work plan projects.
- Regine Schmidt spoke about the West Menlo Park Triangle Annexation.
- Leah Rogers spoke about the West Menlo Park Triangle Annexation.
- Pamela Jones spoke about meeting management, Belle Haven library improvements and calendar transparency.
- Janet Weisman Goff spoke about the West Menlo Park Triangle Annexation.

The City Council provided the following direction on modifications:

Budget principles

- Add "Find areas, which may include shared services, to provide more efficient use of funds"

ACTION: Motion and second (Mueller/Carlton) to approve the Budget Principles with modifications, passed unanimously.

City Council Procedures Manual

- Change the reference in Chapter 3 (page 11) under Meeting Schedule from "City Manager's Secretary" to "City Manager's assistant"
- Update the section on "Conducting Business at a Late Hour" to read:
"According to City Council policy, all regular meetings of the City Council are to end by midnight unless there is a two-thirds, three-fourths, or four-fifths (based on the number of Councilmembers present) 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. The City Clerk will alert the City Council at or before 11:00 p.m. New items of business will not be discussed after 11:00 p.m. unless the motion to consider such item(s) was passed."

ACTION: Motion and second (Mueller/Keith) to approve the City Council Procedures Manual with modifications, passed unanimously.

2018 City Council Work Plan (Attachment)

- Add West Menlo Triangle Annexation (Subcommittee - information gathering)
- Add “system” to what was previously included, clarification provided on the Belle Haven Branch and Main Library improvements
- Add language for the Equity in Education Joint Powers Authority (JPA) to include:
“The JPA, along with other initiatives, will help to address education and inequality in Menlo Park.”

ACTION: Motion and second (Carlton/Keith) to approve the 2018 City Council Work Plan with modifications, passed unanimously.

- J2. Provide direction on placing enabling charter on November 2018 ballot (Staff Report #18-032-CC)

ACTION: Motion and second (Mueller/Cline) to continue this item to the February 13, 2018, City Council meeting, passed unanimously.

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

There was no City Manager's report.

M. Councilmember Reports

There were no councilmember reports.

N. Adjournment

Mayor Ohtaki adjourned the meeting at 11:23 p.m. in honor of former Mayor Billy Ray White.

BILLY RAY WHITE

- Elected in 1978
- Re-elected in 1982
- Served as Mayor 3 times:
 - April 1980 – April 1981
 - November 1982 – November 1983
 - November 1985 – November 1986



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ENVIRONMENTAL QUALITY COMMISSION QUARTERLY UPDATE

February 6, 2018



ENVIRONMENTAL QUALITY COMMISSION MISSION



Advise City Council on matters involving environmental protection, improvement and sustainability.

Commissioners:

Allan Bedwell

Scott Marshall

Chris DeCardy

Deborah Martin

Joyce Dickerson

Christina Smolke

Janelle London





COMMISSION PRIORITIES FOR 2016-2018



- **Climate Action Plan (CAP)** - Implement CAP initiatives to achieve or exceed the City's greenhouse gas reduction target.
- **Sustainable Development Update** - Improve the sustainability of the City's planning, zoning and building code regulations consistent with the City priorities.
- **Urban Canopy Preservation** - Develop a comprehensive urban canopy strategy and help to revise the heritage tree ordinance and heritage tree appeal process



CLIMATE ACTION PLAN

- Menlo Park Climate Action Plan Goal: reduce greenhouse gases 27% below 2005 levels by 2020
- Approaching 2020:
 - Peninsula Clean Energy
 - Zero Waste Plan
 - Green Building Codes (See Sustainable Development)
 - Transportation Electrification
- Beyond 2020
 - State: 40% below 1990 levels by 2030

TRANSPORTATION ELECTRIFICATION



- Menlo Park at 15% EV adoption - #4 in CA
- Measures to get to #1
 - EV infrastructure requirements in building codes
 - Streamlined permitting (pre-approved electricians/installers)
 - Waive permit fee (like for solar panels)
 - “EV First” city fleet policy (bulk purchasing with county)
 - Education

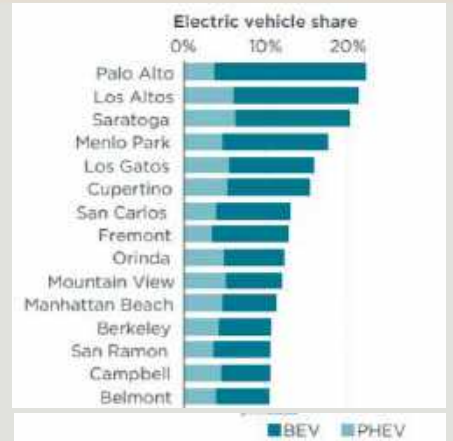


Figure 3. New electric vehicle market share in 2016
(Vehicle registrations from IHS Automotive)

ELECTRIC VEHICLES



Contacted

2011 Nissan Leaf SV

Good Deal
\$1,162 BELOW

CarGurus IMV of \$5,662

Price: **\$4,500** ~~\$4,999~~ \$84/mo est
Mileage: 70,248 mi
Location: Vallejo, CA 46 mi
Dealer rating: ★★★★★

Unsave



2011 Nissan Leaf SL

Fair Deal
\$349 ABOVE

CarGurus IMV of \$6,022

Price: **\$6,371** \$119/mo est
Mileage: 59,916 mi
Location: Redwood City, CA 3 mi
Dealer rating: ★★★★★

Save



AFFORDABLE



7

SUSTAINABLE DEVELOPMENT

- M2/Bayfront Green/Sustainable Building Code
 - Extend via Downtown Specific Plan update
- Electric Vehicle Charging Infrastructure
 - New construction – go big!
 - Existing buildings – further study



8



URBAN CANOPY PRESERVATION



HERITAGE TREE ORDINANCE



- Held deliberations on one heritage tree appeal
- Kick-off to updating the heritage tree ordinance begins Jan 2018. Would like to see completed update by end of 2018.



QUESTIONS



TMA STUDY SESSION

Forming a Transportation Management Association in Menlo Park

Nicholas Yee, Transportation Demand Management Coordinator



AGENDA

- Background to TMAs
- Need for a TMA
- Palo Alto TMA
- Next Steps





BACKGROUND



WHAT IS A TRANSPORTATION MANAGEMENT ASSOCIATION (TMA)?

- Element of Transportation Demand Management (TDM)
- Coalition of businesses, with public partnership
 - Advocate, promote commute alternatives to driving
- Independently run, with variety of funding sources

WHAT DOES A TMA OFFER?

- Shuttle bus service
- Advocacy for congestion relief, transit benefits
- Informational resource on how to commute without a car



5

LOCAL BAY AREA EXAMPLES

- Emeryville TMA
- Mission Bay TMA (San Francisco)
- Mountain View TMA
- Palo Alto TMA
- TMA of San Francisco

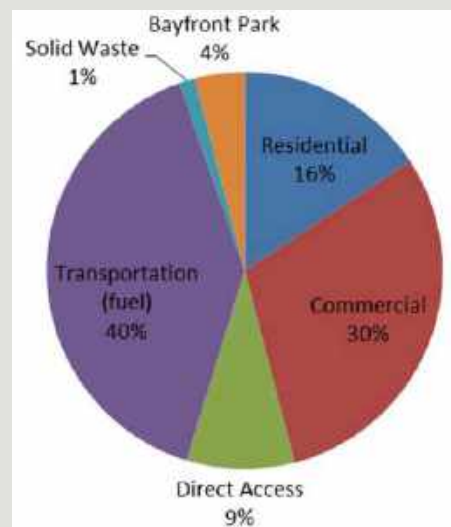


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NEED FOR A TMA

THE NEED FOR A TMA IN MENLO PARK

- Greater efficiencies and economies of scale
 - Combine multiple shuttle services into one
 - Advocate for bulk discount transit passes
 - Streamline administration and oversight
- Supports City programs and policies:
 - Climate Action Plan
 - Connect Menlo
 - El Camino Real / Downtown Specific Plan



2013 Community GHG Inventory



REGIONAL COLLABORATION

- San Mateo County has transportation alliance with Commute.org
- Potential for Mid-Peninsula regional coordination
- Palo Alto, Mountain View currently have TMAs
- Redwood City is currently planning a TMA

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GETTING ON BOARD

- Facebook has contributed \$100,000 towards the study of a TMA
- Potential target companies for initial TMA formation:
 - Bohannon Companies
 - Facebook, Inc.
 - Tarlton Properties, Inc.
- Companies with already robust commute alternative programs



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PALO ALTO TMA



PALO ALTO TMA (PATMA) INTRODUCTION

- Non-profit made up of local businesses and institutions
- Focuses on mostly downtown, also city as a whole
- Offers free transit passes, subsidized carpools



ESTABLISHING PATMA

- Created as response to 2015 City Council goal to reduce single occupancy vehicle (SOV) trips by 30% over next few years
 - City led development and establishment of TMA
 - TMA still uses significant City funding to operate
- Survey conducted to quantify commute habits
- Main goals:
 - Transit passes
 - Carpool subsidies
 - Lower income workers

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INITIAL CHALLENGES

- Lofty 30% SOV reduction goal
- Pessimism of program to reduce SOV
- Reaching economies of scale with many small business members
- Coordination of TMA with TDM policies for new developments

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SOLUTIONS TO CHALLENGES AND LESSONS LEARNED



- Be flexible
- Survey necessary to quantify commute patterns and trends
- Metrics, data key to prove viability of project
- Council and City support and financial backing are crucial
- Not self-sustaining yet, City and Board exploring alternative to City funding
- Reduced SOV by 8% in first year, 30% goal attainable in five years

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NEXT STEPS





PROPOSED COURSE OF ACTION

1. Options-analysis needed for TMA formation
 - \$100,000 from Facebook to conduct study
2. Options for exploration
 - A. Large Business TMA
 - B. Large and Small Business TMA
 - C. Citywide TMA
 - D. Alliance of Menlo Park TMA(s) with Mid-Peninsula TMAs
 - E. Other
3. Survey results
 - Pulse of how employees commute to Menlo Park, gauge employer interest
 - Data to evaluate different TMA options
4. Present preferred option to Council in 18 months

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MOVING FORWARD

- Are you comfortable with this options-analysis approach?
- What are some specific criteria we should consider in weighing various TMA options?
 - Overall Cost
 - Time to implement
 - Government efficiency and participation
 - Employer buy-in
 - Greatest greenhouse gas reduction
 - Greatest cost/benefit ratio for mode shift
 - Mode shift goals

18



THANK YOU

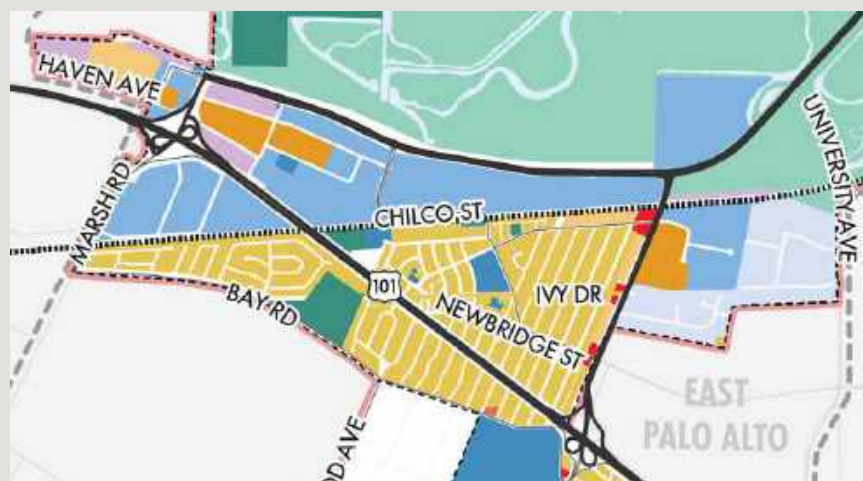


VARIOUS MODELS

LARGE BUSINESS TMA

- Form a TMA comprised of large businesses
- Pros:
 - Combined shuttle system
 - Many employees for larger buying power
 - Companies expanding on already-robust TDM programs
- Cons:
 - Benefits largest companies that currently have TDM programs
 - Focuses east of Hwy. 101

POSSIBLE TMA: BAYFRONT AREA





POSSIBLE TMA: SAND HILL CORRIDOR



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SMALL BUSINESS TMA

- Focuses on small businesses in downtown
- Pros:
 - Offers TDM programs to small businesses where it is cost-prohibitive
- Cons:
 - Overhead costs for small membership base
 - Enough membership to justify economies of scale and buying power?

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POSSIBLE TMA: DOWNTOWN



CITYWIDE TMA

- Open to both large and small businesses
- Pros:
 - Includes smaller businesses
 - Efficiency and economies of scale with large membership base
- Cons:
 - Relativity of benefits to dues paid?
 - Management and administration issues as TMA grows



TMA ALLIANCE

- Menlo Park's TMA(s) working in coordination with one another
- Menlo Park's TMA(s) working in coordination with those of Redwood City, Palo Alto, Mountain View

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TMA ALLIANCE

- Menlo Park's TMA(s) working with Mid-Peninsula TMAs
- Pros:
 - Covers many employers, large and small, in Mid-Peninsula region
 - Large buying power for transit passes
 - Enlarged service area for bike share, shuttles
- Cons:
 - Logistics of coordinating amongst many TMAs
 - Local-specific goals vs. regional TMA alliance goals
 - Simple alliance or umbrella agency needed to coordinate multiple TMAs?

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GK007
PARIS 2/0/18

RECEIVED
SEP 10 2015
LAFCO

PETITION
FOR PROCEEDINGS PURSUANT TO
THE CORTESE-KNOX-HERTZBERG LOCAL GOVERNMENT REORGANIZATION ACT OF
2000

The undersigned hereby petition(s) the Local Agency Formation Commission of San Mateo County for approval of a proposed change of organization or reorganization, and stipulate(s) as follows:

1. This proposal is made pursuant to Part 3, Division 3, Title 5 of the California Government Code (commencing with Section 56000, Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000
2. The specific change(s) of organization proposed (i.e., annexation, detachment, reorganization, etc. is/are:
Annexation to the City of Menlo Park the area referred to as West Menlo Triangle including parcels bounded by and in certain instances across from Alameda de las Pulgas, Sharon Road and Santa Cruz Avenue.
3. The boundaries of the territory(ies) included in the proposal are as described in Exhibit(s) attached hereto and by this reference incorporated herein.
4. The territory(ies) included in the proposal is/are:
 X inhabited (12 or more registered voters) Uninhabited
5. This proposal is X is not consistent with the sphere of influence of the affected city and/or district(s).
6. The reason(s) for the proposed annexation (annexation, detachment, reorganization, etc.) is/are:
To receive City of Menlo Park municipal services and to be more fully integrate the neighborhood into the City of Menlo Park that surrounds it.
7. The proposed annexation is requested to be made subject to the following terms and conditions:
 none
8. The persons signing this petition have signed as:
 X registered voters or X Owners of land (check one) within the subject territory.

Petition
Page 2 of 2

Wherefore, petitioner(s) request(s) that proceedings be taken in accordance with the provisions of Section 56000, et seq. Of the Government Code and herewith affix signatures as follows:

Chief Petitioners (not to exceed three):

Date:	Printed Name:	Signature/Residence address	APN*
Sept 2 2015	Leah Rogers	_____	
Sept 2, 2015	SARA SHAW	_____	
Sept 2, 2015	Gregory Farns	_____	

*Assessor's Parcel Number of parcel(s) proposed for annexation.

RECEIVED

SEP 10 2015

Petition for annexation of area known as West Menlo Park to the City of Menlo Park. Area includes territory generally bounded by or adjacent to Alameda de las Pulgas, Sharon Road and Santa Cruz Avenue. Attach main petition to this sheet for circulation.

LAFCO

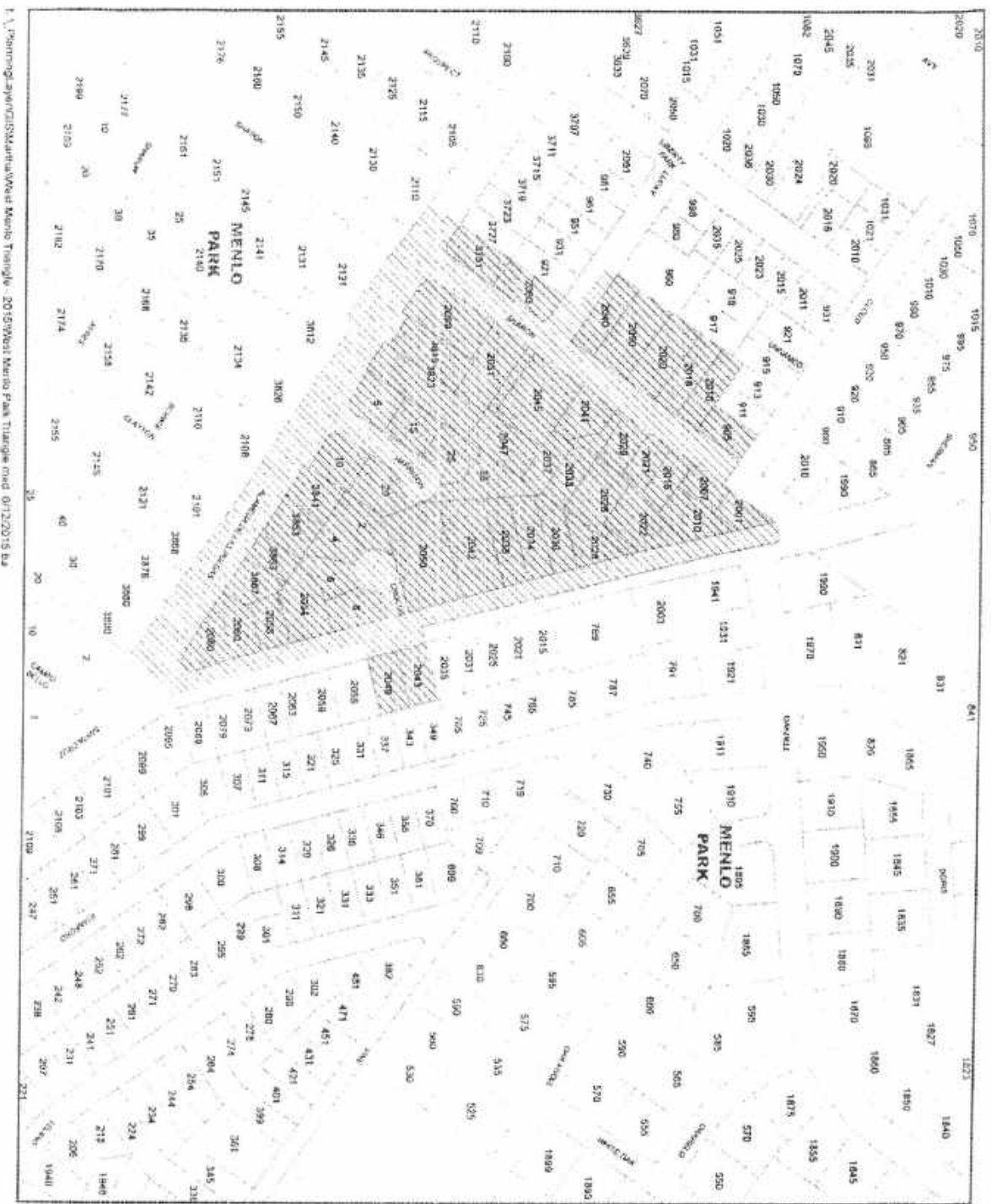
The following petitioners request that proceedings be taken in accordance with the provisions of Section 56000, et seq. Of the Government Code and herewith affix signatures as follows (each person signing must complete all information personally):

Date signed	Printed Name	Signature	Mailing address	Property Address and Assessor Parcel Number	Specify if signing as registered voter residing at property address listed, property owner, both
9/2/15	Lean Rogers	[Signature]			owner, voter & resident
9/2/15	Sue Milos	[Signature]			voter/owner/resident
9/2/15	Nancy Wankmar	[Signature]			voter, owner, resident
9/2/15	GILBERT B. WORKMAN	[Signature]			voter, owner, resident
9/2/15	Virginia Mendheim	[Signature]			voter, owner, resident
9/2/15	Neil Bayman	[Signature]			voter, owner, resident
9/2/15	Linde Brannen	[Signature]			voter, owner, resident
9/2/15	SARA SHAW	[Signature]			PROPERTY OWNER, RESIDENT
9/2/15	Gregory Farris	[Signature]			voter, resident, owner
9/5/15	Sarah Brooks	[Signature]			voter, owner, resident
Page 1 of 2					

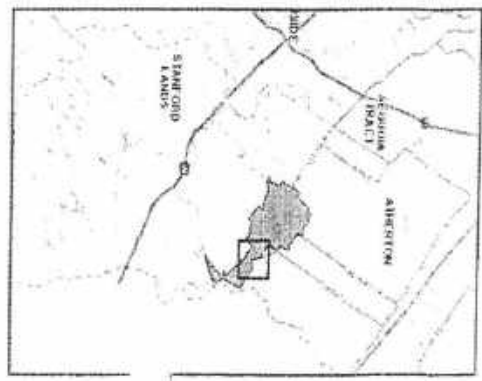
Petition for annexation of area known as West Menlo Park to the City of Menlo Park. Area includes territory generally bounded by or adjacent to Alamaeda de las Pulgas, Sharon Road and Santa Cruz Avenue. Attach main petition to this sheet for circulation.

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Date signed	Printed Name	Signature	Mailing address	Property Address and Assessor Parcel Number	Specify if signing as registered voter residing at property address listed, property owner, both
9/5/15	Matt Kessler				owner resident voter
9/7/15	Andrew Kessler				owner resident voter
9/5/15	HARVE SCHWIDT				owner, resident voter
9/8/15	Joe Jannink				owner/resident/voter
9/9/15	CLAIRE ALEXANDER				RESIDENT / VOTER
9/9/15	Michael Chen				Resident/owner
9-9-15	Joe Singletary				owner Resident
9-9-15	Anne-Prose Gelch				owner/Resident
Page 2 of 2					RECEIVED SEP 10 2015 LAFCO



1. \ Planning\apw\GIS\Map\West Menlo Triangle - 2015\West Menlo Park Triangle.mxd 01/22/2015 ba



Unincorporated West Menlo Park

West Menlo Triangle (13.89 ac)

Proposed Annexation Area*

City Parcels

RECEIVED

SEP 10 2015



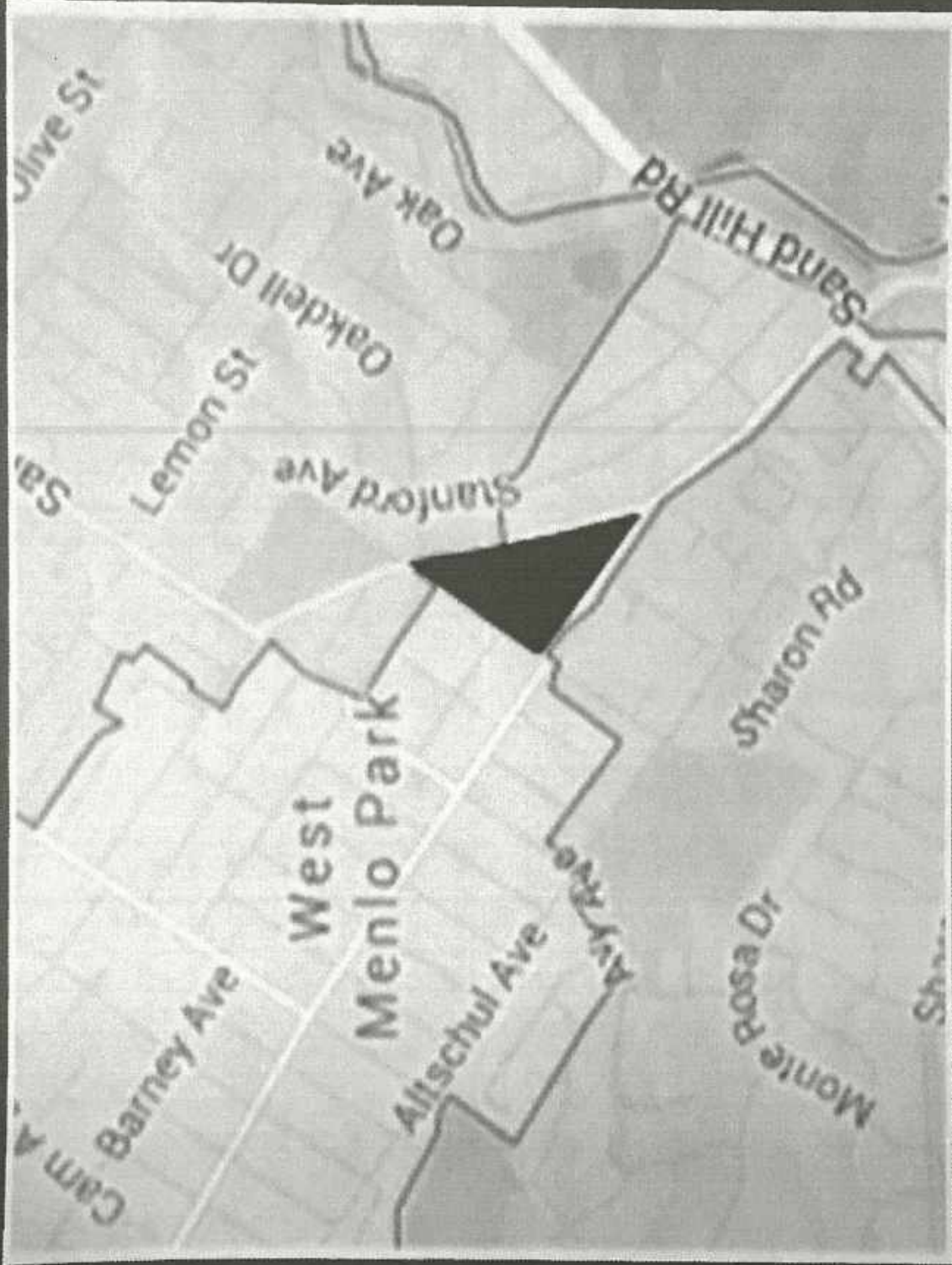
* Inclusion of certain segments of roadway subject to review.

LAFCO | SAN MATEO LOCAL AGENCY
FEDERATION OF CITIZENS ORGANIZATIONS



WEST MENLO PARK PETITION TO JOIN THE CITY OF MENLO PARK

Residents of the "Triangle" neighborhood in West Menlo Park lying between the lower Sharon Heights section of the City of Menlo Park and the Oakdell/OakKnoll section of the City of Menlo Park respectfully ask to join the city in which we already reside.



The "Triangle" is the keystone joining Menlo Park neighborhoods

OUR TRIANGLE NEIGHBORHOOD STRONGLY SUPPORTS ANNEXATION INTO THE CITY OF MENLO PARK AS LISTED BELOW:

Address	Parcel ID	Owners	Sup/Neu t/Opp	Signatures
		Edward V Chrapla & Erica Cicero	S	
		Eric Feng & Christina Lee	Support	
		Jenny ManleyBrokaw & Matthew Claggett	S	
		Arpakorn & Pongpaka Boonkongchuen	S	
		Desai Sumbul Ahmad	Support	
		Stephen Bellamy & Laurel Leone		
		Janice L Cimino		
		Jan F & Dorothy Jannick	S	
		Lloyd R & Susan J Hickman		
		Thomas L & Judith L Kaslemuthig	N	
		Virginia F Mendheim	S	
		Zomorodi Corporation		
Zomorodi Corporation				

OUR TRIANGLE NEIGHBORHOOD STRONGLY SUPPORTS ANNEXATION INTO THE CITY OF MENLO PARK AS LISTED BELOW:

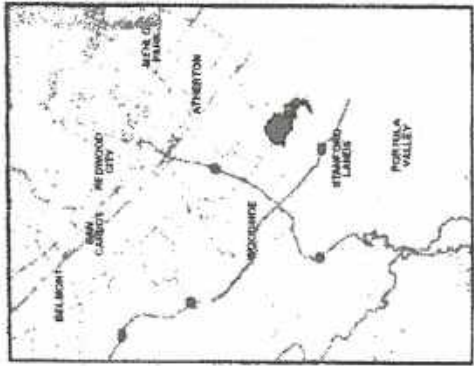
Address	Parcel ID	Owners	Supp/ Neut/ Opp	Signatures
		Velaga Shrikrishna	S	
		Carolyn Ruth Fagerhaugh	0	
		David L and Mary J Feldman	S	
		Thomas W Markiewicz & Angela Otero	S	
		Jason T Lee & Maisie M Fung		
		Neil C & Linda K Barman	S	
		Janet E & Richard Sommer		
		Sarah & Ryan Brooks	S	
		Michael L & Sue E Milos	S	
		Nancy Pei Shing & Michael Tachang Chen		
		Anneflore Goldsberry		
		Alexandra S Gadzo		
		Joseph Singleton & Molly Glennen		

OUR TRIANGLE NEIGHBORHOOD STRONGLY SUPPORTS ANNEXATION INTO THE CITY OF MENLO PARK AS LISTED BELOW:

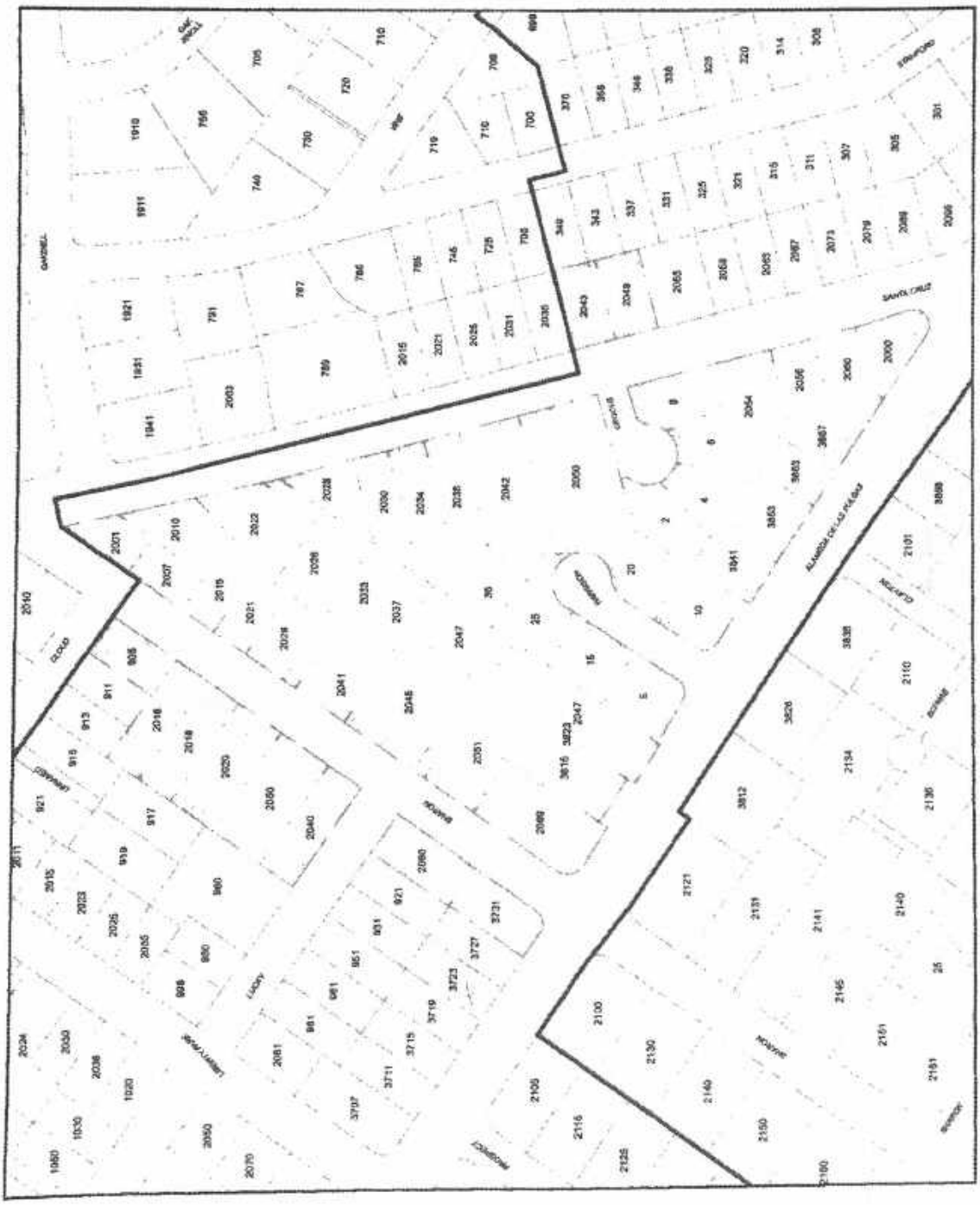
Address	Parcel ID	Owners	Supp/ Neut/ Opp	Signatures	
[Redacted]		Gilbert & Nancy Workman	S	<i>[Signature]</i>	
		William P & Laurie S Quinn	S	[Redacted]	
		Christopher A Wan & Christine Hurley	S		
		John & Joan Gerber	S		
		Stephen C Harrington	N		
		Martin C & Cherie T Cattaneo	N		
		Carolyn J Sadler & Pamela A Nietert	S		
		Keri Nicholas	S		
		Keri Nicholas	S		
		Diane Gosney & Allison Chang	S		<i>[Signature]</i>
		Gregg & Kelly Holzrichter	S		<i>[Signature]</i>
		Morris & Zlatana Gadzo	S		
	Natalie Kirilcuk	S			

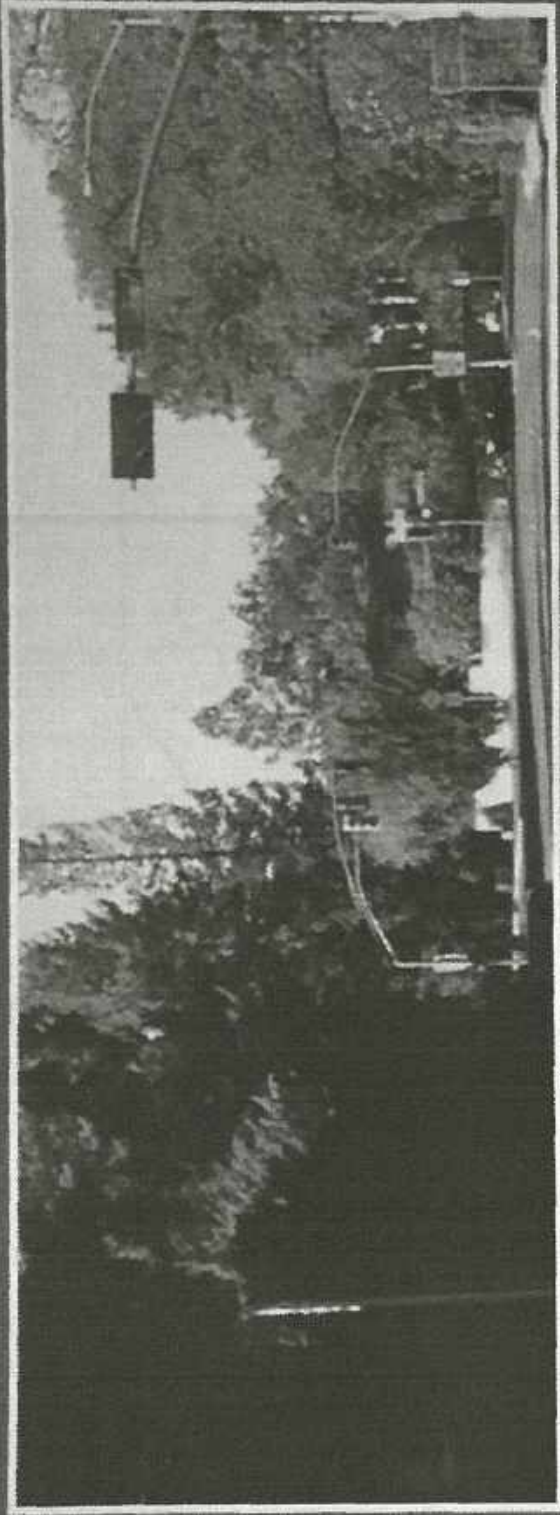
OUR TRIANGLE NEIGHBORHOOD STRONGLY SUPPORTS ANNEXATION INTO THE CITY OF MENLO PARK AS LISTED BELOW:

Address	Parcel ID	Owners	Supp/ Neut/ Opp	Signatures
[Redacted]	[Redacted]	Carin M Pacifico	S	[Redacted]
		Kyle K & Nicole G Kofford; Alfred P & Nancy L Gfoerer	S	
		Lynne E. McClure	S	
		Brian C Schmidt & Yvonne J Fulchiron	S	
		Ma Yong Quing, Debra Toy & Michael Wei		
		Greg W Faris & Leah L Rogers	S	
		Ma Shihwin		
		Mark & Chien-Ju Alice Chuang	S	
		Eric Toustra & Paulien F Strijland	N	
		Suzanne Scott		
		Stephen Bellamy & Laurel Leone		
		Alex B & Judith Komoroske	S	
Agostino & Anna Caccia	N			



-  County/City Boundary
-  West Menlo Triangle (Proposed Annexation Area)
-  County Parcels





We, the residents of the triangle neighborhood ("Triangle") in West Menlo Park bounded by Santa Cruz Avenue, Alameda de la Pulgas, and the homes on the north and south sides of Sharon Road, seek annexation by the City of Menlo Park. Currently, we are surrounded by the City of Menlo Park on all sides: the full length of our border on the Alameda, partially along the Santa Cruz Avenue border as well as the eastern section of Sharon Road.

We seek annexation because our neighborhood is not well-represented in County governance, which oversees many disparate and disconnected regions including rural, farming, suburban, mountain and coastal zones. By joining the City of Menlo Park we may participate with the neighborhoods that surround us and contribute to governance, activities, and neighborhood identity.

San Mateo County and the San Mateo Local Agency Formation Commission (LAFCO) encourage annexations of this type.

Summary of the Heritage Tree Ordinance

Updated July 2013

See also: Chapter 13.24 of the Menlo Park Municipal Code
(Available at www.menlopark.org or by calling 330-6740)

Purpose of the Ordinance

The City of Menlo Park desires to protect and preserve the scenic beauty and natural environment of the city, prevent erosion of topsoil and sedimentation in waterways, encourage quality development, provide shade and wildlife habitat, counteract pollutants in the air and decrease wind velocities and noise. The primary intention of the ordinance is to ensure that there will be a significant population of large, healthy trees over the long term in Menlo Park. The ordinance defines heritage trees, establishes permitting policies and procedures for removal, heavy pruning and protection of heritage trees, and specifies penalties for violation.

Definitions of Heritage Tree

- 1) Any tree having a trunk with a circumference of 47.1 inches (diameter of 15 inches) or more measured at 54 inches above natural grade.
- 2) Any oak tree native to California, with a circumference of 31.4 inches (diameter of 10 inches) or more measured at 54 inches above natural grade.
- 3) Any tree or group of trees specifically designated by the City Council for protection because of its historical significance, special character or community benefit.
- 4) Any tree with more than one trunk measured at the point where the trunks divide, with a circumference of 47.1 inches (diameter of 15 inches) or more, with the exception of trees that are under twelve (12) feet in height, which are exempt from the ordinance.

Maintenance and Protection

Heritage trees are required to be preserved and maintained in a state of good health. The intention of this provision is to require reasonable measures such as correct watering, periodic inspection, proper pruning and not engaging in practices that are detrimental to the tree. The ordinance also requires any person who conducts grading, excavation, demolition or construction activity on a property to do so in a manner that does not threaten the health or viability or cause the removal of any heritage tree. Any work performed within an area 10 times the diameter of the tree (i.e., the tree protection zone) requires the submittal of a tree protection plan for approval by the City prior to issuance of any permit for grading or construction.

Permits for Removal or Pruning

Any property owner wanting to remove a heritage tree, or prune more than one fourth of the canopy and/or roots, must apply for a permit from the City. Permit application forms and instructions are available from the City Administration Building (1st floor lobby) or on the City website (www.menlopark.org) or by calling Christian Bonner in the Public Works Department at (650) 330-6780. The permit fee is \$135 per tree for the first three trees and \$90 for each additional tree on the property, applied for at the same time. This fee partially covers the cost of processing the permit. **The application includes a form to be completed by a certified arborist hired by the applicant.**

The City Arborist will review the application and the arborist form, visit the property, and evaluate the tree and related conditions on the property. Applicants are encouraged to mark trees requested for removal with a yellow ribbon to facilitate the site visit for the City Arborist and other City staff. Once the City Arborist visits the property, he will either approve a permit or request further review by staff. He will post a notice on or near the tree stating the reasons for permitting removal (or heavy pruning) and the process for inquiries, comments or appeals for up

to 15 days after posting. Staff will also mail notices to property owners and residents within 100 feet surrounding the applicant's property. If the City Arborist approves the permit, and there are no written appeals of his decision, a permit will be mailed to the owner of the property. If the permit is approved, a copy of it must be in possession of the tree company on site during the tree work. If further review of the application and comments are required, staff will strive to issue a decision in a reasonable period of time.

Construction Related Tree Removals

Applicants are required to submit a site plan with the Heritage Tree Removal Application Permit even if they have submitted a site plan to the City for a planning or building permit. The site plan facilitates the review by the City Arborist. Also for removals of 2 or more trees, applicants shall be required to submit a planting plan indicating the species, size and location of the proposed replacement trees on a site plan. Heritage Tree Permits related to Construction will also be charged for City-retained arborist expenses.

Permit Decision

Any Menlo Park resident or property owner may appeal the permit decision to the Environmental Quality Commission within 15 days after the decision. A further appeal may be made to the City Council. There is an appeal fee of \$200 per appeal.

The ordinance lists the following considerations to be used in determining whether there is good cause for removal or heavy pruning of a heritage tree:

- (1) The condition of the tree or trees with respect to disease, danger of falling, proximity to existing or proposed structures and interference with utility services;
- (2) The necessity to remove the tree or trees in order to construct proposed improvements to the property;
- (3) The topography of the land and the effect of the removal of the tree on erosion, soil retention and diversion or increased flow of surface waters;
- (4) The long-term value of the species under consideration, particularly life-span and growth rate;
- (5) The ecological value of the tree or group of trees, such as food, nesting, habitat, protection and shade for wildlife or other plant species;
- (6) The number, size, species, age distribution and location of existing trees in the area and the effect the removal would have upon shade, privacy impact and scenic beauty;
- (7) The number of trees the particular parcel can adequately support according to good arboricultural practices;
- (8) The availability of reasonable and feasible alternatives that would allow for the preservation of the tree(s).

Penalties for Violation

Any person who violates the ordinance, including property owners, occupants, tree companies and gardeners, could be held liable for violation of the ordinance. The ordinance prohibits removal or pruning of over one fourth of the tree, vandalizing, mutilating, destruction and unbalancing of a heritage tree without a permit. If a violation occurs during construction, the City may issue a stop-work order suspending and prohibiting further activity on the property until a mitigation plan has been approved, including protection measures for remaining trees on the property. Civil penalties may be assessed against any person who commits, allows, or maintains a violation of any provision of the ordinance. The fine will be an amount not to exceed \$5,000 per violation, or an amount equivalent to the replacement value of the tree, whichever is higher.

COUNTY OF SAN MATEO
PLANNING AND BUILDING DIVISION
(Excerpt from the San Mateo County Ordinance Code)

REGULATION OF THE REMOVAL AND TRIMMING OF HERITAGE TREES
ON PUBLIC AND PRIVATE PROPERTY
(Ordinance No. 2427 - April 5, 1977)

CHAPTER 1. PURPOSE, FINDINGS, INTENT, AND POLICY

SECTION 11.000. The Board of Supervisors finds and declares that the County of San Mateo is an area of great natural beauty and that its outstanding heritage tree population has been and continued to be an invaluable asset in contributing to the economic, environmental, and aesthetic stability of the County and the welfare of its people and of future generations. The County is a highly desirable residential, business, and recreational area because of its great scenic beauty, its forests, trees and beaches, mountains, proximity to the San Francisco Bay and the Pacific Ocean, its equable climate, its parks and recreational areas, and other natural characteristics. Irresponsible, wanton, and wholesale destruction of heritage trees could, among other things, diminish such beauty, scientific and historical values, adversely affect the environment, reduce property values, detract from scenic highways, and destroy the County's recreational economy.

SECTION 11.001. The Board of Supervisors further finds and declares that it has already passed legislation to regulate the commercial harvesting of forest products in this County and that it does not intend by this enactment to affect that ordinance, but that it is the intention of the Board to control and supervise in a reasonable manner the cutting of heritage trees within the unincorporated area of the County as herein prescribed.

SECTION 11.002. It is further found and declared that, for the above reasons and in order to protect and preserve heritage trees in San Mateo County on both public and private property and to enhance the environment, the economy, and promote the general welfare and prosperity of the County, while respecting and recognizing individual rights to develop, maintain, and enjoy private property to the fullest possible extent, consistent with the public interest, convenience, and necessity, it is necessary to enact this ordinance and regulate the removal of heritage trees in the unincorporated area of San Mateo County. Designation of a heritage tree does not give or intend to give the public access to, or use or enjoyment of, private property.

CHAPTER 2. PRESERVATION OF TREES ON PRIVATE PROPERTY

SECTION 11.050. DEFINITIONS. For the purposes of this part, the following words shall have the meaning ascribed to them in this section:

- (a) "Person" means individuals, firms, associations and corporations, and agents, employees or representatives thereof.
- (b) "County" means the County of San Mateo acting by and through its authorized representatives.
- (c) "Tree" means a woody plant which has the inherent capacity of producing naturally one main erect axis of at least 12 feet, continuing to grow for a number of years more vigorously than the lateral axes.
- (d) "D.B.H." means diameter outside bark, 4 1/2 feet above average ground level.
- (e) "Basal area" means the cross-sectional area.
- (f) "Exotic Tree" means any tree introduced into areas of the County where such trees are not native as a part of their natural distribution.
- (g) "Heritage Tree" means any of the following:

Class 1 shall include any tree or grove of trees so designated after Board inspection, advertised public hearing and resolution by the Board of Supervisors. The affected property owners shall be given proper written notice between 14 and 30 days prior to inspection and/or hearing by the Board.

Class 2 shall include any of the following trees, healthy and generally free from disease, with diameter equal to or greater than the sizes listed:

- (1) Acer macrophyllum - Bigleaf Maple of more than 36 inches in d.b.h. west of Skyline Boulevard or 28 inches east of Skyline Boulevard.
- (2) Arbutus menziesii - Madrone with a single stem or multiple stems touching each other 4 1/2 feet above the ground of more than 48 inches in d.b.h., or clumps visibly connected above ground with a basal area greater than 20 square feet measured 4 1/2 feet above average ground level.
- (3) Chrysolepis chrysophylla - Golden Chinquapin of more than 20 inches in d.b.h.
- (4) Cupressus abramsiana - All Santa Cruz Cypress trees.
- (5) Fraxinus latifolia - Oregon Ash of more than 12 inches in d.b.h.

- (6) Lithocarpus densiflorus - Tan Oak of more than 48 inches in d.b.h.
 - (7) Pseudotsuga menziesii - Douglas Fir of more than 60 inches in d.b.h. east of Skyline Boulevard and north of Highway 92.
 - (8) Quercus agrifolia - Coast Live Oak of more than 48 inches in d.b.h.
 - (9) Quercus chrysolepis - Canyon Live Oak of more than 40 inches in d.b.h.
 - (10) Quercus garryana - All Oregon White Oak trees.
 - (11) Quercus kelloggii - Black Oak of more than 32 inches in d.b.h.
 - (12) Quercus wislizenii - Interior Live Oak of more than 40 inches in d.b.h.
 - (13) Quercus lobata - Valley Oak of more than 48 inches in d.b.h.
 - (14) Quercus douglasii - Blue Oak of more than 30 inches in d.b.h.
 - (15) Umbellularia californica - California Bay or Laurel with a single stem or multiple stems touching each other 4 1/2 feet above the ground of more than 48 inches in d.b.h., or clumps visibly connected above ground with a basal area of 20 square feet measured 4 1/2 feet above average ground level.
 - (16) Torreya californica - California Nutmeg of more than 30 inches in d.b.h.
 - (17) Sequoia sempervirens - Redwood of more than 84 inches in d.b.h. west of Skyline Boulevard or 72 inches d.b.h. east of Skyline Boulevard.
- (h) "Protected Tree" means a tree specially listed as endangered by either the California Native Plant Society's List as amended or the Federal Register or any tree species designated protected by the Board of Supervisors.
 - (i) "Private Property" means all property not owned by the County of San Mateo or any other public agency.
 - (j) "Public Property" means all property owned by a public entity which is controlled or regulated by San Mateo County.
 - (k) "Trim" means the cutting of or removal of any limbs, branches or roots of trees which will not seriously impair the health of trees.

SECTION 11.051. PERMIT REQUIRED TO REMOVE, DESTROY, OR TRIM TREES.

It shall be unlawful for any person to cut down, destroy, move or trim any heritage tree growing on any public or private property within the unincorporated area of San Mateo County without first obtaining a permit from the San Mateo County Planning Department except as herein provided. The Planning Director may require that a permit for trimming

of a heritage tree in an area defined by the General Plan as urbanized be carried out only by a licensed tree surgeon. A minimal charge shall be made for permits required by this ordinance.

Any area to which a valid Timber Harvesting Permit applies is exempt from this Ordinance.

SECTION 11.052. APPLICATION FOR AND GRANTING OF PERMITS. Any person desiring to cut down, destroy, move or trim one or more heritage trees on public or private property must apply to the San Mateo County Planning Department for a Heritage Tree Removal/Trimming Permit form provided by the Planning Department. Said application shall identify the species, contain the number, size and location of the trees or trees involved, contain a brief statement of the reason for the requested action, and describe any other pertinent information the Planning Director may require. Within 20 working days of receipt of the application, the Planning Director or his authorized representative shall inspect the premises and trees and shall ascertain which trees may be trimmed, cut down, destroyed, moved, or removed; provided however, the Planning Director may upon receipt of the application and such information, maps, sketches and/or photographs as he deems sufficient, make a determination without an inspection; provided further, failure to act within 20 days shall not be deemed approval. If trimming is to be performed by a licensed tree surgeon, the tree surgeon's inspection and decision may be accepted by the Planning Director for purposes of compliance with this section.

If no action on the approved permit is taken within a period of one year from the date of approval, the permit shall be considered void. The determination of the Planning Director in granting or denying the permit or in affixing conditions shall be based upon the following criteria:

- (a) The general health of the tree;
- (b) The anticipated longevity of the tree;
- (c) Whether the tree is a public nuisance;
- (d) Proximity to existing or proposed structures and interference with utility services;
- (e) The necessity of the required action to construct improvements or otherwise allow economic or other enjoyment of the property;
- (f) The number, species, size and location of existing trees in the area;
- (g) The effect of the requested action in terms of historic values;
- (h) The topography of the land and effect of the requested action on erosion, soil retention, water retention, and diversion or increased flow of surface waters.

2018 Remaining and Ongoing Workplan	Lead Department (Supporting Department(s))	06/30/18	Milestones 12/31/18	06/30/19
Responding to the development needs of private residential and commercial property owners				
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.
Attracting thoughtful and innovative private investment to Menlo Park				
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.
Furthering efficiency in city service delivery models				
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.
West Menlo Triangle Annexation (Subcommittee - information gathering)	City Manager's Office (Community Development, Public Works)	Information and data gathering with subcommittee)		
Improving Menlo Park's multimodal transportation system to move people and goods through Menlo Park more efficiently				
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.
Maintaining and enhancing Menlo Park's municipal infrastructure and facilities				

2018 Remaining and Ongoing Workplan	Lead Department (Supporting Department(s))	Milestones		
		06/30/18	12/31/18	06/30/19
Arrillaga Family Recreation Center HVAC System Upgrade	Public Works (Community Services)	Begin project planning.	Continue project design.	Continue project design.
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.
Providing high-quality resident enrichment, recreation, and discovery				
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 System Improvements				
Belle Haven Branch Library Improvements	City Manager's Office (Library, Administrative Services, Community Development, Public Works)	Belle Haven Branch: Library Needs Assessment - completion June 2018. Budget request in FY 2018-19 for branch space needs study and schematic design/siting study	Branch space needs study: July 2018 - March 2019.	Schematic designs, siting decisions, shared uses July 2019 - December 2019

2018 Remaining and Ongoing Workplan	Lead Department (Supporting Department(s))	06/30/18	Milestones 12/31/18	06/30/19
Main Library Improvements	City Manager's Office (Library, Administrative Services, Community Development, Public Works)	Schematic designs: April 2018 - October 2018.	Secure funding after schematic designs. Once funding is secured, the main library project will require environmental review and permitting before construction can begin.	Council project approval
Realizing Menlo Park's vision of environmental leadership and sustainability				
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.
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
Planned 2018-19 Capital Improvement Projects				
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.
*Basic steps of a typical construction project:				
Scope project				
Develop Request for Proposal (RFP)				
Design				
Bid				
Award				
Construct				
Complete				

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STAFF REPORT

City Council

Meeting Date: 2/13/2018
Staff Report Number: 18-036-CC

Consent Calendar: **Adopt a resolution authorizing the Public Works Director to accept work performed on construction contracts**

Recommendation

Staff recommends that the City Council adopt a resolution authorizing the Public Works Director to accept the work performed on construction contracts.

Policy Issues

The current construction contract acceptance practice involves the City Council authorizing the Public Works Director to accept the work performed by a contractor on a project-by-project basis. With the proposed procedural change, the process would be streamlined and the Public Works Director would have the ability to accept construction projects awarded by the City Council once the contractual requirements are met and without the need for further action. Streamlining the construction project acceptance process would improve efficiency and save staff time and resources.

Background

Construction contracts over the City Manager's purchase signing authority are awarded by the City Council. Once a project is awarded, the contractor is authorized to begin the construction work per the project's plans and specifications. Following the completion of the work, a final inspection is conducted by Public Works staff to ensure the work meets the project's specifications. During this time, the contractor is required to address the following:

- Complete all construction and punch list items
- Complete all change orders
- Resolve any pending claims
- Deliver all operation and maintenance manuals
- Provide all required bonds, guarantees and warranties

Once the contractor has met all of the contractual requirements and the work improvements have been completed within the contract amount, a recommendation is made requesting that the City Council authorize the Public Works Director to accept the work. The request for acceptance requires the preparation of a staff report that is reviewed and published 72 hours before a City Council meeting.

After acceptance, a Notice of Completion is recorded at the San Mateo County's Clerk's Office. The record of completion establishes the beginning of the warranty period. Which is typically one year. The warranty requires that the contractor guarantee the work performed under the contract and address any defects in

workmanship and materials.

Analysis

As discussed above, construction contracts over the City Manager's purchase signing authority require an action by the City Council to award the project and another action to authorize the Public Works Director to accept the project once it is completed. Both actions are required for every construction project. In 2017, the City Council authorized the Public Works Director to accept eleven construction projects. For acceptance of work staff reports since August 2017, staff has indicated that it would be looking into ways to streamline the acceptance process.

The proposed action would eliminate the need for staff to request a second City Council action for a construction project by providing the Public Works Director with the ability to accept a project once all of the contract requirements are met. The change would reduce the amount of staff time currently spent on the writing, reviewing and routing of staff reports. The procedural change is also consistent with practices followed by other cities and with the Public Contract Code. Staff would report out on which projects have been accepted through the annual budget process. In addition, staff intends to use the City Council Weekly Digest to announce the completion of projects.

The proposed action is also consistent with Public Contract Code Division 2. General Provisions (1100-22355), Part 1 Administrative Provisions (1100-9203), Chapter 7. Contract Clauses (7100-7203), Section 7107 which notes that the acceptance of the work can be done by the agent of the public agency.

Impact on City Resources

Pursuing practices that improve efficiency saves the City valuable resources. The proposed action would streamline the contract acceptance process, which would result in a positive impact on the City's resources by saving staff time.

Environmental Review

An environmental review is not required for this item.

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

Report prepared by:
Azalea Mitch, City Engineer

Reviewed by:
Justin Murphy, Public Works Director

RESOLUTION NO.

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
MENLO PARK AUTHORIZING THE PUBLIC WORKS
DIRECTOR TO ACCEPT COMPLETED PUBLIC WORKS
PROJECTS**

WHEREAS, pursuing practices that improve efficiency saves the City of Menlo Park valuable resources; and

WHEREAS, currently the City Council of the City of Menlo Park authorizes the Public Works Director to accept the work performed by a contractor on a project-by-project basis; and

WHEREAS, Public Contract Code Section 7101 allows the public agency or its agent to accept the work of improvement; and

WHEREAS, authorizing the City's Public Works Director to accept construction projects awarded by the City Council once the contractual requirements are met and without the need for further City Council action would improve efficiency, save staff time and have a positive impact on the City's resources.

NOW, THEREFORE BE IT RESOLVED, that 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 therefore do hereby resolve that public interest and convenience require the City Council to delegate authority to the Public Works Director or his/her designee, as its agent, to accept construction projects awarded by the City Council once the contractual requirements are met and without the need for further action by the City Council.

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

Clay J. Curtin, Interim City Clerk

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STAFF REPORT

City Council

Meeting Date: 2/13/2018
Staff Report Number: 18-034-CC

Consent Calendar: **Authorize the use of Rectangular Rapid Flashing Beacons as a traffic control device to enhance pedestrian safety**

Recommendation

Staff recommends that the City Council authorize the use of Rectangular Rapid Flashing Beacons as a traffic control device on City roadways to enhance pedestrian safety in light of the Federal Highway Administration's recent rescission of its approval of new installations of the Rectangular Rapid Flashing Beacons.

Policy Issues

This project is consistent with the City's Circulation Element, adopted in 2016, which includes goals of safe, efficient, attractive, user-friendly circulation system that promotes a healthy, safe, and active community and quality of life throughout the City of Menlo Park and policies to promote pedestrian and bicyclist safety in the design of streets, intersections, and traffic control devices.

Background

On September 13, 2016, the City Council adopted a resolution to establish a citywide crosswalk policy. Staff has used the guidelines set forth in this policy to select appropriate locations and identify appropriate treatments for crosswalks within the City. This policy included Rectangular Rapid Flashing Beacons as one of the crosswalk treatments for pedestrian safety enhancement. Rectangular Rapid Flashing Beacons are user-actuated amber LEDs that supplement warning signs and are meant to alert motorists of crossing pedestrians at uncontrolled crossings (unsignalized intersections and mid-block crosswalks).

In 2017, in conjunction with the Santa Cruz Avenue Sidewalk installation project and the Valparaiso Avenue Pedestrian Improvement Project, City installed a total of five Rectangular Rapid Flashing Beacons at various intersections on Santa Cruz Avenue and on Valparaiso Avenue. Attachment A shows an example of this system installed on Valparaiso Avenue, east of San Mateo Drive, near Sacred Heart Schools.

Analysis

Effective December 21, 2017, the Federal Highway Administration has rescinded its approval of new installations of Rectangular Rapid Flashing Beacons (Attachment B), due to on-going patent lawsuits regarding the design of the Rectangular Rapid Flashing Beacons. There are multiple lawsuits between the inventor of the flashing beacons and several traffic control device manufacturers who are selling Rectangular Rapid Flashing Beacons. However, according to Federal Highway Administration, Rectangular Rapid Flashing Beacons that had been previously installed prior to this date may remain in service until the end of their useful lives and are not required to be removed.

The Federal Manual on Uniform Traffic Control Devices explicitly prohibits the use of patented traffic control devices on the public roadway system to maintain uniformity of traffic control devices and to prevent the federal government from appearing to favor or endorse a product, company, or individual. The installation of new Rectangular Rapid Flashing Beacons could, therefore, present a liability risk for agencies such as the City of Menlo Park if they install Rectangular Rapid Flashing Beacons after December 21, 2017. The other impact is that new installations of the Rectangular Rapid Flashing Beacons will no longer be eligible for federal funding.

Federal Highway Administration's termination of approval appears to be strictly based on potential patent violations and does not question the proven safety performance and effectiveness of Rectangular Rapid Flashing Beacons. Since this is the case and for the following reasons, staff would want to continue the use of the flashing beacons as traffic control devices on the City streets for pedestrian safety enhancement in accordance with the citywide crosswalk policy:

- Rectangular Rapid Flashing Beacons are very effective. Studies presented at the Transportation Research Board annual meeting in 2008 had shown that there was a vehicle yielding rate of 88 percent with the flashing beacons. The two major components that make them effective are:
 - The irregular flashing pattern.
 - User actuation through push buttons (in most cases) so that drivers know the lights indicate the presence of people walking or bicycling across the roadway.
- Rectangular Rapid Flashing Beacons are simple and relatively inexpensive.
- Rectangular Rapid Flashing Beacons are easy to maintain and less susceptible to breakdowns due to exposure to vehicular impacts unlike the in-pavement lighted crosswalk systems.
- Installations of Rectangular Rapid Flashing Beacons are typically prioritized by staff following the guidance in the Crosswalk Policy based on number of travel lanes and median types, traffic volumes, and speeds due to their efficacy.
- Even if Federal Highway Administration continues to prohibit their use, the need remains for a simple and effective device that meets the above criteria.

It is not known at this time when the patent issues with the Rectangular Rapid Flashing Beacons will be resolved. In inquiring with neighboring cities about their course of action with new installations of Rectangular Rapid Flashing Beacons, the County of San Mateo indicated that it would plan to cease any new installations, both City of Redwood City and City of Burlingame would consult with their legal counsel to assess the risk if they continue with new installations, and the City of Palo Alto would continue to install new Rectangular Rapid Flashing Beacons for reasons similar to those outlined above.

Staff has been pursuing upgrades to several in-pavement lighted crosswalk systems that are at the end of their useful life and can no longer be repaired. Staff was anticipating releasing a request for proposal for consultant design support for these replacements with Rectangular Rapid Flashing Beacons in January 2018, but delayed the release due to the need to address the FHWA rescission of its approval this device. If City Council approves the use of this device, staff will move forward with releasing the request for proposals within the next few weeks and installation of the new devices to be scheduled after the design is complete. The locations to be upgraded include: Santa Cruz Avenue north of Sharon Road, Santa Cruz Avenue at Johnson Street, Crane Avenue south of Valparaiso Avenue, Oak Grove Avenue in front of the Menlo Park Post Office, and Ravenswood Avenue at Alma Street.

Impact on City Resources

City Council action has no impact on City resources since City Council authorization is just being sought at

this time and does not involve actual installation.

Environmental Review

Future installations of Rectangular Rapid Flashing Beacons are anticipated to be categorically exempt per Section 15301 Existing Facilities.

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. Illustration of Rectangular Rapid Flashing Beacon
- B. Federal Highway Administration Rectangular Rapid Flashing Beacon Rescission Memorandum

Report prepared by:

Rene C. Baile, Associate Transportation Engineer

Report reviewed by:

Nicole H. Nagaya, Assistant Public Works Director

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SAMPLE Rectangular Rapid Flashing Beacons



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U.S. Department
of Transportation
Federal Highway
Administration

Memorandum

Subject: **INFORMATION:** MUTCD – Interim
Approval for Optional Use of Rectangular
Rapid Flashing Beacons
(IA-11) — TERMINATION

Date: DEC 21 2017

From: Martin C. Knopp *Martin C. Knopp*
Associate Administrator for Operations

In Reply Refer To:
HOP-1

To: Federal Lands Highway Division Directors
Division Administrators

Purpose: Through this memorandum, the Federal Highway Administration (FHWA) officially rescinds the subject Interim Approval (IA) issued on July 16, 2008.

Background: Federal regulation, through the *Manual on Uniform Traffic Control Devices for Streets and Highways* (MUTCD),¹ prohibits the use of patented devices under an IA,² or official experimentation³ with patented devices. The MUTCD is incorporated by reference at 23 CFR, Part 655, Subpart F, and is recognized as the national standard for all traffic control devices in accordance with 23 U.S.C. 109(d) and 402(a).⁴

Action: The MUTCD prohibits patented devices from experimentation, IA, or inclusion in the MUTCD.⁵ The FHWA has learned of the existence of four issued U.S. patents, and at least one pending patent application, covering aspects of the Rectangular Rapid Flashing Beacons (RRFB) device originally approved under IA-11 of July 16, 2008.

For the aforementioned reasons, FHWA hereby rescinds IA-11 for all new installations of RRFB devices. Installed RRFBs may remain in service until the end of useful life of those devices and need not be removed.

Nothing in this memorandum should be interpreted as expressing an opinion as to the applicability, scope, or validity of any patent or pending patent application with regard to

¹ MUTCD 2009 Ed., Intro. ¶ 4 at I-1

² *Id.*; § 1A.10.

³ *Id.*

⁴ *See id.* at ¶ 02 at I-1.

⁵ *Id.* at ¶ 04.

the installation or use of RRFBs, generally, or for those currently in use. The FHWA, the U.S. Department of Transportation, and the U.S. express no opinion on the merits, and take no position on the outcome, of any litigation relating to the RRFB.

cc:

Associate Administrators

Chief Counsel

Chief Financial Officer

Directors of Field Services

Director of Technical Services



STAFF REPORT

City Council

Meeting Date:

2/13/2018

Staff Report Number:

18-039-CC

Consent Calendar:

Authorize the City Manager to enter into a contract with ICF International (ICF) to prepare an Environmental Impact Report (EIR) for a proposed 318,614 square foot office building at 164 Jefferson Drive for the amount of \$402,275 and future augments as may be necessary to complete the environmental review for the proposed project

Recommendation

Staff recommends that City Council authorize the City Manager to approve a contract with ICF International for the amount of \$402,275 and future augments as may be necessary to complete the environmental review for the Commonwealth Building 3 Project, located at 164 Jefferson Drive, based on the proposed scope and budget included as Attachment A.

Policy Issues

The proposed office building, approximately 318,614 square feet in size, and an associated above grade five-story parking structure will require the Planning Commission to consider the merits of the proposed project, including a request for bonus level development and associated community amenities provided through the proposed project. Staff will be reviewing the proposed project and will identify policy issues for the Planning Commission to consider as part of its review of the requested land use entitlements for the project. The proposed project would not require any additional action by the City Council following approval of the EIR contract. The Planning Commission would take the final action on the project, including the EIR, consistent with the recently approved ConnectMenlo General Plan Update process. Authorizing the City Manager to enter into a contract with ICF would allow the City to initiate the environmental, fiscal, and overall entitlement review of the project proposal and does not imply an endorsement of the project. The policy implications of the project proposal are considered on a case-by-case basis, and will be informed by additional analysis as the project review proceeds.

Background

On October 24, 2017, The Sobrato Organization (Project Applicant) submitted an application for a use permit, architectural control, and environmental review to construct a new six-story, 318,614 square foot office building and a five-level parking structure with approximately 1,500 parking spaces in the O-B (Office, Bonus) zoning district. The project site is 13.2 acres in area and currently is occupied by two existing four-story office buildings (addressed 162 and 164 Jefferson Drive) to remain, which initially received a conditional development permit, rezoning, and environmental review approval under the previous M-2 (General Industrial) zoning for the site from the City Council in August 2014.

The proposed office building would be located to the north of the existing buildings on a portion of the project site currently used for surface parking. The proposed parking structure would be located on the

eastern half of the parcel on a portion of the site also currently used for surface parking. Office and research and development (R&D) buildings are located north and west of the project site, and are also zoned O-B. To the south, the project site is bounded by US Highway 101. Kelly Park is located southeast of the project site, across the inactive Dumbarton Rail Corridor. A location map identifying the project site is included in Attachment B. Select plan sheets from the project plans are included in Attachment C.

In December of 2016, the City Council adopted the ConnectMenlo General Plan and Zoning Ordinance Update (ConnectMenlo), which rezoned the project site from M-2 to O-B. The proposed project has been submitted for review under the new O-B zoning. Staff is in the process of evaluating the proposed project for consistency with ConnectMenlo and the updated zoning ordinance.

Analysis

The proposed project requires an EIR. As part of the environmental review process, the potential impacts of the proposed project will be evaluated for consistency with the program level EIR for ConnectMenlo through an initial study. The initial study will determine areas where the proposed project is consistent with the ConnectMenlo EIR and those topic areas would not be analyzed in detail in the EIR accordingly. Further, the scope for the project EIR has been structured so the EIR would comply with the settlement agreement between the City of Menlo Park and the City of East Palo Alto regarding the EIR for ConnectMenlo. Therefore, the proposed environmental analysis will, at a minimum, include a project level transportation impact analysis and a housing needs assessment, as outlined in the settlement agreement.

In addition to complying with the settlement agreement, the project level transportation impact analysis will report the vehicle miles traveled (VMT) associated with the project for consistency with Senate Bill 743. While not required to be implemented until January 1, 2020, the project analysis will include the VMT information for reference. The transportation analysis will also use the citywide travel demand model to estimate trip distribution patterns for the project instead of the data in the City's Circulation System Assessment (CSA) which was last updated in 1999. The City's model was also used in the ConnectMenlo and Facebook Campus Expansion EIR analyses. The City's Transportation Division anticipates updating its Transportation Impact Analysis (TIA) Guidelines to include VMT and updates to the CSA in 2019 after completion of the Transportation Master Plan.

Following authorization of the contract for ICF to conduct the environmental review, ICF will prepare an initial study for the project. The initial study will be used to inform the notice of preparation (NOP), which will identify the topic areas to be studied in the project level EIR. As part of the initial stages of the environmental and entitlement analysis, City staff will determine what, if any, additional technical analyses could be required for the proposed project and set up contracts with qualified consultants or augment the contract with ICF accordingly. Staff is recommending that the City Council provide the City Manager the authority to approve future contract augmentations, if needed.

Impact on City Resources

The Applicant is required to pay all Planning, Building and Public Works permit fees, based on the City's Master Fee Schedule, to fully cover the cost of staff time spent on the review of the project. The applicant is also required to bear the cost of the associated environmental review and fiscal analysis. For the environmental review and fiscal analysis, the applicant deposits money with the City and the City pays the consultants.

Environmental Review

An Initial Study and EIR will be prepared for the proposed project. The EIR will utilize the program level EIR prepared for the ConnectMenlo General Plan and Zoning Ordinance Update and focus the project level EIR accordingly.

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. EIR Scope and Budget Proposal from ICF International
- B. Location Map
- C. Project Plans (Select Sheets)

Report prepared by:
Tom Smith
Associate Planner

Report reviewed by:
Mark Muenzer
Assistant Community Development Director

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February 2, 2018

Tom Smith, Associate Planner
City of Menlo Park Community Development Department
701 Laurel Street
Menlo Park, CA 94025

SUBJECT: Proposal to Conduct CEQA Review for the Commonwealth Building 3 Project (rev. 1)

Dear Mr. Smith:

ICF Jones & Stokes, Inc. ("ICF") is pleased to present this scope and budget to prepare an Initial Study and Environmental Impact Report (EIR) for the proposed Commonwealth Building 3 Project (hereafter referred to as the Project). This scope of work reflects the proposed Project information provided to ICF by Menlo Park staff, knowledge of the area, and prior experience with similar projects within Menlo Park. We offer a team of highly skilled environmental professionals who are familiar with the City and will produce legally defensible and comprehensive CEQA documentation allowing the Project to be developed as expeditiously as possible. Our experience on several projects in the City allows our staff to respond quickly to your needs.

The Project site consists of two parcels at the existing Commonwealth Corporate Center: the Commonwealth Site at 151 Commonwealth Drive and the Jefferson Site at 164 Jefferson Drive. The Project would demolish existing onsite surface parking and landscaping and construct a new building ("Building 3") and a new parking structure. The proposed 6-story office building would be approximately 318,610 square feet (sf) and the proposed 5-level parking structure would provide 1,490 parking spaces.

This scope of work reflects recent conversations and provides a solid launching point to move through the environmental review process efficiently, thoughtfully, and diligently. As demonstrated in our proposal, ICF has formed a team of expert internal staff and includes subconsultants to successfully and efficiently provide environmental services for the City. The proposed team includes Keyser Marston Associates (Housing Needs Assessment), Kittelson & Associates, Inc. (Transportation), and Bay Area Economics (Fiscal Impact Analysis).

This proposal is valid for a period of 90 days, at which time ICF reserves the right to revise the contents or extend the validity date, if needed. If selected to conduct the CEQA review, ICF respectfully reserves the right to negotiate contract terms similar to those we negotiated with the City in previous contracts. Please feel free to contact Jessica Viramontes at 415.677.7108 or jessica.viramontes@icf.com. We look forward to working with you on this project.

Sincerely,



Trina L. Prince-Fisher
Contracts Administrator

Attachments

- A. Budget
- B. Schedule
- C. Keyser Marston Associates (Housing Needs Assessment)
- D. Kittelson & Associates, Inc. (Transportation)
- E. Bay Area Economics (Fiscal Impact Analysis)



A. Firm Profile

Founded in 1969, ICF is a leading global professional services firm that provides consulting and implementation services addressing today's most complex management, technology, and policy challenges. Our work is primarily focused in four key markets: environment and infrastructure; energy and climate change; health, human services, and social programs; and homeland security and defense. Our environmental practice provides services in environmental planning, land use planning, regulatory compliance, regulatory implementation, natural resources, and supporting environmental review. Our full-time professional staff includes environmental compliance experts, land-use and natural resource planners, wildlife and fisheries biologists, plant and wetland biologists, watershed planners, restoration experts, archaeologists, architectural historians, community affairs experts, attorneys, engineers, and information technologists. With more than 4,500 employees on six continents, we combine passion for our work with industry and technical expertise to protect and improve the quality of life.

ICF is a recognized leader in California Environmental Quality Act (CEQA) compliance, having prepared thousands of environmental impact studies and related documents since the founding of the former Jones & Stokes. Bob Jones, one of the founders of Jones & Stokes, was instrumental in drafting the legislation that ultimately became CEQA in California. Shortly thereafter, Bob joined fellow biologist Jim Stokes to form Jones & Stokes, which rose to prominence in the fields of environmental planning and natural resources management. By the time it was acquired by ICF in 2008, Jones & Stokes was one of the most well-known and well-respected firms providing NEPA and CEQA compliance services in the Bay Area and throughout the west. Although we are able to draw expertise from all west coast offices, we will service the Project primarily by our San Francisco office.

B. Key Personnel and Project Experience

We offer unique advantages with our local knowledge and experience with issues important to the City of Menlo Park (City). This deep local knowledge and familiarity with City staff and practices directly relates to enabling us to deliver high-quality environmental support by understanding the nuances of your needs. We understand the issues important to City staff as well as members of the public and, using our relevant experience on City projects, can anticipate these needs and keep projects on schedule and budget. Similar to our project management team on previous Menlo Park projects, Rich Walter will serve as Senior Advisor, Erin Efner as Project Director, and Jessica Viramontes as Project Manager. In addition, ICF will team with Keyser Marston Associates (Housing Needs Assessment), Kittelson & Associates, Inc. (Transportation), and Bay Area Economics (Fiscal Impact Analysis). Please refer to Attachments C through E.

ICF has a long reputation as a leader in the preparation of documents on development, infrastructure, and transportation projects throughout the Bay Area. A list of relevant work is presented below. This is not an exhaustive list of projects completed by ICF on the peninsula/in the Bay Area; additional project information is available upon request.



- Facebook Campus Expansion Project EIR and EIR Addendum—City of Menlo Park
- Menlo Park Facebook Campus Project EIR and EIR Addendum—City of Menlo Park
- Commonwealth Corporate Center EIR—City of Menlo Park
- Middle Plaza Project at 500 El Camino Real—City of Menlo Park
- 1300 El Camino Real Project—City of Menlo Park
- City Place Santa Clara EIR—Related Santa Clara (Related), Santa Clara
- SF Giants Mission Seawall Lot 337/Pier 48 EIR—Seawall Lot 337 Associates LLC
- Burlingame Point Project EIR Addendum —City of Burlingame

C. Project Understanding and General Approach

ICF has reviewed the information provided by the City and the Sobrato Organization (Project Sponsor). Based on our review of project materials and experience with similar projects, we understand that an Initial Study, followed by a focused EIR is needed. The project understanding and the general approach is discussed below.

Project Understanding

The Project involves the construction of a third building and a parking structure at the existing Commonwealth Corporate Center. The Project site is located within Menlo Park's Bayfront area and consists of two parcels: the Commonwealth Site and the Jefferson Site. The Commonwealth Site at 151 Commonwealth Drive is approximately 12.1 acres. The Jefferson Site at 164 Jefferson Drive is directly adjacent to the Commonwealth Site to the north and is approximately 1.2 acres. The Project site is bound to the north and west by commercial buildings, to the south by US 101, and to the southeast by the inactive Dumbarton Rail Corridor. The Project would demolish existing onsite surface parking and landscaping and construct a new building ("Building 3") and a new parking structure. The proposed 6-story office building would be approximately 318,610 square feet, bringing the total floor area ratio (FAR) to 1.0 per the bonus level zoning after the two parcels are combined. The proposed 5-level parking structure would provide 1,490 parking spaces.

General Approach

ConnectMenlo, which updated the City's General Plan Land Use and Circulation Elements and the M-2 Area, was approved on November 29, 2016. This serves as the City's comprehensive and long-range guide to land use and infrastructure development. ConnectMenlo assumed an increase in net new development of up to 2.3 million square feet of non-residential uses, up to 4,500 residential uses, and up to 400 hotel rooms. The Project site is within the M-2 Area and is within the parameters of the ConnectMenlo assumptions.

Because of the long-term planning horizon of ConnectMenlo, the ConnectMenlo EIR was prepared as a program EIR, pursuant to Section 15168 of the CEQA Guidelines. Once a program EIR has been certified, subsequent activities within the program must be evaluated to determine whether additional CEQA review needs to be prepared. However, if the program EIR addresses the program's effects as



specifically and comprehensively as possible, subsequent activities could be found to be within the program EIR scope, and additional environmental review may not be required (CEQA Guidelines Section 15168[c]). When a program EIR is relied on for a subsequent activity, the lead agency must incorporate feasible mitigation measures and alternatives developed in the program EIR into the subsequent activities (CEQA Guidelines Section 15168[c][3]). If a subsequent activity would have effects that are not within the scope of a program EIR, the lead agency must prepare a new Initial Study leading to a Negative Declaration, a Mitigated Negative Declaration, or an EIR. The ConnectMenlo Program EIR will serve as the first-tier environmental analysis for the Project.

On December 5, 2017, the City Council approved the proposed settlement agreement between the City of Menlo Park and the City of East Palo Alto to resolve the litigation regarding ConnectMenlo. The key terms of the settlement agreement are related to reciprocal: environmental review for future development projects, traffic studies, fair share mitigation impact fees, trip cap projects, and study of the multiplier effect. The settlement agreement will serve to inform the scope of the analysis for several topics in the EIR and provide guidance on the requirements for the Project's Housing Needs Assessment (HNA), as discussed in Attachment C.

Based on the requirements outlined in Section 15168 of the CEQA Guidelines, an Initial Study will be prepared to disclose relevant impacts and mitigation measures covered in the ConnectMenlo EIR and discuss whether the Project is within the parameters of the ConnectMenlo EIR. This will scope out several topics from further evaluation. Subsequent to the Initial Study, a Focused EIR will be prepared for the impacts that need further discussion and/or mitigation beyond those analyzed in the ConnectMenlo EIR. This is discussed in more detail below.

D. Scope of Work

Task 1. Project Initiation

The CEQA documentation effort will be initiated by discussing key issues, reviewing completed environmental documents, planning data collection efforts including a site visit, and refining the schedule for completion of individual tasks. At the outset of the CEQA process, ICF will meet with City of Menlo Park staff, the Project Sponsor team, and the traffic subconsultants. At this meeting, the team will:

- Discuss data needs to complete the Initial Study/EIR.
 - Confirm procedures for contacting the Project Sponsor team, City staff, and public agencies.
 - Review and agree on schedules and deadlines.
 - Summarize the next steps, including the NOP, Initial Study, scoping, draft Project Description, and the EIR.
 - Discuss in more detail how to apply ConnectMenlo and determine which mitigation measures would apply.
 - Discuss City preferences regarding Initial Study/EIR format and organization.
 - Discuss CEQA baseline and cumulative projects.



- Outline Alternatives.

This task also assumes a thorough site reconnaissance to be conducted by key EIR preparers.

Deliverables

- Data needs request for the City and Project Sponsor
- Revised schedule

Task 2. Initial Study/EIR Project Description

ICF will prepare the Project Description based on discussions with Project Sponsor team, input from City staff, site visit, data needs responses, and review of the Project application, plan set, and supplemental reports. A clear and accurate Project Description is essential to the analysis. Based on discussions with City staff and on the Project Sponsor's application and plans, ICF will prepare a Project Description for both the Initial Study and the EIR that will incorporate the following topics:¹

- Project Overview and Background
- Project Site Location
- Project Objectives
- Project Characteristics by including:
 - Relationship to ConnectMenlo
 - Site plan
 - Development districts and uses
 - Employment levels
 - Site access, circulation, and parking
 - Transportation Demand Management (TDM) Program
 - Campus design, architectural themes, massing, building design, potential sustainable design features, and materials
 - Amenities such as landscaping, lighting, signage, courtyards, and gathering spaces
 - Utilities
 - Recycling and Waste
- Phasing and Construction Scenario
- Project Approvals and Entitlements

The Project Description will be submitted to the City for review. Following receipt of comments, ICF will then revise the Project Description based on City comments and additional data needs responses from the Project Sponsor. This revised version of the Project Description will be included in the Initial Study.

Deliverables

- Electronic copies of the draft Project Description in MS Word and Adobe PDF format

¹ Assumes that data needs outlined in ICF's data request have been fulfilled.



Task 3. Initial Study

In the Initial Study, ICF will disclose each of the CEQA environmental topics to determine which would require additional discussion in the focused EIR, and which would present no change from what was previously analyzed in the ConnectMenlo EIR. For consistency with other City documents, the Initial Study will follow a similar format as the CEQA checklists for the 1300 El Camino Real Project and the 500 El Camino Real Project.

The discussion below presents our initial approach as to the level of detail needed in the Initial Study. Please note that this is based on our initial, brief review of Project materials and ConnectMenlo only. It could be determined during the preparation of the Initial Study that topics listed below should be evaluated in the focused EIR (rather than the Initial Study). If that occurs, our scope and budget will be adjusted accordingly.

- **Aesthetics** – Aesthetic impacts were determined to be less than significant in the ConnectMenlo Draft EIR. The Project would include increased development intensity; therefore, the buildings would have more mass, bulk, height, lighting, and/or glare, resulting in potentially greater visual impacts. Upon receipt of site plans and building elevations and visual simulations prepared by the Project Sponsor, ICF will determine whether the Project would result in additional aesthetics impacts than what was analyzed in the ConnectMenlo EIR. The surrounding sensitive viewer locations that could be affected by the proposed development include Joseph P Kelly Park and Highway 101 northbound. However, based on existing receptors, it is not expected that impacts would be greater than those previously analyzed.
- **Agricultural and Forestry Resources** – No agricultural or forestry resources currently exist at the Project site. Therefore, no impacts would occur.
- **Air Quality** – It is anticipated that all of the air quality topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).
- **Biological Resources** – The Project site is within an urban setting. The Project site is generally bound to the north and west by commercial buildings, to the south by US 101, and to the southeast by the Dumbarton Rail Corridor. Although the Project site is near the Bay and the Don Edwards San Francisco Bay National Wildlife Refuge, it is separated by State Route 84 and, therefore, is not expected to have an impact on special-status species inhabiting these areas. The Project site is currently occupied with office, biotech, and research and development (R&D) uses and includes surface parking lots and landscaping. However, trees planted within the past few years as part of the Commonwealth Corporate Center could provide habitat for nesting birds. The Initial Study would consider potential impacts to nesting birds during construction and would apply standard mitigation measures outlined in the ConnectMenlo EIR.
- **Cultural Resources** – Based on a review of historic aerial photos, two properties that adjoin the Project site appear to be more than 50 years old. In accordance with ConnectMenlo EIR Mitigation Measure CULT-1, ICF will perform the necessary historic research and prepare California Department of Parks and Recreation 523A and 523B forms to determine whether the



adjoining age-eligible properties are eligible for listing in the California Register of Historical Resources and thus qualify as historical resources for the purposes of CEQA review. ICF will summarize the results of the research in the Initial Study and the 523A and 523B forms will be appended to the Initial Study. The Project would likely result in the same amount and location of ground disturbance as what was assumed in the ConnectMenlo EIR. Thus, the findings of the ConnectMenlo EIR will be reviewed to assess the potential for encountering archaeological resources, paleontological resources, and/or human remains at the Project site. It is anticipated that the magnitude of potential impacts for the Project would not change relative to the ConnectMenlo EIR and the same mitigation measures would apply. These standard mitigation measures would be referenced in the Initial Study.

- **Geology and Soils** – It is expected that construction of the proposed new building and parking structure would have the same impacts related to geology and soils as previously analyzed in the ConnectMenlo EIR. Construction of the new buildings is expected to adhere to the California Building Code and associated recommendations and no additional impacts would result. The Initial Study would evaluate the geohazard risks specific to the Project site using the Geotechnical Report from the Project Sponsor.
- **Greenhouse Gas Emissions (GHG)** – It is anticipated that all of the GHG topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).
- **Hazards and Hazardous Materials** – Construction and implementation of the Project would not create a significant hazard to the public or environment. The Project would likely not result in increased impacts compared to the ConnectMenlo EIR and the same mitigation measures would apply to mitigate the hazardous material impacts to a less-than-significant level. The previous analysis will be referenced here and a determination will be made as to whether the new Project would result in additional impacts.
- **Hydrology and Water Quality** – As stated above, the Project site is currently occupied with office, biotech, and R&D uses and includes surface parking lots and landscaping. Therefore, it is anticipated that construction of a new building and parking structure could increase impervious surfaces and result in a reduction of stormwater runoff quality, which could result in drainage and localized flooding problems. The analysis will consider how the proposed building footprints and impervious surfaces compare to existing conditions would affect peak flow rates. Although development intensity would increase at the Project site, it is expected that the same hydrology impacts as analyzed in the ConnectMenlo EIR would occur. To analyze impacts specific to the Project site, ICF will review technical information received from the Project Sponsor, such as hydrology or drainage reports.
- **Land Use** – The land use and policy impacts are expected to be similar as those previously analyzed. The revised General Plan designated the Project site as Office with Density Bonus (O-B) and the zoning ordinance allows up to 1.0 FAR and 75.5-foot maximum height. The proposed 6-story office building would be approximately 318,610 square feet, bringing the total FAR to 1.0 per the bonus level zoning after the two parcels are combined. The Project would be



consistent with the General Plan and would comply with existing zoning and building requirements. It is not expected that additional physical environmental impacts would result beyond what was previously evaluated in the ConnectMenlo EIR.

- **Mineral Resources** – No mineral resources currently exist at the Project site. Therefore, no impacts would occur.
- **Noise** – Due to the development intensity at the Project site, the Project could result in greater noise levels compared to existing conditions. Increased development could result in a longer construction period, additional traffic, and more onsite activity during operation. ICF will address exposure of existing noise sensitive land uses to noise and vibration associated with construction activity. The discussion of construction noise and vibration impacts will mostly rely on the analysis in the ConnectMenlo EIR, and will include applicable mitigation measures from the ConnectMenlo EIR that would be required for the Project. In addition, ICF will discuss exposure of existing noise sensitive land uses to operational noise from the Project site (mechanical equipment, parking lots, loading docks, etc.) and apply mitigation measures from the ConnectMenlo EIR, as needed. These topics will be scoped out from further review in the EIR. However, traffic patterns resulting from the project could be different from what was disclosed in the ConnectMenlo EIR. Thus, the volume of traffic from the project on adjacent roadways may be different from the assumptions used in the ConnectMenlo EIR. Therefore, traffic-related noise will not be scoped out and will be reviewed in more detail in the EIR (see Task 5, below).
- **Population and Housing** – As discussed above, one of the key terms of the settlement agreement between the City of Menlo Park and the City of East Palo Alto is that an HNA will be prepared when the preparation of an EIR is required. It is anticipated that all of the population and housing topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).
- **Public Services and Utilities** – As stated above, the Project would intensify uses at the site compared to existing conditions and would introduce new onsite employees as well as additional demand for services and utilities. ICF will estimate the Project-generated demand for public services and utilities based on existing operational standards. Compared to the analysis in the ConnectMenlo EIR, the Project is not expected to trigger the need for new or expanded public service facilities or utilities. This scope of work anticipates that the land use assumptions in the Water Supply Evaluation (WSE) Study prepared for ConnectMenlo were conservative. ICF will document the Project's compliance with zoning requirements. It is anticipated that a Water Supply Assessment (WSA) will be prepared for the Project and provided to ICF for inclusion in the EIR, rather than in the Initial Study (see Task 5, below). In addition, the Initial Study will discuss and evaluate the existing water flow issue for fire pressure in the Menlo Labs area of the City.
- **Transportation and Traffic** – It is anticipated that all of the transportation topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).

ICF will submit the draft Initial Study to the City, edit the Initial Study based on one round of comments, and release the Final Initial Study. Additional rounds of review are not assumed in this scope of work.



Deliverables

- Electronic copies of the draft Initial Study in MS Word and Adobe PDF format
- Electronic copies of the revised (final) Initial Study that incorporates comments from the City and Project Sponsor in MS Word and Adobe PDF format

Task 4. Draft and Issue Notice of Preparation/Scope Definition

Concurrent with the finalization of the Initial Study, ICF will prepare the Notice of Preparation (NOP) for City staff review. Upon receipt of NOP comments, ICF may need to refine the scope of work based on discussions with staff (if necessary).

- **Draft and Issue Notice of Preparation.** An NOP will be prepared by ICF for City staff review. The NOP would include a description of the Project, a description and map of the Project location, the probable environmental effects of the Project, and the intersections to be analyzed in the EIR. The scope assumes that one draft and one final NOP will be prepared. The scope also assumes that ICF will distribute the final NOP and Notice of Completion (NOC) to the State Clearinghouse and that the City will distribute the NOP the County Clerk (for posting) and oversee mailing to other interested parties and public agencies. The final Initial Study would be circulated with the NOP as an attachment.
- **Public Scoping.** ICF will attend and present at one scoping meeting (held as part of a regular Planning Commission meeting) and record comments received during the meeting. The principle objective of this scoping meeting will be to confirm or revise the list of critical environmental issues and the range of alternatives to be examined in the EIR.
- **Revised Scope of Work.** As a result of discussion at the project initiation meeting, public scoping meeting, and responses to the NOP, ICF will revise the scope of work for consideration by City staff, if necessary. The revised scope of work will fine-tune the data collection activities, refine impact methodologies and assumptions (e.g., number of locations for traffic counts, noise measurements, etc.), adjust significance criteria for key environmental and neighborhood issues, and affirm or revise expectations about the preparation process, schedule, and products. Additionally, topics that were originally scoped out in the Initial Study may need to be analyzed further in the EIR. Accordingly, in consultation with City staff, a revised scope of work and budget may be prepared as part of this task. This would be submitted as a budget amendment.

Deliverables

- Electronic copies of draft NOP in MS Word and Adobe PDF format
- Electronic copies of the final NOP in MS Word and Adobe PDF format
- Fifteen hard copies of the final NOP to the State Clearinghouse



Task 5. Administrative Draft EIR

As discussed above, the Project site is within the ConnectMenlo area. Since the Project's site plan and development parameters are consistent with ConnectMenlo, the programmatic ConnectMenlo EIR is applicable to the Project. In accordance with Section 15168 of the CEQA Guidelines, the Draft EIR will be limited to those effects that: have planned characteristics that are substantially different from those defined in the ConnectMenlo EIR, require additional mitigation measures, or have specific impacts not evaluated in sufficient detail in the ConnectMenlo EIR. The purpose of this task is to prepare the focused Administrative Draft EIR. Based on initial review, we anticipate that the Initial Study (as outlined above) will scope out all topics but the following: Air Quality, Greenhouse Gas Emissions, Noise, Population and Housing, and Transportation and Traffic.

This task will synthesize background information for use in the existing setting, evaluate changes to those baseline conditions resulting from implementation of the Project to identify significant impacts, and identify mitigation measures to reduce potentially significant impacts to a less-than-significant level.

The ICF team will collect the information necessary to define baseline conditions in the Project area. We anticipate that baseline conditions will reflect the conditions at the time of the NOP release. ICF will also refer to the ConnectMenlo EIR and other EIRs prepared for projects in the area for applicable background data, impact areas, and mitigation measures.

The analysis will be based on standard methodologies and techniques, and will focus on the net changes anticipated at the Project site. The text will clearly link measures to impacts and indicate their effectiveness (i.e., ability to reduce an impact to a less-than-significant level), identify the responsible agency or party, and distinguish whether measures are proposed as part of the Project, are already being implemented (such as existing regulations), or are to be considered. This approach facilitates preparation of the Mitigation Monitoring and Reporting Program (MMRP) that follows certification of an EIR, as discussed in more detail under Task 12, below.

The Administrative Draft EIR will also incorporate the alternatives and other CEQA considerations described in Task 6 (below). It is envisioned that the City's initial review of the document will consider content, accuracy, validity of assumptions, classification of impacts, feasibility of mitigation measures, and alternatives analyses. Because the impacts and mitigations are subject to revision based on staff review of the Administrative Draft EIR, the Executive Summary will be prepared only for the Screencheck Draft. The following task descriptions summarize the data to be collected, impact assessment methodologies to be used, and types of mitigation measures to be considered, by environmental issue.

Impacts Requiring No Further Analysis

Section 15128 of the CEQA Guidelines states, "An EIR shall contain a statement briefly indicating the reasons that various possible significant effects of a project were determined not to be significant and were therefore not discussed in detail in the EIR." The issues scoped out in the Initial Study will be briefly



summarized. As previously discussed, it is anticipated that a WSA will be prepared for the Project and provided to ICF for inclusion in the EIR. This section will briefly summarize the conclusions in the WSA. In addition, it is anticipated that traffic noise will be discussed in this chapter. While impacts from traffic-related noise could be less than significant, necessary traffic data will likely not be available before the release of the Initial Study and, as such, this topic will be evaluated in the EIR. For the purposes of this scope, it is assumed that traffic noise will not result in significant impacts and, therefore, would not be analyzed in detail in its own chapter of the EIR. Specifically, our scope assumes that ICF noise specialists along with the traffic consultants will compare roadway segment volumes for the project with what was assumed in the ConnectMenlo EIR. If there is no change or if project-generated traffic volumes do not exceed what was assumed in ConnectMenlo EIR, then no additional analysis would be necessary. However, if the project would result in a higher volume of traffic on any studied roadway segment, then additional analysis would be necessary. Our scope assumes that no more than four segments would experience changes to volumes. For those roadway segments, existing traffic noise conditions in the Project area will be modeled using the FHWA Traffic Noise Model (TNM) version 2.5 and traffic data to be provided by Hexagon. The analysis will implement all relevant mitigation measures from the ConnectMenlo EIR to reduce the potential traffic noise impacts to less-than-significant. This scope of work and budget assumes that the analysis tier off the analysis in the ConnectMenlo EIR; any potential for project-specific traffic noise impacts beyond what was previously analyzed will require additional work and a budget amendment will be issued at that time.

Air Quality

ICF will prepare an analysis of air quality impact for the Project consistent with all applicable procedures and requirements of the Bay Area Air Quality Management District (BAAQMD) and based on the findings and mitigation measures from the ConnectMenlo EIR. The air quality analysis will focus on the criteria pollutants of greatest concern in the San Francisco Bay Area Air Basin (SFBAAB) that will be generated by construction and operation of the Project. Those pollutants include ozone precursors (reactive organic gases [ROGs] and oxides of nitrogen [NOX]), carbon monoxide (CO), and inhalable particulate matter (PM10 and PM 2.5). ICF air quality specialists will prepare an air quality analysis describing existing air quality conditions, the project's impacts to air quality, and mitigation measures (including those recommended and required by the BAAQMD designed to reduce the significance of project-related air impacts).

ICF will identify significant impacts using the BAAQMD's thresholds of significance, California Environmental Quality Act: Air Quality Guidelines. We will describe the air quality thresholds used to identify significant impacts based on the BAAQMD's Air Quality Guidelines, as well as the methodology used to estimate project-related emission impacts.

Consistent with ConnectMenlo Mitigation Measure AQ-2b2 for projects that exceed the BAAQMD land use screening level sizes, ICF will quantify criteria air pollutant emissions associated with project construction, because the combined square footage of the project's office building and parking structure



will exceed the corresponding screening size of 277,000 square feet. We will quantify construction-related emissions of ROG, NOX, CO, PM10, and PM2.5 based on the CalEEMod model and construction data (i.e., anticipated construction schedule and equipment) for the Project provided by the Project Sponsor. Where project-specific data is unavailable, ICF will use default values from CalEEMod. The analysis will address construction-related mitigation measures required by BAAQMD (and as required by ConnectMenlo Mitigation Measure AQ-2-b1), including adherence to BAAQMD rules and regulations. Estimated construction emissions will then be compared to the BAAQMD's construction emission thresholds to determine the Project's significance for construction activities.

Consistent with ConnectMenlo Mitigation Measure AQ-2b2, potential project construction-related impacts will be evaluated, including an assessment of increased health risks on sensitive receptors during construction. As such, ICF will prepare a detailed health risk assessment (HRA) to estimate potential health risks associated with the Project. The detailed HRA will evaluate construction-related health risks to existing sensitive receptors near the project site. ICF will coordinate with BAAQMD staff to verify the emission sources evaluated, methodology, and models used in the HRAs to estimate emissions, sensitive receptor exposure, and health risks. The HRA will be consistent with methodologies and procedures recommended by the Office of Environmental Health Hazard Assessment (OEHHA), as well as the BAAQMD in their Recommended Methods for Screening and Modeling Local Risks and Hazards guidance document and California Air Pollution Control Officers Association in their Health Risk Assessments for Proposed Land Use Projects guidance document.

Consistent with ConnectMenlo Mitigation Measure AQ-2a for projects that exceed the BAAQMD land use screening level sizes, ICF will quantify criteria air pollutant emissions associated with project operations, because the combined square footage of the project's office building and parking structure may exceed the corresponding screening level of 346,000 square feet. ICF will use the traffic data from the transportation analysis (i.e., trip generation rates) and the CalEEMod model to estimate operational emissions from project-related vehicle emissions. Motor vehicle emission estimates will be based on motor vehicle activity (number of trips, trip length) estimated by the traffic analysis prepared by the transportation engineers. Emissions of ROG, NOX, CO, PM10, and PM2.5, will be estimated using traffic data prepared for the Project and the CalEEMod model. Operational emissions associated with area sources (i.e., landscaping, residential heating, and consumer products) and stationary sources (i.e. routine generator testing) will also be estimated with the CalEEMod model.

For the assessment of CO impacts, data from the Project's transportation analysis will be reviewed to determine the need for localized CO modeling, consistent with the BAAQMD's CO screening procedures. In the event the screening analysis indicates a quantitative CO analysis is necessary, we will use the CALINE4 model and the latest version of ARB emission factors (EMFAC2017) to estimate CO concentrations at key intersections analyzed in the transportation analysis. CO concentrations at up to 3 intersections per project will be evaluated under existing, interim, (with and without implementation of the Project), and build-out conditions (with and without implementation of the Project). CO impacts will be assessed by evaluating whether the Project meets the ambient air quality requirements for localized



pollutants by determining whether it causes or contributes to an exceedance of state or federal CO standards.

The Project is an office building that may require the use of a diesel generator, which is a potential source of toxic air contaminants. ICF will qualitatively evaluate the TAC impacts of the generator based on guidance from the BAAQMD.

According to ConnectMenlo Mitigation Measure AQ-3a, projects that have the potential to increase traffic by more than 100 or more diesel truck trips or 40 or more truck trips with transportation refrigeration units per day and are within 1,000 feet of a sensitive land use shall prepare a health risk assessment in accordance with OEHHA and BAAQMD procedures. This scope assumes that the Project has the potential to increase diesel truck trips by more than 100 per day and will require an HRA to be prepared. We will meet this requirement by using the BAAQMD's roadway screening tool to estimate health impacts, based on input from the transportation analysis (i.e. average daily traffic on roadways in the vicinity). Scaling factors to reflect the most recent OEHHA guidance will be incorporated into the analysis. In the event that the Project Sponsor demonstrates that the project would increase truck trips by a lesser amount than the numbers specified in Mitigation Measure AQ-3a, no traffic-related HRA will be conducted and our fee would be reduced accordingly.

ICF will qualitatively evaluate the potential for odor impacts during construction and demolition activities. Odors generated during long-term project operation will also be considered.

In the event buildings to be demolished contain asbestos used for insulation purposes, ICF will describe and assess the potential for asbestos exposure during demolition in the air quality chapter. Potential mitigation for reducing exposure to asbestos will include compliance with BAAQMD Regulation 11, Rule 2; ARB Air Toxic Control Measures; and federal National Emission Standards for Hazardous Air Pollutants regulations.

Where significant impacts are identified and/or where mitigation is required by the mitigation monitoring and reporting program (MMRP), we will include the measures required by the MMRP and identify additional mitigation measures as necessary.

Greenhouse Gas Emissions

ICF will prepare an analysis of climate change impacts. The climate change analysis will describe existing environmental and regulatory climate change quality conditions, followed by an analysis of the Project's construction and operational impacts. The climate change analysis will focus on the greenhouse gases (GHG) of greatest concern, carbon dioxide, (CO₂), methane (CH₄) and nitrous oxide (N₂O) that will be generated by construction and operation of the Project.

ICF climate change specialists will prepare a climate change analysis describing existing conditions, the project's impacts to climate change, and mitigation measures designed to reduce the significance of project-related climate change impacts.



In the project setting section, ICF will describe the key concepts of climate change, the GHGs of greatest concern and their contribution towards climate change, and the current climate change regulatory environment as it applies to the project. We will also summarize existing GHG levels based on GHG inventories conducted in jurisdictions in the vicinity of the project (City of Menlo Park Climate Action Plan, BAAQMD GHG Inventory).

We will quantify construction-related emissions of CO₂ based on the CalEEMod emissions model and construction data (i.e., anticipated construction schedule and equipment) provided by the Project Sponsor. Construction-related emissions of CH₄ and N₂O will be based on factors provided by the Climate Registry.

ICF will use the traffic data from the transportation analysis (i.e., trip generation rates) and the CALEEMOD model to estimate CO₂ emissions from vehicular trips resulting from the Project, while emissions of CH₄ and N₂O will be based on assumptions provided by the U.S. Environmental Protection Agency. GHG emissions associated with operational area sources (i.e., hearth and landscaping), energy consumption (electricity, natural gas), water consumption, and waste and wastewater generation will be quantified based on the CALEEMOD model, as well as other accepted protocols, such as the Climate Registry's General Reporting Protocol. It is anticipated that there will no major changes to vegetation and land cover associated with the project; these emissions will not be quantified.

For near-term greenhouse gases impacts, we will evaluate whether the project is consistent with the City's most recent Climate Action Plan (CAP) update by identifying whether the Project is consistent with each strategy in the CAP update. If an individual project is found to be consistent with the CAP update, that project would not be expected to result in a cumulatively considerable contribution to a significant cumulative impact with regards to climate change per State CEQA Guidelines, Section 15183.5. We will also evaluate the project's greenhouse gases impacts with respect to significance criteria adopted and recommended by the Bay Area Air Quality Management District, California Environmental Quality Act: Air Quality Guidelines. To assess the project's impacts in the post-2020 period, ICF will develop an appropriate threshold based on substantial evidence that adequately characterizes the project's progress toward reaching the state's 2030 and 2050 GHG goals.

Where significant impacts are identified, we will identify mitigation measures (including those recommended by the California Air Pollution Control Officer's Association and California Attorney General) designed to reduce the significance of project-related climate change impacts.

Population/Housing

The Project would include office uses, which would result in new employees. ICF will analyze the impact of the increase in employees and, in turn, the resulting population and housing impacts. The Population/Housing chapter of the EIR will examine the Project's effect on population and housing in the City and, to a lesser extent, in the region. The analysis will focus on the increase in population and the secondary effects associated housing needed to accommodate the increased employment that would



result from the Project. ICF, with assistance from Keyser Marston Associates (KMA), will undertake the following tasks:

- As included in Attachment C, a HNA will be prepared by KMA. ICF will peer review the HNA and incorporate the findings into the analysis.
- Discuss the housing effect resulting from the Project in the context with the Association of Bay Area Governments (ABAG) regional household forecasts and fair share housing allocations.
- Similar to other job intensive projects, the EIR will examine the secondary housing demands based on future residential patterns for proposed employees. This discussion will be presented in the “Growth Inducement” section of the EIR.
- One of the key terms of the settlement agreement between the City of Menlo Park and the City of East Palo Alto is that an HNA will be prepared when the preparation of an EIR is required. As required by the settlement agreement, the HNA prepared for the Project will include an analysis of the multiplier effect for indirect and induced employment to the extent possible.

Transportation/Traffic

The Project would increase the amount of office space at the Project site. An increase in traffic would likely result and the greater development could affect how previously analyzed intersections and roadway segments operate in the future. The scope of work for the Transportation analysis, prepared by Kittelson & Associates, is included as Attachment D.

Deliverables

- Five hard copies of Administrative Draft EIR
- Electronic copies of Administrative Draft EIR in MS Word and Adobe PDF format

Task 6. Project Alternatives and Other CEQA Considerations

The purpose of this task is to complete drafts of the remaining sections (Alternatives and Other CEQA Considerations) of the EIR for City staff review. This task involves preparation of other required sections examining particular aspects of the Project’s effects and the identification and comparison of Project alternatives.

Other CEQA Considerations

This task involves documenting unavoidable adverse impacts, growth-inducing effects, and cumulative effects of the Project:

- The unavoidable effects will be summarized from analyses performed in Task 5.
- Cumulative effects where relevant will be addressed as part of Task 5 and summarized as part of this section of the EIR. The future projects in the vicinity of the Project site will be considered as they relate to potential cumulative impacts. This scope assumes the City will help develop the



approach for analyzing cumulative effects, typically a combination of using ConnectMenlo and a list of other reasonably foreseeable planned projects.

- Discussion of energy conservation per Appendix F of the CEQA Guidelines. In order to assure that energy implications are considered in project decisions, CEQA requires that EIRs include a discussion of the potential energy impacts of proposed projects, with particular emphasis on avoiding or reducing inefficient, wasteful, and unnecessary consumption of energy. The EIR will consider the energy implications of the Project to the extent relevant and applicable to the Project.

Alternatives

In accordance with CEQA, the alternatives to the Project must serve to substantially reduce impacts identified for the Project while feasibly attaining most of the Project objectives. ICF assumes that one Reduced Project Alternative will be quantitatively analyzed and will be based on a sensitivity analysis to reduce identified impacts. The No Project Alternative will be qualitatively analyzed. Up to one additional alternative could be developed by ICF, the City, and/or the Project Sponsor and evaluated qualitatively (or quantitatively, with an accompanying scope/budget amendment). This scope assumes that the City/Project Sponsor will provide justification for dismissing offsite alternatives and other alternatives considered but rejected.

Deliverables

- Other CEQA Considerations chapter to be submitted with Administrative Draft EIR
- Alternatives chapter to be submitted with Administrative Draft EIR

Task 7. Screencheck Draft

The purpose of this task is to prepare the Screencheck Draft EIR for City staff review. ICF will prepare a Screencheck Draft EIR to respond to the City's and Project Sponsor's comments on the Administrative Draft EIR. This scope assumes that comments from multiple reviewers will be consolidated with any conflicting comments resolved, and that comments do not result in substantial revisions or additional analyses. The Screencheck Draft EIR will include an Executive Summary section, which will summarize the Project Description, impacts and mitigations, and alternatives. Impacts and mitigations will be presented in a table that identifies each impact, its significance, and proposed mitigation as well as the level of significance following adoption for the mitigation measures.

Deliverables

- Five hard copies of Screencheck Draft EIR
- Electronic copies of Screencheck Draft EIR in MS Word and Adobe PDF format



Task 8. Public Draft EIR

The purpose of this task is to prepare and submit the Draft EIR to the City for distribution to the public. ICF will revise the Screencheck Draft to incorporate modifications identified by the City. The revised document will be a Draft EIR, fully in compliance with State CEQA Guidelines and City guidelines, and will be circulated among the public agencies and the general public as well as specific individuals, organizations, and agencies expressing an interest in receiving the document. During this task, ICF will also compile the appendices that will be distributed with the Draft EIR and produce a version of the full document that can be uploaded onto the City's website. ICF will also prepare a NOC to accompany the copies that must be sent to the State Clearinghouse. This scope of work and budget assumes that ICF will send the required documents to the State Clearinghouse and that the City will distribute the Draft EIRs to all other recipients.

Deliverables

- Twenty hard copies of the Draft EIR
- Electronic copies of the Draft EIR in MS Word and in Adobe PDF format
- Notice of Completion
- Fifteen hard copies of the Executive Summary, along with 15 electronic copies of the entire Draft EIR on CD, for the State Clearinghouse

Task 9. Public Review and Hearing

The City will provide a 45-day review period during which the public will have an opportunity to review and comment on the Draft EIR. During the 45-day review period, the City will hold a public hearing to receive comments on the Draft EIR. ICF key team members will attend and participate as requested. This scope of work assumes the preparation of meeting materials (e.g., PowerPoint presentations and handouts) but does not assume the labor needed to provide meeting transcript/minutes.

Task 10. Draft Responses to Comments and Administrative Final EIR

The purpose of this task is to prepare responses to the comments received on the Draft EIR and incorporate these responses into an Administrative Final EIR for City review. The Administrative Final EIR will include:

- Comments received on the Draft EIR, including a list of all commenters and the full comment letters and public meeting transcripts with individual comments marked and numbered;
- Responses to all comments; and
- Revisions to the Draft EIR in errata format as necessary in response to comments.

All substantive comments for each written and oral comment will be reviewed, bracketed, and coded for a response. Prior to preparing responses, ICF will meet with staff to review the comments and suggest strategies for preparing responses. This step is desirable to ensure that all substantive comments are



being addressed and that the appropriate level of response will be prepared. This scope of work and budget assumes ICF will prepare responses for up to 50 substantive discrete, non-repeating comments and will coordinate integrating the responses prepared by other consultants. However, the number and content of public comments is unknown at this time. Therefore, following the close of the Draft EIR public review period and receipt of all public comments, ICF will meet with the City to revisit the budget associated with this effort to determine if additional hours are needed. Very roughly, each additional substantive discrete comment may cost an additional \$350.

Frequently raised comments of a substantive nature may be responded to in a Master Response, which allows for a comprehensive response to be presented upfront for all interested commenters. ICF will identify and recommend possible Master Responses for City consideration during the initial meeting to discuss strategies for preparing responses.

Following the strategy session, ICF will prepare Master Responses (as appropriate) and individual responses to the bracketed and coded comments. Individual responses to each comment letter will be placed immediately after the comment letter. As necessary, responses may indicate text revisions, in addition to clarifications and explanations. All text changes stemming from the responses to the comments, as well as those suggested by City staff, will be compiled into an errata included as part of the Final EIR.

Following City's review of the Administrative Final EIR, ICF will address all comments received and prepare a Screencheck Final EIR for City review to ensure that all comments on the Draft were adequately addressed.

Deliverables

- Five hard copies of the Administrative Final EIR
- Electronic copies Administrative Final EIR in MS Word and in Adobe PDF format
- Five hard copies of the Screencheck Final EIR
- Electronic copies of the Screencheck Final EIR in MS Word and in Adobe PDF format

Task 11. Final EIR

Based on comments received from City staff, the Screencheck Responses to Comments will be revised and appropriate revisions to the Draft EIR will be noted. The Final EIR will then consist of the Draft EIR and the Responses to Comments document. Revisions to the Draft EIR will be presented as a separate chapter in the Final EIR. The revised Responses to Comments document will be submitted to the City for discussion by the Planning Commission and subsequent certification by the City Council.

Deliverables

- Twenty hard copies of the Final EIR
- Electronic copies of the Final EIR in MS Word and Adobe PDF format



Task 12. Certification Hearings, MMRP, Statement of Overriding Considerations, and Administrative Record

The purpose of this task is to attend meetings to certify the EIR. Team members will attend and participate in up to two meetings to certify the EIR. If requested by City staff, ICF will present the conclusions of the EIR and a summary of the comments and responses.

As part of this task, ICF will also prepare a draft and final MMRP for the project, as required by Section 15097 of the State CEQA Guidelines. The MMRP will be in a tabular format and include:

- The mitigation measures to be implemented (including applicable mitigation measures from ConnectMenlo and Project-specific mitigation measures)
- The entity responsible for implementing a particular measure
- The entity responsible for verifying that a particular measure has been completed
- A monitoring milestone(s) or action(s) to mark implementation/completion of the mitigation measure

ICF will prepare the Statement of Overriding Considerations and Findings of Fact pursuant to Section 15093 of the CEQA Guidelines, if required based on the impacts of the Project. CEQA requires the decision-making agency to balance the economic, legal, social, and technological benefits of a proposed project against its unavoidable environmental impacts. The Statement of Overriding Considerations includes the specific reasons to support its action based on the Final EIR and other information in the record.

ICF will also compile the Administrative Record, assembling background documents as well as correspondence or telephone notes that are cited as sources in the EIR.

Deliverables

- Electronic copies of the Draft MMRP in MS Word and Adobe PDF format
- Five hard copies of the Final MMRP
- Electronic copies of the Final MMRP in MS Word and Adobe PDF format
- Electronic copies of the Statement of Overriding Considerations and Findings of Fact in MS Word and Adobe PDF format
- One electronic copy (on CD or DVD) of the Administrative Record (submitted at the Draft EIR phase and the Final EIR phase)

Task 13. Project Management and Meetings

The purpose of this task is to effectively manage the above tasks, and maintain communication with City staff. ICF project management will be responsible for coordination activities, will maintain QA/QC requirements for document preparation, and will monitor schedule and performance for all EIR work tasks. Project management subtasks also include maintaining internal communications among ICF staff and subconsultants and with City staff and other team members through emails and frequent phone



contact, as well as the preparation of all correspondence. The Project Manager will coordinate internal staff, project guidance, and analysis criteria. Contracting with the City and subconsultants will be performed at the onset of the Project.

Team members will attend and participate in meetings on an as-needed basis. For purposes of the cost estimate, ICF has assumed three City staff and/or Project Sponsor face-to-face meetings (in addition to the Project Initiation meeting described in Task 1), up to three public meetings (described in Task 12), and 10 phone conference calls. Additional meetings may be appropriate during the course of this effort, and will be invoiced on a time-and-materials basis.

E. Cost

The cost estimate for the Initial Study and EIR is \$402,275, as detailed in Attachment A. Please note that the budget assumes that the ConnectMenlo Program EIR will serve as the first-tier environmental analysis for the Project. In addition, the budget reflects some efficiency gained from preparing concurrent CEQA documents for other projects in the City. ICF proposes to invoice costs monthly, on a time and materials basis.

F. Schedule

The preliminary schedule is included in Attachment B. This schedule can be used for discussion at the kick-off meeting. A revised schedule will be submitted at a later date once ICF has a better understanding of the start date.

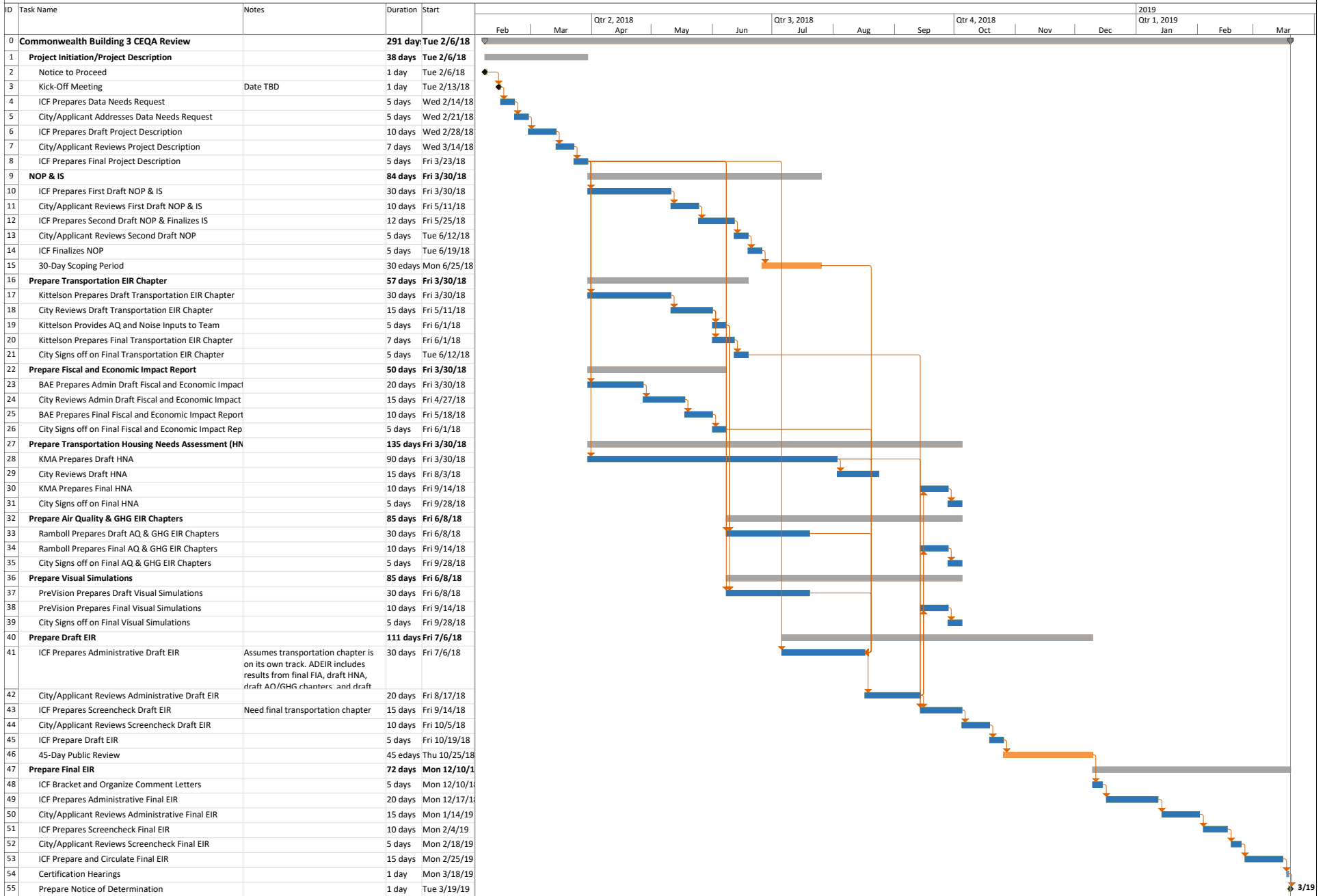


Attachment A. Cost Estimate for the Commonwealth Building 3 Project

Task	Consulting Staff																		Subcontractor			Direct Expenses	Total Price
	Viramontes																		Kittelson	KMA	BAE		
	Employee Name																						
	Project Director	Project Manager	Deputy Project Manager	Planner	Noise	Sr Noise	Historic	Archeo	Biology	Haz/Geo	Graphics	Production	AQ/GHG Oversight	Hydro	Historic	AQ/GHG	AQ/GHG	Trans					
Labor Classification	Sr Consult I	Assoc Consult II	Assoc Consult III	Assoc Consult II	Proj Dir	Sr Consult III	Sr Consult III	Sr Consult II	Sr Consult I	Assoc Consult III	Asst Consult	Sr Consult II	Assoc Consult III	Sr Consult I	Sr Consult I	Sr Consult I	Subtotal	Subtotal	Labor Total				
Task 1. Project Initiation	6	16	10	4																	\$5,434	\$0	\$5,434
Task 2. Initial Study/EIR Project Description	4	6	12	32							2	2									\$7,380	\$0	\$7,380
Task 3. Initial Study	8	22	48	62	16	2	14	12	8	24	8	8			8	60					\$39,372	\$0	\$39,372
Task 4. Draft and Issue NOP/Scope Definition	8	12	16																		\$5,656	\$0	\$5,656
Task 5. Administrative Draft EIR											16	32									\$5,936	\$89,989	\$163,645
Air Quality	4	6											12			140	90				\$30,716	\$0	\$30,716
Greenhouse Gas Emissions	4	6											8			80					\$11,812	\$0	\$11,812
Impacts Found to be LTS (including Noise)	4	8	16	8	24	4															\$8,764	\$0	\$8,764
Population/Housing	2	8	32	4																	\$6,158	\$0	\$6,158
Transportation/Traffic	8	12	24																		\$6,680	\$0	\$6,680
Task 6. Project Alternatives and Other CEQA	8	12	32	16							1	4	8			16	12				\$14,585	\$0	\$14,585
Task 7. Screencheck Draft	8	16	40	24	2	1					2	16	4			32	8				\$19,670	\$0	\$19,670
Task 8. Public Draft EIR	1	4	8	2												16					\$3,815	\$0	\$3,815
Task 9. Public Review and Hearing	6	12	8																		\$4,162	\$0	\$4,162
Task 10. Draft RTCs and Admin Final EIR	12	32	40	32	2	1	4	4	4	8	2	24	4			20					\$25,354	\$0	\$25,354
Task 11. Final EIR	8	16	12	8	1		1	1	1	1	1	16	1			4					\$9,856	\$0	\$9,856
Task 12. Certification Hearings, MMRP, SOC	4	8	16																		\$4,140	\$0	\$4,140
Task 13. Project Management and Meetings	20	40	32		2								6			2	2				\$16,166	\$0	\$16,166
Total hours	115	236	346	192	47	8	19	17	13	33	32	102	43	8	60	310	112						
ICF E&P 2018 Billing Rates	\$235	\$144	\$128	\$110	\$112	\$264	\$204	\$155	\$139	\$130	\$149	\$111	\$151	\$109	\$119	\$110	\$130						
Subtotals	\$27,025	\$33,984	\$44,288	\$21,120	\$5,264	\$2,112	\$3,876	\$2,635	\$1,807	\$4,290	\$4,768	\$11,322	\$6,493	\$872	\$7,140	\$34,100	\$14,560	\$225,656	\$89,989	\$49,500	\$18,220	\$157,709	\$383,365
Direct Expenses																							
523.02 Reproductions																							\$8,000
523.04 Postage and Delivery																							\$500
523.05 Travel, Auto, incld. Mileage at current IRS rate (.535/mile)																							\$500
523.07 Surveys and Reports																							\$1,500
Mark up on all non-labor costs and subcontractors: 5%																							\$8,410
Direct expense subtotal																							\$18,910
Total price																							\$402,275

Attachment B

Commonwealth Building 3 EIR Schedule



Project: Commonwealth Building
Date: Wed 1/17/18

Public Review Period █ Manual Progress █



KEYSER MARSTON ASSOCIATES™
ADVISORS IN PUBLIC/PRIVATE REAL ESTATE DEVELOPMENT

January 31, 2018

ADVISORS IN:
REAL ESTATE
AFFORDABLE HOUSING
ECONOMIC DEVELOPMENT

SAN FRANCISCO

A. JERRY KEYSER
TIMOTHY C. KELLY
DEBBIE M. KERN
DAVID DOEZEMA

LOS ANGELES

KATHLEEN H. HEAD
JAMES A. RABE
GREGORY D. SOO-HOO
KEVIN E. ENGSTROM
JULIE L. ROMNEY

SAN DIEGO

PAUL C. MARRA

Erin Efner, Kirsten Chapman, Jessica Viramontes
ICF International
201 Mission Street, Suite 1500
San Francisco, CA 94105

Re: Proposed Scope of Services to Prepare a Housing Needs Assessment for the Commonwealth Corporate Center Building 3 Project.

Dear Ms. Efner, Ms. Chapman and Ms. Viramontes:

Keyser Marston Associates, Inc. (“KMA”) is pleased to present the enclosed proposed scope of services to prepare a Housing Needs Assessment (“HNA”) for the City of Menlo Park addressing the proposed Commonwealth Corporate Center Building 3 Project. The Project will add 319,000 square feet of new office space to an existing office complex.

KMA is exceptionally well qualified to prepare the HNA for the Project based on our broad expertise preparing housing impact studies and project-specific housing needs analyses. Our HNA experience includes three previous projects in Menlo Park: Menlo Gateway, the Facebook Campus, and the Facebook Campus Expansion Project.

The enclosed HNA scopes of services includes preparation of an HNA addressing, to the extent possible, the following housing-related impacts of the proposed Project:

- Housing need by affordability level for on-site workers;
- Potential range of indirect and induced employment or “multiplier effects” and indirect and induced worker housing needs;
- Estimated geographic distribution of housing needs by jurisdiction for both on-site workers and indirect and induced workers; and
- Evaluation of the potential impacts on the regional housing market and the degree to which the project may contribute to rising housing costs and displacement of existing residents of lower income communities in the local area.

We understand that the HNA must be prepared consistent with the terms of the recent settlement agreement between the City of East Palo Alto and Menlo Park. The enclosed

scope of service is designed to provide the analyses contemplated by the settlement agreement. However, we would be happy to discuss potential refinements to the scope of services and budget to ensure the HNA address the City's needs as well as satisfy the intent of the agreement with East Palo Alto.

The scope of services for the HNA is enclosed as Attachment A. The proposed budget assumes efficiencies from also preparing the HNA for the Lot 3 North – 1350 Adams project, addressed in a separate proposal letter, in parallel and on a similar time frame.

Please let me know if you have any questions or comments regarding this proposed scope of services.

Sincerely,

KEYSER MARSTON ASSOCIATES, INC.



David Doezema

Attachment A: Scope of Services
Attachment B: KMA Rate Schedule

Attachment A
Scope of Services to Prepare a Housing Needs Assessment (HNA)
for the Commonwealth Corporate Center Building 3 Project

The following scope of services is for preparation of a Housing Needs Assessment (HNA) addressing the Commonwealth Corporate Center Building 3 Project. The HNA will address the following major housing-related topics:

- 1) Housing need by affordability level for on-site project workers;
- 2) Potential range of indirect and induced employment or “multiplier effects” and indirect and induced worker housing needs;
- 3) Estimated geographic distribution of housing needs by jurisdiction for both on-site workers and indirect and induced workers; and
- 4) Evaluation of the potential impacts on the regional housing market and the degree to which the project may contribute to rising housing costs and displacement of existing residents of lower income communities in the local area.

These housing-related impacts are not required to be analyzed under CEQA but may be of interest to decision-makers and/or the public in evaluating the merits of the project. These analyses are being provided consistent with the terms of a 2017 settlement agreement with the City of East Palo Alto. The pertinent paragraph from the 2017 settlement agreement states the following:

When the preparation of an EIR is required pursuant to this Agreement, concurrent with the preparation of the EIR, Menlo Park or East Palo Alto, whichever is the lead agency for the Development Project, will conduct a Housing Needs Assessment (“HNA”). The scope of the HNA will, to the extent possible, include an analysis of the multiplier effect for indirect and induced employment by that Development Project and its relationship to the regional housing market and displacement. Nothing in this section indicates an agreement that such an analysis is required by CEQA.

Task 1 – Project Initiation and Data Collection

The purpose of this task is to identify the availability of data necessary to complete the HNA, identify key analysis inputs and assumptions, and refine the approach to the assignment. As part of this task, KMA will:

- (1) Provide a list of data needs to complete the HNA and work with ICF International and the City’s project team as necessary to gather the necessary data.

- (2) Meet with City staff, its consultants, and the project sponsor team to: (a) discuss data and analysis alternatives (b) review technical methodology and approach (c) discuss and agree on schedule.

Task 2 – Housing Needs Assessment for On-Site Workers

KMA will quantify, by affordability level, the housing demand associated with the proposed project. The analysis will quantify total housing demand based on the estimated number of employees added by the project (which are net new jobs in the region) and household size ratios developed from Census data. Employee compensation levels are estimated by linking generic occupational categories with local data on compensation levels. Employee compensation levels are then translated into housing need by affordability level using published income limits and accounting for the fact that households have more than one worker on average.

The primary data sources we will use for this component of the analysis are:

1. Data on occupations by industry from the Bureau of Labor Statistics. KMA will select the industry category (or blend multiple categories) to represent the likely mix of tenants expected to occupy the project.
2. Current employee compensation data specific to San Mateo County for the relevant occupational categories from the California Employment Development Department will be used in the analysis.

KMA has prepared similar analyses for other projects in Menlo Park including the existing Facebook Campus, the Facebook Campus Expansion Project, and the Menlo Gateway Project. We have also performed project-specific housing needs analyses for commercial and institutional development proposals in the cities of San Carlos, Palo Alto, Redwood City, and Napa County. Some of these analyses have been performed using employee occupation and compensation data provided by the applicant and some have been performed using generic data as is assumed in this proposal. KMA has also prepared affordable housing nexus fee studies in many cities. Roughly twenty five years ago, KMA developed a proprietary model to perform the nexus analysis and allocate households into affordability levels using local, state and federal data sources. KMA has refined the model over the years and now has considerable experience adapting the model to specific projects.

The end product of this task is the total number of net new employee households attributable to the development, by affordability level, who will need housing within daily commute distance.

Task 3 – Potential Multiplier Effects on Employment

To the extent possible, KMA will prepare an analysis estimating the range of potential indirect and induced employment impacts of the project, also referred to as multiplier effects. The estimated multiplier effects on employment will then be translated into an estimate of housing need.

Indirect jobs are within firms that provide services to the building tenant, for example, legal or accounting services. Induced jobs are those associated with the consumer spending of both direct on-site workers and indirect workers. Jobs in restaurants, retail, and healthcare are examples.

Multiplier effects will vary significantly depending on the occupant of the building and whether the associated economic activity will be net new to the region. Our preliminary understanding is that specific tenants have not been identified. Even if initial tenants were known, the structures may still be occupied by a variety of tenants over their lifetime. To address this uncertainty, KMA will test a range of tenant types to bracket the potential range of multiplier effects. The analysis will also test how multiplier effects vary based on the degree to which economic activity is net new to the region. As an example, multiplier effects of a law firm would vary depending on whether the practice is primarily focused on serving Bay Area clients, in which case multiplier effects may be relatively minimal, versus a firm that serves a broader national or international client base, effectively “exporting” its services outside the local area, in which case multiplier effects will be more substantial.

We propose to complete the analysis using the economic analysis software IMPLAN. IMPLAN is the most common tool used for quantifying economic impacts and is widely used throughout the Bay Area, including for purposes of both Menlo Park’s and East Palo Alto’s affordable housing nexus studies. For purposes of the scope of services and budget, we are assuming the analysis will address multiplier effects within a four-county area inclusive of San Mateo, Santa Clara, San Francisco and Alameda counties, selected based on proximity and commute shed. The counties to be considered may be adjusted based on a discussion with the client, keeping in mind there is a data cost associated with adding additional counties.

KMA will translate the indirect and induced employment into an estimated housing need using the same methodology as employed for the Task 2 analysis. KMA is not proposing to quantify housing needs by affordability level for indirect and induced workers.

Task 4. Analysis of Commuting and Geographic Distribution of Housing Needs

The prior tasks are to determine the total housing needs irrespective of where workers will live. This task develops information to help understand existing commute relationships and trends, and approaches to identifying how the total housing needs will be accommodated locally. KMA will analyze the commute relationships of existing jobs in Menlo Park and where job holders live

(or commute from as a place of residence) using data from the U.S. Census. KMA will then apply the data to estimate Menlo Park's share of increased housing needs and the estimated distribution of housing needs throughout the region. To the extent possible, the distribution of housing needs will also be estimated for potential indirect and induced jobs. We will incorporate any tenant-specific commute data to the extent available, although our understanding is that tenants are not yet known.

Task 5 – Relationship to Regional Housing Market and Potential to Contribute to Displacement

This task is designed to provide an evaluation, to the extent possible, of the potential for the project to influence housing prices and rents and contribute to displacement pressures in the local area. Lower income communities in the Bay Area have become increasingly vulnerable to displacement of existing residents. Employment growth, constrained housing production, and rising income inequality are among the factors that have contributed to increased displacement pressures, especially within lower income communities in locations accessible to employment centers where many households are housing-cost burdened.

Given the complex array of factors that influence housing markets and neighborhood change, precise estimates or projections of impacts and outcomes are not feasible; rather, the analysis will seek to provide information and context that will be useful to understanding the likely magnitude or range of potential impacts. The analysis will consider both the direct employment identified in Task 2 and, to the extent possible, the indirect and induced employment addressed in Task 3.

KMA will complete the following tasks to inform an evaluation of potential impacts:

- a) *Review of Historic Real Estate trends* – KMA will review historic data on home sales and rental trends in 3 or 4 selected housing submarkets over a historic period utilizing data readily available from commercial data providers such as REIS and data quick. The purpose will be to provide context regarding recent housing market trends.
- b) *Review of employment trends* – KMA will assemble data on historic employment trends for the same time frame as the historic review of real estate trends. Employment trends data will be distinguished by compensation level so that growth in higher-income and lower-income jobs can be separately understood. We will also look at employment trends across different geographic scales to enable relationships to be tested at the different geographic scales.
- c) *Analysis of historic relationships* – KMA will analyze the extent to which employment growth and real estate trends have been correlated with one another. This relationship will be drawn upon to provide context for understanding the degree of influence the project may have on local home prices and rents.

- d) *Estimated increased housing demand in East Palo Alto* – KMA will draw on the commute shed data from Task 4 to describe the estimated share of new workers likely to seek and find housing in East Palo Alto and other communities of interest. However, it may not be possible to isolate commute trends for specific neighborhoods, such as the Belle Haven neighborhood of Menlo Park, unless there is specific proposed tenant that is able to provide commute data for smaller geographic areas.

KMA will discuss the likely impacts or range of impacts on housing prices and displacement that could be experienced as a result of the project based upon the information assembled in a) through d), above. Findings will be qualitative in nature but will reference the quantitative information assembled in the analysis tasks as part of the narrative.

Task 6 – Report Preparation

The methodology, data sources, results and implications of the HNA will be documented in a written report. This scope assumes one draft version of the report for review and one final report.

Task 7 – Responses to DEIR Comments

KMA anticipates assisting the City and ICF International in preparing responses to comments on the Draft EIR. KMA's focus will be on comments that are directly related to the HNA. We have included a time and materials budget allowance for KMA to assist with preparation of responses to comments.

Budget

KMA proposes to complete this scope of services for the Commonwealth Corporate Center Building 3 Project on a time and materials basis for an amount not to exceed \$49,500 per the estimate below. The proposed budget assumes cost efficiencies from concurrently preparing the HNA for the separate Lot 3 North – 1350 Adams project within a similar time frame. If the City moves forward with only one of the two analyses, then the proposed costing will need to be adjusted. A copy of our current rate schedule is attached.

Task	Budget Estimate*
Task 1 - Project Initiation and Data Collection	\$2,500
Task 2 – Total Housing Need by Income, on-site workers	\$11,000
Task 3 – Potential Multiplier Effects	\$5,000
Task 4 – Geographic Distribution of Housing Needs	\$2,500
Task 5 – Relationship to Regional Housing Market and Displacement	\$12,000
Task 6 – Report (Draft and Final)	\$5,000
Task 7 – T&M Allowance for DEIR responses to comments	\$5,000
Meetings in Menlo Park (one in addition to kickoff)	\$1,000
Public hearings (assume one)**	\$2,000
Reimbursable Expenses (IMPLAN data and market data)	\$3,500
Total for the Commonwealth Corporate Center Building 3 Project	\$49,500

* Assumes efficiencies of also preparing the HNA for the Lot 3 North – 1350 Adams project on a similar time frame. Budget will need to be adjusted if only the Commonwealth Corporate Center Building 3 analysis moves forward.

** Includes related coordination and preparation.

**KEYSER MARSTON ASSOCIATES, INC.
PUBLIC SECTOR HOURLY RATES**

	<u>2017/2018</u>
A. JERRY KEYSER*	\$280.00
MANAGING PRINCIPALS*	\$280.00
SENIOR PRINCIPALS*	\$270.00
PRINCIPALS*	\$250.00
MANAGERS*	\$225.00
SENIOR ASSOCIATES	\$187.50
ASSOCIATES	\$167.50
SENIOR ANALYSTS	\$150.00
ANALYSTS	\$130.00
TECHNICAL STAFF	\$95.00
ADMINISTRATIVE STAFF	\$80.00

Directly related job expenses not included in the above rates are: auto mileage, parking, air fares, hotels and motels, meals, car rentals, taxies, telephone calls, delivery, electronic data processing, graphics and printing. Directly related job expenses will be billed at 110% of cost.

Monthly billings for staff time and expenses incurred during the period will be payable within thirty (30) days of invoice date.

* Rates for individuals in these categories will be increased by 50% for time spent in court testimony.



155 GRAND AVENUE, SUITE 900
OAKLAND, CA 94612
P 510.839.1742 F 510.839.0871

February 1, 2018

Project #: 22313

Erin Efner
ICF International
201 Mission Street
Suite 1500
San Francisco, CA 94105
415.205.2268

RE: Menlo Park Commonwealth 3 Development EIR - Transportation Impact Analysis Scope in Support of CEQA Requirement - Revised

Dear Ms. Efner,

Revised to address City comments on: 1/31/2018

Attached is our proposed scope of work to prepare a transportation impact analysis (TIA) section for the Menlo Park Commonwealth Building 3 Development EIR in the City of Menlo Park. This analysis will focus on the third and final building on the site. The TIA will serve as the transportation section of the environmental document for this project to satisfy the California Environmental Quality Act (CEQA) requirement. This scope was developed based on our discussions with you and City staff, our understanding of the preliminary proposed development plan, and our familiarity with the City. We are happy to discuss it with you and the City and fine-tune it based on your comments.

We estimate the cost of our work effort to be approximately \$89,989. We propose to conduct the work on a time-and-materials basis at our standard billing rates. This proposal (scope of work, budget, and timeline) is effective for sixty days.

I will serve as the Project Manager and Mike Aronson will serve as the Project Principal providing senior review and quality assurance. Any questions of a technical or contractual nature can be directed to Damian Stefanakis.

Please review this proposal at your earliest convenience. Thank you for the opportunity to propose on this project. If you have any questions please call us at 510-433-8088.

Sincerely,
KITTELSON & ASSOCIATES, INC.

FILENAME:

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Damian Stefanakis
Project Manager

Mike Aronson, P.E.
Principal Engineer

PART A - SCOPE OF WORK

In 2014, the Commonwealth Corporate Center Environmental Impact Report (EIR) was approved by the City of Menlo Park to develop two office buildings with a total of 260,000 square feet. The Project site is located in the area east of US-101, and between Commonwealth Drive and Jefferson Drive. Since the approval of the EIR, both buildings have been constructed and are currently occupied. Now the Sobrato Organization is proposing to develop a third building on the site with 6-stories of 318,614 square feet of office in the parking lot to the east of the two existing buildings (see Figures 1 through 4). Note: The site plan shown below is for illustrative purposes, as it is from October 17, 2017, and Kittelson and Associates, Inc. (KAI) recognizes this may not be current.

To proceed with this application, the City requires an initial study to assess and document the potential environmental impacts of the proposed project. Given the size of the project, the City proposes to clear this development with preparation of an EIR.

The purpose of this study is to prepare a Transportation section for the newly proposed land uses for Building 3, to assess the impacts of the Project on the surrounding transportation network, to determine if the new proposed parking is sufficient, and to compare the results with the impacts identified in the EIR for the two existing buildings.

In addition to the No Project, there will be one Project Alternative analyzed at a qualitative level:

- Reduced Project Alternative 1 – TBD

The following presents Kittelson & Associates, Inc.'s (KAI) understanding of the Project, and proposed scope of work for assisting in the completion of the Transportation Section that will meet the needs and requirements of the City of Menlo Park, Caltrans, as well as City/County Association of Governments of San Mateo County (C/CAG).

Figure 1: Commonwealth Building 3 Concept



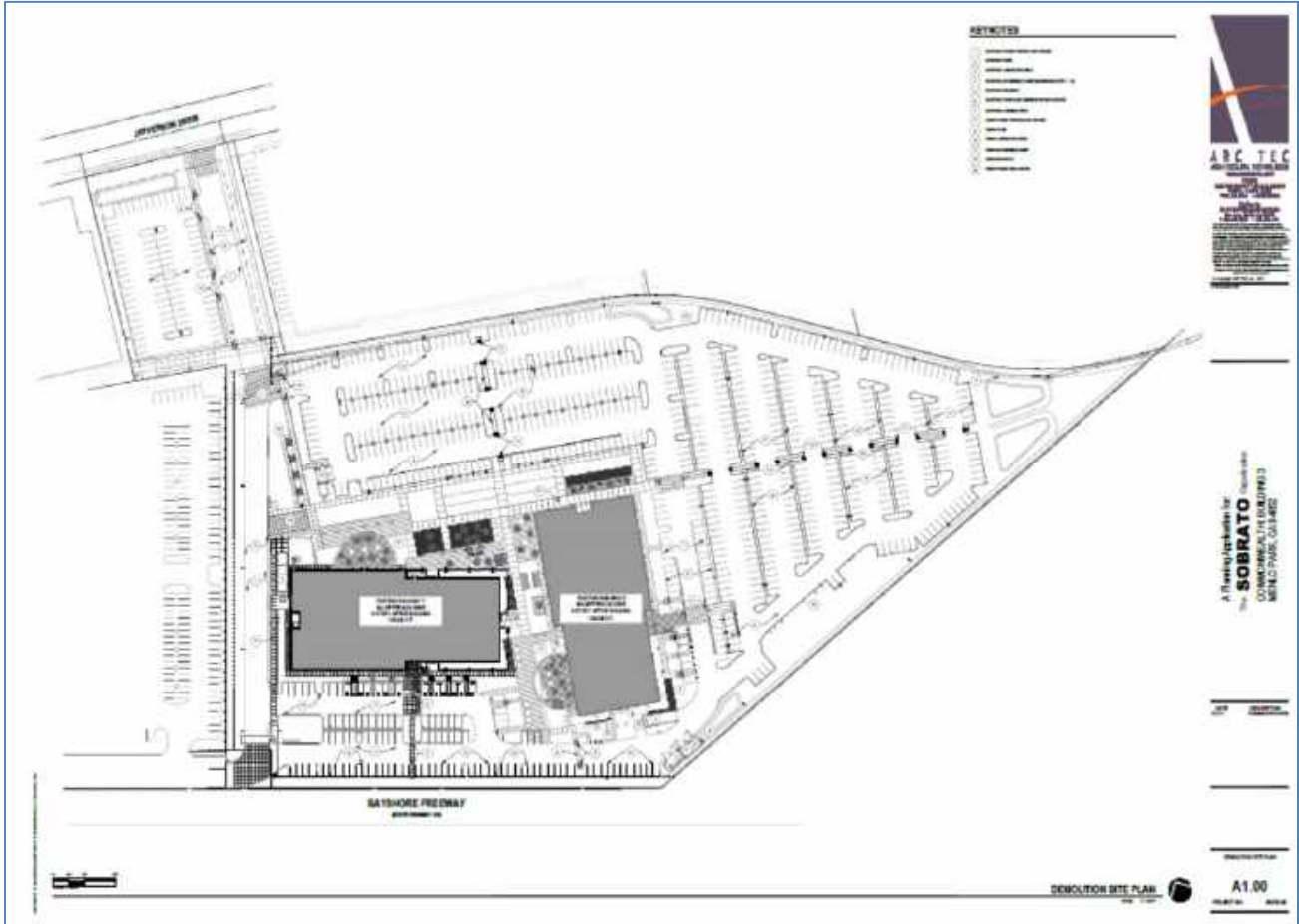
Source: The Sobrato Organization – Commonwealth Building 3, October 11, 2017

Figure 2: Current Site Plan



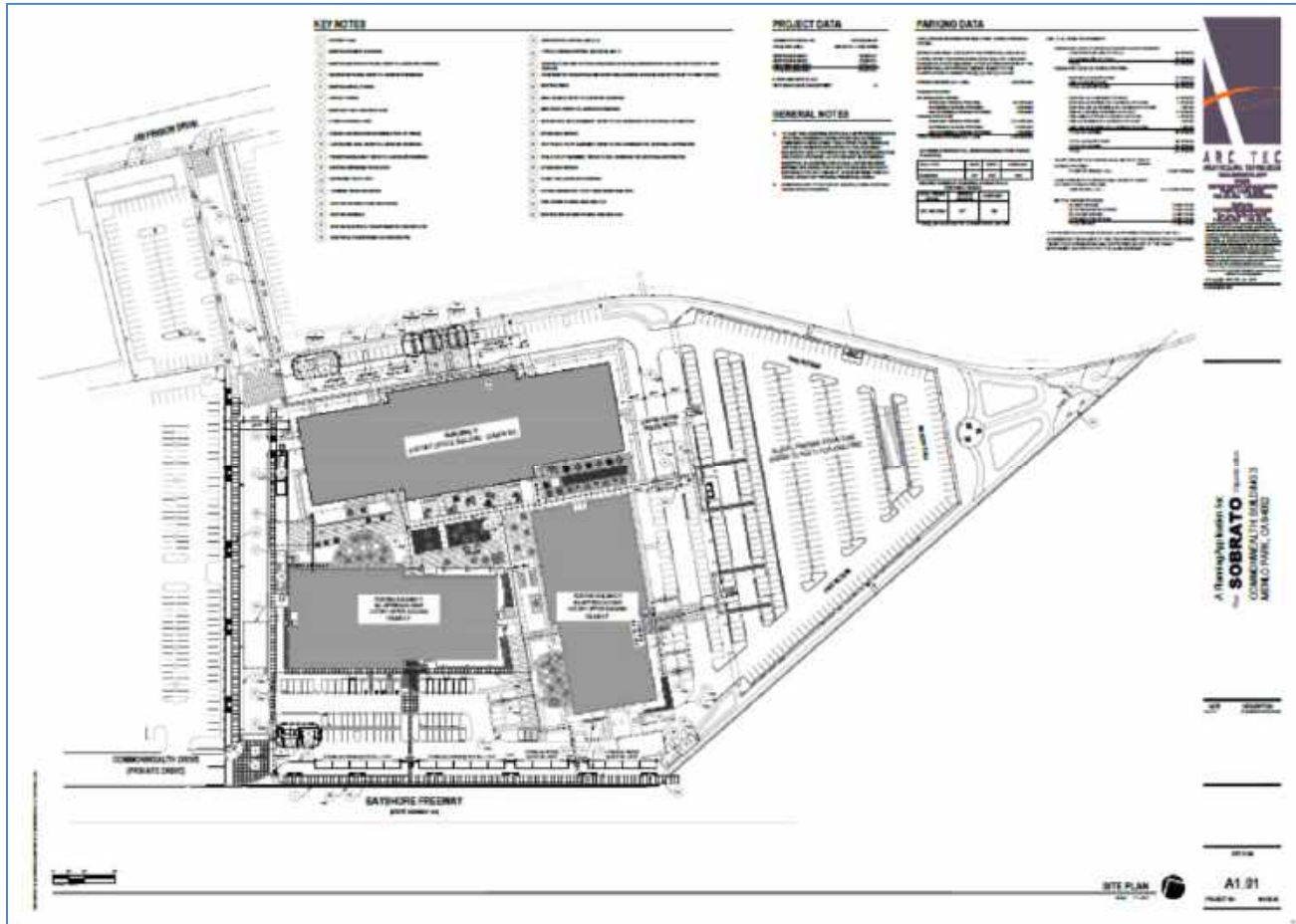
Source: The Sobrato Organization – Commonwealth Building 3, October 11, 2017

Figure 3: Site Plan with Existing Buildings



Source: The Sobrato Organization – Commonwealth Building 3, October 11, 2017

Figure 4: Future Site Plan with Existing Buildings



Source: The Sobrato Organization – Commonwealth Building 3, October 11, 2017

TASK 1: PROJECT INITIATION AND SCOPING

KAI will work closely with the City and with ICF to coordinate and to include all the required analyses in this study. This task includes initial discussions and refinements to the scope and study locations and ongoing project management for the duration of the study.

TASK 2: PROJECT DESCRIPTION

This section will include a brief description of the existing use on the Project site, the current land use, and a summary of the proposed Project and one Project Alternative. A graphic representation of the Project area and the planned location for the Project will be provided.

Data to be obtained from the City and/or ICF:

- Approved land uses

- Project description and Project Alternative descriptions
- Most recent Project site plan
- Additional information relevant to the Project
- Recent traffic counts (from City)
- Travel demand model from the General Plan (received already)
- Recent General Plan for Connect-Menlo
- Most recent Menlo Park Traffic Analysis Guidelines (2004 Circulation System Assessment –CSA) or more recent update to the 2004 CSA
- VISTRO model containing the study intersections and the existing AM and PM signal timings for the signalized study intersections.
- Figures showing the existing bicycle facilities in the study area, preferably in GIS format
- Figures showing the existing pedestrian facilities in the study area, preferably in GIS format
- A list projects (under construction, approved but not yet constructed, proposed) to be included in the Near Term and Cumulative scenarios. The information provided by the City should include trip generation, trip distribution and trip assignment information for these approved projects.
- A list of roadway system improvements associated with the developments to be included in each of the Near Term and Cumulative scenarios.
- The City’s parking requirement for the various land use types

TASK 3: DATA COLLECTION

Intersections

It is assumed that most traffic counts are available from recent data collection conducted by the City. KAI proposes to analyze the following 31 intersections. Most are similar to the 2014 EIR. (note: these may be paired down during scoping meetings with the City):

1. Marsh Road and Bayfront Expressway (State)
2. Marsh Road and Independence Drive (State)
3. Marsh Road and US-101 NB Off-Ramp (State)
4. Marsh Road and US-101 SB Off-Ramp (State)
5. Marsh Road and Scott Drive (Menlo Park)
6. Marsh Road and Bay Road (Menlo Park)
7. Marsh Road and Middlefield Road (Atherton)
8. Independence Drive and Constitution Drive (Menlo Park)
9. Chrysler Drive and Bayfront Expressway (State)
10. Chrysler Drive and Constitution Drive (Menlo Park)
11. Chrysler Drive and Jefferson Drive (Menlo Park)
12. Chrysler Drive and Independence Drive (Menlo Park)
13. Chilco Street and Bayfront Expressway (State)

14. Chilco Street and Constitution Drive (Menlo Park)
15. Willow Road and Bayfront Expressway (State)
16. Willow Road and Hamilton Avenue (State)
17. Willow Road and Ivy Drive (State)
18. Willow Road and O'Brien Drive (State)
19. Willow Road and Newbridge Street (State)
20. Willow Road and Bay Road (State)
21. Willow Road and Durham Street (Menlo Park)
22. Willow Road and Coleman Avenue (Menlo Park)
23. Willow Road and Gilbert Avenue (Menlo Park)
24. Willow Road and Middlefield Road (Menlo Park)
25. University and Bayfront Expressway (State)
26. Middlefield Road and Ravenswood Avenue (Menlo Park)
27. Middlefield Road and Ringwood Avenue (Menlo Park)
28. Marsh Road and Florence Street-Bohannon Drive (Menlo Park)
29. Willow Road and US-101 NB Ramps (Future only)
30. Willow Road and US-101 SB Ramps (Future only)
31. Bay Road and Ringwood Avenue (Menlo Park)

Most of the locations have available counts that City will provide. However, KAI will request a count from Atherton for intersection 7. Should this not be available, then KAI has budgeted to conduct a new count.

In addition, per City's suggestion, KAI will analyze 3 more intersections (29-31) and will add spot counts at the following 4 intersections to determine whether any growth factor should be applied to the available existing counts:

1. University/ Bayfront
2. Willow/ Bayfront
3. Marsh/ Bayfront
4. Marsh/ Scott

KAI has also scoped to collect up to three (3) driveway counts at the existing project site.

KAI will contact Caltrans to obtain the most current traffic counts on the US 101 freeway mainline and ramps. The PeMS database will also be consulted for recent volume information.

CMP Arterial Segments

To the extent they are still considered current, KAI will rely on the recent Menlo Park General Plan for the most current traffic counts on the CMP arterial segments. The analysis associated with the CMP

facilities will not be required if the Proposed Project does not generate more than 100 PM peak hour trips (to be determined).

TASK 4: EXISTING CONDITIONS

KAI will document the existing traffic, transit, bicycle, and pedestrian components of the transportation system within the study area.

Field Reconnaissance

KAI staff will conduct field visits during the AM and PM peak periods on a typical weekday (Tuesday, Wednesday or Thursday) in the immediate study area to observe:

- Traffic patterns and circulation in the site vicinity
- Study intersection lane geometrics
- Traffic control
- Pedestrian circulation and facilities/amenities
- Bicycle circulation and facilities/amenities
- Proximity of public transit service
- Sight distance issues at study intersections
- Potential access issues

Roadway, Transit, Bicycle, Pedestrian

KAI will describe the existing roadway network, transit services, bicycle facilities and pedestrian facilities in the study area. KAI will also prepare the following figures:

- Map of all study intersections illustrating existing counts, existing lane configurations and signal control;
- Map of transit services within the study area;
- Map of bicycle facilities in the study area; and
- Map of pedestrian facilities in the study area.

Intersections

KAI will determine and report the existing intersection level-of-service (LOS) conditions for the twenty eight (28) study intersections during the weekday AM and PM peak hours.

Study intersections will be analyzed using the VISTRO software package and the *2010 Highway Capacity Manual* (HCM 2010) Operations Methodology. It is assumed the City will provide the most updated

Existing Year VISTRO model file as developed for the recent General Plan that includes the existing AM and PM signal timing information for all signalized study intersections. KAI would add the additional intersections outside of the City (if they are not already included).

The existing traffic volumes for all study intersections will be illustrated in a figure. The resultant LOS will be summarized in a table format, and to the extent relevant, they will be compared against the Existing LOS as reported in the General Plan and the prior Commonwealth EIR. For unsignalized intersections, the LOS will be reported for the worst approach movement. Signal warrant analysis will be performed for any unsignalized study intersections.

Routes of Regional Significance – CMP Segments

If the proposed project generates more than 100 PM peak hour trips, then the proposed project will be subject to review by the San Mateo County Congestion Management Program (CMP) and its requirements. As such, KAI will evaluate the Routes of Regional Significance identified above.

KAI will perform LOS analysis during the weekday AM and PM peak hours for the following CMP locations. However, the analysis associated with the CMP facilities will not be required if the Proposed Project does not generate more than 100 PM peak hour trips (to be determined):

Arterials

1. SR 84 Bayfront Expressway
2. SR 109 University Avenue
3. SR 114 Willow Avenue

Freeways

4. US 101, North of Marsh Road
5. US 101, north of Willow Road
6. US 101, north of University Avenue
7. US 101, south of University Avenue

Freeway Ramps

1. US 101 ramps at Marsh Road
2. US 101 ramps at Willow Road

TASK 5: DEVELOPMENT OF NEAR TERM CONDITIONS

The Near Term or Background (Existing plus Approved) Conditions will include traffic projections of all the approved but not yet constructed developments in the study area. Near Term Conditions will also

include selected roadway system improvements associated with the approved developments. The Project site is assumed to remain as current conditions under the Near Term Conditions.

According to City staff, the City VISTRO model does not include individual projects representing the near term condition, therefore KAI will need to update the City VISTRO model with a list of relevant near term projects to be obtained from Menlo Park, Redwood City and East Palo Alto (and Atherton).

Traffic projections for US 101 will be developed by adding traffic from the approved but not yet constructed developments to the existing traffic counts.

Intersections

KAI will determine the intersection LOS analysis for the 31 study intersections during weekday AM and PM peak hours for the Near Term Conditions using the same methodology as presented under the Existing Conditions. KAI will perform signal warrant analysis for any unsignalized study intersections.

CMP Segments

For the Near Term Conditions, KAI will perform the following analyses during the weekday AM and PM peak hours. However, the analysis associated with the CMP facilities will not be required if the Proposed Project does not generate more than 100 PM peak hour trips (to be determined):

- Freeway mainline LOS analysis for the four (4) study segments;
- CMP arterial analysis for the three (3) roadways and related segments
- Freeway ramps in the study area

TASK 6: DEVELOPMENT OF CUMULATIVE NO PROJECT CONDITIONS

The Cumulative No Project Conditions will be represented by Year 2040 conditions which include traffic projections from approved and probable future development projects in the study area. The Cumulative No Project Conditions will also include roadway system improvements as identified in the Menlo Park General Plan. The Project site is assumed to remain as current conditions under the Cumulative No Project Conditions. This scope assumes that the majority of information on cumulative development is already included in the VISTRO model to be provided by the City.

Traffic projections for US 101 through San Mateo and Menlo Park will be developed from freeway forecasts using the Citywide General Plan version of the C/CAG-VTA County Travel Model, which covers both San Mateo and Santa Clara Counties and is maintained by Santa Clara Valley Transportation Authority (VTA) staff.

For this scope, it is assumed that the City VISTRO model does NOT include a list of relevant trip generation for all Cumulative projects to be included in the analysis. Therefore, KAI will review the

City's travel demand model to determine what growth factor should be applied for any regional background growth.

It is assumed the future year (2040) model already includes land uses in Menlo Park from the proposed buildout conditions of the Menlo Park General Plan Update.

Intersections

KAI will determine the intersection LOS analysis for the 28 study intersections during weekday AM and PM peak hours for the Cumulative No Project Conditions using the same methodology as presented under the Existing Conditions. KAI will perform signal warrant analysis for any unsignalized study intersections.

CMP Segments

For the Near Term Conditions, KAI will perform the following analyses during the weekday AM and PM peak hours. However, the analysis associated with the CMP facilities will not be required if the Proposed Project does not generate more than 100 PM peak hour trips (to be determined):

- Freeway mainline LOS analysis for the four (4) study segments;
- CMP arterial analysis for the three (3) roadways and related segments
- Freeway ramps in the study area

TASK 7: TRIP GENERATION

KAI will follow similar procedures used in the *Commonwealth Corporate Center EIR*, from February 2014. These will be updated per the latest Institute of Transportation Engineers (ITE) Trip Generation Manual 10.

To investigate whether the ITE Trip Generation rates are suitable for representing Menlo Park City conditions KAI proposed to conduct a comparison of trip generation based on three different sources:

- ITE Trip Generation Manual
- Facebook Trip Generation Rates
- Commonwealth Corporate Center EIR

ITE Trip Generation Manual

KAI will use published trip generation rates in the Institute of Transportation Engineers (ITE) Trip Generation Manual 10th Edition to determine the total trip generation for the Project. This will be determined for the weekday Daily, AM, and PM peak hours.

Facebook Rates

KAI will obtain published Facebook office/R&D rates from prior studies or surveys to compare to ITE rates.

Commonwealth Corporate Center EIR

KAI will review the trip generation estimates from the prior EIR and provide a comparison table with the new estimates.

Trip Generation Recommendations

KAI will prepare a Trip Generation Memorandum which summarizes the total trips generated by the Commonwealth Corporate Center Building 3. The table will include trips generated by all three trip generation rates sources. KAI will then work with the City to determine the most appropriate trip generation rates for the Office land use that best represent City of Menlo Park conditions. At the end, KAI will provide a recommended trip generation, including any TDM reductions for review by the City. Since the project does not include multiple uses or retail uses, it will therefore have little reduction associated with mixed-use, pass-by trips and transit trips.

TASK 8: TRIP DISTRIBUTION, AND ASSIGNMENT

If the Menlo Park CSA Guidelines have not been updated yet, then the trip distribution percentages will be obtained from the City's model. The Project trips will then be distributed and assigned through the study intersections based on the approved trip distribution percentages provided in the VISTRO model.

TASK 9: IMPACT ANALYSIS

Impact findings will follow City of Menlo Park General Plan and traffic impact guidelines. Currently the guidelines are level of service-based as the City has not adopted impact thresholds for VMT. However, the traffic analysis will report project VMT for informational purposes.

Intersections

KAI will document the significance criteria representing a project impact for intersection operations. KAI will then identify the transportation impacts associated with the Project. This assessment will document the proposed changes and potential impacts to intersection LOS for the study intersections. The LOS will be calculated and presented for the following scenarios:

- Existing
- Near Term
- Near Term plus Project Conditions
- Cumulative
- Cumulative plus Project Conditions

Impacts will only be identified for the plus project conditions. KAI will also prepare a signal warrant analysis for unsignalized study intersections.

All study intersections will be evaluated during the AM and PM peak hours using VISTRO software and the 2010 Highway Capacity Manual methodology. This traffic analysis will include estimates of average vehicle delays on all approaches. For any impact found to be significant, KAI will determine the traffic contribution from the proposed project. Any suggested mitigation measures in the Downtown Specific Plan, El Camino Real Corridor Study, Commonwealth Phase 1 and 2, and other approved development projects in Menlo Park as detailed in the documents or EIRs prepared for those projects, will also be included if they are within the jurisdiction of Menlo Park.

Impacts will be assessed according to the City of Menlo Park's most recent guidelines and significance criteria. For any study intersections or roadway segments not in Menlo Park, KAI will apply the local agency's adopted analysis methods and significance criteria.

CMP Segments

If the proposed project generates more than 100 PM peak hour trips, then the proposed project will be subject to review by the San Mateo County Congestion Management Program (CMP) and its requirements. As such, KAI will evaluate the Routes of Regional Significance identified above. Evaluation of the CMP routes will be based on the most recently approved CMP Traffic Impact Analysis guidelines in the Land Use section of the CMP.

KAI will determine and report the Project's impacts to the CMP segments for the Near Term plus Project Conditions, and Cumulative plus Project Conditions.

TASK 10: OTHER TOPICS

Congestion Management Program

Facilities under the City and County of San Mateo Association of Governments (C/CAG) Congestion Management Program (CMP) are required to be analyzed per C/CAG guidelines. KAI will analyze the intersections and/or freeway facilities that are part of the San Mateo County CMP network in the study area for all scenarios.

Pedestrian and Bicycle Facilities

KAI will qualitatively discuss the Project's impacts to the pedestrian and bicycle network for the Existing plus Project, Near Term plus Project Conditions, and 2040 Cumulative plus Project Conditions. A figure illustrating any proposed improvements to the pedestrian and bicycle facilities will be prepared.

Transit Facilities

KAI will qualitatively discuss the Project's impacts to the transit network for the Existing plus Project, Near Term plus Project Conditions, and 2040 Cumulative plus Project Conditions. A figure illustrating any proposed improvements to the transit facilities will be prepared.

Parking Assessment

KAI will identify the City's parking requirement for the Project based on its land use type. KAI will also estimate the parking demand based on the Parking Generation (4th edition) reference published by the Institute of Transportation Engineers (ITE). A parking analysis will be performed by assessing the proposed number of parking spaces and comparing it to the City's parking requirement and the parking demand calculated using the ITE Parking Generation rates.

Site Circulation

KAI will review the site circulation and identify any potential issues within the site, assuming the Project Sponsor would provide the site plan.

Emergency Access

KAI will review the site plan and the roadways surrounding the Project site to identify any potential issues for emergency vehicle access.

Air Traffic

If necessary, KAI will assess the potential project impact to air traffic due to the increased number of trips generation by the Project. In addition, KAI will review site plans to determine if the height of any proposed building will interfere with flight operations at local airports.

Construction

KAI will qualitatively discuss how the Project's Construction might impact off-site circulation due to increased truck traffic to and from the Project site. In additional, KAI will also qualitatively discuss the impact on transit, pedestrian and bicycle facilities during Construction.

C/CAG Transportation Demand Management Requirement

As part of the land use element of the CMP, all projects that generate 100 or more new trips during the AM or PM peak hour are required to implement TDM programs that have the capacity to reduce the demand for new peak-hour trips.

The City has a requirement that the proposed development implement a TDM plan that reduces peak hour trips by 20%. KAI will peer review this proposed TDM plan and determine if it adequately meets the 20% goal.

KAI will also make recommendations of how the City could monitor the effectiveness of TDM measures.

TASK 11: DEVELOP MITIGATION MEASURES

KAI will identify Project generated impacts to the transportation network under the Existing plus Project Conditions, Near Term plus Project Conditions, and 2040 Cumulative plus Project Conditions. KAI, in consultation with the City, will determine if significant Project-generated impacts could be mitigated using measures approved in the Menlo Park City General Plan EIR, or if they would require additional mitigation, or if they could not be mitigated and would thus be considered significant and unavoidable.

TASK 12: PROJECT ALTERNATIVES

KAI will use the trip generation sources as defined in Task 7 to determine the trip generation for one additional Project Alternative. KAI will then perform a qualitative analysis for a reduced development Project Alternative to identify if it would add or reduce any project identified impacts.

TASK 13: TRAFFIC SECTION

KAI will document all work assumptions, analysis procedures, findings, graphics, impacts and recommendations in an Administrative Draft EIR Chapter for review and comments by City staff and the environmental consultant. The Chapter will also include:

- Description of new or planned changes to the street system serving the site, including changes in driveway location and traffic control, if any
- Future Project Condition Volumes (ADTs, a.m. peak hour, p.m. peak hour)
- Project trip generation rates
- Project trip distribution
- Discussion of impact of project trips on study intersections
- Levels of service discussion and table for each study scenario
- Comparison table of Project Condition and Existing LOS along with average delay and percent increases at intersections
- Impacts of additional traffic volumes on city streets
- CMP analysis
- Intersection level of service calculation sheets (electronic format)

We have assumed preparation of one Administrative Draft and one screencheck draft of the EIR Transportation Chapter (two total submittals).

KAI will respond to one set of unified consolidated non-contradictory comments on each Administrative Draft Report. The text, graphics and analysis will be modified as needed. KAI will coordinate with the environmental consultant and provide both pdf and WORD versions of the EIR Transportation Chapter to the environmental consultant, as well as intersection and roadway segment traffic data for use in air and noise analysis.

KAI will provide the EIR consultant with all traffic related data for noise, air quality and GHG analysis.

The environmental consultant will provide KAI with an outline template of the format to be used for the EIR Transportation Chapter. To support the EIR Transportation Chapter, KAI will provide a technical appendix. The appendix may include more detailed transportation analysis such as level of service calculations, technical memoranda that were developed as part of this proposal, and other supporting materials. To expedite the review process, and if requested, KAI will provide a separate copy of the EIR Transportation Chapter with its appendix to City staff for their review.

KAI staff will respond to one set of comments on the FEIR. Should the comments require additional analysis or effort not anticipated, KAI may request a budget amendment.

Deliverable: Electronic Copy of Administrative Draft EIR Transportation Chapters (pdf, WORD)

Deliverable: Electronic Copy of One Draft EIR Transportation Chapter (pdf, WORD)

TASK 14: MEETINGS

KAI will attend up to three meetings. These meetings can be project meetings to discuss the project, review interim products, and address any issues that may arise or public hearings. Additional meetings will be considered out-of-scope work and will be accommodated on a time-and-materials basis.

Exclusions:

- All study scenarios will be evaluated based on existing intersection geometrics. Should significant impacts be determined with the proposed project development, mitigation measures which may include changes to the intersection geometrics will be recommended;
- Any material modifications to the site plan, driveway locations or project description once KAI has begun the traffic analysis may constitute a change in work scope and/or budget;
- Should analysis of additional phases, scenarios, intersections, or roadway segments be requested, or more than one Administrative Draft report, or additional meetings, then a modification to this scope and budget will be requested.
- Should additional time be necessary to prepare the Final EIR beyond the budgeted hours (as it is unknown how many comments or the level of effort that will be required to respond to Draft EIR comments) we will request additional budget at that time, and proceed only after receiving written authorization for additional services;
- Any services not explicitly identified above are excluded.

PART B – PROPOSED BUDGET & SCHEDULE

Budget

We propose to conduct the work on a time-and-materials basis at our standard billing rates. The cost to complete the scope of work described in Part A will be \$89,989. Direct costs are estimated at \$3,384 for travel and traffic counts. Table 1 presents the detailed estimated labor hours and cost by task. Our standard billing rate schedule is attached.

Schedule

The schedule for delivery of Admin Draft traffic section is 10 weeks from when KAI receives the following:

- Written Authorization to Proceed
- Project land uses
- Project Description (including site plan, land use type, size, trip generation information)
- Project Site Plan
- Project Alternatives Description (including land use type, size, trip generation information)
- Most recent traffic counts
- A VISTRO LOS model containing the study intersections
- List of Approved Projects to be included under the Near Term Conditions (may already be updated in VISTRO)
- List of Roadway Improvements to be assumed under the Near Term Conditions (may already be updated in VISTRO)
- List of Approved and Probable Projects to be included under the Cumulative Conditions (may already be updated in VISTRO)
- List of Roadway Improvements to be assumed under the Cumulative Conditions (may already be updated in VISTRO)
- Figures showing the existing and planned bicycle facilities in the study area, preferably in GIS format
- Figures showing the existing and planned pedestrian facilities in the study area, preferably in GIS format
- City's Parking Requirements

KAI will then provide a Draft traffic section within two weeks of receiving comments from the Prime and City.

This schedule shall be equitably adjusted as the work progresses, allowing for changes in scope, character or size of the Project requested by you, or for delays or other causes beyond our reasonable control.

This scope does not include preparatory time (graphics and handouts) for public hearings or other meetings. All client requests for additional presentations and meetings of this nature will be accommodated on a time-and-materials basis and will be considered out-of-scope work.

Table 1: Estimated Labor Hours and Budget by Task

Task		Project Principal	Project Manager	Associate Engineer	Senior Engineer	Analyst	Graphic Support	Total Hours	Estimated Budget		
#	Description								Labor	Expenses	Total
		\$235	\$190	\$190	\$160	\$125	\$140				
1	Project Initiation and Scoping	6	4	0	0	0	0	10	\$2,170		\$2,170
2	Project Description	1	2	0	0	8	4	15	\$2,175		\$2,175
3	Data Collection	0	1	0	5	16	2	24	\$3,270	\$3,234	\$6,504
4	Existing Conditions	0	12	4	4	20	12	52	\$7,860	\$63	\$7,923
5	Near Term Conditions	0	4	4	8	56	0	72	\$9,800		\$9,800
6	Cumulative Conditions	0	12	4	6	32	4	58	\$8,560		\$8,560
7	Trip Generation	2	4	0	0	14	4	24	\$3,540		\$3,540
8	Trip Distribution and Assignment	2	2	0	0	4	4	12	\$1,910		\$1,910
9	Impact Analysis	0	2	12	0	32	0	46	\$6,660		\$6,660
10	Other Topics	3	14	0	0	30	0	47	\$7,115		\$7,115
11	Develop Mitigation Measures	2	2	4	8	18	0	34	\$5,140		\$5,140
12	Project Alternatives	0	3	0	0	8	2	13	\$1,850		\$1,850
13	Prepare Traffic Section	12	32	4	0	81	22	151	\$22,865		\$22,865
14	Meetings	6	12	0	0	0	0	18	\$3,690	\$87	\$3,777
Total		34	106	32	31	319	54	576	\$86,605	\$3,384	\$89,989

bae urban economics

January 8, 2018

Jessica Viramontes
Senior Associate
ICF
201 Mission Street, Suite 1500
San Francisco, CA 94105

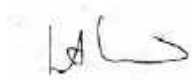
Dear Ms. Viramontes:

We appreciate the opportunity to submit this proposal to prepare a Fiscal Impact Analysis for the Commonwealth Building 3 project located at 164 Jefferson Drive ("Project"). Our understanding is that the Project would entail adding a third building containing 318,614 square feet and a five-story structured parking facility to the existing two-building Commonwealth development. The City of Menlo Park requires a Fiscal Impact Analysis study that would address impacts to the City's General Fund, as well as Special Districts, including the Menlo Park Fire Protection District. Impacts from potential sales tax generation from future tenants in the project would also need to be evaluated.

BAE is an award-winning real estate economics and development advisory firm with a distinguished record of achievement over its 30+-year history. Headquartered in Berkeley, CA, BAE also has branch offices in Los Angeles, Sacramento, New York City, and Washington DC, enabling our 18 staff to contribute to and learn from best practices in urban sustainable development around the U.S. Our practice spans national and state policy studies to local strategic plans and public-private development projects. BAE has extensive experience assessing the fiscal impacts and economic impacts of proposed new development, including our previous work for the City of Menlo Park, as well as assisting local governments to negotiate for community benefits from proposed new development.

The following pages detail our proposed work program, schedule, and budget. This proposal remains effective for 90 days from the date of submittal of this letter. Please feel free to call me at 510.547.9380 for additional information regarding our submittal.

Sincerely,



David Shiver
Principal

San Francisco

2600 10th St., Suite 300
Berkeley, CA 94710
510.547.9380

Sacramento

803 2nd St., Suite A
Davis, CA 95616
530.750.2195

Los Angeles

448 South Hill St., Suite 701
Los Angeles, CA 90013
213.471.2666

Washington DC

1400 I St. NW, Suite 350
Washington, DC 20005
202.588.8945

New York City

49 West 27th St., Suite 10W
New York, NY 10001
212.683.4486

SCOPE OF SERVICES

This section outlines BAE's proposed work program, including deliverables.

Task 1: Meet with City Staff and Review Background Materials

Task 1A: Meet with City Staff and Tour Project Site. BAE will meet with City staff to review the scope of services, proposed schedule, and deliverables. BAE will also tour the site and area.

Task 1B: Review Key Financial, Planning, and Environmental Documents. This task will include a review of relevant documents and plans pertaining to the proposed project including the General Plan, the Zoning Ordinance, the project Environmental Impact Report (if applicable), and City staff reports. BAE will also review the City budget, the Comprehensive Annual Financial Report, City fee ordinances, and other financial documents from the City and affected special districts including fire, sanitation, and school districts.

Task 2: Analyze Fiscal Impacts

This analysis will consider revenue and cost implications for City, Menlo Park Fire Protection District, and affected special districts and school districts of the project at its proposed bonus density level compared to the baseline level of development permitted. BAE will utilize and update prior FIA models prepared for the City of Menlo Park.

Revenue items considered will include sales tax, property tax, property transfer tax, transient occupancy tax, business license revenue, franchise fees, and any other applicable taxes. Also considered will be one-time revenue sources including impact fees, and construction period sales taxes. For key revenues, (e.g., property taxes) BAE will estimate revenues within an expected low to high range as appropriate.

Cost items considered will include police, fire, public works, recreation and library services, and general government services. The cost analysis will, whenever feasible, study the marginal cost of providing additional service. As part of this process, BAE will contact local public service providers including the police department and Fire Protection District to assess existing service capacity and the potential impact of the proposed project. For police, BAE will work with the local department to examine the current beat structure and determine how this may need to be altered to serve the new development. Any new patrol officers and/or equipment would also be analyzed on a marginal basis. For fire, BAE will study existing capacity at the station that would serve the proposed project and assess any additional labor or equipment costs that the station would incur. Cost impacts for other city departments and school districts would also be analyzed.

Fiscal impacts will be presented in current dollars on a net annual and cumulative basis over a 20-year period present in constant 2018 dollars. To determine an appropriate absorption rate for the various proposed land uses, BAE will review the project applicant's anticipated absorption schedule and refine it based on a review of market conditions.

During the preparation of the FIA, all communication with the project sponsor would be with or through City staff.

Task 3: Prepare Fiscal and Economic Impact Report

Task 3A: Prepare Administrative Draft Fiscal and Economic Impact Analysis Report. BAE will prepare and submit an Administrative Draft Fiscal Impact Analysis report to City staff. The report will include a concise and highly-accessible executive summary, including a summary of the methodology and key findings from Tasks 1 and 2.

Task 3B: Prepare Public Review and Final Draft Report. Staff will provide written comments to BAE regarding the Administrative Draft. BAE will address all comments with staff and make modifications as needed. BAE will then submit a draft Public Review Draft for staff to review. Staff will note any minor corrections and BAE will submit a Public Review Draft.

Task 3C: Prepare Presentation, Attend Two Meetings. This task includes preparation of a PowerPoint presentation for use by staff, BAE, and posting to the City's website. BAE will attend up to two meetings to present its findings, anticipated to be a Planning Commission and City Council meeting. BAE will discuss comments with City staff and make changes as necessary. BAE will then submit a Final report.

Task 4: Project Coordination

BAE will coordinate this assignment and participate in team conference calls with ICF, as necessary.

DATA NEEDS

In order to complete this analysis BAE will require access to various City and special district staff to conduct brief interviews and confirm methodologies and assumptions. In particular, BAE would intend to speak with most department/district heads, or their designees, as well as the City finance director. BAE would work with the finance department to obtain electronic copies of relevant budget files.

From the project sponsor, BAE will need development pro formas, market studies, and marketing plans, including pricing assumption. In addition to data from the City and project

sponsor, BAE will need to acquire market, demographic, and other data from vendors. A budget for these materials is included below.

BUDGET AND FEES

BAE would complete all work identified in the Scope of Services, including expense reimbursement, for the not-to-exceed amount of \$18,220. This budget includes two public meetings as part of Task 3. Please note that attendance at additional public meetings/hearings is calculated at the rate of \$1,500 for preparation, travel and up to three hours of meeting time, with hourly rates for all meeting time over three hours, as well as additional meetings beyond those set forth in the scope. All hours will be billed according to the following 2018 rates as listed below.

Principal	\$300/hour
Senior Advisor	\$300/hour
Director	\$235/hour
Vice President	\$210/hour
Senior Associate	\$185/hour
Associate	\$140/hour
Sr. Analyst	\$110/hour
Analyst	\$95/hour

Shown below is a project staffing plan and estimated cost per task. David Shiver will serve as Principal in Charge and Stephanie Hagar as Project Manager for this assignment.

	Hours by Staff			Budget
	Principal Shiver	Vice President Hagar	Associate	
Hourly Rate	\$300	\$210	\$140	
Task 1: Start-up Meeting and Review of Background Materials	4	6	4	\$3,020
Task 2: Conduct Fiscal Impact Analysis	4	8	24	\$6,240
Task 3: Prepare Draft and Final FIA Reports (includes 2 mtgs)	2	25	12	\$7,530
Task 4: Project Coordination	1	3	0	\$930
Subtotal Labor	11	42	40	\$17,720
Expenses (a)				\$500
Total (Labor + Expenses)				\$18,220
Optional Task: BAE Attendance at Additional Public Meetings/Hearings - Each (a)				\$1,500

Notes:

(a) Includes data expenses and mileage for meetings.

Project Schedule

Assuming that BAE receives all requested data within the first two weeks following project start up, BAE would complete the Administrative Draft within six weeks following project start up.

BAE would prepare a Public Review Draft within two weeks of receiving a single set of combined written comments on the Administrative Draft.

BAE would prepare a Final report within two weeks of receiving a single set of combined written comments on the Public Review Draft.

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City of Menlo Park
 Location Map
 164 Jefferson Drive



Scale: 1:4,000

Drawn By: TAS

Checked By: TAS

Date: 2/13/2018

Sheet: 1

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A Planning Application for:
The **SOBRATO** Organization
COMMONWEALTH: BUILDING 3
MENLO PARK, CA 94052



DRAWING INDEX AND ISSUE DATES

- PRELIMINARY OR PENDING PLANS
- FIRST FORMAL SUBMITTAL OR NO CHANGES SINCE PREVIOUS ISSUE
- MODIFICATIONS SINCE PREVIOUS ISSUE

COVER SHEET

LANDSCAPE

- L1.01 ILLUSTRATIVE LANDSCAPE PLAN

ARCHITECTURAL

- A0.01 BUILDING RENDERINGS
- A0.02 BUILDING RENDERINGS
- A0.03 BUILDING RENDERINGS
- A0.11 GARBAGE RENDERINGS
- A1.00 DEMOLITION SITE PLAN
- A1.01 SITE PLAN
- A1.02 PHOTOMETRIC SITE PLAN
- A1.03 EMERGENCY ACCESS PLAN
- A1.04 AREA PLAN
- A1.05 SITE CONTEXT PHOTOS
- A1.06 SITE SECTION AND PROJECT DATA
- A1.07 OPEN SPACE CONFORM
- A1.11 SITE DETAILS
- A2.10 SQUARE FOOTAGE CALCULATION PLANS
- A2.11 FIRST LEVEL FLOOR PLAN
- A2.12 SECOND LEVEL FLOOR PLAN
- A2.13 THIRD LEVEL FLOOR PLAN
- A2.14 FOURTH LEVEL FLOOR PLAN
- A2.15 FIFTH LEVEL FLOOR PLAN
- A2.16 SIXTH LEVEL FLOOR PLAN
- A2.17 SIXTH LEVEL REFLECTED CEILING PLAN
- A2.18 ROOF PLAN
- A3.01 EXTERIOR ELEVATIONS
- A3.02 EXTERIOR ELEVATIONS
- A4.01 BUILDING SECTIONS
- A4.11 WALL SECTIONS
- AG2.11 FIRST LEVEL GARBAGE FLOOR PLAN
- AG2.12 SECOND LEVEL GARBAGE FLOOR PLAN
- AG2.13 THIRD LEVEL GARBAGE FLOOR PLAN
- AG2.14 FOURTH LEVEL GARBAGE FLOOR PLAN
- AG2.15 FIFTH LEVEL GARBAGE FLOOR PLAN
- AG3.01 GARBAGE EXTERIOR ELEVATIONS
- AG3.02 GARBAGE EXTERIOR ELEVATIONS
- AG4.01 GARBAGE SECTIONS

CIVIL

- C1.0 TOPOGRAPHIC SURVEY
- C1.1 PRELIMINARY GRADING PLAN
- C1.2 PRELIMINARY UTILITY PLAN
- C1.3 PRELIMINARY STORMWATER CONTROL PLAN
- C1.4 STORMWATER CONTROL DETAILS

ISSUE DATES AND DESCRIPTIONS

1 VIEW FROM PROJECT SITE LOOKING SOUTH EAST; SEE A0.01 FOR REFERENCE PLAN

PROJECT TEAM

OWNER:	THE SOBRATO ORGANIZATION 10600 North De Anza Boulevard Cupertino, CA 95014	ARCHITECT:	ARC TEC INC. 99 Almaden Boulevard, Suite 840 San Jose, CA 95131 PHONE: 408 496.0676 CONTACT: Craig Atkinson EMAIL: craig@arctec.com
LANDSCAPE ARCHITECT:	THE GUZZARDO PARTNERSHIP INC. 345 Guzman Street San Francisco, CA 94111 PHONE: 415 433 4432 CONTACT: Nick Santambrogio EMAIL: ntsantambrogio@tgp-inc.com	CONSULTING ENGINEER:	KERR & WRIGHT 2305 Sycamore Building 22 Sunnyvale, CA 95058 PHONE: 408 327 6665 CONTACT: Mark A. Kinsman EMAIL: mark@kerrwright.com

APPLICABLE CODES

2016 CALIFORNIA BUILDING CODE (CCR TITLE 24, PART 2)
2016 CALIFORNIA ELECTRICAL CODE (CCR TITLE 24, PART 9)
2016 CALIFORNIA MECHANICAL CODE (CCR TITLE 24, PART 4)
2016 CALIFORNIA PLUMBING CODE (CCR TITLE 24, PART 8)
2016 CALIFORNIA ENERGY CODE (CCR TITLE 24, PART 6)
2016 CALIFORNIA FIRE CODE (CCR TITLE 24, PART 18)
2016 CALIFORNIA GREEN BUILDING STANDARDS CODE (CCR TITLE 24, PART 11)
ALL CODES ARE SUBJECT TO LOCAL GOVERNMENT AMENDMENTS PER CALIFORNIA BUILDING STANDARDS COMMISSION BULLETIN 10-03.

PROJECT DATA

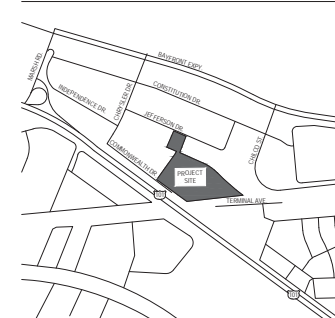
OWNER NAME:	THE SOBRATO ORGANIZATION	BUILDING AREA:	318,414 S.F.
PROJECT ADDRESS:	COMMONWEALTH: BUILDING 3 MENLO PARK, CA 94052	NUMBER OF STORIES:	6
		CONSTRUCTION TYPE:	1B
		FIRE SYMBOLS/CLASS:	YES
		OCCUPANCY TYPE:	0

NOTE: SEE PAGE A1.06 FOR ADDITIONAL PROJECT DATA

PROJECT DESCRIPTION

THIS IS A NEW 6-STORY, 318,414 S.F. OFFICE BUILDING AND A 5-LEVEL PARKING STRUCTURE ADDITION TO AN EXISTING COMPLEX WITH 121-STORY, 1,050,000 S.F. OFFICE BUILDINGS. WORK INCLUDES DEMOLITION OF EXISTING PARKING, LANDSCAPING, AND TRASH ENCLOSURE. WORK ALSO INCLUDES CONSTRUCTION OF NEW PARKING, LOADING DOCK, LANDSCAPING AND TRASH ENCLOSURES.

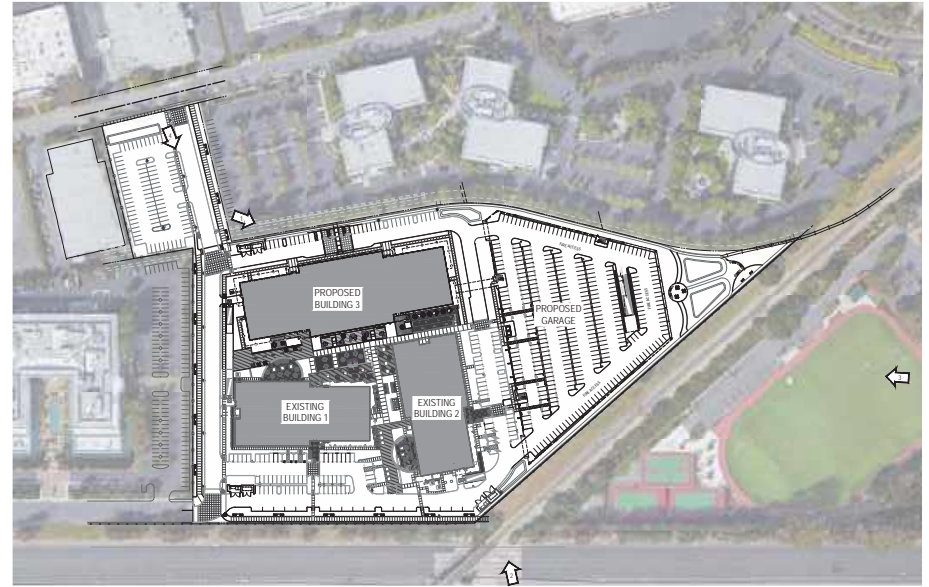
VICINITY MAP



A Planning Application for:
The **SOBRATO** Organization
COMMONWEALTH: BUILDING 3 MENLO PARK, CA 94052



2 VIEW FROM 101 BAYSHORE FREEWAY LOOKING NORTH EAST



SCALE: 1"=100'

REFERENCE SITE PLAN

SCALE: 1"=100'



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3 VIEW FROM KELLY PARK LOOKING NORTH WEST



4 VIEW FROM PROJECT SITE LOOKING SOUTH

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COMMONWEALTH: BUILDING 3
MENLO PARK, CA 94052

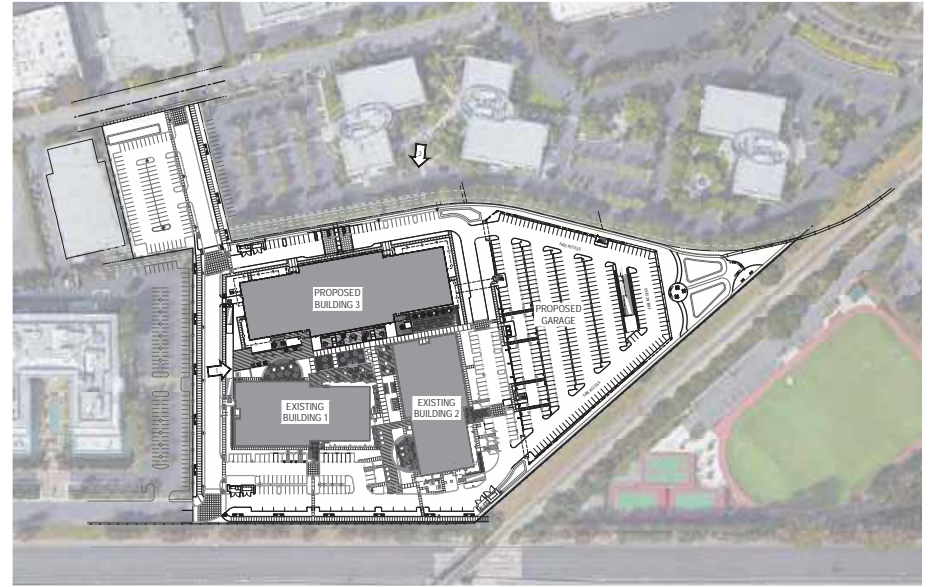
DATE: 10.12.17
DESCRIPTION: PLANNING APPLICATION

BUILDING RENDERINGS

A0.01
PROJECT NO.: 164152.00



1 VIEW FROM PROJECT SITE LOOKING EAST



SCALE 1"=100'

REFERENCE SITE PLAN

SCALE 1"=100'



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2 VIEW FROM NORTH OF SITE LOOKING SOUTH

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DATE: 10.12.17
DESCRIPTION: PLANNING APPLICATION

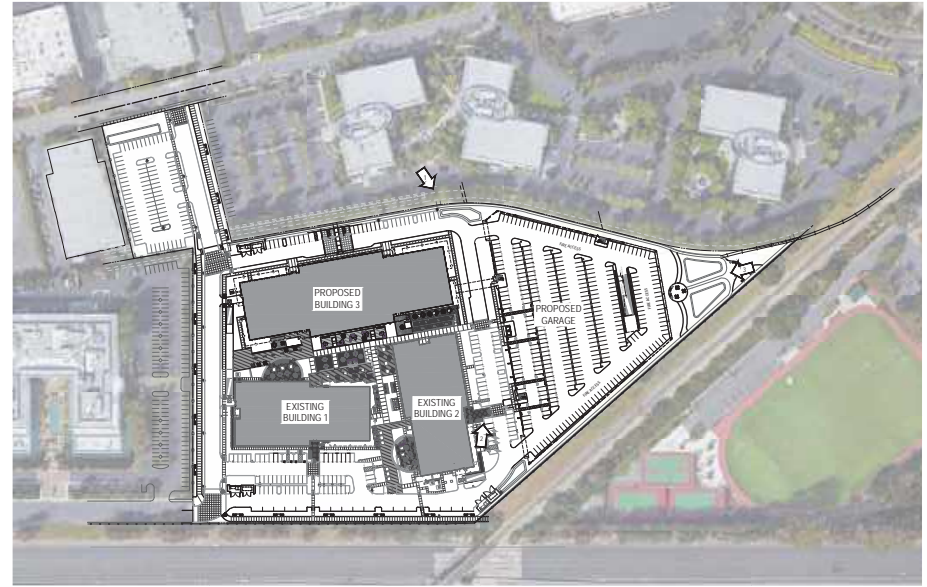
BUILDING RENDERINGS

A0.02

PROJECT NO. 164152.00



1 VIEW FROM NORTH OF SITE LOOKING SOUTH



REFERENCE SITE PLAN
SCALE: 1" = 100'



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10000
1000
100
10
1
0.1
0.01
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2 VIEW FROM PROJECT SITE LOOKING NORTH



3 VIEW FROM EAST OF SITE LOOKING WEST

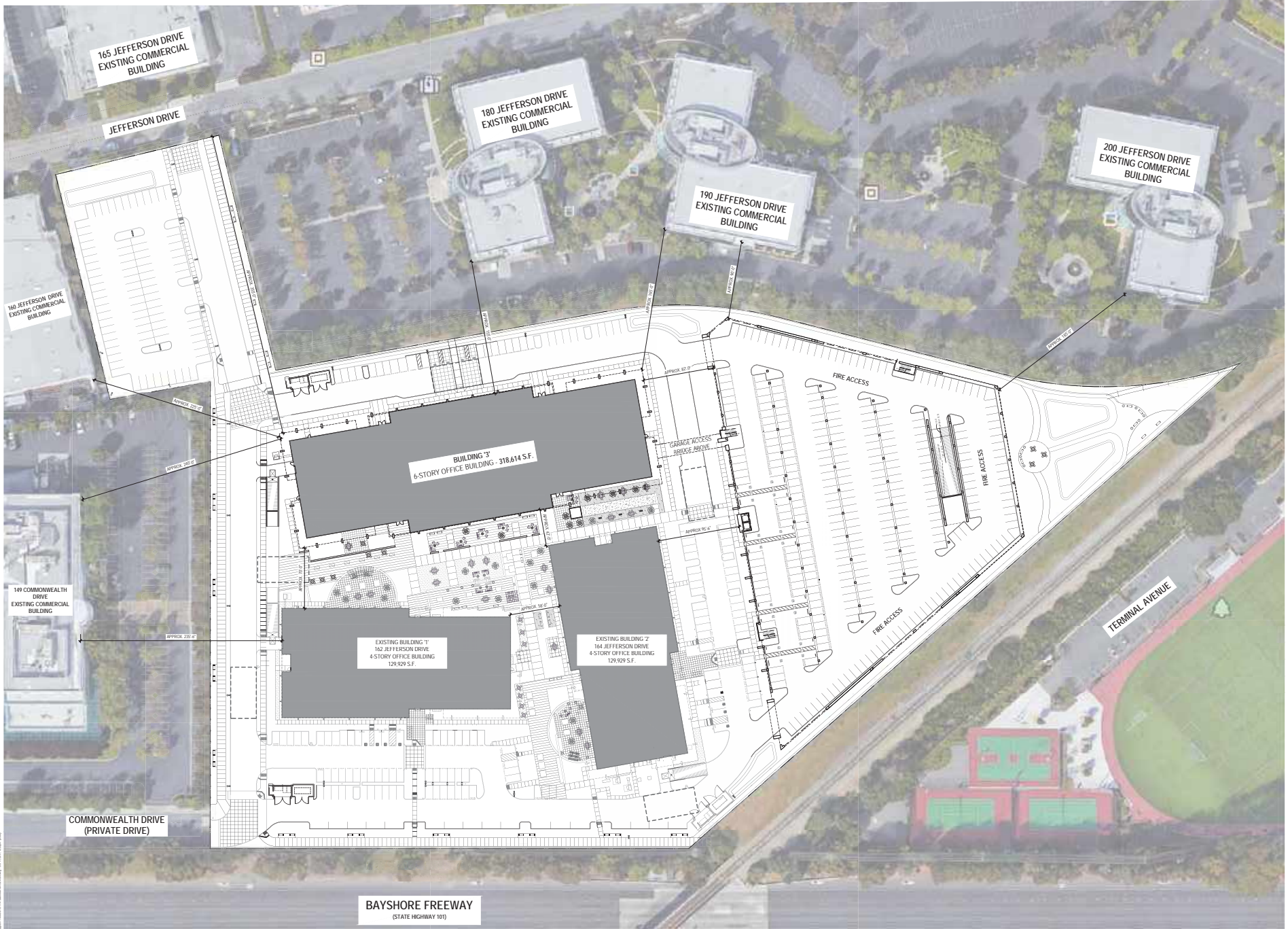
A Planning Application for:
The **SOBRATO** Organization
COMMONWEALTH BUILDING 3
MENLO PARK, CA 94052

DATE	DESCRIPTION
10.12.17	PLANNING APPLICATION

GARAGE RENDERINGS

A0.11

PROJECT NO. 164152.00



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MENLO PARK, CA 94052

DATE: 10.12.17
DESCRIPTION: PLANNING APPLICATION

AREA PLAN

HEIGHT ANALYSIS

HEIGHTS		
BUILDING 1	12029 S.F.	47'-3"
BUILDING 2	12029 S.F.	47'-3"
BUILDING 3*	37834 S.F.	99'-3"
PARKING STRUCTURE	102292 S.F.	54'-0"

AREA		
BUILDING 1	12029 S.F.	
BUILDING 2	12029 S.F.	
BUILDING 3	37834 S.F.	
PARKING STRUCTURE	102292 S.F.	
TOTAL	164184 S.F.	

*ROOF SCREEN NOT INCLUDED IN OVERALL HEIGHT CALCULATION PER MPAIC 16.4.13

WEIGHTED AVERAGE HEIGHT CALCULATION

WEIGHTED AVERAGE HEIGHT

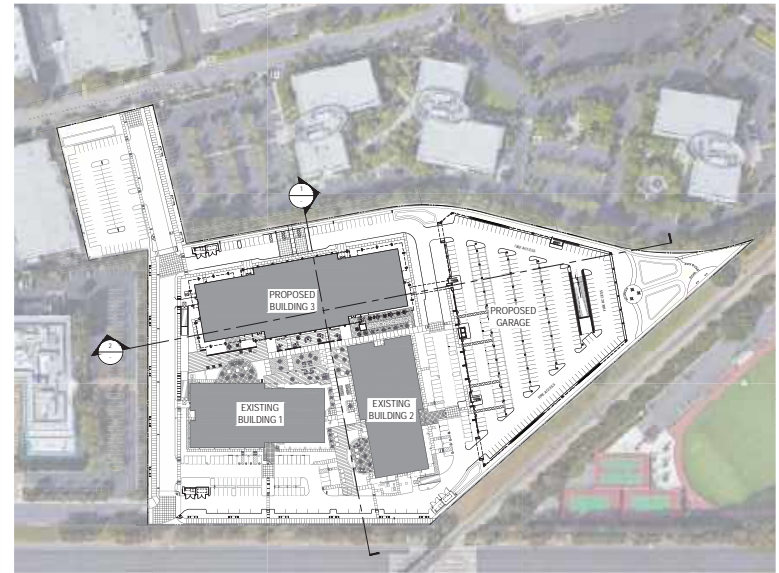
BLDG 1 AREA x HEIGHT	BLDG 2 AREA x HEIGHT	BLDG 3 AREA x HEIGHT	PARKING STRUCTURE AREA x HEIGHT
12029 x 47	12029 x 47	37834 x 99	102292 x 54
565343	565343	3745566	5523568
TOTAL AREA			
164184			
TOTAL AREA x WEIGHTED AVERAGE HEIGHT			
164184 x 75.5			
12393792			
TOTAL AREA			
164184			
WEIGHTED AVERAGE HEIGHT = 75.5			

ALLOWABLE AVERAGE HEIGHT = 75.5 (WITH SUR)

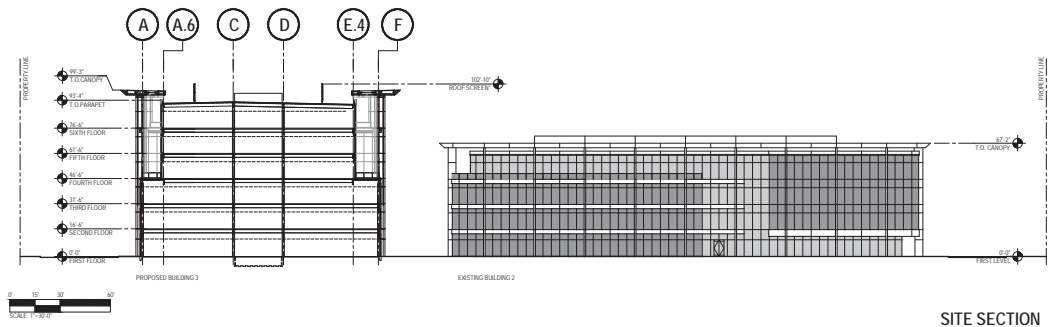
CITY OF MENLO PARK PROJECT DATA

LOCATION:		APPLICANT:	
SUBMITTAL TO BUILDING 3, 100 JOFFENSON DR., MENLO PARK, CA 94025		THE SOBARTO ORGANIZATION	
EXISTING USE:		PROPERTY OWNER:	
OFFICE		THE SOBARTO ORGANIZATION	
PROPOSED USE:		APPROPRIATE:	
OFFICE		PLANNING	
ZONING:		APPROPRIATE:	
P		PLANNING	
DEVELOPMENT CATEGORY	PROPOSED PROJECT	EXISTING DEVELOPMENT	ZONING ORDINANCE
LOT AREA	578,472 SF	578,472 SF	25,000 SF MPA
LOT WIDTH	1,228 FT	1,228 FT	100 FT MIN
LOT DEPTH	468 FT	468 FT	100 FT MIN
SETBACKS			
FRONT	100 FT	100 FT	5 FT MIN
REAR	80 FT	80 FT	15 FT MIN
SIDE (L&P)	40 FT	40 FT	10 FT MIN
DEEP (HEIGHT)	13 FT	13 FT	10 FT MIN
LOT COVERAGE	121,742 SF	10,875 SF	40-85% SF MAX
	21%	2%	30% MAX
PARK (TOTAL AREA RATES)	578,472 SF	289,236 SF	178,472 SF MAX
	100%	44%	100% MAX
TOTAL AREA OF BUILDING	578,472 SF	289,236 SF	178,472 SF MAX
HEIGHT (CALCULATED HEIGHT)	73.86 FT	67.186 FT	75.5 FT MAX
CANOPY/COVER	142,236 SF	289,236 SF	142,236 SF MAX
	25%	30%	30% MAX
PAVING	184,406 SF	281,447 SF	270,406 SF MAX
	32%	49%	40% MAX
PLANNING	1,726 SPACES	888 SPACES	1,726 SPACES MAX
DEVELOPER'S PLAN DRAWING	3.0 PER 1,000 SF OF GROSS FLOOR AREA		
SUMMARY FOOTAGE OF BUILDINGS BY FLOOR			
	BUILDING 1	BUILDING 2 & 3	
1ST	84,874 SF	31,741 SF EA	
2ND	57,075 SF	24,200 SF EA	
3RD	57,075 SF	24,200 SF EA	
4TH	62,447 SF	30,284 SF EA	
5TH	52,254 SF	N/A	
6TH	47,162 SF	N/A	
ACCESSORY BUILDINGS	N/A	N/A	

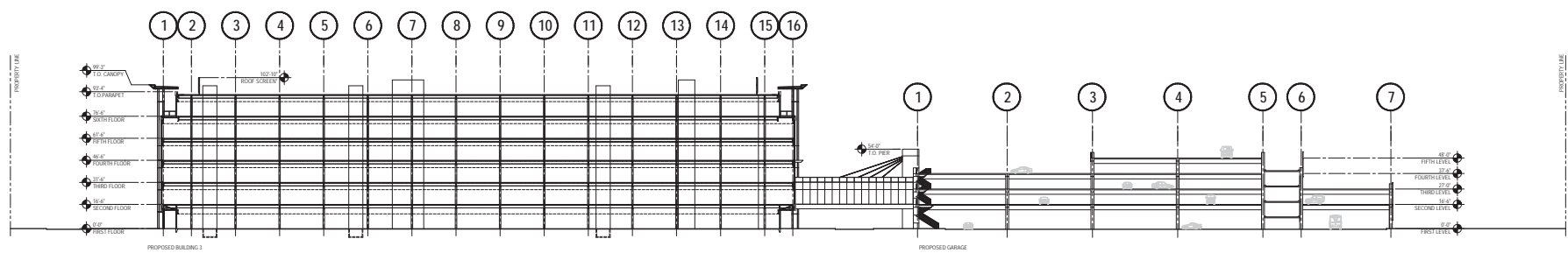
* PARCELS TO BE MERGED



REFERENCE SITE PLAN SCALE: 1"=100'



SITE SECTION 1 SCALE: 1"=30'



SITE SECTION 2 SCALE: 1"=30'

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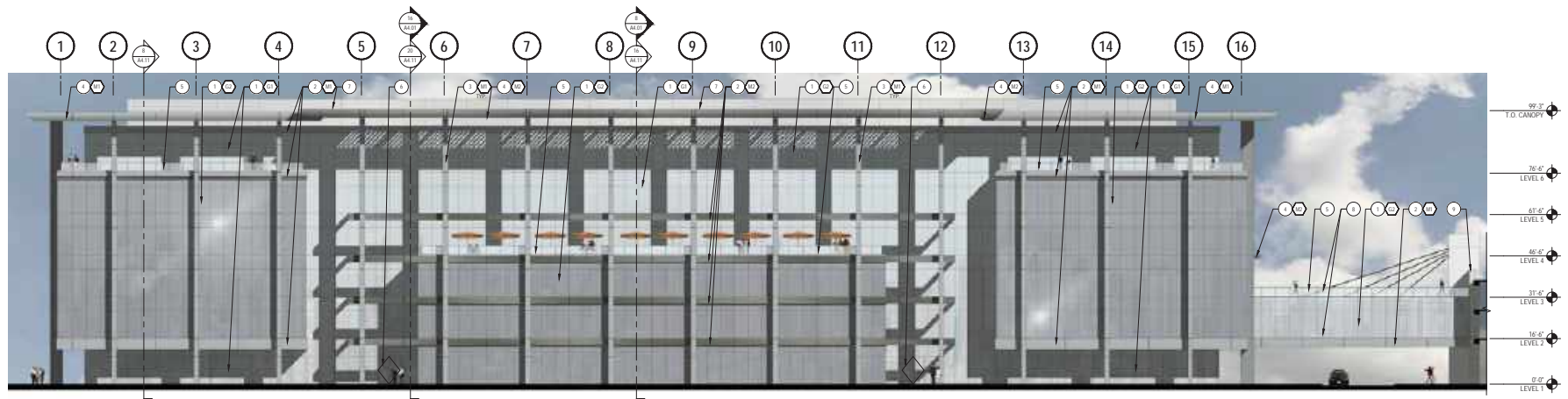
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The **SOBARTO** Organization
COMMONWEALTH BUILDING 3
MENLO PARK, CA 94052

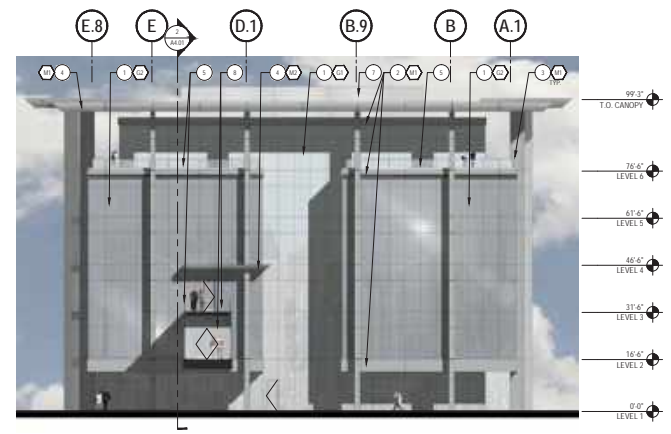
DATE: 10.12.17
DESCRIPTION: PLANNING APPLICATION

SITE SECTION AND PROJECT DATA

A1.06
PROJECT NO.: 164152.00



SOUTH ELEVATION ①
SCALE: 1/16" = 1'-0"



EAST ELEVATION ②
SCALE: 1/16" = 1'-0"

FINISH LEGEND

- ① GLAZING:
MANUFACTURER: VIBACON
COLOR: LOW TINT
- ② GLAZING:
MANUFACTURER: VIBACON
COLOR: GRAY TINT
- ③ ALUMINUM COMPOSITE METAL PANEL TO MATCH:
MANUFACTURER: BEYONDRON
SERIES: COLORBOND SOLAR
FINISH: BRIGHT SILVER METALLIC
- ④ ALUMINUM COMPOSITE METAL PANEL TO MATCH:
MANUFACTURER: CITADEL
SERIES: ENVELOPE 200
FINISH: QUARTZ ZINC NATURAL METALS

KEY NOTES

- ① INSULATED LOW E GLAZING SYSTEM IN CLEAR ANODIZED ALUMINUM FRAMES WITH BUTT GLAZED MULLIONS
- ② ALUMINUM COMPOSITE PANEL OVER METAL STUD FRAME
- ③ ALUMINUM COMPOSITE PANEL CLAD STRUCTURAL COLUMN
- ④ ALUMINUM COMPOSITE METAL CANOPY
- ⑤ TEMPERED GLAZING BALCONY GUARDRAIL
- ⑥ ENTRY DOORS
- ⑦ ROOF SCREEN
- ⑧ BRIDGE CONNECTION TO GARAGE
- ⑨ PARKING STRUCTURE. REFER TO AC2.01 AND AC2.02

*GLAZING SPECIFIED INDICATES GENERAL TONE AND COLOR. FINAL PERCEIVED COLOR AND CLARITY WILL VARY DEPENDING ON IT. INSULATED GLAZING SPECIFICATION TO BE DETERMINED AT TIME OF CONSTRUCTION DOCUMENTATION



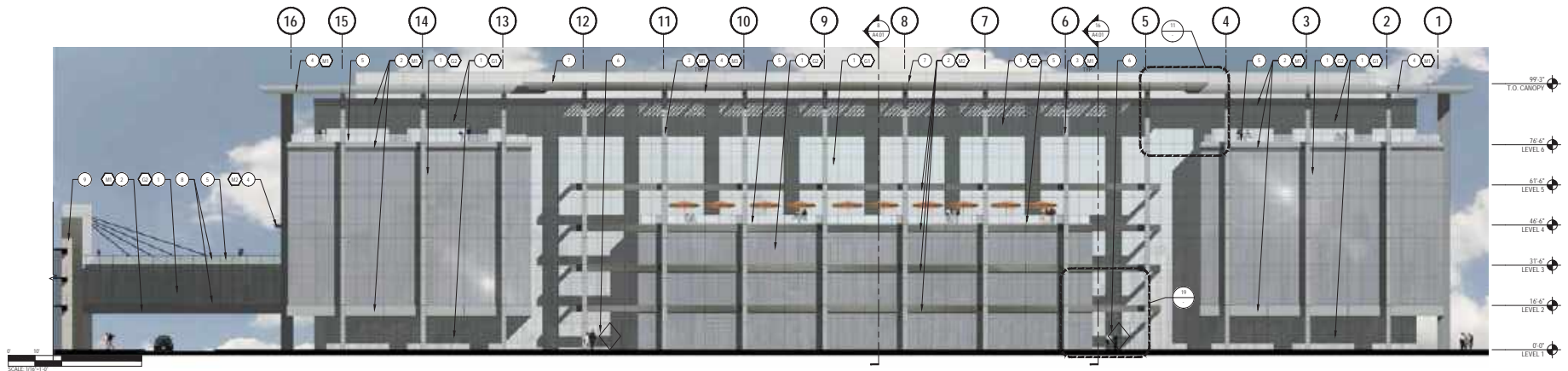
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MENLO PARK, CA 94052

DATE	DESCRIPTION
10.12.17	PLANNING APPLICATION

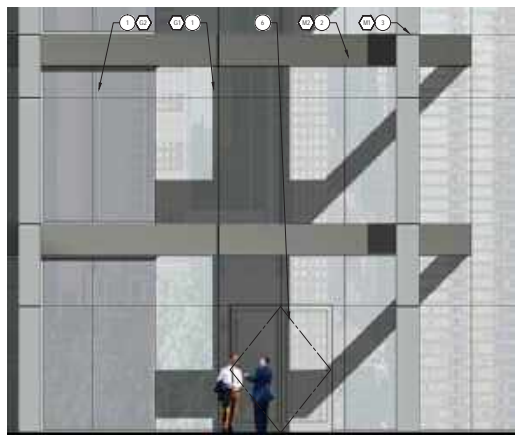
EXTERIOR ELEVATIONS

A3.01

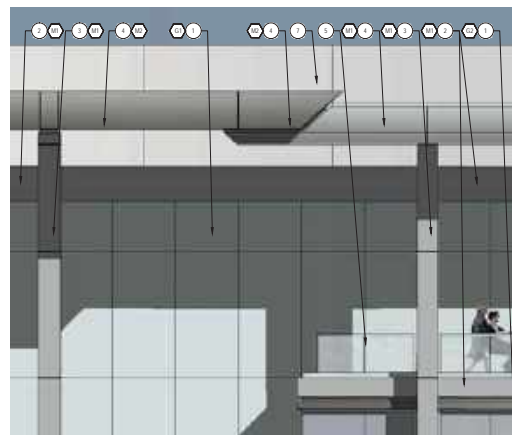
PROJECT NO. 164152.00



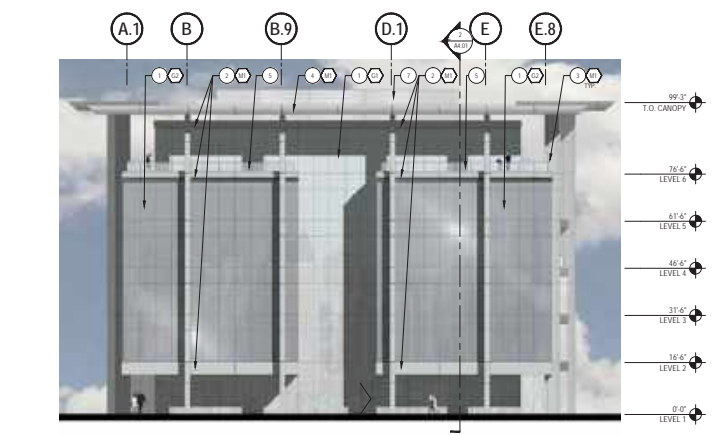
NORTH ELEVATION 1
SCALE: 1/8" = 1'-0"



ENLARGED NORTH ELEVATION DETAIL 19
SCALE: 1/4" = 1'-0"



ENLARGED NORTH ELEVATION DETAIL 11
SCALE: 1/4" = 1'-0"



WEST ELEVATION 2
SCALE: 1/8" = 1'-0"

FINISH LEGEND

- ① GLAZING:
MANUFACTURER: VIBRACON
COLOR: LOW TINT
- ② GLAZING:
MANUFACTURER: VIBRACON
COLOR: GRAY TINT
- ③ ALUMINUM COMPOSITE METAL PANEL TO MATCH:
MANUFACTURER: BEYONDRON
SERIES: COLORBOND SOLAR
FINISH: BRIGHT SILVER METALLIC
- ④ ALUMINUM COMPOSITE METAL PANEL TO MATCH:
MANUFACTURER: CITIZEL
SERIES: ENVELOPE 2000
FINISH: QUARTZ ZINC NATURAL METALS

KEY NOTES

- ① 1" INSULATED LOW E GLAZING SYSTEM IN CLEAR ANODIZED ALUMINUM FRAMES WITH BUTT GLAZED MULLIONS
- ② ALUMINUM COMPOSITE PANEL OVER METAL STUD FRAME
- ③ ALUMINUM COMPOSITE PANEL CLAD STRUCTURAL COLUMN
- ④ ALUMINUM COMPOSITE METAL CANOPY
- ⑤ TEMPERED GLAZING BALCONY GUARDRAIL
- ⑥ ENTRY DOORS
- ⑦ ROOF SCREEN
- ⑧ BRIDGE CONNECTION TO GARAGE
- ⑨ PARKING STRUCTURE. REFER TO AC2.01 AND AC2.02

*GLAZING SPECIFIED INDICATES GENERAL TONE AND COLOR. FINAL PERCEIVED COLOR AND CLARITY WILL VARY DEPENDING ON IT.
INSULATED GLAZING SPECIFICATION TO BE DETERMINED AT TIME OF CONSTRUCTION DOCUMENTATION



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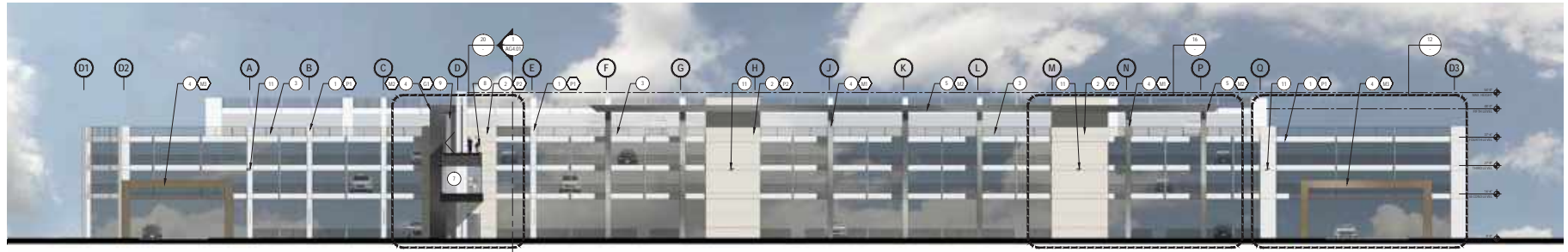
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MENLO PARK, CA 94052

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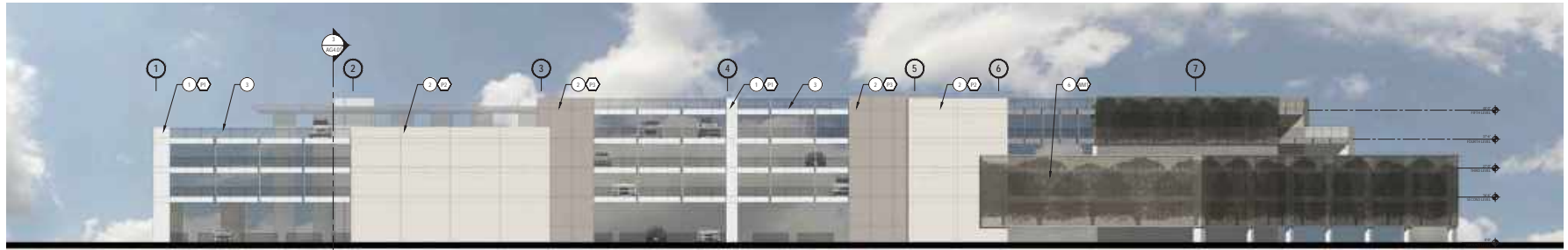
EXTERIOR ELEVATIONS

A3.02

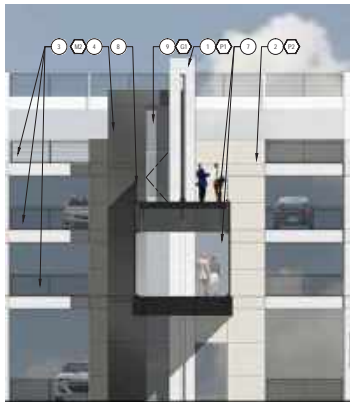
PROJECT NO. 164152.00



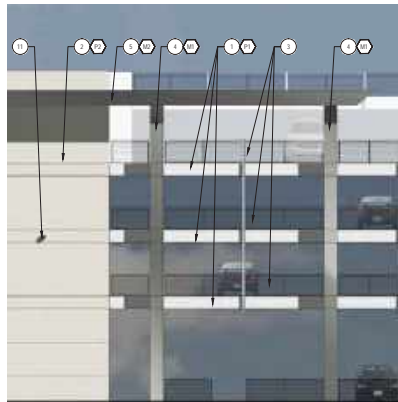
WEST ELEVATION 1
SCALE: 1/8" = 1'-0"



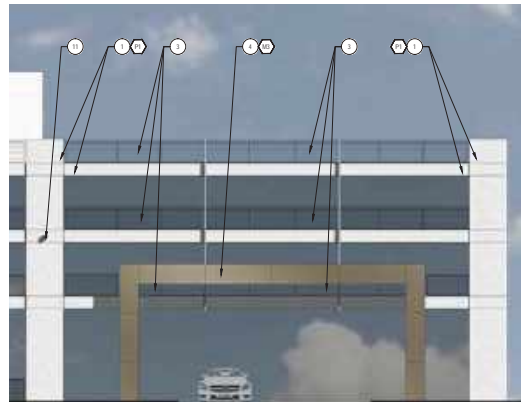
SOUTH ELEVATION 2
SCALE: 1/8" = 1'-0"



ENLARGED BRIDGE SECTION / ELEVATOR TOWER 20
SCALE: 1/8" = 1'-0"



ENLARGED CANOPY AND ELEVATOR TOWER ELEVATION 16
SCALE: 1/8" = 1'-0"



ENLARGED GARAGE ENTRY ELEVATION 12
SCALE: 1/8" = 1'-0"

KEY NOTES

- 1 CONCRETE COLUMN AND SLAB
- 2 CONCRETE WALL WITH REVEALS
- 3 CABLE GUARDRAIL
- 4 ALUMINUM COMPOSITE PANEL OVER METAL STUD FRAME
- 5 ALUMINUM COMPOSITE METAL CANOPY
- 6 MESH SCREEN WITH OAK FOREST GRAPHIC IMAGE. SEE REFERENCE RENDERING TAGS 02 AND PREVIOUS PROJECTS 6 & 10 TAGS 02
- 7 BRIDGE CONNECTION TO OFFICE BUILDING
- 8 GLASS GUARDRAIL
- 9 INSULATED LOW E GLAZING SYSTEM WITH LOW TINT GLASS IN ALUMINUM FRAMES WITH BUTT GLAZED HORIZONTAL AND VERTICAL MULLIONS
- 10 SPEED RAMP WITH MAX. 1% SLOPE
- 11 WALL MOUNTED LIGHT FIXTURE. SEE A1 02

FINISH LEGEND

<p>101 GLAZING: MANUFACTURER: VIBACON COLOR: LOW TINT</p>	<p>102 ALUMINUM COMPOSITE METAL PANEL TO MATCH MANUFACTURER: REYNOLND SERIES: COLORWELD 500L FINISH: BRIGHT SILVER BE TALLIC</p>	<p>103 ALUMINUM COMPOSITE METAL PANEL TO MATCH MANUFACTURER: CITYCELL SERIES: ENVELOPE 2000 FINISH: QUARTZ ZINC NATURAL METALS</p>	<p>104 ALUMINUM COMPOSITE METAL PANEL TO MATCH MANUFACTURER: REYNOLND SERIES: COLORWELD 500 FINISH: VANCOUVER COPPER</p>	<p>105 PAINT COLOR TO MATCH MANUFACTURER: DUNN EDWARDS COLOR: DE338 VAPOR</p>	<p>106 PAINT COLOR TO MATCH MANUFACTURER: DUNN EDWARDS COLOR: DECT4 SHADY</p>	<p>107 PAINT COLOR TO MATCH MANUFACTURER: DUNN EDWARDS COLOR: DECT9 DMP TING</p>	<p>108 WIRE MESH SCREEN WITH ART GRAPHIC TO MATCH MANUFACTURER: CASCADE ARCHITECTURAL FABRIKOR SERIES: OAK TREE FOREST GRAPHIC FINISH:</p>
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* GLAZING SPECIFIED INDICATES GENERAL TONE AND COLOR. FINAL PERCEIVED COLOR AND CLARITY WILL VARY DEPENDING ON IT'S INSULATED GLAZING SPECIFICATION TO BE DETERMINED AT TIME OF CONSTRUCTION DOCUMENTATION



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In Association with:

A Planning Application for:
The **SOBRATO** Organization
COMMONWEALTH BUILDING 3
MENLO PARK, CA 94052

DATE: 10.12.17
DESCRIPTION: PLANNING APPLICATION

GARAGE EXTERIOR ELEVATIONS

AG3.01
PROJECT NO. 164152.00



STAFF REPORT

City Council

Meeting Date:

2/13/2018

Staff Report Number:

18-040-CC

Consent Calendar:

Authorize the City Manager to enter into a contract with ICF International (ICF) to prepare an Environmental Impact Report (EIR) for the proposed approximately 260,000 square foot research and development (R&D) building at 1350 Adams Court for the amount of \$363,780 and future augments as may be necessary to complete the environmental review for the proposed project

Recommendation

Staff recommends that City Council authorize the City Manager to approve a contract with ICF International for the amount of \$363,780 and future augments as may be necessary to complete the environmental review for the Adams Court Project, located at 1350 Adams Court, based on the proposed scope and budget included as Attachment A.

Policy Issues

The proposed building at 1350 Adams Court will ultimately require the Planning Commission to consider the merits of the proposed project, including the request for bonus level development and the associated community amenities provided through the proposed project. Staff will be reviewing the proposed project and will identify policy issues for the Planning Commission to consider as part of its review of the requested land use entitlements for the project. The proposed project would not require any additional action by the City Council following approval of the EIR contract. The Planning Commission would take the final action on the project, including the EIR, consistent with the recently approved ConnectMenlo General Plan Update process. Authorizing the City Manager to enter into a contract with ICF would allow the City to conduct the environmental, fiscal, and overall entitlement review of the project proposal and does not imply an endorsement of the project. The policy implications of the project proposal are considered on a case-by-case basis, and will be informed by additional analysis as the project review proceeds.

Background

On November 28, 2017, Tarlton Properties (Project Applicant) submitted an application for a use permit, architectural control, and environmental review for a new approximately 260,000 square foot research and development (R&D) building located in the LS-B (Life Sciences, Bonus) zoning district. The project site is located in the Menlo Business Park and is 11.2 acres in area and currently is occupied by an existing two-story, 188,104 square foot R&D and warehousing building (addressed 1305 O'Brien Drive), which initially received use permit and architectural control approval from the Planning Commission in August 2015 to partially convert, expand, and architecturally update an existing warehouse and general office building into a Research and Development (R&D) and warehousing building. Subsequently in November 2016, the Planning Commission approved a use permit and architectural control request to remove a portion of the rear of the building, which was generally warehouse space. The existing building is proposed to remain and

is occupied by Pacific Biosciences.

The proposed R&D building would be located to the north of the existing building on an undeveloped portion of the project site (proposed to be addressed 1350 Adams Court). The Facebook Willow Campus project is located to the west of the project site and parcels to the east, across Adams Drive, are zoned LS-B and located within the Menlo Business Park. The parcel to the north of the site, across Adams Court, is zoned LS-B and currently contains a shipping center for UPS and R&D uses. To the south of the proposed building is the existing building at 1305 O'Brien Drive. A location map identifying the project site is included in Attachment B. The proposed R&D building would contain five floors of R&D space located above a partially submerged lower parking level. The building would also include an above grade parking garage integrated into the building. The proposal includes approximately 593 parking spaces for the proposed building at 1350 Adams Court. The project site would include 966 parking spaces for both the proposed building and the existing building. Select plan sheets from the project plans are included in Attachment C.

In December of 2016, the City Council adopted the ConnectMenlo General Plan and Zoning Ordinance Update (ConnectMenlo), which rezoned the project site from M-2 (General Industrial) to LS-B (Life Sciences, Bonus Available). The proposed project has been submitted for review under the new LS-B zoning. Staff is in the process of evaluating the proposed project for consistency with ConnectMenlo and the updated zoning ordinance.

Analysis

The proposed project requires an EIR. As part of the environmental review process, the potential impacts of the proposed project will be evaluated for consistency with the program level EIR for ConnectMenlo through an initial study. The initial study will determine areas where the proposed project is consistent with the ConnectMenlo EIR and those topic areas would not be analyzed in detail in the EIR accordingly. Further, the scope for the project EIR has been structured so the EIR would comply with the settlement agreement between the City of Menlo Park and the City of East Palo Alto regarding the EIR for ConnectMenlo. Therefore, the proposed environmental analysis will, at a minimum, include a project level transportation impact analysis and a housing needs assessment, as outlined in the settlement agreement.

In addition to complying with the settlement agreement, the project level transportation impact analysis will report the vehicle miles traveled (VMT) associated with the project for consistency with Senate Bill 743. While not required to be implemented until January 1, 2020, the project analysis will include the VMT information for reference. The transportation analysis will also use the citywide travel demand model to estimate trip distribution patterns for the project instead of the data in the City's Circulation System Assessment (CSA) which was last updated in 1999. The City's model was also used in the ConnectMenlo and Facebook Campus Expansion EIR analyses. The City's Transportation Division anticipates updating its Transportation Impact Analysis (TIA) Guidelines to include VMT and updates to the CSA in 2019 after completion of the Transportation Master Plan.

Following authorization of the contract for ICF to conduct the environmental review, ICF will prepare an initial study for the project. The initial study will be used to inform the notice of preparation (NOP), which will identify the topic areas to be studied in the project level EIR. As part of the initial stages of the environmental and entitlement analysis, City staff will determine what, if any, additional technical analyses could be required for the proposed project and set up contracts with qualified consultants or augment the contract with ICF accordingly. Staff is recommending that the City Council provide the City Manager the authority to approve future contract augmentations, if needed.

Impact on City Resources

The Applicant is required to pay all Planning, Building and Public Works permit fees, based on the City's Master Fee Schedule, to fully cover the cost of staff time spent on the review of the project. The applicant is also required to bear the cost of the associated environmental review and fiscal analysis. For the environmental review and fiscal analysis, the applicant deposits money with the City and the City pays the consultants.

Environmental Review

An Initial Study and EIR will be prepared for the proposed project. The EIR will utilize the program level EIR prepared for the ConnectMenlo General Plan and Zoning Ordinance Update and focus the project level EIR accordingly.

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. EIR Scope and Budget Proposal from ICF International
- B. Location Map
- C. Project Plans (Select Sheets)

Report prepared by:

Kyle Perata
Senior Planner

Report reviewed by:

Mark Muenzer
Assistant Community Development Director

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February 2, 2018

Kyle Perata, Senior Planner
City of Menlo Park Community Development Department
701 Laurel Street
Menlo Park, CA 94025

SUBJECT: Proposal to Conduct CEQA Review for the Lot 3 North – 1350 Adams Court Project (rev. 1)

Dear Mr. Perata:

ICF Jones & Stokes, Inc. (hereafter referred to as ICF) is pleased to present this scope and budget to prepare an Initial Study and Environmental Impact Report (EIR) for the proposed Lot 3 North – 1350 Adams Court Project (hereafter referred to as the Project). This scope of work reflects the proposed Project information provided to ICF by Menlo Park staff, knowledge of the area, and prior experience with similar projects within Menlo Park. We offer a team of highly skilled environmental professionals who are familiar with the City and will produce legally defensible and comprehensive CEQA documentation allowing the Project to be developed as expeditiously as possible. Our experience on several projects in the City allows our staff to respond quickly to your needs.

The Project site is located at 1350 Adams Court on the northern portion Lot 3, which is part of the Menlo Park Labs campus. The Project Sponsor would construct a new 260,000 square-foot (sf) building for life science uses. Parking would be provided in both podium-level and above-grade garages integrated into the building complex and reserved for the tenants of the new building, along with some parking dedicated to PacBio employees. The proposed building would be composed of three five-story modules offset from each other. Access to the Project site would be provided via Adams Drive and Adams Court, with a potential future public connection through the Facebook property to the west.

This scope of work reflects recent conversations and provides a solid launching point to move through the environmental review process efficiently, thoughtfully, and diligently. As demonstrated in our proposal, ICF has formed a team of expert internal staff and includes subconsultants to successfully and efficiently provide environmental services for the City. The proposed team includes Keyser Marston and Associates (Housing Needs Assessment), Hexagon (Transportation), and Bay Area Economics (Fiscal Impact Analysis).

This proposal is valid for a period of 90 days, at which time ICF reserves the right to revise the contents or extend the validity date, if needed. If selected to conduct the CEQA review, ICF respectfully reserves the right to negotiate contract terms similar to those we negotiated with the City in previous contracts. Please feel free to contact Kirsten Chapman at 415.537.1702 or kirsten.chapman@icf.com. We look forward to working with you on this project.

Sincerely,



Trina L. Prince-Fisher
Contracts Administrator

Attachments

- A. Budget
- B. Schedule
- C. Keyser Marston and Associates (Housing Needs Assessment)
- D. Hexagon (Transportation)
- E. Bay Area Economics (Fiscal Impact Analysis)



A. Firm Profile

Founded in 1969, ICF is a leading global professional services firm that provides consulting and implementation services addressing today's most complex management, technology, and policy challenges. Our work is primarily focused in four key markets: environment and infrastructure; energy and climate change; health, human services, and social programs; and homeland security and defense. Our environmental practice provides services in environmental planning, land use planning, regulatory compliance, regulatory implementation, natural resources, and supporting environmental review. Our full-time professional staff includes environmental compliance experts, land-use and natural resource planners, wildlife and fisheries biologists, plant and wetland biologists, watershed planners, restoration experts, archaeologists, architectural historians, community affairs experts, attorneys, engineers, and information technologists. With more than 4,500 employees on six continents, we combine passion for our work with industry and technical expertise to protect and improve the quality of life.

ICF is a recognized leader in California Environmental Quality Act (CEQA) compliance, having prepared thousands of environmental impact studies and related documents since the founding of the former Jones & Stokes. Bob Jones, one of the founders of Jones & Stokes, was instrumental in drafting the legislation that ultimately became CEQA in California. Shortly thereafter, Bob joined fellow biologist Jim Stokes to form Jones & Stokes, which rose to prominence in the fields of environmental planning and natural resources management. By the time it was acquired by ICF in 2008, Jones & Stokes was one of the most well-known and well-respected firms providing NEPA and CEQA compliance services in the Bay Area and throughout the west. Although we are able to draw expertise from all west coast offices, we will service the Project primarily by our San Francisco office.

B. Key Personnel and Project Experience

We offer unique advantages with our local knowledge and experience with issues important to the City of Menlo Park (City). This deep local knowledge and familiarity with City staff and practices directly relates to enabling us to deliver high-quality environmental support by understanding the nuances of your needs.

We understand the issues important to City staff as well as members of the public and, using our relevant experience on City projects, can anticipate these needs and keep projects on schedule and budget.

Similar to our project management team on previous Menlo Park projects, Rich Walter will serve as Senior Advisor, Erin Efner as Project Director, and Kirsten Chapman as Project Manager. In addition, ICF will team with Keyser Marston and Associates (Housing Needs Assessment), Hexagon (Transportation), and Bay Area Economics (Fiscal Impact Analysis). Please refer to Appendices C through F.

ICF has a long reputation as a leader in the preparation of documents on development, infrastructure, and transportation projects throughout the Bay Area. A list of relevant work is presented below. This is not an exhaustive list of projects completed by ICF on the peninsula/in the Bay Area; additional project information is available upon request.

- Facebook Campus Expansion Project EIR and EIR Addendum—City of Menlo Park



- Menlo Park Facebook Campus Project EIR and EIR Addendum—City of Menlo Park
- Commonwealth Corporate Center EIR—City of Menlo Park
- Middle Plaza Project at 500 El Camino Real—City of Menlo Park
- 1300 El Camino Real Project—City of Menlo Park
- City Place Santa Clara EIR—Related Santa Clara (Related), Santa Clara
- SF Giants Mission Seawall Lot 337/Pier 48 EIR—Seawall Lot 337 Associates LLC
- Burlingame Point Project EIR Addendum —City of Burlingame

C. Project Understanding and General Approach

ICF has reviewed the information provided by the City and Tarlton Properties (Project Sponsor). Based on our review of project materials and experience with similar projects, we understand that an Initial Study, followed by a focused EIR is needed. The project understanding and the general approach is discussed below.

Project Understanding

The Project site is located at 1350 Adams Court on the northern portion Lot 3, which is part of the Menlo Park Labs campus. The site is currently undeveloped and bounded by Adams Court to the north, Adams Drive to the east, the PacBio building to the south, and a Facebook property to the west. Under the City's revised General Plan, the Project site was rezoned as an LS-B district. The Project Sponsor would construct a new 260,000 square-foot (sf) building for life science research and design (R&D) uses. Parking would be provided in both podium-level and above-grade garages integrated into the building complex and reserved for the tenants of the new building, along with some parking dedicated to PacBio employees. The proposed building would be composed of three five-story modules offset from each other. The east end of the proposed building would be setback from the Adams Court/Adams Drive intersection in order to provide a patio and outdoor deck on the second level. Access to the Project site would be provided via Adams Drive and Adams Court, with a potential future public connection through the Facebook property to the west. The Project proposes a bonus level development and seeks a conditional use permit.

General Approach

ConnectMenlo, which updated the City's General Plan Land Use and Circulation Elements and the M-2 Area, was approved on November 29, 2016. This serves as the City's comprehensive and long-range guide to land use and infrastructure development. ConnectMenlo assumed an increase in net new development of up to 2.3 million square feet of non-residential uses, up to 4,500 residential uses, and up to 400 hotel rooms. The Project site is within the M-2 Area and is within the parameters of the ConnectMenlo assumptions.

Because of the long-term planning horizon of ConnectMenlo, the ConnectMenlo EIR was prepared as a program EIR, pursuant to Section 15168 of the CEQA Guidelines. Once a program EIR has been certified, subsequent activities within the program must be evaluated to determine whether additional



CEQA review needs to be prepared. However, if the program EIR addresses the program's effects as specifically and comprehensively as possible, subsequent activities could be found to be within the program EIR scope, and additional environmental review may not be required (CEQA Guidelines Section 15168[c]). When a program EIR is relied on for a subsequent activity, the lead agency must incorporate feasible mitigation measures and alternatives developed in the program EIR into the subsequent activities (CEQA Guidelines Section 15168[c][3]). If a subsequent activity would have effects that are not within the scope of a program EIR, the lead agency must prepare a new Initial Study leading to a Negative Declaration, a Mitigated Negative Declaration, or an EIR. The ConnectMenlo Program EIR will serve as the first-tier environmental analysis for the Project.

On December 5, 2017, the City Council approved the proposed settlement agreement between the City of Menlo Park and the City of East Palo Alto to resolve the litigation regarding ConnectMenlo. The key terms of the settlement agreement are reciprocal: environmental review for future development projects, traffic studies, fair share mitigation impact fees, trip cap projects, and study of the multiplier effect. The settlement agreement will serve to inform the scope of the analysis for several topics in the EIR and provide guidance on the requirements for the Project's Housing Needs Assessment (HNA), as discussed in Attachment C.

Based on the requirements outlined in Section 15168 of the CEQA Guidelines, an Initial Study will be prepared to disclose relevant impacts and mitigation measures covered in the ConnectMenlo EIR and discuss whether the Project is within the parameters of the ConnectMenlo EIR. This will scope out several topics from further evaluation. Subsequent to the Initial Study, a Focused EIR will be prepared for the impacts that need further discussion and/or mitigation beyond those analyzed in the ConnectMenlo EIR. This is discussed in more detail below.

D. Scope of Work

Task 1. Project Initiation

The CEQA documentation effort will be initiated by discussing key issues, reviewing completed environmental documents, planning data collection efforts including a site visit, and refining the schedule for completion of individual tasks. At the outset of the CEQA process, ICF will meet with City of Menlo Park staff, the Project Sponsor team, and the traffic subconsultants. At this meeting, the team will:

- Discuss data needs to complete the Initial Study/EIR.
- Confirm procedures for contacting the Project Sponsor team, City staff, and public agencies.
- Review and agree on schedules and deadlines.
- Summarize the next steps, including the NOP, Initial Study, scoping, draft Project Description, and the EIR.
- Discuss in more detail how to apply ConnectMenlo and determine which mitigation measures would apply.
- Discuss City preferences regarding Initial Study/EIR format and organization.



- Discuss CEQA baseline and cumulative projects.
- Outline Alternatives.

This task also assumes a thorough site reconnaissance to be conducted by key EIR preparers.

Deliverables

- Data needs request for the City and Project Sponsor
- Revised schedule

Task 2. Initial Study/EIR Project Description

ICF will prepare the Project Description based on discussions with Project Sponsor team, input from City staff, site visit, data needs responses, and review of the Project application, plan set, and supplemental reports. A clear and accurate Project Description is essential to the analysis. Based on discussions with City staff and on the Project Sponsor's application and plans, ICF will prepare a Project Description for both the Initial Study and the EIR that will incorporate the following topics:¹

- Project Overview and Background
- Project Site Location
- Project Objectives
- Project Characteristics by including:
 - Relationship to ConnectMenlo
 - Site plan
 - Development districts and uses
 - Employment levels
 - Site access, circulation, and parking
 - Transportation Demand Management (TDM) Program
 - Campus design, architectural themes, massing, building design, potential sustainable design features, and materials
 - Amenities such as landscaping, lighting, signage, courtyards, and gathering spaces
 - Utilities
 - Recycling and Waste
- Phasing and Construction Scenario
- Project Approvals and Entitlements

The Project Description will be submitted to the City for review. Following receipt of comments, ICF will then revise the Project Description based on City comments and additional data needs responses from the Project Sponsor. This revised version of the Project Description will be included in the Initial Study.

Deliverables

- Electronic copies of the draft Project Description in MS Word and Adobe PDF format

¹ Assumes that data needs outlined in ICF's data request have been fulfilled.



Task 3. Initial Study

In the Initial Study, ICF will disclose each of the CEQA environmental topics to determine which would require additional discussion in the focused EIR, and which would present no change from what was previously analyzed in the ConnectMenlo EIR. For consistency with other City documents, the Initial Study will follow a similar format as the CEQA checklists for the 1300 El Camino Real Project and the 500 El Camino Real Project.

The discussion below presents our initial approach as to the level of detail needed in the Initial Study. Please note that this is based on our initial, brief review of Project materials and ConnectMenlo only. It could be determined during the preparation of the Initial Study that topics listed below should be evaluated in the focused EIR (rather than the Initial Study). If that occurs, our scope and budget will be adjusted accordingly.

- **Aesthetics** – Aesthetic impacts were determined to be less than significant in the ConnectMenlo Draft EIR. The Project would include increased development intensity; therefore, the buildings would have more mass, bulk, height, lighting, and/or glare, resulting in potentially greater visual impacts. Upon receipt of site plans, building elevations, and/or visual simulations (if available) prepared by the Project Sponsor, ICF will determine whether the Project would result in additional aesthetics impacts than what was analyzed in the ConnectMenlo EIR. However, based on existing receptors, it is not expected that impacts would be greater than those previously analyzed.
- **Agricultural and Forestry Resources** – No agricultural or forestry resources currently exist at the Project site. Therefore, no impacts would occur.
- **Air Quality** – It is anticipated that all of the air quality topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).
- **Biological Resources** – The Project site is within an urban setting and is bordered on all sides by the Menlo Park Labs campus and industrial/warehousing uses. Although the Project site is near the Bay and the Don Edwards San Francisco Bay National Wildlife Refuge, it is separated by State Route 84 and, therefore, is not expected to have an impact on special-status species inhabiting these areas. The Project site is currently undeveloped and is mostly covered in dirt, loose vegetation, and concrete paving. However, mature trees line the northern portion of the Project site, along Adams Court, which could provide habitat for nesting birds. The Initial Study would consider potential impacts to nesting birds during construction and would apply standard mitigation measures outlined in the ConnectMenlo EIR.
- **Cultural Resources** – The Project area was undeveloped until 1983 and is unlikely to contain historic buildings. Therefore, the need for documenting and evaluating historic built resources, as outlined in the ConnectMenlo EIR Mitigation Measure CULT-1, is not anticipated. The Project would likely result in the same amount and location of ground disturbance as what was assumed in the ConnectMenlo EIR. Thus, the findings of the ConnectMenlo EIR will be reviewed to assess the potential for encountering archaeological resources, paleontological resources, and/or human



remains at the Project site. It is anticipated that the magnitude of potential impacts for the Project would not change relative to the ConnectMenlo EIR and the same mitigation measures would apply. These standard mitigation measures would be referenced in the Initial Study.

- **Geology and Soils** – It is expected that construction of the proposed new buildings would have the same impacts related to geology and soils as previously analyzed in the ConnectMenlo EIR. Construction of the new buildings is expected to adhere to the California Building Code and associated recommendations and no additional impacts would result. The Initial Study would evaluate the geohazard risks specific to the Project site using the Geotechnical Report from the Project Sponsor.
- **Greenhouse Gas Emissions (GHG)** – It is anticipated that all of the GHG topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).
- **Hazards and Hazardous Materials** – Construction and implementation of the Project would not create a significant hazard to the public or environment. The Project would likely not result in increased impacts compared to the ConnectMenlo EIR and the same mitigation measures would apply to mitigate the hazardous material impacts to a less-than-significant level. The previous analysis will be referenced here and a determination will be made as to whether the new Project would result in additional impacts.
- **Hydrology and Water Quality** – As stated above, the Project site is mostly covered in dirt, loose vegetation, and concrete paving. Therefore, construction of a new building would increase impervious surfaces and result in a reduction of stormwater runoff quality, which could result in drainage and localized flooding problems. The analysis will consider how the change in building footprints and impervious surfaces compare to existing conditions would affect peak flow rates. Although development intensity would increase at the Project site, it is expected that the same hydrology impacts as analyzed in the ConnectMenlo EIR would occur. To analyze impacts specific to the Project site, ICF will review technical information received from the Project Sponsor, such as hydrology or drainage reports.
- **Land Use** – The land use and policy impacts are expected to be similar as those previously analyzed. The revised General Plan designated the Project site as an LS-B district and the zoning ordinance allows up to 1.25 FAR (plus 10 percent commercial use) and 110-foot maximum height with community benefits. The proposed 5-story structure, plus the existing PacBio building, would have a combined floor area of 448,139 sq. ft. at 0.91 FAR. The Project would be consistent with the General Plan and would comply with existing zoning and building requirements. It is not expected that additional physical environmental impacts would result beyond what was previously evaluated in the ConnectMenlo EIR.
- **Mineral Resources** – No mineral resources currently exist at the Project site. Therefore, no impacts would occur.
- **Noise** – Due to the development intensity at the Project site, the Project could result in greater noise levels compared to existing conditions. Increased development could result in a longer construction period, additional traffic, and more onsite activity during operation. ICF will address



exposure of existing noise sensitive land uses to noise and vibration associated with construction activity. The discussion of construction noise and vibration impacts will mostly rely on the analysis in the ConnectMenlo EIR, and will include applicable mitigation measures from the ConnectMenlo EIR that would be required for the proposed Project. In addition, ICF will discuss exposure of existing noise sensitive land uses to operational noise from the Project site (mechanical equipment, parking lots, loading docks, etc.) and apply mitigation measures from the ConnectMenlo EIR, as needed. These topics will be scoped out from further review in the EIR. However, traffic patterns resulting from the project could be different from what was disclosed in the ConnectMenlo EIR. Thus, the volume of traffic from the project on adjacent roadways may be different from the assumptions used in the ConnectMenlo EIR. Therefore, traffic-related noise will not be scoped out and will be reviewed in more detail in the EIR (see Task 5, below).

- **Population and Housing** – As discussed above, one of the key terms of the settlement agreement between the City of Menlo Park and the City of East Palo Alto is that an HNA will be prepared when the preparation of an EIR is required. It is anticipated that all of the population and housing topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).
- **Public Services and Utilities** – As stated above, the Project would intensify uses at the site compared to existing conditions and would introduce new onsite employees as well as additional demand for services and utilities. ICF will estimate the Project-generated demand for public services and utilities based on existing operational standards. Compared to the analysis in the ConnectMenlo EIR, the Project is not expected to trigger the need for new or expanded public service facilities or utilities. This scope of work anticipates that the land use assumptions in the Water Supply Evaluation (WSE) Study prepared for ConnectMenlo were conservative. ICF will document the Project's compliance with zoning requirements. It is anticipated that a Water Supply Assessment (WSA) will be prepared for the Project and provided to ICF for inclusion in the EIR, rather than in the Initial Study (see Task 5, below). In addition, the Initial Study will discuss and evaluate the existing water flow issue for fire pressure in the area.
- **Transportation and Traffic** – It is anticipated that all of the transportation topics will be discussed in the EIR, rather than in the Initial Study (see Task 5, below).

ICF will submit the draft Initial Study to the City, edit the Initial Study based on one round of comments, and release the Final Initial Study. Additional rounds of review are not assumed in this scope of work.

Deliverables

- Electronic copies of the draft Initial Study in MS Word and Adobe PDF format
- Electronic copies of the revised (final) Initial Study that incorporates comments from the City and Project Sponsor in MS Word and Adobe PDF format



Task 4. Draft and Issue Notice of Preparation/Scope Definition

Concurrent with the finalization of the Initial Study, ICF will prepare the Notice of Preparation (NOP) for City staff review. Upon receipt of NOP comments, ICF may need to refine the scope of work based on discussions with staff (if necessary).

- **Draft and Issue Notice of Preparation.** An NOP will be prepared by ICF for City staff review. The NOP would include a description of the Project, a description and map of the Project location, the probable environmental effects of the Project, and the intersections to be analyzed in the EIR. The scope assumes that one draft and one final NOP will be prepared. The scope also assumes that ICF will distribute the final NOP and Notice of Completion (NOC) to the State Clearinghouse and that the City will distribute the NOP the County Clerk (for posting) and oversee mailing to other interested parties and public agencies. The final Initial Study would be circulated with the NOP as an attachment.
- **Public Scoping.** ICF will attend and present at one scoping meeting (held as part of a regular Planning Commission meeting) and record comments received during the meeting. The principle objective of this scoping meeting will be to confirm or revise the list of critical environmental issues and the range of alternatives to be examined in the EIR.
- **Revised Scope of Work.** As a result of discussion at the project initiation meeting, public scoping meeting, and responses to the NOP, ICF will revise the scope of work for consideration by City staff, if necessary. The revised scope of work will fine-tune the data collection activities, refine impact methodologies and assumptions (e.g., number of locations for traffic counts, noise measurements, etc.), adjust significance criteria for key environmental and neighborhood issues, and affirm or revise expectations about the preparation process, schedule, and products. Additionally, topics that were originally scoped out in the Initial Study may need to be analyzed further in the EIR. Accordingly, in consultation with City staff, a revised scope of work and budget may be prepared as part of this task. This would be submitted as a budget amendment.

Deliverables

- Electronic copies of draft NOP in MS Word and Adobe PDF format
- Electronic copies of the final NOP in MS Word and Adobe PDF format
- Fifteen hard copies of the final NOP to the State Clearinghouse

Task 5. Administrative Draft EIR

As discussed above, the Project site is within the ConnectMenlo area. Since the Project's site plan and development parameters are consistent with ConnectMenlo, the programmatic ConnectMenlo EIR is applicable to the Project. In accordance with Section 15168 of the CEQA Guidelines, the Draft EIR will be limited to those effects that: have planned characteristics that are substantially different from those defined in the ConnectMenlo EIR, require additional mitigation measures, or have specific impacts not



evaluated in sufficient detail in the ConnectMenlo EIR. The purpose of this task is to prepare the focused Administrative Draft EIR. Based on initial review, we anticipate that the Initial Study (as outlined above) will scope out all topics but the following: Air Quality, Greenhouse Gas Emissions, Noise, Population and Housing, and Transportation and Traffic.

This task will synthesize background information for use in the existing setting, evaluate changes to those baseline conditions resulting from implementation of the Project to identify significant impacts, and identify mitigation measures to reduce potentially significant impacts to a less-than-significant level.

The ICF team will collect the information necessary to define baseline conditions in the Project area. We anticipate that baseline conditions will reflect the conditions at the time of the NOP release. ICF will also refer to the ConnectMenlo EIR and other EIRs prepared for projects in the area for applicable background data, impact areas, and mitigation measures.

The analysis will be based on standard methodologies and techniques, and will focus on the net changes anticipated at the Project site. The text will clearly link measures to impacts and indicate their effectiveness (i.e., ability to reduce an impact to a less-than-significant level), identify the responsible agency or party, and distinguish whether measures are proposed as part of the Project, are already being implemented (such as existing regulations), or are to be considered. This approach facilitates preparation of the Mitigation Monitoring and Reporting Program (MMRP) that follows certification of an EIR, as discussed in more detail under Task 12, below.

The Administrative Draft EIR will also incorporate the alternatives and other CEQA considerations described in Task 6 (below). It is envisioned that the City's initial review of the document will consider content, accuracy, validity of assumptions, classification of impacts, feasibility of mitigation measures, and alternatives analyses. Because the impacts and mitigations are subject to revision based on staff review of the Administrative Draft EIR, the Executive Summary will be prepared only for the Screencheck Draft. The following task descriptions summarize the data to be collected, impact assessment methodologies to be used, and types of mitigation measures to be considered, by environmental issue.

Impacts Requiring No Further Analysis

Section 15128 of the CEQA Guidelines states, "An EIR shall contain a statement briefly indicating the reasons that various possible significant effects of a project were determined not to be significant and were therefore not discussed in detail in the EIR." The issues scoped out in the Initial Study will be briefly summarized. As previously discussed, it is anticipated that a WSA will be prepared for the Project and provided to ICF for inclusion in the EIR. This section will briefly summarize the conclusions in the WSA.

In addition, it is anticipated that traffic noise will be discussed in this chapter. While impacts from traffic-related noise could be less than significant, necessary traffic data will likely not be available before the release of the Initial Study and, as such, this topic will be evaluated in the EIR. For the purposes of this scope, it is assumed that traffic noise will not result in significant impacts and, therefore, would not be analyzed in detail in its own chapter of the EIR. Specifically, our scope assumes that ICF noise



specialists, along with the traffic consultants, will compare roadway segment volumes for the Project with what was assumed in the ConnectMenlo EIR. If there is no change, or if project-generated traffic volumes do not exceed what was assumed in ConnectMenlo EIR, then no additional analysis would be necessary. However, if the Project would result in a higher volume of traffic on any studied roadway segment, then additional analysis would be necessary. Our scope assumes that no more than four segments would experience changes to volumes. For those roadway segments, existing traffic noise conditions in the Project area will be modeled using the FHWA Traffic Noise Model (TNM) version 2.5 and traffic data to be provided by Hexagon. The analysis will implement all relevant mitigation measures from the ConnectMenlo EIR to reduce the potential traffic noise impacts to less-than-significant. This scope of work and budget assumes that the analysis tier off the analysis in the ConnectMenlo EIR; any potential for project-specific traffic noise impacts beyond what was previously analyzed will require additional work and a budget amendment will be issued at that time.

Air Quality

ICF will prepare an analysis of air quality impact for the Project consistent with all applicable procedures and requirements of the Bay Area Air Quality Management District (BAAQMD) and based on the findings and mitigation measures from the ConnectMenlo EIR. The air quality analysis will focus on the criteria pollutants of greatest concern in the San Francisco Bay Area Air Basin (SFBAAB) that will be generated by construction and operation of the Project. Those pollutants include ozone precursors (reactive organic gases [ROGs] and oxides of nitrogen [NOX]), carbon monoxide (CO), and inhalable particulate matter (PM10 and PM 2.5). ICF air quality specialists will prepare an air quality analysis describing existing air quality conditions, the Project's impacts to air quality, and mitigation measures (including those recommended and required by the BAAQMD designed to reduce the significance of Project-related air impacts).

ICF will identify significant impacts using the BAAQMD's thresholds of significance, California Environmental Quality Act: Air Quality Guidelines. We will describe the air quality thresholds used to identify significant impacts based on the BAAQMD's Air Quality Guidelines, as well as the methodology used to estimate Project-related emission impacts.

Consistent with ConnectMenlo Mitigation Measure AQ-2b2 for projects that exceed the BAAQMD land use screening level sizes, ICF will quantify criteria air pollutant emissions associated with Project construction, even though the combined square footage of the Project is not anticipated to exceed the corresponding screening size of 277,000 square feet. As discussed below, construction emissions will be required for the health risk assessment (HRA) during construction. As such, we will quantify construction-related emissions of ROG, NOX, CO, PM10, and PM2.5 based on the CalEEMod model and construction data (i.e., anticipated construction schedule and equipment) for the Project provided by the Project Sponsor. Where Project-specific data is unavailable, ICF will use default values from CalEEMod. The analysis will address construction-related mitigation measures required by BAAQMD (and as required by ConnectMenlo Mitigation Measure AQ-2-b1), including adherence to BAAQMD rules and regulations.



Estimated construction emissions will then be compared to the BAAQMD's construction emission thresholds to determine the Project's significance for construction activities.

Consistent with ConnectMenlo Mitigation Measure AQ-2b2, potential Project construction-related impacts will be evaluated, including an assessment of increased health risks on sensitive receptors during construction. As such, ICF will prepare a detailed health risk assessment (HRA) to estimate potential health risks associated with the Project. The detailed HRA will evaluate construction-related health risks to existing sensitive receptors near the Project site. ICF will coordinate with BAAQMD staff to verify the emission sources evaluated, methodology, and models used in the HRAs to estimate emissions, sensitive receptor exposure, and health risks. The HRA will be consistent with methodologies and procedures recommended by the Office of Environmental Health Hazard Assessment (OEHHA), as well as the BAAQMD in their Recommended Methods for Screening and Modeling Local Risks and Hazards guidance document and California Air Pollution Control Officers Association in their Health Risk Assessments for Proposed Land Use Projects guidance document.

Consistent with ConnectMenlo Mitigation Measure AQ-2a for projects that exceed the BAAQMD land use screening level sizes, ICF will quantify criteria air pollutant emissions associated with Project operations, because the combined square footage of the Project's office building and parking structure may exceed the corresponding screening level of 346,000 square feet. ICF will use the traffic data from the transportation analysis (i.e., trip generation rates) and the CalEEMod model to estimate operational emissions from Project-related vehicle emissions. Motor vehicle emission estimates will be based on motor vehicle activity (number of trips, trip length) estimated by the traffic analysis prepared by the transportation engineers. Emissions of ROG, NOX, CO, PM10, and PM2.5, will be estimated using traffic data prepared for the Project and the CalEEMod model. Operational emissions associated with area sources (i.e., landscaping, residential heating, and consumer products) and stationary sources (i.e. routine generator testing) will also be estimated with the CalEEMod model.

For the assessment of CO impacts, data from the Project's transportation analysis will be reviewed to determine the need for localized CO modeling, consistent with the BAAQMD's CO screening procedures. In the event the screening analysis indicates a quantitative CO analysis is necessary, we will use the CALINE4 model and the latest version of ARB emission factors (EMFAC2017) to estimate CO concentrations at key intersections analyzed in the transportation analysis. CO concentrations at up to 3 intersections per project will be evaluated under existing, interim, (with and without implementation of the Project), and build-out conditions (with and without implementation of the Project). CO impacts will be assessed by evaluating whether the Project meets the ambient air quality requirements for localized pollutants by determining whether it causes or contributes to an exceedance of state or federal CO standards.

The Project is an office building that may require the use of a diesel generator, which is a potential source of toxic air contaminants. ICF will qualitatively evaluate the TAC impacts of the generator based on guidance from the BAAQMD.



According to ConnectMenlo Mitigation Measure AQ-3a, projects that have the potential to increase traffic by more than 100 or more diesel truck trips or 40 or more truck trips with transportation refrigeration units per day and are within 1,000 feet of a sensitive land use shall prepare a health risk assessment in accordance with OEHHA and BAAQMD procedures. This scope assumes that the Project has the potential to increase diesel truck trips by more than 100 per day and will require an HRA to be prepared. We will meet this requirement by using the BAAQMD's roadway screening tool to estimate health impacts, based on input from the transportation analysis (i.e. average daily traffic on roadways in the vicinity). Scaling factors to reflect the most recent OEHHA guidance will be incorporated into the analysis. In the event that the Project Sponsor demonstrates that the Project would increase truck trips by a lesser amount than the numbers specified in Mitigation Measure AQ-3a, no traffic-related HRA will be conducted.

ICF will qualitatively evaluate the potential for odor impacts during construction and demolition activities. Odors generated during long-term Project operation will also be considered.

In the event buildings to be demolished contain asbestos used for insulation purposes, ICF will describe and assess the potential for asbestos exposure during demolition in the air quality chapter. Potential mitigation for reducing exposure to asbestos will include compliance with BAAQMD Regulation 11, Rule 2; ARB Air Toxic Control Measures; and federal National Emission Standards for Hazardous Air Pollutants regulations.

Greenhouse Gas Emissions

ICF will prepare an analysis of climate change impacts. The climate change analysis will describe existing environmental and regulatory climate change quality conditions, followed by an analysis of the proposed Project's construction and operational impacts. The climate change analysis will focus on the greenhouse gases (GHG) of greatest concern, carbon dioxide, (CO₂), methane (CH₄) and nitrous oxide (N₂O) that will be generated by construction and operation of the Project.

ICF climate change specialists will prepare a climate change analysis describing existing conditions, the Project's impacts to climate change, and mitigation measures designed to reduce the significance of Project-related climate change impacts.

In the Project Setting section, ICF will describe the key concepts of climate change, the GHGs of greatest concern and their contribution towards climate change, and the current climate change regulatory environment as it applies to the Project. We will also summarize existing GHG levels based on GHG inventories conducted in jurisdictions in the vicinity of the Project (City of Menlo Park Climate Action Plan, BAAQMD GHG Inventory).

We will quantify construction-related emissions of CO₂ based on the CalEEMod emissions model and construction data (i.e., anticipated construction schedule and equipment) provided by the Project Sponsor. Construction-related emissions of CH₄ and N₂O will be based on factors provided by the Climate Registry.



ICF will use the traffic data from the transportation analysis (i.e., trip generation rates) and the CALEEMOD model to estimate CO₂ emissions from vehicular trips resulting from the Project, while emissions of CH₄ and N₂O will be based on assumptions provided by the U.S. Environmental Protection Agency. GHG emissions associated with operational area sources (i.e., hearth and landscaping), energy consumption (electricity, natural gas), water consumption, and waste and wastewater generation will be quantified based on the CALEEMOD model, as well as other accepted protocols, such as the Climate Registry's General Reporting Protocol. It is anticipated that there will no major changes to vegetation and land cover associated with the Project; these emissions will not be quantified.

For near-term greenhouse gases impacts, we will evaluate whether the Project is consistent with the City's most recent Climate Action Plan (CAP) update by identifying whether the proposed Project is consistent with each strategy in the CAP update. If an individual Project is found to be consistent with the CAP update, that Project would not be expected to result in a cumulatively considerable contribution to a significant cumulative impact with regards to climate change per State CEQA Guidelines, Section 15183.5. We will also evaluate the Project's greenhouse gases impacts with respect to significance criteria adopted and recommended by the Bay Area Air Quality Management District, California Environmental Quality Act: Air Quality Guidelines. To assess the Project's impacts in the post-2020 period, ICF will develop an appropriate threshold based on substantial evidence that adequately characterizes the Project's progress toward reaching the state's 2030 and 2050 GHG goals.

Where significant impacts are identified, we will identify mitigation measures (including those recommended by the California Air Pollution Control Officer's Association and California Attorney General) designed to reduce the significance of Project-related climate change impacts.

Population/Housing

The Project would include life science R&D uses, which would result in new employees. ICF will analyze the impact of the increase in employees and, in turn, the resulting population and housing impacts. The Population/Housing chapter of the EIR will examine the Project's effect on population and housing in the City and, to a lesser extent, in the region. The analysis will focus on the increase in population and the secondary effects associated housing needed to accommodate the increased employment that would result from the Project. ICF, with assistance from Keyser Marston Associates (KMA), will undertake the following tasks:

- As included in Attachment C, a HNA will be prepared by KMA. ICF will peer review the HNA and incorporate the findings into the analysis.
- Discuss the housing effect resulting from the Project in the context with the Association of Bay Area Governments (ABAG) regional household forecasts and fair share housing allocations.
- Similar to other job intensive projects, the EIR will examine the secondary housing demands based on future residential patterns for proposed employees. This discussion will be presented in the "Growth Inducement" section of the EIR.



- One of the key terms of the settlement agreement between the City of Menlo Park and the City of East Palo Alto is that an HNA will be prepared when the preparation of an EIR is required. As required by the settlement agreement, the HNA prepared for the Project will include an analysis of the multiplier effect for indirect and induced employment to the extent possible.

Transportation/Traffic

The Project would increase the amount of life science R&D space at the Project site. An increase in traffic would likely result and the greater development could affect how previously analyzed intersections and roadway segments operate in the future. The scope of work for the Transportation analysis, prepared by Hexagon, is included as Attachment D.

Deliverables

- Five hard copies of Administrative Draft EIR
- Electronic copies of Administrative Draft EIR in MS Word and Adobe PDF format

Task 6. Project Alternatives and Other CEQA Considerations

The purpose of this task is to complete drafts of the remaining sections (Alternatives and Other CEQA Considerations) of the EIR for City staff review. This task involves preparation of other required sections examining particular aspects of the Project's effects and the identification and comparison of Project alternatives.

Other CEQA Considerations

This task involves documenting unavoidable adverse impacts, growth-inducing effects, and cumulative effects of the Project:

- The unavoidable effects will be summarized from analyses performed in Task 5.
- Cumulative effects where relevant will be addressed as part of Task 5 and summarized as part of this section of the EIR. The future projects in the vicinity of the Project site will be considered as they relate to potential cumulative impacts. This scope assumes the City will help develop the approach for analyzing cumulative effects, typically a combination of using ConnectMenlo and a list of other reasonably foreseeable planned projects.
- Discussion of energy conservation per Appendix F of the CEQA Guidelines. In order to assure that energy implications are considered in project decisions, CEQA requires that EIRs include a discussion of the potential energy impacts of proposed projects, with particular emphasis on avoiding or reducing inefficient, wasteful, and unnecessary consumption of energy. The EIR will consider the energy implications of the Project to the extent relevant and applicable to the Project.



Alternatives

In accordance with CEQA, the alternatives to the Project must serve to substantially reduce impacts identified for the Project while feasibly attaining most of the Project objectives. ICF assumes that one Reduced Project Alternative will be quantitatively analyzed and will be based on a sensitivity analysis to reduce identified impacts. The No Project Alternative will be qualitatively analyzed. Up to one additional alternative could be developed by ICF, the City, and/or the Project Sponsor and evaluated qualitatively (or quantitatively, with an accompanying scope/budget amendment). This scope assumes that the City/Project Sponsor will provide justification for dismissing offsite alternatives and other alternatives considered but rejected.

Deliverables

- Other CEQA Considerations chapter to be submitted with Administrative Draft EIR
- Alternatives chapter to be submitted with Administrative Draft EIR

Task 7. Screencheck Draft

The purpose of this task is to prepare the Screencheck Draft EIR for City staff review. ICF will prepare a Screencheck Draft EIR to respond to the City's and Project Sponsor's comments on the Administrative Draft EIR. This scope assumes that comments from multiple reviewers will be consolidated with any conflicting comments resolved, and that comments do not result in substantial revisions or additional analyses. The Screencheck Draft EIR will include an Executive Summary section, which will summarize the Project Description, impacts and mitigations, and alternatives. Impacts and mitigations will be presented in a table that identifies each impact, its significance, and proposed mitigation as well as the level of significance following adoption for the mitigation measures.

Deliverables

- Five hard copies of Screencheck Draft EIR
- Electronic copies of Screencheck Draft EIR in MS Word and Adobe PDF format

Task 8. Public Draft EIR

The purpose of this task is to prepare and submit the Draft EIR to the City for distribution to the public. ICF will revise the Screencheck Draft to incorporate modifications identified by the City. The revised document will be a Draft EIR, fully in compliance with State CEQA Guidelines and City guidelines, and will be circulated among the public agencies and the general public as well as specific individuals, organizations, and agencies expressing an interest in receiving the document. During this task, ICF will also compile the appendices that will be distributed with the Draft EIR and produce a version of the full document that can be uploaded onto the City's website. ICF will also prepare a NOC to accompany the copies that must be sent to the State Clearinghouse. This scope of work and budget assumes that ICF will send the required documents to the State Clearinghouse and that the City will distribute the Draft EIRs to all other recipients.



Deliverables

- Twenty hard copies of the Draft EIR
- Electronic copies of the Draft EIR in MS Word and in Adobe PDF format
- Notice of Completion
- Fifteen hard copies of the Executive Summary, along with 15 electronic copies of the entire Draft EIR on CD, for the State Clearinghouse

Task 9. Public Review and Hearing

The City will provide a 45-day review period during which the public will have an opportunity to review and comment on the Draft EIR. During the 45-day review period, the City will hold a public hearing to receive comments on the Draft EIR. ICF key team members will attend and participate as requested. This scope of work assumes the preparation of meeting materials (e.g., PowerPoint presentations and handouts) but does not assume the labor needed to provide meeting transcript/minutes.

Task 10. Draft Responses to Comments and Administrative Final EIR

The purpose of this task is to prepare responses to the comments received on the Draft EIR and incorporate these responses into an Administrative Final EIR for City review. The Administrative Final EIR will include:

- Comments received on the Draft EIR, including a list of all commenters and the full comment letters and public meeting transcripts with individual comments marked and numbered;
- Responses to all comments; and
- Revisions to the Draft EIR in errata format as necessary in response to comments.

All substantive comments for each written and oral comment will be reviewed, bracketed, and coded for a response. Prior to preparing responses, ICF will meet with staff to review the comments and suggest strategies for preparing responses. This step is desirable to ensure that all substantive comments are being addressed and that the appropriate level of response will be prepared. This scope of work and budget assumes ICF will prepare responses for up to 50 substantive discrete, non-repeating comments and will coordinate integrating the responses prepared by other consultants. However, the number and content of public comments is unknown at this time. Therefore, following the close of the Draft EIR public review period and receipt of all public comments, ICF will meet with the City to revisit the budget associated with this effort to determine if additional hours are needed. Very roughly, each additional substantive discrete comment may cost an additional \$350.

Frequently raised comments of a substantive nature may be responded to in a Master Response, which allows for a comprehensive response to be presented upfront for all interested commenters. ICF will identify and recommend possible Master Responses for City consideration during the initial meeting to discuss strategies for preparing responses.



Following the strategy session, ICF will prepare Master Responses (as appropriate) and individual responses to the bracketed and coded comments. Individual responses to each comment letter will be placed immediately after the comment letter. As necessary, responses may indicate text revisions, in addition to clarifications and explanations. All text changes stemming from the responses to the comments, as well as those suggested by City staff, will be compiled into an errata included as part of the Final EIR.

Following City's review of the Administrative Final EIR, ICF will address all comments received and prepare a Screencheck Final EIR for City review to ensure that all comments on the Draft were adequately addressed.

Deliverables

- Five hard copies of the Administrative Final EIR
- Electronic copies Administrative Final EIR in MS Word and in Adobe PDF format
- Five hard copies of the Screencheck Final EIR
- Electronic copies of the Screencheck Final EIR in MS Word and in Adobe PDF format

Task 11. Final EIR

Based on comments received from City staff, the Screencheck Responses to Comments will be revised and appropriate revisions to the Draft EIR will be noted. The Final EIR will then consist of the Draft EIR and the Responses to Comments document. Revisions to the Draft EIR will be presented as a separate chapter in the Final EIR. The revised Responses to Comments document will be submitted to the City for discussion by the Planning Commission and subsequent certification by the City Council.

Deliverables

- Twenty hard copies of the Final EIR
- Electronic copies of the Final EIR in MS Word and Adobe PDF format

Task 12. Certification Hearings, MMRP, Statement of Overriding Considerations, and Administrative Record

The purpose of this task is to attend meetings to certify the EIR. Team members will attend and participate in up to two meetings to certify the EIR. If requested by City staff, ICF will present the conclusions of the EIR and a summary of the comments and responses.

As part of this task, ICF will also prepare a draft and final MMRP for the project, as required by Section 15097 of the State CEQA Guidelines. The MMRP will be in a tabular format and include:

- The mitigation measures to be implemented (including applicable mitigation measures from ConnectMenlo and project-specific mitigation measures)
- The entity responsible for implementing a particular measure
- The entity responsible for verifying that a particular measure has been completed



- A monitoring milestone(s) or action(s) to mark implementation/completion of the mitigation measure

ICF will prepare the Statement of Overriding Considerations and Findings of Fact pursuant to Section 15093 of the CEQA Guidelines, if required based on the impacts of the Project. CEQA requires the decision-making agency to balance the economic, legal, social, and technological benefits of a proposed project against its unavoidable environmental impacts. The Statement of Overriding Considerations includes the specific reasons to support its action based on the Final EIR and other information in the record.

ICF will also compile the Administrative Record, assembling background documents as well as correspondence or telephone notes that are cited as sources in the EIR.

Deliverables

- Electronic copies of the Draft MMRP in MS Word and Adobe PDF format
- Five hard copies of the Final MMRP
- Electronic copies of the Final MMRP in MS Word and Adobe PDF format
- Electronic copies of the Statement of Overriding Considerations and Findings of Fact in MS Word and Adobe PDF format
- One electronic copy (on CD or DVD) of the Administrative Record (submitted at the Draft EIR phase and the Final EIR phase)

Task 13. Project Management and Meetings

The purpose of this task is to effectively manage the above tasks, and maintain communication with City staff. ICF project management will be responsible for coordination activities, will maintain QA/QC requirements for document preparation, and will monitor schedule and performance for all EIR work tasks. Project management subtasks also include maintaining internal communications among ICF staff and subconsultants and with City staff and other team members through emails and frequent phone contact, as well as the preparation of all correspondence. The Project Manager will coordinate internal staff, project guidance, and analysis criteria. Contracting with the City and subconsultants will be performed at the onset of the Project.

Team members will attend and participate in meetings on an as-needed basis. For purposes of the cost estimate, ICF has assumed three City staff and/or Project Sponsor face-to-face meetings (in addition to the Project Initiation meeting described in Task 1), up to three public meetings (described in Task 12), and 10 phone conference calls. Additional meetings may be appropriate during the course of this effort, and will be invoiced on a time-and-materials basis.



E. Cost

The cost estimate for the Initial Study and EIR is \$363,780, as detailed in Attachment A. Please note that the budget assumes that the ConnectMenlo Program EIR will serve as the first-tier environmental analysis for the Project. In addition, the budget reflects some efficiency gained from preparing concurrent CEQA documents for other projects in the City.

F. Schedule

The preliminary schedule is included in Attachment B. This schedule can be used for discussion at the kick-off meeting. A revised schedule will be submitted at a later date once ICF has a better understanding of the start date.



Attachment A. Cost Estimate for Lot 3 North -- 1350 Adams Court Project

Task	Employee Name	Consulting Staff																Subtotal	Subcontractor			Subtotal	Labor Total	Direct Expenses	Total Price																				
		Chapman																	Hexagon	KMA	BAE																								
		Efner E	K	Mena L	Vurlumis C	Scott E	Buehler D	Hilyard G	Elder J	Edell T	Roberts D	Messick T	Mathias J	Yoon L	Ayala H	Matsui C	Hartley S									Trans	Housing Needs	Fiscal Impact																	
Project Director	Project Manager	Deputy Project Manager	Planner	Noise	Sr Noise	Historic	Archeo	Biology	Haz/Geo	Graphics	Production	AQ/GHG Oversight	Hydro	AQ/GHG	AQ/GHG	Proj Dir	Sr Consult III	Sr Consult III	Sr Consult II	Sr Consult I	Assoc Consult III	Asst Consult	Sr Consult II	Assoc Consult III	Sr Consult I	Sr Consult II																			
Labor Classification	Proj Dir	Sr Consult II	Assoc Consult I	Assoc Consult III	Assoc Consult II	Proj Dir	Sr Consult III	Sr Consult III	Sr Consult II	Sr Consult I	Assoc Consult III	Asst Consult	Sr Consult II	Assoc Consult III	Sr Consult I	Sr Consult II	Subtotal	Subtotal	Labor Total	Direct Expenses	Total Price																								
Task 1. Project Initiation	6	16	10	4													\$5,568				\$0	\$5,568																							
Task 2. Initial Study/EIR Project Description	4	6	12	32							2	2					\$7,356				\$0	\$7,356																							
Task 3. Initial Study	8	22	48	62	16	2	6	12	8	24	8	8		8			\$30,476				\$0	\$30,476																							
Task 4. Draft and Issue NOP/Scope Definition	8	12	16														\$5,680				\$0	\$5,680																							
Task 5. Administrative Draft EIR											16	32					\$5,936	\$62,000	\$49,500	\$18,220	\$129,720	\$135,656																							
Air Quality	4	6												12		140	\$30,800				\$0	\$30,800																							
Greenhouse Gas Emissions	4	6												8		80	\$11,896				\$0	\$11,896																							
Impacts Found to be LTS (including Noise)	4	8	16	8	24	4											\$8,732				\$0	\$8,732																							
Population/Housing	2	8	32	4													\$5,982				\$0	\$5,982																							
Transportation/Traffic	8	12	24														\$6,632				\$0	\$6,632																							
Task 6. Project Alternatives and Other CEQA	8	12	32	16							1	4	8		16	12	\$14,465				\$0	\$14,465																							
Task 7. Screencheck Draft	8	16	40	24	2	1					2	16	4		32	8	\$19,534				\$0	\$19,534																							
Task 8. Public Draft EIR	1	4	8	2											16		\$3,799				\$0	\$3,799																							
Task 9. Public Review and Hearing	6	12	8														\$4,258				\$0	\$4,258																							
Task 10. Draft RTCs and Admin Final EIR	12	32	40	32	2	1	4	4	4	8	2	24	4		20		\$25,442				\$0	\$25,442																							
Task 11. Final EIR	8	16	12	8	1		1	1	1	1	1	16	1		4		\$9,972				\$0	\$9,972																							
Task 12. Certification Hearings, MMRP, SOC	4	8	16														\$4,108				\$0	\$4,108																							
Task 13. Project Management and Meetings	20	40	32		2									6		2	\$16,438				\$0	\$16,438																							
Total hours	115	236	346	192	47	8	11	17	13	33	32	102	43	8	310	112																													
ICF E&P 2018 Billing Rates	\$235	\$158	\$119	\$110	\$112	\$264	\$204	\$155	\$139	\$130	\$149	\$111	\$151	\$109	\$110	\$130																													
Subtotals	\$27,025	\$37,288	\$41,174	\$21,120	\$5,264	\$2,112	\$2,244	\$2,635	\$1,807	\$4,290	\$4,768	\$11,322	\$6,493	\$872	\$34,100	\$14,560	\$217,074	\$62,000	\$49,500	\$18,220	\$129,720	\$346,794																							
Direct Expenses																																													
523.02 Reproductions																																													\$7,500
523.04 Postage and Delivery																																													\$500
523.05 Travel, Auto, incld. Mileage at current IRS rate (.535/mile)																																													\$500
523.07 Surveys and Reports																																													\$1,500
Mark up on all non-labor costs and subcontractors: 5%																																													\$6,986
Direct expense subtotal																																													\$16,986
Total price																																													\$363,780



KEYSER MARSTON ASSOCIATES™
ADVISORS IN PUBLIC/PRIVATE REAL ESTATE DEVELOPMENT

January 31, 2018

ADVISORS IN:
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AFFORDABLE HOUSING
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KATHLEEN H. HEAD
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GREGORY D. SOO-HOO
KEVIN E. ENGSTROM
JULIE L. ROMNEY

SAN DIEGO

PAUL C. MARRA

Erin Efner, Kirsten Chapman, Jessica Viramontes
ICF International
201 Mission Street, Suite 1500
San Francisco, CA 94105

Re: Proposed Scope of Services to Prepare a Housing Needs Assessment for the Lot 3 North – 1350 Adams Project.

Dear Ms. Efner, Ms. Chapman and Ms. Viramontes:

Keyser Marston Associates, Inc. (“KMA”) is pleased to present the enclosed proposed scope of services to prepare a Housing Needs Assessment (“HNA”) for the City of Menlo Park addressing the proposed Lot 3 North – 1350 Adams Project. The Project consists of a new 260,000 square foot life sciences building to be integrated with an existing R&D building.

KMA is exceptionally well qualified to prepare the HNA for the Project based on our broad expertise preparing housing impact studies and project-specific housing needs analyses. Our HNA experience includes three previous projects in Menlo Park: Menlo Gateway, the Facebook Campus, and the Facebook Campus Expansion Project.

The enclosed HNA scopes of services includes preparation of an HNA addressing, to the extent possible, the following housing-related impacts of the proposed Project:

- Housing need by affordability level for on-site workers;
- Potential range of indirect and induced employment or “multiplier effects” and indirect and induced worker housing needs;
- Estimated geographic distribution of housing needs by jurisdiction for both on-site workers and indirect and induced workers; and
- Evaluation of the potential impacts on the regional housing market and the degree to which the project may contribute to rising housing costs and displacement of existing residents of lower income communities in the local area.

We understand that the HNA must be prepared consistent with the terms of the recent settlement agreement between the City of East Palo Alto and Menlo Park. The enclosed scope of service is designed to provide the analyses contemplated by the settlement agreement. However, we would be happy to discuss potential refinements to the scope of services and budget to ensure the HNA address the City's needs as well as satisfy the intent of the agreement with East Palo Alto.

The scope of services for the HNA is enclosed as Attachment A. The proposed budget assumes efficiencies from also preparing the HNA for the Commonwealth Corporate Center Building 3 project, addressed in a separate proposal letter, in parallel and on a similar time frame.

Please let me know if you have any questions or comments regarding this proposed scope of services.

Sincerely,

KEYSER MARSTON ASSOCIATES, INC.



David Doezema

Attachment A: Scope of Services
Attachment B: KMA Rate Schedule

Attachment A
Scope of Services to Prepare a Housing Needs Assessment (HNA)
for the Lot 3 North – 1350 Adams Project

The following scope of services is for preparation of a Housing Needs Assessment (HNA) addressing the Lot 3 North – 1350 Adams Project. The HNA will address the following major housing-related topics:

- 1) Housing need by affordability level for on-site project workers;
- 2) Potential range of indirect and induced employment or “multiplier effects” and indirect and induced worker housing needs;
- 3) Estimated geographic distribution of housing needs by jurisdiction for both on-site workers and indirect and induced workers; and
- 4) Evaluation of the potential impacts on the regional housing market and the degree to which the project may contribute to rising housing costs and displacement of existing residents of lower income communities in the local area.

These housing-related impacts are not required to be analyzed under CEQA but may be of interest to decision-makers and/or the public in evaluating the merits of the project. These analyses are being provided consistent with the terms of a 2017 settlement agreement with the City of East Palo Alto. The pertinent paragraph from the 2017 settlement agreement states the following:

When the preparation of an EIR is required pursuant to this Agreement, concurrent with the preparation of the EIR, Menlo Park or East Palo Alto, whichever is the lead agency for the Development Project, will conduct a Housing Needs Assessment (“HNA”). The scope of the HNA will, to the extent possible, include an analysis of the multiplier effect for indirect and induced employment by that Development Project and its relationship to the regional housing market and displacement. Nothing in this section indicates an agreement that such an analysis is required by CEQA.

Task 1 – Project Initiation and Data Collection

The purpose of this task is to identify the availability of data necessary to complete the HNA, identify key analysis inputs and assumptions, and refine the approach to the assignment. As part of this task, KMA will:

- (1) Provide a list of data needs to complete the HNA and work with ICF International and the City’s project team as necessary to gather the necessary data.

- (2) Meet with City staff, its consultants, and the project sponsor team to: (a) discuss data and analysis alternatives (b) review technical methodology and approach (c) discuss and agree on schedule.

Task 2 – Housing Needs Assessment for On-Site Workers

KMA will quantify, by affordability level, the housing demand associated with the proposed project. The analysis will quantify total housing demand based on the estimated number of employees added by the project (which are net new jobs in the region) and household size ratios developed from Census data. Employee compensation levels are estimated by linking generic occupational categories with local data on compensation levels. Employee compensation levels are then translated into housing need by affordability level using published income limits and accounting for the fact that households have more than one worker on average.

The primary data sources we will use for this component of the analysis are:

1. Data on occupations by industry from the Bureau of Labor Statistics. KMA will select the industry category (or blend multiple categories) to represent the likely mix of tenants expected to occupy the project.
2. Current employee compensation data specific to San Mateo County for the relevant occupational categories from the California Employment Development Department will be used in the analysis.

KMA has prepared similar analyses for other projects in Menlo Park including the existing Facebook Campus, the Facebook Campus Expansion Project, and the Menlo Gateway Project. We have also performed project-specific housing needs analyses for commercial and institutional development proposals in the cities of San Carlos, Palo Alto, Redwood City, and Napa County. Some of these analyses have been performed using employee occupation and compensation data provided by the applicant and some have been performed using generic data as is assumed in this proposal. KMA has also prepared affordable housing nexus fee studies in many cities. Roughly twenty five years ago, KMA developed a proprietary model to perform the nexus analysis and allocate households into affordability levels using local, state and federal data sources. KMA has refined the model over the years and now has considerable experience adapting the model to specific projects.

The end product of this task is the total number of net new employee households attributable to the development, by affordability level, who will need housing within daily commute distance.

Task 3 – Potential Multiplier Effects on Employment

To the extent possible, KMA will prepare an analysis estimating the range of potential indirect and induced employment impacts of the project, also referred to as multiplier effects. The estimated multiplier effects on employment will then be translated into an estimate of housing need.

Indirect jobs are within firms that provide services to the building tenant, for example, legal or accounting services. Induced jobs are those associated with the consumer spending of both direct on-site workers and indirect workers. Jobs in restaurants, retail, and healthcare are examples.

Multiplier effects will vary significantly depending on the occupant of the building and whether the associated economic activity will be net new to the region. Our preliminary understanding is that specific tenants have not been identified. Even if initial tenants were known, the structures may still be occupied by a variety of tenants over their lifetime. To address this uncertainty, KMA will test a range of tenant types to bracket the potential range of multiplier effects. The analysis will also test how multiplier effects vary based on the degree to which economic activity is net new to the region. As an example, multiplier effects of a law firm would vary depending on whether the practice is primarily focused on serving Bay Area clients, in which case multiplier effects may be relatively minimal, versus a firm that serves a broader national or international client base, effectively “exporting” its services outside the local area, in which case multiplier effects will be more substantial.

We propose to complete the analysis using the economic analysis software IMPLAN. IMPLAN is the most common tool used for quantifying economic impacts and is widely used throughout the Bay Area, including for purposes of both Menlo Park’s and East Palo Alto’s affordable housing nexus studies. For purposes of the scope of services and budget, we are assuming the analysis will address multiplier effects within a four-county area inclusive of San Mateo, Santa Clara, San Francisco and Alameda counties, selected based on proximity and commute shed. The counties to be considered may be adjusted based on a discussion with the client, keeping in mind there is a data cost associated with adding additional counties.

KMA will translate the indirect and induced employment into an estimated housing need using the same methodology as employed for the Task 2 analysis. KMA is not proposing to quantify housing needs by affordability level for indirect and induced workers.

Task 4. Analysis of Commuting and Geographic Distribution of Housing Needs

The prior tasks are to determine the total housing needs irrespective of where workers will live. This task develops information to help understand existing commute relationships and trends, and approaches to identifying how the total housing needs will be accommodated locally. KMA will analyze the commute relationships of existing jobs in Menlo Park and where job holders live

(or commute from as a place of residence) using data from the U.S. Census. KMA will then apply the data to estimate Menlo Park's share of increased housing needs and the estimated distribution of housing needs throughout the region. To the extent possible, the distribution of housing needs will also be estimated for potential indirect and induced jobs. We will incorporate any tenant-specific commute data to the extent available, although our understanding is that tenants are not yet known.

Task 5 – Relationship to Regional Housing Market and Potential to Contribute to Displacement

This task is designed to provide an evaluation, to the extent possible, of the potential for the project to influence housing prices and rents and contribute to displacement pressures in the local area. Lower income communities in the Bay Area have become increasingly vulnerable to displacement of existing residents. Employment growth, constrained housing production, and rising income inequality are among the factors that have contributed to increased displacement pressures, especially within lower income communities in locations accessible to employment centers where many households are housing-cost burdened.

Given the complex array of factors that influence housing markets and neighborhood change, precise estimates or projections of impacts and outcomes are not feasible; rather, the analysis will seek to provide information and context that will be useful to understanding the likely magnitude or range of potential impacts. The analysis will consider both the direct employment identified in Task 2 and, to the extent possible, the indirect and induced employment addressed in Task 3.

KMA will complete the following tasks to inform an evaluation of potential impacts:

- a) *Review of Historic Real Estate trends* – KMA will review historic data on home sales and rental trends in 3 or 4 selected housing submarkets over a historic period utilizing data readily available from commercial data providers such as REIS and data quick. The purpose will be to provide context regarding recent housing market trends.
- b) *Review of employment trends* – KMA will assemble data on historic employment trends for the same time frame as the historic review of real estate trends. Employment trends data will be distinguished by compensation level so that growth in higher-income and lower-income jobs can be separately understood. We will also look at employment trends across different geographic scales to enable relationships to be tested at the different geographic scales.
- c) *Analysis of historic relationships* – KMA will analyze the extent to which employment growth and real estate trends have been correlated with one another. This relationship will be drawn upon to provide context for understanding the degree of influence the project may have on local home prices and rents.

- d) *Estimated increased housing demand in East Palo Alto* – KMA will draw on the commute shed data from Task 4 to describe the estimated share of new workers likely to seek and find housing in East Palo Alto and other communities of interest. However, it may not be possible to isolate commute trends for specific neighborhoods, such as the Belle Haven neighborhood of Menlo Park, unless there is specific proposed tenant that is able to provide commute data for smaller geographic areas.

KMA will discuss the likely impacts or range of impacts on housing prices and displacement that could be experienced as a result of the project based upon the information assembled in a) through d), above. Findings will be qualitative in nature but will reference the quantitative information assembled in the analysis tasks as part of the narrative.

Task 6 – Report Preparation

The methodology, data sources, results and implications of the HNA will be documented in a written report. This scope assumes one draft version of the report for review and one final report.

Task 7 – Responses to DEIR Comments

KMA anticipates assisting the City and ICF International in preparing responses to comments on the Draft EIR. KMA's focus will be on comments that are directly related to the HNA. We have included a time and materials budget allowance for KMA to assist with preparation of responses to comments.

Budget

KMA proposes to complete this scope of services for the Lot 3 North – 1350 Adams Project on a time and materials basis for an amount not to exceed \$49,500 per the estimate below. The proposed budget assumes cost efficiencies from concurrently preparing the HNA for the separate Commonwealth Corporate Center Building 3 project within a similar time frame. If the City moves forward with only one of the two analyses, then the proposed costing will need to be adjusted. A copy of our current rate schedule is attached.

Task	Budget Estimate*
Task 1 - Project Initiation and Data Collection	\$2,500
Task 2 – Total Housing Need by Income, on-site workers	\$11,000
Task 3 – Potential Multiplier Effects	\$5,000
Task 4 – Geographic Distribution of Housing Needs	\$2,500
Task 5 – Relationship to Regional Housing Market and Displacement	\$12,000
Task 6 – Report (Draft and Final)	\$5,000
Task 7 – T&M Allowance for DEIR responses to comments	\$5,000
Meetings in Menlo Park (one in addition to kickoff)	\$1,000
Public hearings (assume one)**	\$2,000
Reimbursable Expenses (IMPLAN data and market data)	\$3,500
Total for Lot 3 North – 1350 Adams Project	\$49,500

* Assumes efficiencies of also preparing the HNA for the Commonwealth Corporate Center Building 3 Project on a similar time frame. Budget will need to be adjusted if only the 1350 Adams analysis moves forward.

** Includes related coordination and preparation.

**KEYSER MARSTON ASSOCIATES, INC.
PUBLIC SECTOR HOURLY RATES**

	<u>2017/2018</u>
A. JERRY KEYSER*	\$280.00
MANAGING PRINCIPALS*	\$280.00
SENIOR PRINCIPALS*	\$270.00
PRINCIPALS*	\$250.00
MANAGERS*	\$225.00
SENIOR ASSOCIATES	\$187.50
ASSOCIATES	\$167.50
SENIOR ANALYSTS	\$150.00
ANALYSTS	\$130.00
TECHNICAL STAFF	\$95.00
ADMINISTRATIVE STAFF	\$80.00

Directly related job expenses not included in the above rates are: auto mileage, parking, air fares, hotels and motels, meals, car rentals, taxies, telephone calls, delivery, electronic data processing, graphics and printing. Directly related job expenses will be billed at 110% of cost.

Monthly billings for staff time and expenses incurred during the period will be payable within thirty (30) days of invoice date.

* Rates for individuals in these categories will be increased by 50% for time spent in court testimony.



HEXAGON TRANSPORTATION CONSULTANTS, INC.

February 7, 2018

Ms. Erin Efner
 ICF International
 201 Mission Street, Suite 1500
 San Francisco, CA 94105

Re: *Proposal to Prepare a Traffic Impact Analysis for the Proposed R&D Development at 1350 Adams Court in Menlo Park, California*

Dear Ms. Efner:

Hexagon Transportation Consultants, Inc. is pleased to submit this proposal to prepare a Traffic Impact Analysis for the proposed research and development project at 1350 Adams Court in Menlo Park, California. The project proposes 260,000 square feet of building area. Currently the site is vacant. Vehicular access to the project site would be provided by two full-access driveways located on Adams Drive and at the end of Adams Court. A curved driveway ramp would be provided from Adams Court to the entry plaza and the visitors' parking area.

Scope of Services

The purpose of the traffic study is to identify any traffic impacts in accordance with City of Menlo Park standards and procedures. It is not anticipated that the project would generate more than 100 peak-hour trips on CMP facilities. Therefore, an analysis in accordance with the C/CAG's CMP guidelines, as well as a C/CAG checklist, will not be required. The project would only add minimal trips to the freeway ramps, therefore, a freeway ramp analysis would not be necessary. Instead, the study will document the trips added by the project to the freeway ramps for information purposes only. A freeway ramp analysis would be conducted under future conditions when the ramps are signalized. The traffic study will include an analysis of weekday AM and PM peak-hour traffic conditions and will determine the traffic impacts of the proposed project on key intersections in the vicinity of the site. The intersections we propose to study are identified below.

Study Intersections:

1. University Avenue (SR 109) and Bayfront Expressway (SR 84) [CMP] [Menlo Park]
2. University Avenue (SR 109) and Adams Drive (unsignalized) [East Palo Alto]
3. University Avenue (SR 109) and O'Brien Drive [East Palo Alto]
4. University Avenue (SR 109) and Bay Road [East Palo Alto]
5. University Avenue (SR 109) and Donohoe Street
6. US 101 NB Off Ramp/University Plaza driveway and Donohoe Street
7. University Avenue and US 101 SB Off-Ramp
8. University Avenue (SR 109) and Kavanaugh Drive [East Palo Alto]
9. University Avenue (SR 109) and Notre Dame Avenue [East Palo Alto]
10. Willow Road (SR 114) and O'Brien Drive [Menlo Park]
11. Willow Road (SR 114) and Newbridge Street [Menlo Park]
12. Willow Road (SR 114) and Bay Road [Menlo Park]
13. Willow Road (SR 114) and Bayfront Expressway (SR 84) [CMP] [Menlo Park]
14. Willow Road (SR 114) and Hamilton Avenue [Menlo Park]



15. Willow Road (SR 114) and Ivy Drive [Menlo Park]
16. Willow Road (SR 114) and Durham Street [Menlo Park]
17. Willow Road (SR 114) and Coleman Avenue [Menlo Park]
18. Willow Road (SR 114) and Gilbert Avenue [Menlo Park]
19. Willow Road (SR 114) and Middlefield Road [Menlo Park]
20. Adams Drive and Adams Court (unsignalized) [Menlo Park]
21. Adams Drive and O'Brien Drive (unsignalized) [Menlo Park]
22. US 101 Northbound Ramps and Willow Road (future intersection)
23. US 101 Southbound Ramps and Willow Road (future intersection)

The tasks to be included in the traffic analysis are:

1. **Site Reconnaissance.** The physical characteristics of the site and the surrounding roadway network will be reviewed to identify existing roadway cross-sections, intersection lane configurations, traffic control devices, and surrounding land uses.
2. **Observation of Existing Traffic Conditions in the Study Area.** Existing traffic conditions will be observed in the field in order to identify any operational deficiencies and to confirm the accuracy of calculated levels of service.
3. **Data Collection.** Existing weekday AM (7:00 – 9:00 AM) and PM (4:00 – 6:00 PM) peak-hour traffic volumes will be obtained from the City of Menlo Park and previous studies with counts conducted in year 2017. New manual peak-hour turning movement counts will be conducted at the three unsignalized intersections of Adams Drive/Adams Court, Adams Drive/O'Brien Drive, and Adams Drive/University Avenue.
4. **Evaluation of Existing Conditions.** Existing traffic conditions will be evaluated based on existing traffic volumes at the study intersections. The existing traffic conditions at the study intersections within the City of Menlo Park will be evaluated using the software VISTRO, which employs the *2010 Highway Capacity Manual* (HCM) methodology for intersection analyses. Due to the close spacing of the study intersections, the three intersections in the vicinity of the US 101/University Avenue interchange will be analyzed using the Synchro/SimTraffic 9 software. The remaining three study intersections in the City of East Palo Alto will be evaluated using the VISTRO software based on the *2010 Highway Capacity Manual* methodology pending the approval of the City of East Palo Alto.
5. **Evaluation of Background Conditions.** Background traffic volumes represent the existing volumes plus the projected volumes from approved developments that have not yet been constructed and occupied. A list of approved projects will be obtained from the City of Menlo Park, the City of East Palo Alto, and the City of Palo Alto. A growth factor developed based on the City of Menlo Park Travel Demand Model will also be applied to the existing traffic volumes to account for regional growth. Intersection levels of service under background conditions will be evaluated.
6. **Project Trip Generation, Distribution, and Assignment.** Estimates of trips to be added to the surrounding roadway network by the proposed R&D development will be based on the trip generation rates recommended by the Institute of Traffic Engineers' *Trip*



Generation Manual, 10th Edition. A 20% transportation demand management (TDM) reduction will be applied in accordance with Menlo Park requirements. The directional distribution of site-generated traffic will be forecast based on the City of Menlo Park Travel Demand Model. The site-generated net traffic will be assigned to the roadway network based on the trip generation and distribution pattern discussed above.

7. **Evaluation of Background Plus Project Conditions.** Project-generated traffic will be added to the background condition traffic volumes. Intersection levels of service under project conditions will be evaluated using different software based on the jurisdiction of the study intersection. Intersection level of service calculations will be conducted to estimate project traffic conditions during the AM and PM peak hours after project completion. Intersection impacts associated with the development of the proposed project will be evaluated relative to background conditions.
8. **Cumulative Conditions.** Hexagon will use the 2040 model run results for the City of Menlo Park General Plan EIR certified in December 2016 to describe operating conditions at the study intersections under cumulative conditions. Volumes will be interpolated for study intersections not included in the model. Hexagon will determine whether the proposed project is included in the existing forecasts. If not, the forecasts will be adjusted to include the proposed project. An alternative access analysis will be conducted under cumulative conditions to evaluate access and circulation changes for the project if the proposed Facebook Willow Campus is approved. The changes include a new signalized intersection on O'Brien Drive at the Facebook property line and a new signalized intersection on Willow Road between Hamilton Avenue and Ivy Drive. These intersections will be evaluated in the alternative access analysis.
9. **VMT Analysis.** The vehicle miles travelled (VMT) associated with the proposed project will be estimated using a manual methodology developed in consultation with City staff. The project VMT will be presented for informational purposes as the City has not yet adopted any policies or thresholds of significance with regard to VMT.
10. **Site Access and On-Site Circulation.** A review of the project site plan will be performed to determine the overall adequacy of the site access and on-site circulation in accordance with generally accepted traffic engineering standards and to identify any access or circulation issues that should be improved. The analysis will also discuss the access and circulation pattern under the scenario when a connection is assumed between the project site and the proposed Facebook project. Sight distance will be checked at the project driveways. Parking will be evaluated relative to the City of Menlo Park Parking Code.
11. **Evaluation of Vehicle Queuing.** For selected locations where the project would add a significant number of left-turning vehicles, the adequacy of existing/planned storage at turn pockets will be assessed by means of comparison with expected maximum vehicle queues. Vehicle queues will be estimated using a Poisson probability distribution.
12. **Bicycle, Pedestrian, and Transit Facilities.** A qualitative analysis of the project's effect on transit service in the area and on bicycle and pedestrian circulation in the study area will be included in the traffic report. Any impacts of the project on the nearby facilities will be identified and improvements recommended to mitigate the impacts.



- 13. *Description of Impacts and Recommendations.*** Based on the results of the level of service calculations, impacts of the site-generated traffic will be identified and described. Recommendations will be formulated that identify the locations and types of improvements or modifications necessary to mitigate significant near term or long-range project impacts. Improvements could include street widenings, lane additions, changes in lane usage, or modifications to existing traffic signals, which will be consistent with the mitigation measures proposed in the City's General Plan Update - ConnectMenlo.
- 14. *TDM Plan Review.*** Hexagon will provide a peer review of the project's TDM plan. This task will include: reviewing the trip generation estimation; reviewing the proposed TDM measures; and determining whether the targeted trip reduction goals could be achieved.
- 15. *Meetings.*** The fee estimate includes Hexagon staff attendance at three meetings in connection with the project: one staff meeting, one Planning Commission meeting, and one City Council meeting. Additional meeting attendance would be provided as additional services and will be billed based on staff time plus expenses.
- 16. *Reports.*** Our findings and recommendations will be summarized in the transportation/traffic section in the project's administrative draft environmental impact report (DEIR). Hexagon will revise the EIR transportation chapter based on City comments. Hexagon also will help the team respond to DEIR comments to produce the final EIR.
- 17. *Additional Services.*** Any work not specifically referenced in the above Scope of Services—for example analyzing project alternatives, analyzing additional intersections, and attending additional meetings—shall be considered additional services

Time of Performance

Barring any unforeseen delays, an administrative draft traffic analysis report will be submitted approximately six weeks after authorization to proceed. The final traffic report will be delivered one week after receipt of all review comments.

Cost of Services

The fee for the scope of services will be based on time and expenses up to a maximum budget of \$62,000.



Optional Services

The following work items are not part of this scope and would be considered additional services or require a budget amendment should they be deemed necessary:

1. **Spot Counts Collection (Optional).** If required, Hexagon will conduct spot counts during weekday AM (7:00 – 9:00 AM) and PM (4:00 – 6:00 PM) peak-hours at four intersections: University Avenue/Bayfront Expressway; Willow Road/Bayfront Expressway; Marsh Road/Bayfront Expressway; and Marsh Road/Scott Road. The cost for spot counts would be \$1,600.

We appreciate your consideration of Hexagon Transportation Consultants for this assignment. If you have any questions, please do not hesitate to call.

Sincerely,

HEXAGON TRANSPORTATION CONSULTANTS, INC.

A handwritten signature in black ink, appearing to read "Gary K. Black", with a long horizontal flourish extending to the right.

Gary K. Black
President



Hexagon 2018 Billing Rates

<u>Professional Classification</u>	<u>Rate per Hour</u>
President	\$275
Principal	\$230
Senior Associate II	\$215
Senior Associate I	\$200
Associate II	\$180
Associate I	\$165
Planner/Engineer II	\$145
Planner/Engineer I	\$125
Admin/Graphics	\$105
Senior CAD Tech	\$95
Technician	\$75

Direct expenses are billed at actual costs, with the exception of mileage, which is reimbursed at the current rate per mile set by the IRS.

Billing rates shown are effective January 1, 2018 and subject to change January 1, 2019.

bae urban economics

January 8, 2018

Jessica Viramontes
Senior Associate
ICF
201 Mission Street, Suite 1500
San Francisco, CA 94105

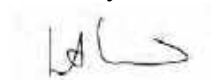
Dear Ms. Viramontes:

We appreciate the opportunity to submit this proposal to prepare a Fiscal Impact Analysis for the proposed R&D/office project located at 1350 Adams Court ("Project"). Our understanding is that the Project would entail developing Lot 3, which under the LS-B district would allow up a 1.25 FAR (+10% commercial use) with community benefits, with a new 260,000 square foot facility targeted to life science tenants. Parking would be a combination of podium and above-grade configurations. The City of Menlo Park requires a Fiscal Impact Analysis study that would address impacts to the City's General Fund, as well as Special Districts, including the Menlo Park Fire Protection District. Impacts from potential sales tax generation from future tenants in the project would also need to be evaluated.

BAE is an award-winning real estate economics and development advisory firm with a distinguished record of achievement over its 30+-year history. Headquartered in Berkeley, CA, BAE also has branch offices in Los Angeles, Sacramento, New York City, and Washington DC, enabling our 18 staff to contribute to and learn from best practices in urban sustainable development around the U.S. Our practice spans national and state policy studies to local strategic plans and public-private development projects. BAE has extensive experience assessing the fiscal impacts and economic impacts of proposed new development, including our previous work for the City of Menlo Park, as well as assisting local governments to negotiate for community benefits from proposed new development.

The following pages detail our proposed work program, schedule, and budget. This proposal remains effective for 90 days from the date of submittal of this letter. Please feel free to call me at 510.547.9380 for additional information regarding our submittal.

Sincerely,



David Shiver
Principal

San Francisco

2600 10th St., Suite 300
Berkeley, CA 94710
510.547.9380

Sacramento

803 2nd St., Suite A
Davis, CA 95616
530.750.2195

Los Angeles

448 South Hill St., Suite 701
Los Angeles, CA 90013
213.471.2666

Washington DC

1400 I St. NW, Suite 350
Washington, DC 20005
202.588.8945

New York City

49 West 27th St., Suite 10W
New York, NY 10001
212.683.4486

SCOPE OF SERVICES

This section outlines BAE's proposed work program, including deliverables.

Task 1: Meet with City Staff and Review Background Materials

Task 1A: Meet with City Staff and Tour Project Site. BAE will meet with City staff to review the scope of services, proposed schedule, and deliverables. BAE will also tour the site and area.

Task 1B: Review Key Financial, Planning, and Environmental Documents. This task will include a review of relevant documents and plans pertaining to the proposed project including the General Plan, the Zoning Ordinance, the project Environmental Impact Report (if applicable), and City staff reports. BAE will also review the City budget, the Comprehensive Annual Financial Report, City fee ordinances, and other financial documents from the City and affected special districts including fire, sanitation, and school districts.

Task 2: Analyze Fiscal Impacts

This analysis will consider revenue and cost implications for City, Menlo Park Fire Protection District, and affected special districts and school districts of the project at its proposed bonus density level compared to the baseline level of development permitted. BAE will utilize and update prior FIA models prepared for the City of Menlo Park.

Revenue items considered will include sales tax, property tax, property transfer tax, transient occupancy tax, business license revenue, franchise fees, and any other applicable taxes. Also considered will be one-time revenue sources including impact fees, and construction period sales taxes. For key revenues, (e.g., property taxes) BAE will estimate revenues within an expected low to high range as appropriate.

Cost items considered will include police, fire, public works, recreation and library services, and general government services. The cost analysis will, whenever feasible, study the marginal cost of providing additional service. As part of this process, BAE will contact local public service providers including the police department and Fire Protection District to assess existing service capacity and the potential impact of the proposed project. For police, BAE will work with the local department to examine the current beat structure and determine how this may need to be altered to serve the new development. Any new patrol officers and/or equipment would also be analyzed on a marginal basis. For fire, BAE will study existing capacity at the station that would serve the proposed project and assess any additional labor or equipment costs that the station would incur. Cost impacts for other city departments and school districts would also be analyzed.

Fiscal impacts will be presented in current dollars on a net annual and cumulative basis over a 20-year period present in constant 2018 dollars. To determine an appropriate absorption rate for the various proposed land uses, BAE will review the project applicant's anticipated absorption schedule and refine it based on a review of market conditions.

During the preparation of the FIA, all communication with the project sponsor would be with or through City staff.

Task 3: Prepare Fiscal and Economic Impact Report

Task 3A: Prepare Administrative Draft Fiscal and Economic Impact Analysis Report. BAE will prepare and submit an Administrative Draft Fiscal Impact Analysis report to City staff. The report will include a concise and highly-accessible executive summary, including a summary of the methodology and key findings from Tasks 1 and 2.

Task 3B: Prepare Public Review and Final Draft Report. Staff will provide written comments to BAE regarding the Administrative Draft. BAE will address all comments with staff and make modifications as needed. BAE will then submit a draft Public Review Draft for staff to review. Staff will note any minor corrections and BAE will submit a Public Review Draft.

Task 3C: Prepare Presentation, Attend Two Meetings. This task includes preparation of a PowerPoint presentation for use by staff, BAE, and posting to the City's website. BAE will attend up to two meetings to present its findings, anticipated to be a Planning Commission and City Council meeting. BAE will discuss comments with City staff and make changes as necessary. BAE will then submit a Final report.

Task 4: Project Coordination

BAE will coordinate this assignment and participate in team conference calls with ICF, as necessary.

DATA NEEDS

In order to complete this analysis BAE will require access to various City and special district staff to conduct brief interviews and confirm methodologies and assumptions. In particular, BAE would intend to speak with most department/district heads, or their designees, as well as the City finance director. BAE would work with the finance department to obtain electronic copies of relevant budget files.

From the project sponsor, BAE will need development pro formas, market studies, and marketing plans, including pricing assumption. In addition to data from the City and project

sponsor, BAE will need to acquire market, demographic, and other data from vendors. A budget for these materials is included below.

BUDGET AND FEES

BAE would complete all work identified in the Scope of Services, including expense reimbursement, for the not-to-exceed amount of \$18,220. This budget includes two public meetings as part of Task 3. Please note that attendance at additional public meetings/hearings is calculated at the rate of \$1,500 for preparation, travel and up to three hours of meeting time, with hourly rates for all meeting time over three hours, as well as additional meetings beyond those set forth in the scope. All hours will be billed according to the following 2018 rates as listed below.

Principal	\$300/hour
Senior Advisor	\$300/hour
Director	\$235/hour
Vice President	\$210/hour
Senior Associate	\$185/hour
Associate	\$140/hour
Sr. Analyst	\$110/hour
Analyst	\$95/hour

Shown below is a project staffing plan and estimated cost per task. David Shiver will serve as Principal in Charge and Stephanie Hagar as Project Manager for this assignment.

	Principal Shiver	Vice President Hagar	Associate	Budget
Hourly Rate	\$300	\$210	\$140	
Task 1: Start-up Meeting and Review of Background Materials	4	6	4	\$3,020
Task 2: Conduct Fiscal Impact Analysis	4	8	24	\$6,240
Task 3: Prepare Draft and Final FIA Reports (includes 2 mtgs)	2	25	12	\$7,530
Task 4: Project Coordination	1	3	0	\$930
Subtotal Labor	11	42	40	\$17,720
Expenses (a)				\$500
Total (Labor + Expenses)				\$18,220
Optional Task: BAE Attendance at Additional Public Meetings/Hearings - Each (a)				\$1,500

Notes:

(a) Includes data expenses and mileage for meetings.

Project Schedule

Assuming that BAE receives all requested data within the first two weeks following project start up, BAE would complete the Administrative Draft within six weeks following project start up.

BAE would prepare a Public Review Draft within two weeks of receiving a single set of combined written comments on the Administrative Draft.

BAE would prepare a Final report within two weeks of receiving a single set of combined written comments on the Public Review Draft.

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LEGEND
 - - - - - LIMIT OF WORK
 [Hatched Box] PROJECT AREA



SCALE: 1" = 100'
 20 100 200



LOT 3 NORTH - 1350 ADAMS COURT
 MENLO PARK, CA 94025

EXISTING SITE CONDITIONS - VICINITY MAP
 11-28-17

A1

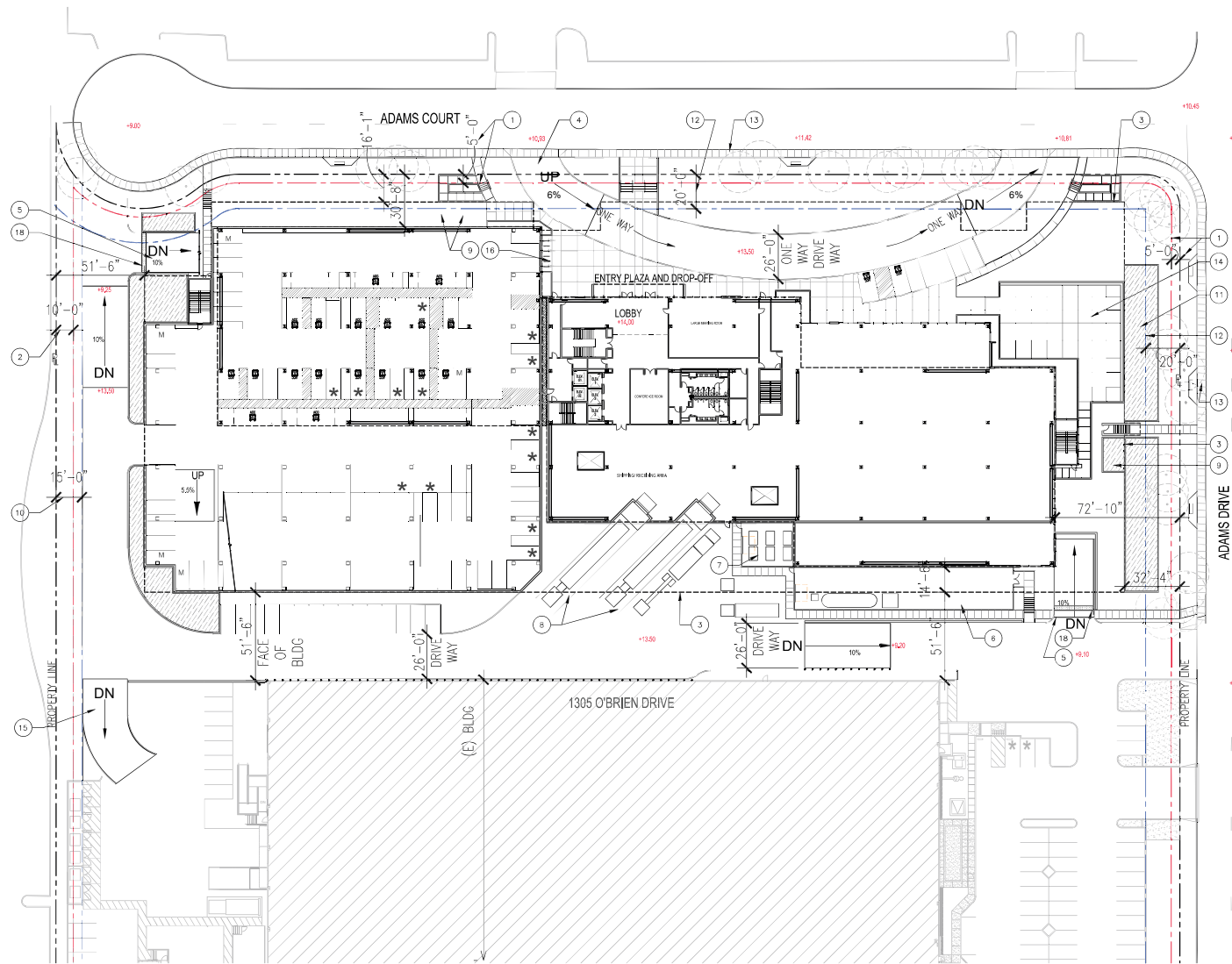


TARLTON
 DES Project Number: 10019.006

© 2017

KEY NOTES

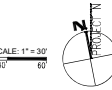
- 1 LS ZONING - 5'-0" MIN. SETBACK AT STREET
- 2 LS ZONING - 10'-0" MIN. SETBACK AT INTERIOR, SIDE AND REAR
- 3 OUTLINE OF PODIUM PARKING BELOW (P0).
- 4 ONE-WAY CONCRETE DRIVEWAY FOR DROP OFF TRAFFIC.
- 5 GARAGE ENTRY FOR PODIUM 0.
- 6 SERVICE YARD
- 7 COVERED TRASH ENCLOSURE
- 8 TRUCK LOADING DOCKS, AT GRADE.
- 9 FLOW-THROUGH PLANTER BOXES ABOVE PARKING PODIUM USED FOR WATER TREATMENT.
- 10 15'-0" PUBLIC UTILITY EASEMENT
- 11 BIORETENTION BASIN AREA OUTSIDE OF PARKING PODIUM FOOTPRINT.
- 12 LS ZONING - 20'-0" MIN. SURFACE PARKING SETBACK AT STREET
- 13 NEW SIDEWALK (SCOPE TO BE DETERMINED)
- 14 PRIVATE OUTDOOR PATIO
- 15 RAMP TO PACIFIC SITE
- 16 SHORT-TERM BIKE STORAGE
- 17 IMAGINARY PROPERTY LINE
- 18 FLOOD GATES FOR PODIUM PARKING BELOW (P0).



LOT 3 NORTH - 1350 ADAMS COURT
MENLO PARK, CA 94025

PROPOSED ENLARGED SITE PLAN
11-28-17

A5B



SCALE: 1" = 30'



TARLTON
DES Project Number: 10019.006

© 2017



01 NORTH ELEVATION
1" = 20'



02 EAST ELEVATION
1" = 20'

SCALE: 1" = 20'
10 20 40 60



LOT 3 NORTH - 1350 ADAMS COURT

MENLO PARK, CA 94025

PROPOSED BUILDING ELEVATIONS

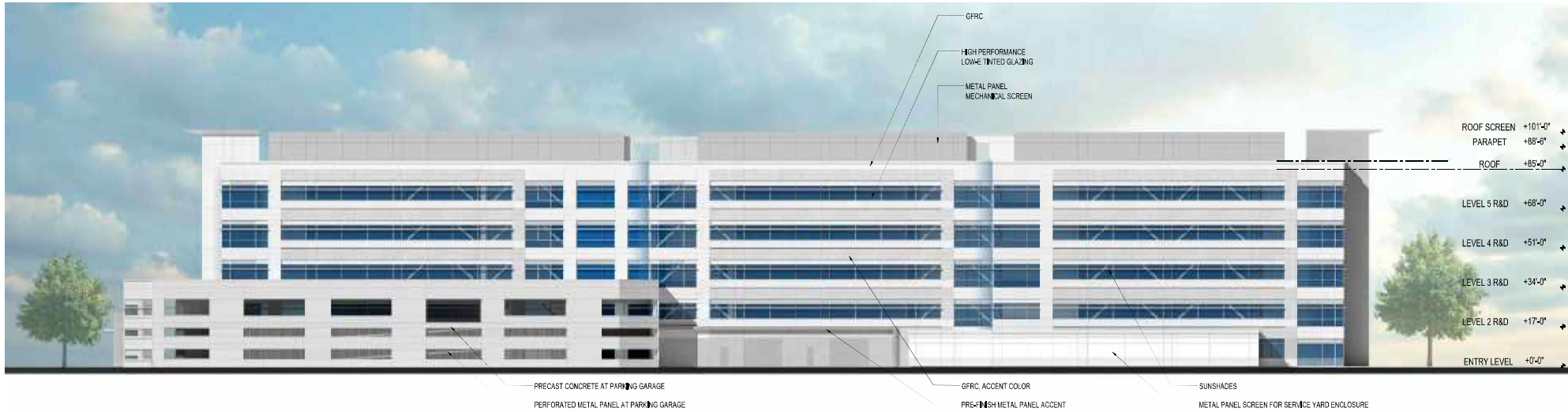
A19



TARLTON
DES Project Number: 10019.006

11-28-17

© 2017



01 SOUTH ELEVATION
1" = 20'



02 WEST ELEVATION
1" = 20'

SCALE: 1" = 20'
10 20 40 60



LOT 3 NORTH - 1350 ADAMS COURT
MENLO PARK, CA 94025

PROPOSED BUILDING ELEVATIONS

11-28-17

A20



TARLTON
DES Project Number: 10019,006

© 2017



VIEW FROM ADAMS DRIVE, NORTH-EAST



LOT 3 NORTH - 1350 ADAMS COURT

MENLO PARK, CA 94025

TARLTON
DES Project Number: 10019.006

3D BUILDING MASSING STUDY
11-28-17

AR1



© 2017



VIEW TO FRONT ENTRY



LOT 3 NORTH - 1350 ADAMS COURT

MENLO PARK, CA 94025

TARLTON
DES Project Number: 10019.006

3D BUILDING MASSING STUDY
11-28-17

AR2



© 2017



11-28-17 11:58 AM DES 10019.006 1350 ADAMS COURT - LOT 3 NORTH - COLOR SITE PLAN



LOT 3 NORTH - 1350 ADAMS COURT
 MENLO PARK, CA 94025

TARLTON
 DES Project Number: 10019.006

COLOR SITE PLAN
 11-28-17

AR5



© 2017

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STAFF REPORT

City Council

Meeting Date: 2/13/2018

Staff Report Number: 18-035-CC

Consent Calendar: Approve the design for the relocated connection of Marsh Road to Independence Drive

Recommendation

Staff recommends that the City Council approve the design for the relocated connection of Marsh Road to Independence Drive as shown in Attachment C.

Policy Issues

The proposed design is consistent with the City's General Plan Land Use & Circulation Elements and the 2016 Bayfront Area Zoning Map, which proposes the relocation of Independence Drive. The widening of Marsh Road was required as part of the Commonwealth Corporate Center project environmental review and is included in the City's 2009 Transportation Impact Fee program.

Background

In 2010, the City approved an application from Bohannon Development Company to redevelop the property located at 100 to 190 Independence Drive and 101 to 155 Constitution Drive (collectively known as Menlo Gateway). The Independence site is finishing construction and is targeting occupancy this month, and construction on the Constitution site has recently begun. The conditional development permit for the Menlo Gateway Project requires Bohannon to construct a bike/pedestrian path on Marsh Road from Constitution Drive to Bayfront Expressway.

In 2014, the City Council approved an application from Sobrato Interests 4 (Sobrato) to redevelop the property located at 151 Commonwealth Drive and 164 Jefferson Drive by demolishing the existing buildings and developing the property with two four-story office buildings (the Commonwealth Project). The construction of these buildings was completed in 2016. The conditional development permit for the Commonwealth Project requires the construction of a third right-turn lane on eastbound Marsh Road at Bayfront Expressway and bicycle/pedestrian improvements for the eastbound approach on Marsh Road (the Marsh Road Improvements) as identified in the environmental review and as a condition of project approval.

Since both projects are required to construct improvements in the vicinity of Marsh Road and Bayfront Expressway, Bohannon has agreed to design and construct both sets of improvements in order to minimize construction interference and maximize coordination and efficiency. Sobrato and Bohannon have entered into separate agreements with the City for the completion of the work by Bohannon. The City Council authorized the agreements on January 26, 2016.

Analysis

In 2014, Sobrato submitted design plans for the third right turn lane to the City for review. The existing condition at Marsh Road and Independence Drive includes a hook turn, which is essentially a U-turn when turning right onto Independence from northbound Marsh Road (Attachment A). The addition of a right turn lane as required in the Marsh Road Improvements creates an even tighter turn by decreasing the radius of the hook. Fire trucks and large tractor trailers would have difficulty making the turn without jumping the curb and encroaching onto the sidewalk. As this design was not feasible, City staff, Sobrato, and the Bohannon teams worked together to find an alternate design that would accommodate the Marsh Road improvements without limiting emergency and truck access on Independence Drive.

In May 2015, after evaluating the designs previously prepared by Sobrato, Bohannon proposed a revised design which eliminates the hook by realigning Constitution Drive and creating a T intersection at the confluence of Marsh Road, Constitution Drive, and Independence Drive (Attachment B). The close proximity of Marsh Road and Independence Drive creates non-standard design features, or design exceptions, as defined by Caltrans, with regards to sight distance. Vehicles turning right from Marsh Road to the T intersection could have difficulty seeing vehicles turning left from Constitution Drive onto Independence Drive. To increase safety at the intersection and resolve the sight distance issues, Constitution Drive would be converted into a one-way street for approximately 150 feet in the southbound direction from the T to the Proposed Garage at the northeast corner of the Constitution Drive/Independence Drive intersection (Attachment C). Based on prior traffic counts, less than 10 vehicles typically turn left from Constitution Drive to Independence Drive in the peak hour. Additionally, trees, fencing, and tall landscaping would be removed from the corner area between Marsh Road and Independence Drive to provide better visibility. The pedestrian crossing would remain along Marsh Road. To dissuade pedestrians from crossing Constitution at Independence, planting would be installed up to the curb at the southeast corner, and raised delineators would be placed on the opposite side of the street. A new sidewalk would be constructed on the west side of Independence Drive, which would provide connectivity from the Independence site to the Constitution site and ultimately the Bay Trail. For vehicles that erroneously turn onto Constitution Drive and need to return to Chrysler Drive, Bohannon has granted a public access license across a portion of the Constitution site for the purpose of allowing vehicles to turn around (Attachment D).

The proposed design of a T intersection with one-way traffic on the north end of Constitution Drive provides a positive resolution to the deficient hook access created by the Marsh Road Improvements. The change of access through this design has the added benefit of better pedestrian circulation and safety, as well as improved access for fire trucks and larger trucks to access local businesses, as well as the Menlo Gateway Project site. The Menlo Gateway team has reached out to the affected properties to discuss the change of access, and the owners/tenants that have been contacted to date have been receptive to the changes associated with the proposed T intersection. The improvement plans prepared by Bohannon have been reviewed by the City and Caltrans. Caltrans approval is imminent, and construction of the improvements is scheduled to begin shortly thereafter.

Potential Future Modifications

The 2016 Bayfront Area Zoning Map, which was developed in conjunction with ConnectMenlo, proposes a realigned Independence Drive (Attachment E). The zoning map, along with the General Plan Land Use

and Circulation Elements, was approved by the City Council on November 29, 2016. The relocation of Independence Drive could occur with the redevelopment of the adjacent properties. If the existing Independence Drive right-of-way were to be vacated, a land swap with the adjacent property owners may be possible, with the intent to maintain the existing square footage of the adjacent parcels as much as possible. Staff has begun preliminary discussions with some of the affected property owners regarding the possible relocation of Independence Drive, and is currently researching the feasibility of a land swap. Although the final placement is still to be determined, relocating Independence Drive further away from Marsh Road would eliminate the sight distance issues described above that necessitate the one-way only traffic for a portion of Constitution Drive. The relocation of Independence Drive would also effectively restore Constitution Drive to a full two-way street. The City Council will have future opportunities to consider these potential future modifications. The decision on the Marsh Road T intersection design should be reviewed independent of the potential future relocation of Independence Drive.

Summary

Since the proposed design includes non-standard features, staff is requesting that the City Council to approve the design (Attachment C) to provide design immunity to the City. Staff recommends that the City Council approve the design for the relocated connection of Marsh Road to Independence Drive.

Impact on City Resources

The staff time associated with the design review is fully recoverable through fees collected from the applicant.

Environmental Review

Environmental review is not required for this action. On June 15, 2010, the City Council adopted findings in accordance with the California Environmental Quality Act and certified the Environmental Impact Report prepared for the Menlo Gateway project. On August 19, 2014, the City Council adopted findings in accordance with the California Environmental Quality Act and certified the EIR prepared for the Commonwealth Corporate Center 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.

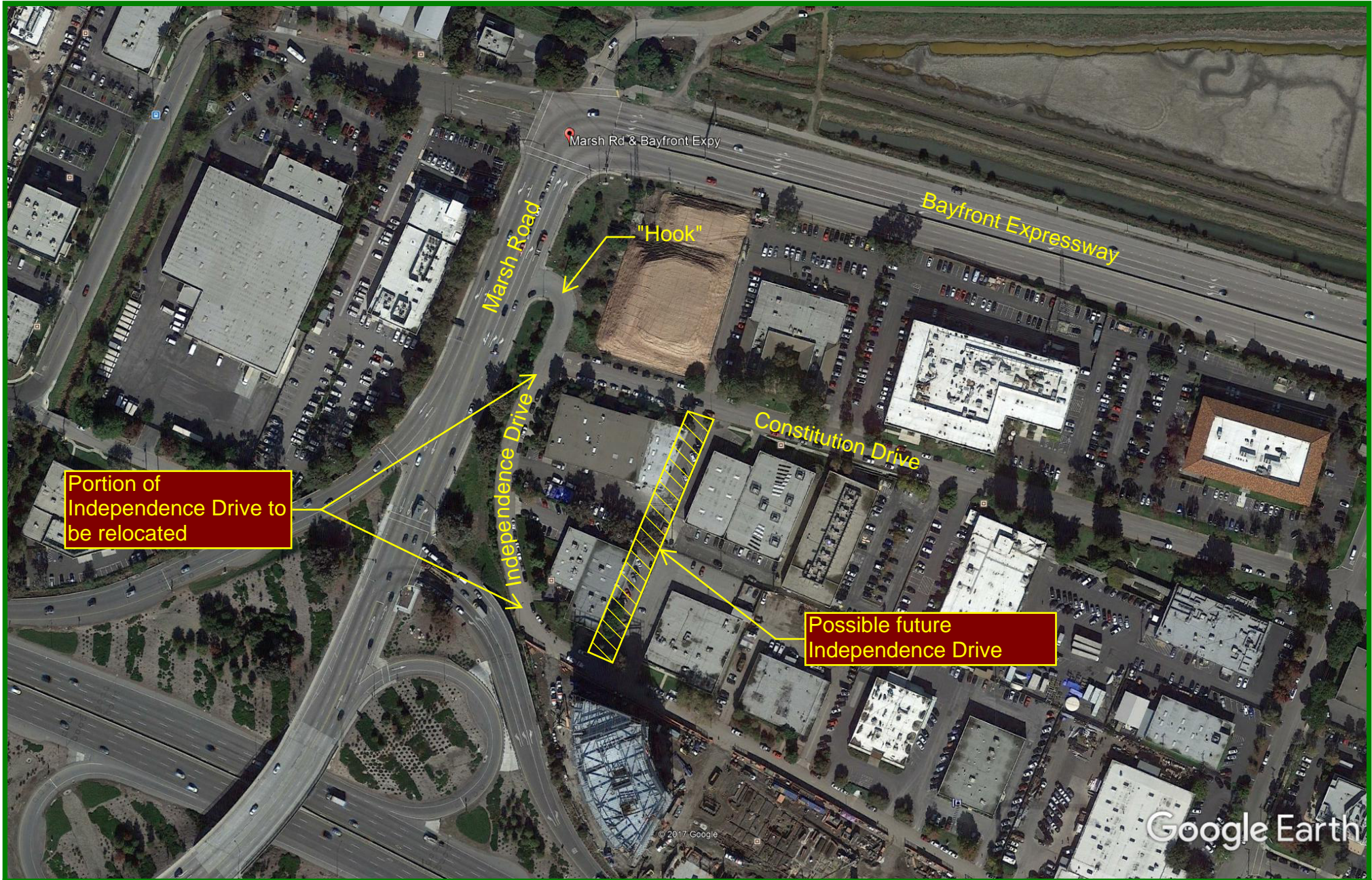
Attachments

- A. Existing & Future Conditions Exhibit
- B. Marsh Road Intersection Improvements
- C. One-Way on Constitution Drive Exhibit
- D. License Area
- E. Zoning Map

Report prepared by:
Theresa Avedian, Senior Civil Engineer

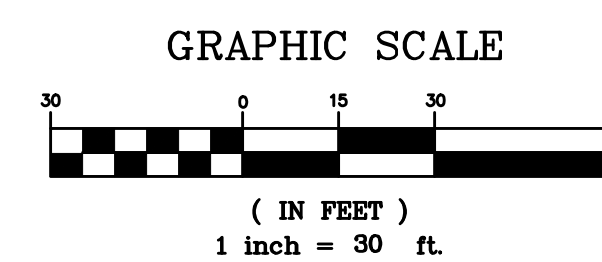
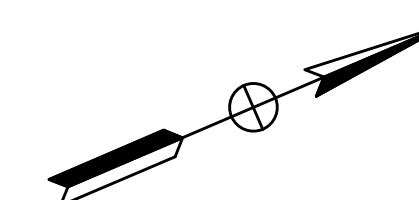
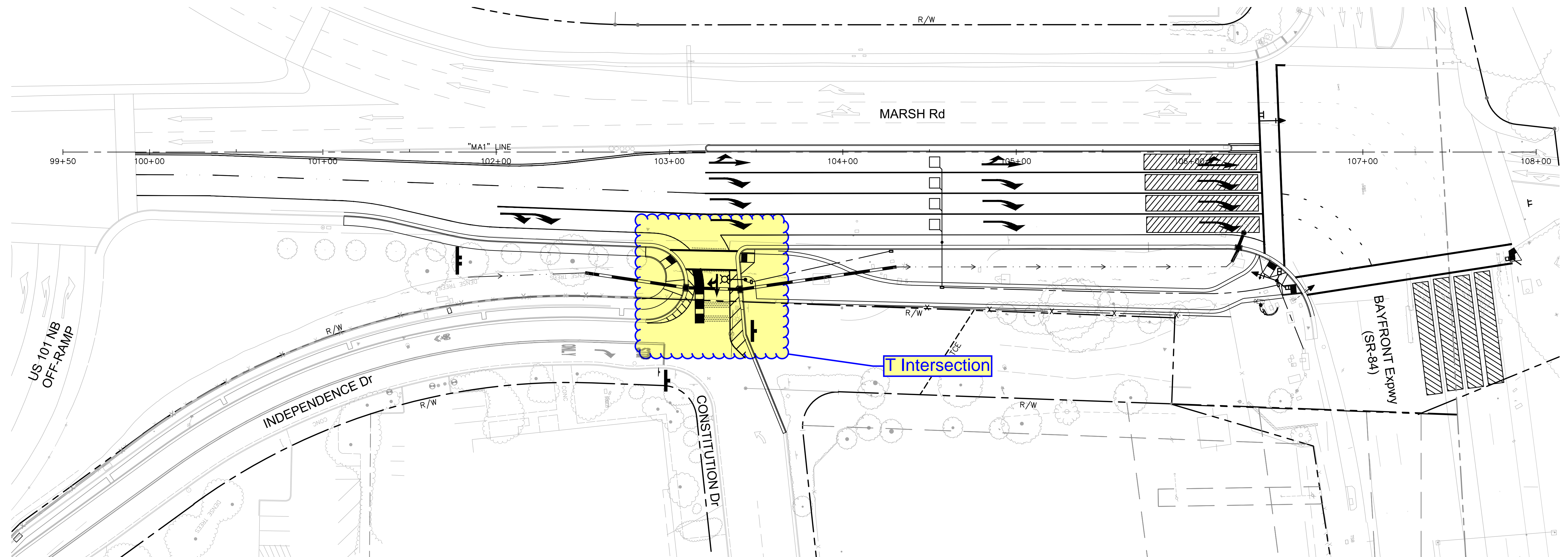
Staff Report #: 18-035-CC

Report reviewed by:
Nicole H. Nagaya, Assistant Public Works Director



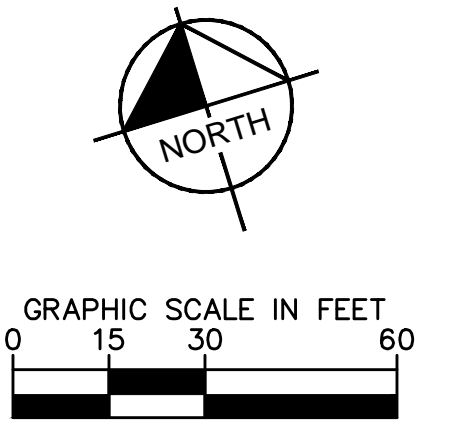
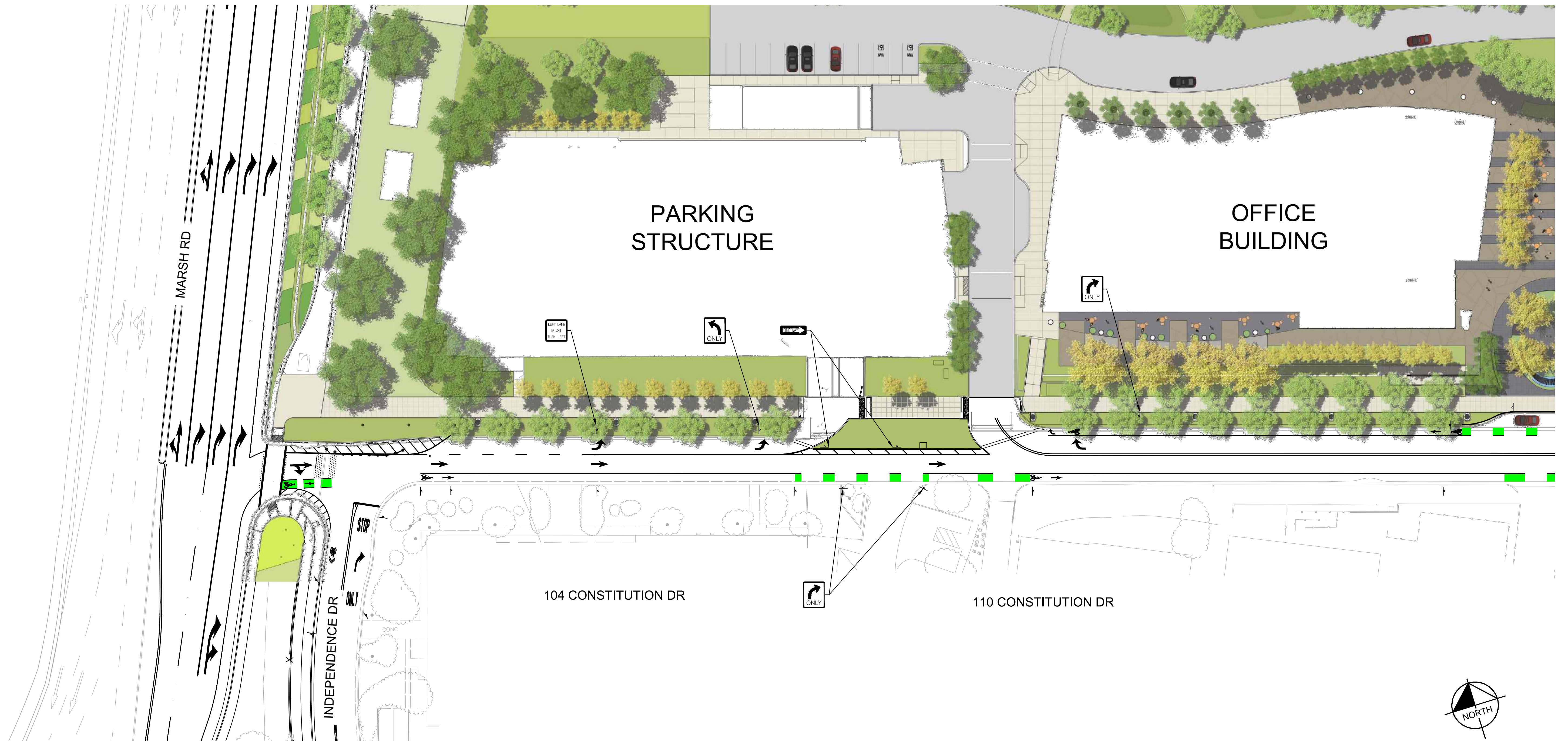
Date: 11/21/17

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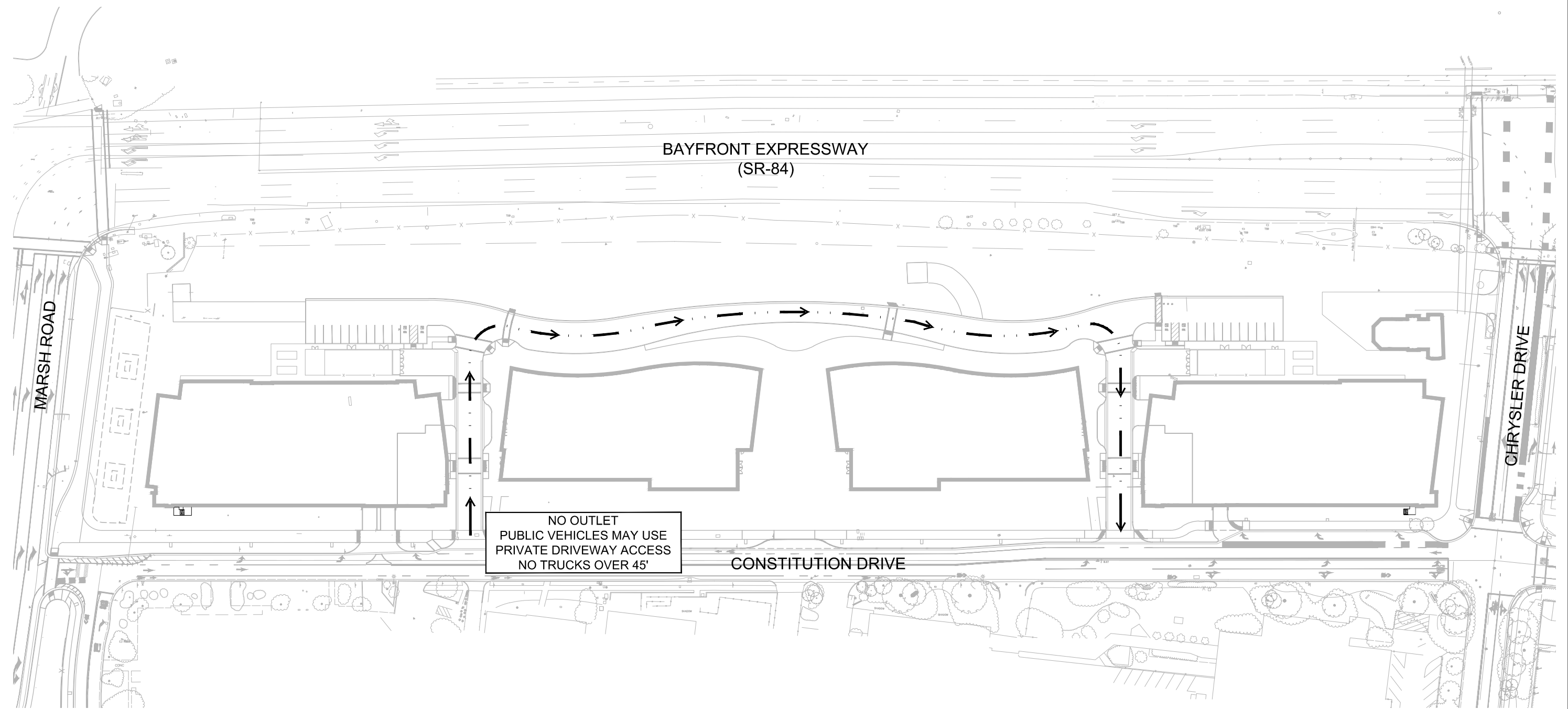
MARSH WIDENING
PROJECT OVERVIEW

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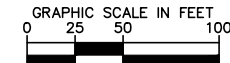


MENLO GATEWAY
CONSTITUTION
PROJECT SITE
DECEMBER 19, 2017

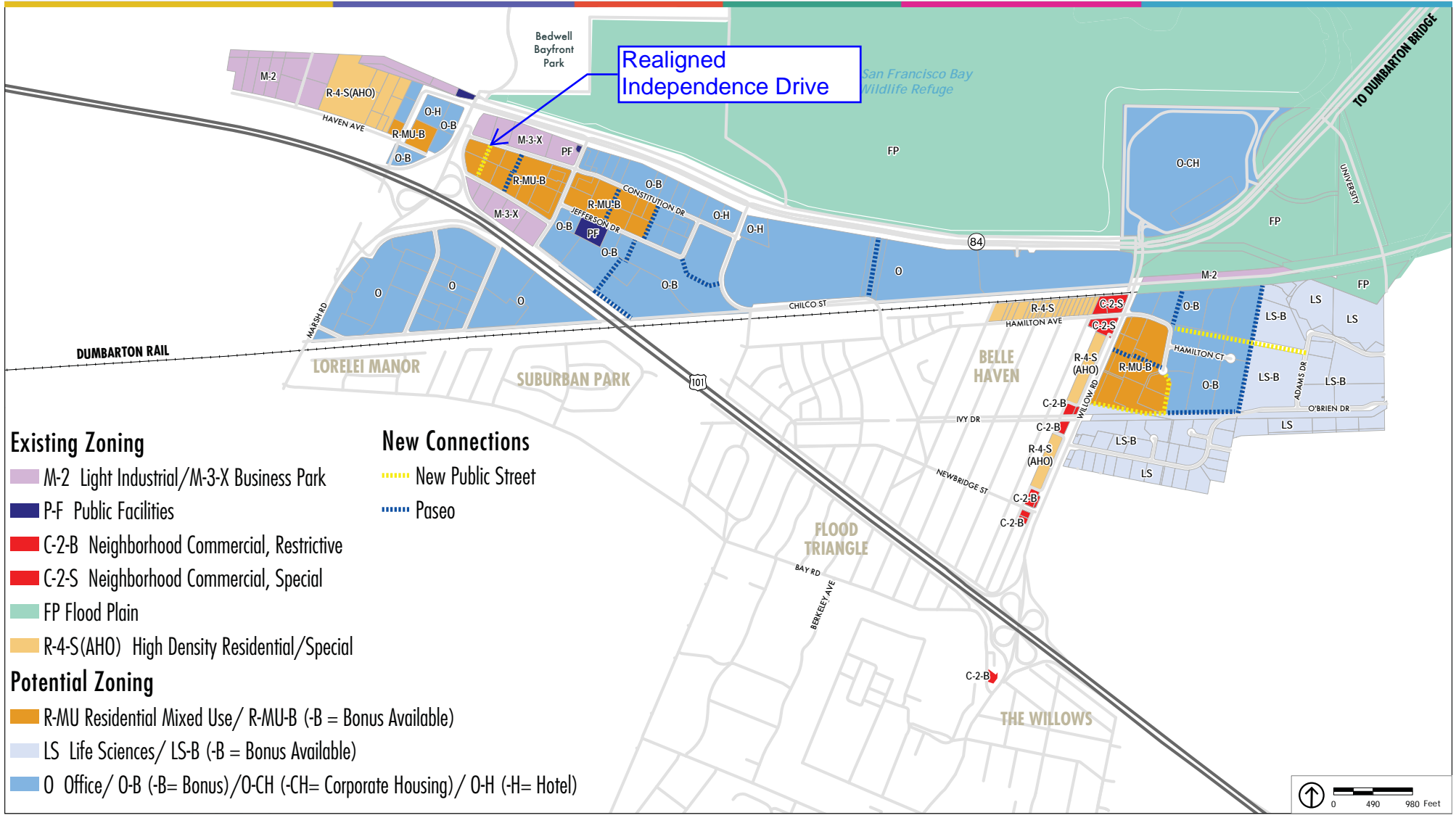
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NO OUTLET
PUBLIC VEHICLES MAY USE
PRIVATE DRIVEWAY ACCESS
NO TRUCKS OVER 45'



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M-2 AREA ZONING
Adopted: December 6, 2016

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STAFF REPORT

City Council

Meeting Date: 2/13/2018

Staff Report Number: 18-037-CC

Consent Calendar: Adopt a resolution initiating the Menlo Park Landscape Assessment District proceedings for Fiscal Year 2018-19

Recommendation

Staff recommends that the City Council initiate the Menlo Park Landscape Assessment District proceedings for Fiscal Year 2018-19 and adopt a resolution describing the improvements and directing preparation of the Engineer's Report.

Policy Issues

The recommendation does not represent any change to existing City policy. Pursuant to the provisions of the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the Streets and Highways Code of the State of California and Proposition 218, the City Council conducted proceedings for the formation of the City of Menlo Park Landscape Assessment District. The Landscape Assessment District requires an annual review of the levied assessment.

Background

In 1982, the Menlo Park citizens approved Measure N, an advisory measure for the City forming an assessment district to care for the City's street tree infrastructure. The Menlo Park Landscape Assessment District was subsequently formed in 1983.

Prior to 1990, property owners were responsible for all sidewalk and parking strip repair damaged by City street trees. In some cases, the lump-sum cost of removing and replacing the damaged public infrastructure was a financial burden. Thus, in 1990, an additional assessment was established and combined with the Landscape Assessment District to fund the repair of sidewalks and parking strips damaged by City trees. Financing through an assessment, to be levied on an annual basis, was determined to be more cost-effective and less burdensome to property owners than a large lump-sum payment.

In FY 1998-99, the City reauthorized the Landscape Assessment District through a mailed ballot, as required by Proposition 218. Each year, the City goes through a process to approve the levying of annual Landscape Assessment District fees. The attached resolution is the first step in the process to establish assessments for the coming fiscal year.

Analysis

Landscape Assessment District Scope of Work

The scope of work for the Landscape Assessment District has not changed from the FY 2017-18 program and includes the following:

- Maintaining and servicing of City street trees, including the cost of repair, removal, or replacement of all or any part thereof
- Providing for the life, growth, health, and beauty of City landscaping, including cultivation, trimming, spraying, fertilizing, or treating for disease or injury
- Removal of trimmings, rubbish, debris, and other solid waste, and providing water for the irrigation thereof
- The installation or construction, including the maintenance and servicing thereof, of curbs, gutters, sidewalks, and parking strips damaged by City street trees

Assessment Engineer

The first step in the annual Landscape Assessment District proceedings is the preparation of the Engineer’s Report. Staff has selected SCI Consulting Group to complete the engineering work for the FY 2018-19 report. The firm has extensive background and knowledge of the City’s Landscape Assessment District, a successful track record with the City preparing the Engineer’s Report since 1998, and experience with Proposition 218 requirements. The scope of services includes identification and verification of parcels within the district, allocation of the estimated cost of improvements and expenses to said parcels, determination of assessment amounts, preparation of assessment rolls, developing the Engineer’s Report, facilitating assessment proceedings, and general project administration.

Schedule for Assessment	
Date	Tasks
February 2018	City Council initiates the Landscape Assessment District proceedings and adopts a resolution describing the improvements and directing preparation of the Engineer’s Report.
May 2018	Completion and filing of the Engineer’s Report.
May 2018	City Council adopts 1) a resolution giving preliminary approval of the Engineer’s Report, and 2) a resolution of intention to order the levy and collection of the annual assessment and scheduling of the public hearing.
June 2018	City Council holds a public hearing to consider adoption of a resolution overruling protests, ordering improvements, confirming the assessment diagram, and ordering the levy and collection of assessments.
July 2018	Submittal of assessments to the County Assessor’s Office.
October 2018	City review and confirmation of final levies to be collected by the County.
January 2019	Verification of assessment receipts, levies, and delinquencies.

During this fiscal year, staff intends to focus on the funding needs for the sidewalk repair program. In recent years, the number of repairs has exceeded the available funding, which in turn is creating a backlog of repairs. Last year the assessment was increased by 5% (or \$1.43 per year for a typical single family property) after a number of years of no increase. This year the assessment may need to be increased by more than 5% in order to keep pace with the demand.

Impact on City Resources

The cost of the assessment engineering services and preparation of the Engineer's Report is \$9,700. There are sufficient funds in the Landscape Assessment District budget to fund this expense.

Environmental Review

An environmental review is not required for this action.

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

Report prepared by:

Eren Romero, Business Manager

Report reviewed by:

Justin Murphy, Public Works Director

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RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK DESCRIBING IMPROVEMENTS AND DIRECTING PREPARATION OF THE ENGINEER'S REPORT FOR THE CITY OF MENLO PARK LANDSCAPE ASSESSMENT DISTRICT FOR FISCAL YEAR 2018-19

WHEREAS, in 1982, the Menlo Park citizens voted for Measure N, an advisory measure for the City to form an assessment district to care for the City's street tree infrastructure and the Menlo Park Landscape Assessment District was subsequently formed in 1983; and

WHEREAS, prior to 1990, property owners were responsible for all sidewalk and parking strip repair damaged by City street trees; and

WHEREAS, in Fiscal Year 1990, an additional assessment was established and combined with the Landscape Assessment District to fund the repair of sidewalks and parking strips damaged by City trees; and

WHEREAS, in Fiscal Year 1998-99, City reauthorized the Landscape Assessment District through a mailed ballot, as required by Proposition 218.

NOW, THEREFORE, BE IT RESOLVED, as follows:

1. This City Council did, pursuant to the provisions of the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the Streets and Highways Code of the State of California, conduct proceedings for the formation of the City of Menlo Park Landscaping District and for the levy and collection of assessments for Fiscal Year 1983-84, and did, on May 10, 1983, pursuant to proceedings duly had, adopt its Resolution No. 3417-F, A Resolution Overruling Protests and Ordering the Formation of an Assessment District and the Improvements and Confirming the Diagram and Assessment.
2. The public interest, convenience, and necessity require, and it is the intention of said City Council to undertake proceedings for, the levy and collection of assessments upon the several lots or parcels of land in said District for the construction or installation of improvements, including the maintenance or servicing, or both, thereof for the Fiscal Year 2018-19.
3. The improvements to be constructed or installed include the maintenance and servicing of street trees, the cost of repair, removal, or replacement of all or any part thereof, providing for the life, growth, health and beauty of public landscaping, including cultivation, trimming, spraying, fertilizing, or treating for disease or injury, the removal of trimmings, rubbish, debris, and other solid waste, and water for the irrigation thereof, and the installation or construction, including the maintenance and servicing thereof, of curbs, gutters, sidewalks, and parking strips.
4. The costs and expenses of said improvements, including the maintenance or servicing, or both, thereof, are to be made chargeable upon said District, the exterior boundaries of which District are the composite and consolidated area as more particularly shown on a map (Exhibit A) thereof on file in the office of the Engineering Division of the City of Menlo Park to which reference is hereby made for further

particulars. Said map indicates by a boundary line the extent of the territory included in said District and of any zone thereof and shall govern for all details as to the extent of the assessment district.

5. The Assessment Engineer is hereby directed to prepare and file with said City Clerk a report, in writing, referring to the assessment district by its distinctive designation, specifying the fiscal year to which the report applies, and, with respect to that year, presenting the following:
 - a. Plans and specifications of the existing improvements and for proposed new improvements, if any, to be made within the assessment district or within any zone thereof;
 - b. An estimate of the costs of said proposed new improvements, if any, to be made, the costs of maintenance or servicing, or both, thereof, and of any existing improvements, together with the incidental expenses in connection therewith;
 - c. A diagram showing the exterior boundaries of the assessment district and of any zones within said district and the lines and dimensions of each lot or parcel of land within the district as such lot or parcel of land is shown on the County Assessor's map for the fiscal year to which the report applies, each of which lots or parcels of land shall be identified by a distinctive number or letter on said diagram; and
 - d. A proposed continued assessment of the total amount of the estimated costs and expenses of the proposed new improvements, including the maintenance or servicing, or both, thereof, and of any existing improvements upon the several lots or parcels of land in said district in proportion to the estimated benefits to be received by such lots or parcels of land respectively from said improvements, including the maintenance or servicing, or both, thereof, and of the expenses incidental thereto.
6. The Office of the Public Works Director of said City is hereby, designated as the office to answer inquiries regarding any protest proceedings to be had herein, and may be contacted during regular office hours at City Hall, 701 Laurel St., Menlo Park, CA 94025, or by calling 650-330-6740.

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

AYES:

NOES:

ABSENT:

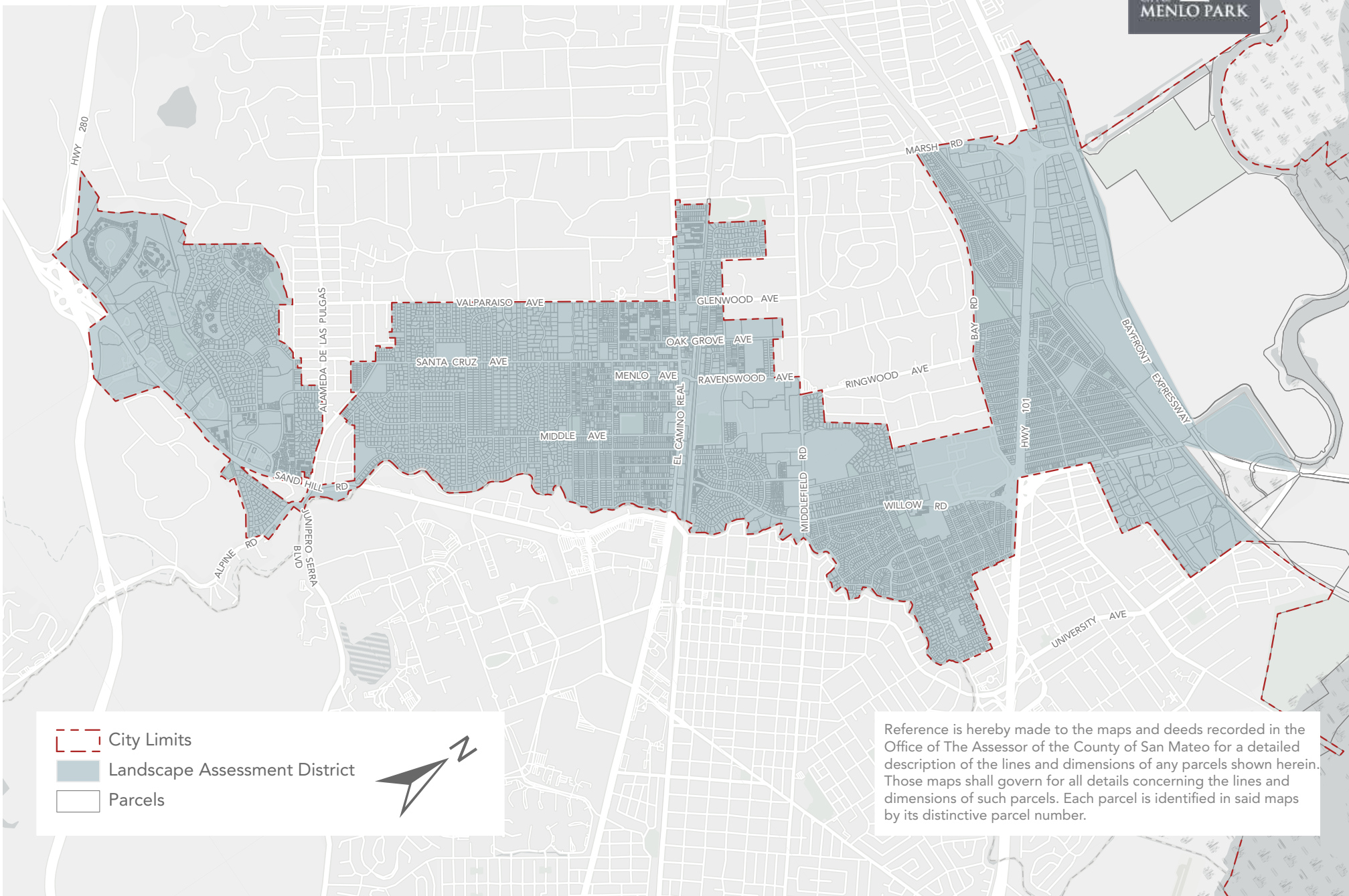
ABSTAIN:




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

Clay J. Curtin, Interim City Clerk



Landscape Assessment District



-  City Limits
-  Landscape Assessment District
-  Parcels



Reference is hereby made to the maps and deeds recorded in the Office of The Assessor of the County of San Mateo for a detailed description of the lines and dimensions of any parcels shown herein. Those maps shall govern for all details concerning the lines and dimensions of such parcels. Each parcel is identified in said maps by its distinctive parcel number.

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STAFF REPORT

City Council

Meeting Date:

2/13/2018

Staff Report Number:

18-044-CC

Regular Business:

Appoint a City Council subcommittee to assist with the West Menlo Park Triangle Annexation project

Recommendation

Staff recommends that the City Council create and appoint two of its members to a West Menlo Park Triangle Annexation Subcommittee.

Policy Issues

The proposed action conforms to the current practice related to City Council subcommittees. The City Council has established subcommittees that assist in researching and preparing policy alternatives and implications for the City Council's deliberation.

Background

A group of San Mateo County residents approached the City in 2015 with their desire to have their neighborhood annexed into the City of Menlo Park. The request for annexation came from several local county residents who had concerns about a proposed subdivision on Crocus Court in the unincorporated University Heights area of West Menlo Park. Staff from Community Development and Public Works worked with the residents and met with representatives of the County in 2015 and 2016. The project was delayed while discussions continued between the City and the County, and work focused on other City priorities.

Separately, area residents also brought forward concerns to San Mateo County about traffic conditions and potential safety improvements on the roads within the proposed annexation area. As a result of these contacts, the San Mateo County Department of Public Works began a study in January 2017 known as the Santa Cruz Ave/Alameda de las Pulgas Corridor Improvement Study. This study evaluates possible safety and connectivity improvement alternatives along Santa Cruz Avenue from Sand Hill Road to Alameda de las Pulgas and along Alameda de las Pulgas between Santa Cruz Avenue and Sharon Road.

The County has retained a consultant, Kimley-Horn, to perform the technical analysis and identify feasible solutions. The results of the study could change the way the roadways are being used. City staff would like to better understand the outcome of the study, as it may have some bearing on the annexation.

On October 10, 2017, the City Council held a study session to consider this project and it was decided to consider this further during the goal setting process in January 2018. On January 29, 2018, at the City Council goal setting meeting, this item did not rise to the list of top priorities.

Analysis

If appointed, the subcommittee members and staff could look into how to cover the costs associated with the project, assist with potential tax negotiations with the County and formulate a recommendation to the full City Council on whether to proceed with the annexation process.

Impact on City Resources

There is no fiscal impact to creation of a subcommittee. The proposed annexation could require City expenditures to improve the existing streets and other public infrastructure within the annexation area. The County does not currently have funding to pay a significant amount of these costs. The City would gain some portion of the property taxes assessed on the properties within the annexation area. Prior to the tax negotiation with the County, the direct fiscal impact of the annexation cannot be determined.

Public Notice

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

Report prepared by:
Clay J. Curtin, Interim City Clerk



STAFF REPORT

City Council

Meeting Date:

2/13/2018

Staff Report Number:

18-043-CC

Regular Business:

Accept the 2017-18 mid-year budget report and approve recommended 2017-18 budget amendments

Recommendation

Staff recommends that the City Council accept the 2017-18 mid-year budget report and approve the recommended budget amendments.

Policy Issues

The acceptance of the mid-year report and approval of the associated budget revisions is consistent with City policy.

Background

This report summarizes the City's mid-year financial status by providing an analysis of revenues and expenditures through the first half of the fiscal year. The intent of this report is to provide Council with an update on how major revenue sources and operating expenditures are tracking in comparison to the adopted budget. Emphasis in this report is placed on the City's General Fund, as the overall health of this fund is instrumental to the City's ability to maintain, and potentially enhance, services in the future. Although the focus of the mid-year review is the City's General Fund, this report also provides an update for other funds.

Year-to-date revenues and expenditures as of December 31st, as well as certain property tax revenues received in early January, provide the City significant insight into the viability of the adopted budget. The mid-year revenue and expenditure results and projections discussed in this report serve as the baseline from which staff begins development of the City Manager's fiscal year 2018-19 recommended budget. In addition to outlining a recommended spending plan for 2018-19, the City Manager's proposed budget also includes a comprehensive update of 10-year forecast.

On June 20, 2017, the Council adopted a balanced budget for the General Fund with revenues and transfers-in of \$56.9 million, expenditures and transfers-out of \$56.6 million, and an operating surplus of \$0.25 million.

Analysis

Overall, the General Fund is better positioned when compared to the adopted fiscal year 2017-18 budget with a projected increase the adopted budget's net surplus from \$0.25 million to \$3.85 million. The discussion to follow provides an overview of major changes both with regard to revenue and expenditures.

General Fund - Revenues

Overall General Fund revenues are expected to exceed the adopted budget by \$3.9 million or 6.9%. Table 1 below summarizes fiscal year 2017-18 revenue providing 2016-17 actual results, the 2017-18 adopted budget, 2017-18 projected actual and the required mid-year adjustment. The 2017-18 projected actual is based on the City’s adopted budget to projected actual using information available as of the report date. Following the table is a discussion of the significant changes to the various revenue sources between the 2017-18 adopted budget and the 2017-18 projected actual. For comparison purposes, the table also includes the City’s actual General Fund revenues for fiscal year 2016-17.

**Table 1:
General Fund Revenue
Amendments Summary**

	2016-17 Actual	2017-18 Adopted Budget	2017-18 Projected Actual	Required Mid-year Amendments	Percent Change
Taxes	\$ 34,114,906	\$ 33,348,000	\$ 35,531,605	\$ 2,183,605	6.5%
Franchise Fees	2,001,106	2,047,000	2,047,000	-	0.0%
Licenses & Permits	5,844,570	6,435,500	7,428,541	993,041	15.4%
Intergovernmental	946,784	1,149,284	1,149,284	-	0.0%
Fines	1,110,892	1,262,400	1,262,400	-	0.0%
Interest and Rent Income	914,090	898,200	898,200	-	0.0%
Charges for Services	7,871,770	9,328,410	9,676,744	348,334	3.7%
Other	71,799	0	0	-	0.0%
Transfers & Assigned Fund Bal.	482,029	2,332,795	2,725,592	392,797	16.8%
Total	\$ 53,357,946	\$56,801,589	\$ 60,719,365	\$ 3,917,776	6.9%

Taxes – At the mid-year mark, taxes are expected to be \$2.18 million, 6.5 percent, higher than the adopted budget. This increase is predominantly the result of Excess ERAF coming in much higher than budgeted. As Excess ERAF is applicable to only a handful of counties in the State and is considered to be an “at risk” revenue, the City employs a very conservative budgeting practice for this source. The fiscal year 2017-18 adopted budget includes Excess ERAF at nearly half of the prior year’s amount, or approximately \$0.86 million. The City received confirmation in January 2018 that it would receive the full share of Excess ERAF for fiscal year 2017-18, totaling \$2.02 million, \$1.16 million of which is in excess of the adopted budget. In addition to Excess ERAF, the City continues to experience assessed valuation growth faster than general inflation with a year over year increase in assessed value of 8.93 percent. For budget purposes, property tax was expected to grow at the rate of 7 percent.

Also impacting the mid-year estimates is an unanticipated increase in sales taxes. For the fiscal year 2017-18 budget, staff estimated that sales taxes would remain constant from prior year; however, the adopted budget was based on projections which were below actuals, which combined with the unanticipated increase in sales tax results in mid-year revenues which are \$1.01 million higher than budgeted. Staff is also monitoring transient occupancy tax (TOT or hotel room tax) revenue closely given the rapid increase of this revenue in recent years. As the second largest tax revenue in the General Fund, transient occupancy taxes were budgeted at \$7.21 million for fiscal year 2017-18. Due to the nature of TOT remittances by operators, the City does not have a fully accurate picture of budget to actuals at the mid-year point. For the first quarter of fiscal year 2017-18, TOT revenue was up 1.6 percent compared to the same period a year earlier and staff will have a greater understanding of whether TOT is expected to meet or exceed the adopted budget in March 2018, particularly when considering that the budget includes the expectation that Hotel Nia will open during the fiscal year.

Licenses & Permits and Charges for Services – These categories cover a broad array of City services which include: recreation programs, building permits, planning activities, and library charges. Growth was anticipated in this category due to continued high utilization of the recreation facilities with their expanded service offerings, as well high demand for planning and building services. At mid-year, total revenue projections for these categories are tracking higher than the adopted budget resulting in an anticipated increase approximately \$1.3 million or 7.8 percent. The single largest component of this surplus is payment to the General Fund from development agreements in the amount of \$1.05 million that were originally anticipated in the prior fiscal year. Outside of the onetime payment from development agreements, it should be noted that remaining \$0.25 million in higher than anticipated revenue reflect payment for inspections and other services that may not be fully provided in the current fiscal year. Caution should be taken when considering this higher than anticipated revenue for one-time or operating purposes outside of the land development service departments.

Transfers & Assigned Fund Balance – This category is increasing to reflect the carryover of encumbrances from prior fiscal year. Given that these commitments are contractual services that span multiple fiscal years, it is the City’s practice to reserve fund balance at the end of the fiscal year for the purpose of funding the carryover encumbrances in the coming fiscal year. This revenue amendment is offset by an equal amendment to expenditures.

General Fund - Expenditures

Overall General Fund expenditures are expected to be about budget with salary savings offsetting increased expenditures approved by the City Council subsequent to the City Council budget adoption. Table 2 below shows the mid-year assessment of fiscal year 2016-17 General Fund expenditures. Following the table is a discussion of the significant changes to the various revenue sources between the 2017-18 adopted budget and the 2017-18 projected actual. For comparison purposes, the table also includes the City’s actual General Fund expenditures for fiscal year 2016-17.

Table 2: General Fund Expenditure Amendments Summary					
	2016-17 Actual	2017-18 Adopted Budget	2017-18 Projected Actual	Required Mid-year Amendments	Percent Change
Personnel					
Salaries & Wages	\$ 23,393,664	\$ 25,348,251	\$ 23,663,328	(1,684,924)	-6.6%
Fringe Benefits	10,895,526	10,876,257	10,876,257	0	0.0%
Subtotal	\$ 34,289,190	\$ 36,224,508	\$ 34,539,585	\$ (1,684,924)	-4.7%
Operating					
Operating Expense	\$ 4,969,724	\$ 6,289,033	\$ 6,484,868	\$ 195,835	3.1%
Utilities	1,434,787	1,486,486	1,490,286	3,800	0.3%
Services	4,821,951	7,408,157	7,802,825	394,668	5.3%
Fixed Assets & Capital Outlay	135,601	254,100	378,394	124,294	48.9%
Travel	136,162	171,570	171,570	-	0.0%
Repairs & Maintenance	759,415	882,298	882,298	-	0.0%
Special Projects & Transfers	5,310,490	3,898,768	4,928,768	1,030,000	26.4%
Subtotal	\$ 17,568,130	\$ 20,390,412	\$ 22,139,009	\$ 1,748,597	8.6%
Total	\$ 51,857,320	\$ 56,614,920	\$ 56,678,594	\$ 63,673	0.1%

Personnel – The City’s personnel expenditures are allocated across multiple funds with the General Fund bearing the burden of the majority of personnel expenses either directly or indirectly through Internal Service Fund Allocations such as the Information Technology Internal Service Fund. In total, the 2017-18 adopted budget authorized 270 full-time equivalent (FTE) personnel requiring a total personnel budget across all funds of \$43.2 million. Of this amount, the General Fund is responsible for \$36.2 million or 84% of total personnel costs. The General Fund personnel budget is inclusive of an assumed staff vacancy rate of 4.2% or approximately \$1.52 million for fiscal year 2017-18. At mid-year, salary savings resulting from vacancies totaled \$1.7 million. If vacancies continue at the pace experienced in the first six months, having surpassed the budgeted vacancy factor by \$1.54 million as of December 31, 2017, ongoing vacancies into the second half of the fiscal year will have a positive impact on the General Fund’s operating surplus. While salary savings may be positive news to the City’s bottom line, it reflects a negative impact on the City’s ability to provide services to the community and complete projects on the City Council’s workplan. Assuming no significant changes in the number of vacancies in the second half of 2017-18, personnel costs are forecast to come in over 4.5 percent lower than the budgeted amount which already includes the vacancy factor of 4.2 percent.

Table 3 details an amendment to the personnel budget to record salary savings and provide for personnel approved by the City Council as part of the creation of an additional police unit and the addition of a Management Analyst II to the Housing and Economic Development division. The approved police positions have not been filled and are not anticipated to be filled in 2017-18. As part of the 2018-19 budget, these positions will be incorporated in the budget along with offsetting revenue. The Management Analyst II position is budgeted for the remainder of the fiscal year.

Table 3: General Fund Personnel Amendments Detail					
	Top Step Annual Cost Est.	2017-18 Adopted Budget	2017-18 Projected Actual	Required Mid-year Amendments	
Adopted					
Salaries & Wages	n/a	\$ 25,348,251	\$ 23,626,161	(1,722,091)	
Fringe Benefits	n/a	10,876,257	10,876,257	0	
Subtotal	n/a	\$ 36,224,508	\$ 34,502,418	\$ (1,722,091)	
Mid-year Approvals *					
Police Officer (5.0 FTE; approved on 9/26/2017)	\$1,581,578	\$ -	\$ -	\$ -	
Police Sergeant (1.0 FTE; approved on 9/26/2017)	354,843	-	-	-	
Management Analyst II (Housing and Economic Development)	148,669	-	37,167	37,167	
Subtotal	\$2,085,091	-	\$ 37,167	\$ 37,167	
Total		\$ 36,224,508	\$ 34,539,585	\$ (1,684,924)	

* 1.0 FTE unless otherwise noted

Operating Expenditures – As detailed in Table 4, the mid-year budget requires two actions by the City Council. The first action is to increase appropriations for 2017-18 to fund carryover encumbrances for commitments made in the prior fiscal year in the amount of \$392,797. This amount is offset by use of the City’s assigned fund balance which is intended to ensure that carryover encumbrances are fully funded in the subsequent fiscal year. The second action is to amend the budget to reflect various actions taken by the

City Council subsequent to the budget adoption. All of these request have been approved and the final action is to formally amend the budget to be in compliance with the City’s budgeting policies. The most notable of mid-year City Council approved expenditures is a transfer of \$1.0 million from the General Fund to new Library Systems Improvement Fund. There are no anticipated changes required to the base operating expenditure budget at this time.

Table 4: General Fund Operating Amendments Detail			
	2017-18 Adopted Budget	2017-18 Projected Actual	Required Mid-year Amendments
Operating Expenditures			
Operating Expense	\$ 6,289,033	\$ 6,289,033	\$ -
Utilities	1,486,486	1,486,486	-
Services	7,408,157	7,408,157	-
Fixed Assets & Capital Outlay	254,100	254,100	-
Travel	171,570	171,570	-
Repairs & Maintenance	882,298	882,298	-
Special Projects & Transfers	3,898,768	3,898,768	-
Subtotal	\$ 20,390,412	\$ 20,390,412	\$ -
Encumbrance Carryovers			
Operating Expenditures	\$ -	\$ 46,835	\$ 46,835
Services	-	221,668	221,668
Capital, repairs and maintenance	-	124,294	124,294
Subtotal	\$ -	\$ 392,797	\$ 392,797
Council Approved Actions			
Community Funding Allocation (Operating Expense)	175,000	266,000	91,000
Redistricting support (Services)	-	120,000	120,000
Burgess Pool operations (Operating Expense, Services, Utilities)	-	114,800	114,800
Transfers to other funds	3,898,768	4,928,768	1,030,000
Subtotal		\$ 5,429,568	\$ 1,355,800
Total	\$ 20,390,412	\$ 26,212,777	\$ 1,748,597

Other Funds

Consistent with earlier items, Table 5 outlines budget amendments that are both new and have already been approved by the City Council in separate actions subsequent to the budget adoption.

Table 5: Other Fund Expenditure Amendments		
	Request New or Prev. Approved	Required Mid-year Amendments
General Capital Improvement Fund		
Transportation Master Plan	Previously Approved	30,000
Belle Haven Branch Library refresh	Previously Approved	140,000
Oak Grove Avenue pedestrian network construction	New	615,000
Fund Total		\$ 785,000
Landfill Post-closure Fund		
Completion of interim groundwater and leachate monitoring and reporting services	New	50,000
Fund Total		\$ 50,000
Library System Improvement Fund		
Create fund and begin initial projects	Previously Approved	1,000,000
Fund Total		\$ 1,000,000
Measure A Fund		
Willows Neighborhood traffic calming	Previously Approved	275,000
Fund Total		\$ 275,000
Recreation-in-lieu Fund		
Jack Lyle Park restroom improvements	New	165,000
Fund Total		\$ 165,000

The new request for the Oak Grove Avenue pedestrian network would complete gaps in the pedestrian network along both sides of Oak Grove Avenue resulting in improved safety, accessibility, and connectivity to and from Nativity Catholic School, Menlo Atherton High School and other destinations across the City. The project would provide a curb separated sidewalk on the south side of Oak Grove between Rebecca Lane and Marcussen Drive, about 200 feet, and a curb separated sidewalk between the Church of the Nativity and Nativity Catholic School on the north side of Oak Grove, about 800 feet. Bioswale will be constructed alongside the new sidewalks to slow and reduce stormwater runoff while filtering out pollutants before it reaches the nearby waterways.

The request for Landfill Post-closure Fund provides for the completion of the interim project monitoring groundwater and leachate monitoring in between contracts. The interim project allowed for continuity between contracts but included invoices which were not received in the previous fiscal year.

The request for Jack Lyle Park involves the planning, design and construction of new restroom facilities at Jack Lyle Park. The project is currently under design and will be issued for bidding in spring of 2018.

Impact on City Resources

The fiscal impact of the requested change to various appropriations are discussed above and summarized as follows:

All Funds Overall Summary		Required Mid-year Amendments
Fund		
General Fund		
	Revenues	\$ 3,917,776
	Expenditures	63,673
	Net Change in Fund Balance	\$ 3,854,103
General Capital Improvement Fund		
	Revenues	\$ 250,000
	Expenditures	785,000
	Net Change in Fund Balance	\$ (535,000)
Landfill Post-closure Fund		
	Revenues	\$ -
	Expenditures	50,000
	Net Change in Fund Balance	\$ (50,000)
Library System Improvement Fund		
	Revenues	\$ -
	Expenditures	1,000,000
	Net Change in Fund Balance	\$ (1,000,000)
Measure A Fund		
	Revenues	\$ -
	Expenditures	275,000
	Net Change in Fund Balance	\$ (275,000)
Recreation-in-lieu Fund		
	Revenues	\$ -
	Expenditures	165,000
	Net Change in Fund Balance	\$ (165,000)

Environmental Review

Environmental review is not required.

Public Notice

Public Notification was achieved by posting the agenda, with the agenda items being listed, at least 72

Staff Report #: 18-043-CC

hours prior to the meeting.

Report prepared by:

Dan Jacobson, Finance and Budget Manager

Approved by:

Nick Pegueros, Administrative Services Director



STAFF REPORT

City Council Meeting Date: 2/13/2018
Staff Report Number: 18-032-CC

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

This item was continued from the February 6, 2018, City Council meeting.

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 City 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.¹ 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 contracting²
- Land use
- City finances
- City government structure
- Elections

¹ Cal Const art XI, §3(a).

² 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. More detail on charter cities is provided in Attachment A.

On January 16, 2018, the City 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 City 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 City 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 that permits cities to adopt charters authorizing local control.³ 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.

The City of Palmdale charter is provided as an example (Attachment B). The effect of this provision is to give the City Council authority to adopt future 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 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

³ Cal.Const., art. XI, Section 5.

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 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.

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 of the City Council's intention 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 City Attorney could draft the charter and 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 City 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.

A chart published by the League of Cities comparing the key characteristics of general law and charter cities is included as 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.⁴ 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 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

⁴ 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
Ability to Govern Municipal Affairs	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."
Form of Government	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 nontraditional form of government.
Elections Generally	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.
Methods of Elections	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
City Council Member Qualifications	<p>Minimum qualifications are:</p> <ol style="list-style-type: none"> 1. United States citizen 2. At least 18 years old 3. Registered voter 4. Resident of the city at least 15 days before the election and throughout his or her term 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. <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>
Public Funds for Candidate in Municipal Elections	<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>
Term Limits	<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>
Vacancies and Termination of Office	<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
Council Member Compensation and Expense Reimbursement	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.
Legislative Authority	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>Brougher 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.
Resolutions	May establish rules regarding the procedures for adopting, amending or repealing resolutions.	May establish procedures for adopting, amending or repealing resolutions. <i>Brougher v. Bd. of Public Works</i> , 205 Cal. 426 (1928).	Historically, this has not been a problem in Menlo Park.
Quorum and Voting Requirements	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>Rules Governing Procedure and Decorum</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>Personnel Matters</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
Contracting Services	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).	Full authority to contract consistent with charter. 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.	Could provide more flexibility to outsource services, such as parking violations.
Public Contracts	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. 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.	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 and 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).	Could shorten time for construction bidding and allow for awards to most qualified, rather than lowest monetary, bidder.
Payment of Prevailing Wages	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).	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.	Given SB 7, charter cities no longer exempt themselves from paying prevailing wages. Thus no longer distinction in this area.

Characteristic	General City Law	Charter City	How Impacts Menlo Park
<p>Finance and Taxing Power</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"> • Improvement Act of 1911. Cal. Sts. and High. Code § 22500 <i>et seq.</i> • Municipal Improvement Act of 1913. See Cal. Sts. and High. Code §§ 10000 <i>et seq.</i> • Improvement Bond Act of 1915. Cal. Sts. and High. Code §§ 8500 <i>et seq.</i> • Landscaping and Lighting Act of 1972. Cal. Sts. and High. Code §§ 22500 <i>et seq.</i> • Benefit Assessment Act of 1982. Cal. Gov't Code §§ 54703 <i>et seq.</i> <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. and 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>Streets and Sidewalks</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
Penalties and Cost Recovery	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.
Public Utilities/Franchises	<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.
Zoning	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.

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CITY OF PALMDALE

CITY CLERK'S

CERTIFICATION, AUTHENTICATION and ATTEST

OF THE

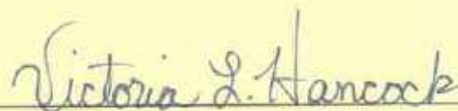
CHARTER OF THE CITY OF PALMDALE, CALIFORNIA 2009

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.

/ / /



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.

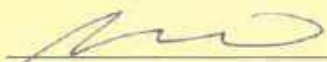
Section 901. Severability.

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



Toni Lackey, Councilmember



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STAFF REPORT

City Council Meeting Date: 2/13/2018
Staff Report Number: 18-033-CC

Informational Item: Review of the City's investment portfolio as of December 31, 2017

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

The City and the Successor Agency funds are invested in full compliance with the City's investment policy and State law, which emphasize safety, liquidity and yield.

Background

The City's investment policy requires a quarterly investment report to the City Council, which includes all financial investments of the City and provides information on the investment type, value and yield for all securities.

Analysis

The City's investment portfolio as of December 31, 2017, totaled \$112,790,941. As shown below in Table 1, the City's investments by type are measured by the amortized cost as well as the fair value as of December 31, 2017. The Local Agency Investment Fund is considered a safe investment as it provides the liquidity of a money market fund. The majority of the remaining securities are prudent and secure short-term investments (1-3 years), bearing a higher interest rate than LAIF and provide investment diversification.

Table 1: Recap of investments held as of December 31, 2017			
Security	Amortized cost basis	Fair value basis	% of portfolio
Local Agency Investment Fund	\$51,576,133	\$51,576,133	45.9%
Securities portfolio			
Corporate bonds	\$18,252,100	\$18,165,845	16.2%
Government agencies	\$31,481,029	\$31,262,572	27.8%
Government bonds	\$11,481,679	\$11,415,179	10.2%
Total	\$112,790,941	\$112,419,729	100.0%

As shown in Table 1, the fair value of the City's securities was \$371,212 less than the amortized cost as of December 31, 2017. The difference between amortized cost and fair value is referred to as an unrealized

loss or gain, and is due to market values fluctuating from one period to another. It is important to note that any unrealized loss or gain does not represent an actual cash transaction to the City, as the City generally holds securities to maturity to avoid market risk.

Local Agency Investment Fund (LAIF)

As previously shown in Table 1, 46 percent of the portfolio resides in the City's account at the Local Agency Investment Fund, a liquid fund managed by the California state treasurer, had a weighted average yield of 1.18 percent for the period ended December 31, 2017. LAIF yields have been at historic lows for the past several years but the last two years have shown a small but steady trend upward. While LAIF is a good investment option for funds needed for liquidity, the City's investment of excess funds in other types of securities is made in an effort to enhance yields. Recently, the City has reached the maximum deposit limit in LAIF, which could lead to the City having a lower portfolio percentage in LAIF as future investments would have to be in the securities portfolio.

Securities portfolio

As of December 31, 2017, the City held a number of securities in corporate bonds, government agency notes and government bonds. Insight Investment serves as the City's financial adviser on security investments and makes recommended trades of securities, purchases and sales that align market conditions to the City Council's adopted investment policy to the greatest extent possible. The Insight Investments quarterly statement for the period ended December 31, 2017, is provided as Attachment A. As shown in the quarterly consolidated portfolio report for the quarter ended December 31, 2017 (Attachment B), the weighted average yield was 1.30 percent.

Impact on City Resources

Due to the liquidity of LAIF accounts, the City has more than sufficient funds available to meet its expenditure requirements for the next six months.

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. Insight Investments report for the quarter ended December 31, 2017
- B. Quarterly Consolidated Portfolio Report for the quarter ended December 31, 2017

Report prepared by:
Brandon Cortez, Management Analyst I

Report approved by:
Dan Jacobson, Finance and Budget Manager

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CITY OF MENLO PARK

December 2017

➤ A BNY MELLON COMPANYSM



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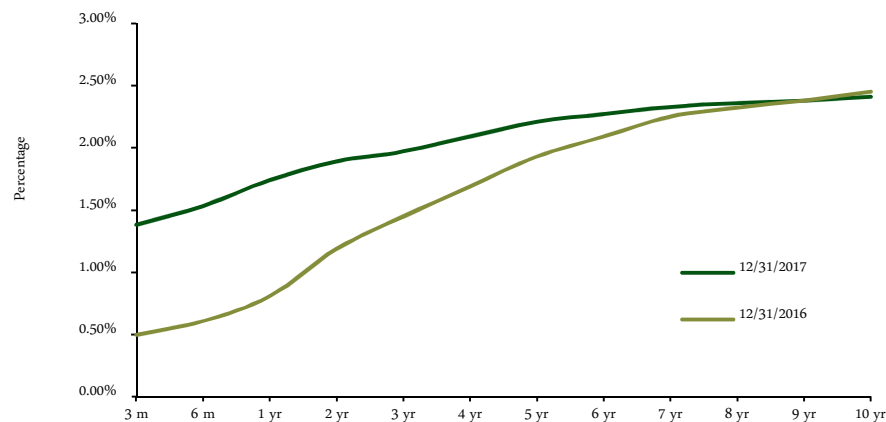
As of December 31, 2017

Chart 1: Fed funds target rate: 12/31/2007—12/31/2017



Source: Bloomberg Finance LP, December 31, 2017.

Chart 2: Treasury yield curve: 12/31/2016 and 12/31/2017



Source: Bloomberg Finance LP, December 31, 2017.

Economic Indicators and Monetary Policy

On December 13th, the Federal Open Market Committee (FOMC) raised its key interest rate to a range of 1.25% to 1.50%. (See Chart 1). The vote was 7-2 for the rate move, which was the third increase in 2017 and widely anticipated. Consistent with previous guidance regarding the scheduled winding down of its balance sheet, the FOMC announced it will increase the limit of securities allowed to run-off by another \$10bn per month starting in January, bringing the monthly pace to \$20bn.

The FOMC’s expectations for three rate hikes in 2018 remained unchanged, and it forecast the rate to reach 3.1% in 2020 with the long-run rate projected at 2.8%. The FOMC’s expectations for GDP increased to 2.5% for 2018 from the prior estimate of 2.1% and the median forecast for long-run expansion was unchanged at 1.8%. While the forecast for core PCE inflation was unchanged, the headline PCE forecast rose to 1.7% from 1.6%. The FOMC further predicted that unemployment will fall to 3.9% by the end of 2018 versus the prior projection of 4.1%.

The employment report released on December 8th showed that nonfarm payrolls increased 228,000 in November, more than the forecast for 195,000 jobs added. The annual growth rate for hourly earnings increased to 2.5% in November, less than expectations for 2.7% growth and the prior month’s reading was revised to 2.3% growth from the original estimate of 2.4%. The unemployment rate was unchanged at 4.1% in November and underemployment rate increased 0.1% to 8.0%.

The final reading of third quarter GDP was released on December 21st at 3.2% compared to the forecast and prior estimate of 3.3%. Personal consumption decreased to 2.2% from the prior estimate of 2.3% following 3.3% growth in the second quarter.

Also this month, the Senate and the House of Representatives passed the Tax Cuts and Jobs Act, which will see the corporate tax rate fall from 35% to 21%, effective January 1, 2018. The package is estimated at \$1.5tn over 10 years and is the most significant reform since the Reagan administration.

Interest Rate Summary

At the end of December the 3-month US Treasury bill yielded 1.38%, the 6-month US Treasury bill yielded 1.53%, the 2-year US Treasury note yielded 1.89%, the 5-year US Treasury note yielded 2.21% and the 10-year US Treasury note yielded 2.41%. (See Chart 2).

ACTIVITY AND PERFORMANCE SUMMARY

For the period December 1, 2017 - December 31, 2017

<u>Amortized Cost Basis Activity Summary</u>	
Opening balance	61,228,864.45
Income received	72,129.67
Total receipts	72,129.67
Total disbursements	0.00
Interportfolio transfers	(82,481.23)
Total Interportfolio transfers	(82,481.23)
Realized gain (loss)	0.00
Total amortization expense	(8,009.01)
Total OID/MKT accretion income	4,304.71
Return of capital	0.00
Closing balance	61,214,808.59
Ending fair value	60,843,597.34
Unrealized gain (loss)	(371,211.25)

<u>Detail of Amortized Cost Basis Return</u>				
	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Corporate Bonds	26,683.89	(2,018.37)	0.00	24,665.52
Government Agencies	32,587.00	(2,103.96)	0.00	30,483.04
Government Bonds	11,754.79	418.03	0.00	12,172.82
Total	71,025.68	(3,704.30)	0.00	67,321.38

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	1.00	0.59	0.11
Overnight Repo	0.95	0.57	0.11
Merrill Lynch 3m US Treas Bill	0.91	0.55	0.11
Merrill Lynch 6m US Treas Bill	1.02	0.60	0.12
ML 1 Year US Treasury Note	1.20	0.70	0.14
ML 2 Year US Treasury Note	1.43	0.80	0.16
ML 5 Year US Treasury Note	1.91	0.97	0.18

* rates reflected are cumulative

<u>Summary of Amortized Cost Basis Return for the Period</u>	
	Total portfolio
Interest earned	71,025.68
Accretion (amortization)	(3,704.30)
Realized gain (loss) on sales	0.00
Total income on portfolio	67,321.38
Average daily amortized cost	61,220,901.04
Period return (%)	0.11
YTD return (%)	1.19
Weighted average final maturity in days	441

ACTIVITY AND PERFORMANCE SUMMARY

For the period December 1, 2017 - December 31, 2017

<u>Fair Value Basis Activity Summary</u>		
Opening balance		60,896,368.42
Income received	72,129.67	
Total receipts		72,129.67
Total disbursements		0.00
Interportfolio transfers	(82,481.23)	
Total Interportfolio transfers		(82,481.23)
Unrealized gain (loss) on security movements		0.00
Return of capital		0.00
Change in fair value for the period		(42,419.52)
Ending fair value		60,843,597.34

<u>Detail of Fair Value Basis Return</u>			
	Interest earned	Change in fair value	Total income
Corporate Bonds	26,683.89	(17,213.18)	9,470.71
Government Agencies	32,587.00	(19,239.90)	13,347.10
Government Bonds	11,754.79	(5,966.44)	5,788.35
Total	71,025.68	(42,419.52)	28,606.16

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	1.00	0.59	0.11
Overnight Repo	0.95	0.57	0.11
ICE ML 1 Year US Treasury Note	0.57	0.26	0.04
ICE ML 3m US Treas Bill	0.86	0.55	0.11
ICE ML 6m US Treas Bill	0.95	0.59	0.11
ICE ML US Treasury 1-5	0.65	(0.10)	(0.01)
ICE ML US Treasury 1-3	0.42	(0.01)	0.01

* rates reflected are cumulative

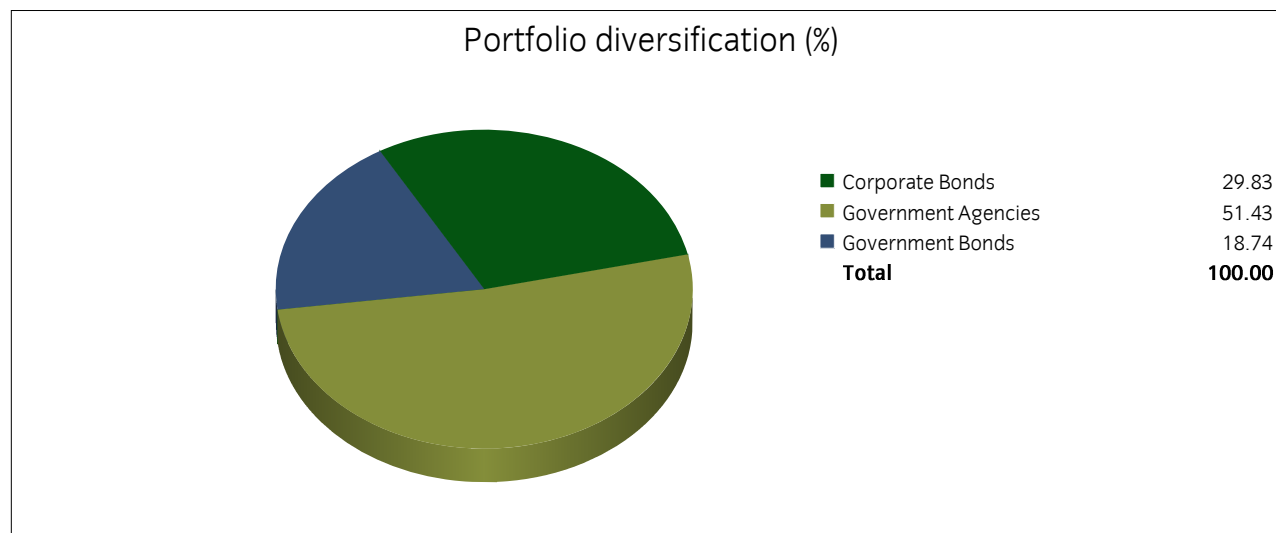
<u>Summary of Fair Value Basis Return for the Period</u>	
	Total portfolio
Interest earned	71,025.68
Change in fair value	(42,419.52)
Total income on portfolio	28,606.16
Average daily total value *	61,089,292.91
Period return (%)	0.05
YTD return (%)	0.83
Weighted average final maturity in days	441

* Total value equals market value and accrued interest

RECAP OF SECURITIES HELD

As of December 31, 2017

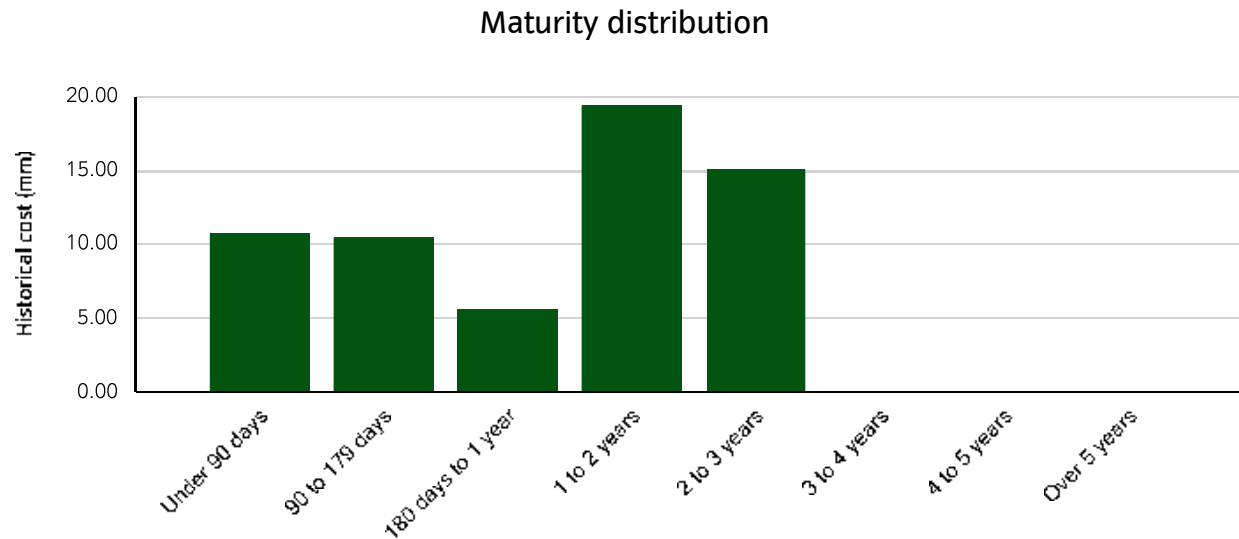
	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Weighted average final maturity (days)	Percent of portfolio	Weighted average effective duration (years)
Corporate Bonds	18,266,139.80	18,252,100.38	18,165,845.24	(86,255.14)	491	29.83	1.30
Government Agencies	31,492,965.41	31,481,029.06	31,262,572.60	(218,456.46)	379	51.43	1.01
Government Bonds	11,477,167.97	11,481,679.15	11,415,179.50	(66,499.65)	529	18.74	1.42
Total	61,236,273.18	61,214,808.59	60,843,597.34	(371,211.25)	441	100.00	1.17



MATURITY DISTRIBUTION OF SECURITIES HELD

As of December 31, 2017

Maturity	Historic cost	Percent
Under 90 days	10,704,383.38	17.48
90 to 179 days	10,483,030.75	17.12
180 days to 1 year	5,523,201.96	9.02
1 to 2 years	19,468,594.08	31.79
2 to 3 years	15,057,063.01	24.59
3 to 4 years	0.00	0.00
4 to 5 years	0.00	0.00
Over 5 years	0.00	0.00
	61,236,273.18	100.00



SECURITIES HELD

As of December 31, 2017

Cusip/ Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost/ Accrued interest purchased	Amortized cost/ Accretion (amortization)	Fair value/ Change in fair value	Unrealized gain (loss)	Interest received	Interest earned	Total accrued interest	% Port cost
Corporate Bonds											
94974BFG0 WELLS FARGO & COMPANY 1.5% 16/01/2018	1.500	01/16/2018	1,725,000.00	1,724,206.50 0.00	1,724,984.78 28.55	1,724,815.43 74.18	(169.35)	0.00	1,509.38	11,140.63	2.82
46623EKD0 JPMORGAN CHASE & CO 1.7% 01/03/2018 (CALLABLE 01/02/18)	1.700	03/01/2018 02/01/2018	1,000,000.00	1,007,730.00 0.00	1,000,458.69 (225.58)	999,904.00 (136.00)	(554.69)	0.00	1,463.89	5,666.67	1.65
037833AJ9 APPLE INC 1% 03/05/2018	1.000	05/03/2018	2,000,000.00	1,984,920.00 0.00	1,998,963.20 252.88	1,995,056.00 (174.00)	(3,907.20)	0.00	1,722.22	3,222.22	3.24
166764AEO CHEVRON CORP 1.718% 24/06/2018 (CALLABLE 24/05/18)	1.718	06/24/2018 05/24/2018	1,000,000.00	1,010,130.00 0.00	1,001,651.94 (284.82)	999,998.00 (177.00)	(1,653.94)	8,590.00	1,479.39	334.06	1.65
17275RAR3 CISCO SYSTEMS INC 2.125% 01/03/2019	2.125	03/01/2019	1,470,000.00	1,486,743.30 0.00	1,479,461.65 (674.23)	1,471,650.81 (1,084.86)	(7,810.84)	0.00	2,689.90	10,412.50	2.43
191216BV1 COCA-COLA CO/THE 1.375% 30/05/2019	1.375	05/30/2019	1,000,000.00	993,640.00 0.00	995,935.34 239.10	991,620.00 (2,102.00)	(4,315.34)	0.00	1,145.83	1,145.83	1.62
69353REX2 PNC BANK NA 1.45% 29/07/2019 (CALLABLE 29/06/19)	1.450	07/29/2019 06/29/2019	1,000,000.00	991,350.00 0.00	994,048.55 313.79	987,438.00 (883.00)	(6,610.55)	0.00	1,248.61	6,122.22	1.62
084664CK5 BERKSHIRE HATHAWAY FIN 1.3% 15/08/2019	1.300	08/15/2019	1,500,000.00	1,485,345.00 0.00	1,490,624.64 463.97	1,481,055.00 (2,023.50)	(9,569.64)	0.00	1,679.17	7,366.67	2.43
713448DJ4 PEPSICO INC 1.35% 04/10/2019	1.350	10/04/2019	1,000,000.00	995,410.00 0.00	996,254.75 177.22	988,104.00 (1,175.00)	(8,150.75)	0.00	1,162.50	3,262.50	1.63

SECURITIES HELD

As of December 31, 2017

Cusip/ Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost/ Accrued interest purchased	Amortized cost/ Accretion (amortization)	Fair value/ Change in fair value	Unrealized gain (loss)	Interest received	Interest earned	Total accrued interest	% Port cost
Corporate Bonds											
89236TDH5 TOYOTA MOTOR CREDIT CORP 1.55% 18/10/2019	1.550	10/18/2019	1,000,000.00	994,450.00 0.00	995,981.68 186.04	991,121.00 (825.00)	(4,860.68)	0.00	1,334.73	3,143.06	1.62
717081EB5 PFIZER INC 1.7% 15/12/2019	1.700	12/15/2019	2,000,000.00	2,003,600.00 0.00	2,002,838.93 (120.80)	1,987,422.00 (1,302.00)	(15,416.93)	17,000.00	2,927.78	1,511.11	3.27
594918AY0 MICROSOFT CORP 1.85% 12/02/2020 (CALLABLE 12/01/20)	1.850	02/12/2020 01/12/2020	1,000,000.00	1,005,660.00 0.00	1,004,228.35 (166.47)	996,125.00 115.00	(8,103.35)	0.00	1,593.06	7,143.06	1.64
0258MODT3 AMERICAN EXPRESS CREDIT 2.375% 26/05/2020 (CALLABLE 25/04/20)	2.375	05/26/2020 04/25/2020	1,000,000.00	1,003,500.00 0.00	1,003,327.11 (115.26)	998,841.00 (2,741.00)	(4,486.11)	0.00	2,045.14	2,309.03	1.64
931142CU5 WAL-MART STORES INC 3.625% 08/07/2020	3.625	07/08/2020	1,500,000.00	1,579,455.00 0.00	1,563,340.77 (2,092.76)	1,552,695.00 (4,779.00)	(10,645.77)	0.00	4,682.29	26,130.21	2.58
Total Corporate Bonds			18,195,000.00	18,266,139.80 0.00	18,252,100.38 (2,018.37)	18,165,845.24 (17,213.18)	(86,255.14)	25,590.00	26,683.89	88,909.77	29.83
Government Agencies											
3137EADN6 FREDDIE MAC 0.75% 12/01/2018 #1	0.750	01/12/2018	4,000,000.00	3,965,340.00 0.00	3,999,766.42 583.95	3,999,344.00 1,596.00	(422.42)	0.00	2,583.33	14,083.33	6.48
3135GOVC4 FANNIE MAE 1.13% 28/02/2018 CALLABLE	1.130	02/28/2018	1,000,000.00	1,005,000.00 0.00	1,000,293.54 (146.77)	999,620.00 110.00	(673.54)	0.00	973.05	3,860.83	1.64
3133EFSG3 FEDERAL FARM CREDIT BANK 1.1% 14/03/2018	1.100	03/14/2018	2,000,000.00	2,001,560.00 0.00	2,000,147.24 (59.70)	1,999,400.00 700.00	(747.24)	0.00	1,894.45	6,538.89	3.27

SECURITIES HELD

As of December 31, 2017

Cusip/ Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost/ Accrued interest purchased	Amortized cost/ Accretion (amortization)	Fair value/ Change in fair value	Unrealized gain (loss)	Interest received	Interest earned	Total accrued interest	% Port cost
Government Agencies											
3133EEM98 FEDERAL FARM CREDIT BANK 1% 21/05/2018 #0000	1.000	05/21/2018	2,000,000.00	1,998,440.00 0.00	1,999,795.20 43.58	1,996,360.00 600.00	(3,435.20)	0.00	1,722.22	2,222.22	3.26
3133EFSH1 FEDERAL FARM CREDIT BANK 1.17% 14/06/2018	1.170	06/14/2018	2,000,000.00	1,996,362.00 0.00	1,999,331.13 122.35	1,996,000.00 (580.00)	(3,331.13)	11,700.00	2,015.00	1,105.00	3.26
3130A5M55 FEDERAL HOME LOAN BANK 1.2% 27/06/2018 #0000	1.200	06/27/2018	1,500,000.00	1,500,210.00 0.00	1,500,033.88 (5.75)	1,496,910.00 150.00	(3,123.88)	9,000.00	1,550.00	200.00	2.45
3130A5M48 FEDERAL HOME LOAN BANK 1.25% 25/09/2018	1.250	09/25/2018	1,500,000.00	1,500,000.00 0.00	1,500,000.00 0.00	1,494,690.00 (810.00)	(5,310.00)	0.00	1,614.58	5,000.00	2.45
313376BR5 FEDERAL HOME LOAN BANK 1.75% 14/12/2018	1.750	12/14/2018	2,950,000.00	3,017,069.15 0.00	2,976,329.49 (2,296.18)	2,946,778.60 (4,253.90)	(29,550.89)	25,812.50	4,445.49	2,437.85	4.93
3130A7L37 FEDERAL HOME LOAN BANK 1.25% 15/03/2019	1.250	03/15/2019	2,000,000.00	2,012,100.00 0.00	2,005,090.43 (351.06)	1,985,820.00 (1,000.00)	(19,270.43)	0.00	2,152.78	7,361.11	3.29
3137EADZ9 FREDDIE MAC 1.125% 15/04/2019	1.125	04/15/2019	1,000,000.00	1,005,195.00 0.00	1,002,467.49 (159.20)	990,847.00 (492.00)	(11,620.49)	0.00	968.75	2,375.00	1.64
3134G9LD7 FREDDIE MAC 1.25% 24/05/2019 (CALLABLE 24/02/18) #0001	1.250	05/24/2019 02/24/2018	1,000,000.00	999,250.00 0.00	999,652.57 20.68	991,180.00 (750.00)	(8,472.57)	0.00	1,076.39	1,284.72	1.63
3135G0L76 FANNIE MAE 1.075% 11/07/2019 (CALLABLE 11/04/18)	1.075	07/11/2019 01/11/2018	2,000,000.00	1,995,000.00 0.00	1,997,427.64 140.06	1,973,800.00 (1,220.00)	(23,627.64)	0.00	1,851.39	10,152.78	3.26

SECURITIES HELD

As of December 31, 2017

Cusip/ Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost/ Accrued interest purchased	Amortized cost/ Accretion (amortization)	Fair value/ Change in fair value	Unrealized gain (loss)	Interest received	Interest earned	Total accrued interest	% Port cost
Government Agencies											
3135G0N33 FANNIE MAE 0.875% 02/08/2019	0.875	08/02/2019	1,000,000.00	997,960.00 0.00	998,919.56 56.67	983,973.00 (650.00)	(14,946.56)	0.00	753.47	3,621.53	1.63
3130A9MF5 FEDERAL HOME LOAN BANK 1.125% 03/10/2019 (CALLABLE 11/01/18)	1.125	10/03/2019	1,000,000.00	999,000.00 0.00	999,412.80 27.83	985,570.00 (890.00)	(13,842.80)	0.00	968.75	2,750.00	1.63
3136G4DA8 FANNIE MAE 1.2% 30/12/2019 (CALLABLE 30/03/18) #0001	1.200	12/30/2019 03/30/2018	1,000,000.00	998,750.00 0.00	999,227.47 32.19	982,440.00 (1,040.00)	(16,787.47)	0.00	1,000.00	6,000.00	1.63
3133ECEY6 FEDERAL FARM CREDIT BANK 1.45% 11/02/2020	1.450	02/11/2020	2,000,000.00	2,004,900.00 0.00	2,003,192.55 (125.86)	1,976,400.00 (3,980.00)	(26,792.55)	0.00	2,497.22	11,277.78	3.27
3134GAXC3 FREDDIE MAC 1.25% 28/02/2020 (CALLABLE 28/02/18)	1.250	02/28/2020 02/28/2018	1,500,000.00	1,487,625.00 0.00	1,491,771.15 317.30	1,476,600.00 (1,950.00)	(15,171.15)	0.00	1,614.58	6,406.25	2.43
3136FT5H8 FANNIE MAE 2% 27/03/2020 CALLABLE	2.000	03/27/2020	1,000,000.00	1,011,747.60 0.00	1,010,429.39 (387.71)	1,000,320.00 (2,610.00)	(10,109.39)	0.00	1,722.22	5,222.22	1.65
3134G8TY5 FREDDIE MAC 1.42% 30/03/2020 CALLABLE	1.420	03/30/2020	1,000,000.00	997,456.66 0.00	997,741.11 83.66	986,520.00 (2,170.00)	(11,221.11)	0.00	1,183.33	3,550.00	1.63
Total Government Agencies			31,450,000.00	31,492,965.41 0.00	31,481,029.06 (2,103.96)	31,262,572.60 (19,239.90)	(218,456.46)	46,512.50	32,587.00	95,449.51	51.43

Government Bonds

912828UJ7 USA TREASURY 0.875% 31/01/2018	0.875	01/31/2018	1,000,000.00	1,000,546.88 0.00	1,000,016.82 (16.82)	999,717.00 343.00	(299.82)	0.00	737.09	3,637.91	1.63
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SECURITIES HELD

As of December 31, 2017

Cusip/ Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost/ Accrued interest purchased	Amortized cost/ Accretion (amortization)	Fair value/ Change in fair value	Unrealized gain (loss)	Interest received	Interest earned	Total accrued interest	% Port cost
Government Bonds											
912828UU2 USA TREASURY 0.75% 31/03/2018	0.750	03/31/2018	1,000,000.00	995,468.75 0.00	999,607.12 135.33	998,451.00 521.00	(1,156.12)	0.00	638.73	1,895.60	1.63
912828XA3 USA TREASURY 1% 15/05/2018	1.000	05/15/2018	1,000,000.00	997,500.00 0.00	999,684.87 72.36	998,594.00 549.00	(1,090.87)	0.00	856.35	1,270.72	1.63
912828L40 USA TREASURY 1% 15/09/2018	1.000	09/15/2018	1,000,000.00	1,006,132.81 0.00	1,002,046.91 (245.95)	995,156.00 77.00	(6,890.91)	0.00	856.35	2,955.80	1.64
912828P95 USA TREASURY 1% 15/03/2019	1.000	03/15/2019	500,000.00	496,113.28 0.00	497,669.03 164.60	494,980.50 (213.50)	(2,688.53)	0.00	428.18	1,477.90	0.81
912828D23 USA TREASURY 1.625% 30/04/2019	1.625	04/30/2019	1,000,000.00	1,003,125.00 0.00	1,002,640.46 (168.77)	996,914.00 (1,250.00)	(5,726.46)	0.00	1,391.57	2,738.26	1.64
912828F39 USA TREASURY 1.75% 30/09/2019	1.750	09/30/2019	1,000,000.00	1,010,312.50 0.00	1,006,639.13 (322.59)	997,734.00 (1,485.00)	(8,905.13)	0.00	1,490.39	4,423.08	1.65
912828H52 USA TREASURY 1.25% 31/01/2020	1.250	01/31/2020	1,500,000.00	1,492,382.81 0.00	1,494,994.23 203.91	1,480,137.00 (1,699.50)	(14,857.23)	0.00	1,579.49	7,795.52	2.44
912828UV0 USA TREASURY 1.125% 31/03/2020	1.125	03/31/2020	1,500,000.00	1,485,468.75 0.00	1,488,141.00 447.78	1,474,395.00 (1,230.00)	(13,746.00)	0.00	1,437.16	4,265.11	2.43
912828XE5 USA TREASURY 1.5% 31/05/2020	1.500	05/31/2020	1,000,000.00	1,000,468.75 0.00	1,000,400.23 (14.07)	990,156.00 (938.00)	(10,244.23)	0.00	1,277.47	1,277.47	1.63

SECURITIES HELD

As of December 31, 2017

Cusip/ Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost/ Accrued interest purchased	Amortized cost/ Accretion (amortization)	Fair value/ Change in fair value	Unrealized gain (loss)	Interest received	Interest earned	Total accrued interest	% Port cost
Government Bonds											
9128282Q2 USA TREASURY 1.5% 15/08/2020	1.500	08/15/2020	1,000,000.00	989,648.44 (4,972.83)	989,839.35 190.91	988,945.00 (703.44)	(894.35)	0.00	652.17	5,625.00	1.62
Total Government Bonds			11,500,000.00	11,477,167.97 (4,972.83)	11,481,679.15 446.69	11,415,179.50 (6,029.44)	(66,499.65)	0.00	11,344.95	37,362.37	18.74
Grand total			61,145,000.00	61,236,273.18 (4,972.83)	61,214,808.59 (3,675.64)	60,843,597.34 (42,482.52)	(371,211.25)	72,102.50	70,615.84	221,721.65	100.00

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of December 31, 2017

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
United States Treasury Note/Bond												
912828UJ7	USA TREASURY 0.875%	0.875	01/31/2018		AA+	Aaa	1,000,000.00	1,000,546.88	1.63	999,717.00	1.64	0.09
912828UU2	USA TREASURY 0.75%	0.750	03/31/2018		AA+	Aaa	1,000,000.00	995,468.75	1.63	998,451.00	1.64	0.25
912828XA3	USA TREASURY 1%	1.000	05/15/2018		AA+	Aaa	1,000,000.00	997,500.00	1.63	998,594.00	1.64	0.37
912828L40	USA TREASURY 1%	1.000	09/15/2018		AA+	Aaa	1,000,000.00	1,006,132.81	1.64	995,156.00	1.64	0.71
912828P95	USA TREASURY 1%	1.000	03/15/2019		AA+	Aaa	500,000.00	496,113.28	0.81	494,980.50	0.81	1.19
912828D23	USA TREASURY 1.625%	1.625	04/30/2019		AA+	Aaa	1,000,000.00	1,003,125.00	1.64	996,914.00	1.64	1.31
912828F39	USA TREASURY 1.75%	1.750	09/30/2019		AA+	Aaa	1,000,000.00	1,010,312.50	1.65	997,734.00	1.64	1.71
912828H52	USA TREASURY 1.25%	1.250	01/31/2020		AA+	Aaa	1,500,000.00	1,492,382.81	2.44	1,480,137.00	2.43	2.04
912828UV0	USA TREASURY 1.125%	1.125	03/31/2020		AA+	Aaa	1,500,000.00	1,485,468.75	2.43	1,474,395.00	2.42	2.20
912828XE5	USA TREASURY 1.5%	1.500	05/31/2020		AA+	Aaa	1,000,000.00	1,000,468.75	1.63	990,156.00	1.63	2.36
912828Q2	USA TREASURY 1.5%	1.500	08/15/2020		AA+	Aaa	1,000,000.00	989,648.44	1.62	988,945.00	1.63	2.55
Issuer total							11,500,000.00	11,477,167.97	18.74	11,415,179.50	18.76	1.42
Federal Home Loan Banks												
3130A5M55	FEDERAL HOME LOAN	1.200	06/27/2018		AA+	Aaa	1,500,000.00	1,500,210.00	2.45	1,496,910.00	2.46	0.49
3130A5M48	FEDERAL HOME LOAN	1.250	09/25/2018		AA+	Aaa	1,500,000.00	1,500,000.00	2.45	1,494,690.00	2.46	0.73
313376BR5	FEDERAL HOME LOAN	1.750	12/14/2018		AA+	Aaa	2,950,000.00	3,017,069.15	4.93	2,946,778.60	4.84	0.94
3130A7L37	FEDERAL HOME LOAN	1.250	03/15/2019		AA+	Aaa	2,000,000.00	2,012,100.00	3.29	1,985,820.00	3.26	1.19
3130A9MF5	FEDERAL HOME LOAN	1.125	10/03/2019		AA+	Aaa	1,000,000.00	999,000.00	1.63	985,570.00	1.62	1.71
Issuer total							8,950,000.00	9,028,379.15	14.74	8,909,768.60	14.64	0.97
Federal Home Loan Mortgage Corp												
3137EADN6	FREDDIE MAC 0.75%	0.750	01/12/2018		AA+	Aaa	4,000,000.00	3,965,340.00	6.48	3,999,344.00	6.57	0.04
3137EADZ9	FREDDIE MAC 1.125%	1.125	04/15/2019		AA+	Aaa	1,000,000.00	1,005,195.00	1.64	990,847.00	1.63	1.27
3134G9LD7	FREDDIE MAC 1.25%	1.250	05/24/2019	02/24/2018	AA+	Aaa	1,000,000.00	999,250.00	1.63	991,180.00	1.63	1.37
3134GAXC3	FREDDIE MAC 1.25%	1.250	02/28/2020	02/28/2018	AA+	Aaa	1,500,000.00	1,487,625.00	2.43	1,476,600.00	2.43	2.05

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of December 31, 2017

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
Federal Home Loan Mortgage Corp												
3134G8TY5	FREDDIE MAC 1.42%	1.420	03/30/2020		AA+	Aaa	1,000,000.00	997,456.66	1.63	986,520.00	1.62	2.08
Issuer total							8,500,000.00	8,454,866.66	13.81	8,444,491.00	13.88	0.94
Federal Farm Credit Banks												
3133EF5G3	FEDERAL FARM CREDIT	1.100	03/14/2018		AA+	Aaa	2,000,000.00	2,001,560.00	3.27	1,999,400.00	3.29	0.20
3133EEM98	FEDERAL FARM CREDIT	1.000	05/21/2018		AA+	Aaa	2,000,000.00	1,998,440.00	3.26	1,996,360.00	3.28	0.39
3133EF5H1	FEDERAL FARM CREDIT	1.170	06/14/2018		AA+	Aaa	2,000,000.00	1,996,362.00	3.26	1,996,000.00	3.28	0.45
3133ECEY6	FEDERAL FARM CREDIT	1.450	02/11/2020		AA+	Aaa	2,000,000.00	2,004,900.00	3.27	1,976,400.00	3.25	2.06
Issuer total							8,000,000.00	8,001,262.00	13.07	7,968,160.00	13.10	0.78
Federal National Mortgage Association												
3135G0VC4	FANNIE MAE 1.13%	1.130	02/28/2018		AA+	Aaa	1,000,000.00	1,005,000.00	1.64	999,620.00	1.64	0.16
3135G0L76	FANNIE MAE 1.075%	1.075	07/11/2019	01/11/2018	AA+	Aaa	2,000,000.00	1,995,000.00	3.26	1,973,800.00	3.24	1.50
3135G0N33	FANNIE MAE 0.875%	0.875	08/02/2019		AA+	Aaa	1,000,000.00	997,960.00	1.63	983,973.00	1.62	1.56
3136G4DA8	FANNIE MAE 1.2%	1.200	12/30/2019	03/30/2018	AA+	Aaa	1,000,000.00	998,750.00	1.63	982,440.00	1.61	1.94
3136FT5H8	FANNIE MAE 2%	2.000	03/27/2020		AA+	Aaa	1,000,000.00	1,011,747.60	1.65	1,000,320.00	1.64	2.17
Issuer total							6,000,000.00	6,008,457.60	9.81	5,940,153.00	9.76	1.47
Apple Inc												
037833AJ9	APPLE INC 1% 03/05/2018	1.000	05/03/2018		AA+	Aa1	2,000,000.00	1,984,920.00	3.24	1,995,056.00	3.28	0.34
Issuer total							2,000,000.00	1,984,920.00	3.24	1,995,056.00	3.28	0.34
Pfizer Inc												
717081EB5	PFIZER INC 1.7%	1.700	12/15/2019		AA	A1	2,000,000.00	2,003,600.00	3.27	1,987,422.00	3.27	1.92
Issuer total							2,000,000.00	2,003,600.00	3.27	1,987,422.00	3.27	1.92

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of December 31, 2017

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
Wells Fargo & Co												
94974BFG0	WELLS FARGO &	1.500	01/16/2018		A	A2	1,725,000.00	1,724,206.50	2.82	1,724,815.43	2.83	0.05
Issuer total							1,725,000.00	1,724,206.50	2.82	1,724,815.43	2.83	0.05
Wal-Mart Stores Inc												
931142CU5	WAL-MART STORES INC	3.625	07/08/2020		AA	Aa2	1,500,000.00	1,579,455.00	2.58	1,552,695.00	2.55	2.37
Issuer total							1,500,000.00	1,579,455.00	2.58	1,552,695.00	2.55	2.37
Berkshire Hathaway Finance Corp												
084664CK5	BERKSHIRE HATHAWAY	1.300	08/15/2019		AA	Aa2	1,500,000.00	1,485,345.00	2.43	1,481,055.00	2.43	1.59
Issuer total							1,500,000.00	1,485,345.00	2.43	1,481,055.00	2.43	1.59
Cisco Systems Inc												
17275RAR3	CISCO SYSTEMS INC	2.125	03/01/2019		AA-	A1	1,470,000.00	1,486,743.30	2.43	1,471,650.81	2.42	1.14
Issuer total							1,470,000.00	1,486,743.30	2.43	1,471,650.81	2.42	1.14
Chevron Corp												
166764AE0	CHEVRON CORP 1.718%	1.718	06/24/2018	05/24/2018	AA-	Aa2	1,000,000.00	1,010,130.00	1.65	999,998.00	1.64	0.47
Issuer total							1,000,000.00	1,010,130.00	1.65	999,998.00	1.64	0.47
JPMorgan Chase & Co												
46623EKD0	JPMORGAN CHASE & CO	1.700	03/01/2018	02/01/2018	A-	A3	1,000,000.00	1,007,730.00	1.65	999,904.00	1.64	0.14
Issuer total							1,000,000.00	1,007,730.00	1.65	999,904.00	1.64	0.14
American Express Credit Corp												
0258M0DT3	AMERICAN EXPRESS	2.375	05/26/2020	04/25/2020	A-	A2	1,000,000.00	1,003,500.00	1.64	998,841.00	1.64	2.30
Issuer total							1,000,000.00	1,003,500.00	1.64	998,841.00	1.64	2.30

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of December 31, 2017

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
Microsoft Corp												
594918AY0	MICROSOFT CORP 1.85%	1.850	02/12/2020	01/12/2020	AAA	Aaa	1,000,000.00	1,005,660.00	1.64	996,125.00	1.64	2.03
Issuer total							1,000,000.00	1,005,660.00	1.64	996,125.00	1.64	2.03
Coca-Cola Co/The												
191216BV1	COCA-COLA CO/THE	1.375	05/30/2019		AA-	Aa3	1,000,000.00	993,640.00	1.62	991,620.00	1.63	1.39
Issuer total							1,000,000.00	993,640.00	1.62	991,620.00	1.63	1.39
Toyota Motor Credit Corp												
89236TDH5	TOYOTA MOTOR CREDIT	1.550	10/18/2019		AA-	Aa3	1,000,000.00	994,450.00	1.62	991,121.00	1.63	1.76
Issuer total							1,000,000.00	994,450.00	1.62	991,121.00	1.63	1.76
PepsiCo Inc												
713448DJ4	PEPSICO INC 1.35%	1.350	10/04/2019		A+	A1	1,000,000.00	995,410.00	1.63	988,104.00	1.62	1.73
Issuer total							1,000,000.00	995,410.00	1.63	988,104.00	1.62	1.73
PNC Bank NA												
69353REX2	PNC BANK NA 1.45%	1.450	07/29/2019	06/29/2019	A	A2	1,000,000.00	991,350.00	1.62	987,438.00	1.62	1.54
Issuer total							1,000,000.00	991,350.00	1.62	987,438.00	1.62	1.54
Grand total							61,145,000.00	61,236,273.18	100.00	60,843,597.34	100.00	1.17

SECURITIES PURCHASED

For the period December 1, 2017 - December 31, 2017

Cusip / Description / Broker	Trade date Settle date	Coupon	Maturity/ Call date	Par value or shares	Unit cost	Principal cost	Accrued interest purchased
Government Bonds							
9128282Q2	12/13/2017	1.500	08/15/2020	1,000,000.00	98.96	(989,648.44)	(4,972.83)
USA TREASURY 1.5% 15/08/2020	12/15/2017						
BARCLAYS BANK PLC							
Total Government Bonds				1,000,000.00		(989,648.44)	(4,972.83)
Grand total				1,000,000.00		(989,648.44)	(4,972.83)

SECURITIES SOLD AND MATURED

For the period December 1, 2017 - December 31, 2017

Cusip/ Description/ Broker	Trade date Settle date	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost at sale or maturity /Accr (amort)	Price	Fair value at sale or maturity / Chg.in fair value	Realized gain (loss)	Accrued interest sold	Interest received	Interest earned
Government Bonds												
912828G79 UNITED STATES OF AMER TREAS NOTES 1.0% NTS 12-15-2017 USD1000'AU-2017'	12/15/2017	1.000		(1,000,000.00)	1,001,757.81	1,000,000.00	0.00	1,000,000.00	0.00	0.00	5,000.00	409.84
	12/15/2017					(28.66)		63.00				
Total (Government Bonds)				(1,000,000.00)	1,001,757.81	1,000,000.00		1,000,000.00	0.00	0.00	5,000.00	409.84
						(28.66)		63.00				
Grand total				(1,000,000.00)	1,001,757.81	1,000,000.00		1,000,000.00	0.00	0.00	5,000.00	409.84
						(28.66)		63.00				

TRANSACTION REPORT

For the period December 1, 2017 - December 31, 2017

Trade date Settle date	Cusip	Transaction	Sec type	Description	Maturity	Par value or shares	Realized gain(loss)	Principal	Interest	Transaction total
12/13/2017 12/15/2017	9128282Q2	Bought	Government Bonds	USA TREASURY 1.5%	08/15/2020	1,000,000.00	0.00	(989,648.44)	(4,972.83)	(994,621.27)
12/14/2017 12/14/2017	313376BR5	Income	Government Agencies	FEDERAL HOME LOAN BANK	12/14/2018	2,950,000.00	0.00	0.00	25,812.50	25,812.50
12/14/2017 12/14/2017	3133EF5H1	Income	Government Agencies	FEDERAL FARM CREDIT BANK	06/14/2018	2,000,000.00	0.00	0.00	11,700.00	11,700.00
12/15/2017 12/15/2017	717081EB5	Income	Corporate Bonds	PFIZER INC 1.7% 15/12/2019	12/15/2019	2,000,000.00	0.00	0.00	17,000.00	17,000.00
12/15/2017 12/15/2017	912828G79	Income	Government Bonds	UNITED STATES OF AMER	12/15/2017	1,000,000.00	0.00	0.00	5,000.00	5,000.00
12/15/2017 12/15/2017	912828G79	Capital Change	Government Bonds	UNITED STATES OF AMER	12/15/2017	(1,000,000.00)	0.00	1,000,000.00	0.00	1,000,000.00
12/24/2017 12/24/2017	166764AE0	Income	Corporate Bonds	CHEVRON CORP 1.718%	06/24/2018	1,000,000.00	0.00	0.00	8,590.00	8,590.00
12/27/2017 12/27/2017	3130A5M55	Income	Government Agencies	FEDERAL HOME LOAN BANK	06/27/2018	1,500,000.00	0.00	0.00	9,000.00	9,000.00

ADDITIONAL INFORMATION

As of December 31, 2017

Past performance is not a guide to future performance. The value of investments and any income from them will fluctuate and is not guaranteed (this may partly be due to exchange rate changes) and investors may not get back the amount invested. Transactions in foreign securities may be executed and settled in local markets. Performance comparisons will be affected by changes in interest rates. Investment returns fluctuate due to changes in market conditions. Investment involves risk, including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. The information contained herein is for your reference only and is being provided in response to your specific request and has been obtained from sources believed to be reliable; however, no representation is made regarding its accuracy or completeness. This document must not be used for the purpose of an offer or solicitation in any jurisdiction or in any circumstances in which such offer or solicitation is unlawful or otherwise not permitted. This document should not be duplicated, amended, or forwarded to a third party without consent from Insight. This is a marketing document intended for professional clients only and should not be made available to or relied upon by retail clients.

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Where indicated, performance numbers used in the analysis are gross returns. The performance reflects the reinvestment of all dividends and income. CAMC and CISC charge management fees on all portfolios managed and these fees will reduce the returns on the portfolios. For example, assume that \$30 million is invested in an account with either CAMC or CISC, and this account achieves a 5.0% annual return compounded monthly, gross of fees, for a period of five years. At the end of five years that account would have grown to \$38,500,760 before the deduction of management fees. Assuming management fees of 0.25% per year are deducted monthly from the account, the value at the end of the five year period would be \$38,022,447. Actual fees for new accounts are dependent on size and subject to negotiation. CAMCS and CISC's investment advisory fees are discussed in Part 2A of the Firms Form ADV.

Unless otherwise stated, the source of information is Insight. Any forecasts or opinions are Insights own at the date of this document (or as otherwise specified) and may change. Material in this publication is for general information only and is not advice, investment advice, or the recommendation of any purchase or sale of any security. Insight makes no implied or expressed recommendations concerning the manner in which an account should or would be handled, as appropriate investment strategies depend upon specific investment guidelines and objectives and should not be construed to be an assurance that any particular security in a strategy will remain in any fund, account, or strategy, or that a previously held security will not be repurchased. It should not be assumed that any of the security transactions or holdings referenced herein have been or will prove to be profitable or that future investment decisions will be profitable or will equal or exceed the past investment performance of the securities listed.

For trading activity the Clearing broker will be reflected. In certain cases the Clearing broker will differ from the Executing broker.

In calculating ratings distributions and weighted average portfolio quality, Insight assigns U.S Treasury and U.S agency securities a quality rating based on the methodology used within the respective benchmark index. When Moodys, S&P and Fitch rate a security, Bank of America and Merrill Lynch indexes assign a simple weighted average statistic while Barclays indexes assign the median statistic. Insight assigns all other securities the lower of Moodys and S&P ratings.

Information about the indices shown here is provided to allow for comparison of the performance of the strategy to that of certain well-known and widely recognized indices. There is no representation that such index is an appropriate benchmark for such comparison. You cannot invest directly in an index and the indices represented do not take into account trading commissions and/or other brokerage or custodial costs. The volatility of the indices may be materially different from that of the strategy. In addition, the strategys holdings may differ substantially from the securities that comprise the indices shown.

The BofA Merrill Lynch 3 Mo US T-Bill index is an unmanaged market index of U.S. Treasury securities maturing in 90 days that assumes reinvestment of all income.

The BofA Merrill Lynch 6 Mo US T-Bill index measures the performance of Treasury bills with time to maturity of less than 6 months.

The BofA Merrill Lynch Current 1-Year US Treasury Index is a one-security index comprised of the most recently issued 1-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 1-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 3-Year US Treasury Index is a one-security index comprised of the most recently issued 3-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 3-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 5-Year US Treasury Index is a one-security index comprised of the most recently issued 5-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 5-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch 1-3 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than three years.

The BofA Merrill Lynch 1-5 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than five years.

Insight does not provide tax or legal advice to its clients and all investors are strongly urged to consult their tax and legal advisors regarding any potential strategy or investment.

ADDITIONAL INFORMATION

As of December 31, 2017

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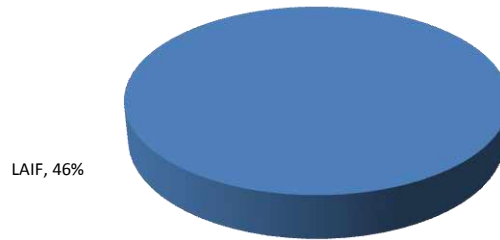
City of Menlo Park Quarterly Consolidated Portfolio Report December 31, 2017

City Managed Assets % Return

LAIF	\$	51,576,133	46%	1.18%
Total Internally Managed	\$	51,576,133	46%	

Weighted Average Yield **1.18%**

	Days	
Effective Average Duration - Internal	1	
Weighted Average Maturity - Internal	1	

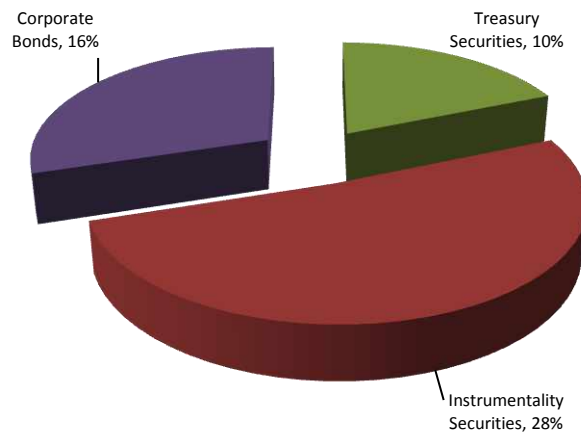


Advisor Managed Assets % Return

Treasury Securities	\$	11,415,180	10%	1.28%
Instrumentality Securities	\$	31,262,573	28%	1.12%
Corporate Bonds	\$	18,165,845	16%	1.61%
Total Externally Managed	\$	60,843,597	54%	

Weighted Average Yield **1.30%**

	Years	
Effective Average Duration - External	1.17	
Weighted Average Maturity - External	1.21	

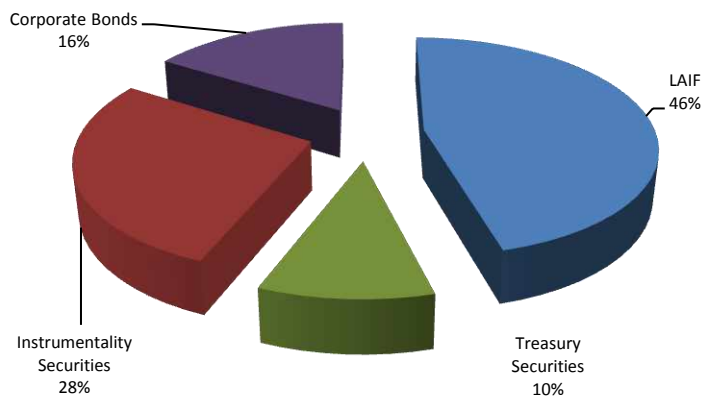


Total Portfolio Assets % Return

LAIF	\$	51,576,133	46%	1.18%
Treasury Securities	\$	11,415,180	10%	1.28%
Instrumentality Securities	\$	31,262,573	28%	1.12%
Corporate Bonds	\$	18,165,845	16%	1.61%
Total Portfolio Assets	\$	112,419,731		

Weighted Average Yield **1.24%**

	Years	
Effective Average Duration - Total	0.63	
Weighted Average Maturity - Total	0.66	



Portfolio Change

Beginning Balance	\$	109,502,880
Ending Balance	\$	112,419,731

* Note: All data for external assets was provided by the client and is believed to be accurate. Insight Investment does not manage the external assets and this report is provided for the client's use. Market values are presented.

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STAFF REPORT

City Council

Meeting Date:

2/13/2018

Staff Report Number:

18-041-CC

Informational Item:

Update on the temporary traffic calming modifications to the Willows neighborhood due to construction impacts of the Willow Road/US 101 interchange

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

The Willow Road Interchange Project was included in the City's 2012-13 Capital Improvement Program and is included in the 2018 City Council Work Plan. The Project is currently in construction and this report is intended to provide an update on the installation of traffic calming modifications in the local neighborhoods that were exacerbated during construction in November and December 2017.

Background

Caltrans is modifying the interchange at Willow Road and U.S. 101 from its former "full cloverleaf" style to a "partial cloverleaf" style similar to the Marsh Road and U.S. 101 interchange. This will eliminate the short merge weaves both on Willow Road and the freeway. The project is replacing the existing interchange with a new, wider bridge; adding sidewalks, bicycle lanes and separated bicycle lanes on both sides of Willow Road; and adding two signalized intersections. Caltrans awarded the construction contract in February 2017, and construction began in May 2017. Construction is expected to last approximately two years.

Prior to the beginning of the Caltrans construction, PG&E performed utility relocation work in preparation for the Project on electric and gas lines in the Bay Road and Van Buren Road area. That work was completed in September 2017 and Bay Road and Van Buren Road are both completely open to traffic at all times.

The Caltrans construction of the Project is being performed in four stages. Stage 1 included site preparation and early demolition and was completed at the end of October 2017.

Stage 2 began in early November 2017 and includes:

- Operation of two temporary traffic signals on Willow Road at the northbound and southbound ramps;
- Change in ramp locations (all on- and off-ramps for northbound 101 are on the north side of Willow Road, all on- and off-ramps for southbound 101 are on the south side of Willow Road – the configuration is similar to the southbound off-ramps at the University Avenue and U.S. 101 interchange);
- Construction of new sound walls on all four quadrants of the interchange
- Continuation of demolition of outside of bridge structure
- Intermittent lane and shoulder closures

Stage 3 is anticipated to begin spring 2018 and will include tasks such as completion of bridge construction, completion of new ramp location installations, pavement restoration and street lighting installation.

During Stage 4, the contractor will install all final signing, striping and traffic signals to prepare the interchange for opening the final structure.

Upon activation of the new Stage 2 temporary traffic signals for the US 101 northbound and southbound ramps in early November 2017, traffic changes and increased delay were observed west of US 101, in the Willows neighborhood in particular.

As a result of the community reports of increased neighborhood traffic, coordination with Caltrans and direction from the City Council, several measures were implemented in December, ranging from the addition of "No Thru Traffic" signs around the neighborhood to addition of turn restrictions at 4 locations, all to address the additional congestion from neighborhood cut-through traffic. The specific measures were listed in the Informational Item Staff Report from the January 16, 2017 City Council meeting. Staff continues to make field observations and to document reported observations and concerns from the community.

Analysis

Traffic and congestion levels were initially light after installation of the temporary turn restrictions due to holidays and schools, including Stanford University, being out of session. Local schools and universities resumed their normal schedules the week of January 8, 2018, and traffic levels began to return to normal. Staff has continued to observe traffic conditions on Willow Road and in the Willows neighborhood and Police has continued to enforce the temporary turn restrictions. The observations to date have shown that:

- Congestion levels on Willow Road and University Avenue have been extremely variable over the last few weeks. Incidents such as collisions or lane blockages near the Dumbarton Bridge have a significant effect on traffic conditions on Willow Road. When Willow Road and University Avenue are congested, some cut-through traffic still occurs in the Willows neighborhood.
- Vehicle queues on Chester, Durham and O'Keefe streets have generally been reduced since early December 2017
- Vehicle queues on Gilbert Avenue has anecdotally averaged 5-15 vehicles during the evening peak commute period and clears relatively quickly, including during school release periods
- Vehicles continue to make the restricted turn movements, although in smaller quantities than before installation of signs
- Some vehicles from Durham Street have been going straight through the signalized intersection and turning around within the VA campus. Pedestrian or bicycle activities and driver behaviors on Menalto Avenue, Oak Court and Gilbert Street appear to be normalizing and no concerns have been reported
- Private parking lots at Willow Road and Chester Street and Durham Street are used by some vehicles to turn around or bypass turn restrictions onto Willow Road
- Traffic back-ups have been observed on southbound Woodland Avenue towards University Avenue

Typically, traffic changes such as traffic signal installations and turn restrictions can take one to three months for driver behaviors to normalize after a significant change in patterns, as was implemented. Based on staff's on-going observations and reported observations from the community, this normalization has appeared to begin occurring. At this time, staff does not recommend further specific changes. Staff recommends continuing to conduct field observations and return to the City Council with future recommendations, if needed, to address observed issues.

Due to the time constraints to develop these recommendations, no specific community outreach has been completed, no community feedback has been solicited and no engineering evaluations have been

performed. Staff is relying on field observations, suggestions and observations from community members, and engineering judgment to prepare recommendations. The effectiveness of the recommendations previously implemented are being measured through an on-going qualitative monitoring program throughout the remainder of the construction. All future changes would be monitored in the same manner.

The City is simultaneously moving forward with a Neighborhood Traffic Management Program request for traffic calming modifications on Baywood Avenue, Clover Lane, Blackburn Avenue, McKendry Drive, Robin Way, and Marmona Drive. Residents in the area of the proposed modifications should receive a survey requesting a vote on the proposal in the next two to three weeks.

The intention of this City Council item is to provide the City Council and community with an update on the changes implemented to date, and allow the City Council to raise other observations of specific items of concern for future consideration.

Mapping Services Coordination

Staff continues to coordinate with various mapping services and mapping editors, such as Waze, regarding the previously implemented changes. The City has joined the Waze Connected Citizens Program (CCP) to enable the City to communicate future traffic condition changes more immediately to the Waze application and community. Waze has incorporated the temporary turn restrictions into their mapping application. City and Caltrans staff continues to reach out to Google and Apple to have these incorporated into their mapping applications also.

Additional outreach to the community is being done through a variety of methods. Caltrans has delivered notices to local residents about upcoming construction activities and will continue to do so for major construction activities. City staff is utilizing various City outreach methods including

- City Council Digest (menlopark.org/digestarchive)
- Weekly Construction News Updates (menlopark.org/constructionnews)
- Emails to businesses
- Emails to the Police Department and Menlo Park Fire Protection District
- Project webpage updates (menlopark.org/Willow101Interchange)
- NextDoor posts
- Attendance at neighborhood public meetings

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