



SPECIAL MEETING AGENDA – AMENDED

Date: 5/14/2019
Time: 7:00 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

According to City Council policy, all regular meetings of the City Council are to end by midnight unless there is a super majority vote taken by 11:00 p.m. to extend the meeting and identify the items to be considered after 11:00 p.m.

7:00 p.m. Study Session

A. Call to Order

B. Roll Call

C. Pledge of Allegiance

SS1. Study session on the transportation impact fee program update ([Staff Report #19-096-CC](#))

D. Commission/Committee Report

D1. Library Commission update and announcements ([Staff Report #19-091-CC](#))

D2. Complete Streets Commission update

E. Consent Calendar

E1. Accept the City Council meeting minutes for May 7, 2019 ([Attachment](#))

E2. Adopt Resolution No. 6500 approving the issuance of up to \$64 million of solid waste enterprise bonds to refinance outstanding bonds of the South Bayside Waste Management Authority for cost savings and to fund capital improvements and projects at the Shoreway Environmental Center in San Carlos ([Staff Report #19-097-CC](#))

E3. Item E3. was removed.

E4. Authorize the City manager to amend a contract with ICF Jones & Stokes, Inc. to prepare an environmental impact report for the proposed willow village master plan project at 1350-1390 Willow Road, 925-1098 Hamilton Avenue and 1005-1275 Hamilton Court for the amount of \$967,522 and future augments as may be necessary to complete the environmental review for the proposed project ([Staff Report #19-095-CC](#))

E5. Authorize the city manager to execute a second amendment to the agreement with Gates + Associates in an amount of \$10,560 for the parks and recreation facilities master plan project and appropriate an additional \$15,096 from the general capital improvement plan fund unassigned fund balance ([Staff Report #19-100-CC](#))

- E6. Review and discuss current draft sister city / friendship city criteria, goals and protocols
([Staff Report #19-101-CC](#))

F. Regular Business

- F1. 1) Issue determination on an appeal of the Environmental Quality Commission's approval of a heritage tree permit to remove seven heritage redwood trees at 1000 El Camino Real and 2) determine whether to waive the \$500 appeal fee based on the appellants' request
([Staff Report #19-092-CC](#))
- F2. Approve the prioritization strategy for projects identified as part of the transportation master plan
([Staff Report #19-085-CC](#))
- F3. Adopt pilot program to implement the Institute for Local Government's public engagement framework
([Staff Report #19-098-CC](#))

G. Informational Items

- G1. Update on the Parks and Recreation facilities master plan process and timeline
([Staff Report #19-087-CC](#))
- G2. Review of the City's investment portfolio as of March 31, 2019 ([Staff Report #19-090-CC](#))
- G3. Quarterly financial review of general fund operations as of March 31, 2019
([Staff Report #19-089-CC](#))
- G4. Executive summary of city manager's proposed budget for fiscal year 2019-20
([Staff Report #19-088-CC](#))
- G5. El Camino Real/Downtown specific plan biennial review update ([Staff Report #19-093-CC](#))
- G6. City Council adopted 2019-20 priorities and work plan quarterly update ([Staff Report #19-099-CC](#))
- G7. Little free library pilot incentive program update ([Staff Report #19-094-CC](#))

I. City Manager's Report

J. Councilmember Reports

K. Adjournment

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: 5/14/2019
Staff Report Number: 19-096-CC

Study Session: Study session on the transportation impact fee program update

Recommendation

Staff recommends that City Council receive a study session on the transportation impact fee program and provide direction on the following questions for preparation of the draft study:

- Is there other background data needed prior to seeing a draft transportation impact fee update and ordinance in the fall?
- Is the proposed funding level of 12 percent (typical amount for local match for grant funding) for regional projects appropriate?
- Are there specific land uses that we should consider fee exemptions or reductions, such as continuing incentives for retail, restaurant and child care uses, or considering reductions for affordable housing and/or secondary dwelling units?

Policy Issues

The development of a transportation master plan (TMP) and update of the transportation impact fee (TIF) Program was included as one of the top six priority projects in the City Council's adopted 2018 work plan and was included again as one of the top five priorities in the 2019 work plan. The TIF was also a program identified in the circulation element to "Require new and expanded development to pay a transportation impact fee, and update the fee periodically to ensure that development is paying its fair share of circulation system improvement costs for all modes of transportation." The TIF is adopted by City ordinance (Section 13.26 of the Municipal Code) which will need to be updated by the City Council for any changes in the fee program to take effect.

Background

Transportation infrastructure modifications are needed to accommodate the existing local and regional traffic, as well as new travel demands generated by development within Menlo Park. To fund these infrastructure modifications, the City uses three funding sources:

1. Local funds – general, San Mateo County Measure A, gas taxes
2. Grant funds – federal, state and regional sources
3. Contributions from new developments

State Government Code Sections 66000 through 66008 (also known as AB1600 or the Mitigation Fee Act) set requirements for establishing and using impact fees for funding public improvements, amenities and services. The City must follow a prescribed process and make certain determinations regarding the purpose and use of the fees and establish a "nexus" or connection between a development project or class of project and the public improvement being financed with the fee. In addition, the fee revenue must be segregated from the general fund in order to avoid the commingling of public improvement fees. Other impact fees

imposed by the City include storm drainage fees and recreation-in-lieu fees, which must also comply with the above-referenced government code sections. Staff issues an annual report in December for City Council review on the revenues, expenditures, and balances of each of these funds. According to the latest report dated December 4, 2018, the City received a total revenue of \$1,562,050 during the 17-18 fiscal year from traffic impact fees and interest income.

The City Council adopted the current TIF program in 2009 with an ordinance that added Chapter 13.26 to the municipal code. [Attachment A](#) (Hyperlink) includes the TIF study that was prepared for the TIF program. The current fees are listed below:

Table 1: Current transportation impact fee		
Land use	Unit	2018 fee amount
Office	Sq. Ft.	\$4.87
Restaurant	Sq. Ft.	\$4.87
Retail	Sq. Ft.	\$4.87
Research and development	Sq. Ft.	\$3.50
Manufacturing	Sq. Ft.	\$2.40
Warehousing	Sq. Ft.	\$1.05
Medical office	Sq. Ft.	\$11.31
Single family	Dwelling units	\$3,301.30
Multi-family	Dwelling units	\$2,026.34
Hotel	Room	\$1,928.24
Child care	Sq. Ft.	\$4.87
Secondary dwelling unit	Units	\$751.39

* If land use is not one of the above, use this formula: \$3,268.05 * Total PM Peak Hour Trips

The City also approved a supplemental TIF in 2015 for projects that are located within the El Camino Real and Downtown specific plan area. The current rate for projects located in this area is \$398.95 per p.m. peak hour trip. Both fees are subject to change each year July 1 according to the engineering news record construction price index for the San Francisco Bay Area.

Analysis

The City is currently undergoing a process to develop a citywide TMP. The TMP will include multi-modal transportation infrastructure improvements to enhance the transportation network and support planned future development. W-Trans, the consultant team leading the TMP work, is also tasked with updating the TIF program. The TIF study would establish a nexus between the trips associated with development projects, their impacts on the transportation system, and the cost to build the projects identified in the TMP. The analysis would determine the proportional share of the cost of the transportation infrastructure improvements that are attributed to future developments in the City of Menlo Park.

Methods

The work involved in the development of the TIF will include the following and is summarized in Attachment B using the example of the 2009 Study:

1. Project the growth in vehicular trips on the City's transportation network attributable to new development. The City's traffic model developed as part of the general plan update will be used to determine the growth within the City.
2. Estimate the costs to implement transportation improvement projects currently identified in the TMP process. This cost estimation exercise is currently underway.
3. Establish a maximum fee based on a nexus between the additional trips generated from new development and the costs associated with transportation improvement projects.
4. Refine the fee, if necessary, to take into consideration the fees charged by surrounding cities and other fees charged by the city.

The first step in the analysis is to review year 2040 traffic volumes from the City's traffic model. These volumes will be compared to existing conditions to determine the traffic growth generated by new development. The ratio of existing to future volumes establishes the proportion of the cost that can be recouped from new development. The 2009 fee program allocates 25 percent of improvement costs to new development.

The next step in the analysis is to estimate the costs for projects identified in the TMP. Those projects include elements such as new traffic signals, signal modifications (e.g., adding a right-turn overlap phase or adding bicycle signals), bicycle projects and sidewalk projects. For more information on the proposed projects, as part of a separate agenda item before City Council May 14, staff is presenting the latest project list and a draft prioritization strategy for affirmation.

The TMP has also identified regional and larger infrastructure projects such as the Ravenswood Caltrain grade separation and the Dumbarton rail project. Due to the significant cost of each regional project, these large infrastructure projects would need a variety of funding sources beyond local funds to implement. It is expected that these types of projects will be funded by grants sources that are often subject to local match of at least 12 percent. As such, staff is considering the TIF program would assume the City's share of these projects would be 12 percent.

The cost estimates will be based on reviewing the improvement measures on a preliminary level. A more detailed design would need to be developed for each improvement measure prior to implementation. The detailed designs are not required to establish the impact fee and would only be completed when a project is selected by the City Council in a future year for implementation. The City Council will have the authority to approve the exact nature of the projects as they are selected for implementation.

The proposed fee will be determined by dividing the total cost of the developer's share of the improvements by the total growth in new trips within the City. The cost would be converted to a per dwelling unit or square footage fee for implementation purposes. The conversion will use the standard trip rates in the Institute for Transportation Engineers (ITE) trip generation manual for the number of trips generated by various land use types.

Fee credits and reductions

As described above, the draft TIF would be calculated based on a per trip basis, meaning that uses that generate more vehicle trips have a higher fee per square foot as they are adding more traffic to the roadways. Currently, the TIF program provides fee reductions for several land uses. For example, trip rates for retail and restaurant uses are typically higher than for office uses. When the TIF study was prepared in 2009, the City Council decided that the fees for retail and restaurant uses should be set at the same level as

office use, thereby lowering the fees for retail and restaurant uses to encourage these types of uses. The loss in fees for the retail and restaurant uses was to be offset by the general fund. Similarly, the City Council modified the TIF in 2016 to encourage child care facilities and tied those fees to the office land use. Staff is seeking confirmation that City Council desires to continue the reduced rates for retail, restaurants and child care. Staff would also like City Council direction on whether to include fee reductions for affordable housing and/or secondary dwelling units.

In addition, new development receives a credit toward the TIF based on prior uses on the site. If the existing uses are still active, then a credit is be applied for the current active use. If the development site has been vacant but still contains the existing buildings, the development will receive credit for the last occupied use.

Some of the transportation projects in the current TIF have been constructed as part of a development project. The developer may have been required to construct the improvement as a mitigation measure. When a developer constructs the projects identified in the TIF program, they are given credit on their TIF for construction of all or portions of improvements that are included in the TIF calculation.

Summary of fees from other Cities

Many communities in the area have completed similar nexus studies related to TIF. Other communities include similar improvements measures with a variety of direct and indirect improvements. These range from improvements to intersections, bicycle facilities, sidewalks, transit and freeway interchanges. The following table provides a summary of TIF charged by other communities for several different uses:

City	Residential (per dwelling unit)	Office (per sq. ft.)	Retail (per sq. ft.)	Last updated
Redwood City, downtown area	\$1,212.00	\$1.79	\$2.96	2012
Redwood City, non-downtown	\$1,615.00	\$2.38	\$3.94	2012
San Carlos	\$3,052.00	\$4.55	\$11.32	2015
Sunnyvale, south of Route 237	\$3,114.00	\$4.64	\$5.78	2017
Sunnyvale, Moffett Park area ¹	n/a	\$6.38	\$5.53	2017
Menlo Park	\$3,301.30	\$4.87	\$4.87	2009
San Mateo	\$3,422.00	\$3.14	\$5.89	2014
Mountain View	\$4,671.00	\$4.99	\$12.83	2018
Palo Alto ²	n/a	n/a	n/a	2019

¹ Moffett Park Area of Sunnyvale does not have any residential or office rates and separates retail into Destination and Neighborhood retail. The rate for research & development uses is shown under office and the rate for neighborhood retail is shown under retail.

² Palo Alto recently approved updating their TIF fees and move to a per PM peak hour trip rate. The new rate is \$7,886.00 per net PM peak hour trip.

City Council direction requested

Staff is requesting direction from City Council as part of the study session in order to advance the TIF updates. These items will help answer policy questions for the TIF including the proposed funding level for regional projects, whether any fee adjustments areas are appropriate, and any additional information that may be requested.

Specifically, staff is seeking City Council's direction on the following:

- Is there other background data needed prior to seeing a draft TIF update and ordinance in the fall?
- Is the proposed funding level of 12 percent (typical amount for local match for grant funding) for regional projects appropriate?
- Are there specific land uses that we should consider fee exemptions or reductions, such as continuing incentives for retail, restaurant and child care uses, or considering reductions for affordable housing and/or secondary dwelling units?

Next steps and schedule

The proposed project schedule is shown below. Staff is currently working with the consultant team on the cost estimates and to prepare a draft TIF for City Council review in September 2019. In addition, staff plans to reach out to members of the development community about the changes to the TIF program especially those who currently have development applications into the City. Following the review of the draft TIF program, staff will work with the consultant team to finalize the TIF update. Adoption of the TIF program update will require two readings of the ordinance. After the second reading, the fees would take effect 30 days later. An important consideration to the schedule is upcoming state law changes that take effect next year that could reduce the City's ability to require environmental mitigation under CEQA.

Task	Schedule
City Council study session of draft TIF program update	14-May-19
City Council review of draft TIF program update	Sep-19
City Council adoption of TIF program	October/November 2019

Impact on City Resources

The cost to complete the TIF program update is included in the city budget as part of the TMP project. No additional resources are being requested at this time. The study would establish the TIF for the City to receive revenue dedicated to transportation improvements within the City from new developments. The new fee would not cover the full cost of the improvements and some improvements would potentially require additional funding to implement. This funding could include other City funding sources, regional funds, federal sources and grants. Fees in the program will accumulate prior to construction of the projects. The new fee does not require that all the improvements in the plan be constructed and the program will need to be evaluated on a regular basis to assess changes in growth projections, improvements modifications and cost information.

Environmental Review

This TIF study is not considered a project under the California Environmental Quality Act. Individual improvements identified in the study will be required to undergo the applicable environmental review process prior to implementation.

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. Hyperlink - Final City of Menlo Park TIF study dated September 9, 2009:
menlopark.org/DocumentCenter/View/21522/PW2---Transportation-impact-fee---Att-A
- B. TIF methodology exhibit

Report prepared by:
Kristiann Choy, Senior Transportation Engineer

Report reviewed by:
Nicole H. Nagaya, Assistant Public Works Director



PURPOSE

Transportation Master Plan

General Plan Circulation – 2.C

- Community engagement on key issues
- Identify projects
- Cost estimates
- Prioritize improvements



Adopt Impact Fee program

General Plan Circulation – 6.C

- Establish connection between new development and new infrastructure
- Update fee program
- Set fee rates by land use



Development pays new fees

- Fees due at building permit stage
- Improvements constructed as funds accumulate



2009 FEE PROGRAM EXAMPLE

Cost of improvements	Allocate to new development	Determine fee by use
<ul style="list-style-type: none">• Identify Improvements• Determine total cost of needed infrastructure <p>\$40M</p>	<ul style="list-style-type: none">• Determine future growth• Divide into portion that benefits<ul style="list-style-type: none">• New development 25%• Existing users 75%	<ul style="list-style-type: none">• E.g., by housing unit or square foot of office space• Can lower or waive fees to incentivize certain uses <p>\$3300 per home \$4.87 / sf office</p>

**COMMISSION REPORT****Library Commission**

Meeting Date: 5/14/2019
Staff Report Number: 19-091-CC

Commission Report: Library Commission update and announcements

Recommendation

Staff recommends that the City Council receive the semiannual update from the Library Commission.

Policy Issues

The City Council requires Commissions to provide semiannual updates at a regularly scheduled Council meeting.

Background

The Library Commission discussed their upcoming City Council update at their February 25 meeting¹ and approved the content of their update at their March 18 meeting². Library Commission Chair Kristen Leep will provide the update.

Analysis

An analysis is not required.

Impact on City Resources

There is no impact on City resources.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

¹ https://www.menlopark.org/DocumentCenter/View/20704/Staff-report_LC_2019-02-25_Quarterly_report_to_Council

² https://www.menlopark.org/DocumentCenter/View/20887/Staff-report_LC_2019-03-18_Library-Commission-semi-annual-update

Attachments

None.

Report prepared by:

Nick Szegda, Assistant Director of Library Services

Report approved by:

Sean Reinhart, Director of Library Services



SPECIAL AND REGULAR MEETING MINUTES – DRAFT

Date: 5/7/2019
Time: 5:30 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

Mayor Mueller participated by phone from:
Doubletree by Hilton Hotel
422 Monroe Street
Jefferson City, Missouri 65101

5:30 p.m. Presentation

PR. Menlo Park youth poetry contest awards ceremony: “If I Were a Book...”

Library Services Director Sean Reinhart made the presentation and introduced staff and the poetry award winners.

Menlo Park Library Foundation President Elyse Stein introduced board members and made a presentation.

Second grade winner Emilia Hanson read her poem.

Fourth grade winner Sophia Gamini read her poem.

Eighth grade winner Jamie Zou her read poem.

Tenth grade winner Chyanne Robinson read her poem.

Mayor Pro Tem Taylor, Library Services Director Sean Reinhart, and Menlo Park Library Foundation President Elyse Stein presented the awards.

City Councilmember Combs was excused at 5:50 p.m.

The City Council took a recess at 5:51 p.m.

6:00 p.m. Study Session

City Councilmember Combs returned at 6:45 p.m.

A. Call to Order

Mayor Pro Tem Taylor called the meeting to order at 6:45 p.m.

B. Roll Call

Present: Carlton (arrived at 6:51 p.m.), Combs (excused at 6:56 p.m.), Nash, Taylor, Mueller
Absent: None

Staff: City Manager Starla Jerome-Robinson, City Attorney Bill McClure, City Clerk Judi A. Herren,

C. Pledge of Allegiance

Mayor Pro Tem Taylor led the Pledge of Allegiance.

Mayor Pro Tem Taylor reordered the agenda.

D. Presentations and Proclamations

D1. Proclamation: Declaring May 2019 as national bike month

Mayor Pro Tem Taylor read the proclamation and Complete Streets Commissioner Adina Levin accepted.

- Jen Wolosin spoke in support of the bike month proclamation and shared data from the office of traffic safety.
- Andrew Boone spoke in support of bicycles as a mode of transportation and concerns about vehicular traffic impacts.

City Councilmember Carlton arrived 6:51 p.m.

G. Consent Calendar

- G1. Accept the City Council meeting minutes for April 16, 2019 ([Attachment](#))
- G2. Adopt Resolution No. 6496 to authorize a funding agreement with Samaritan House to administer Menlo Park's community housing fund to provide tenant relocation assistance of \$100,000 for relocation assistance, \$12,000 for program administration ([Staff Report #19-076-CC](#))
- G3. Award the contract for citywide independent audit services for fiscal years 2018-19 through 2020-21 at a total cost of \$170,323 for the initial three-year term and authorize the city manager to execute the contract agreement ([Staff Report #19-079-CC](#))
- G4. Adopt Resolution No. 6499 to adopt a debt management policy and debt disclosure policy as required by Government Code Section 88559(i) ([Staff Report #19-083-CC](#))
- G5. Adopt Resolution No. 6495 to adopt the Bay Area integrated regional water resources management plan update ([Staff Report #19-075-CC](#))
- G6. Adopt Resolution No. 6497 endorsing the San Mateo County Flood and Sea Level Rise Agency proposal and authorizing the expenditure of \$40,000 annually for three fiscal years ([Staff Report #19-077-CC](#))
- G7. Adopt Resolution No. 6498 amending Resolution No. 6491 regarding the list of projects eligible for fiscal year 2019-20 funds from Senate Bill 1: The Road Repair and Accountability Act of 2017 ([Staff Report #19-078-CC](#))

ACTION: Motion and second (Combs/Nash) to approve the consent calendar, passed unanimously.

City Councilmember Combs was recused and exited the chambers at 6:56 p.m.

SS1. Master plan development/Peninsula Innovation Partners, LLC/1350-1390 Willow Road, 925-1098 Hamilton Avenue, and 1005-1275 Hamilton Court
([Staff Report #19-084-CC](#))

Principal Planner Kyle Perata made the presentation.

President of Signature Development Group Mike Ghielmettib made a presentation.

- Opha Wray spoke in support of Facebook development.
- Barrie Hathaway spoke on economic opportunity for residents.
- Pastor Arturo Arias spoke in support of the project.
- Rachel Horst spoke about the inclusionary requirements for below market rate units and the need to increase the number.
- Jules Thomas spoke on the need for community engagement and community benefit.
- Kyle Carter spoke on concerns regarding the ownership of the proposed amenities.
- Jennifer Lyons spoke of the need for a comprehensive community benefit plan that addresses all aspects of the community growth.
- Olatunde Sobomehin spoke about the expansion of growth from Facebook without a meaningful community benefit package.
- Marisela Ramos spoke in support of affordable housing.
- Halley Crumb spoke in support of the needs of the community.
- Twyla Cantrell spoke in support of affordable housing.
- Kevin Coleman made comments that the proposed amenities met the bare minimum of the needs of a community and exploration of equitable opportunities for the community.
- Terry Booty spoke about equity and suggested that the City Council educate the community on how to be involved in the process.
- Jen Wolosin commented on displacement and commuting impacts to the job/housing imbalance.
- Diane Bailey spoke in support of the project and requested that it should be zero carbon and exceed the needs of the community.
- Matt Henry spoke against the project.
- Charles Schmuck spoke in support of the project.
- Adina Levin spoke on job/housing imbalance impacts.
- Tiombe asked City Council to look at the results and outcomes of previous developments.
- Melissa Lukin spoke in appreciation of Facebook and the support they provide.
- Helen Walter made suggestions for stronger proposals.
- Alan Sarver stated this is not a project but the building of a community.
- Nadine Rambean spoke about the amenities and real investments.
- Pastor Bains spoke against gentrification.
- Ernesto Reyes spoke in support of taking more time on discussing and reviewing this project.
- Richard Green spoke in support of the project.
- James Kendle spoke in support of the project.
- Fran Dehn compared the 1991 development agreement and the one proposed.
- Cage Anderson spoke in support of including the community in the discussion of the development project.

- Andrew Boone spoke about the imbalance between the number of housing units and number of employees.
- Carlie Jones spoke on concerns about affordability in the proposed retail stores.
- Nina Wowk spoke against the proposed project and any new development on the east side of highway 101.
- Pamela Jones commented that Facebook has tried to be a good neighbor, but has concerns that the community is not being heard.
- Sheryl Bims spoke about the missing basic services in Belle Haven and that including the basic services is not sufficient benefits to justify the project.

The City Council took a recess at 8:32 p.m. and reconvened at 8:46 p.m.

The City Council discussed the impacts of new development on the community and the impacts to the job/housing imbalance. City Attorney McClure explained the process for a moratorium and the process for development projects. There was also discussion regarding the number of housing units, possible shared public transportation, and prioritizing the construction of the community amenities.

E. 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.

None.

F. Commission/Committee Report

- F1. Consider applicants and make an appointment to fill an unexpected vacancy on the Library Commission ([Staff Report #19-073-CC](#))

The City Council made an appointment to fill one Library Commission vacancy.

By acclamation, Kristina Lemons was appointed.

H. Regular Business

- H1. Provide direction on the development of a local minimum wage ordinance ([Staff Report #19-080-CC](#))

Assistant City Manager Nick Pegueros made the presentation.

- Andrew Boone spoke supports the minimum wage ordinance.
- Bill Nack read letter from the president of Hotel and Restaurant Employees Union Local 2 supporting the minimum wage ordinance.
- Rayna Lehman spoke in support of the minimum wage ordinance.

- Adina Levin spoke in support of the minimum wage ordinance.
- Paula Macchello spoke in support of the minimum wage ordinance.

The City Council directed staff to update the City Council work plan to include a minimum wage ordinance with an implementation date of January 2020 and to reach out to the small businesses and non-profits.

I. Informational Items

- I1. Annual review of taser program for the period beginning April 1, 2018 and ending April 1, 2019 ([Staff Report #19-081-CC](#))
- Adina Levin spoke in supports of reporting but had concerns that the use of tasers can be fatal.
- I2. Annual review of data captured by automated license plate readers for the period beginning April 1, 2018 through April 1, 2019 ([Staff Report #19-082-CC](#))
- I3. Samaritan House facility rental agreement to expand services to Menlo Park ([Staff Report #19-074-CC](#))

J. City Manager's Report

None.

K. Councilmember Reports

None.

L. Adjournment

Mayor Pro Tem Taylor adjourned the meeting at 10:42 p.m.

Judi A. Herren, City Clerk

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STAFF REPORT

City Council

Meeting Date:

5/14/2019

Staff Report Number:

19-097-CC

Consent Calendar:

Adopt Resolution No. 6500 approving the issuance of up to \$64 million of solid waste enterprise bonds to refinance outstanding bonds of the South Bayside Waste Management Authority for cost savings and to fund capital improvements and projects at the Shoreway Environmental Center in San Carlos

Recommendation

Staff recommends that the City Council adopt the Resolution No. 6500 (Attachment A) approving the issuance of up to \$64 million of solid waste enterprise bonds to refinance outstanding Series 2009A bonds of the South Bayside Waste Management Authority (SBWMA) for cost savings and to fund additional capital improvements and projects at the SBWMA owned Shoreway Environmental Center in San Carlos.

Policy Issues

The City is a member of the SBWMA. The SBWMA includes 11 other cities (members) in San Mateo County. The SBWMA board is made up of elected officials from each city/county. Section 7.1.1 of the Joint Exercise of Powers Agreement forming the SBWMA requires that the issuance of bonds or notes, or the refinance of such bonds or notes be approved by two-thirds of the Member Agencies.

Background

The City of Menlo Park is a member of the SBWMA that includes 11 other agencies in San Mateo County:

- Atherton
- Belmont
- Burlingame
- East Palo Alto
- Foster City
- Hillsborough
- Redwood City
- San Carlos
- San Mateo
- County of San Mateo
- West Bay Sanitary District

The SBWMA owns and manages the 16-acre San Carlos waste transfer station and recycling facility (Shoreway Environmental Center.) In addition, the SBWMA also assists its member agencies with procuring waste collection and processing services.

In August 2009, the SBWMA issued \$53,500,000 tax-exempt solid waste enterprise revenue bonds, Series 2009A to fund improvements to the Shoreway Environmental Center. Currently, \$44,685,000 of the 2009A bonds is owed.

The 2009A Bonds were issued during a high interest rate period, and the SBWMA is paying interest on the 2009A Bonds ranging from 5 percent to 6.25 percent. Based on current market interest rates, a refunding of the 2009A Bonds is estimated to generate approximately \$10 million in savings (present value.) In addition, accessing the capital markets for this refunding transaction creates a one-time, unique opportunity for SBWMA to raise additional new money proceeds for needed capital projects.

The SBWMA Board is seeking to use the \$10 million savings toward upgrading the recycling processing equipment at the Shoreway Environmental Center to sell more/higher quality recyclable material that will generate additional revenue with a 6.3 year payback. In addition, the SBWMA Board is seeking to raise an additional \$10 million from the bond to pay for the organics-to-energy project to reduce organic waste in the landfill in response to SB1383.

The SBWMA Board along with various subcommittees reviewed and analyzed the bond refunding plan between 2018 and 2019 (Attachment B.) In April, the SBWMA Board adopted a resolution recommending that member agencies approve the bond issuance. The SBWMA Board is aiming to obtain the refinanced bond by June 1.

In order for the bond refinance to be approved within the window identified by the SBWMA Board, at least eight member agencies will need to approve the transaction by resolution on or before May 22. To date, San Mateo, Burlingame, Foster City, and Redwood City have approved the bond refinance. Remaining member agencies have included this on their city council/county agendas this week and next week for approval.

Analysis

Overview of the 2019 bond issuance

The proposed bonds will be issued to:

1. Refund the SBWMA's solid waste enterprise revenue bonds, series 2009A (\$44,685,000), which will generate an estimated savings of \$10 million; and
2. Use the \$10 million savings and raise an additional \$10 million to pay for the cost of recycling processing improvements to Shoreway Environmental Center and organics-to-energy project (\$20 million.)

Overall, the objective of the 2019 bonds is to have minimal impact on the SBWMA's current debt payment obligations while providing funding for priority capital projects that will improve recycling processing/revenue opportunities at the Shoreway Environmental Center and divert more organics from the landfill to assist member agencies in meeting state regulation SB1383 that requires less organics in the landfill.

The proposed 2019 bonds maintain an average annual debt payment near SBWMA's current annual obligation. Current annual debt payment on the 2009A Bonds is approximately \$4.1 million. The 2019 bonds will be structured such that annual debt payments will not exceed \$4.3 million and will extend through September 1, 2042 (an additional six years from 2009A bonds.) This issuance approach is supported by the SBWMA Finance Committee and SBWMA Board (Attachment C.)

The capital improvements to the Shoreway Environmental Center will provide cost-effective efficiencies in the processing of recyclable materials, creating additional revenue that allow the project to be paid back in

6.3 years. In addition, capital funds will be needed for the future implementation of the organics-to-energy project. Each project is described in more detail below.

Improvements to Shoreway Environmental Center

The proposed equipment upgrades include:

1. Optical sort of small Fiber
2. Robotic sorting of residue/QC system
3. Enhanced glass cleanup system
4. Six-optical sorters to be installed in place of manual labor to significantly upgrade mixed paper to high-grade paper and recover additional recyclables

The financial benefit over the 12-year useful life of the equipment is estimated to be \$29.6 million, resulting in an estimated net financial benefit of \$14.1 million (including equipment interest expense) with a payback period of 6.3 years. The financial benefit is achieved through new revenue by being able to sell higher quality recyclable material and reduce labor expense. A detailed description of the upgrades, associated benefits and third-party justification can be found in Attachment D.

Organics-to-energy project

At its November 2018 Board Meeting, the Board approved the organics-to-energy pilot project and recommended funding the full-scale project after the pilot project's proof-of-concept is (presumably) achieved. The organics-to-energy project is estimated to be cost neutral, but will have other environmental benefits such as an estimated 25-30 percent reduction in landfill waste and significant GHG emissions reduction as a result of reduced transportation and processing costs for organics.

The projects are expected to be completed by 2022. It is important to note that both these projects have a total cost of \$25.6 million. The proposed 2019 bond will fund \$20 million of the costs, and SBWMA capital reserve funds will be used for the remaining amount.

Impact on City Resources

There is no direct impact on city resources as the SBWMA agency administers and oversees the operations of the Shoreway Environmental Center. The 2019 Bonds will be structured to achieve minimal impact to solid waste rate payers. Current annual debt service on the 2009A Bonds is approximately \$4.1 million. The 2019 Bonds will be structured such that annual debt service payments will not exceed \$4.3 million and will extend through September 1, 2042.

Environmental Review

In accordance with California Environmental Quality Act (CEQA) Guidelines Section 15378(b)(5), City Council action on this item is not a project subject to CEQA reviews because consideration of the proposed 2019 bonds is an administrative activity that will not result in direct or indirect physical changes in the environment.

Public Notice

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

Attachments

- A. Resolution No. 6500
- B. SBWMA board bond issuance milestones
- C. Bond plan of finance slides
- D. February 2019 board of directors presentation on MRF processing equipment upgrades

Report prepared by:
Rebecca L. Lucky, Sustainability Manager

Reviewed by:
Dan Jacobson, Finance Manager

RESOLUTION NO. 6500

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK
APPROVING THE ISSUANCE OF UP TO \$64 MILLION OF SOLID WASTE
ENTERPRISE BONDS TO REFINANCE OUTSTANDING BONDS OF THE
SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY AND TO FINANCE
IMPROVEMENTS TO THE SOLID WASTE MANAGEMENT FACILITIES OF THE
SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY**

WHEREAS, the City of Menlo Park is one of twelve equity members of the South Bayside Waste Management Authority (herein referred to as the "Authority"); and

WHEREAS, the Authority has proposed the issuance of solid waste enterprise revenue bonds in one or more series to (i) refund the Authority's Solid Waste Enterprise Revenue Bonds (Shoreway Environmental Center), Series 2009A, currently outstanding in the principal amount of \$44,685,000; (ii) pay the cost of certain improvements to the Authority's solid waste management facilities, located in the City of San Carlos; (iii) fund a deposit to the reserve account; and (iv) pay costs of issuance of the bonds.

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 approve the issuance by the Authority of solid waste enterprise revenue bonds in an amount not to exceed \$64,000,000.

I, Judi A. Herren, City Clerk 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 fourteenth day of May, 2019, 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 fourteenth day of May, 2019.

Judi A. Herren, City Clerk



STAFF REPORT

City Council
Meeting Date: 5/14/2019
Staff Report Number: 19-097-CC

Consent Calendar: **Adopt Resolution No. 6500 approving the issuance of up to \$64 million of solid waste enterprise bonds to refinance outstanding bonds of the South Bayside Waste Management Authority for cost savings and to fund capital improvements and projects at the Shoreway Environmental Center in San Carlos**

Recommendation

Staff recommends that the City Council adopt the Resolution No. 6500 (Attachment A) approving the issuance of up to \$64 million of solid waste enterprise bonds to refinance outstanding Series 2009A bonds of the South Bayside Waste Management Authority (SBWMA) for cost savings and to fund additional capital improvements and projects at the SBWMA owned Shoreway Environmental Center in San Carlos.

Policy Issues

The City is a member of the SBWMA. The SBWMA includes 11 other cities (members) in San Mateo County. The SBWMA board is made up of elected officials from each city/county. Section 7.1.1 of the Joint Exercise of Powers Agreement forming the SBWMA requires that the issuance of bonds or notes, or the refinance of such bonds or notes be approved by two-thirds of the Member Agencies.

Background

The City of Menlo Park is a member of the SBWMA that includes 11 other agencies in San Mateo County:

- Atherton
- Belmont
- Burlingame
- East Palo Alto
- Foster City
- Hillsborough
- Redwood City
- San Carlos
- San Mateo
- County of San Mateo
- West Bay Sanitary District

The SBWMA owns and manages the 16-acre San Carlos waste transfer station and recycling facility (Shoreway Environmental Center.) In addition, the SBWMA also assists its member agencies with procuring waste collection and processing services.

In August 2009, the SBWMA issued \$53,500,000 tax-exempt solid waste enterprise revenue bonds, Series 2009A to fund improvements to the Shoreway Environmental Center. Currently, \$44,685,000 of the 2009A bonds is owed.

The 2009A Bonds were issued during a high interest rate period, and the SBWMA is paying interest on the 2009A Bonds ranging from 5 percent to 6.25 percent. Based on current market interest rates, a refunding of the 2009A Bonds is estimated to generate approximately \$10 million in savings (present value.) In addition, accessing the capital markets for this refunding transaction creates a one-time, unique opportunity for SBWMA to raise additional new money proceeds for needed capital projects.

The SBWMA Board is seeking to use the \$10 million savings toward upgrading the recycling processing equipment at the Shoreway Environmental Center to sell more/higher quality recyclable material that will generate additional revenue with a 6.3 year payback. In addition, the SBWMA Board is seeking to raise an additional \$10 million from the bond to pay for the organics-to-energy project to reduce organic waste in the landfill in response to SB1383.

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The projects are expected to be completed by 2022. It is important to note that both these projects have a total cost of \$25.6 million. The proposed 2019 bond will fund \$20 million of the costs, and SBWMA capital reserve funds will be used for the remaining amount.

Impact on City Resources

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Environmental Review

In accordance with California Environmental Quality Act (CEQA) Guidelines Section 15378(b)(5), City Council action on this item is not a project subject to CEQA reviews because consideration of the proposed 2019 bonds is an administrative activity that will not result in direct or indirect physical changes in the environment.

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- A. Resolution No. 6500
- B. SBWMA board bond issuance milestones
- C. Bond plan of finance slides
- D. February 2019 board of directors presentation on MRF processing equipment upgrades

Report prepared by:
Rebecca L. Lucky, Sustainability Manager

Reviewed by:
Dan Jacobson, Finance Manager

SBWMA Board Bond Issuance Milestones

Date/Meeting	Action Item / Approval
September 27, 2018: Board Meeting	<ul style="list-style-type: none"> • Approval – Bond Refunding Work Plan
October 3 & 10, 2018: Zero Landfill Committee Meeting	<ul style="list-style-type: none"> • Presentation and Discussion – Organics to Energy (O2E) Project and AB1383
November 2, 2018	<ul style="list-style-type: none"> • Municipal Advisor RFQ Issued
November 5, 2018: Finance Committee Meeting	<ul style="list-style-type: none"> • Discussion – Capital Improvement Projects
November 15, 2018: Board Meeting	<ul style="list-style-type: none"> • Approval – Organics to Energy Pilot Project • Approval – Executive Director to Execute Contract for Municipal Advisor Services
January 4, 2019	<ul style="list-style-type: none"> • Contracted with KNN Public Finance to serve as Municipal Advisor.
January 10: Finance Committee Meeting	<ul style="list-style-type: none"> • Discussion – Capital Funding Plan • Presentation – MRF Equipment Upgrades
January 24: Board Meeting	<ul style="list-style-type: none"> • Presentation – Financing Objectives and Alternatives
February 14: Finance Committee Meeting	<ul style="list-style-type: none"> • Discussion – Plan of Finance • Study Session – MRF Equipment Upgrades
February 28: Zero Landfill Committee Meeting	<ul style="list-style-type: none"> • Study Session – MRF Equipment Upgrades
February 28: BOD Meeting	<ul style="list-style-type: none"> • Presentation – Financing Alternatives • Presentation – MRF Processing Equipment Upgrades • Favorable Straw Pole on Capital Improvements, Bond Refunding and New Money Issuance • Approval – Bond & Disclosure Counsel and Underwriter Appointment
March 28: Board Meeting	<ul style="list-style-type: none"> • Approval – Plan of Finance Approach
April 10	<ul style="list-style-type: none"> • Model staff report and resolution approving the issuance of 2019 Bonds to Member Agencies
April 11: Finance Committee (pending)	<ul style="list-style-type: none"> • Presentation - overview of financing documentation and issuance parameters
April 25: Board Meeting (pending)	<ul style="list-style-type: none"> • Adopt resolution recommending approval of the 2019 Bonds to Member Agencies



South Bayside Waste Management Authority

Overview of the 2019 Bonds:

Refunding of Series 2009A Bonds and Financing Capital Improvements



1300 Clay Street, Suite 1000, Oakland, CA 94612
phone 510-839-8200 fax 510-208-8282

A Limited Liability Company

Market Rates Continue to Support a Refunding of the Series 2009A Bonds



*The Bond Buyer Revenue Bond Index consists of 25 various revenue bonds that mature in 30 years. The average rating is roughly equivalent to Moody's "A1" and S&P's "A+".
 Source: Bond Buyer Index: Bond Buyer. 10-year Treasury Yield Curve: The Department of the Treasury.

Overview of the 2019 Bonds

Plan of Finance Objective: Execute Bond Refunding and Raise \$20M New Money Proceeds through Savings and Additional Debt

- Refunds outstanding 2009A Bonds to achieve debt service savings
- Issues additional “new money” bonds in addition to redeploying savings for capital
- Extends term of refunding bonds to achieve a short-term “window” to structure new money debt service with shorter average life restrictions
- Maintains annual payments approximately equal to \$4.1MM **but** extends bond term another six years to September 1, 2042 (from September 1, 2036)

Key Assumptions for the 2019 Bonds

- **Offering Type:** Fixed rate, public issuance
- **Security Type:** Solid Waste Enterprise Revenue Bonds (consistent with Series 2009A Bonds)
- **Ratings:** A1 (Moody's) / A+ (S&P); 2019 Bonds transaction ratings to be confirmed
- **Interest Rates:** Current rates as of April 4, 2019 plus 0.25% interest rate cushion
- **Closing Date:** June 26, 2019
- **Call Date:** September 1, 2029 (10-year par call)
- **Final Maturity:** September 1, 2042 (extended from September 1, 2036)
- **Issuance Expenses:** COI of \$300,000 and UW Discount of \$3.50 per bond
- **Debt Service Reserve Fund (DSRF):** Contribution of cash DSRF associated with the Series 2009A Bonds at current amount
 - New cash DSRF sized for the 2019 Bonds

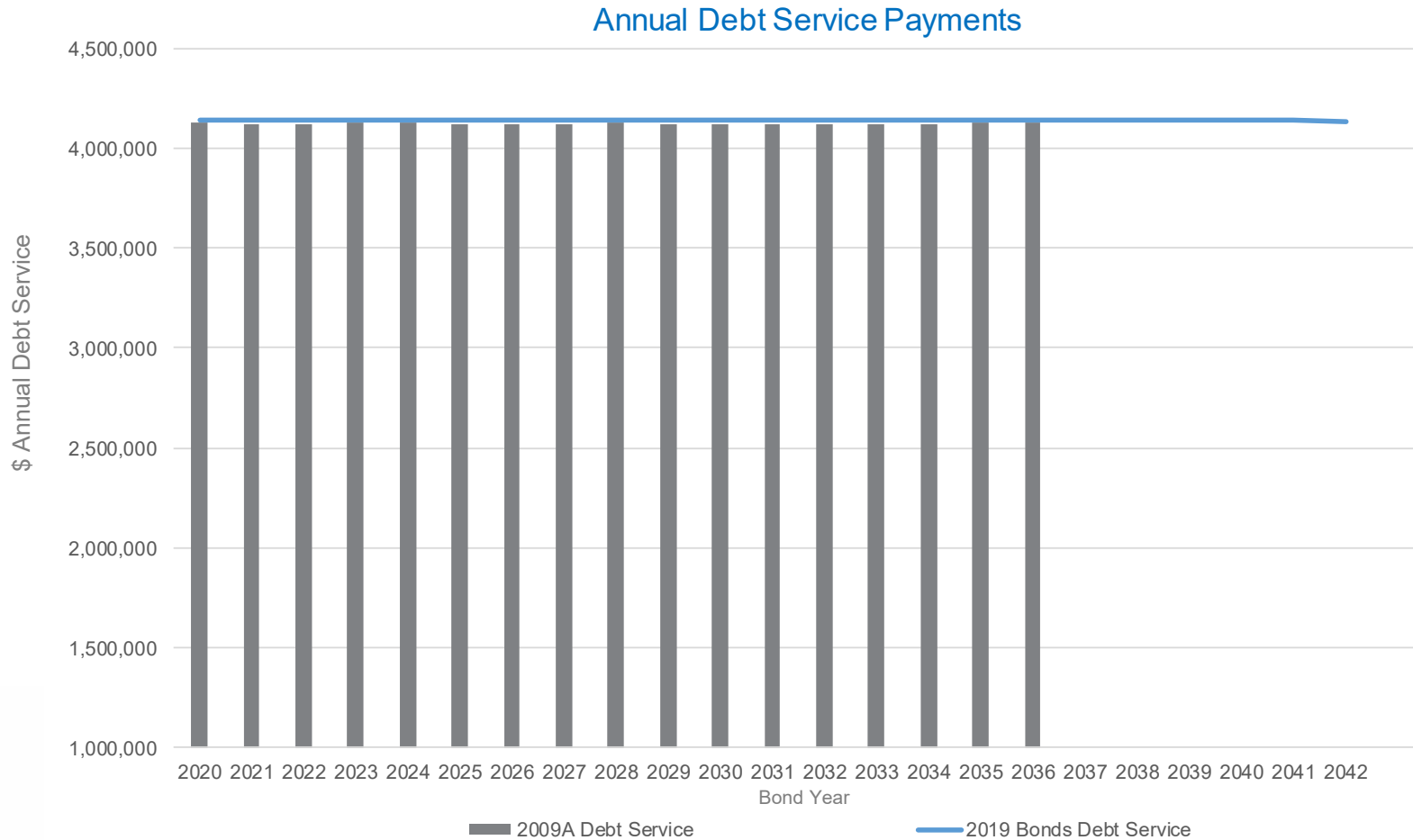
2019 Bonds Sources and Uses of Funds*

	Series 2019A: Refunding	Series 2019B: New Money	Series 2019: Total
<u>Sources:</u>			
Bond Proceeds:			
Par Amount	\$ 36,505,000	\$ 18,850,000	\$ 55,355,000
Premium	5,792,867	2,717,778	8,510,644
Total Bond Proceeds	42,297,867	21,567,778	63,865,644
2009A Bonds Funds on Hand	6,567,395	-	6,567,395
Total Sources	\$ 48,865,262	\$ 21,567,778	\$ 70,433,040
<u>Uses:</u>			
Project Fund Deposit	-	20,000,000	20,000,000
Refunding Escrow	45,796,867	-	45,796,867
Debt Service Reserve Fund	2,731,846	1,410,637	4,142,483
Cost of Issuance ¹	195,964	100,714	296,678
Underwriter's Discount	140,584	56,427	197,011
Total Uses	\$ 48,865,262	\$ 21,567,778	\$ 70,433,040

*Assumes current Authority credit ratings and market conditions as of 4/4/2019, plus 25 bps. Preliminary and subject to change based on tax-exempt interest rate movements.

¹Estimated Cost of Issuance includes fees for bond counsel, disclosure counsel, rating, municipal advisor, trustee printing, etc. Cost of issuance also includes bond rounding.

Debt Service Schedules: Status Quo (2009A Bonds) and 2019 Bonds



Detailed Debt Service Schedules

Status Quo (Series 2009A Bonds)				2019 Bonds *				Debt Service Difference from Status Quo
September 1,	Principal	Interest	Total Debt Service	September 1,	Principal	Interest	Total Debt Service	
2020	1,570,000	2,554,750	4,124,750	2020	875,000	3,267,483	4,142,483	17,733
2021	1,650,000	2,472,325	4,122,325	2021	1,415,000	2,724,000	4,139,000	16,675
2022	1,735,000	2,385,700	4,120,700	2022	1,485,000	2,653,250	4,138,250	17,550
2023	1,830,000	2,294,613	4,124,613	2023	1,560,000	2,579,000	4,139,000	14,388
2024	1,925,000	2,198,538	4,123,538	2024	1,640,000	2,501,000	4,141,000	17,463
2025	2,025,000	2,097,475	4,122,475	2025	1,720,000	2,419,000	4,139,000	16,525
2026	2,150,000	1,970,913	4,120,913	2026	1,805,000	2,333,000	4,138,000	17,088
2027	2,285,000	1,836,538	4,121,538	2027	1,895,000	2,242,750	4,137,750	16,213
2028	2,430,000	1,693,725	4,123,725	2028	1,990,000	2,148,000	4,138,000	14,275
2029	2,580,000	1,541,850	4,121,850	2029	2,090,000	2,048,500	4,138,500	16,650
2030	2,740,000	1,380,600	4,120,600	2030	2,195,000	1,944,000	4,139,000	18,400
2031	2,905,000	1,216,200	4,121,200	2031	2,305,000	1,834,250	4,139,250	18,050
2032	3,080,000	1,041,900	4,121,900	2032	2,420,000	1,719,000	4,139,000	17,100
2033	3,265,000	857,100	4,122,100	2033	2,540,000	1,598,000	4,138,000	15,900
2034	3,460,000	661,200	4,121,200	2034	2,670,000	1,471,000	4,141,000	19,800
2035	3,670,000	453,600	4,123,600	2035	2,800,000	1,337,500	4,137,500	13,900
2036	3,890,000	233,400	4,123,400	2036	2,940,000	1,197,500	4,137,500	14,100
				2037	3,090,000	1,050,500	4,140,500	4,140,500
				2038	3,245,000	896,000	4,141,000	4,141,000
				2039	3,405,000	733,750	4,138,750	4,138,750
				2040	3,575,000	563,500	4,138,500	4,138,500
				2041	3,755,000	384,750	4,139,750	4,139,750
				2042	3,940,000	197,000	4,137,000	4,137,000
	<u>43,190,000</u>	<u>26,890,425</u>	<u>70,080,425</u>		<u>55,355,000</u>	<u>39,842,733</u>	<u>95,197,733</u>	<u>25,117,308</u>

*Assumes current Authority credit ratings and market conditions as of 4/1/2019, plus 25 bps. Preliminary and subject to change based on tax-exempt interest rate movements.

Financing Results versus the Status Quo*

	<u>Status Quo:</u> Series 2009A Bonds	<u>2019 Bonds:</u> Refunding \$20MM Capital
Refunding Present Value Savings:		
Par Amount of Refunded Bonds:	--	\$44,685,000
Percentage Savings of Refunded Bonds¹:	--	14.307%
Net PV Savings¹:	--	\$6,393,095
Total Obligations and Debt Service Payments:		
Total Capital Proceeds Raised:	--	\$20,000,000
Estimated Par Amount Outstanding after 2019 Bond Issuance	\$44,685,000	\$55,355,000
Total Debt Service:	\$70,080,425	\$95,197,733
Difference from the Status Quo:		\$25,117,308
Average Annual Debt Service:	\$4,122,378	\$4,139,032
Difference from the Status Quo:		\$16,654
Final Debt Term:	9/1/2036	9/1/2042

*Assumes current Authority credit ratings and market conditions as of 4/1/2019, plus 25 bps. Preliminary and subject to change based on tax-exempt interest rate movements.

¹Assuming a refunding of only the 2009 Series A Bonds, estimated Net PV Savings would be \$10,794,614 or 24.16% savings of Refunded Bonds. The lower Net PV Savings values reflects structuring refinements to incorporate the new money issuance and required short-term amortization given average life restrictions.

Important Next Steps and Financing Approvals

Targeted Date/Meeting	Action Item / Approval
April 11 SBWMA Finance Committee	<ul style="list-style-type: none"> • Receive overview of financing documentation and issuance parameters
April 5	<ul style="list-style-type: none"> • Model staff report and resolution approving the issuance of 2019 Bonds to Member Agencies
April 25 SBWMA Board Meeting	<ul style="list-style-type: none"> • Adopt resolution recommending approval of 2019 Bonds to Member Agencies • Adopt Reimbursement Resolution
Week of May 6 Member Agency Meetings	<ul style="list-style-type: none"> • Adopt resolution to approve the issuance of 2019 Bonds
Week of May 13 Member Agency Meetings	<ul style="list-style-type: none"> • Adopt resolution to approve the issuance of 2019 Bonds
May 13 City of San Carlos Meeting	<ul style="list-style-type: none"> • Hold public hearing as host City and for TEFRA* • Approve JPA financing as host City • Adopt TEFRA* approval • Adopt resolution to approve the issuance of 2019 Bonds
May 23 SBWMA Board Meeting	<ul style="list-style-type: none"> • Adopt resolution authorizing the issuance of 2019 Bonds (subject to not-to-exceed parameters) and approving financing documents (resolution, bond indenture, official statement, purchase contract)

* A public hearing required by the IRS to be held before the Board can approve the issuance by SBWMA of tax-exempt private activity debt.

Financing Timeline

Targeted Date	Action Item
January 2019	<ul style="list-style-type: none"> Assemble financing team (SBWMA, KNN, Bond/Disclosure Counsel, Underwriter, and other parties)
February 2019 – May 2019	<ul style="list-style-type: none"> SBWMA Board engagements on Plan of Finance approach Develop legal and disclosure documents necessary for issuance
Week of May 13	<ul style="list-style-type: none"> Rating Agency meetings
Week of May 27	<ul style="list-style-type: none"> Receive Bond credit ratings Post Preliminary Official Statement Market 2019 Bonds
Week of June 10	<ul style="list-style-type: none"> Price 2019 Bonds
Week of June 24	<ul style="list-style-type: none"> Close 2019 Bonds



STAFF REPORT

To: SBWMA Board Members
 From: Hilary Gans, Senior Contracts & Operations Manager
 Date: February 28, 2019 Board of Directors Meeting
 Subject: Presentation on MRF Processing Equipment Upgrades

Recommendation:

This staff report is for discussion purposes only and no formal action is requested of the Board of Directors.

Summary

In the wake of the commodity market challenges and the need to improve fiber commodity quality to ensure market outlets, SBWMA and SBR staff have analyzed many options to improve material quality. Automation of MRF sorting has emerged as a key strategy towards this goal. The Bond Refunding process provides a unique window to access capital for these future capital projects.

MRF Phase I - Sort System Upgrade

Cost: \$7.3M (firm quote)

Equip. Useful Life: 12 Years; ROI Payback: 7.6-year payback (see attachment A)

Net Agency Benefit: 4.4 years

Designs have been completed and a quote for Phase I MRF Upgrade has been obtained from BHS. The Phase I Upgrades includes three projects with financial, commodity market, and operational enhancements that benefits the agency for the next decade. Phase I Upgrades are designed to be installed prior to Phase II so that the improvements in commodity quality can be assessed in the final design of Phase II Upgrades.

1. **Optical Sort of Small Fiber (\$4.2M)**

Description – BHS optical sort systems are used at Shoreway for high-speed separation of containers. This same optical sorting technology will be applied to sorting contamination out of mixed paper to capture more commodity revenues.

Benefits – Optical sorting will capture cardboard and containers that can be sold at a \$1.3M/year in additional revenues (these materials are currently lost to mixed paper), 2) mixed paper will be cleaned up to High-Grade paper that sells at a \$70 per ton premium (see **attachment B**).

2. **Robotic Sorting of Residue/QC System (\$1.6M)**

Description - BHS manufactures a robotic sorting system (Max-AI AQC) that utilize advanced recognition and AI technology to identify and sort a wide variety of materials. Applying this robotic system to the MRF residue will result in a reduction in sort labor expense and the capture of more recyclable materials that are currently "lost" to residue/disposal. Additionally, this recognition system will be installed at the end of

all fiber sort lines to identify, record, and report the fiber composition and quality so that the Phase II optical sort system will meet the fiber commodity quality standard for high grade paper.

Benefits - Robotic sort and quality control system benefits include: 1) reduced sorting expense of \$204K/year, increase capture of recyclables currently lost to residue, 3) data collection for used in design of Phase II fiber sort, and 4) ability to issue fiber-quality reports to buyers.

3. **Enhanced Glass Cleanup System (\$684,158)**

Description - The MRF glass commodity is created by breaking all the glass fed into the sorting system and then sifting fine material/glass out of the stream of recyclables. Currently this glass mix is contaminated with shredded paper, batteries, and small metals and plastic contaminates. The glass clean-up system will remove contaminates through a combination of magnets, screening and air. A key aspect of the project is to remove batteries and to reduce exposure to fires caused by batteries.

Benefits – 1) Reduced fire risk by removing batteries early in the sort line, 2) improved glass commodity sale price of \$4/ton, 3) other commodity revenue from metals and CRV recovery, 4) operational improvement from removal of shredded paper that is plugging the system causing plant stoppages.

MRF Phase II – Sort System Upgrades

Cost: \$8.2 M (firm quote)

Equip. Useful Life: 12 Years; **ROI Payback:** 5-year payback (see attachment A)

Net Benefit: 7 years

Description: In response to the China mixed paper import ban, the recycling industry is transitioning to highspeed optical sorting technology to remove contamination and meet new paper quality standards. Six-optical sorters will be installed in place of sort labor to upgrade mixed paper to High-Grade paper and recover additional recyclables.

Benefits: 1) High-Grade paper sells at a \$70 per ton premium over mixed paper (see **attachment B** - letters from SBR and Potential Industries) providing the SBWMA \$1.5M/year in additional revenues, 2) commodities currently lost to mixed paper will be sold at a premium, 3) reductions in sort labor will save \$487K/year.

Organics to Energy – Full-Scale Project (\$10M, Cost Neutral)

Description: In November 2018 the Board approved the O2E Pilot project and recommended funding the Full Scale O2E Project after proof-of-concept is achieved. Equipment design and layout has confirmed the cost of the project at ~\$10M. Board consideration of the O2E Full Scales is anticipated in 2021.

Benefits: 1) 25-30% reduction in waste to landfill, 2) significant GHG emissions reduction, 3) reduced commercial collection organics costs (estimated at over \$2M per year).

Attachments:

Attachment A: MRF Processing Equipment Upgrades Financials

Attachment B: Letters from SBR and Potential in support of MRF Upgrades to improve commodity revenues

MRF Phase I Equipment Upgrade Project

Project Summary

Capital Expense

Enhanced Glass Cleanup System	\$	684,158
Max-AI Robotic Recovery	\$	1,635,000
Third-Sort Optical	\$	4,548,094
Package Discount	\$	(203,667)
Subtotal	\$	6,663,585
Project Contingency	\$	666,359
Total Capital	\$	7,329,944

10.0%

\$ 7,329,944

Annual Financial Benefit

	<i>a</i>
1. Enhanced Glass Cleanup System	\$ 67,883
2. Max-AI Robotic Recovery	\$ 204,637
3. Third-Sort Optical	\$ 978,982
Package Discount	
Subtotal	
Total Benefit	\$ 1,251,502

b

Interest

	\$	(28,570)
	\$	(68,276)
	\$	(189,925)
Subtotal		
Total	\$	(286,772)

c

Net Benefit

	\$	39,313
	\$	136,361
	\$	789,056
	\$	-
Subtotal		
Total	\$	964,730

Interest Expense is 10 Year Average

Payback (Years)	5.86	7.60
ROI	17.1%	13.2%
Interest Rate on Bonds	4.5%	

MRF Phase II Equipment Upgrade Project

Project Summary

Capital Expense		
CAPITAL	\$ 7,500,000	
Contingency	\$ 750,000	10%
TOTAL CAPITAL	\$ 8,250,000	\$ 8,250,000

	<i>a</i>	<i>b</i>	<i>c</i>
	Annual Financial Benefit	Interest	Net Financial Benefit
Net Incremental Revenue	\$ 1,494,260		\$ 1,494,260
Net Labor Savings	\$ 487,084		\$ 487,084
Interest (10 Yr Avg.)		\$ (322,767)	\$ (322,767)
TOTAL SAVINGS	\$ 1,981,344	\$ (322,767)	\$ 1,658,576

Payback	4.2	5.0
ROI	24.0%	20.1%
Interest Rate on Debt	4.5%	

*includes Revenue Share
excludes depreciation*

Attachment B – Letters from SBR & Potential Industries



720 East "E" Street
Wilmington, CA 90744
(310) 549-5901

February 13, 2019

SBWMA, RethinkWaste
Facility Operations Contracts Manager
Mr. Hilary Gans
610 Elm Street, Suite #202
San Carlos, CA 94070

Re: High Grade Paper (HGP) sorted from MRFs

Dear Mr. Gans,

As you know, Potential Industries, Inc. (PII) has been exporting recovered paper for over 40 years. In addition to our own MRF sorted paper, we also market sorted paper from over 20 MRFs throughout the USA.

Based on our many years' experience, and using our best professional judgment regarding paper sorted from single stream MRFs: (a) we have serious concerns about the long term viability of traditional mixed paper, and (b) we believe High Grade Paper will continue to not only be in demand, but also the price for it will be significantly higher than traditional mixed paper.

In 2018 the price of High Grade Paper was approximately \$75 per ton higher than traditional mixed paper, and in our opinion that premium is likely to continue. Although nobody in the industry can accurately predict future pricing, we strongly encourage MRFs to upgrade their mixed paper to High Grade Paper because this grade will continue be consumed by many paper mills.

Best Regards,

A handwritten signature in blue ink that reads "Daniel J. Domonoske".

Daniel J. Domonoske
Executive Vice President

February 12, 2019

SBWMA, RethinkWaste
Facility Operations Contracts Manager
Mr. Hilary Gans
610 Elm Street, Suite #202
San Carlos, CA 94070

Re: Fiber Market Explanation and Price Comparison

Dear Mr. Gans,

Recovered paper and cardboard, also known as fiber, represents approximately 50% of the commingled materials sorted in the MRF. SBR has some of the best fiber export marketing capabilities in the recycling industry, which remains dependent on export due to lack of domestic demand. As you know, end user mills throughout SE Asia have tightened up their quality requirements, and MRFs throughout CA are responding by making higher quality products.

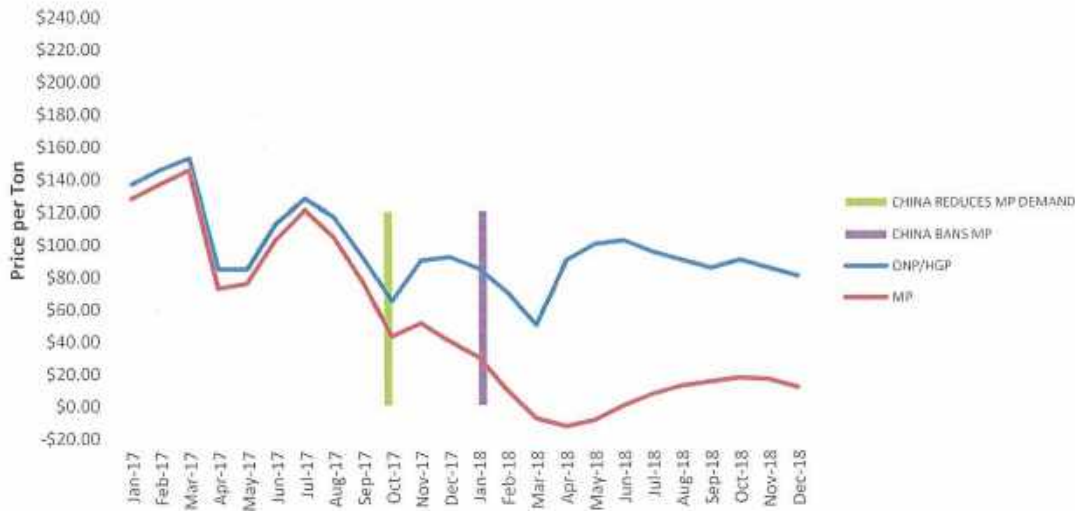
In 2018 China, then the largest end user of mixed paper in the world, banned the import of mixed paper. Although there are a few other markets in SE Asia for mixed paper, the price is very low. To make matters worse, there is trend in SE Asia for other countries to also ban mixed paper. By reducing the quantity of mixed paper being generated SBWMA has the opportunity to reduce their risk of having a sorted product without a market, either domestic or export. In addition, by creating a higher quality paper it can be sold at better pricing than Mixed Paper.

Graph #1 below shows the monthly price for High Grade Paper (formerly known as Old News Paper) compared to Mixed Paper. In 2017 those prices were quite close to each other. However, in Q4 2017 when it became clear that China would indeed ban Mixed Paper the gap between High Grade Paper and Mix Paper grew. The effective date of the ban was based on cargo arrival in China, as such the price gap accelerated in November and December 2017.

333 Shoreway Road | San Carlos, California 94070
Tel 650.802.8355 | Fax 650.412.2495 | SBRrecycling.net

Graph #1

2017-2018 Price Comparison Old News Paper/High Grade Paper (ONP/HGP) v Mix Paper (MP)



In 2018 several haulers and MRFs were forced to send Mixed Paper to landfills. This was done either by stockpiling bales in hopes of a market resurgence only to find there was none, or no longer sorting it from the commingled stream and simply letting it go to residue without being sorted and baled in the MRF. In either case the outcome had negative impacts on diversion levels and public perception of recycling.

Today there is a unique opportunity available to SBWMA which is created by customer demand, technology developments for MRF processing equipment, and bond refinancing. These events provide SBWMA with a decision to make regarding the MRF: shall we invest in the future of our MRF?

In our professional opinion, by investing in the proposed MRF equipment upgrades there will be two changes to the fiber commodities: (1) less Mixed Paper being produced, and (2) more sorted fiber products being sold at higher pricing. These changes will increase the monthly revenues and also increase the number of end users that are interested in our fiber products.

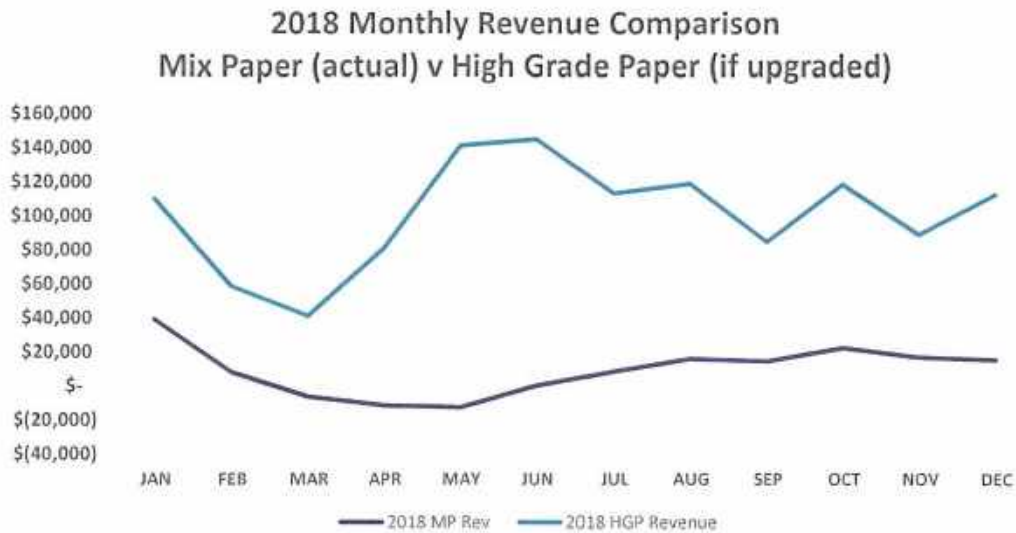
The initial economic benefit is producing a higher quality paper grade from the commingled materials which are collected in single family residential collection routes. That paper is mechanically screened on the residential sort line to create paper which is currently sold as Mixed Paper (a low value commodity). In addition to removing most of the cardboard, the proposed system will also remove contamination and

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Tel 650.802.8355 | Fax 650.412.2495 | SBRecycling.net

containers from the Mixed Paper. As a result that paper will be higher quality and will be sold as High Grade Paper, at a premium price above Mixed Paper.

Graph #2 below shows the actual monthly revenue in 2018 for the paper which was sold as Mixed Paper (MP) compared to the monthly revenue for that same material if it was sold as High Grade Paper (HGP). The cumulative incremental economic benefit from selling those tons as HGP amounts to over \$1,100,000 in 2018, and that would have been achieved had the new equipment upgrade been installed and operational.

Graph #2



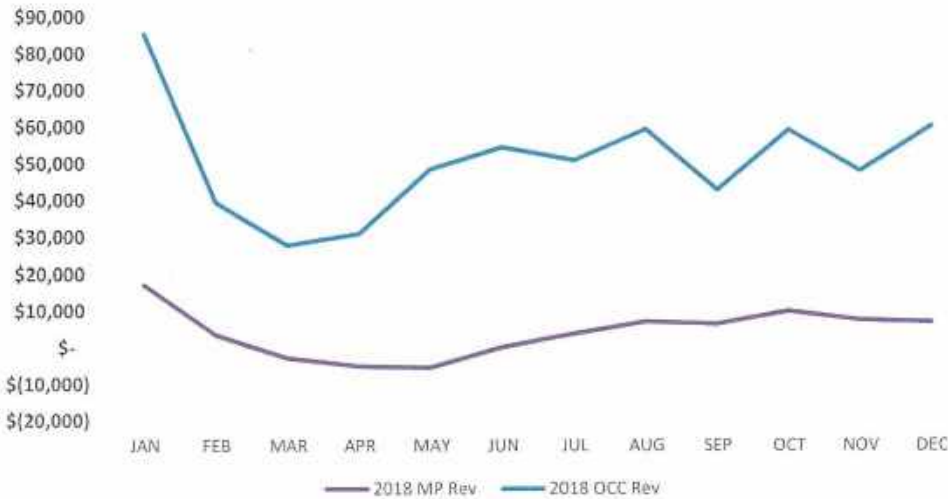
The other economic benefit from the proposed upgrade is increasing the amount of cardboard (aka Old Corrugated Containers, or OCC) being produced. Over the past 10 years there has been an increase in online shopping which results in households generating more cardboard, and those cardboard pieces are smaller in size and lighter in weight. As such a lot of that cardboard currently ends up in Mixed Paper. The proposed system will remove most of it from the Mix Paper (a low value commodity) and recover it as OCC cardboard (a higher value commodity).

Graph #3 below shows the actual monthly revenue in 2018 for the paper which was sold as Mixed Paper compared to the monthly revenue for that same material if it was sold as Old Corrugated Containers (OCC). The cumulative incremental economic benefit from selling those tons as OCC amounts to over \$500,000 in 2018, and that would have been achieved had the new equipment upgrade been installed and operational.

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Graph #3

2018 Monthly Revenue Comparison
 Mix Paper (actual) v. Cardboard (OCC (if upgrade))



In addition to the economic benefits listed above, there will be significantly less paper being sold as Mixed Paper. This is important because the uncertain future demand for Mixed Paper causes many in the industry to wonder how long it will remain a viable product.

SBWMA is working with two of the best partners in the industry, SBR (facility operations) and BHS (equipment supplier), and together the team can implement the proposed projects to create value that provides long term economic and environmental benefits to Member Agencies.

Future recycling commodity market pricing and quality requirements cannot be precisely defined. However, there is a consensus within the industry that the facilities which are sustainable will be those that are capable of doing two things: (1) producing grades that are in demand, and (2) producing qualities that are better than the prevailing industry average.

Best Regards,



Daniel J. Domonoske
 Vice President

CC: Dwight Herring, GM

333 Shoreway Road | San Carlos, California 94070
 Tel 650.802.8355 | Fax 650.412.2495 | SBRecycling.net

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STAFF REPORT

City Council Meeting Date: 5/14/2019
Staff Report Number: 19-095-CC

Consent Calendar: Authorize the City manager to amend a contract with ICF Jones & Stokes, Inc. to prepare an environmental impact report for the proposed willow village master plan project at 1350-1390 Willow Road, 925-1098 Hamilton Avenue and 1005-1275 Hamilton Court for the amount of \$967,522 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 amendment with ICF Jones & Stokes, Inc. (ICF) for the amount of \$967,522 and future augments as may be necessary to complete the environmental review for the proposed master plan project, based on the proposed scope and budget included as Attachment A.

Policy Issues

The applicant is proposing to redevelop the site through the master plan process, as provided for in the zoning ordinance, by utilizing a conditional development permit (CDP) and entering into a development agreement (DA) with the City. The proposed project would require the Planning Commission and the City Council to consider the merits of the proposed master plan, including the appropriateness of the applicant's proposed amendments, and the project's consistency with the City's general plan and zoning ordinance, along with the Municipal Code, and other adopted policies and programs of the City such as the below market rate housing program. Authorizing the City Manager to enter into a contract with ICF would allow the City to conduct the environmental review which is necessary for the 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

The approximately 59-acre subject site is generally located along Willow Road between Hamilton Avenue and Ivy Drive; previously referred to as the ProLogis Menlo Science and Technology Park. Facebook Building 20 is located to the northwest and multi-family and neighborhood commercial uses are to the west, across Willow Road. The subject site is generally bordered by the San Francisco Public Utilities Commission (SFPUC) Hetch Hetchy right-of-way and Mid-Peninsula High School to the south, the Dumbarton Corridor to the north, and properties within the Menlo Business Park to the east.

The existing campus has 20 buildings (generally constructed between the 1950s and 1990s) located on 18 parcels that have historically housed general office, R&D, warehouse, and manufacturing uses that total approximately 1,000,000 square feet of gross floor area (GFA.) Facebook currently occupies 8 buildings at

the project site for offices, R&D, dining facilities and a health center. A location map is included as Attachment B.

As part of the ConnectMenlo general plan and zoning ordinance update, the existing project site was rezoned in December 2016 from M-2 (general industrial) to O-B (office, bonus) and R-MU-B (residential mixed use, bonus.) In July 2017 the City received an application to commence the formal review process for the redevelopment of the project site. That previous proposal was reviewed by the Planning Commission and City Council as a study session item in February and March 2018, respectively. Following the study sessions, the applicant team further evaluated the proposed project and modified the site layout (including land uses, circulation network and open space), the proposed square footages by land use, and the project phasing. The City Council reviewed the updated proposed project as a study session item at its meeting May 7, and provided feedback and direction to staff and the applicant team. Select plan sheets are included in Attachment C for reference and a link to the study session staff report is included in Attachment D.

Project overview

The proposed project would comprehensively redevelop the project site with a mixed-use master plan and generally includes the following development components.

Table 1: Project overview		
Project component	Proposed project**	Zoning ordinance maximum development potential*
land use		
Dwelling units	1,500 units	1,713 units
	(225 BMR units)***	(257 BMR units)
Residential GFA	1,462,713 s.f.	1,679,097 s.f.
Commercial retail GFA	200,000 s.f.	398,425 s.f.
(non-office square footage)		
Community center	10,000 s.f.	Included in non-office GFA

* The Zoning Ordinance maximum development potential is based on preliminary site area information and the updated right-of-way (ROW) dedication square footage provided by the applicant and may be updated through staff's verification of the required amount of ROW dedication.

**The proposed land uses may change based on the updated maximum development potential calculations.

*** The calculation of the number of BMRs is based on the City's 15 percent inclusionary requirement.

The proposed site plan would include approximately 26.7 acres of landscaping and open space, of which approximately 10 acres would be publicly accessible, and new bicycle, pedestrian and vehicle infrastructure. In addition to the open space distributed throughout the project site, the proposal would include a 4-acre publicly accessible park at the southwestern corner of the project site, along with a town square plaza, and dog park. The proposed site circulation includes a proposed access point from O'Brien Drive, along with additional site access from Willow Road.

Analysis

The proposed project is considered a project under the California Environmental Quality Act (CEQA) and requires an environmental impact report (EIR.) Where appropriate, the project level EIR will tier from the ConnectMenlo program level EIR, incorporating relevant mitigation measures previously identified through

ConnectMenlo. To enable the environmental analysis to move forward efficiently and allow for ICF's participation in working sessions with the City, in January 2018 the city manager previously authorized ICF to prepare the first phase of the environmental review for \$49,965, which was within the city manager's authorization limit for individual purchase orders. Limited work on the environmental analysis has been undertaken since the City Council study session in March 2018, as the applicant team was making refinements to the proposed project. An amendment of \$17,600 to the Phase 1 scope of work has been recently submitted by ICF and its sub-consultant to conduct additional data gathering for the transportation analysis that need to be completed prior to the Memorial Day holiday weekend. That amendment is being processed by the City currently, and the total amount for phase 1 (with amendment 1) would be \$67,565, which is within the total maximum amount of the city manager's signing authority. Therefore, the attached proposed amendment to the scope and budget for the project level EIR is for Phase 2 (amendment 2) of the environmental review for the proposed project. The total budget for ICF, including Phases 1 and 2, would be \$1,035,087, per the proposed scope and budget in Attachment A.

The proposed scope and budget for the project level EIR have been structured so the project level EIR would comply with the current CEQA Guidelines and the terms of the settlement agreement between the City of Menlo Park and the City of East Palo Alto regarding the program level EIR for ConnectMenlo. Due to the scale of the proposed project, the project level EIR would study a number of additional CEQA topic areas beyond the minimum topics required through the settlement agreement with East Palo Alto. It is anticipated that the project level EIR would study all CEQA topic areas except agricultural and forestry resources, mineral resources and wildfire.

Housing analysis

As part of the project level analysis, the City will prepare a project specific housing needs assessment (HNA) for the project that would be used to inform the population and housing analysis in the project level EIR. The attached scope includes a placeholder for the scope and budget for the HNA, as City staff is still evaluating potential consultants for the HNA. Once a consultant is selected by the City, ICF will adjust its scope and budget accordingly and submit a scope and budget amendment to the City. Staff is requesting the City Council authorize the City Manager to review and authorize a future budget amendment for the HNA and associated housing related analyses required by the settlement agreement.

Transportation impact analysis

The project level transportation impact analysis (TIA) will use level of service (LOS) as the threshold of significance for potential transportation impacts resulting from the project. LOS is still the threshold of significance for potential impacts under CEQA (until July 1, 2020) as identified in the City's general plan circulation element and TIA guidelines. As such, the analysis will use the appropriate impact threshold based on the current CEQA Guidelines in effect at the time of the analysis. However, the TIA will also report the vehicle miles traveled (VMT) associated with the project. While not required to be analyzed as an impact until July 1, 2020 under requirements of Senate Bill 743, the project analysis will disclose VMT for informational purposes. The transportation analysis will use the data in the City's circulation system assessment (CSA) and the City's travel demand model developed in 2016 for the project. The City's transportation division will be updating its TIA guidelines to include VMT and updates to the CSA to be compliant with CEQA by July 1, 2020.

Project variants

Staff has worked with ICF and the project sponsor to outline a number of project variants that should be studied in the project level EIR to ensure the EIR maintains flexibility for modifications to be made to the project during the environmental analysis and entitlement review phases of the proposed project. Project

variants are different from project alternatives and the project level EIR would continue to analyze project alternatives, consistent with the CEQA guidelines. The following list identifies the proposed variants to be studied in the project level EIR.

Increased housing

A maximum of approximately 1,713 dwelling units could be constructed at the project site. The EIR will analyze the development of up to 1,500 housing units, but to provide development flexibility, a variant will be analyzed to include the construction and operation of approximately 1,713 units.

Hamilton realignment

Hamilton Avenue could be realigned at the intersection with Willow Road. ICF would consider the environmental impacts associated with the construction of the realignment. In addition, as a result of the realignment, an existing gas station would need to be relocated to the north of the realigned street. ICF would analyze the environmental impacts associated with demolition and construction of a gas station.

Willow Road/Dumbarton rail corridor crossing

A grade-separate crossing is proposed for bicycles, pedestrians and Facebook trams. It is currently unknown whether this proposed crossing would be above or below grade. The EIR will analyze one of the options as part of the Project, while the other option will be analyzed in the Variants chapter.

Recycled water

The potential on-site system will be analyzed as part of the Project, while the system as a public utility would be analyzed in the Variants chapter.

Others

Other potential variants could include different programming for the proposed park and community amenities, as determined through the community engagement process.

Next steps

Following authorization of the contract for ICF to conduct the environmental review, ICF will prepare a notice of preparation (NOP) for the EIR, which will identify the topic areas to be studied in the project level EIR. The release of the NOP is tentatively scheduled for late May or early June with a 30-day comment period on the scope of the EIR with an EIR scoping session tentatively planned for the June 24 Planning Commission meeting. Comments on the scope may be provided anytime during the 30-day comment period to City staff or provided verbally at the EIR scoping session. City staff is evaluating additional outreach options for the NOP and EIR scoping period to allow for increased public participation in the EIR scoping process, which could include an expanded mailed noticing radius, city website and project page posting, the City Council's weekly digest, and informational item to the City Council on the schedule of the NOP and EIR scoping session. 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. Budget amendments would only be approved if authorized by the Project Sponsor and the City.

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 any additional analysis. For the

environmental review and fiscal analysis, the applicant deposits money with the City and the City pays the consultants.

Environmental Review

An EIR will be prepared for the proposed project. The EIR will, to the extent applicable, utilize the program level EIR prepared for the ConnectMenlo general plan and zoning ordinance update.

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
- B. Location map
- C. Project plans (select sheets)
- D. Hyperlink – City Council May 7 study session staff report:
menlopark.org/DocumentCenter/View/21443/SS1-20190507-Willow-Village-CC

Report prepared by:
Kyle Perata
Principal Planner

Report reviewed by:
Mark Muenzer
Community Development Director

Deanna Chow
Assistant Community Development Director



May 8, 2019

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

SUBJECT: Proposal to Prepare an Environmental Impact Report for the Willow Village Master Plan Project – Phase II/Budget Amendment 2

Dear Mr. Perata:

ICF Jones & Stokes, Inc. (“ICF”) is pleased to present this scope and budget to prepare Phase II of an Environmental Impact Report (EIR) for the proposed Willow Village Master Plan Project (hereafter referred to as the Project). ICF submitted a Scope of Work (scope) for Phase I of the Project EIR on December 20, 2017. The current approved budget for the EIR is \$49,965. In addition, Budget Amendment 1 was submitted on May 3, 2019 for \$17,600. Approval for Budget Amendment 1 is still pending.

This scope and budget (\$967,522) focuses on Phase II of the EIR, which includes the completion of the Notice of Preparation, Draft EIR, and Final EIR. In addition, this Phase II scope and budget includes tasks for the transportation subconsultants Hexagon (Attachment A) and the Fiscal Impact Analysis subconsultant BAE (Attachment B). With approval of Budget Amendment 1 and 2, the total budget for the EIR would be \$1,035,087. ICF proposes to invoice costs monthly, on a time and materials basis.

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. ICF shall provide services under the terms and conditions of its existing agreement with the City dated January 26, 2018. 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,

A handwritten signature in blue ink that reads "Jodi Young". The signature is written in a cursive, flowing style.

Jodi Young
Contracts Manager

Attachments

- A. Hexagon Scope of Work
- B. BAE Urban Scope of Work
- C. Budget – Phase II

A. Project Understanding and General Approach

ICF has reviewed the information provided by the City and Peninsula Innovation Partners, LLC and Signature Development Group, on behalf of Facebook, Inc. (Project Sponsor). Based on our review of project materials and experience with similar projects, we understand that an EIR is needed.

Project Understanding

The Project involves the redevelopment of the existing Menlo Park Science and Technology Park. The Project would demolish existing onsite buildings and landscaping and construct new buildings within a Town Square District, a Residential/Shopping District, and a Campus District. The Project would result in a net increase of approximately 1 million square feet (sf) of nonresidential uses (office space and non-office commercial/retail), for a total of approximately 2 million sf of nonresidential uses at the Project site. In addition, the Project would include housing units, a limited-service hotel, a community center, and open space. (The square footage of the hotel, community center, and park buildings are in addition to the increase of 1 million square feet of nonresidential square footage.) The Project site would be bisected by the north-south Main Street, which would provide access to all three districts. The Project site would also include a circulation network for vehicles, bicycles, and pedestrians with approximately 4.6 acres of public rights-of-way and 1.4 acres of private streets, generally aligned in an east-to-west and a north-to-south grid.

The Residential/Shopping District would be located in the southwestern portion of the Project Site, while the Town Square District would be located in the northwestern portion of the Project Site. Together, these two districts would include: approximately 1,500 residential units with approximately 225 affordable/below market-rate units; a maximum of 200,000 sf of nonresidential/retail uses (including a grocery store, pharmacy, and restaurant); a hotel with 200-250 rooms and food services; and an approximately 10,000 sf indoor community center adjacent to a 4-acre public park. In addition, a 0.5-acre Town Square and 0.3-acre dog park would be accessible to the public.

The 37-acre Campus District, located in the eastern portion of the Project site, would include approximately 1.75 million sf of office uses and employee-serving amenity space, along with two above-ground parking structures with approximately 3,000 parking spaces. Both parking structures would include a ground-level Transit Center for commuter shuttles and campus trams. Open spaces would include a chain of publicly-accessible urban spaces and gardens along Main Street, a landscaped area off of O'Brien Street, and various secure, interior open spaces for the Campus District users.

The Willow Village Master Plan was designed to implement the guiding principles and policies adopted as part of ConnectMenlo such as including new affordable and market-rate housing units for local workers, opportunities for future transit connections, and construction of a grocery store. The Project is meant to align with ConnectMenlo's development and zoning standards and is consistent with ConnectMenlo's density and height limits for bonus development. The Project would develop an area that is transit-ready, with new infrastructure, housing, sustainability features, circulation, open spaces, office and mixed-uses,



and pedestrian boulevards. New housing and community-serving retail would include a collection of varied-scale public spaces, restaurants, and public gathering spaces. The Project would seek to develop using the bonus level allowance of the Zoning Ordinance and as such, would incorporate community amenities selected from the adopted Community Amenities List, consistent with the Zoning Ordinance requirements. As appropriate, this analysis would assess the possible environmental effects of the physical community amenities, provided as part of the Project.

General Approach

ConnectMenlo, which updated the City's General Plan Land Use and Circulation Elements and the Zoning in the M-2 (Bayfront) Area, was approved on November 29, 2016. This serves as the City's comprehensive and long-range guide to land use and infrastructure development. 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 would 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 potentially significant environmental effects that are not within the scope of a program EIR, the lead agency must prepare an 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 CEQA evaluation of the Project.

ConnectMenlo analyzed an increase in net new development in the Bayfront Area of up to 2.3 million square feet of non-residential uses, up to 4,500 residential units, and up to 400 hotel rooms, and up to 5,500 new employees. As mentioned above, the Project includes a net of approximately 750,000 sf of office uses, 200,000 sf of retail, a 10,000 sf indoor community center, approximately 1,500 residential units (with a maximum possible density of approximately 1,700-units), and up to 250 hotel rooms, and approximately 9,500 employees. In total, the Project would include a net increase of approximately 1.04 million sf of non-residential uses (not including the hotel gross square footage), which is within the buildout projections of ConnectMenlo and within the parameters of what was analyzed in the ConnectMenlo EIR. However, it is anticipated that the Project would result in more employees than what was analyzed in the ConnectMenlo EIR. In addition, the Project will be implemented through a Master Plan, the specifics of which were unknown during the preparation of ConnectMenlo.

Due to the General Plan Amendments required to implement the Project, the Settlement Agreement with East Palo Alto (discussed further below), the Master Plan across zoning districts, and the potential increase in on-site employees over what was assumed in the ConnectMenlo EIR, a full EIR is proposed



to analyze the Project. The EIR will tier from and utilize the ConnectMenlo program EIR where appropriate.

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 fully and finally resolve the litigation initiated by East Palo Alto regarding the environmental review for ConnectMenlo. 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), which will be included as part of the EIR scope at a later date.

B. Scope of Work – Phase II

The Phase I scope of work was approved in January 2018 and included the following tasks: Project Initiation (Task 1), EIR Project Description (Task 2), EIR Scope Definition (Task 3), and Project Management and Meetings (Task 4). The following tasks were conducted by ICF from January to April 2018, prior to the Project going on hold: attendance at team kick-off meeting; review of all project materials; preparation of several iterations of the data needs lists; preparation of the first draft of the Project Description; review of City/applicant comments on the Project Description and preliminary edits; preparation of the first draft of the Notice of Preparation; ongoing conversations about the transportation scope; and scoping, contracting, and coordination with the transportation subconsultants. Some of the work that was generated during this time period can be applied; however, due to the change in site plans and the year-long hold on the Project, many of the tasks need to be revisited and revised.

Therefore, below scope of work for the EIR includes Tasks 1 through 4 (as amendments to the tasks in the Phase I scope of work), and additional tasks through the certification of the EIR.

Task 1. Project Initiation

Project Initiation will continue by discussing key issues, reviewing completed environmental documents, reviewing revised Project materials, attending a site visit, and continuing to refine the schedule for completion of individual tasks. In addition, ICF will work with the City and Project Sponsor on the data needs list by obtaining the necessary information to conduct the EIR analysis. This task assumes that an in-person “re-kick-off meeting” will occur with City of Menlo Park staff, the Project Sponsor team, and the traffic subconsultant. All other Project Initiation tasks were covered and/or will be covered by the existing Phase I scope of work and budget.

Task 2. EIR Project Description

ICF prepared a draft Project Description and submitted it to the City in February 2018. Comments were received in April 2018. This was included in the Phase I scope of work. However, substantial revisions need to be applied to the Project Description due to the changes in the site plan, pending data needs responses, and changes in existing conditions. Based on discussions with City staff and on the Project Sponsor's application and plans, ICF will update the Project Description. This task assumes that one



additional draft of the Project Description will be submitted to the City. Revisions to the Project Description based on City/Project Sponsor comments, and additional data needs responses from the Project Sponsor, will be included in the submittal of the Administrative Draft EIR (Task 5).

Task 3. EIR Scope Definition

ICF prepared the first draft of the Notice of Preparation (NOP) in April 2018 under the Phase I scope and budget. However, this draft was not submitted to the City before the Project went on hold. ICF will prepare the revised NOP for City staff review and revise per City/Project Sponsor edits. Our budget assumes that ICF will distribute to the State Clearinghouse and that the City will oversee mailing to other interested parties and public agencies. ICF will attend and be 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 environmental issues and the range of alternatives to be examined in the EIR. At the close of the comment period, ICF will review all comments and consider and address them while preparing the EIR. The hours for the scoping meeting are included in Task 5 of our budget.

Deliverables

- Electronic copies of draft and revised 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
- One PowerPoint presentation for scoping meeting.

Task 4. Project Management and Meetings

The purpose of this task is to continue to effectively manage the below 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.

The purpose of this task is to attend meetings to accomplish the below tasks. Team members will attend and participate in meetings on an as-needed basis. For purposes of the cost estimates, ICF has assumed ten City staff and/or Project Sponsor face-to-face meetings and 30 phone conference calls. Additional meetings may be appropriate during the course of this effort and will be invoiced on a time-and-materials basis. The estimated cost for additional meetings is included in the discussion of the project budget, below.



Task 5. Administrative Draft EIR

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

For this task, there will be four principal activities:

- Determine, by individual resource topic, the significance criteria to be used in the analysis.
- Present the analysis at full buildout of the Project.
- Compare the Project against analysis and conclusions in the ConnectMenlo EIR.
- Perform the analysis and make determinations of impact significance.
- Recommend mitigation measures to reduce impacts, if needed.

The ICF team will collect the information necessary to define baseline conditions in the Project area. Based on our understanding of the Project and discussions with City staff, baseline conditions will reflect the conditions at the time of the NOP release, unless as the analysis progresses an adjusted baseline is determined to be appropriate. ICF will also refer to the ConnectMenlo EIR (2016) and the Facebook Expansion Project EIR (2016)/EIR Addendum (2017) for applicable background data and impact areas. In particular, ICF will use the mitigation measures from the ConnectMenlo EIR, as applicable.

For each environmental topic, significance thresholds or criteria will be defined in consultation with the City so that it is clear how the EIR classifies an impact. These criteria will be based on CEQA Guidelines, Appendix G, standards used by the City, and our experience in developing performance standards and planning guidelines to minimize impacts.

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.

The Administrative Draft EIR will also incorporate the alternatives and other CEQA considerations described in Task 7 (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.



Project Description

The revised draft of the Project Description was submitted to the City and Project Sponsor as part of Task 2, above. The second draft of the Project Description will be included in the Administrative Draft EIR. This will include revisions to the Project Description based on comments from the City and Project Sponsor on the first draft. ICF will also incorporate the data needs responses from the City and Project Sponsor into this draft of the Project Description.

Issues Anticipated to be Less Than Significant

To streamline the EIR process, ICF will “scope out” some environmental topics that do not require detailed discussion in the EIR. These topics will not be evaluated at the level of detail specified for the issues below, but at a level adequate to fully assess the potential effects. This discussion will be presented in the Impacts Found to be Less Than Significant chapter of the EIR.

Based on our preliminary review, the following environmental topics may be scoped out from detailed analysis in the EIR.

- **Agricultural and Forestry Resources.** ICF will describe existing conditions at the Project site, identify General Plan designation and zoning districts, and indicate lack of agricultural and forestry uses at the Project site.
- **Mineral Resources.** ICF will describe existing conditions at the Project site and identify the mineral resources zone classification for soils at the site. It is anticipated that the site does not contain significant mineral resources.
- **Wildfire.** The Project site is not located in or near state responsibility areas, or in an area classified as very high fire hazard severity zones.

Aesthetics

The ConnectMenlo EIR considers views to the Santa Cruz Mountain Range, views to the Bay, and views of the foothills as scenic vistas. The ConnectMenlo EIR determined that no publically accessible views of scenic resources would be blocked by the increasing height limits. The ConnectMenlo EIR determined that buildout in the area would not impact scenic vistas/resources, would not degrade the existing visual character of the area, and would not introduce a significant source of light and glare. The ConnectMenlo EIR conclusions relate to a wide geographic area; the conclusions in the EIR for the Project are anticipated to be consistent with the ConnectMenlo EIR.

The analysis will consider Project site-specific impacts and impacts as viewed from Willow Road, Bayfront Expressway, and the Bay Trail. Data needs to complete the section include massing studies/visual simulations, landscape plans, lighting plans, and building architectural styles. It is assumed that this information will be provided by the Project Sponsor. ICF will prepare the Aesthetics section of the EIR based on the information provided and will conduct the following tasks:

- Visit the Project site and surroundings to identify and photo-document existing visual character and quality conditions, views to and from the Project site, and other urban design features.



- Peer review the massing studies/visual simulations, landscape plans, lighting plans, and shadow diagrams provided by the Project Sponsor.
- Based on scenic resources and scenic vistas identified in ConnectMenlo and the Project Sponsor’s massing studies, analyze potential adverse aesthetic effects resulting from the Project:
 - The surrounding scenic vista locations that could be affected by the proposed development include the Bay Trail, and the BCDC Public Shoreline Trail.
 - Scenic vistas in the immediate vicinity that could be affected include the tidal mudflats and marshes of the San Francisco Bay and the Santa Cruz Mountain Range.
 - Analyze potential adverse effects on scenic vistas from adjacent uses and other sensitive viewer locations.
- Review existing and proposed General Plan goals, policies, and programs related to visual quality to determine conflicts with any relevant plans and policies.
- Using the visual simulations and field observations, analyze whether the Project would conflict with applicable zoning and other regulations governing scenic quality due to grading, height, bulk, massing, architectural style, building materials, and other site alterations.
- Analyze lighting and glare impacts created by the proposed buildings, focusing on motorists on Bayfront Expressway and residents of the Belle Haven neighborhood.

Air Quality

ICF will compose the Air Quality section of the EIR using the quantitative and qualitative analyses to be provided by Ramboll (the Project Sponsor’s consultant). ICF assumes that the CEQA Technical Analysis Documentation (Task A.14 [Tech Report] in Ramboll’s scope of work) will contain sufficient information to complete the EIR section. ICF will conduct a peer review of the Technical Report to ensure that the data, analyses, and conclusions are valid.

In the setting section of the EIR, ICF will summarize meteorological and climatological data for the Project study area, as well as ambient air quality near the Project. Existing state and federal regulations, as well as the locations of sensitive receptors, will also be described. For the discussion of impacts, the analysis will be comprised of the following components:

- Consistency with the BAAQMD’s 2017 Clean Air Plan
- Construction emissions inventory of criteria air pollutants
- Operational emissions inventory of criteria air pollutants
- Discussion of the health outcomes associated with the project’s construction and operational criteria pollutant emissions.
- Construction health risk assessment based on the project’s toxic air contaminants
- Operational health risk assessment based on the project’s toxic air contaminants
- Localized carbon monoxide impact analysis
- Odor impact analysis
- Cumulative analysis of toxic air contaminants, carbon monoxide, and odor



As described in Ramboll's scope of work, ICF is assuming that each of the components above will be fully analyzed quantitatively or qualitatively, as applicable, with the results presented in the Tech Report. We are also assuming that the results in the Tech Report will include an analysis of the existing uses at the Project site and that the net effect of the Project will be clearly discernable (i.e., Project emissions – existing site emissions = net emissions). Based on the analysis results of the Tech Report, ICF will use the Bay Area Air Quality Management District's (BAAQMD) most recent CEQA Air Quality Guidelines to evaluate project impacts. The ultimate determination of impact significance will be evaluated with respect to the BAAQMD CEQA Guidelines or other relevant agency guidance. In the EIR, we will describe the air quality thresholds used to identify significant impacts based on the BAAQMD's CEQA Guidelines and guidance provided by BAAQMD staff. The methodology write-up used to analyze Project impacts will be a high-level overview in the EIR section, and readers of the EIR will be referred to the detailed discussion of methods in the Tech Report, which will be included as an Appendix to the EIR.

In the event that the impact results of any of the components listed above would lead to significant impacts, ICF will review the mitigation recommended by Ramboll in the Tech Report. As discussed in the Ramboll scope of work, ICF will participate in discussions with Ramboll, the City, and the Project Sponsor as needed to determine appropriate, feasible mitigation. ICF also assumes that any revised analyses and/or results that would be needed for a mitigated analysis will be provided by Ramboll. If Project impacts cannot be mitigated by the recommended mitigation measures, ICF would report this conclusion in the EIR.

In addition to the tasks described above, ICF will also review the work products described in Ramboll's scope of work. We are assuming that Ramboll will submit relevant modeling files to ICF for Quality Assurance (QA) purposes, and that the relevant files will be suitable for an air quality expert to determine the overall modeling procedures. ICF will review the Methodology Documentation and Tech Report prepared by Ramboll and will provide input on these documents as applicable.

Biological Resources

The ConnectMenlo EIR determined that development could have an impact on special status species, sensitive habitats, migratory wildlife, and wetlands. ConnectMenlo Mitigation Measure BIO-1 requires that prior to individual project approval, project applicants shall prepare and submit project-specific baseline biological resources assessments on sites with features such as mature trees or unused structures that could support special-status species. The existing site is developed with buildings and surface parking lots. As such, natural biological resources are likely to be minimal. Nonetheless, the Project site is in close proximity to the Bay and the Don Edwards San Francisco Bay National Wildlife Refuge and could have an indirect impact on special-status species inhabiting these areas. In addition, buildings and trees currently exist on the campus, which could provide habitat for nesting birds and/or roosting bats. Consistent with the requirements in Mitigation Measure BIO-1, ICF's qualified biologists will conduct the following tasks:



- The Project Sponsor has conducted a baseline Biological Assessment. ICF will peer review the Biological Assessment and provide one round of comments in a memorandum. In addition to technical accuracy, ICF will verify whether the Biological Assessment is adequate for CEQA purposes. If necessary, an ICF biologist will visit the site to verify existing conditions. Once final, ICF will incorporate the Biological Assessment in the Setting section of the Biological Resources EIR chapter. It is assumed that the assessment will determine if any sensitive biological resources are present on the Project site and will include review of Menlo Park’s heritage tree ordinance, the California Department of Fish and Wildlife’s Natural Diversity Database (CNDDDB), the U.S. Fish and Wildlife Service’s Special-Status Species Online Database, and the California Native Plant Society’s online inventory. ICF will also conduct a site visit to aid in the peer review.
- Based on the Biological Assessment and site visit, ICF will evaluate the Project’s effects on the identified biological resources, and recommend mitigation as warranted. Based on prior experience in the region, and the urban nature of the site, ICF anticipates that the prominent issues for the Project will be limited to nesting migratory birds, roosting bats, and protected trees, per the City of Menlo Park heritage tree ordinance. However, with the proximity of Ravenswood Slough, the Don Edwards San Francisco Bay National Wildlife Refuge, and the associated salt marsh habitat, ICF also will address the possibility that special-status species associated with this habitat could be affected by the Project.
- Per Mitigation Measure BIO-1, if sensitive biological resources are determined to be present, appropriate measures should be included in the Biological Assessment, such as preconstruction surveys, establishing no-disturbance zones during construction, and applying bird-safe building design practices and materials. ICF will incorporate the mitigation measures, as applicable.

Greenhouse Gas Emissions

As discussed above for Air Quality, ICF will compose the Greenhouse Gas Emissions section of the EIR using the quantitative and qualitative analyses to be provided by Ramboll. ICF assumes that the CEQA Technical Analysis Documentation (Task A.14 [Tech Report] of Ramboll’s scope of work) will contain sufficient information to complete the EIR section.

In the setting section of the EIR, ICF will summarize the GHGs of greatest concern, including carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O) that directly and indirectly result from the proposed project. The project setting will describe these pollutants and their relationship to global climate change. ICF will include information on applicable federal, state, and local goals, policies, and regulations adopted to reduce GHG emissions. ICF will use the BAAQMD’s most recent CEQA Air Quality Guidelines to evaluate Project impacts. For the discussion of impacts, the analysis will be comprised of the following components:

- Construction emissions inventory
- Operational emissions inventory
- Greenhouse gas consistency analysis with applicable plans and regulations



As described in Ramboll's scope of work, ICF is assuming that each of the components above will be fully analyzed quantitatively or qualitatively, as applicable, with the results presented in the Tech Report. We are also assuming that the results in the Tech Report will include an analysis of the existing uses at the Project site and that the net effect of the Project will be clearly discernable (i.e. project emissions – existing site emissions = net emissions). As discussed in Ramboll's scope of work, Ramboll will prepare a memorandum that summarizes the available BAAQMD thresholds and presents alternative GHG thresholds that respond to recent court cases and are based on local conditions. ICF will review the memorandum prepared by Ramboll and will evaluate the findings of their memo.

ICF notes that the BAAQMD's current CEQA Guidelines that include operational GHG thresholds for land use development and stationary source projects are tailored to the state's 2020 GHG reduction goal, and therefore may not be appropriate to evaluate project-level emissions generated after 2020. BAAQMD is currently working on an update to their CEQA Guidelines, which is expected to include GHG thresholds to project-level GHG emissions relative to the state's post-2020 GHG reduction targets. Because the regulatory environment for GHG emissions is evolving, the significant threshold(s) for evaluating the operational GHG impacts for the Project will be finalized at the time of analysis preparation. The ultimate threshold(s) will be selected in coordination with BAAQMD, the City, and Ramboll, and consider all applicable case law and air district and expert agency guidance. ICF will use the GHG threshold(s) to evaluate the Project's significance based on the considerations above, which may or may not be consistent with the findings of Ramboll's memorandum.

ICF expects that because the decision on the appropriate GHG threshold to be used will be developed in concert with the Project Sponsor, City, and Ramboll, all parties will ultimately be in agreement on the appropriate approach. ICF will also review the consistency table to be provided by Ramboll that outlines the Project's consistency with applicable regulations, plans, policies, etc. ICF will provide feedback on this consistency on this analysis as applicable.

The methodology write-up used to analyze Project impacts will be a high-level overview in the EIR section, and readers of the EIR will be referred to the detailed discussion of methods in the Tech Report, which will be included as an Appendix to the EIR.

In the event that the impact results of any of the components listed above would lead to significant impacts, ICF will review the mitigation recommended by Ramboll in the Tech Report. As discussed in the Ramboll scope of work, ICF will participate in discussions with Ramboll, the City, and the Project Sponsor as needed to determine appropriate mitigation. ICF also assumes that any revised analyses and/or results that would be needed for a mitigated analysis will be provided by Ramboll. If Project impacts cannot be mitigated by the recommended mitigation measures, ICF would report this conclusion in the EIR.

In addition to the tasks described above, ICF will also review the work products described in Ramboll's scope of work. We are assuming that Ramboll will submit relevant modeling files to ICF for Quality



Assurance (QA) purposes, and that the relevant files will be suitable for an air quality expert to determine the overall modeling procedures. ICF will review the Methodology Documentation and Tech Report prepared by Ramboll and will provide input on these documents as applicable.

Cultural and Tribal Resources

ICF will prepare the Cultural Resources section of the EIR and will conduct the following tasks:

- Where applicable, ICF will use information presented in the ConnectMenlo EIR in the Cultural Resources analysis.
- It is ICF's understanding that an Archeology Report is being prepared by the Project Sponsor. Therefore, ICF's senior archaeologist will peer review the archaeological technical report prepared for the Project to assess whether there are any substantive data gaps or items that require additional clarification as well as assess the report for CEQA adequacy. ICF will provide comments in the form of a memorandum, and participate in up to two one-hour teleconference calls to discuss the technical report with the client and/or their archaeological consultant. ICF will also conduct a site visit to aid in the peer review. Once the Archeology Report is considered final, ICF will incorporate it into the EIR and include mitigation measures, as applicable.
- This scope of work assumes that the Archeology Report conducted by the Project Sponsor will include an updated records search at the Northwest Information Center (NWIC). As needed, ICF can conduct records searches and archival research, if not included in the Archeology Report, to identify any previously documented cultural resources and cultural resources studies that have previously occurred within the vicinity of the Project site. ICF will review historic maps, ethnographic literature, and any related documents on-file with the City.
- The Project would demolish all 21 buildings at the Project site, which includes a mix of office, research and development (R&D), and warehousing uses. Of these, five buildings are 45 years or older. Per ConnectMenlo Mitigation Measure CULT-1 and best practices for built environment resource evaluation, ICF will prepare State of California, Department of Parks and Recreation (DPR) 523 Form A and B forms for the five properties that are 45 years or older. The DPR forms will document the eligibility of the properties under California Register of Historical Resources (CRHR) and the National Register of Historic Places (NRHP) criteria. Each DPR form set will include a detailed description of the respective property, construction history, sketch map, historic context, and an evaluation of the property for listing under CRHR/NRHP criteria. Archival research and pedestrian survey will inform the documentation of current conditions of the properties and the significance evaluations in the DPR forms. This scope assumes that the buildings will be found to not be historic resources. If it is determined that these buildings are historic resources, then a revised scope of work and budget amendment will be needed to complete the work.
- ICF will contact the California Native American Heritage Commission and interested Native American Representatives to help identify any locations of concern to the local Native American community. The results of this review will be integrated into the EIR. If requested by the City, ICF



will assist with the City's outreach to Native Americans in accordance with the project's AB-52 and SB-18 obligations. Assistance will include writing correspondence on behalf of the city, tracking and compiling correspondence, and identifying critical path items that arise as a result of the correspondence, including consultation. The results of this correspondence will be integrated into the project's EIR and ICF will analyze whether the Project would cause a substantial adverse change in the significance of a tribal resource

- Pursuant to ConnectMenlo Mitigation Measure CULT-1, the Cultural Resources section of the EIR will summarize the historic context of the Project site, methods employed in the documentation and evaluation of built environment resources, and CRHR evaluations documented in the DPR form sets. If it is determined that any building within the Project site is a historical resource, ICF will prepare a scope amendment to incorporate appropriate mitigation measures in the EIR.

Energy Resources

ICF will use the quantitative energy values for building energy (electricity and natural gas) and transportation fuel (construction and operational equipment/vehicles) provided by Ramboll, as part of their air quality and greenhouse gas analyses. ICF will make a determination as to whether the Project would result in the inefficient, wasteful, or unnecessary consumption of energy pursuant to Appendix G of the CEQA Guidelines. ICF will also evaluate whether the Project would conflict with or obstruct a state or local plan for renewable energy or energy efficiency. The review of Ramboll's energy resources calculations is included in the Air Quality and Greenhouse Gas scopes, above.

Geology/Soils

The ConnectMenlo EIR found impacts related to geology and soils to be less than significant. ICF will use the discussion and findings in the ConnectMenlo EIR, but supplement the analysis with site-specific information. Based on the ConnectMenlo EIR technical information received for the Project site, ICF will prepare the Geology/Soils section of the EIR and will conduct the following tasks:

- Obtain the Geotechnical Report from the Project Sponsor and review.
- Evaluate the geohazard risks from development at the Project site, using the Geotechnical Report, available geologic and/or soils maps, published literature, and other information, reports, and/or plans. The main issue that will be analyzed is the seismic and geotechnical safety of the proposed buildings.
- Assess potential geohazard impacts of the Project in light of existing regulations and policies that would serve to minimize potential impacts. Pertinent regulatory requirements, as outlined in ConnectMenlo, will be identified so that the nexus between regulations and minimized impacts is apparent. In general, construction of development similar to the Project has little or no effect on the geology of an area, but is still subject to seismic ground shaking and local soil conditions, including ground oscillation and long-term and differential settlement.



- ICF will also consider impacts on paleontological resources and human remains. Standard mitigation measures, as outlined in the ConnectMenlo EIR, will be identified.

Hazards and Hazardous Materials

This scope assumes that a Phase I Environmental Site Assessment (ESA) will be provided to ICF. Based on the information in the Phase I ESA, ICF will conduct the following tasks:

- Describe applicable federal, state, and local regulations and how these regulations apply to the Project and reduce the potential for impact. Information in the ConnectMenlo EIR will be used, as appropriate.
- Identify potential exposure to hazardous materials or waste during construction activities and during long-term operation at the Project site. Demolition of the existing structures could potentially result in the release of hazardous materials (asbestos or lead-based paint). ICF will consider this in the analysis.
- Evaluate potential public health risks at the site from groundwater and soil contamination from prior land uses. In addition, the analysis will focus on any potentially poor hazardous materials “housekeeping” practices at the site or from nearby uses. This information will be augmented by the Phase I ESA. The Project site is not listed as a hazardous materials site. However, according to the ConnectMenlo EIR, an open hazardous materials site listed on EnviroStor is located at 990 O’Brien Drive, to the south of the Project site. In addition, in 2017, a site at 1010 O’Brien Drive, also to the south of the Project site, was listed as an open cleanup program site on GeoTracker. ICF will consider this in the analysis.
- Include a discussion of the potential hazardous materials that could be used during the operation of the Project and any potential releases of these materials.
- Include a discussion of the potential public health risk from exposure to hazardous building components in the structures to be demolished at the Project site (e.g., asbestos, PCBs, etc.). Our scope does not assume the preparation of a quantitative health risk from hazards and hazardous materials.
- As needed, the Project will be required to comply with ConnectMenlo Mitigation Measure HAZ-4a and HAZ-4b which require a project-specific Environmental Site Management Plan and a vapor intrusion assessment, respectively. As necessary, compliance with these mitigation measures will be described in the EIR.
- Consider how the Project could interfere with an adopted emergency response plan and/or the airport land use plan for the Palo Alto Airport.

Hydrology/Water Quality

Based on technical information received from the Project Sponsor (such as a hydrology/drainage report), ICF will prepare the Hydrology/Water Quality section of the EIR and will conduct the following tasks:

- Describe the existing regulatory environment at the local, state, and federal levels, including, but not limited to, the Construction General Permit, Municipal Regional Permit for stormwater



discharges (including how the project relates to C.3 requirements), the City of Menlo Park Municipal Code, and the California Building Code. ICF will incorporate information from ConnectMenlo, as applicable. These regulations require specific measures for reducing potential impacts on hydrology and water quality as well as from flooding.

- Assess potential Project hydrology and water quality impacts in light of existing regulations and policies that would serve to minimize potential impacts. Pertinent regulatory requirements will be explicitly identified so that the nexus between regulations and minimized impacts is apparent.
- Per ConnectMenlo EIR, each new development project is required, as part of the CEQA process, to demonstrate that stormwater runoff from the site would not result in an increase from pre-development flows. ICF will discuss compliance with these requirements.
- Discuss sea level rise and evaluate future flooding scenarios.

Land Use

Land use and planning analysis generally considers division of an established community and consistency of a proposed project with relevant local land use policies that have been adopted with the intent to mitigate or avoid an environmental effect. With respect to land use conflicts, the magnitude of these impacts depends on how a proposed project affects the existing development pattern, development intensity, traffic circulation, noise, and visual setting in the immediately surrounding area, which are generally discussed in the respective sections. However, per the ConnectMenlo EIR (Mitigation Measure LU-2), all proposed development is required to demonstrate consistency with the applicable goals, policies, and programs in the General Plan and supporting zoning standards. Therefore, ICF will conduct the following tasks:

- The ConnectMenlo EIR considered the compatibility of the proposed land uses and zoning with current onsite and offsite development. The EIR will reiterate the findings of the ConnectMenlo EIR; it is not anticipated that further land use compatibility discussion will be needed.
- Tiering from the discussion in the Impact LU-1 in the ConnectMenlo EIR, describe the Project's potential to divide an established community highlighting any site-specific features that were not already considered in the ConnectMenlo analysis.
- For applicable plans other than the General Plan and zoning standards, a policy consistency analysis (only for policy conflicts that could result in environmental impacts) will be conducted and will focus only on those Project features that differ from what was considered in the ConnectMenlo EIR since that analysis did a comprehensive policy consistency analysis. The EIR will, however, evaluate the Project against relevant General Plan (including ConnectMenlo) policies and supporting zoning standards, in accordance with Mitigation Measure LU-2.

Noise

ICF will prepare a noise and vibration impact analysis that employs standard noise and vibration modeling techniques consistent with the requirements of the City of Menlo Park General Plan Noise Element and



noise section of the City's municipal code. As appropriate, data and analyses from the General Plan Update effort as well as the ConnectMenlo EIR can be used to complete this chapter of the EIR.

Primary noise sources in the Project vicinity include local and regional roadway traffic on nearby roads, including Bayfront Expressway and Willow Road. Noise-sensitive receptors in the Project vicinity include residential uses located directly across Willow Road to the west of the Project site. Other sensitive receptors could be identified during the screening process. Due to the development intensity at the Project site, the Project would be expected to result in greater noise levels compared to existing conditions.

The discussion of construction noise and vibration impacts will rely on the analysis in the ConnectMenlo EIR, and will include applicable mitigation measures from that EIR that would be required for the Project. Therefore, construction noise (ConnectMenlo Mitigation Measure NOISE-1c), construction vibration (ConnectMenlo Mitigation Measure NOISE-2a), and potential noise impacts to future on-site land uses (ConnectMenlo Mitigation Measures NOISE-1a and NOISE-1b) will be mitigated through the application of relevant mitigation measures. If desired by the City, ICF can prepare the specific vibration analysis required by Mitigation Measures NOISE-2a and NOISE-2b and/or the acoustical study for future on-site uses required by Mitigation Measure NOISE-1a during the CEQA process for integration into the EIR. If desired, our scope and budget will be modified accordingly.

ICF will address the following key noise issues:

- Exposure of existing noise sensitive land uses to Project-related changes in traffic noise. Although the Project was considered in the ConnectMenlo EIR, the access points for vehicles have changed. In addition, the Project was not analyzed in the ConnectMenlo EIR at the Project level (only cumulative traffic noise impacts of all expected future projects were discussed). As a result, traffic noise for roadway segments in the Project vicinity will need to be analyzed based on new Project-specific traffic numbers.
- Exposure of existing noise sensitive land uses to operational noise from the Project site (mechanical equipment, parking lots, loading docks, etc.).

Although one noise measurement for the ConnectMenlo EIR is located adjacent to the Project site, additional noise measurements would help to characterize the existing noise environment in the Project area for a proposed development of this size. Existing noise levels in the Project area will be characterized based on noise monitoring to be conducted at selected locations and traffic noise modeling, as follows:

- It is anticipated that short-term (15 minutes or less) noise monitoring will be conducted at up to two locations in the Project area. Continuous long-term monitoring (24 hours or more) will be conducted at up to two locations in the Project area.
- 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 the Project traffic engineer.



Traffic noise will be evaluated under the conditions analyzed in the Transportation section, which should include: Existing, Near Term Conditions, Near Term + Project Conditions, and Cumulative with and without the Project. Traffic noise along as many as 10 roadway segments will be modeled. The significance of traffic noise impacts will be evaluated using significance thresholds established based on applicable City noise standards. Where significant impacts are identified, mitigation measures to reduce impacts will be identified.

Impacts on adjacent uses from noise generated by facility operation including a possible on-site co-generation plant, loading docks, parking lots, and mechanical equipment will be evaluated using standard acoustical modeling methods and operational data provided by the Project Sponsor. The significance of noise impacts will be evaluated using the significance thresholds. Where significant impacts are identified, mitigation measures to reduce impacts, as feasible, will be identified.

Population/Housing

Although this analysis could potentially tier from the ConnectMenlo EIR, due to the Settlement Agreement with East Palo Alto and the public interest in this topic, ICF proposes to do a full analysis of potential impacts to population and housing. The Project would include office, retail, and hotel uses, which would generate new employees at the Project site. In addition, the Project would include approximately 1,500 housing units, directly increasing the population in the City consistent with growth planned in Connect Menlo. ICF will analyze the impact of the increase in employees and residents. The Population and Housing chapter of the EIR will examine the Project's effect on population and housing in the City, and to a lesser extent, the region. This analysis will focus on the increase in population and the secondary effects associated with housing needed to accommodate the increased employment that would result from the Project. ICF, with assistance from an HNA subconsultant, will undertake the following tasks:

- ICF will obtain additional information from the Project Sponsor, including the number of existing employees at the Project site and the assumptions for how many employees could also live at the proposed housing, if available.
- A Housing Needs Assessment (HNA) will be prepared by a subconsultant, which will be selected at a later date. Once the subconsultant is selected, a budget amendment will be required to include this task as part of the EIR. ICF will work closely with the subconsultant throughout the process and 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.
- ICF will evaluate the direct population impacts from the proposed housing at the Project site.
- Similar to other job intensive projects, the EIR will examine the secondary housing demands based on future residential patterns for Project employees.
- 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.

Public Services and Recreation

It is ICF's understanding that the population increases associated with the Project site as assumed in the ConnectMenlo EIR may be less than what is now anticipated. Thus, ICF proposes to not tier from the ConnectMenlo EIR and conduct a full analysis for the impacts to public services and utilities since the magnitude of impacts could be greater than what was previously disclosed. Based on information received from various service providers, ICF will prepare the Public Services section of the EIR. BAE will conduct an FIA (Attachment B) and ICF will coordinate the FIA findings with the Public Services section to ensure that we are efficient in our requests for information from the public service providers. As appropriate, ICF will utilize existing data gathered as part of the ConnectMenlo EIR. ICF will conduct the following tasks:

- As necessary, send public service questionnaires to the City's police department, community services department, library, fire district, and the school district to determine current service levels and capacity to serve increased demand. For efficiency, ICF will coordinate these questionnaires with BAE.
- Estimate Project-generated demand for public services based on existing operational standards obtained from the service providers. Other measures of demand will also be considered, such as the projected increase in the calls for service and the projected demand of recreational facilities and library services. ICF will consider the direct impacts from the residents living at the Project site and the secondary effects of adding to the residential population due to employment growth.
- In accordance with CEQA, evaluate the extent to which Project demands would trigger the need for new public facilities whose construction might result in physical environmental effects.

Transportation

The scope of work for the Transportation analysis is included as Attachment A (Hexagon).

Utilities/Service Systems

As appropriate, the ConnectMenlo EIR will be summarized. However, the EIR will evaluate the site-specific nature of certain utilities such as storm drain and wastewater infrastructure. The Utilities/Services Systems section of the EIR will examine the Project's effect on water supply, wastewater treatment, storm drainage, solid waste disposal, telecommunications facilities, and energy generation and transmission. Information for these analyses is expected to come from the Project Sponsor and the City. Per discussions with the Project Sponsor, ICF will assume a Code-compliant project for a conservative analysis. Based on technical information for the Project site, and information received from the utility providers, ICF will prepare the Utilities/Service Systems section of the EIR and will conduct the following tasks:



- Discuss applicable regulations at the local, state, and federal level, using the ConnectMenlo EIR where applicable.
- Peer review utilities data prepared by the Project Sponsor for adequacy and use in the EIR.
- ICF assumes the City will require a Water Supply Assessment for the Project. ICF will peer review the WSA which will be provided by the City and incorporate the WSA into the analysis.
- Describe existing utility providers, system capacity, and improvement plans, using the ConnectMenlo EIR where applicable.
- Evaluate the net change in the demand for water, wastewater, storm drainage, solid waste, telecommunications, and energy, relative to existing and planned capacity for the utilities and using the ConnectMenlo EIR where applicable.
- Discuss whether Project impacts would require the expansion or construction of new infrastructure or facilities.
- Include a discussion of fuel and energy consumption pursuant to Appendix F of the CEQA Guidelines.

Deliverables

- Five hard copies of Administrative Draft EIR
- One electronic copy of Administrative Draft EIR in MS Word
- One electronic copy of Administrative Draft EIR in Adobe PDF format

Task 6. Project Variants

The Project could include additional and/or alternative access to/from the Project site, along with other onsite features than currently proposed. All potential variants to the Project will be analyzed as a separate chapter in the EIR, as follows:

- **Increased Housing.** A maximum of approximately 1,700 dwelling units could be constructed at the Project Site. The EIR will analyze the development of up to 1,500 housing units, but to provide development flexibility, a variant will be analyzed to include the construction and operation of approximately 1,700 units.
- **Hamilton Realignment.** Hamilton Avenue could be realigned at the intersection with Willow Road. ICF would consider the environmental impacts associated with the construction of the realignment. In addition, as a result of the realignment, an existing gas station would need to be relocated across the street. ICF would analyze the environmental impacts associated with demolition and construction of a gas station. For purposes of this analysis, it is assumed that the replacement gas station would be the same size as existing; therefore, operational impacts would not be considered since there would be no change compared to existing conditions.
- **Willow Road/Dumbarton Rail Corridor Crossing.** A grade-separate crossing is proposed for bicycles, pedestrians, and campus trams. It is currently unknown whether this proposed crossing



would be above or below grade. The EIR will analyze one of the options as part of the Project, while the other option will be analyzed in the Variants chapter.

- **Recycled Water.** It is currently unknown whether the recycled water system would be used at the Project site only, or if it should be a public utility. The onsite system will be analyzed as part of the Project, while the system as a public utility would be analyzed in the Variants chapter.
- **Others.** Other potential variants could include different programming for the proposed park and community amenities.

Task 7. 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 6.
- Growth-inducing effects will be based on economic multipliers for the proposed uses, as well as comparisons with ABAG projections for the City. Growth inducement will be discussed in the context of population increases, utility and public services demands, infrastructure, and land use. Effects associated with increased housing demand in the City and region will be discussed.
- Cumulative effects where relevant will be addressed in Task 6 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 the General Plan and a list of reasonably foreseeable planned projects.

Alternatives

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, unless the Project Sponsor has a preferred alternative. The No Project Alternative will also be analyzed. Up to two additional alternatives could be developed by ICF, the City, and/or the Project Sponsor and evaluated qualitatively. 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 8. 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 9. 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 Notice of Completion (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.

Once the City has been notified of the intent to pursue AB 900 certification, ICF will concurrently prepare the Administrative Record. In addition, ICF will show compliance with AB 900 requirements regarding the posting on the City's website.

Deliverables

- Thirty-five hard copies of the Draft EIR with appendices in CDs
- 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
- One electronic copy of the Draft EIR Administrative Record, pursuant to AB 900.

City Involvement



Review the Notice of Completion. Prepare and file the Notice of Availability with the County Clerk. Distribute the NOA and Draft EIRs (other than to the State Clearinghouse), and handle any additional noticing (e.g., newspaper, posting at site).

Task 10. 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 11. 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 100 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 12. Screencheck and 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. 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 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 with appendices in CDs
- Electronic copies of the Final EIR in MS Word and Adobe PDF format

Task 13. Certification Hearings, MMRP, Statement of Overriding Considerations, and Final 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
- 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 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 Draft Statement of Overriding Considerations in MS Word and Adobe PDF format
- Electronic copies of the Final Statement of Overriding Considerations
- One electronic copy (on CD or DVD) of the final Administrative Record

C. Cost

The cost estimate to implement Phase II of the EIR is \$967,522, as detailed in Attachment C.





HEXAGON TRANSPORTATION CONSULTANTS, INC.

May 9, 2019

Ms. Kirsten Chapman
ICF
201 Mission Street, Suite 1500
San Francisco, CA 94105

Re: *Proposal to Prepare a Transportation Impact Analysis for the Proposed Willow Village Project in Menlo Park, CA.*

Dear Ms. Chapman:

Hexagon Transportation Consultants, Inc. is pleased to submit this proposal to prepare a Transportation Impact Analysis (TIA) for the proposed Willow Village project in Menlo Park, CA. The approximately 59-acre project site is bounded to the north by the Dumbarton rail corridor, to the south by the Hetch Hetchy right-of-way and Mid-Peninsula High School, Willow Road to the west and existing life science complex to the east. The project proposes to demolish the existing approximately one million s.f. of industrial/office/warehouse buildings on site and build a mixed-use development including approximately 1,500 residential units, 125,000 to 200,000 s.f. of retail (non-office commercial) uses, a 200- to 250-room hotel and a 1.75 million s.f. office campus. A variant project description increasing the residential component to approximately 1,700 units is being considered.

Site access to the project site would be provided by three intersections on Willow Road (at Hamilton Avenue, and two new driveways south of Hamilton Avenue), a new intersection on O'Brien Drive at the southeast corner of the project site, and Adams Court. A variant to re-align the Hamilton Avenue intersection is also being considered.

Scope of Services

The purpose of the traffic study is to satisfy the requirements of the City of Menlo Park and the City/County Associations of Governments (C/CAG) Congestion Management Program (CMP). The traffic analysis will include an analysis of weekday AM and PM peak-hour traffic conditions and will determine the traffic impacts of the proposed project on 49 key intersections, 20 freeway segments and 8 freeway ramps in the vicinity of the site. The study will also analyze 10 roadway segments for Average Annual Daily Traffic (AADT) analysis. All internal intersections and driveways proposed on the project site (approximately 20 intersections/driveways based on the February 8, 2019 site plan) will also be evaluated. The external intersections, freeway segments and freeway ramps that we propose to study are identified below.

Study Intersections

1. Marsh Road & Bayfront Expressway [CMP]
2. Marsh Road & US 101 Northbound Off-Ramp
3. Marsh Road & US 101 Southbound Off-Ramp
4. Marsh Road & Scott Drive
5. Marsh Road & Bohannon Drive/Florence Street
6. Marsh Road & Bay Road
7. Marsh Road & Middlefield Road [Atherton]



8. Chrysler Drive & Bayfront Expressway
9. Chilco Street & Bayfront Expressway
10. MPK 21 Driveway (west) & Bayfront Expressway
11. MPK 20 Driveway (east) & Bayfront Expressway
12. Chrysler Drive & Constitution Drive
13. Chilco Street & Constitution Drive/MPK 22 Driveway (unsignalized)
14. Chilco Street & Hamilton Avenue (unsignalized)
15. Ravenswood Avenue & Middlefield Road
16. Ringwood Avenue & Middlefield Road
17. Willow Road & Bayfront Expressway [CMP]
18. Willow Road & Hamilton Avenue
19. Willow Road & North Street (future intersection)
20. Willow Road & Park Street (future intersection)
21. Willow Road & Ivy Drive
22. Willow Road & O'Brien Drive
23. Willow Road & Newbridge Street [East Palo Alto]
24. Willow Road & US 101 Northbound Ramps [East Palo Alto]
25. Willow Road & US 101 Southbound Ramps
26. Willow Road & Bay Road
27. Willow Road & Hospital Plaza/Durham Street
28. Willow Road & Coleman Avenue
29. Willow Road & Gilbert Avenue
30. Willow Road & Middlefield Road
31. O'Brien Drive/Loop Road & Main Street/O'Brien Drive (future intersection)
32. O'Brien Drive & Kavanaugh Drive (unsignalized)
33. Adams Drive & Adams Court (unsignalized)
34. Adams Drive & O'Brien Drive (unsignalized)
35. University Avenue & Bayfront Expressway [CMP]
36. University Avenue & Purdue Avenue (unsignalized)
37. University Avenue & Adams Drive (unsignalized) [East Palo Alto]
38. University Avenue & O'Brien Drive [East Palo Alto]
39. University Avenue & Kavanaugh Drive/Notre Dame Avenue [East Palo Alto]
40. University Avenue & Bay Road [East Palo Alto]
41. University Avenue & Runnymede Street [East Palo Alto]
42. University Avenue & Bell Street [East Palo Alto]
43. University Avenue & Donohoe Street [East Palo Alto]
44. US 101 Northbound Off-Ramp & Donohoe Street [East Palo Alto]
45. Cooley Avenue & Donohoe Street [East Palo Alto]
46. University Avenue & US 101 Southbound Ramps [East Palo Alto]
47. University Avenue & Woodland Avenue [East Palo Alto]
48. University Avenue & Middlefield Road [Palo Alto]
49. Lytton Avenue & Middlefield Road [Palo Alto]

Note: This proposal includes budget to study a few additional intersections if necessary.



CMP Roadway Segments

San Mateo County:

- SR 84 – 4 CMP segments between Alameda de las Pulgas and Alameda County Line
- US 101 – 2 CMP segments between SR 92 and Santa Clara County Line
- SR 109 – 1 CMP segment between Kavanaugh Drive and SR 84
- SR 114 – 1 CMP segment between US 101 and SR 84

Santa Clara County:

- US 101 – 8 CMP segments between Embarcadero Road and SR 85

Alameda County

- SR 84 – 4 CMP segments between San Mateo County Line and I-880

Freeway Ramps

- US 101/Marsh Road Interchange – 2 ramps
- US 101/Willow Road Interchange – 4 ramps
- US 101/University Avenue Interchange – 2 ramps

Roadway Segments for AADT Analysis

Minor Arterials

1. Willow Road, north of Durham Street [Avenue – Mixed Use]
2. Willow Road, north of Blackburn Avenue [Avenue – Mixed Use]
3. Middlefield Road, west of Willow Road [Avenue – Mixed Use]
4. Middlefield Road, east of Willow Road [Avenue – Mixed Use]

Collectors

5. Marsh Road, north of Bohannon Drive [Mixed Use Collector]
6. Hamilton Avenue, east of Madera Avenue [Neighborhood Collector]
7. O'Brien Drive, east of Willow Road [Mixed Use Collector]
8. O'Brien Drive, west of University Avenue [Mixed Use Collector]
9. Adams Drive, west of University Avenue [Mixed use Collector]
10. Bay Road, west of Willow Road [Neighborhood Collector]

It should be noted that Hexagon has prepared an interim proposal for this project to collect travel time data on Willow Road and conduct field observations for approximately 30 to 35 intersections. The interim proposal has a budget of \$16,000. These tasks will not be repeated in the scope below and will not be reflected in this proposal's budget or schedule breakdowns.

The tasks to be included in this proposal 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. This task includes conducting field observations for the remaining approximately 20 study intersections not covered by the interim proposal.
3. **Data Collection.** It is assumed that intersection counts at all study intersections and AADT counts at all 10 study roadway segments will be provided by City staff. This task does not include conducting additional counts. Freeway segment traffic counts will be obtained from the latest Congestion Management Program (CMP) monitoring report.
4. **Evaluation of Existing Conditions.** Existing traffic conditions will be evaluated based on existing traffic volumes at the study intersections. Study intersections within each jurisdiction will be evaluated using the jurisdiction's approved software and analysis methodologies. Due to the close proximity of the intersections at University Avenue and Donohoe Street, at US 101 Northbound Off-Ramp and Donohoe Street and at University Avenue and US 101 Southbound Ramps, these three intersections will be analyzed using the Synchro/SimTraffic software using the latest micro-simulation model built for the University Avenue corridor.
5. **Willow Road Simulation.** Hexagon proposes to develop a micro-simulation model of all study intersections along Willow Road north of Durham Street using the City-preferred simulation software (SimTraffic 10). The micro-simulation model will simulate travel of individual vehicles and pedestrians along the corridor and will allow us to generate a visual animation of the existing traffic operations. Separate simulation models will be developed for the AM and PM peak hours. In order to closely simulate existing conditions, it is assumed that City staff and Caltrans staff will provide detailed signal timing plans as inputs into the simulation model. Hexagon will utilize the collected travel time data (outlined in the interim proposal) and field observations to calibrate the model to closely represent existing traffic operations. The progression analysis will be run for existing conditions as well as for each fully studied scenario.

Hexagon will report LOS results from Vistro for intersections along Willow Road that are being analyzed using simulation models. To ensure consistency, Vistro parameters at each intersection under each scenario will be adjusted so the Vistro results and the simulation results are consistent. Hexagon will prepare an initial technical memorandum summarizing our simulation calibration methodology and results for existing conditions. Upon receiving City approval on the existing simulation model, Hexagon will provide subsequent memorandums documenting all parameter adjustments made to the Vistro file. Separate memorandums will be provided for existing and existing project conditions, background and background project conditions, cumulative and cumulative plus project conditions, and cumulative with Dumbarton conditions (if needed). Impact discussions for each project scenario will begin only after receiving City approval on the respective technical memorandum documenting the Vistro parameter adjustments.

6. **Model Validation.** Hexagon will start with the ConnectMenlo model to be provided by the City. It is assumed that the land use data for existing conditions is relatively up to date and would not require modifications. It is assumed that the model is set up to run daily, AM and PM 4-hour trip assignments, and that it includes most of the study intersections. The



model network will be updated to ensure any study intersections not included in the model are also coded. We will check the model validation for the study area, and we will make adjustments to model parameters to get a good match with traffic counts. Because the model will be running 4-hour trip assignments but traffic counts are only 2-hour counts, additional 24-hour roadway traffic counts within or near Menlo Park will be needed to validate the model and derive conversion factors for the intersection counts. Hexagon will provide a list of up to 25 street segments where daily roadway traffic counts are needed. It is assumed that City will provide Hexagon with the counts. We will expect the City to critically evaluate the land use data in the ConnectMenlo model and advise Hexagon about any necessary changes to reflect current existing conditions. Hexagon will input the land use data into the model files. Hexagon will prepare a memorandum documenting our assumptions, inputs and adjustments to the model as well as the validation results.

7. **Future Land Use Data.** Hexagon will rely on the City to provide land use data for the future scenarios, which include Background and Cumulative (2040). The Background scenario will include projects that have been approved and may be under construction but not yet occupied. For zones outside of Menlo Park, Hexagon will use the existing model data for year 2025 for Background conditions. The 2040 scenario will use the current model's 2040 land use data set, except as modified by the City in Menlo Park. This task budget includes some time for Hexagon to assist City staff with allocating development into the model's zones and land use categories.
8. **Trip Generation.** Hexagon will prepare trip generation estimates for the project using various sources. For the Office District, Hexagon will rely on data to be supplied by the project applicant based on driveway counts and in-house mode-split data. For other uses in the project (residential and retail), Hexagon will use ITE trip generation rates. Hexagon will rely on input from the City/project applicant regarding the different land use categories (for the non-residential and office components) and the amount of development in each land use category for trip generation purposes. For internal and any transit-oriented reductions, Hexagon will run the MXD model and derive appropriate trip reductions. Trips generated by existing uses on site will be credited using ITE trip generation rates.

Hexagon will run the travel demand forecasting model to determine the trip distribution pattern for the project. It is assumed that a detailed site plan including parking management plan will be provided by the applicant. This information is needed for trip assignment assumptions. Hexagon will prepare a memo with the trip generation estimates and trip assignment pattern for review and approval by City staff prior to completing the following tasks.

9. **Background Scenarios.** Hexagon will run the travel forecasting model to produce link-level and intersection turning movement forecasts for the study intersections and freeway segments. The model will be used to produce 4-hour forecasts. Hexagon will convert the 4-hour link forecasts into forecasts of peak-hour intersection turning movements. Hexagon will produce model forecasts both with and without the project. Hexagon will also produce forecasts of vehicle miles traveled (VMT).
10. **Cumulative (2040) Scenarios.** In the same fashion as Task 9, Hexagon will produce year 2040 forecasts with and without the project. Hexagon will work with City staff to identify the transportation network to be used in the Cumulative scenario, and potentially include a



scenario that includes rail service in the Dumbarton corridor. Hexagon will work with the City to determine how to analyze a Dumbarton scenario.

- 11. *Intersection Analysis.*** For all background, cumulative and Dumbarton scenarios with and without the project, Hexagon will evaluate intersection levels of service using adjusted model forecast volumes. Intersection impacts will be identified by comparing the project scenarios to the without-project scenarios in accordance with the appropriate jurisdiction's adopted significant impact criteria. For intersections analyzed using the micro-simulation models, this task assumes adjustments to signal timing and corridor coordination under the without-project scenarios. The adjustments will be made based on several key measures of effectiveness (i.e. travel time, stops, queues, etc.) to be determined in coordination with City staff. The with-project scenarios will use the same models as the without-project models.
- 12. *Intersection Variant Analysis.*** It is our understanding that the project applicant is considering a variant scheme at the Willow Road and Hamilton Avenue intersection. This variant scheme would realign Hamilton Avenue south of the current Chevron gas station. As a result, the current signalized intersection at Willow Road and Hamilton Avenue would be moved south by about 200 feet. Under this scheme, the original Hamilton Avenue site access point will become a right-in-right-out only access point. Hexagon will conduct intersection level of service analysis under all project scenarios at these two intersections using the simulation model. The evaluation will include reassigning traffic volumes at these two intersections as necessary. Queuing as well as pedestrian, bicycle and transit facilities will also be evaluated at these two intersections for the intersection variant scheme.
- 13. *Freeway Analysis.*** For all background and cumulative scenarios with and without the project, freeway levels of service will be evaluated using adjusted model forecast volumes. Freeway impacts will be identified by comparing the project scenarios to the without-project scenarios in accordance with the appropriate jurisdiction's adopted significant impact criteria.
- 14. *Freeway Ramp Analysis.*** The freeway ramp analysis will consist of a volume-to-capacity analysis of the study freeway ramps under all study scenarios. Hexagon will conduct field observations at existing on-ramps with ramp meters to determine the existing ramp meter rates and queuing. Queuing at the study on-ramps will be analyzed under background and background plus project scenarios assuming the same ramp meter rates. Freeway ramp analysis will be presented only for information.
- 15. *Roadway AADT Analysis.*** For all background and cumulative scenarios with and without the project, Hexagon will evaluate the project impacts on roadway AADT using adjusted model forecast volumes. Impacts will be identified by comparing the project scenarios to the without-project scenarios in accordance with the appropriate jurisdiction's adopted significant impact criteria.
- 16. *Signal Warrant Analysis.*** The need for future signalization of the unsignalized study intersections will be evaluated on the basis of the Peak Hour Warrant (Warrant 3 – Part B) in the *California Manual on Uniform Traffic Control Devices*. The warrant will be evaluated using peak-hour volumes for all study scenarios.



- 17. *Alternative Metrics.*** This task provides a budget allowance for Hexagon to calculate other potential transportation metrics. These could include travel time and speed, mode split, transit ridership, or others. This task could also be used to test different mitigation strategies such as congestion pricing, trip caps, parking charges, or others.
- 18. *Project Alternatives.*** Hexagon will estimate the trip generation of project alternatives for reporting in the EIR. Estimates will be done using ITE trip rates and the MXD model. This task does not include running the travel forecasting model for the project alternatives. Hexagon will qualitatively discuss whether the potential project impacts would differ as a result of the different land use alternatives. This task assumes analyzing up to three project alternatives, one of which could be the variant under consideration to increase the residential component to approximately 1,700 units.
- 19. *Sensitivity Analysis.*** Hexagon will conduct a qualitative sensitivity analysis to determine the extent to which the project would need to be modified to eliminate all significant intersection and freeway impacts.
- 20. *Phasing Analysis.*** It is our understanding that the project is anticipated to be completed in three phases. Hexagon will conduct a trip generation analysis to estimate the project trips after completion of each phase. Hexagon will provide a qualitative discussion of the intersection and freeway impacts expected during the two interim phases.
- 21. *Internal Intersection Analysis.*** Hexagon will conduct an operations analysis of the proposed internal roadway network. This analysis will include intersection levels of service analysis using the Vistro software. Intersection controls will be assumed as proposed. For proposed unsignalized intersections, a signal warrant analysis will be conducted in accordance with Task 16. A queueing analysis will also be conducted to determine the need, and if so length of turn pockets, as well as to identify any potential spillback issues.

For the variant scheme, it is expected that traffic operations at the four internal intersection on West Street and on Main Street at Hamilton Avenue and at North Street will be affected. The intersection levels of service analysis, queueing analysis and potential signal warrant analysis will be evaluated just for these four intersections under the variant scheme.

- 22. *Site Plan Review.*** 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 and access or circulation issues that should be improved.

Hexagon will also review any proposed bus/shuttle routes on site for site access and site circulation. Proposed bus/shuttle stops will be reviewed to determine potential circulation issues.

- 23. *Parking and Peer Review of Shared Parking Analysis.*** Parking will be evaluated relative to the City of Menlo Park parking requirements. It is our understanding that a shared parking analysis will be prepared by the project applicant. This task includes two rounds of peer review of the shared parking analysis (one round of review for the draft and one round of review for the final report).



- 24. 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.
- 25. 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. This includes sidewalks, bicycle lanes, and amenities to promote the safe use of alternate modes of transportation, and connections to the existing bicycle and pedestrian network. The analysis will consider the project's proposed elements with respect to the City's currently adopted Bicycle Plan and Sidewalk Master Plan as well as the Transportation Master Plan currently in development.
- 26. Peer Review of TDM Plan.** Hexagon will conduct a comprehensive peer review of the applicant-provided Transportation Demand Management (TDM) Plan. Hexagon will summarize our comments in a draft memorandum and will respond to one round of comments from City of Menlo Park and ICF and prepare a final memorandum. This task also includes a peer review of the Final TDM Plan.
- 27. 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. Potential secondary impacts associated with any proposed improvements will be discussed as well. Hexagon will also determine whether the requirement of specific TDM measures could mitigate project impacts.
- 28. C/CAG Checklist.** For developments generating over 100 net peak hour trips, the San Mateo County CMP require the completion of a C/CAG checklist. Hexagon will prepare the required C/CAG checklist based on the final TDM Plan provided by the project applicant.
- 29. Meetings.** The fee estimate includes Hexagon staff attendance at ten meeting in connection with the project. It also includes Hexagon staff attendance at four public hearings in connection with the project.
- 30. Reports.** Hexagon will prepare the Transportation chapter of the EIR as well as a stand-alone TIA report. The TIA report will include all analysis included in the Transportation chapter of the EIR and will include other non-CEQA related analysis. The TIA report will serve as the technical appendix to the Transportation chapter of the EIR This task includes preparation of two rounds of the Administrative Draft and one round of the Draft Transportation Chapter and TIA. Hexagon will respond to editorial comments on each round of the reports from both City staff and ICF. It is assumed that ICF will provide the outline of the format to be used for the EIR Transportation Chapter.
- 31. Final EIR.** Hexagon will respond in writing to comments received on the Draft EIR Transportation Chapter. As it is unknown at this time the level of effort required in responding to these comments, this task assumes up to 80 hours of Hexagon staff time.



Additional Services

Any work not specified in the above Scope of Work Tasks 1-31 – for example analyzing a different project description, reviewing a different site plan, analyzing additional intersections, or conducting progression analysis for other corridors – shall be considered additional services. Additional services will require additional budget and additional time and will be conducted upon receipt of authorization to proceed.

Time of Performance

Barring any unforeseen delays, an administrative Transportation Chapter and the technical appendix will be submitted approximately 28 weeks after: (1) authorization to proceed, and (2) receipt of all required data (such as new count data, model's land use input assumptions, and project related information). This schedule assumes an authorization to proceed no later than mid-April to ensure counts and field observations can be conducted before end of May. The revised reports will be submitted approximately one to two weeks after receipt of all comments.

Assuming budget authorization no later than **May 15th**, below is a list of major critical items that must be received by the identified date to maintain the 28-week schedule for the submission of the administrative Transportation Chapter and the TIA:

From City:

- May 15th: ConnectMenlo model, all traffic counts, Vistro model
- June 24th: Future land use inputs
- July 8th: Comments on model validation memorandum (draft will be provided no later than June 17th)
- July 15th: Authorization on trip generation, distribution and assignment assumptions (memorandum will be provided no later than July 1st)
- September 16th: Alternative evaluation metrics

From ICF:

- October 14th: Information regarding project alternatives for EIR evaluation
- October 21st: Transportation Chapter report template

From Applicant:

- May 27th: Finalized project site plan and project information
- May 27th: Draft Shared Parking Analysis
- June 28th: Final Shared Parking Analysis (peer review comments will be provided no later than June 3rd)
- August 23rd: Draft TDM Plan
- September 27th: Final TDM Plan (peer review comments will be provided no later than September 9th)

Upon project initiation, Hexagon will provide a more detailed schedule outline with a list of milestones.



Ms. Kirsten Chapman
May 9, 2019
Page 10 of 11

Cost of Services

The fee for the scope of services will be based on time and expenses up to a maximum budget of \$356,000.

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

A handwritten signature in black ink, appearing to read 'Ollie Zhou', with a long horizontal flourish extending to the right.

Ollie Zhou, T.E.
Senior Associate



**Table 1
 Budget Breakdown**

Project:	Willow Village EIR					Multiplier:	1.00	
COST ESTIMATE								
Number	Item	Labor Hours					Expenses	Labor Costs
		Black	Van Den Hout	Zhou	Engineer	Admin/Graphics		
	Rate	\$ 280	\$ 240	\$ 210	\$ 125	\$ 105		
1	Site Reconnaissance			4				\$ 840
2	Field Observations				40		\$ 100	\$ 5,000
3	Data Collection				8			\$ 1,000
4	Evaluation of Existing Conditions			20	40			\$ 9,200
5	Willow Road Simulation	8		100	100			\$ 35,740
6	Model Validation		40	100				\$ 30,600
7	Future Land Use Data			40				\$ 8,400
8	Trip Generation	8	8	32				\$ 10,880
9	Background (2025)		16	40				\$ 12,240
10	Cumulative (2040)	8	32	80				\$ 26,720
11	Intersection Analysis			60	60			\$ 20,100
12	Intersection Variant Analysis			10	20			\$ 4,600
13	Freeway Analysis				40			\$ 5,000
14	Freeway Ramp Analysis				40		\$ 200	\$ 5,000
15	Roadway AADT Analysis				20			\$ 2,500
16	Signal Warrant Analysis				20			\$ 2,500
17	Alternative Metrics	16	24	60				\$ 22,840
18	Project Alternatives	12		30				\$ 9,660
19	Sensitivity Analysis			20	20			\$ 6,700
20	Phasing Analysis			10	20			\$ 4,600
21	Internal Intersection Analysis			20	40			\$ 9,200
22	Site Plan Review			10	20		\$ 100	\$ 4,600
23	Parking and Shared Parking Peer Review	2		10	40			\$ 7,660
24	Queuing				20		\$ 200	\$ 2,500
25	Bicycle, Pedestrian and Transit			20	20			\$ 6,700
26	Peer Review of TDM Plan			20	40			\$ 9,200
27	Impact and Recommendations	8		20	20			\$ 8,940
28	C/CAG Checklist				10			\$ 1,250
29	Meetings	84					\$ 450	\$ 23,520
30	Reports	16	16	80	80	20		\$ 37,220
31	Final EIR	40		40				\$ 19,600
Totals		202	136	826	718	20	\$ 1,050	\$ 354,510
Total Contract Cost:		\$ 356,000.00						

bae urban economics

April 24, 2019

Kirsten Chapman
Project Manager
ICF
201 Mission Street, Suite 1500
San Francisco, CA 94105

Dear Ms. Chapman:

We appreciate the opportunity to submit this proposal to prepare a Fiscal Impact Analysis for the Willow Village Master Plan in the Bayfront Area of Menlo Park (“Project”). Our understanding is that the Project would consist of a 59-acre mixed-use neighborhood with up to 1,500 housing units, 125,000 to 200,000 square feet of retail that would include a grocery store and pharmacy (and possibly entertainment uses), a 200- to 250-room hotel and ancillary uses, a 1.75 million square foot office campus with ancillary uses, and public parks and open space. A 10,000 square foot community center is planned adjacent to the public park. The City of Menlo Park (“client”) requires a Fiscal Impact Analysis study that will address impacts to the City’s General Fund, as well as Special Districts, including the Menlo Park Fire Protection District. In addition to an analysis of the fiscal impacts of the Project described above, the City of Menlo Park is requesting an analysis of potential “Variants” of the Project, including a Variant that would include up to approximately 1,700 housing units on the Project site.

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

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

700 Pennsylvania Ave. SE, 2nd Floor
Washington, DC 20003
202.588.8945

New York City

234 5th Ave.
New York, NY 10001
212.683.4486

contact me at stephaniehagar@bae1.com or 510.547.9380 if you have any questions or would like to further discuss this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephanie Hagar', with a stylized flourish at the end.

Stephanie Hagar
Vice President

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 Willow Village Project Description and Plans, the City's General Plan and 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 and school districts.

Task 2: Analyze Fiscal Impacts

This analysis will consider revenue and cost implications of the Project, up to three Project Alternatives, and one Project Variant for the City, Menlo Park Fire Protection District, and affected special districts and school districts. BAE proposes that the Project Variant analyzed under this task will be the Variant that includes up to 1,754 dwelling units on the Project site. BAE has reviewed the list of the other Variants and at this time we do not believe that the other Variants would have additional or different fiscal impacts that would require consideration in the fiscal impact analysis. However, BAE has included a contingency budget in this proposal, which would enable additional analysis of the fiscal impacts of Project Variants if determined necessary as additional information about the Variants becomes available. BAE will utilize and update prior FIA models prepared for the City of Menlo Park to conduct this analysis.

BAE will estimate annual General Fund revenue sources, including sales tax, property tax, transient occupancy tax, business license revenue, franchise fees, and any other applicable taxes. BAE will also estimate one-time revenue sources including impact fees and property transfer tax. For key revenues, (e.g., transient occupancy taxes) BAE will estimate revenues within an expected low to high range as appropriate.

BAE will estimate annual General Fund expense items, including police, public works, recreation and library services, and general government services, as well as services provided by special districts. 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 discuss 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 will also be analyzed.

Fiscal impacts will be presented in current dollars on a net annual and cumulative basis over a 20-year period presented in constant 2019 dollars. To determine an appropriate absorption rate for the various proposed land uses, BAE will review the project applicant's anticipated absorption schedule.

During the preparation of the FIA, all communication with the project sponsor will 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 a single set of consolidated comments to BAE regarding the Administrative Draft. At the discretion of City Staff, BAE will also review any comments from the Project Applicant. BAE will address all comments with City 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 discuss comments with City staff and make changes as necessary. BAE will then submit a Final report. BAE will attend up to two meetings to present its findings, anticipated to be one Planning Commission meeting and one City Council meeting.

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 if any of the files needed for this analysis are not publicly available on the City's website.

BAE will acquire market, demographic, and other data from data vendors and publicly-accessible data sources. A budget for all data that BAE will purchase to undertake the above scope of work is included below.

From the project sponsor, BAE will request market studies and marketing plans, including pricing assumptions. If the project sponsor provides these studies and plans, BAE will use this information to supplement data from data vendors and publicly-accessible data sources to inform assumptions related to assessed property values as well as other revenue and cost assumptions, as appropriate. If the project sponsor does not provide market studies or marketing plans, BAE will rely on more general information provided by data vendors and publicly-available sources.

BUDGET AND FEES

BAE will complete the work described above for a fixed-fee budget of \$34,050, or \$39,050 including the proposed contingency budget, as shown in the budget provided below. BAE believes that it is prudent to include a contingency budget for this project given that there is little information currently available related to the Project Variants, and that it may be determined that analysis of the fiscal impacts of additional Project Variants is necessary as these Variants are defined over time. In no event shall BAE perform work under the contingency budget without prior written approval from City staff.

The budget shown below will include all consultant costs, including personnel, overhead, and miscellaneous reimbursable expenses. Miscellaneous expenses such as data purchase and travel are passed through to the client with no markup. 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. In no event shall the total project cost exceed the fixed-fee budget, unless the client requests work beyond the agreed-upon scope.

	Hours by Staff			Budget
	Principal	Vice President		
	Shiver	Hagar	Associate	
Hourly Rate	\$300	\$210	\$140	
Task 1: Start-up Meeting & Review of Background Materials	4	8	6	\$3,720
Task 2: Conduct Fiscal Impact Analysis	6	28	58	\$15,800
Task 3: Prepare Draft & Final FIA Reports (incl. 2 mtgs)	6	30	25	\$11,600
Task 4: Project Coordination	<u>1</u>	<u>3</u>	<u>0</u>	<u>\$930</u>
Subtotal Labor	17	69	89	\$32,050
Expenses (a)				\$2,000
Total (Labor + Expenses) before contingency				\$34,050
Contingency (b)				\$5,000
Total with Contingency				\$39,050
Optional Task: BAE Attendance at Additional Public Meetings/Hearings - Each				\$1,500

Costs for any additional work authorized by the client will be billed on an hourly time-and-materials basis, in accordance with BAE's standard hourly billing rates:

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

These rates are subject to revision on or after January 1, 2020.

PROJECT SCHEDULE

Assuming that BAE receives all requested data within the first two weeks following project start up, BAE will complete the Administrative Draft within eight weeks following project start up. BAE will prepare a Public Review Draft within two weeks of receiving a single set of combined written comments on the Administrative Draft. BAE will prepare a Final report within two weeks of receiving a single set of combined written comments on the Public Review Draft.



Attachment C

	Project Total
Budget	\$967,522

Jump to:

1	Project Initiation	2	EIR Project Description	3	EIR Scope Definition	4	Project Management and Meetings	5	Administrative Draft EIR	6	Project Variants	7	Project Alternatives and Other CEQA	8	Screencheck Draft EIR	9	Public Draft EIR
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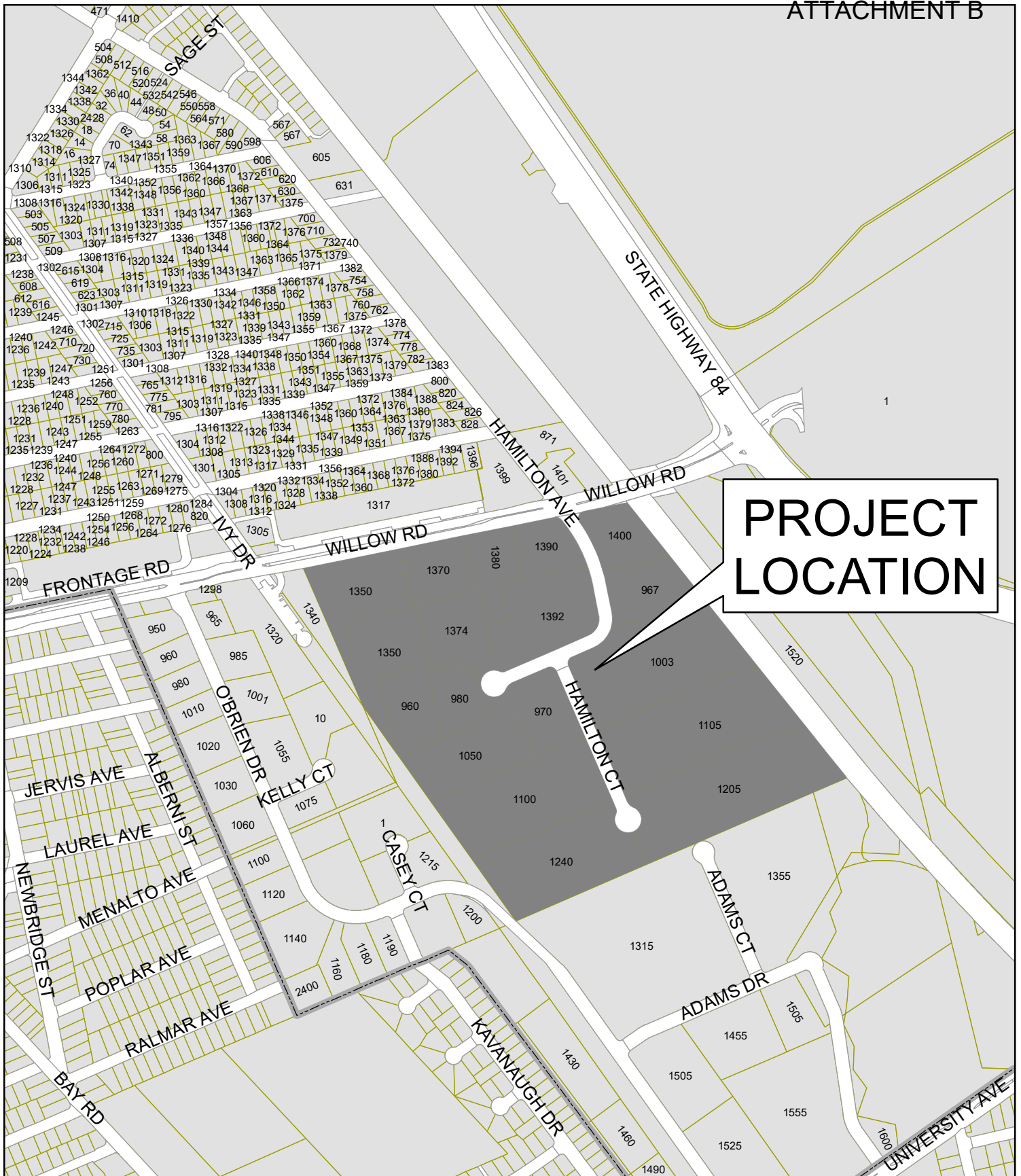
Labor				1		2		3		4		5		6		7		8		9	
Project Role	Last Name	First Name	Rate	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars
Senior Advisor	Walter	Richard		2	\$585.16	0	\$0.00	0	\$0.00	6	\$1,781.81	8	\$2,340.64	0	\$0.00	0	\$0.00	2	\$602.71	0	\$0.00
Project Director	Efner	Erin		8	\$2,120.48	4	\$1,060.24	10	\$2,650.60	75	\$20,173.72	70	\$18,554.20	8	\$2,184.09	8	\$2,184.09	24	\$6,552.28	10	\$2,730.12
Project Manager	Chapman	Kirsten		16	\$2,649.60	16	\$2,649.60	24	\$3,974.40	120	\$20,170.08	160	\$26,496.00	16	\$2,729.09	16	\$2,729.09	60	\$10,234.08	24	\$4,093.63
Deputy Project Manager	Mena	Leo		16	\$2,084.32	24	\$3,126.48	12	\$1,563.24	140	\$18,511.37	154	\$20,061.58	24	\$3,220.27	32	\$4,293.70	80	\$10,734.25	40	\$5,367.12
Analyst	Andersen	Jennifer		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	100	\$13,933.00	8	\$1,148.08	4	\$574.04	20	\$2,870.20	4	\$574.04
Analyst	Winslow	Anne		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	24	\$3,720.96	4	\$638.76	4	\$638.76	4	\$638.76	2	\$319.38
Analyst	Vurlumis	Caroline		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	84	\$9,228.24	12	\$1,357.87	12	\$1,357.87	40	\$4,526.23	6	\$678.93
Hydro	Sukola	Katrina		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	45	\$4,845.60	2	\$221.82	4	\$443.64	6	\$665.46	2	\$221.82
Geo/Haz	Roberts	Diana		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	100	\$13,360.00	4	\$550.43	6	\$825.65	10	\$1,376.08	4	\$550.43
AQ/GHG	Hartley	William		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	80	\$10,515.20	2	\$270.77	4	\$541.53	2	\$270.77	1	\$135.38
AQ/GHG/ Energy	Yoon	Laura		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	28	\$5,184.20	4	\$762.82	4	\$762.82	2	\$381.41	1	\$190.70
AQ/GHG/ Energy	Matsui	Cory		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	234	\$28,192.32	8	\$992.76	8	\$992.76	4	\$496.38	10	\$1,240.94
Historic	Boyce	Gretchen		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	16	\$3,452.48	1	\$222.25	2	\$444.51	1	\$222.25	0	\$0.00
Archeo	Elder	James		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	50	\$8,381.00	2	\$345.30	2	\$345.30	6	\$1,035.89	2	\$345.30
Historic	Rusch	Jonathon		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	140	\$17,889.20	1	\$131.61	2	\$263.23	4	\$526.45	1	\$131.61
Noise	Foley	Elizabeth		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	110	\$13,249.50	10	\$1,240.64	8	\$992.51	30	\$3,721.91	4	\$496.25
Noise	Buehler	David		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	8	\$2,177.28	2	\$560.65	1	\$280.32	1	\$280.32	0	\$0.00
Bio	Ricketts	Matthew		0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	80	\$12,093.60	2	\$311.41	2	\$311.41	6	\$934.23	2	\$311.41
Graphics	Messick	Timothy		0	\$0.00	8	\$1,226.48	1	\$153.31	0	\$0.00	16	\$2,452.96	2	\$315.82	1	\$157.91	2	\$315.82	0	\$0.00
Editor	Mathias	John		0	\$0.00	8	\$938.24	1	\$117.28	0	\$0.00	72	\$8,444.16	12	\$1,449.58	8	\$966.39	24	\$2,899.16	20	\$2,415.97
Total - Labor				42	\$7,439.56	60	\$9,001.04	48	\$8,458.83	341	\$60,636.98	1,579	\$224,572.12	124	\$18,654.02	128	\$19,105.52	328	\$49,284.66	133	\$19,803.06
Other Direct Costs (ODCs)																					
Category	Rate			Dollars		Dollars		Dollars		Dollars		Dollars		Dollars		Dollars		Dollars		Dollars	
Subtotal - ODCs				\$1,200.00		\$0.00		\$0.00		\$1,000.00		\$500.00		\$0.00		\$0.00		\$500.00		\$2,000.00	
G & A	Markup	10.00%		\$120.00		\$0.00		\$0.00		\$100.00		\$50.00		\$0.00		\$0.00		\$50.00		\$200.00	
Total - ODCs				\$1,320.00		\$0.00		\$0.00		\$1,100.00		\$550.00		\$0.00		\$0.00		\$550.00		\$2,200.00	
Subcontractors																					
Firm	Name	Rate		Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars
Hexagon				0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$356,000.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
BAE				0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$39,050.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Subcontractors - Markup				10.00%		\$0.00		\$0.00		\$0.00		\$39,505.00		\$0.00		\$0.00		\$0.00		\$0.00	
Total Proposed Price				42	\$8,759.56	60	\$9,001.04	48	\$8,458.83	341	\$61,736.98	1,579	\$659,677.12	124	\$18,654.02	128	\$19,105.52	328	\$49,834.66	133	\$22,003.06



	Project Total
Budget	\$967,522

Jump to:

				10		11		12		13		TOTAL		
				Public Review and Hearing		Draft Responses to Comments and Admin Final		Screencheck and Final EIR		Certification, MMRP, SOC, Admin Record				
Labor				Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	
Project Role	Last Name	First Name	Rate											
Senior Advisor	Walter	Richard		0	\$0.00	4	\$1,205.43	0	\$0.00	0	\$0.00	22	\$6,515.76	
Project Director	Efner	Erin		8	\$2,184.09	32	\$8,736.38	16	\$4,368.19	16	\$4,368.19	289	\$77,866.68	
Project Manager	Chapman	Kirsten		16	\$2,729.09	60	\$10,234.08	28	\$4,775.90	32	\$5,458.18	588	\$98,922.82	
Deputy Project Manager	Mena	Leo		12	\$1,610.14	100	\$13,417.81	44	\$5,903.84	54	\$7,245.62	732	\$97,139.73	
Analyst	Andersen	Jennifer		0	\$0.00	24	\$3,444.24	10	\$1,435.10	0	\$0.00	170	\$23,978.69	
Analyst	Winslow	Anne		0	\$0.00	6	\$958.15	2	\$319.38	0	\$0.00	46	\$7,234.17	
Analyst	Vurlumis	Caroline		0	\$0.00	24	\$2,715.74	6	\$678.93	0	\$0.00	184	\$20,543.82	
Hydro	Sukola	Katrina		0	\$0.00	8	\$887.28	2	\$221.82	0	\$0.00	69	\$7,507.45	
Geo/Haz	Roberts	Diana		0	\$0.00	8	\$1,100.86	2	\$275.22	0	\$0.00	134	\$18,038.67	
AQ/GHG	Hartley	William		0	\$0.00	4	\$541.53	2	\$270.77	0	\$0.00	95	\$12,545.95	
AQ/GHG/ Energy	Yoon	Laura		0	\$0.00	8	\$1,525.64	1	\$190.70	0	\$0.00	48	\$8,998.29	
AQ/GHG/ Energy	Matsui	Cory		0	\$0.00	40	\$4,963.78	8	\$992.76	0	\$0.00	312	\$37,871.68	
Historic	Boyce	Gretchen		0	\$0.00	1	\$222.25	0	\$0.00	0	\$0.00	21	\$4,563.75	
Archeo	Elder	James		0	\$0.00	8	\$1,381.19	2	\$345.30	0	\$0.00	72	\$12,179.27	
Historic	Rusch	Jonathon		0	\$0.00	2	\$263.23	0	\$0.00	0	\$0.00	150	\$19,205.33	
Noise	Foley	Elizabeth		0	\$0.00	16	\$1,985.02	4	\$496.25	0	\$0.00	182	\$22,182.07	
Noise	Buehler	David		0	\$0.00	4	\$1,121.30	0	\$0.00	0	\$0.00	16	\$4,419.88	
Bio	Ricketts	Matthew		0	\$0.00	8	\$1,245.64	2	\$311.41	0	\$0.00	102	\$15,519.11	
Graphics	Messick	Timothy		0	\$0.00	8	\$1,263.27	0	\$0.00	0	\$0.00	38	\$5,885.57	
Editor	Mathias	John		0	\$0.00	40	\$4,831.94	16	\$1,932.77	4	\$483.19	205	\$24,478.68	
Total - Labor				36	\$6,523.32	405	\$62,044.75	145	\$22,518.34	106	\$17,555.18	3,475	\$525,597.37	
Other Direct Costs (ODCs)				Rate	Dollars	Dollars	Dollars	Dollars	Dollars	Dollars	Dollars	Dollars	Dollars	
Subtotal - ODCs					\$0.00	\$500.00	\$1,000.00	\$0.00	\$6,700.00					
G & A Markup				10.00%	\$0.00	\$50.00	\$100.00	\$0.00	\$670.00					
Total - ODCs					\$0.00	\$550.00	\$1,100.00	\$0.00	\$7,370.00					
Subcontractors				Rate	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars	Hours	Dollars
Hexagon					0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$356,000.00
BAE					0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$39,050.00
Subcontractors - Markup				10.00%	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$39,505.00
Total Proposed Price					36	\$6,523.32	405	\$62,594.75	145	\$23,618.34	106	\$17,555.18	3,475	\$967,522.37



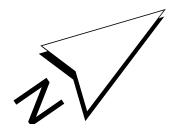
**PROJECT
LOCATION**



CITY OF MENLO PARK

LOCATION MAP FACEBOOK WILLOW VILLAGE PROJECT

DRAWN: KTP CHECKED: KTP DATE: 2/21/18 SCALE: 1" = 300' SHEET: 1





LEGEND	
1	Town Square
2	Grocery Store on Ground Level
3	Pharmacy on Ground Level
4	Public Park
5	Dog Park
6	Grade Separated Willow Road Crossing
7	Campus Visitor Parking Garage
8	Hotel
9	Mixed-Use Block
10	Residential Block
11	Office Campus
12	Parking Garage with Transit Center on Ground Level
13	Community Center on Ground Level

WILLOW VILLAGE



Parcel Area Summary

R - MU	746,265 sf*
O	1,593,701 sf**
Public R.O.W.	245,572 sf
Total	2,585,539 sf (59.4 Acre)

* Includes 1,300 sf of private R.O.W.
 ** Includes 87,752 sf of private R.O.W.
 Note: Proposed land use is conceptual and may be subject to change, but will remain compliant to Menlo Park zoning requirements.



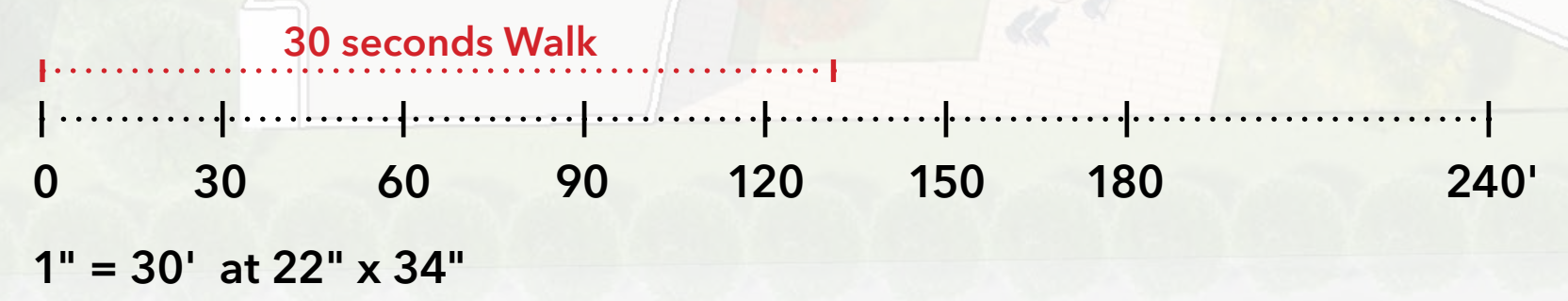


LEGEND

1	Public Parking
2	Open Field
3	Playground
4	Public Restroom
5	Picnic Area
6	Community Center on Ground Level
7	Residential Block
8	Mixed-Use Block



Mid-Peninsula High School







LEGEND	
1	Hotel Plaza
2	Town Square
3	Public Park
4	Neighborhood Plaza
5	Off-Street Bike and Pedestrian Path
6	Dog Park



LEGEND

■	Open Space (Publicly Accessible)
■	Open Space (No Public Access)

Parcel Area Summary

R - MU	746,265 sf*
O	1,593,701 sf**
Public R.O.W.	245,572 sf
Total	2,585,539 sf (59.4 Acre)

* Includes 1,300 sf of private R.O.W.
 ** Includes 87,752 sf of private R.O.W.

Open Space Requirement

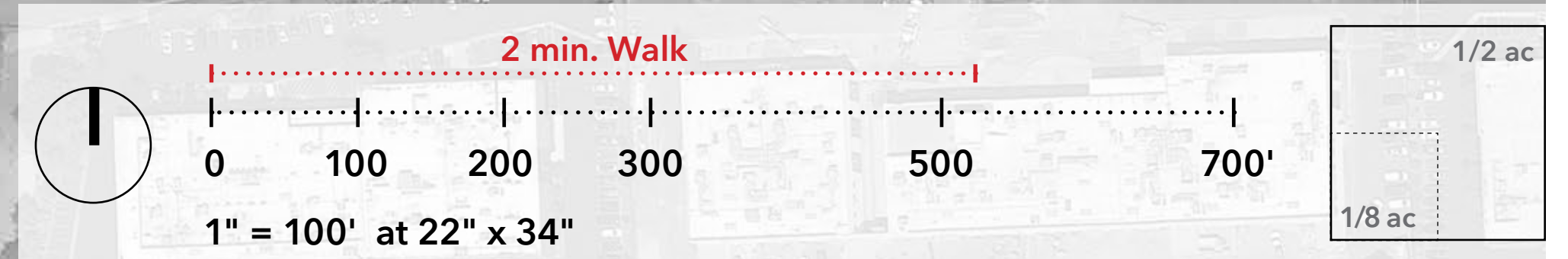
Land Use	Open Space	Publicly Accessible
R - MU	186,566 sf (25%)	46,642 sf (25%)
O	478,110 sf (30%)	239,055 sf (50%)
Total	664,677 sf	285,697 sf

Proposed Open Space***

Land Use	Open Space	Publicly Accessible
R - MU	360,774 sf	174,395 sf
O	801,093 sf	255,964 sf
Total	1,161,867 sf	430,359 sf

*** Complies with open space requirements.
 Note: Proposed open spaces are conceptual and may be subject to change, but will remain compliant to Menlo Park zoning requirements.

Excerpt from the Menlo Park Municipal Code:
 The purpose of a master planned project is to provide flexibility for creative design, more orderly development, and optimal use of open space, while maintaining and achieving the general plan vision for the Bayfront Area. Master planned projects for sites with the same zoning designation (O, LS, or R-MU) in close proximity or for contiguous sites that have a mix of zoning designations (O or R-MU) that exceed fifteen (15) acres in size and that are held in common ownership (or held by wholly owned affiliated entities) and are proposed for development as a single project or single phased development project are permitted as a conditional use; provided, that sites with mixed zoning are required to obtain a conditional development permit and enter into a development agreement. For master planned projects meeting these criteria, residential density, FAR and open space requirements and residential density, FAR, and **open space requirements at the bonus level, if applicable, may be calculated in the aggregate across the site provided the overall development proposed does not exceed what would be permitted if the site were developed in accordance with the zoning designation applicable to each portion of the site and the proposed project complies with all other design standards identified for the applicable zoning districts.**





Bldg#	Footprint (sf)	Total
MU1	116,700	Mixed-Use 454,990 sf
MU2	106,500	
MU3	44,730	
MU4	44,730	
MU5	56,220	
MU6	32,080	
MU7	34,030	
MU8	20,000	
O1	42,840	Office 685,360 sf
O2	47,870	
O3	52,320	
O4	54,810	
O5	67,970	
O6	44,320	
O7	59,800	
O8	46,670	
O9	29,390	
NG	93,460	
SG	69,900	
VG	31,690	
H1	43,140	
TS1	700	
TS2	300	

Note: Proposed building coverage is conceptual and may be subject to change, but will remain compliant to Menlo Park zoning requirements.



Zone	Bldg#	Permitted Ht. (ft)		Proposed Ht. (ft)	
		Max.	Avg.	Max.	Avg.
R-MU	MU1	70*	52.5*	62	56
	MU2			80	71
	MU3			79	67
	MU4			79	67
	MU5			79	65
	MU6			57	43
	MU7			68	58
	MU8			72	72
O	O1	110*	67.5*, except hotels	80	72
	O2			80	72
	O3			80	73
	O4			80	75
	O5			80	64
	O6			80	77
	O7			80	67
	O8			80	74
	O9			55	44
	NG			65	66
	SG			75	75
	VG			51	48
	H1			83	52
	TS1			21	21
TS2	21	21			

* Properties within the flood zone or subject to flooding and sea level rise area allowed a 10 ft increase in height and maximum height.
 Note: Proposed building heights are conceptual and may be subject to change, but will remain compliant to Menlo Park zoning requirements.





Parcel Area Summary

R - MU	746,265 sf*
O	1,593,701 sf**
Public R.O.W.	245,572 sf
Total	2,585,539 sf (59.4 Acre)

* Includes 1,300 sf of private R.O.W.
 ** Includes 87,752 sf of private R.O.W.

Office

O (FAR 100%)	1,593,701 sf
R - MU (FAR 25%)	186,566 sf
Total Permitted	1,780,268 sf***
Proposed	1,750,000 sf

*** Includes the "non-residential" GFA permitted under the R-MU zoning which allows for office uses.

Retail

Permitted O (FAR 25%)	398,425 sf
Proposed	175,000 sf

Residential

Permitted R - MU (FAR 225%)	1,679,097 sf
Proposed	1,462,713 sf

Hotel

Permitted O (FAR 175%)	369,552 sf
Proposed	140,000 sf****

**** Includes an estimate of 140,000 sf hotel (200 keys @700gsf each).

Note: Proposed FAR is conceptual and may be subject to change, but will remain compliant to Menlo Park zoning requirements.





WILLOW VILLAGE



STAFF REPORT

City Council

Meeting Date:

5/14/2019

Staff Report Number:

19-100-CC

Consent Calendar:

Authorize the city manager to execute a second amendment to the agreement with Gates + Associates in an amount of \$10,560 for the parks and recreation facilities master plan project and appropriate an additional \$15,096 from the general capital improvement plan fund unassigned fund balance

Recommendation

Staff recommends that City Council authorize the city manager to execute a second amendment to the agreement with Gates + Associates in the amount of \$10,560 for additional services supporting the Parks and Recreation Facilities master plan and appropriate an additional \$15,096 from the general capital improvement plan (CIP) fund unassigned fund balance in order to complete the project.

Policy Issues

Without a modification to the contracting authority, the City cannot amend this agreement. By amending the existing agreement with Gates + Associates, the City would continue to receive the services to update the Parks and Recreation facilities master plan. The City attempts to utilize contract services in areas where it is feasible and beneficial to the community.

Background

The Parks and Recreation master plan serves as a guiding document for the City as it seeks to improve and maintain the parks and recreation facilities in Menlo Park. It is primarily a planning and policy document and not envisioned to approve specific facilities improvement projects or programs. Projects and programs that are advanced under this plan would need to undergo their own design, environmental review and approval process prior to being implemented.

In fiscal year 2017-18, \$125,000 was approved as part of the CIP budget for the Parks and Recreation facilities master plan. An additional \$125,000 was carried over from the previous year's CIP budget for a total project budget of \$250,000.

On October 17, 2017, City Council authorized the city manager to enter into an agreement with Gates + Associates for the development of the Parks and Recreation facilities master plan in the amount of \$167,955 with a proposed budget of \$220,000 including contingencies and staff management costs. (Attachment A)

On November 13, 2018, City Council authorized the city manager to execute the first amendment to the agreement with Gates + Associates in the amount of \$21,195 for necessary services to support the Parks

and Recreation facilities master plan process which were beyond the original scope of work. The additional services included:

- Enhanced marketing that included a project logo and branding graphics that would identify the master plan project and improve community awareness;
- Development of outreach tool kit to be used by staff at meetings, intercept activities and events;
- Attendance by consultant at community events including Facebook Festivals, Belle Haven Spring Fair, and others;
- Increased number of intercept activities to include summer concert and movies series, National Night Out events and Downtown block party;
- Increase in marketing materials and social media postings;
- An expanded Parks and Recreation user focus group meeting with additional community members to review and comment on proposed recommendations; and
- An additional online survey, focusing on specific recommendation areas in need of clarification, elaboration or further confirmation.

Analysis

On April 16 City Council held a study session to review the Parks and Recreation facilities master plan draft guidelines and recommendations. After receiving public comment, City Council directed staff to have the current survey and draft guidelines and recommendations translated into Spanish and to extend the survey deadline to allow for additional feedback from the community. Also, City Council requested that staff convene one additional meeting of the Parks and Recreation user focus group so that Mayor Pro Tem Taylor could appoint a Belle Haven resident to the group.

In response to City Council's direction, staff acquired the services of a translation company to have the draft recommendations and guidelines chapters translated into Spanish along with the survey. The Spanish version of the survey was available to the public May 1 and both the English and Spanish versions will remain open until June 3. The additional meeting of the Parks and Recreation user focus group is beyond the original scope of work for the project as is the additional time and effort required for another round of master plan document review and revision. A proposal for the additional services, work authorization and fee scheduled is attached (Attachment B.)

Impact on City Resources

City Council appropriated \$250,000 for the project budget. After City Council approved a first amendment to the agreement with Gates + Associates for additional services, the revised project costs including contingency and administrative costs was \$239,536. A second amendment to the agreement with Gates + Associates for \$10,560 is necessary for other services requested by the City outlined in (Attachment B.) Also, staff anticipate the need for an additional \$15,000 for administration to complete the project. These adjustments result in a revised project resource requirement of \$265,096 which requires an additional appropriation of \$15,096 from the general CIP fund unassigned fund balance.

Parks and Recreation Facilities master plan revised project budget	
Original scope of work	\$167,955
Contingency (10%)	\$16,795
Administration costs (20%)	\$33,591
Additional services (first amendment)	\$21,195
Additional services (second amendment)	\$10,560
Additional administration costs	\$15,000
Total cost	\$265,096

Environmental Review

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

Public Notice

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

Attachments

- A. Hyperlink – Parks and Recreation facilities master plan City Council staff report October 17, 2017: menlopark.org/DocumentCenter/View/15770/F1---Parks-and-Rec-Master-Plan-Consultant-Council-Staff-Report-20171017?bidId=
- B. Gates + Associates additional work authorization, work plan and fee schedule

Report prepared by:
Rita Shue, Project Manager

Report reviewed by:
Derek Schweigart, Community Services Director



ADDITIONAL WORK AUTHORIZATION #02

Project Number: P 5390
 Date: April 29, 2019
 Project Title: Menlo Park Parks and Recreation Facilities Master Plan Update
 To: Derek Schweigart, Community Services Director
 Company: City of Menlo Park

Please be advised that we have been asked to perform work which is not in our original scope of services.

Extra Worked requested Derek Schweigart
 by:
 Date: April 29, 2019

SCOPE OF WORK:

		Gates + Associates		BluePoint Planning		Total
Additional Services to be Provided		Gail Donaldson, Project Manager	Gates Associate	Mindy Craig, Principal	BPP Associate	
	Hourly Rate	\$160	\$100	\$175	\$95	
	Oversight and Outreach Committee Meeting					
Hours	<i>Incl. materials development, graphics, prep, attendance, summary</i>	20		20		
Fee		\$3,200.00		\$3,500.00		\$6,700.00
	Additional Round of Revisions to Master Plan					
Hours	<i>Text, Graphics, Formatting</i>	8	8	8	4	
Fee		\$1,280.00	\$800.00	\$1,400.00	\$380.00	\$3,860.00
						\$10,560.00

FEES FOR WORK:

- Fixed Rate \$10,560.00
- We are proceeding with this work based on your verbal authorization
- Reimbursables not included in fee



Please return one signed copy of this work authorization to Gates + Associates as soon as possible. If you have questions or comments regarding this matter, please contact us at your earliest convenience.

ISSUED:

AUTHORIZATION CONFIRMED:

BY: *Gail Donaldson*..... DATE: May 6, 2019 BY:..... DATE:

GAIL DONALDSON
ASSOCIATE PRINCIPAL

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**STAFF REPORT****City Council****Meeting Date:****5/14/2019****Staff Report Number:****19-101-CC****Consent Calendar:****Review and discuss current draft sister city /
friendship city criteria, goals and protocols****Recommendation**

Staff recommends that the City Council approve the recommendation from the Sister City Committee establishing the following criteria, goals and protocols:

1. Sister city/friendship city selection criteria
2. Goals for maintaining sister city/friendship city relations
3. Visiting dignitaries and international guests protocol

Policy Issues

As an advisory body to the City Council, the Sister City Committee has reviewed and recommended approval of related policies that are subject to the City Council's approval.

Background

Per City Council direction and adoption of Resolution No. 6294 in 2015, the Menlo Park established the Sister City Committee and became a member of Sister Cities International.

One of the many benefits of membership in Sister Cities International is the access to the directory of other members, diplomatic and protocol services, professional advice and support, trainings and publications. Sister Cities International published a "Member Toolkit - Building Your Sister Cities Program" that was referenced in developing our policies.

The following definitions and background are provided for reference.

Common terminology*Sister city*

Two cities that have entered into a formal relationship with each other through a Sister City agreement

Sister City agreement

A formal, long-term agreement that involves the commitment of municipal resources (e.g., staffing and financial) to achieve specific goals and objectives. Sister City agreements usually involve participation in projects and/or exchanges that promote cultural awareness, joint educational opportunities, and/or trade and economic development.

Friendship city

Generally a demonstration of goodwill between two cities that does not carry the same level of commitment or obligation as a formal Sister City arrangement. Is often used as a first stage in the

relationship, and after it is strengthened and the partners are sure they want a long-term relationship they will become Sister Cities.

Friendship city agreement

An informal agreement which typically involves the signing of a memorandum of understanding (MOU) by the mayors of two communities to promote friendship and cooperation between their communities.

Sponsor organization

A local organization that will manage the Sister City relationship. The organization must be based within the city and be either a select committee of City Council or a registered non-profit society. A department from the City can act as the sponsor organization.

Sponsor agreement

A MOU between the City and the sponsor organization outlining the requirements for managing the/a Sister City relationship(s).

Current sister city and friendship city relationships

- Bizen, Japan - Friendship City
- Changzhou, China (Xinbei) - Friendship City
- Galway, Ireland - Sister City
- Kochi, India - Friendship City

At its February 27 special meeting, the Sister City Committee recommended approval of all three related policies (Attachment A, B and C.)

Analysis

Sister City/Friendship City selection criteria

Criteria for selecting a new Sister City/Friendship City is at the discretion of the City Council. The Sister City Committee has developed a list of criteria based on three categories (Attachment B.) Sister Cities International suggests cities establish “criteria for the selection of future sister cities.” It identifies “population size, geography (e.g., mountain resorts, ports, etc.), historical connection, previous collaboration by other organizations, similar names and similar industries/exports,” as common criteria.

Policy for maintaining Sister City/Friendship City relations

Maintaining Sister City/Friendship City relationships is also at the discretion of the City Council. The Sister City Committee has drafted a policy outlining the review of our sister city/friendship city relationships (Attachment B.) Sister Cities International encourages the sister/friendship cities to proactively and affirmatively sustain and enhance their relationships. They also suggest maintaining close, constant contact with Sister Cities International and creating a committee or appointing a liaison between the city’s sister city program and the Sister Cities International organization. Councilmember and Sister City Committee Member Catherine Carlton serves on the board of the Northern California Chapter of Sister Cities International.

Visiting dignitaries and international guests protocol

During staff’s research into typical program policies and procedures, we found examples of the protocol for international visitors and guests visiting a city. The Sister City Committee has drafted a policy and it is included as Attachment C. It sets the expectation that all international visits will be coordinated through the

City Manager's Office and that reasonable accommodations will be attempted in order to represent the city positively.

Impact on City Resources

There are no immediate financial impacts based on the Committee's discussion and recommendation of policies, protocols or procedures. Operational costs for this program and related efforts are currently included as part of the City Council operational budget.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

Attachments

- A. Draft - Sister City/Friendship City selection criteria
- B. Draft - Policy for maintaining Sister City/Friendship City relations
- C. Draft - Visiting dignitaries and international guests protocol

Report prepared by:

Clay J. Curtin, Assistant to the City Manager

SISTER CITY/FRIENDSHIP CITY SELECTION CRITERIA

Sister City Committee
 City Manager's Office
 701 Laurel St.
 650-330-6610



The Sister City Committee will evaluate proposals for new Sister City/Friendship City affiliations and make a recommendation to the City Council based on, but not limited to, consideration of each proposal's inclusion of the following criteria.

1. GOVERNMENT/GEOGRAPHY CRITERIA

- Stable government based on data from the U.S. State Department
- Opportunity to broaden the geographic, educational, economic and cultural diversity of the Menlo Park Sister City Program

2. ECONOMIC/EDUCATIONAL/CULTURAL CRITERIA

- Similarity and interest: identifiable similarities and/or mutual interest
- Exchange: potential for reciprocal cultural, educational, tourism or economic exchange
- History: common history/connections with the city and/or community

3. SUSTAINABILITY/GROWTH POTENTIAL

- City benefit
 - Long and short-term benefits of the relationship
 - Cost and benefits of entering into and maintaining the relationship
- Community benefit
 - Active community leadership, involvement and support committed to championing and nurturing the relationship
 - Current and/or perspective organization/business/educational collaboration

*At its February 27, 2019, special meeting, the Sister City Committee recommended approval.

POLICY FOR MAINTAINING SISTER CITY/FRIENDSHIP CITY RELATIONS

Sister City Committee
 City Manager's Office
 701 Laurel St.
 650-330-6610



REVIEW PROCEDURES
<ul style="list-style-type: none"> • Every Sister City and Friendship City shall be reviewed at a minimum of every 5 years and a report made to the City Council • The report should determine if the Sister City/Friendship City agreement's objectives are being met
FAILURE TO MEET OBJECTIVES
<ul style="list-style-type: none"> • Should it be determined that a Sister City/Friendship City relationship is not fulfilling the agreement's goals, the Sister City Committee shall make a recommendation to the City Council to <ul style="list-style-type: none"> - Terminate the relationship - Re-establish the relationship - Retain the status quo

*At its February 27, 2019, special meeting, the Sister City Committee recommended approval.

DRAFT

VISITING DIGNITARIES AND INTERNATIONAL GUESTS PROTOCOL

Sister City Committee
 City Manager's Office
 701 Laurel St.
 650-330-6610

**PURPOSE**

We recognize that the City of Menlo Park is a popular destination for visitors from other cities and countries, including officials, dignitaries and business leaders. The purpose of this Protocol is to communicate the procedures involved with receiving guests respectfully and responsibly, and accommodating as best we can requests for meetings with City officials and staff.

PROTOCOL FOR VISITOR REQUESTS

To allow for proper organization and planning, requests for visits must be submitted in writing to the City Manager's Office in advance of the visit in a timeframe that gives the City ample opportunity to accommodate the visit; a minimum of four weeks prior to the proposed visit date is preferred.

We will not accept requests for official visits from travel or tour agencies for international guests. Requests for official visits must be in writing and from the governmental agency, bureau or designated community nonprofit requesting the visit. While we welcome visits from sister city and friendship city residents, we generally will not host official visits for these individuals.

The written request should include the following:

- Proposed date of visit
- Name of person or group initiating the visit
- Statement of purpose for the visit, such as what type of information is requested
- List of attendees, including titles
- Contact information (name, title, phone number, and address)
- Any other special needs or accommodations

VISIT COORDINATION

The City Manager's Office has primary responsibility for coordinating official visits.

Once a request has been received, a determination will be made as to how the request can be accommodated given the stated purpose of the visit. While every effort will be made to accommodate requests for visits, if we are not able to meet the stated goals, City staff will contact the requesting party and, where appropriate, make suggestions for alternatives.

Once a date is established, City staff will make all necessary arrangements to secure a location for the meeting and develop the content.

*At its February 27, 2019, special meeting, the Sister City Committee recommended approval.



STAFF REPORT

City Council
Meeting Date: 5/14/2019
Staff Report Number: 19-092-CC

Regular Business: 1) Issue determination on an appeal of the Environmental Quality Commission's approval of a heritage tree permit to remove seven heritage redwood trees at 1000 El Camino Real and 2) determine whether to waive the \$500 appeal fee based on the appellants' request

Recommendation

Staff recommends that the City Council deny the appeal of the Environmental Quality Commission's approval (4-3) to allow removal of seven heritage redwood trees to make needed building repairs at 1000 El Camino Real based on the finding that there are no feasible or reasonable alternatives. Staff also recommends not waiving the standard appeal fee that is required from all heritage tree appellants.

Policy Issues

Under the heritage tree ordinance in the Menlo Park Municipal Code, any resident or property owner may appeal a heritage tree removal permit decision to the Environmental Quality Commission (EQC.) In addition, any resident or property owner may appeal the decision of the EQC to the City Council within 15 days after the decision of the commission. Tree removal decisions made by staff, the EQC, or City Council must be related to the decision making criteria in section 13.24.040 of the heritage tree ordinance.

Background

On November 8, 2017 a permit application was started to remove seven redwood trees at 1000 El Camino Real in order to make structural building repairs to the underground parking garage resulting from water damage (Attachment A.) The underground parking garage is the structural support for the three-story building.

The water damage was a result of worn-out and/or ineffective waterproofing from the 1980s when the building was originally constructed. Waterproof barriers typically last about 30 years. The water damage has compromised the metal band like tendons inside the cement ceiling of the parking garage that support the three story structure. This poses a potential life and safety risk to the building occupants and requires prompt repair to minimize structural failure. This is considered standard repair work when water damage is discovered in this type of building. The project involves replacing damaged metal tendons and also installing a new waterproof barrier to prevent future damage.

The project site includes many trees near the repair work, and the permit applicant has taken steps at an additional cost to preserve many of the existing heritage trees on the various sides of the building. However, along the El Camino Real frontage of the building, there are seven redwood trees that would not be able to be safely preserved due to their extensive root system that covers a portion of the underground parking

garage (podium) where installation of a new waterproof barrier is needed. See Figure 1 and 2 below that shows the extent of root cover over the underground parking garage.



THICK TANGLE OF TREE ROOTS OVER THE PODIUM AND UNDERGROUND GARAGE

Figure 1: Root Exposure



THICK TANGLE OF TREE ROOTS OVER THE PODIUM AND UNDERGROUND GARAGE
PODIUM SLAB WATERPROOFING

Figure 2: Additional Root Exposure

The excavation required to install the new waterproof barrier and perform structural repairs would be beyond the recommended arboricultural industry practice for removing roots, and would impact tree stability. Industry accepted guidelines prohibit excavation within three to five times the trunk diameter to avoid structurally compromising trees (Best management practices, root management, international society of arboriculture, 2017.)

The approved replacement-landscaping plan includes drought tolerant plantings and 14 replacement trees. The City requires heritage trees on commercial property to be replaced at a rate of 2:1. Eight of the 14 replacement trees would be located relatively in the same location for screening the building while allowing adequate distance from the parking garage to limit future root conflicts with the water barrier and parking garage. Replacement trees include coast live oak, Brisbane box and London plane tree.

The project required Planning Commission approval, and a report was submitted that included a completed arborist form, arborist report, associated site plans and waterproofing/structural reports (Attachment B.) Before the Planning Commission's review, staff requested additional information from the permit applicant to evaluate the need for repairs, and excavation to see the extent of root cover (Attachment C). On October 22, 2018, the Planning Commission approved the project, which would result in the removal of the seven heritage trees.

In December, the city arborist approved the removal of the seven redwood trees based on the need to make repairs that would result in removing a significant amount of roots beyond arboricultural industry best practice for maintaining tree stability and health. This aligns with the decision-making criteria for approving tree removals in the heritage tree ordinance.

During the heritage tree removal appeal period, a number of public comments were received and staff extended the appeal period in order to facilitate an informational meeting at City Hall January 8. At the meeting, community members expressed an interest in exploring additional alternatives to preserve the heritage trees. On January 9, an appeal of the decision to approve the seven heritage trees was filed by

community members to the EQC based on the grounds that there were feasible and reasonable alternatives to explore that would preserve the trees and allow the building to be structurally sound.

Staff met with the lead appellants between February and March. The City also hired an independent structural engineer and arborist to peer review the approved project and the alternatives analysis submitted by the permit applicant. In addition, a meeting took place between the city, permit applicant, and lead appellants using a conflict resolution specialist.

Because of the three meetings with the appellants, eight alternatives were identified. The analysis was presented to the EQC March 27 (Attachment D.) The EQC voted (4-3) to deny the appeal and uphold staff's decision to approve the heritage tree removal permit based on the need to repair the building and that there were no reasonable and feasible alternatives presented that could preserve the trees.

On April 10, the appellants filed an appeal of the EQC's decision to the City Council (Attachment E.) A decision/finding is needed on the appeal by the City Council based on the eight decision making criteria in the heritage tree ordinance (Attachment F.)

The appellants request that the City Council determine that three of the eight alternatives presented to the EQC are feasible and reasonable and allow the building repair and preservation of the trees. These alternatives are discussed in the analysis below. In addition, the appellants are requesting a waiver of the appeal fee of \$500.

The permit applicant has been working to answer questions posed by the appellant since January, and has done additional analysis as a result of the appeal to the EQC and the City Council (Attachment G and H.) This project has been under significant review due to staff inquiries about tree impacts, the planning commission review process, and the appeal process. The permit applicant has expressed a need to make building repairs as soon as possible, particularly before the wet season. This will require work to be executed in the summer in order to meet this goal.

Analysis

Heritage tree removal criteria

Chapter 13.24 of Menlo Park's heritage tree ordinance (Municipal Code) requires staff, the EQC, and the City Council to consider eight factors when determining whether there is good cause for permitting removal of a heritage tree(s) (Attachment F). The City Arborist's determination for the removal of the seven heritage redwood trees is based on criteria one, two and eight:

- (1) The condition of the trees or trees with respect to proximity to existing or proposed structures
- (2) The necessity to remove the trees in order to construct proposed improvements to the property
- (8) The availability of reasonable and feasible alternatives that would allow for the preservation of the trees

Tree location, health and project impacts

The seven redwood trees are growing on the El Camino frontage side of the property in two groupings, which are in close proximity to the building structure. The distances of individual trees from the building and underground parking structure vary from 8-feet to less than zero feet.

The current structure of the redwood trees is good. However, the proposed excavation to install waterproofing and repair the underground parking structure involves severing the roots that are primarily responsible for holding the trees upright. The excavation trench would sever roots within three times the diameter of all redwood trees. Industry accepted guidelines prohibit excavation within three to five times the trunk diameter to avoid structurally compromising trees (best management practices, root management,

international society of arboriculture, 2017.) This meets decision-making criteria No. 2 in the heritage tree ordinance for removing the trees.

The current health condition of all the redwood trees is good. Healthy trees are more tolerant of root loss, and coast redwoods are considered to be tolerant of site disturbance and root loss. However, the location and extent of excavation required for building repair would adversely impact tree health to a degree that survival is not likely and not recommended by arboricultural industry practice.

The susceptibility of stressed trees to disease infection of opportunistic pathogens will significantly increase. Diseases such as botryosphaeria, which is a common fungal pathogen effecting coast redwoods outside their native range take advantage of stressed trees that have fewer resources available to allocate toward the production of tannins and other biochemical compounds resistant to disease infection. Potential disease infection and mortality is likely to progress regardless of the of best arboricultural care practices such as irrigation, fertilization and application of fungicides.

The heritage tree removal permit application was approved based on evidence requested by staff from the permit applicant, which met all best practices and industry standards for making the repairs and installing waterproofing in both the structural engineering and arboricultural professions.

Value of the trees

Staff requested that the permit applicant provide the value of all the trees on-site and the seven redwood trees proposed for removal to provide context for determining the feasibility of alternatives. This was performed by the permit applicant's certified arborist using the Menlo Park Heritage Tree Ordinance's method for appraising trees, which is the most recent edition of the guide for plant appraisal, published by the Council of Tree and Landscape Appraisers. Four primary factors are used in assessing a value to trees, which is size, species, condition and location.

Using this method, the seven redwood trees were estimated to have a value of \$157,500. The value of all existing 76 trees on the property is \$703,400. The city hired an arborist peer reviewer who was in agreement with the permit applicant's arborist estimated values of the trees.

Alternatives explored as a result of the appeal

All parties agree that the building needs to be structurally sound, and repairs are needed to achieve this outcome. The appeal was filed based on the decision making criteria No. 8, which is the availability of reasonable and feasible alternatives that would allow the preservation of trees and ensure a structurally sound building. The applicant has identified three previous options for City Council to consider as alternatives to removing the trees that includes information from a structural engineer (Attachment E and I.) The permit applicant has also submitted additional information for City Council to consider (Attachment H.)

The structural engineer and arborist peer review of all the alternatives for the EQC decision confirmed that alternatives where not feasible and reasonable.

The heritage tree ordinance does not define or provide limits on what is considered feasible and reasonable. Staff used the following criteria to determine if an alternative met the intent of feasible and reasonable for this project:

1. Ability to preserve the trees and maintain overall good health as well as ensure public safety
2. Legal restrictions, violations of other local, regional and state codes/rule
3. Allows prompt repair or new structural support within the next few months to minimize safety risks; and
4. Reasonable additional cost of the alternative in relation to the value of the trees (\$157,500) and cost of the approved project (\$1 million)

Alternative No. 1 (previously No. 2): retrofit the building with steel beams

This alternative would reinforce the building with steel beams to allow continued water damage and provide another method for structurally supporting the building. It would not involve removing the trees. The structural peer review found this alternative not feasible as it would reduce the required overhead vehicle clearances for below grade parking. In addition, water damage could still be problematic.

The appellant is requesting a waiver of the height clearance based on other examples in the community. The examples the appellant provided were of buildings that had different code requirements from past years. The current state building code requires that vehicle clearance height cannot be reduced to less than 7-feet. This would violate the state building code requirements and the city is not authorized to grant a waiver of state building code requirements. To comply with state building code requirements, T only 12 inches for the steel beams could be installed, which is not sufficient to provide the needed structural support for the building. This information has been provided to the appellants previously.

In addition, the cost of this alternative would cost \$5 million more than the approved project (valued at \$1 million).

Alternative No. 2 (previously No. 6) fold tree roots, use cables to brace the trees to the building, conduct repair work, add additional retaining wall

This alternative would fold the roots of the tree to the trunk to allow the waterproof barrier to be installed, and address tree stability by using temporary cables or other support to brace the trees to the parking garage or building. After the repair work is completed, the roots would be unfolded back into place. This alternative was modified by the appellants to fold the tree roots back instead of cutting them.

Folding large wood tree roots within three times the diameter of the trunk is not feasible. Damage to the roots would still compromise structural integrity of the tree even with the use of cables. There is no industry evidence of this practice to support its validity or safety, and it is not feasible.

Alternative No. 3 (previously No. 7): saw-cut the post-tensioned slab, add walls for extra support, and remove some existing parking spaces to structurally support the building and divert water

This original alternative involves allowing the existing water damage to continue by building additional walls in some parking spaces to support the building. No trenching or excavation would occur in the tree root zones, which would allow preservation of the trees. Based on the appellants' second appeal, it appears that there are no significant changes proposed to this alternative. The appellants added further analysis on how this alternative could be executed.

This main concern within this alternative is that it would require removing existing parking spaces. The office building is required to provide on-site parking per the planned development permit which indicates a parking requirement of 152 spaces. There are currently 149 parking spaces on-site and additional spaces cannot be removed without providing additional parking on-site. The discrepancy in the total required and total provided spaces may be due to parking updates throughout the years to make the building compliant with accessible parking requirements. This alternative would eliminate approximately 29 parking spaces for a total parking of 121 spaces where 152 are required.

The appellant suggested a shared parking arrangement with the adjacent property owner. However, a letter was submitted by the adjacent property owner expressing a desire not to share parking. The appellant also proposed narrowing parking spaces to fit in additional parking. Parking space width cannot be reduced per City parking stall requirements provided to the appellants. A planned development amendment to reduce

the parking requirement could be applied for by the property owners. However, this would significantly delay project repairs, and is not considered feasible and reasonable.

Performing this type work does not align with standard and traditional engineering industry practice. The cost of performing non-standard repairs adds significantly to the cost of the repairs. The permit applicant estimates that this alternative will increase costs seven to eight times over the proposed repair project valued at \$1 million. The structural engineer peer reviewer found the cost estimates to be plausible because the work would be very complex. There is also a question on whether the permit applicant can find an engineering firm that will design and sign the plans for a non-standard approach to the repair work. The structural peer reviewer confirmed that given the current strong construction market, it would be challenging to find a contractor interested in taking on this project given the higher risk compared to more conventional projects.

Lastly, the permit applicant identified economic impacts to this alternative that include the need to vacate existing tenants for up to two to three months to complete the work. The structural peer reviewer found this to be plausible. This would result in a loss of revenue and potential loss of tenants over the long term. The nonconforming nature of the work would also impact the building’s market value, and could have legal implications with existing lease agreements.

Based on the information and evidence provided by the appellant, permit applicant and the structural engineer peer reviewer, staff’s conclusion is that this alternative is not feasible.

It is important to note that the appellants submitted a modification of this alternative April 29 (Attachment I.) In this revised alternative rebar would be added to the outside of the concrete slab. It appears that parking would not be impacted, making it more viable. However, it is not clear how future water damage would be prevented. Due to staff capacity and timing of the staff report, evaluation of this modified alternative could not be undertaken. The permit applicant has attempted to address this in Attachment H, and the City has forwarded the concept to the structural engineer peer reviewer for evaluation. The peer reviewer evaluation will be presented to City Council at the meeting.

Summary of findings

In order for an alternative to be considered feasible and reasonable, it must meet all four criteria below. A summary of the alternatives and how they met the criteria is summarized below.

Table 1: Summary of findings			
Feasibility and reasonable criteria	Option No. 1- steel beams	Option No. 2- cabling the trees to building	Option No. 3- add more walls
Ability to preserve the trees and maintain overall good health and safety for the public	Yes	No	Yes
Would not violate any local, regional and state codes/rules/regulations or cause legal implications	No- Would violate the building code	Yes	No- has legal implications and does not meet City parking requirements
Allows prompt repair or new structural support within the next few months to minimize safety risks	Yes	Yes	No- difficult to find a firm to design this project in current market conditions



Reasonable cost of the alternative in relation to the value of the trees (\$157,500) and approved project value (\$1 million)	No- minimum cost would be an additional \$5 million	No industry evidence of this practice, and cannot be valued	No- would cost at minimum \$6 million more than the proposed costs to repair building
Is this alternative feasible and reasonable?	No	No	No

Request for City Council appeal fee to be waived

Processing an appeal requires staff resources, and the City Council annually approves a fee for submitting an appeal in the Master Fee Schedule. The current fee for filing an appeal is \$200 for the first tree, \$100 for each tree thereafter up to a maximum of \$500. An analysis of staff time is conducted to establish city fees.

For appeals, the fee covers only a small portion of the cost to process an appeal. This fee is set low and does not cover full cost to process an appeal. The rationale is to provide a due process for the community on staff’s decisions through the EQC and/or City Council. The appeal fee applies to the EQC and the City Council separately, and must be paid each time the appeal is filed to a decision making body.

For this appeal, the city manager granted a \$500 appeal fee waiver to the appellants for processing the appeal to the EQC. The staff and consultant cost to process this appeal have been significant, involving more than four staff members, two consultants, a conflict resolution specialist, phone calls, multiple meetings, and hundreds of email exchanges since January. In addition, the appeal has delayed other projects in the sustainability divisions and public works.

Based on costs to date and the decisions of the city arborist and the EQC, staff recommends that the wavier for the EQC’s decision be denied to recover some costs and to maintain a uniform approach to processing appeals.

Impact on City Resources

The cost to process this appeal have been significant, involving more than four staff members, two consultants, a conflict resolution specialist, multiple meetings, phone calls, and hundreds of email exchanges since January. In addition, the appeal has delayed other projects in the sustainability division that relate to climate action plan and zero waste Implementation. For public works, it has impacted street tree management plan activities.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

Attachments

- A. Heritage tree removal permit



- B. Hyperlink – Planning Commission report packet: menlopark.org/DocumentCenter/View/18826/G2---1000-ECR---Staff-Report?bidId=
- C. Additional information requested from the permit applicant by City
- D. Hyperlink – EQC report March 27: menlopark.org/DocumentCenter/View/21080/D1-20190327-1000-ECR-EQC?bidId=
- E. Appeal letter to City Council
- F. Decision making criteria for heritage tree removals
- G. Permit applicant’s alternatives analysis for EQC
- H. Permit applicant’s alternatives analysis for City Council
- I. Appellant alternative analysis submitted April 29

Report prepared by:

Christian Bonner, City Arborist
Bana Divshali, Acting Building Official
Rebecca Lucky, Sustainability Manager
Kaitie Meador, Senior Planner

Report Reviewed by:

Bill McClure, City Attorney
Deanna Chow, Assistant Community Development Director

Heritage Tree Removal Permit Application

PAID

This application must be submitted with the Arborist Report Form
Please submit completed forms to:
701 Laurel St., Menlo Park, CA 94025

NOV 07 2017

Application No. HTR 2017-00223

Purpose of application: Removal Pruning of more than 25%

Permit Fee: \$135.00 (each tree, up to 3 trees); \$90 each additional tree (separate forms required for each tree)

PLEASE PRINT CLEARLY

Site Address: 1000 El Camino Real, Menlo Park, CA 94025

Name of Applicant: Matt Matteson (MPOC INVESTORS, LLC) Phone 650-802-1804 FAX _____

Mailing Address: 1510 Fashion Island Boulevard, Suite 380 San Mateo, CA 94404 Email: mmatteson@mattesonrealty.com

Type of Tree: 7 Redwood Trees Location on property: See Arborist Report Front Entrance of Landscapin

Reasons for Request:

See the attached arborist report for the reasons. The main reason is because the roots of the redwood trees on site are causing damage to the existing waterproofing for an underground parking garage that needs to be replaced.

IF TREE IS DEAD or DAMAGING STRUCTURE PLEASE ATTACH PHOTOS DEMONSTRATING CONDITION.

ARE YOU CONSIDERING ANY CONSTRUCTION ON YOUR PROPERTY IN THE NEXT 12 MONTHS?

Yes No


If yes, please submit additional information describing what type of construction is planned and a site plan.

- Tree may not be removed (or pruned over 25%) unless and until the applicant has received final permission from the City as indicated below.
- The signed permit approval form must be on site and available for inspection while the tree work is being performed.
- A suitable replacement tree, 15 gallon size or larger with a mature height of 40 feet or more, is to be installed in the time frame indicated below.

I (we) hereby agree to hold the City harmless from all costs and expenses, including attorney's fees, incurred by the City, including but not limited to, all cost in the City's defense of its actions in any proceeding brought in any State or Federal Court challenging the City's actions with respect to the proposed tree removal.

Incomplete applications will not be processed.

Signature of property owner authorizing access and inspection of tree in his/her absence.

 Date: 10/30/17

PLEASE DO NOT WRITE BELOW THIS LINE

PERMIT APPROVED PERMIT DENIED

TIMING OF REMOVAL

- Upon receipt of this approved permit
- After applying for a Building Permit for associated construction

TIMING OF REPLANTING

- Within 30 days of Heritage Tree removal
- Prior to final building inspection of associated construction

Staff Signature: _____ Date: _____

Print name and title: _____

Arborist Form

Please complete one form for each tree. Mark each tree with colored ribbon or tape prior to our inspection.

Site Address:

1000 El Camino Real, Menlo Park, CA

ARBORIST INFORMATION:

Name of Certified Arborist Steve Batchelder

ISA or ASCA number: WC-0228A Menlo Park Business License number: 71136

Company: SBCA Tree Consulting

Address: 1534 Rose Street, Crockett, CA 94525

Phone: 510-787-3075 FAX: 510-787-3066 Email: steve@sbcatree.com

TREE INFORMATION:

Date of Inspection: 6/16/17

Common Name: Coast Redwood Botanical Name: Sequoia sempervirens

Location of Tree: 1000 El Camion Real, Menlo Park Height of Tree: 85 feet

Diameter of tree at 54 inches above natural grade: From 26" to 40"

Circumference of tree at 54 inches above natural grade _____

Condition of Tree:

SEE ATTACHED SBCA ARBORIST REPORT

If recommending removal or pruning, please list all reasons:

None of the 7 redwood trees will survive the root cutting required for the water seal treatment.

Suggested Replacement Tree:

SEE ATTACHED SBCA ARBORIST REPORT AND LANDSCAPE PLAN

Signature of Arborist: Steve Batchelder Date: 10/9/2017

CITY OF MENLO PARK/FINANCE DEP
650-330-6704

126696 2:05 PM 11/07/17

EMP: JANICE

701 HERITAGE TREE PERMIT
2 @ 135.00 405.00
701 HERITAGE TREE PERMIT
4 @ 90.00 360.00
1000 EL CAMINO REAL
PMT BY: MPOC INVESTORS
LLC

SUB-TOTAL : \$765.00
SALES TAX : .00

TOTAL > \$765.00

PAY TYPE : CHECK
1210
RECEIVED : 765.00
CHANGE : .00

701 LAUREL STREET
MENLO PARK, CA. 94025
THANK YOU FOR YOUR BUSINESS

CITY OF MENLO PARK/FINANCE DEP
650-330-6704

126696 2:05 PM 11/07/17

EMP: JANICE

701 HERITAGE TREE PERMIT
3 @ 135.00 405.00
701 HERITAGE TREE PERMIT
4 @ 90.00 360.00
1000 EL CAMINO REAL
PMT BY: MPOC INVESTORS
LLC

SUB-TOTAL : \$765.00
SALES TAX : .00

TOTAL = \$765.00

PAY TYPE : CHECK
1210
RECEIVED : 765.00
CHANGE : .00

Ken Rakestraw
SRGNC CRES, LLC
901 Mariners Island Boulevard, 7th Floor, San Mateo, California 94404
T: 650-378-2800

RECEIVED

NOV 07 2017

November 2, 2017

Attn: Christian Bonner
City Arborist
701 Laurel St., Menlo Park, CA 94025
Phone: 650-330-6793

CITY OF MENLO PARK
BUILDING

Christian Bonner,

On behalf of Matt Matteson (MPOC Investors LLC, Client & Owner), SRGNC CRES, LLC ("Sares Regis", Development Manager) is requesting the City of Menlo Park review a tree removal application for their property at 1000 El Camino Real in Menlo Park. Matt Matteson currently has a long term lease with the City of Menlo Park at 1000 El Camino Real where there is currently a 3 story, 40,000 square foot office building on top of an underground parking lot. The underground parking garage podium extends beyond the building footprint and is covered by a waterproofing system and landscaping that was installed back in the 1980s.

The current issue is that the combination of aging waterproofing system and the extensive growth of roots from 7 Redwood trees directly adjacent to the podium of the underground garage. The waterproofing system is leaking into the garage which is causing damage to a few of the post tensioned structural cables.

The problem is that the 7 large Redwood trees are located within close proximity to the podium. In order to repair the existing waterproofing system and post tension cables properly, Steve Batchelder with SBCA recommends that the 7 redwood trees be removed.

Please see the attached signed tree removal application, a proposed tree re-planting plan, SBCA's arborist report about the redwood trees, and reports from our waterproofing consultant (Allana Buick & Bers) and structural consultant (KPFF, Allana Buick & Bers) regarding the extent of the damages to the structure and waterproofing system.

Please contact me if you have any questions or would like to schedule a site walk since the Redwood tree roots are still exposed.

Sincerely,

Ken Rakestraw
Sares Regis Group of Northern California, LLC
901 Mariners Island Boulevard, Suite 700
San Mateo, CA 94404
(949) 244-3085 -C

RECEIVED

NOV 07 2017

CITY OF MENLO PARK
BUILDING

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

Fax: (510) 787-3065

Website: www.sbcatree.com

Steve Batchelder, Consulting Arborist

WC ISA Certified Arborist #228

CUFC Certified Urban Forester #134

CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

Date: October 2, 2017

To: Ken Rakestraw, Project Manager
Sares Regis Inc.
901 Mariners Island Boulevard, Suite 700
San Mateo, CA 94404

Project Site: 1000 El Camino Real, Menlo Park

Subject: Removal of 7 Coast Redwood trees to accommodate waterproofing

Assignment: *SBCA Tree Consulting was asked to oversee exploratory excavation and to provide a report with observations and recommendations regarding treatment of the redwood trees in the context of the necessary water proofing repairs.*

Background

- Review of Trees and Water Leakage– Arborist Steve Batchelder attended an initial meeting at 1000 El Camino on July 19, 2017. The purpose of the meeting was to review the trees and leakage. At that time, a plan was developed to perform exploratory excavation.
- Review of Exploratory Excavation and Tree Roots – Arborist was present for two meetings. First was during the excavation and a second meeting with all parties to discuss the findings.
- Review of KPFF ENGINEERS FIELD REPORT dated 6/6/17 – This report was made available with the results of the engineering investigation.
- Review of ALLANA BUICK & BERS Podium Investigation Findings Report dated August 16, 2017 – This report was also reviewed in the context of the problems identified and the work needed.

Summary

The seven Coast Redwood trees will require removal to accommodate the needed repairs to the below ground garage structure's water proofing. Preliminary exploratory excavation revealed that the level of root cutting required to allow for the repairs will compromise both the health and safety of the redwood trees. Any attempt to try to retain one or two of the redwoods would also compromise the safety due to the level of root loss that would occur and the increased wind exposure resulting from the tree removal.

It is hoped that Coast Live Oak tree #8 can likely be retained. Protection and retention measures needed for the retention of this tree is covered in a second report.

Observations

Tree Descriptions – The table below provides information on seven Coast Redwood trees and one Coast Live Oak.

Tree #	Species	Common Name	DBH	Height	Health	Structure	Notes
1	<i>Sequoia sempervirens</i>	Coast Redwood	40	85'	Good	Good	Remove
2	<i>Sequoia sempervirens</i>	Coast Redwood	38	85'	Good	Good	Remove
3	<i>Sequoia sempervirens</i>	Coast Redwood	34.5	85'	Good	Good	Remove
4	<i>Sequoia sempervirens</i>	Coast Redwood	39	85'	Good	Good	Remove
5	<i>Sequoia sempervirens</i>	Coast Redwood	38.5	85'	Good	Good	Remove
6	<i>Sequoia sempervirens</i>	Coast Redwood	34.5	85'	Good	Good	Remove
7	<i>Sequoia sempervirens</i>	Coast Redwood	37	85'	Good	Good	Remove
8	<i>Quercus agrifolia</i>	Coast Live Oak	26.5	35'	Good	Good	Retain

Soil Depth – The depth of the soil over the garage roof structure ranges from 12 to 18 inches. The area is covered with turf that appears to be well irrigated. Soil texture is a sandy loam.

Abundant Tree Roots – Redwood tree roots are abundant throughout the turf area which lies above the garage. Though most roots are smaller and fibrous, there are many large roots as well. All roots will need to be cut to access the structure surface to apply the new waterproofing. Because the trees are planted just behind the outer garage wall, extremely large roots are present along the edge of the structure's outer wall. Severing these roots will compromise the root anchoring of the trees.

Discussion

Leakage Found – Both the ALLANA BUICK & BERS and the KPPF engineering reports noted leakage and structural steel degradation. Both reports indicate that repairs are in order. New water seal has been recommended for the entire garage structure.

No Ability to Work around Roots – Exploratory excavation was conducted in two locations adjacent to redwood trees. The size and abundance of roots observed in the soil precludes access to the garage roof surface and corners. Repairs are not possible if the roots remain.



Root Pruning – If roots are cut to accommodate the needed water proofing, the root anchoring and health of the trees would likely be compromised. It is likely that even ceasing the turf irrigation would have a significant adverse impact upon the health of the trees; the majority of the tree roots are located in the irrigated turf area above the garage.

Stand Dynamics – This entails both wind exposure and root grafts. Removing all but one or two of the redwood trees will leave the remaining trees with greater failure potential.

Retention of Coast Live Oak Tree #8 – Though no exploratory investigation has been conducted, it does appear that this tree can be retained with minimal root pruning that will not compromise either the health or stability of this tree. Retention and protection of this tree is covered in a separate report.

Recommendations

Remove 7 Redwood Trees – Removal of the seven Coast Redwood trees appears to be the only viable option to enable the waterproofing to occur. An attempt to retain one or two of the redwoods will generate a serious safety concern and constitute a liability for the tree owner.

Replacement Planting – City of Menlo Park requires a tree with a minimum height of 40 feet. Based upon the *City-Approved Tree Species* list, it is recommended that the *Lophostemon confertus* be selected. Recommended per tree soil volume¹ is 1,200 cubic feet. It appears that there is insufficient area for the required number of 15 gallon size replacement trees. We recommend that larger box size trees be considered for planting to compensate for fewer trees. Replacement trees are best located to minimize completion with the London Plane trees located in the adjacent sidewalk.

Retain Coast Live Oak – This tree is noted on the site map as #8. It is farther from the area of work activities. Special excavation procedures and treatments with arborist supervision will be required in the preservation effort.

End Report

Report submitted by:

Steve Batchelder

Steve Batchelder, Consulting Arborist
ISA Certified Arborist WE 228A
CaUFC Certified Urban Forester #138
Calif. Contractor Lic. (C-27) 533675

¹ Soil volume must be with bulk density less than 80% and acceptable horticultural qualities.



Photo Supplement



Photo 1. Photo shows the four redwood trees located at the south end of the row.

None of the trees can be retained due to the safety concerns resulting from the level of root loss that will occur.



Photo 2. Photo above shows trees 5 through 8. Oak tree #8 is in the background (arrow). The oak is farther from the proposed work activities and can likely be retained.



Photo 3. Photo to the right shows the massive amount of roots found in the turf area. All of these roots would need to be removed to accommodate the waterproofing.



Photo 4. Photo to the left shows the old water proofing and protection open for inspection. Significant root cutting was needed to gain access to the surface of the garage roof. People doing the excavation are working at the edge of the outer wall of the below ground garage. Cutting large roots so close to the tree will compromise the root anchoring and tree stability. Most likely "target" would be El Camino Real in the background.

End Photo Supplement





Allana Buick & Bers, Inc.
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 www.ebbae.com

ALLANA BUICK & BERS

Making Buildings Perform Better

August 16, 2017

Ms. Deborah Willard
 Matteson Realty Services, Inc.
 1510 Fashion Island Blvd., Suite 380
 San Mateo, CA 94025

Re: Podium Investigation Findings Report
 Menlo Park Office Center
 1000 El Camino Real
 Menlo Park, CA 94025

J/N: 17-4892.01

Dear Ms. Willard,

Allana Buick & Bers, Inc. (ABBAE) is pleased to provide these findings from our podium waterproofing investigation at the Menlo Park Office Center.

Background

ABBAE was hired to investigate the existing podium areas and post-tensioned slabs related to water intrusion and deterioration occurring at the property.

In addition to visual reviews of the exposed podium and garage areas, ABBAE prepared a protocol for destructive testing (DT) designed to expose limited areas of the existing construction for access for the investigation.

Building Construction

The Menlo Park Office Center is a multi-story office building constructed over a reinforced concrete podium structure. The podium is depressed approximately 8'-0" below grade and is the roof structure of the parking garage. The portion of the podium not covered by the office tower is an open pedestrian plaza with large areas of planted grasses and gardens. The building is over 30 years old.



Figure 1 Menlo Park Office Center

Investigation

We performed a visual review of the interior and exterior of the exposed garage and podium areas prior to destructive testing. ABBAE worked with the DT contractor and the prepared DT protocol to locate areas for removal of overburden to expose concealed conditions.

We conducted site visits during the destructive testing, performed by a qualified licensed DT contractor, to observe and document the existing concealed conditions. This included overburden layers, drainage composites, flashings, and waterproofing membranes of the podium and plater areas.

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Findings

Condition photos follow below

Visual Inspection: Visual inspection of the garage interior indicated numerous areas of water intrusion through the foundation walls and the podium slab. Efflorescence and rust stains indicated a history of moisture and the deterioration of reinforcing steel. The staining occurred on both the concrete masonry unit (CMU) foundation walls and the underside of the post-tensioned podium slab. There is significant water intrusion on the El Camino Real facing wall, corresponding with the large trees and landscaping.

Podium Waterproofing: Horizontal podium waterproofing membranes exhibited moisture below the membranes and leaks into the garage below. Courtyard waterproofing had water-filled blisters throughout. Some of the membrane deterioration is due to the age of the waterproofing, and some is damage from trees and other plantings over the waterproofing system.

The extensive network of roots over the podium area are causing damage to the waterproofing through abrasion and penetration. The fine roots are getting below the filter fabric and burrowing into the membrane. This creates pathways for water intrusion. Additionally, the membranes have poor adhesion to their structural substrates, which is allowing water intrusion to travel below the waterproofing.

Foundation Walls: Destructive testing at the below grade foundation walls of the garage along El Camino Real was not practical due to the extent of trees and plantings adjacent to the wall along El Camino. ABBAE was able to observe the foundation wall waterproofing at the rear of the site. The waterproofing in the DT area had slipped significantly below grade, leaving an area of 16'-24" of below grade wall exposed without waterproofing. The failure mode is likely poor adhesion and improper anchorage spacing.

Parking Deck: The exposed parking deck of garage is nearing the end of its effective service life. Traffic wear and thinning topcoat due to UV and heat exposure over time has deteriorated the coating.

Storefront: ABBAE proposed performing limited destructive testing at the storefront and storefront doors on the projects to determine the integration of the waterproofing system with the storefront system; and waterproofing performance of the existing storefront doors. This portion of the destructive testing protocol was denied, so it was not performed or observed by ABBAE.



Figure 2 Staining on CMU foundation walls; staining on floor; from water intrusion.

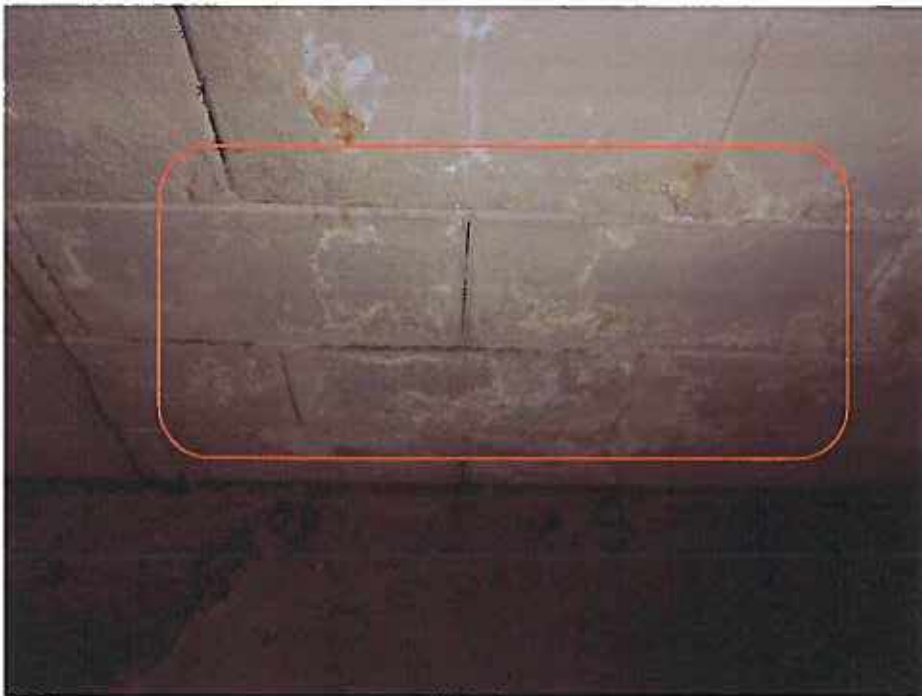


Figure 3 Efflorescence bloom on the CMU foundation wall along El Camino Real.

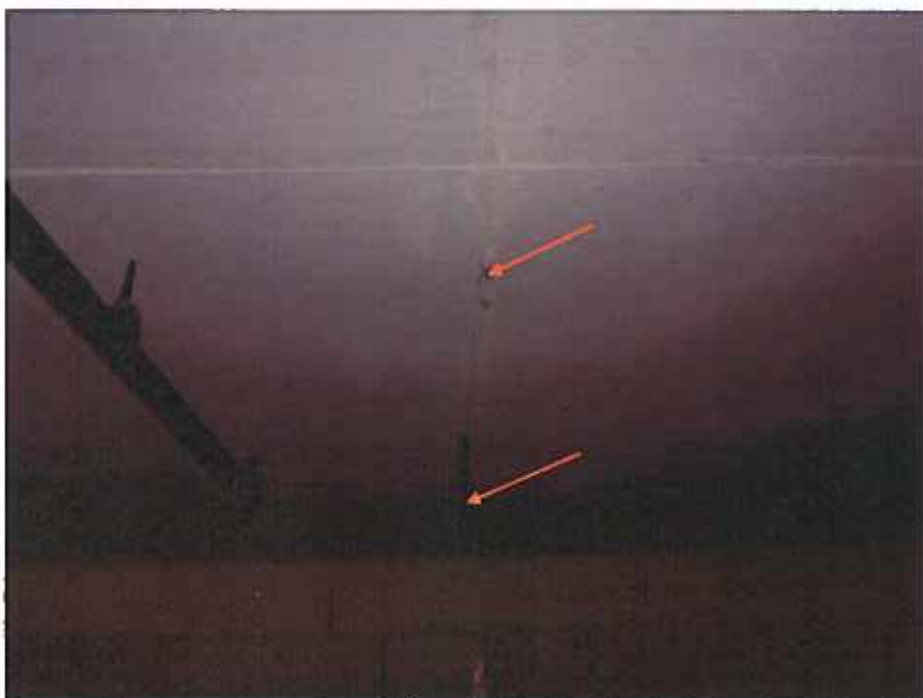


Figure 4 Efflorescence and rust stains on underside of podium slab; see photo below for floor staining at this location.



Figure 5 Water with rust staining from podium slab leak above.



Figure 6 Active dripping from underside of podium slab.

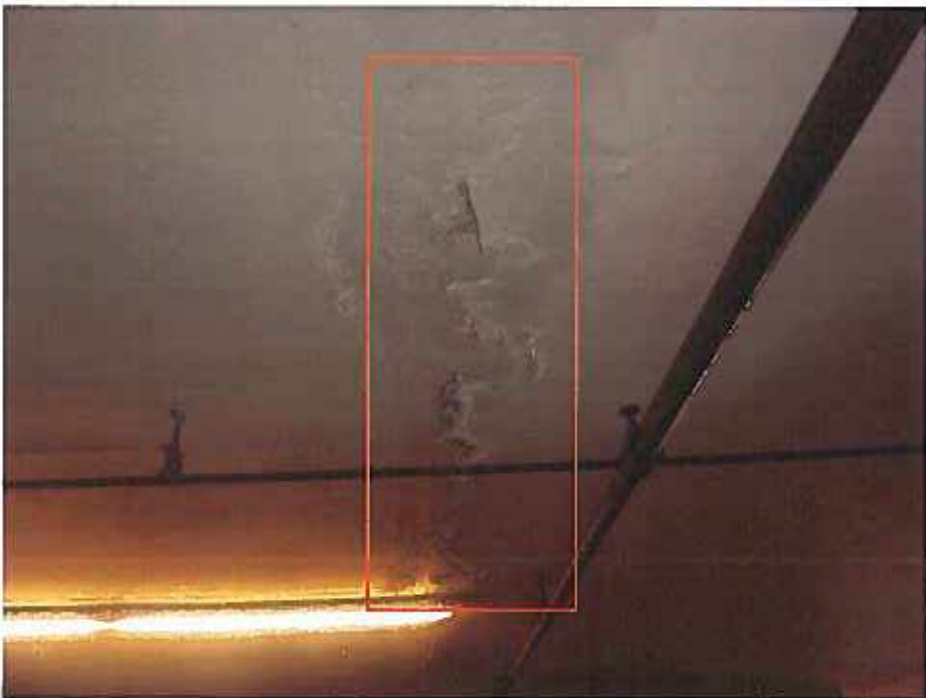


Figure 7 Efflorescence bloom along crack in underside of podium slab.



Figure 8 Overview of grass covered podium over garage; note large trees along El Camino Real.



Figure 9 Destructive testing (DT) area where grass, soil, etc. to expose waterproofing. Note how the small root hairs are embedded within the waterproofing membrane.



Figure 10 DT location showing large root system extending throughout the podium area. Root system is damaging the waterproofing membrane through surface abrasion and by penetrating the membrane - opening pathways for water intrusion into the podium slab.

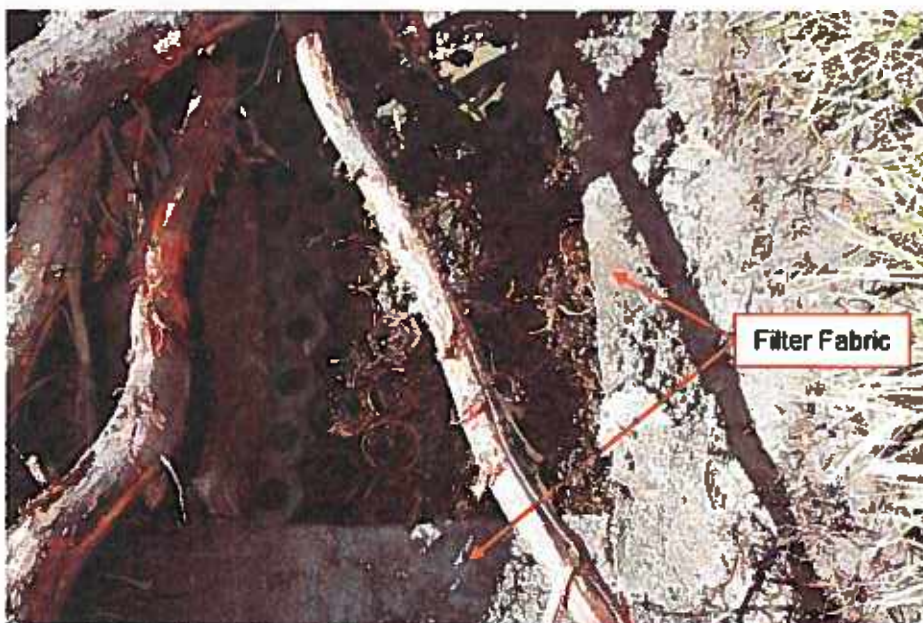


Figure 11 Close-up of root system running above and below the filter fabric.



Figure 12 Large roots extending from trees along El Camino Real toward the building (above the podium area.) These roots are throughout the podium.



Figure 13 Courtyard planter area prior to DT.



Figure 14 DT location in courtyard planter - exposing waterproofing membrane.



Figure 15 Close-up of waterproofing membrane showing blistering.



Figure 16 Sliced blisters seeping trapped water that was below the waterproofing – indicating that moisture is moving through the waterproofing membrane.



Figure 17 Adhesion pull test was performed on the waterproofing membrane. Adhesion was poor.



Figure 18 Note the network of blisters within the waterproofing membrane.



Figure 19 DT location at the walkway adjacent to the planter area.



Figure 20 Adhesion pull-test was performed on the waterproofing membrane. Adhesion was poor.



Figure 21 Note the void in the membrane where it is unadhered to the slab below.



Figure 22 Note moisture below membrane, indicating water intrusion is occurring. Water below the waterproofing membrane can travel through voids and unadhered portions of the membrane.

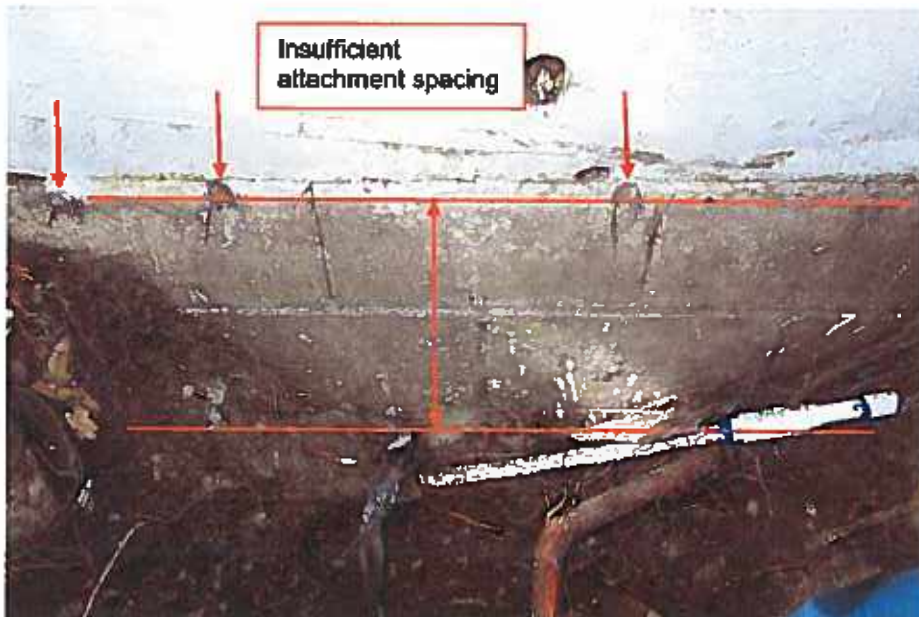


Figure 23 DT location at the CMU foundation wall at the rear of the garage. Note that the wall waterproofing has slipped down - leaving a portion of the wall unprotected. Additionally, note the insufficient attachment spacing.



Figure 24 Close-up of attachment pin. Attachment frequency was insufficient.



Figure 25 Samples of self-adhering membrane taken from location. Note the extent of root damage caused by the roots penetrating the membrane.



Figure 28 Topcoat of existing parking deck is aged and maintenance is recommended.



Recommendations

Podium waterproofing: The podium waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. All overburden above the podium must be removed in order to access and replace the waterproofing membrane. This will include the removal of grasses, plantings, trees, rocks, etc. above the podium. Hot rubberized asphalt waterproofing is the proposed waterproofing system.

The large trees and plantings along El Camino Real require removal due to the extent of root network over the podium area and along the foundation wall. There is no method for repairing or replacing the existing waterproofing without complete access.

A structural review of existing podium structure is required should the landscape architect design increase the dead weight over the podium slabs.

Courtyard area podium waterproofing: The podium waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. All overburden above the podium must be removed in order to access and replace the waterproofing membrane. This will include the removal of grasses, plantings, trees, rocks, etc. above the podium in the planter areas, and tile and mortar bed at walkway areas. Hot rubberized asphalt waterproofing is the proposed waterproofing system.

A structural review of existing podium structure is required should the landscape architect design increase the dead weight over the podium slabs.

Storefront: We recommend pricing the replacement of the existing storefront in conjunction with the waterproofing replacement. This has the advantage of allowing the integration of the waterproofing and the storefront for best performance of the waterproofing at the storefront sill condition. Otherwise, the performance of the waterproofing transition at the sill condition is not guaranteed.

The existing storefront is over 30 years old. The effective life of anodized finishes is between 35 and 50 years, depending on thickness and quality. Replacing the storefront will improve the energy efficiency and provide greater comfort for the tenants.

Foundation wall waterproofing: The foundation wall waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. The foundation wall will need to be exposed, with overburden removed, in order to access and replace the waterproofing membrane. This will include the removal of grasses, trees, plantings, rocks, etc. adjacent to the wall. Self-adhering membrane is the proposed waterproofing system.

Parking Deck: We recommend recoating the surface of exposed parking deck area. The longer this maintenance goes unperformed, the more likely a complete removal and replacement of the deck coating will be required. A compatible UV-resistant topcoat is recommended. We can verify with the manufacturer regarding the potential for extending warranty protection.

Thank you for this opportunity to be of service. Please feel free to contact me should you have any questions regarding this letter or any aspect of our services on this project.

Sincerely,
Allana, Bulck & Bers, Inc.

Jerome Lew Jeffers II, RBEC, CCS, CCA
Associate Principal, Design Services Manager

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NOV 07 2017

CITY OF MENLO PARK
BUILDING



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ALLANA BUCK & HERE

Making Buildings Perform Better

March 24, 2014

Ms. Deborah Willard
Vice President
Commercial Asset Management
Matteson Realty Services, Inc.
1825 South Grant Street
San Mateo, California 94402

Re: Site Visit Report
January 21, 2014 PT Investigation
Menlo Office Center
1000 El Camino Real
Menlo Park, California

PN: 13.3437.01

Dear Ms. Willard,

In accordance with your request, our Structural Engineer (Dennis Wobber, SE) visited the Menlo Office Center site on January 21, 2014 to observe destructive testing of the post tensioned concrete roof deck. The purpose of the probing was to confirm the presence of suspected de-tensioned strands which we believed were the root cause of observed cracking and subsequent leakage of the podium deck.

The following is Mr. Wobber's narrative from his site visit:

The contractor [Schwager Davis, Inc.] had exposed 19 post-tensioned strands running east-west across the crack. They also exposed a number of strands running north-south at a column line. The contractor demonstrated how they found strands that had lost tension, by using a pry-bar to test the strands for tension. The nine exposed strands running north-south at the column line all appeared to be in good condition with the possible exception of one of them that may have had a partial loss of tension. Because there was no concrete cracking that was oriented perpendicular to those strands, they were assumed to be of little concern.

When the contractor tested the strands running in east-west direction across the crack they found that two out of the 19 had lost all of their tension. The contractor pointed out that the likely location where the strands had been damaged by corrosion was several column lines to the east at an intermediate anchorage of the strands. We found that location and observed of fair quantity of efflorescence indicating that water was getting through a concrete slab joint.

The contractor felt that other strands are in jeopardy of damage from water intrusion at the intermediate anchorage locations, and we agree. Our judgment is that the weakened strands should be repaired but it is not necessary to do it right away. The repair could wait until the near future, when waterproofing above the concrete deck is done, in order to minimize disturbance to the occupants. The waterproofing would also reduce the threat of continuing corrosion at intermediate anchorage locations of other strands.

The contractor also made some other observations that are worth noting:

1. The contractor recommended that no epoxy or polyurethane crack injection be done at locations where posttensioning occurs. The reason for that is that injection material can bond with the strands and make it very difficult to carry out future repairs. Instead, the contractor recommended that any crack repairs be done by applying surface sealing.



This would be done by routing a shallow groove at the crack location and filling it with caulking.

2. The contractor noted that post-tension cable waterproofing has evolved over the years and has improved greatly, especially since the late 1990s. Strands installed before that time, including the strands in this building, were much more vulnerable to water intrusion, especially at anchor locations.
3. When the time comes to do the repairs, the technique would involve chipping into the slab carefully at a location where the strands are roughly at the mid-depth of the slab. At that location the contractor would pull the damaged strand out from within the sheathing and fish in a new strand. Then they would install a splice that links the new strand to the undamaged original strand, or install all new strands with a new anchor. The estimated cost for this work would be roughly \$1,200 for special inspection and roughly \$12,000 for the repair of the two damaged strands. The contractor suspects that if further investigation is done later in conjunction with waterproofing, more damaged strands will be discovered.

We also went above the deck to look at the landscaping that would be affected by waterproofing work. There are several redwood trees that would be impacted by removing landscaping in order to install new waterproofing at the top of the slab. Nevertheless it is our recommendation that the waterproofing work not be postponed indefinitely. The more time that passes, the more damaged strands will be discovered. So the sooner waterproofing work can be done, the fewer strand repairs will need to be made.

Thank you for this opportunity to be of service to Matteson Realty Services, Inc. Please call us if you have any questions regarding Mr. Wobber's observations and comments or other aspect of this project.

Very truly yours,

Gerson S. Bers, LEED-AP
Principal and Vice President

cc: Dennis Wobber, SE ABBAE



CITY OF MENLO PARK
BUILDING

ENGINEER'S FIELD REPORT

Date: 6/6/17 EFR No: 01 Page 1 of 14
Time: 12:00 PM Job No: 1700032
Est. % of Completion: N/A Project: 1000 El Camino Real

Present at Site: Greg Wagner (kpff), Monte Rinebold (kpff), Ken Rakestraw (SRGNC), Meris Ota (SRGNC)

Work in Progress: Site walk

OBSERVATIONS:

- 1.01 Arrived at jobsite to observe the condition of the existing level 1 podium post-tensioned (P/T) concrete slab, the basement perimeter CMU retaining walls, and the level 2 & 3 wood decks over the P/T concrete slabs.
- 1.02 Observed at gridlines 2 & 2.5 between gridlines H1-J, continuous cracks that ran in the project east-west direction on the underside of the podium slab as shown in figure 1 and photo 1-3. The underside of the podium slab has previously been chipped and patched in local areas by others to observe the condition of the P/T cables in both directions.
 - 1.02.1 The conditions of the cables were documented by Allana Buick & Bers Inc. in the "Site Visit Report" dated January 21, 2014. Relevant highlights from the report:
 - 1.02.1.1 There are two P/T strands running in the project north-south direction across the crack that are completely detensioned. The contractor (Schwager Davis, Inc.) said the likely region that the P/T tendons had been damaged was at the intermediate anchorage locations.
 - 1.02.1.2 The cables running in the project east-west direction were generally in good condition, except for one cable that had a partial loss of tension.
 - 1.02.2 The protection of the P/T cables at the time the building was constructed in the mid-1980s was not as sophisticated as modern techniques of cable protection, which may be contributing to the observed degradation issues. At the time of construction, it was typical to not repair/tape over tears less than 4" long in the protective sheathing. A similar convention occurred at P/T anchorage zones, where exposure of the anchorage less than 4" was not typically repaired/taped over. Additionally the P/T anchorage systems were not encapsulated and did not have grease caps. So, if

BY: Monte Rinebold

DISTRIBUTION:

Contractor _____ File _____ _____
 Architect _____ Proj. Engr. _____ _____

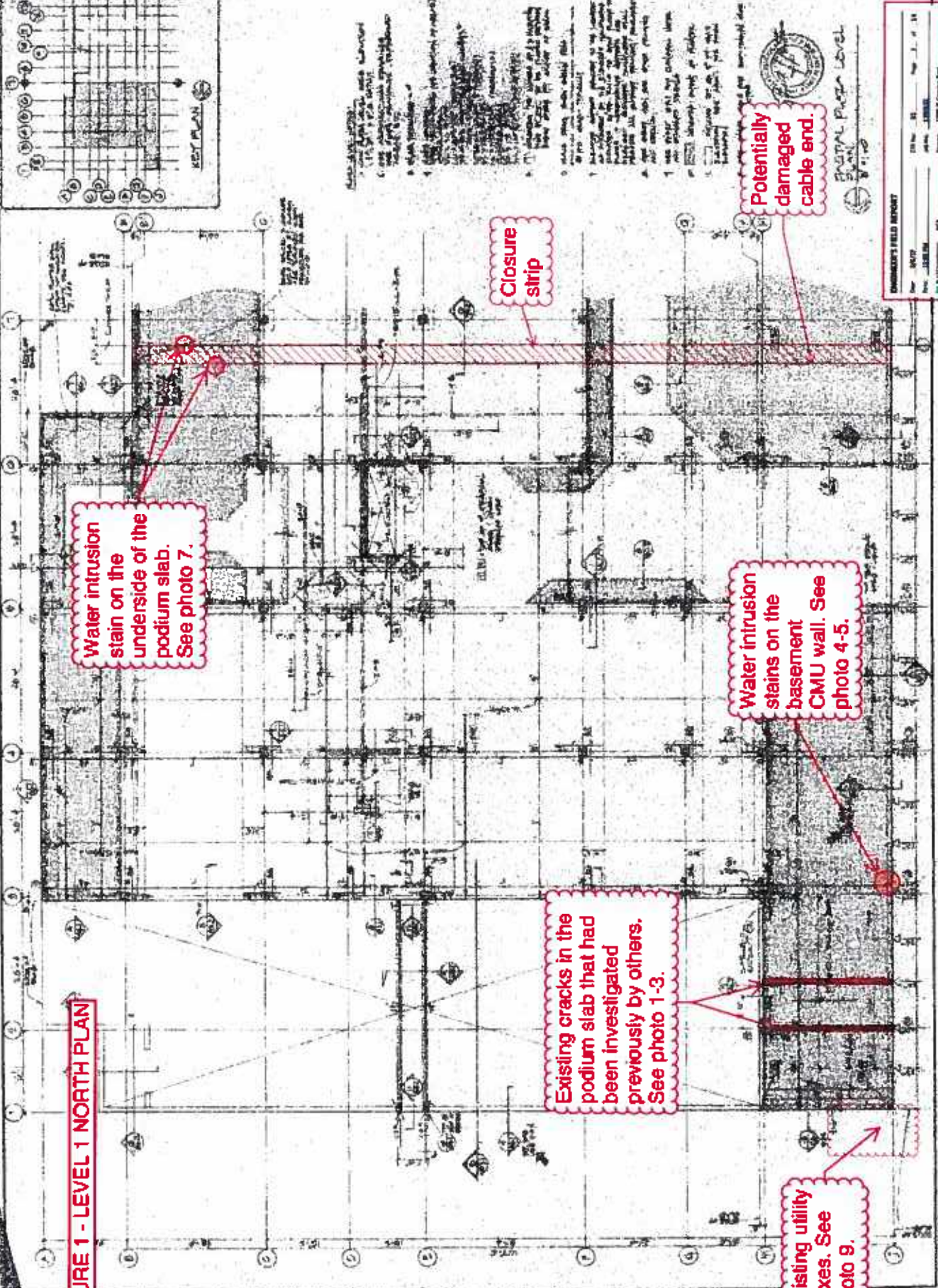
ENGINEER'S FIELD REPORT

Date: <u>6/6/17</u>	EFR No: <u>01</u>	Page <u>2</u> of <u>14</u>
Time: <u>12:00 PM</u>	Job No: <u>1700032</u>	
Est. % of Completion: <u>N/A</u>	Project: <u>1000 El Camino Real</u>	

there are degradation issues at the low point of the P/T tendons, it is not possible to ascertain exactly where the leak is occurring along the length of the cable, since water can enter through a tear and run down the inside the sheathing and pool at the low point.

1.02.2.1 The degraded P/T cables can be cut and replaced, but if the source of the water intrusion isn't found, this issue can potentially occur again in the future. The top of the podium slab would need to be observed to see the condition of the concrete and waterproofing membrane.

- 1.03 Observed the region above the podium slab at gridline 1/J. See figure 1 and photos 8-9 for approximate edge of podium slab overlaid on the existing landscaping. The edge of podium slab is near some utility pits/boxes as seen in photo 9. Note that access to the top of the podium slab to observe the condition of the concrete and waterproofing membrane would require removal of the existing landscape in local areas.
- 1.04 Observed at gridlines 3/J & 10/J, there were water intrusion stains on the CMU retaining wall. The podium slopes at ¼"/ft towards gridline J and the observed water stains typically occurred at regions where there were redwood trees in close proximity to the retaining wall, see photos 4-5 & figures 1-2. The existing trees may be affecting the waterproofing of the structure.
- 1.05 Observed at gridlines 7/B1, there were exposed P/T cables showing signs of corrosion. See photo 6 and figure 2. Due to the cable's exposure to the elements, there could potentially be degradation of the cables from water pooling at the cable's low point.
- 1.06 Observed at gridlines 6.8/B.5, there were water stains on the underside of the podium slab at the edge of the closure pour. See photo 7 & figure 1. There could be potential corrosion issues for the reinforcement crossing the closure pour and the P/T anchorage at the edge of the closure pour. The condition of the concrete and the waterproofing membrane above should be investigated.
- 1.07 Observed the existing level 2 wood deck over the concrete P/T slab between gridlines 3-5 & G.8-H.1. See photo 10. It was discussed that the deck may be expanding to the edge of the structure near gridline H.1 in the future.



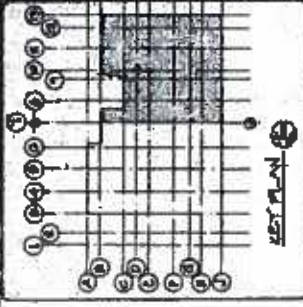
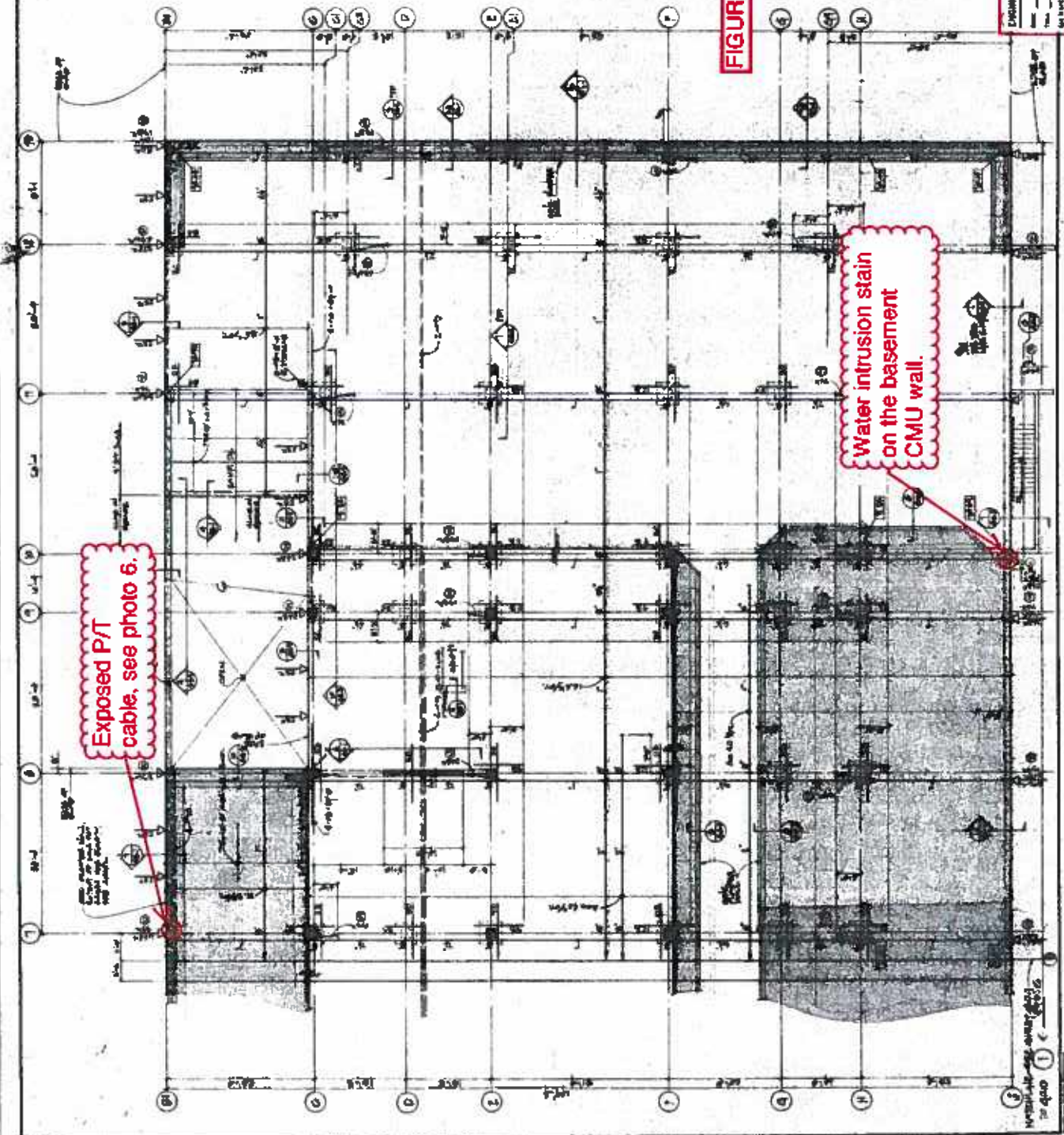


FIGURE 2 - LEVEL 1 SOUTH PLAN



Water intrusion stain on the basement CMU wall.

Exposed P/T cable, see photo 6.

ENGINEER'S FIELD REPORT

NO.	DATE	BY	FOR

PROJECT NUMBER: 10000 W. 10th Ave., Suite 100
 PROJECT TITLE: MELLO PARK OFFICE CENTER

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 5 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 1 – Podium slab cracks along with chip and patch regions at gridlines 2.5/H1

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Date: 6/6/17

EFR No: 01 Page 6 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 2 – Podium slab cracks along with chip and patch regions at gridline 2

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Date: 6/6/17

EFR No: 01 Page 7 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real

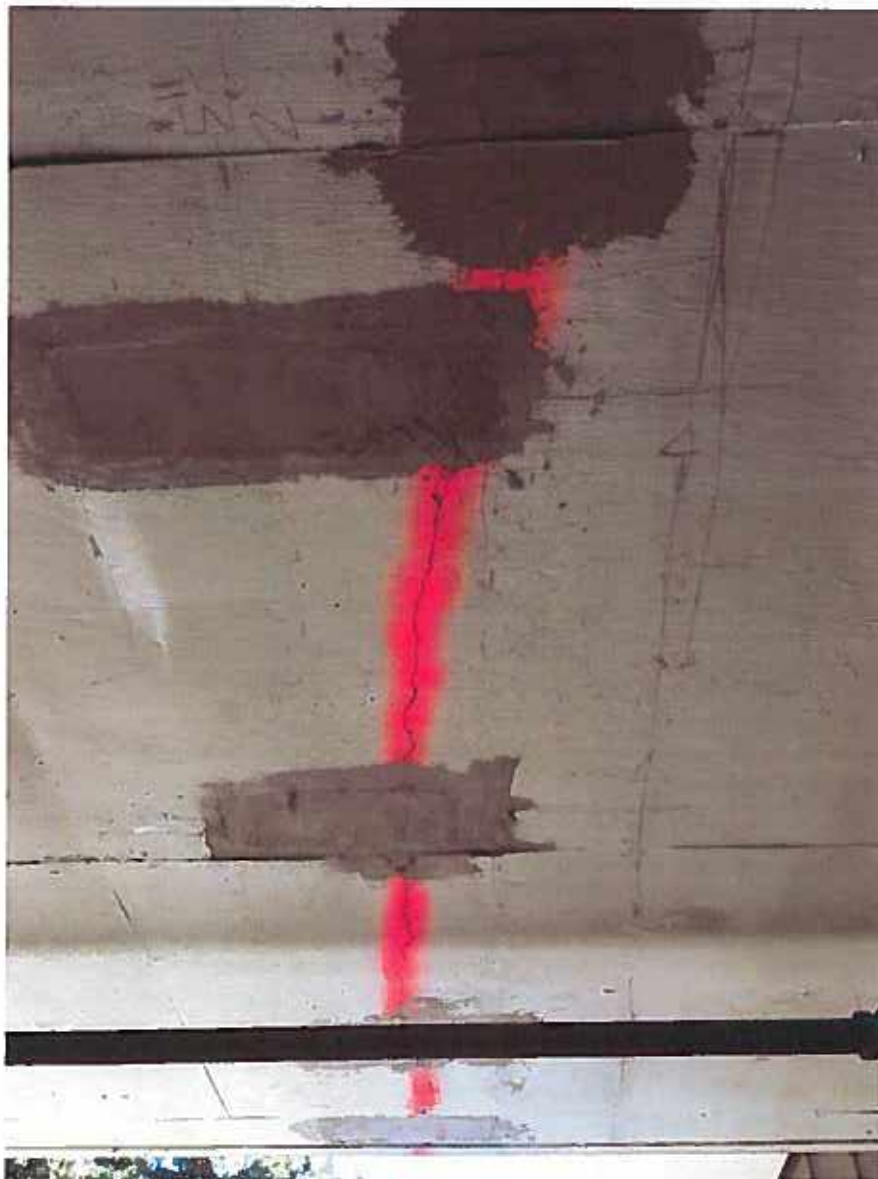


Photo 3 - Podium slab cracks along with chip and patch regions at gridline 2.5

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 8 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 4 - Redwood trees close to the basement retaining wall

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 9 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real

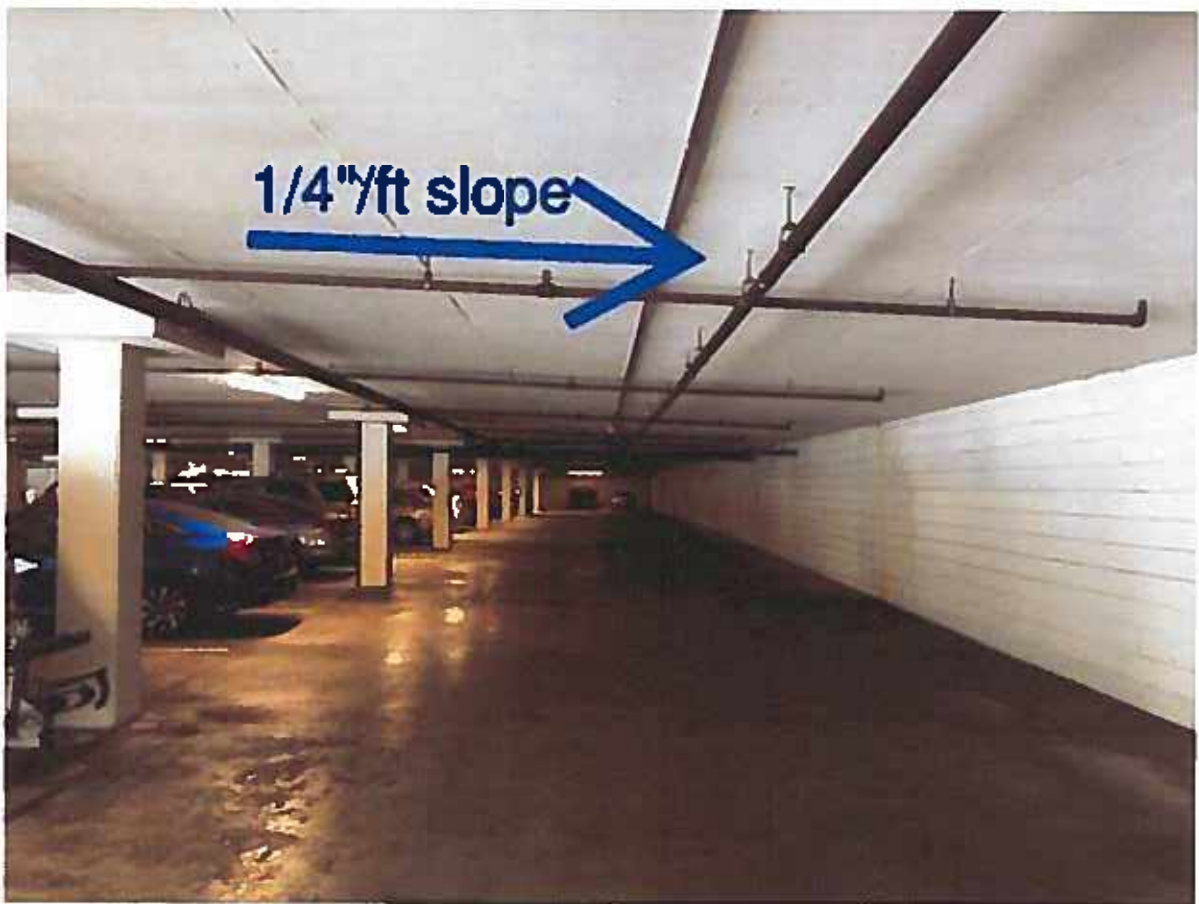


Photo 5 - Podium slope between gridlines H1 & J looking east

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 10 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 6 - Exposed P/T tendon showing signs of corrosion

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 11 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 7 - Concrete discoloring at the closure strip near gridline 6.8/B.5

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 12 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 8 - Approximate edge of podium shown in red

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 13 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real



Photo 9 - Approximate edge of podium shown in red. Looking south.

ENGINEER'S FIELD REPORT

Date: 6/6/17

EFR No: 01 Page 14 of 14

Time: 12:00 PM

Job No: 1700032

Est. % of Completion: N/A

Project: 1000 El Camino Real

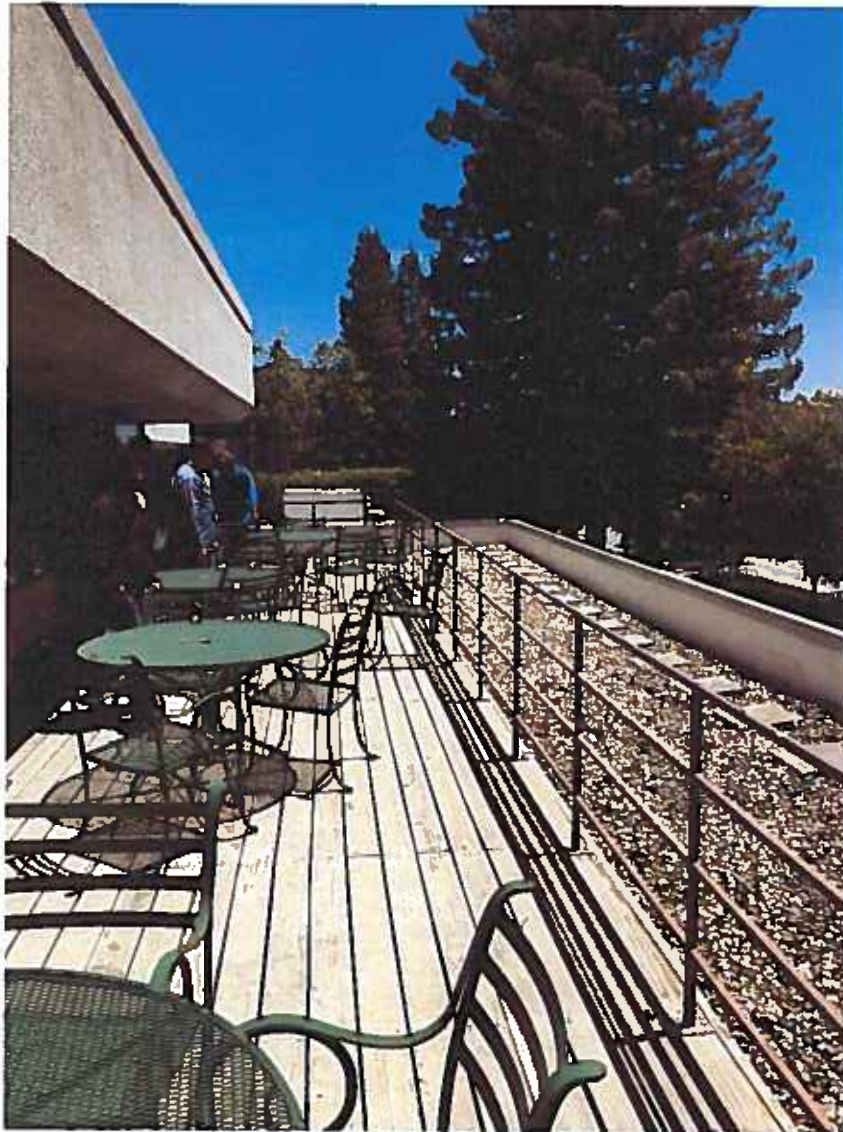


Photo 10 - Level 2 wood deck over the P/T concrete slab

END OF REPORT

December 15, 2017

Ken Rakestraw
Sares Regis Group of Northern California
901 Mariners Island Boulevard, Suite 700
San Mateo, CA 94404

VIA Email: krakestraw@srgnc.com

Subject: 1000 El Camino Real
Existing plaza level slab condition

Dear Mr. Rakestraw:

The existing plaza level post-tensioned podium slab at the exterior courtyard of 1000 El Camino Real has well documented water intrusion issues which have resulted in post-tensioned cable damage dating back to the site visit on January 21, 2014 and the subsequent report prepared by Allana Buick & Bers (ABBAE) and Schwager Davis, Inc. dated March 24, 2014. Additionally the recent podium waterproofing investigation report prepared by ABBAE on August 16, 2017 confirmed that the waterproofing of the podium slab has been damaged in various areas, which has led to water intrusion. The report also mentions that the existing waterproofing cannot be repaired as-is and will need to be replaced. See the ABBAE report for additional waterproofing recommendations.

Note that the podium slab has shown limited damage per the ABBAE report from March 2014, but as time continues and the water intrusion issues are not addressed properly, it may further affect the strength and serviceability of the existing slab. Moreover, at this time KPFF cannot ascertain the full structural extent of the water damage to the existing podium slab without observing the condition of the top surface of the slab, which would require the waterproofing to be removed. If and when the waterproofing is removed and replaced, we would recommend that KPFF observe the structural condition of the existing slab. Once the extent of the structural damage to the slab is known, repair details can be provided as required. The repair details will be coordinated with the post-tension cable repair subcontractor.

Very truly yours,



Monte Rinebold, P.E.
Project Engineer

GW/mar/11700132-20171215-L1

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APR 10 2019

City Clerk's Office
City of Menlo ParkConcerned Menlo Park Residents
c/o Judy Rocchio
1224 Walnut Street
Menlo Park, CA 94025Menlo Park City Council
Attn.: Ms. Judi Herren and Ms. Rebecca Lucky
City Clerk and Sustainability Manager
701 Laurel Street
Menlo Park, CA 94025

April 10, 2019

Dear Mayor Mueller and Honorable Menlo Park City Council Members:

Thank you for the opportunity to appeal the Menlo Park Environmental Quality Commission's (EQC) vote to cut down 7 coast redwood trees on March 27, 2019. This letter is to notify you that the undersigned Menlo Park residents are appealing their decision. We oppose any ratification of the EQC's close vote of 4 to 3, to deny our first appeal to prevent the destruction of seven coast redwoods. These trees are in the heart of Menlo Park's business district at 1000 El Camino Real (ECR) and are legally protected by the Heritage Tree Ordinance.

In October 2018 the Menlo Park Planning Commission approved the Applicant's permit request to remove the trees on the basis of two Heritage Tree Ordinance removal criteria: No. 1, the health, danger of falling and [or?] utility servicing; and No. 8, no feasible or reasonable alternatives found that could preserve the trees.

Our appeal to the EQC in March 2019 was denied based on criterion No.8 and an additional ordinance criterion No. 2, the need to repair the building. Criterion No. 2 was not part of the original Planning Commission's decision. Furthermore, Criterion; No.1 was thrown out by the EQC after hearing our appeal because it does not apply in any way to these trees which are healthy, are not going to fall and do not block access to utilities.

[Note: Signer, Peter Edmonds, dissents from the deletion of Criterion 1 and any argument alleging that "EQC threw it out".]

We present the following arguments for why criterion No. 8 or No. 2. do not apply to this situation:

Criterion No. 8 - no feasible or reasonable alternatives found that could preserve the trees

One flaw in this process to date has been that all alternatives addressed in the Staff Report 19-002-EQC, except one (#6) were ideas brought up by concerned residents from the general public, not the Applicant or the City's staff; #6 was proposed by the City's structural engineering consultant and not agreed to by the City's arboreal consultant. This process goes against both the letter and the spirit of the Heritage Tree Ordinance. The correct path to creating feasible and reasonable alternatives would be for the City and/or Applicant to engage innovative thinkers in the structural engineering and design professions here in Silicon Valley. Give these professionals the task of coming up with an alternative that will save the building and the trees. We request Menlo Park's governing body to establish a partnership with the Applicant and do

just that. We claim that Alternatives 2-rev, 6-rev and 8-rev are all reasonable and feasible, again with some unusual effort.

As concerned residents without the appropriate credentials, we propose Alternatives; #2-rev, #6-rev and #8-rev, which can be made to work and warrant further refinement and evaluation. We expect the qualified professionals can do even better if given a chance in a design charrette for this project.

Please see attached Annex1, the Alternatives Technical Description for details of our proposed revised Alternatives #2-rev, #6-rev and #8-rev.

Criterion No. 2 - the need to repair the building

Alternative #7 and its sequel #8 were identified as unreasonable due to cost. However, if we put a more realistic value on the trees, we could justify "economically" the additional cost and effort to save them.

Conceptual Alternatives #2-rev, #6-rev and #8-rev (described in Annex 1) should permit repair of the building while saving the trees. These alternative will require unusual effort, fully justified however, by the overriding benefit of preserving the redwood trees in place. On addition, we expect once professional structural engineers and building designers direct their attention to this effort they will be able to describe additional feasible and reasonable alternatives.

We lost our appeal to the EQC by one vote. This is grounds for great caution in proceeding with the removal of these 7 heritage trees. Moreover, here are additional reasons we feel the trees are being unfairly threatened at this time:

- The purported safety issue of building tenants is greatly overblown since the building owner admitted that they are in no imminent danger of collapse. There is time to consider all feasible and reasonable alternatives, if submitted let's say within 12 months.
- The practical lifespan of the underground parking lot's waterproof membrane is evidently about 30 years, which means that the water erosion issue will recur with or without the trees within the remaining lease holding period, which is 50 years. We are concerned that more trees, which have grown to Heritage size, will need to be cut down in the future. This is not sustainable development.
- The Applicant's misleadingly low valuation of the trees does not take into account the numerous external values they provide. Doing this disincentives' putting any significant effort into pursuing innovative solutions that would alter the building's structure vs. removing the trees.

Under-Valuation of Trees

Please see Annex 2 for an alternative valuation of the trees.

These 7 coast redwood trees are in the early growth stage of their lives at just less than 40 years old, yet they are already 85 feet tall. Redwood trees average life span is 500-700 years and old age

can be 2,000 years. They can reach heights over 360 feet tall (from <https://sempervirens.org>). If we cut down all our young redwoods, we will never have old growth redwood trees. Think of the grandeur and elegance of these trees in another 40 years and another and another. We are at our best when we think in terms of the 7th generation from today. Let's keep these trees alive to help ensure the future environmental quality of Menlo Park.

At the root of the problem is valuing the built environment over the natural environment. That's how we got into the climate change mess to begin with. The city has severely underestimated the value of all 7 trees at a total of \$157,500. This cost estimate did not take into consideration any of the external values of the trees including; carbon sequestration, wildlife habitat, soils stabilization, air and noise pollution mitigation, building aesthetics and the joy and happiness these trees inspire in people.

Please think of the life span of the building vs. the potential life span of these majestic trees (50 vs. 500 years' average). If you do, then we believe the trees will come out on top. We should not need to be asking if we value the building more than the trees? The basic question at hand is, how can we preserve both the trees and the building? We propose that Alternatives #2-rev, #6-rev and #8-rev (see appendix 1) can achieve this desirable result and warrant further investigation. Additional solutions are sure to come from professional engineer's design charrette.

If allowed to live, these particular trees have the potential to sequester carbon for hundreds, if not thousands of years. Redwoods sequester carbon 3 times faster than any other tree species on Earth (from <https://sempervirens.org>). As a Climate-Friendly city Menlo Park needs to value the sequestration potential of these trees more than ever, given we lost dozens of redwood trees and all the carbon sequestration, and other benefits they provided, at the Willow Road and Highway 101 intersection in 2017. According to Rebecca Lucky, the Menlo Park Sustainability Coordinator, Menlo Park cut down 700 heritage trees in 2018 alone. This is an alarming rate. If left to continue unchecked, it won't take long before we have only a handful of heritage trees left. Climate change is real and we need to protect all the trees in the city we can, particularly these 7 beautiful prominent redwoods in the heart of Menlo Park, so they can mitigate greenhouse gases, etc.... for decades to come.

In conclusion, we argue that none of the Heritage Tree Ordinance criteria (#'s 1-8) are satisfied by this application to remove the 7 coast redwoods at 1000 ECR. We believe there are feasible and reasonable alternatives that have not yet been explored and structural and building design professionals need to be asked to contribute their ideas. In addition, we feel the trees have been grossly undervalued by the proponent. If we give the trees a more realistic value then the cost of repairs to the building will be overshadowed. We can be creative about how we acquire these funds. How about pursuing a Go-Fund-Me campaign? Or, wealthy donors with large business interests in Menlo Park might want to help. Menlo Park can do this.

Finally, enclosed are 2 checks totaling \$500 for the Heritage Tree permit appeal fee. However, please consider our request for a waiver of the processing fee on the grounds that many people in Menlo Park, and nearby, believe strongly in saving these trees as evinced by the hundreds of signatures (467) garnered on the petition to save the redwoods (see attached lists of signatories

and comments), visit <https://www.change.org/p/menlo-park-environmental-quality-commission-save-the-7-heritage-redwood-trees-at-1000-el-camino-real-menlo-park> to sign the petition. Some of our supporters are from as far away as the Netherlands. Many others may never see a redwood tree. Makes me think we take our good fortune for granted.

We look forward to your decision to preserve these trees for the benefit and enjoyment of current and future generations.

Respectfully,


/s/ Judy Rocchio

/s/ Peter Edmonds, PhD

/s/ Jen Mazzon

Other Anonymous Menlo Park Residents

Enclosures

1. (2) personal checks totaling \$500 for the Appeal fee.
2. List of Signatories to the Save 7 Redwood Trees Petition
3. List of Comments from the Save 7 Redwood Trees Petition
4. Annex 1 Alternatives Technical Description
5. Annex 2 Alternative Evaluation of the Trees

PETER D. EDMONDS
ERIKA EDMONDS
379 SANTA MARGARITA AVE
MENLO PARK, CA 94025-2739

2 of 2

4782
90-78/1211

April 5, 2019
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For Heritage Tree Appeal

Annex 1 Alternatives Technical Description

Following are the options that the Appellants deem reasonable and feasible, if the building is not repaired to return it to its original state as designed but instead is modified as necessary, both to preserve the trees and also to maintain the buildings in a condition suitable for renting.

Alternative 2-rev

We disagree with the conclusion in the Staff Report 19-002-EQC that Alternative 2 is infeasible. Firstly, the code requirement that minimum vehicle clearance height (VCH) be 98" is subject to a waiver request. There is a precedent for VCH being much less than 98". In the Planning Commission's Staff Report dated July 21, 1986, concerning the below-grade parking space at 1190 ECR, it states under Recommendation 4 that "The development provides adequate parking as required by all applicable City Ordinances and has made adequate provisions for access to such parking." 1190 ECR is a property re-developed 3 years after the subject property at 1000 ECR. See Figure 1. below showing the lintel above said access, which bears a prominent and permanent sign:

"SLOW! ONLY 6'4" CLEARANCE" 6'4" = 76"



Figure 1. Below-grade parking at 1190 ECR (currently rented to Relax-the-Back and Fed-Ex), the property was re-developed 3 years after the property at 1000 ECR.

Secondly, the parking stalls at 1000 ECR can be laid out differently and spaces gained by narrowing the aisles from present 24 ft. – 26ft. to 23 ft., the minimum specified in the current code for two-way aisles when parking stalls are aligned at 90 degrees to the aisles. Aisles can be narrowed further to 20 ft. with 75-degree angled stalls under current code.

Thirdly, underused public parking is available immediately north of the building. While the Applicant cannot count such available parking spaces toward his code total, their presence is demonstrable, undeniable and should be strongly supportive of a waiver of the minimum number required in the below-grade and surface parking space.

Alternative 6-rev:

Alternative 6-rev envisages preserving the northern root-plates of the 3- and 4-tree clusters of redwoods by slowly folding them near vertically against the trees themselves. Doing so without excessive damage to the roots at the pivot points will permit access to the top of the podium for replacement of the water-proofing membrane according to the Applicant's proposal.

Briefly, perform these two related procedures over the same period of time:

- 1) Brace the redwood trees on their north sides by cables temporarily anchored to the building. Excavate a trench south of the East building, parallel to its south wall and outside the Root Protection Zone (RPZ) of the 4-tree redwood cluster (orange stripe); see Figure 2.

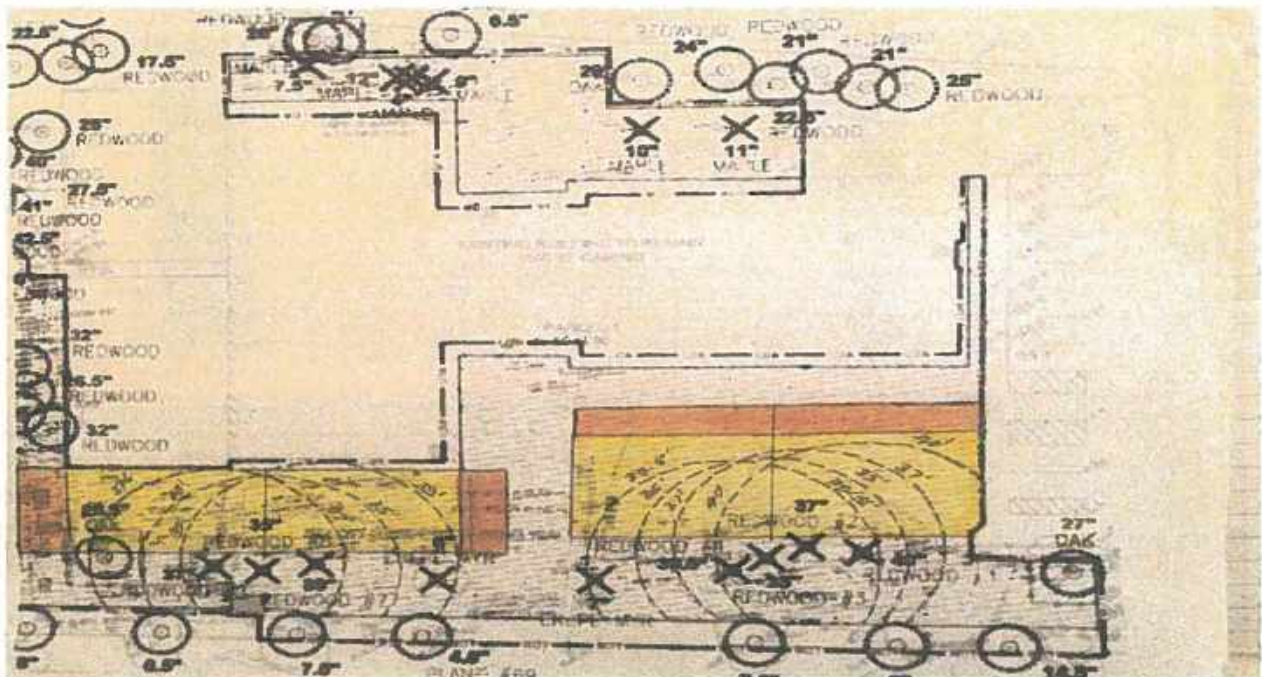
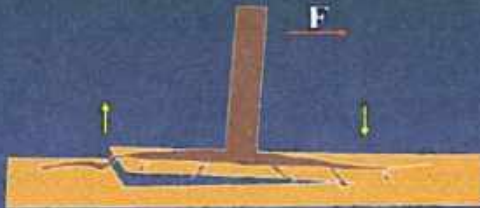


Figure 2. Site Plan showing Root Protection Zones (X = 7 Coast redwood trees and 2 Crepe Myrtle that can be saved from removal) [North is up.]

The 'root-plate' after windthrow

Windthrow resistance due to:



- (1) weight of 'root-plate';
- (2) tensile strength of roots on windward side;
- (3) compressive and bending strength of roots on leeward side;
- (4) frictional properties of soil along failure surfaces.



Figure 3. root-plate separating from underlying soil due to wind throw hazard.

See Figure 3 above showing a root-plate separating from underlying soil due to wind throw hazard. [from T.Newson, Friday Forum, Dept. of Civil & Environ. Engineering, Univ. of Western Ontario, Jan. 2010]

Fold the root-plates (yellow) north of the 3- and 4-tree clusters up against the parent trees to permit access to the top of the podium for replacement of the water-proofing membrane as the Applicant proposes. (See Annex 1 for details of proposed folding procedure.) After replacing the membrane, lower the root-plates back to horizontal positions.

2) Build a new retaining wall inside the parking space, along the line of pillars under the south wall of the West building; cut the podium from below to expose a new south edge above the new retaining wall. Proceed with repair of any corroded or failed N-S tendons and install new south anchors on the new south edge of the podium.

Working from the parking space, brace the new retaining wall to the podium, sufficiently strongly to resist lateral and earthquake-induced stresses; also install arches linked by supporting beams under the isolated portion of the podium extending from the old retaining wall. Alternatively build a tunnel over the south gallery of the original parking space for the same purpose.

Re-paint the floor marking for parking stalls, with 23 ft- or 20 ft-wide aisles instead of existing, wider aisles (per Alternative 2-rev).

Alternative 8-rev:

The City Arborist and the Applicant's consultants focus on a hypothetical Danger-of-Falling hazard and the Staff Report to the Planning Commission, based on the Applicant's consultants' submissions, focuses on repairing defective water-proofing of the podium roof of the below-ground parking space, thereby seeking to restore the original construction and setting up a future problem that will likely require similar requests for urgent repairs in 30+ years from now. The Applicant has a lease on these City-owned premises extending for 50 years into the future. The original lease executed in 1980 did NOT require the Lessee to plant redwood trees along the frontage with El Camino Real but he planted saplings voluntarily, apparently without the foresight to anticipate that critical structures (the southern anchors of the P/T slab and the south retaining wall) underneath would need to be accessible for future maintenance.

The Danger-of-Falling hazard hinges on the anchorage provided by the roots extending toward the buildings through the soil overlying the podium. In isolation, the redwood trees would establish symmetrical, circular root structures centered on their trunks. In a 3- or 4-tree cluster these root structures are intertwined, of course. At 1000 ECR, the podium obstructs the downward growth of roots to the north of the trees; to the south, the sidewalk and its foundation is the only apparent impediment, so roots should have grown to normal depth here, as the Applicant's consultant, ABBAE, confirms by this figure:

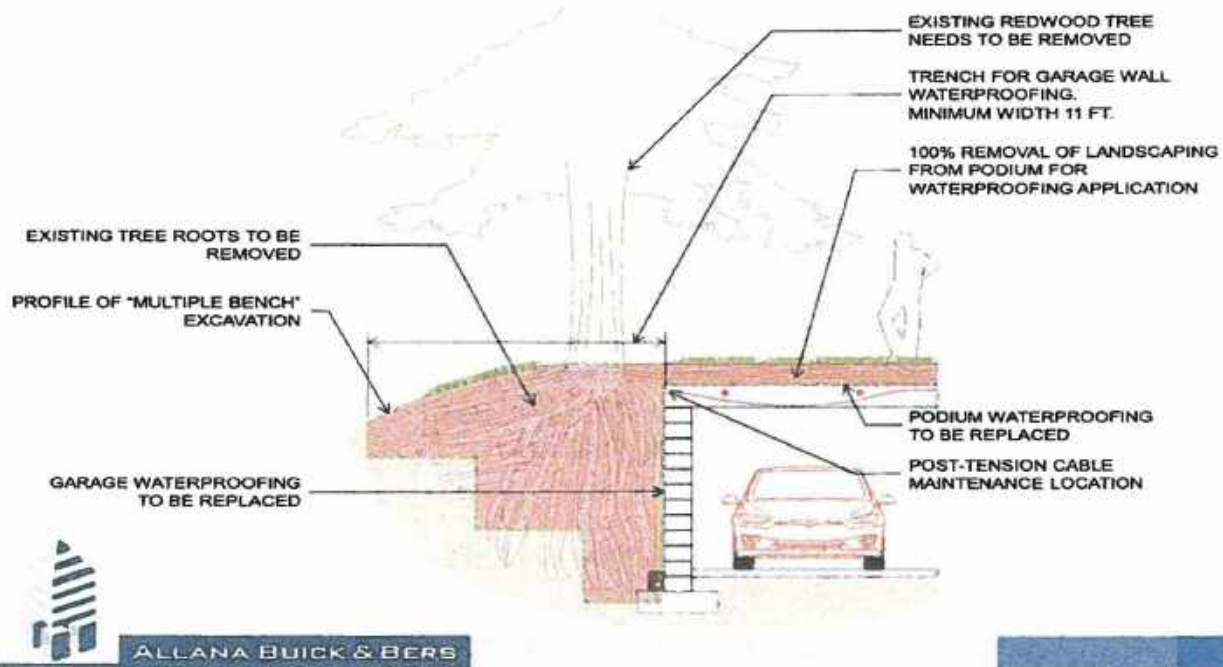


Figure 4. Applicant's figure showing parking structure preventing northern root-plate growth. [North is toward right side.]

Appellants disagree with the textual statements on this figure and direct attention only to the spatial relationships.

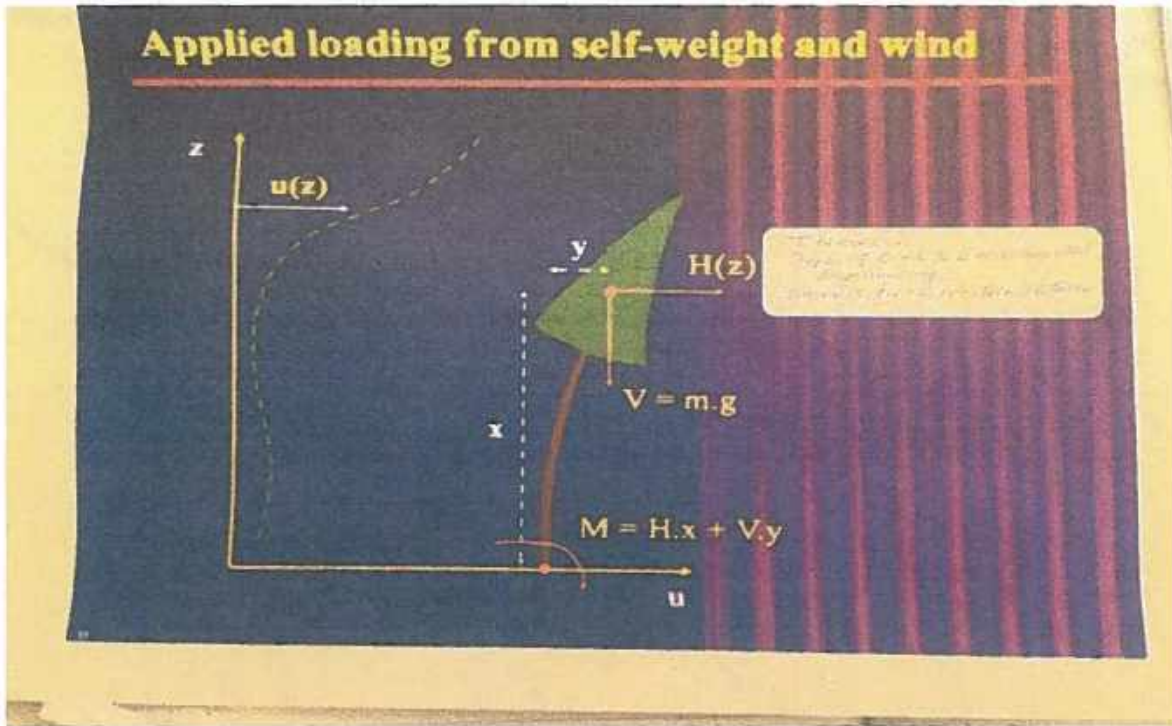


Figure 5. Forces tending to topple a tree: $H(z)$ = wind force, V = gravitational force, M = turning moment [from T. Newson, Friday Forum, Dept. of Civil & Environ. Engrg., Univ. of Western Ontario, Jan. 2010]

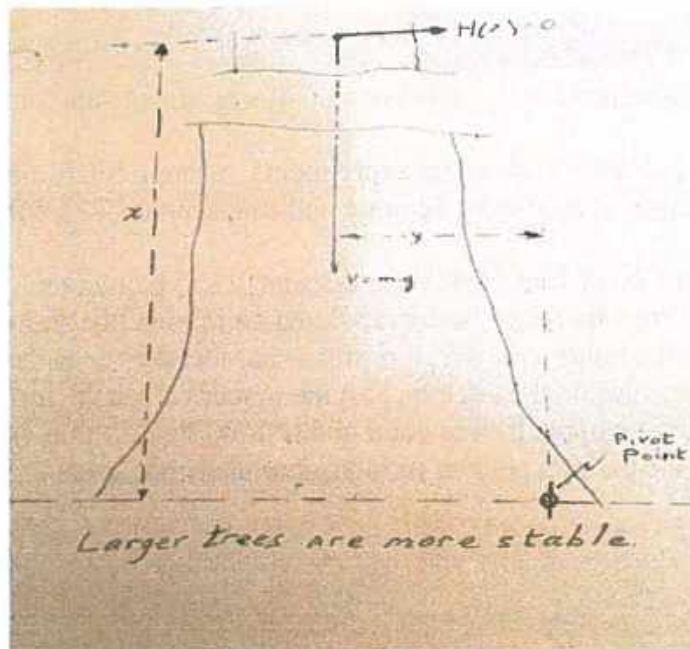


Fig.6 Stabilization of large trees by gravitational force

As trees grow in height and girth by adding growth rings under their bark, the pivot point for toppling moves away from the center line of the tree and the "arm lengths", x and y, for wind and gravitational forces increase; however, tree mass, m, and stabilizing turning moment, V.y, increase faster. So, larger trees are more stable than smaller trees.

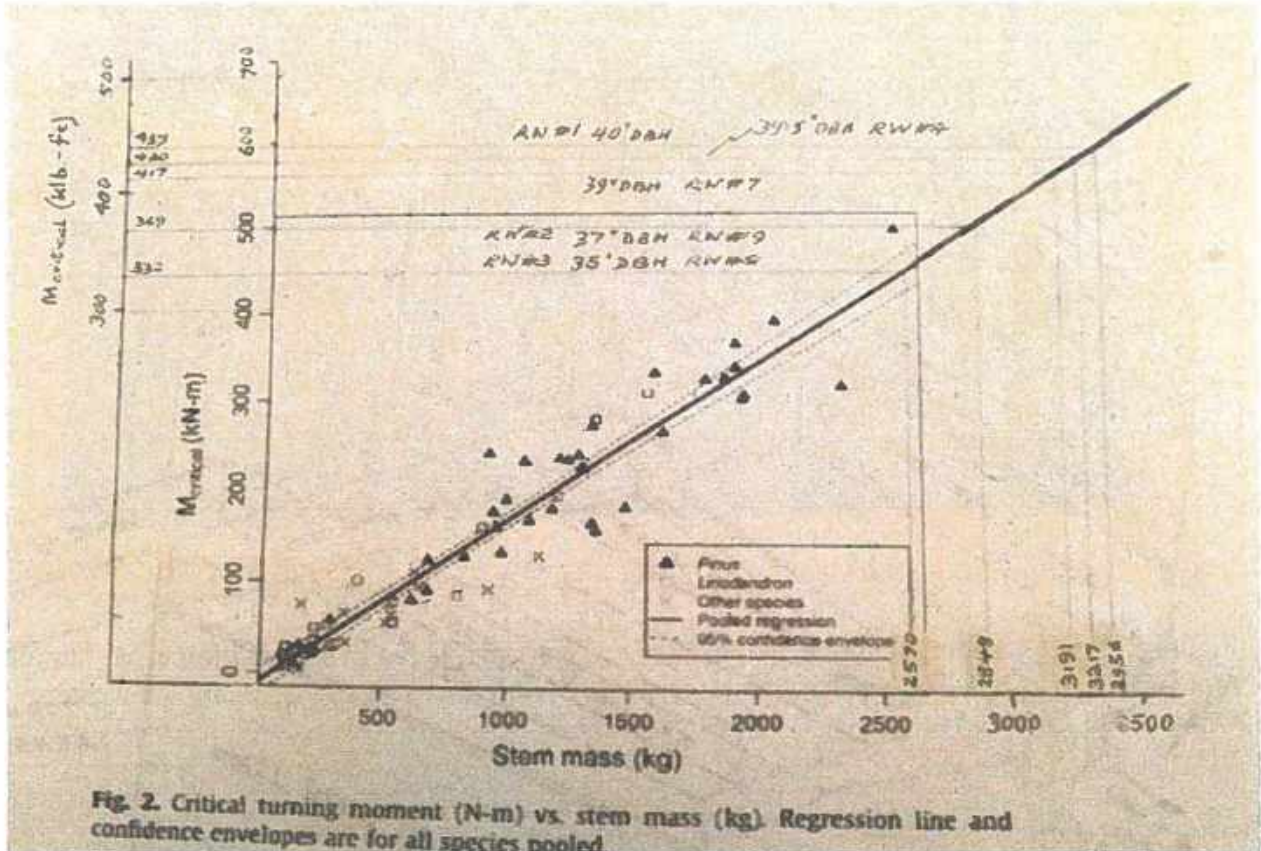


Figure 7. Results of winching experiments, supplemented by calculated data for 1000 ECR trees

Figure 7 above shows printed results of winching experiments, wherein forces needed to topple trees are measured [from Cannon et al., Forest Ecology and Management (2015)]

Masses of the redwood tree trunks at 1000 ECR were calculated and plotted on Fig.7; all fall on the right side of the figure. Projection onto the extrapolated regression line shows that all turning moments fall beyond the range over which professional foresters considered it necessary to collect winching data. The scales on the left axis provide numerical results for the turning moments that would be needed to topple the redwood tree at 1000 ECR, if they had normal root-plates. They do not because the parking podium intrudes into their root space.

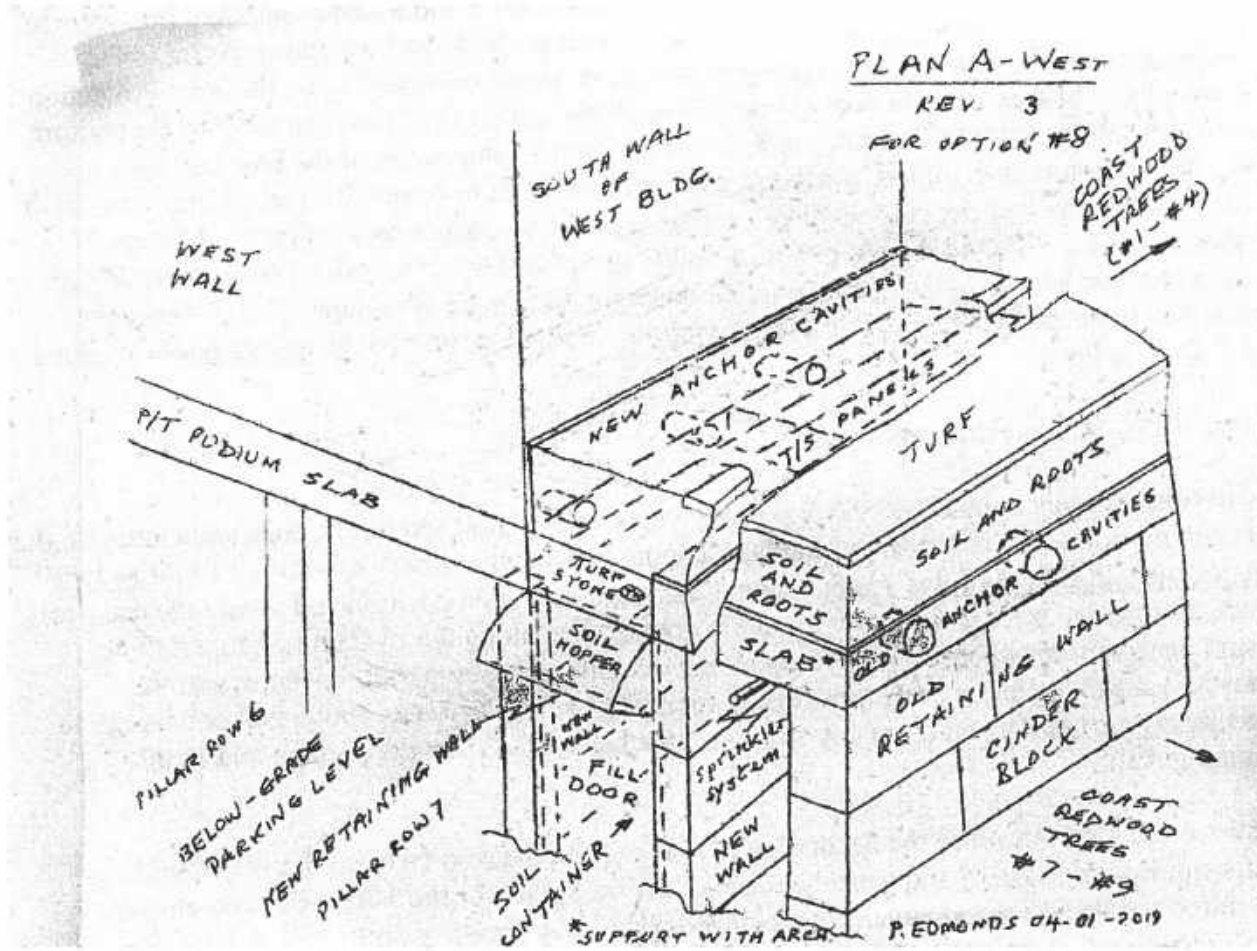


Figure 8. Conceptual sketch of structures comprising Alternative 8-rev

For Alternative 8-rev, sketched above in Figure 8, it is envisaged that a new retaining wall would be built in the parking space along the line of pillars directly below the south wall of the West building; probably, it should be more resistant to lateral stresses than the existing cinder-block, south retaining wall that is the subject of current grief. Means should be provided, e.g., leave existing P/T structure in place for a segment north of stairs, to avoid closing access to the escape route from the parking level via stairs on the south side to ground level.

This retaining wall will be backed by earth (sandy loam) packed into a space defined by a second parallel wall built at a distance from the first determined by the volume of packed earth that the City's Arborist shall specify as sufficient in his mind to mitigate the hypothetical Danger-of-Falling that caused him to invoke Heritage Tree Ordinance criterion #1 as a basis for tentatively approving a permit to remove the 7 redwood trees.

The packed earth compartment serves both to support the new retaining wall and to provide for downward growth of roots for significant improvement of the stability of the redwood trees against northerly wind forces, irrespective of the shielding action of the buildings.

Furthermore, the portions of the podium south of the West Building and south of a line defined approximately by extending the line of the south wall of the West building eastward to the landscape boundary but shifted slightly northward to avoid encroaching on the Root Protection Zone of any of the 4-redwood tree cluster, would be isolated from the remainder of the podium under the West and East buildings and part of the landscaping south of the East building, by repetitive performance of the procedure described in detail in Annex 2. The isolated portion of the podium, south of the cuts, shall be supported by arches that transfer stresses to the new second interior wall and the old retaining wall, both of which are or will be backed by packed earth to resist lateral forces. In an extreme quest for avoidance of collapse, the row of arches could be replaced by a tunnel that would continue to provide for passage of cars one-way along the south gallery.

Close the El Camino sidewalk to pedestrians.

With suitable tools or machinery (supporting plates, cables attached to eye-bolts and cranes on the El Camino sidewalk), carefully lift the landscaping between the trench and trees #1 - #4 **as two pieces containing entangled roots** to about a 45-degree angled position and secure the mass in place by straps to trees or temporary fence posts installed along the El Camino property line; install water-impermeable protective sheathing overall to conserve root moisture; seal the (plastic?) sheathing along any joints; install temporary sprinkler heads above the root masses to provide drip irrigation and drain any surplus at the base away from the podium and south retaining wall.

Remove and store for reuse the decorative plantings from the south side of the West building. Working from the eastern and western edges of the root plate for the 3-tree redwood cluster #7 - #9, introduce stiff plywood panels with beveled edges underneath to support it; at suitable locations toward the edges of the panels, bore holes through the root-plate and plywood panels, then install large eye-bolts through the root-plate and screw them into the plywood panels. With suitable tools or machinery (supporting plates, cables attached to eye-bolts and cranes on the El Camino sidewalk), carefully lift the landscaping between the trench and the trees **as two pieces containing entangled roots** to about a 45-degree angled position and secure the masses in place by straps to trees or temporary fence posts installed along the El Camino property line; install water-impermeable protective sheathing overall to conserve root moisture; seal the (plastic?) sheathing along any joints; install temporary sprinkler heads above the root mass to provide drip irrigation and drain any surplus at the base away from the podium and south retaining wall. After a day or more to allow for relaxation of tension in most stressed roots at the pivot point of the root-plate (according to advice by arborist), increase the angles of inclination of the root-plates by, say, 10 degrees. Wait again and repeat until the root-plates are as nearly inclined to vertical as the dimensions of the redwoods' upward-folded branches permit.

Proceed with the process of replacing the water-proof membrane over the podium slab to overlap the south edge of the **new retaining wall** constructed in the basement per procedure 2) below. When finished, slowly reverse the preparative procedure described here, lowerig the root masses to lie on the new water-proof membrane; maintain the cable bracing to the building for a suitable time for re-stabilization of the trees. Net anticipated root damage: At the center-line cuts and near

the tree trunks where maximum strain of the roots occurred during angled postures for podium roof repairs.

Restore the decorative flower plantings along the south wall of the West building.

2) Build a new retaining wall inside the parking space, along the line of pillars under the south wall of the West building; cut the podium from below to expose a new south edge above the new retaining wall.

Working from the parking space, brace the new retaining wall to the podium, sufficiently strongly to resist lateral and earthquake-induced stresses; also install arches linked by supporting beams under the isolated portion of the podium extending from the old retaining wall. Alternatively, build a tunnel over the south gallery of the original parking space for the same purpose and one-way vehicle circulation.

Proceed with repair of any corroded or failed N-S tendons and install new south anchors in cavities in the new south edge of the podium.

Re-paint the floor marking for parking stalls, with 23 ft-wide aisles or 20 ft-wide aisles with angled stalls, instead of existing, wider aisles (per Alternative 2-rev).

Furthermore, the portions of the podium south of the West Building and south of a line defined approximately by extending the line of the south wall of the West building eastward to the landscape boundary but shifted slightly northward to avoid encroaching on the Root Protection Zone of any of the 4-redwood tree cluster, would be isolated from the remainder of the podium under the West and East buildings and part of the landscaping south of the East building, by repetitive performance of the following procedure. The isolated portion of the podium, south of the cuts, shall be supported by arches that transfer stresses to the new second interior wall and the old retaining wall, both of which are or will be backed by packed earth to resist lateral forces. In an extreme quest for avoidance of collapse, the row of arches could be replaced by a tunnel that would continue to provide for passage of cars one way along the south gallery.

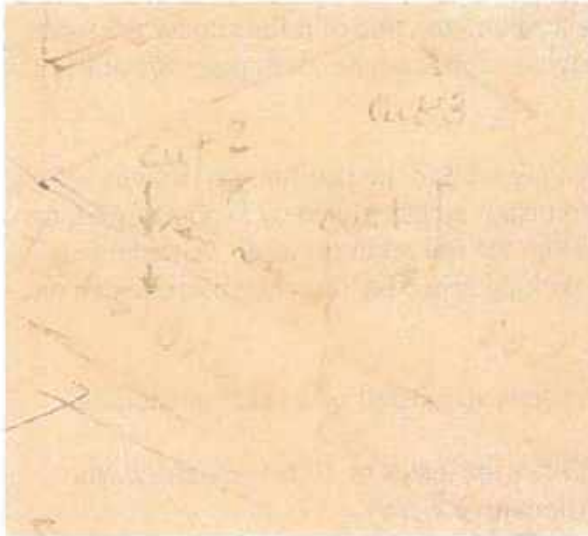
Procedure:

Locate the north anchors of the N-S P/T tendon bands and relax tension on as many of the tendons in the westernmost band as the designed safety factor of the structure will allow at one time.

If Alternatives 6-rev and 8-rev are combined, then the following work to cut the concrete podium can be performed from above, which is easier, more comfortable for workers, probably cheaper and therefore preferable; water cooling must be provided when cutting from above or below. Otherwise, working from the parking level between the new walls with a double-bladed, diamond-studded, electric, rotary, cut-and-break, concrete saw, e.g, Husqvarna K3000, cut in stages through the 9" podium and the de-tensioned (only!) tendons to isolate and remove a rectangular block of concrete podium, thus commencing removal of W->E strip of podium that would have formed a roof over the packed earth; no such roof is wanted. At this stage, in so far as possible, water-proofing membrane above the podium should not be damaged more than proves

unavoidable; it will be removed later after the temporary support it may give to the overlying soil and root mass is no longer necessary.

When specifying the sequence of cuts to isolate a rectangular section of the podium, cut first in the W-->E direction close to the **second**, southernmost, retaining wall specified in Fig.9 as Cut 1.



Post-tensioned tendon anchorage. Four-piece "lock-off" wedges are visible holding each strand

Fig.9 Detail of cuts in concrete podium

[Notes: Ignore the dimension 4' surviving from Option 7.

This detail was drawn assuming access from above; please mentally transform to access from below.]

(from Wikipedia "Pre-stressed concrete" p.4)

When N-S tendons have thus been cut, withdraw them at the north anchors, so that they are not cut again when the second W-->E cut is made (Cut 2).

Support from below must be provided before making Cut #3, of course. A rigid, mobile platform and hydraulic jacks are assumed to be in place. Before making Cut 3, determine whether an E-W P/T tendon exists in the span of the desired cut. If so, de-tension it at its west or east anchor and proceed with Cut 3. After making Cut 3 and removing the rectangular block of the podium, make this choice:

If it is determined that the N-S tendons should be re-tensioned after inspecting and making any appropriate repairs to their northern portions, then on the newly exposed south edge of the podium below the south wall of the West building, chip or drill out cavities for installation of new south anchors for these N-S banded tendons. To conserve space and avoid a need to spread multiple anchors in a linear array, consider the multi-tendon anchor design illustrated above (courtesy of Wikipedia "Pre-stressed concrete", p.4) Fish the cut or replaced tendons back into their sheaths until they protrude from the anchors on south edge of the serviceable podium; attach tensioning jack(s) and restore tensions to newly calculated specs.

Repeat the above procedure as many times as is necessary to cut out a strip of the podium extending to the eastern rim, excluding the exempt stretch north of the escape stairs in the old south retaining wall.

On the other hand, if it is determined that the building support provided by the N-S banded tendons can instead be provided by increasing the cross-sectional area of the pillars in the basement or by adding steel beams or substituting external P/T cables to the underside of the podium (observing vertical clearance height limits with an assumed waiver of the strictest limits of code), then anchors may not be needed on the newly exposed south edge of the podium. Cost estimates will no doubt play a big role in this choice.

If Alternatives 6-rev and 8-rev are being combined then the following stage must wait until the root-plates have been lowered onto the supported podium remnant and the open compartment for packed earth.

After completing the above procedure, attention should be given to the packed earth space, which shall be provided with two (W and E) end-doors and soil-(or sand-) hoppers as shown. The intent is that the packed earth column be topped by Turfstone^(TM) components that will allow roots of redwood trees to grow downward into the packed earth column and thereby provide substantially more secure anchorage to the root plates on the north side of the trees than is possible now when the podium limits depth of growth.

First, drainage channels must be chipped into the parking level floor between the two new walls. Eventual drainage to existing grates in the far south-east and south west corners of the parking-level floor is foreseen. Then the floor drains must be protected from earth blockage by overlaying them (in stages, starting from the W<-->E center line) with rigid, open-pore foam, thick enough to support the weight of the packed earth column and the forces of packing.

Next, the remnants of the water-proofing membrane should be cut away from the overlying soil-and-root mass and the following layered structure (sandwich) should be installed at the top of the walls, supported by inverted U-brackets affixed to the inner walls: open-mesh, strong, flexible-plastic netting below and above one layer of Turfstone components that loosely fill the space between the walls.

Next, packing earth into the column space should begin, starting from the W<-->E center line and working toward the end-doors. As work proceeds, dry sand should be blown into the free space between exposed under-surface of the soil-and-root mass (landscaping) and the upper plastic netting. Shaking the free edges of the netting should encourage the dry sand to settle into the spaces between the Turfstone components and trickle into the free space at the top of the earth column. Continue blowing in dry sand until no more can be accommodated. Apply packing pressure to the exposed outer (W and E) surfaces of the earth column.

Repeat the foregoing procedure until the end-doors are reached.

Shovel in and pack as much earth as can be accommodated before closing and locking the end-doors against water-tight seals. Deliver more sandy loam, Turfstone components and finally dry blown sand through the soil-or-sand hoppers and pack as tightly as possible with hand rams; close and lock the hopper lids against water-tight seals.

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Our Turfstone concrete grid paving slab features a flat, "tactile" style surface with apertures that can be planted with grass or filled with stone to infiltrate stormwater. Turfstone accommodates pedestrian and vehicular traffic and is suitable for driveways, overflow parking, access lanes or anywhere "grasspave" pavement is desired. Properly installed, Turfstone is "snow-plow safe". Turfstone also can be used on slopes and provides for erosion control.

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Dimensions & Coverage
 Turfstone [12 5/8" x 12 3/4" | 3 1/8" thick] [24 sq ft/cu] [160 sq ft/cu]

Single Unit
 Six Pack

Turfstone™
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Final attention to the packed earth compartment will be given from above where the original turf over the soil-and-root mass is expected to exhibit a depression above the packed soil compartment. Roll back the turf and pour root-nutrient aqueous solution(s) over the exposed soil-and-root mass in sufficient quantity to saturate the dry sand surrounding the hidden Turfstone components. Add sufficient sandy loam on top of the root mass to overfill the depression. Roll forward the turf and compact the overfill; repeat periodically until a depression no longer appears.

Annex 2 Alternative Valuation of Trees

The current "valuation" of 7 Heritage redwood tree was a purely arithmetic procedure, based on the market cost of a sapling in a 2'x2' container, adjusted by the measured and calculated cross-sectional area of its trunk at 54" above grade level, which was multiplied by a notional value per square inch, and further adjusted by several factors of 0.9 for such features as Species Class, Condition and Location.

No attention whatsoever was given to intangibles, such as aesthetics, amenity to the community, magnificence, or outright beauty (in the eyes of most beholders)! All 7 85' high redwoods have been valued at \$157,000 or \$22,400 each on average. So, what's to be done with that number? We have heard the suggestion that, if a proposed alternative procedure would be more expensive than the one proposed by the Applicant by more than \$157,000, then that alternative would be simplistically rejected as "uneconomic". Nonsense! In the first place, not cutting down and disposing of the Heritage trees entails substantial cost savings:

EXPENSES ELIMINATED FROM RENOVATION PROJECT AT 1000 EL CAMINO REAL	Option 2-rev	Option 6-rev	Option 8-rev
Crew of skilled tree handlers and their equipment, including cranes and low-loaders;	x		x
Transportation for "removal" and disposal of 7 Coast Redwood and other trees from El Camino frontage;	x	x	x
Event insurance for the above procedure	x		x
Crew of gardeners for removal and disposal of turf, plants and trees between south wall of West and East Buildings and subterranean south wall of parking space (El Camino frontage);	x		reduced
Removal of damaged water-proofing membrane from site;	x		mostly
14 replacement trees; delivery and planting costs.	x	x	x

In the second place, consider the amenity cost to the community in the year of loss and the following years with no such trees. Coast redwoods can live for a thousand years, so the residents of Menlo Park have an expectation of enjoyment of their presence for their lifetimes and those of their children, say 100 years. A reasonable valuation would therefore be somewhere between 100 and 1000 times the replacement cost or \$15.7 to 157 million. Applicant could take a \$5 million credit for the amenity benefit to the community for the past 35 years and still have a \$10.7 to 152 million net valuation to consider.

Save 7 Redwoods at 1000 El Camino Real Petition Signatories

Signatures

Name	Location	Date
Jennifer Mazzon	Menlo Park, CA	2019-01-12
Nancy Borgeson	Menlo Park, CA	2019-01-12
Jeff DeCurtins	Menlo Park, CA	2019-01-12
Judy Rocchio	Menlo Park, CA	2019-01-12
Betty Meissner	Menlo Park, CA	2019-01-12
Alex Komoroske	Menlo Park, CA	2019-01-12
Darshana Greenfield	Menlo Park, CA	2019-01-12
Sandra Vrooman	menlo Park, CA	2019-01-12
George Fisher	Menlo Park, CA	2019-01-12
Eric Humphriss	Concord, CA	2019-01-12
Carol Taggart	Menlo Park, CA	2019-01-12
JON INWOOD	Brooklyn, NY	2019-01-12
M Onasch	Menlo Park, CA	2019-01-13
Krysta Mcrae	Menlo Park, CA	2019-01-13
Sam Solomon	Palo Alto, CA	2019-01-13
Michelle Beauchamp	Sunnyvale, CA	2019-01-13
luisa boffa	napoli, Italy	2019-01-13
David Sanginés	Mexico	2019-01-13
Terra Shelton	San Mateo, CA	2019-01-13
Rick Zwicker	Menlo Park, CA	2019-01-13

Name	Location	Date
Kenneth Turkowski	Menlo Park, CA	2019-01-14
Mary Ryan	Menlo Park, CA	2019-01-14
Judy Adams	Menlo Park, CA	2019-01-14
Kristin Hansen	San Francisco, CA	2019-01-15
Robert Gillis	Menlo Park, CA	2019-01-18
Sarah Patrick	Menlo Park, CA	2019-01-18
Naomi Zamir	Menlo Park, CA	2019-01-18
Eric Valentino	Menlo Park, CA	2019-01-18
Rebecca Wang	Menlo Park, CA	2019-01-18
Carol Schultz	Palo Alto, CA	2019-01-18
colleen sullivan	Menlo Park, CA	2019-01-19
Jenny Bisset	Belmont, CA	2019-01-19
Gavin Rea	San Jose, CA	2019-01-19
Alison Harapat	Menlo Park, CA	2019-01-19
Kevin Rea	Menlo Park, CA	2019-01-21
LuZita Davis	Birmingham, US	2019-01-21
Megan Varnado	Zachary, US	2019-01-21
Chase Vivian	Gulfport, US	2019-01-21
Summer Jones	Lafayette, US	2019-01-21
Travis Bell	Hammond, US	2019-01-21
Lynn Terrebonne	Birmingham, US	2019-01-21
Jamaura Arnold	New Orleans, US	2019-01-21

Name	Location	Date
Trinna Thompson Thompson	New Orleans, US	2019-01-21
Cheryl Courier	Everett, US	2019-01-21
Glynn Johnson	New Orleans, US	2019-01-21
Elijah Packer	Gautier, US	2019-01-21
Sydni Borel	Lafayette, US	2019-01-21
Van Nguyen	New Orleans, US	2019-01-21
Chris Kline	Oakland, US	2019-01-21
Andrea Valencia	New Orleans, US	2019-01-21
Lane Miley	Holiday, US	2019-01-21
Jerry Hoppa	Rochester, US	2019-01-21
Ranisha Wilson	Plaquemine, US	2019-01-21
Allen Wulf	Crowley, US	2019-01-21
Larry Jones	Ridgeland, US	2019-01-21
Marianna Boucher	Belmont, US	2019-01-21
Nicholas Bannon	New Orleans, US	2019-01-21
Jacob Currier	Amite City, US	2019-01-21
Corey Monk	Slidell, US	2019-01-21
Raven Robert	Sanford, US	2019-01-21
Brandon Sias	Lake Charles, US	2019-01-21
Paige Owens	Memphis, US	2019-01-21
Dwanicia James	La Place, US	2019-01-21
Zane Hardesty	Shepherdsville, US	2019-01-21

Name	Location	Date
Melissa Whittaker	Baton Rouge, US	2019-01-21
nancy rogate	Lehigh Acres, US	2019-01-23
mike young	San Jose, CA	2019-01-23
margaret Spak	Palo Alto, CA	2019-01-23
kate zablocki	Menlo Park, CA	2019-01-23
Maria Kleczewska	Menlo Park, CA	2019-01-23
Yi Cao	Menlo Park, CA	2019-01-23
Jorge Gonzalez	Van Nuys, US	2019-01-23
Valerie Strong	Hudson, US	2019-01-23
Jacob Smith	Mesquite, US	2019-01-23
yesenia Noyola	Rockford, US	2019-01-24
NICHOLAS PEKELSMA	menlo Park, CA	2019-01-24
Fran Rominger	Palo Alto, CA	2019-01-24
Bd Gamer	Saint Louis, US	2019-01-24
grace carini	Oconomowoc, US	2019-01-24
Marion Marsh	Elm Grove, US	2019-01-24
Georgia Windhorst	Menlo Park, CA	2019-01-24
Mary Ergas	Menlo Park, CA	2019-01-24
Maria Wallace	Menlo Park, CA	2019-01-24
Alan Mendelson	Menlo Park, CA	2019-01-24
Bjorn Carey	Menlo Park, CA	2019-01-24
Elizabeth Ouren	Menlo Park, CA	2019-01-24

Name	Location	Date
Kristine Lyng	Menlo Park, CA	2019-01-24
Marielena Gardner	Menlo Park, CA	2019-01-24
Sarah Mcstravog	San Diego, US	2019-01-24
Song Kinnamon	Albemarle, NC	2019-01-24
Nicola Reidy	Palo Alto, CA	2019-01-24
Stephen Garland	Oakland, US	2019-01-24
Wendy Hornstein	Menlo Park, CA	2019-01-24
jabriel dlowers	Ivins, US	2019-01-24
Julia Ballard	Broomfield, CO	2019-01-24
Jacob Johnson	Ocklawaha, US	2019-01-24
Renee Gambon	sTATEN ISLAND, US	2019-01-24
Tammy CHAMBERLAIN	Keystone, US	2019-01-24
Marcos Pallares	Glendale, US	2019-01-24
Coope Bittle	Manhattan, US	2019-01-24
cathy rupp	Pittsburgh, US	2019-01-24
gretchen stricker	Sarasota, US	2019-01-24
Marielle Marne	Phoenix, AZ	2019-01-24
Raquelle Adams	Tulsa, US	2019-01-24
J Donahue	East Bridgewater, US	2019-01-24
Brad Hoo	Menlo Park, CA	2019-01-24
Ana Ruiz	Redwood City, CA	2019-01-24
Will Irvine	Maryville, US	2019-01-24

Name	Location	Date
Anita Davis	Seattle, US	2019-01-24
Robbie Hacha	New York, US	2019-01-24
Michael Alexander	San Francisco, CA	2019-01-24
Amaris Burrell	Spring, US	2019-01-25
h h	Humble, US	2019-01-25
Twila Roth	Encinitas, US	2019-01-25
Adelaide Roberts	Menlo Park, CA	2019-01-25
Alessa Hernandez	Jacksonville, US	2019-01-25
Ava Something	Oklahoma City, US	2019-01-25
Jennifer Michel	Atherton, CA	2019-01-25
Jane Bam	San Jose, US	2019-01-25
Steven Ta	San jose, US	2019-01-25
Diane Schreder	Minneapolis, US	2019-01-25
Jace Weaver	Palo Alto, CA	2019-01-25
Steven Grimes	Cincinnati, US	2019-01-25
Marcus Brown	Gainesville, US	2019-01-25
Tursten McGowwen	Minneapolis, US	2019-01-25
Justin Nourse	Southbridge, US	2019-01-25
Denise Colglazier	Peoria, US	2019-01-25
Jovan Francis	Miami, US	2019-01-25
Juliana Centeio	Kissimmee, US	2019-01-25
Kathryn Funsch	Longmont, US	2019-01-25

Name	Location	Date
Richard Beaman	Brooklyn, US	2019-01-25
Elizabeth Smith	Ada, US	2019-01-25
maya broderick	piedmont, US	2019-01-25
Jim Hatcher	Round Lake, US	2019-01-25
xiaozhong shao	Plano, US	2019-01-25
Tami Fontaine	Phoenix, US	2019-01-25
Alex Knup	Chicago, US	2019-01-25
Davis Lankford	Waxhaw, US	2019-01-25
Sean Paradise	Seattle, US	2019-01-25
Lynn Ellington	Menlo Park, CA	2019-01-25
Kaylee Marks	Huntsville, US	2019-01-26
Lauren Amick	New York, US	2019-01-26
Matthew Cook	Cabot, US	2019-01-26
Michael Rojas	San Jose, US	2019-01-26
tennant allen	Chestertown, US	2019-01-26
liam whitlock	okc, US	2019-01-26
Sarai Sanchez	Modesto, US	2019-01-26
Mia Avila	Anaheim, US	2019-01-26
Diane Upp	Peninsula, US	2019-01-26
Fran Fulwiler	Portland, US	2019-01-26
Orin Anthony	Phoenix, US	2019-01-26
Dennis Eber	US	2019-01-26

Name	Location	Date
Nathen Ho	Windsor, US	2019-01-26
Mario Delgado	Galveston, US	2019-01-26
Sherry Ditmer	San Lorenzo, CA	2019-01-26
Tammy ORourke	Drums, US	2019-01-26
Emily Morrison	Southlake, US	2019-01-26
Michelle Daher	California, CA	2019-01-26
Utkarsh Nath	Fremont, US	2019-01-26
Liam Sullivan	Malvern, US	2019-01-26
Cynthia Evasic	Livonia, MI	2019-01-26
Cassie Payne	Murray, US	2019-01-26
Chelsea Thompson	Erie, US	2019-01-26
Maria Malof	Cedar Hill, US	2019-01-26
Corey Garrett	Murfreesboro, US	2019-01-26
Jesse Manning	Brooklyn, US	2019-01-26
Rebecca McCurdy	knoxville, US	2019-01-26
Ryleigh West	West Chester, US	2019-01-27
Margaret Gibson	Galt, US	2019-01-27
ashleigh mitchell	South San Francisco, US	2019-01-27
Dawn Williams	Christiansburg, US	2019-01-27
Linnea Botsford	Oceanside, US	2019-01-27
Jessica Chapman	Jonesboro, US	2019-01-27
vivian :)	orlando, US	2019-01-27

Name	Location	Date
E Ansteatt	Batavia, US	2019-01-27
Sara Teeple	Palo Alto, CA	2019-01-27
Teri Merrell	Fithian, US	2019-01-27
Daddy Longneck	Manchester, US	2019-01-27
Allison Mitchell	Bothell, US	2019-01-27
Caroline Myer	Royersford, US	2019-01-27
johnny appleseed	New Kensington, US	2019-01-27
Ellen Mcsoley	Providence, US	2019-01-27
Kenneth Hightower	Brenham, US	2019-01-27
Cassandra Rainier	Melbourne, US	2019-01-27
Clay Bankston	Amite City, US	2019-01-27
Amy Torres	Union City, US	2019-01-27
Diane maguire	Scottsdale, US	2019-01-27
Kristine Nordquist	Colorado Springs, US	2019-01-27
Peter Edmonds	Menlo Park, CA	2019-01-27
Te'Livyvonne Staeks	Atlanta, US	2019-01-27
Michael Breznicky	Norristown, US	2019-01-27
Wendy Rodriguez	Myrtle Beach, US	2019-01-28
Christopher Belanger	Madison, US	2019-01-28
Austin Kuhl	Dowagiac, US	2019-01-28
Kelsie Ballweg	La Crosse, US	2019-01-28
Dylan Cooper	Cape Coral, US	2019-01-28

Name	Location	Date
Sidney Stansbury	Conway, US	2019-01-28
Stephanie Curin	Weimar, CA	2019-01-28
Kyle Maxwell	Seattle, US	2019-01-28
kipp perini	Athol, US	2019-01-28
Clayton Castaneda	Nixa, US	2019-01-28
joseph Dragon	Metairie, US	2019-01-28
Joey Jenkins	Philadelphia, US	2019-01-28
melissa krok	Adams, US	2019-01-28
Steven Morris	Sharps Chapel, US	2019-01-28
Lyn Sinko	Portola Valley, CA	2019-01-28
Mike Staton	Louisville, US	2019-01-28
Matthew Mense	Chicago, US	2019-01-28
Deez Nuts	West Kingston, US	2019-01-28
Tim Jim	Northfield, US	2019-01-28
Leen Alabed	Irvine, US	2019-01-28
Madelyn Johnson	Sioux Falls, US	2019-01-28
Drey Peterson	Beverly Hills, US	2019-01-28
Julia Coscia	Foxboro, US	2019-01-29
Ruowen Wang	State College, US	2019-01-29
Hannah Pearson	Mankato, US	2019-01-29
Travis Gaskill	Philadelphia, US	2019-01-29
Jennifer Ducat	New Berlin, US	2019-01-29

Name	Location	Date
Addison Smith	Kings Mountain, US	2019-01-29
Hadleigh Mettler	Ashville, US	2019-01-29
Abe Zheng	State College, US	2019-01-29
Emma Lewis	Orange City, US	2019-01-29
Hehehaa Yeahh	Plainfield, US	2019-01-29
Jacob Rixham	Medford, US	2019-01-29
Nicole Huddleston	US	2019-01-29
Yeet My dude	Glen Arm, US	2019-01-29
Robert Fields	Lake Forest, US	2019-01-29
Melissa Cataldo	Eden, US	2019-01-29
Pattie Costanza-Carlucci	Passaic, US	2019-01-29
Malachi Warrick	Covington, US	2019-01-29
Jayati Dev	Bloomington, US	2019-01-29
Bill Hinze	Addison, US	2019-01-29
MaTia Martin	West Fargo, US	2019-01-29
Julian Peet	Miami, US	2019-01-30
aaron washington	chicago, US	2019-01-30
Tamiris Correa	Oakland, US	2019-01-30
Liam Gore	Oak Harbor, US	2019-01-30
Joel Symons	Douglas,, US	2019-01-30
Edgar Salgado	Los Angeles, US	2019-01-30
Patrick Knight	Sewickley, US	2019-01-30

Name	Location	Date
Manuel Pia	Los Angeles, US	2019-01-31
A. Lee	Menlo Park, CA	2019-02-05
Robert Chojnacki	Menlo Park, CA	2019-02-10
Gio Santoro	Tivoli, US	2019-02-11
Michele Kramer	Orlando, US	2019-02-11
Yosian Martinez	Miami, US	2019-02-11
Kristine Santana	Colorado Springs, US	2019-02-12
Amber Jones	Phoenix, US	2019-02-12
Bradley Halberstam	Vero Beach, US	2019-02-12
Peggy Mongeluzzi	Winter Garden, US	2019-02-13
Molly Price	Delavan, US	2019-02-16
Leann Bernard	Hendersonville, US	2019-02-19
Jean Taylor	Glen Saint Mary, US	2019-02-19
Amy Mackey	Nashville, US	2019-02-19
Linda Greer	Nashville, US	2019-02-19
Mark Schlicher	Nashville, US	2019-02-19
Elise Hughes	Murfreesboro, US	2019-02-19
Chrissy Jenkins	Nashville, US	2019-02-19
Racheal Cook	Nashville, US	2019-02-19
Allen McKinney	Goodlettsville, US	2019-02-19
greyson miles	Hendersonville, US	2019-02-19
Tammy Mccutcheon	Nashville, US	2019-02-20

Name	Location	Date
Bryson Lee	Gainseville, US	2019-02-23
Susan Gibson	Medford, US	2019-02-27
jon Turner	NASHVILLE, US	2019-03-05
Toddy Fitch	Menlo Park, CA	2019-03-13
Arden Wells	Menlo Park, CA	2019-03-13
Michelle MacKenzie	San Jose, CA	2019-03-14
Bonita Song	Iowa City, IA	2019-03-14
Brady Barksdale	Palo Alto, CA	2019-03-14
Nancy Wagner	Palo Alto, CA	2019-03-14
David Reneau	Palo Alto, CA	2019-03-14
Kate Ague	Menlo Park, CA	2019-03-14
Heather Goudey	Alamo, CA	2019-03-14
Ted Sapountzis	Palo Alto, CA	2019-03-14
Maciej Kwiatkowski	Fairfield, CA	2019-03-14
Baris Eris	Menlo Park, CA	2019-03-14
Julie Meyer	Fairfield, CA	2019-03-14
Sunny Williams	Palo Alto, CA	2019-03-14
Grant Mackenzie	Menlo Park, CA	2019-03-14
mary shabbott	Punta Gorda, FL	2019-03-14
E Sutz	Chicago, IL	2019-03-14
Terry Duff	Hayward, CA	2019-03-14
julie brown	Brancepeth, England, UK	2019-03-14

Name	Location	Date
Saundra Holloway	san diego, CA	2019-03-14
Sallie Robbins-Druian	Palm Springs, CA	2019-03-14
Lois Bressette	Clintonville, WI	2019-03-15
Nadine Berumen	Sunnyvale, CA	2019-03-15
Judith Wilson	Oakland, CA	2019-03-15
Ines Nedelcovic	Reston, VA	2019-03-15
cynthia white	arabi, GA	2019-03-15
Kim Destiche	Clancy, MT	2019-03-15
Jennice Dobroszczyk	Sacramento, CA	2019-03-15
Ann Walsh	Queens, NY	2019-03-15
Brian Flegel	Menlo Park, CA	2019-03-15
Barbara Walklate	Leigh, England, UK	2019-03-15
elizabeth goblirsch	Sinclairville, NY	2019-03-15
Connie Maley	Montreal, Canada	2019-03-15
Gail Clark	Fredonia, NY	2019-03-15
Jennifer Stipetic	Pittsburgh, PA	2019-03-15
William Keeting	Miami Beach, FL	2019-03-15
Judy Hawn	Monticello, IL	2019-03-15
Alicia de Soto	Los Angeles, CA	2019-03-15
Gene Aversa	Los Angeles, US	2019-03-15
Susan Patrick	Menlo Park, CA	2019-03-16
Jane Collins	Amenia, NY	2019-03-16

Name	Location	Date
Stephanie Ferneyhough	Palo Alto, CA	2019-03-16
Priscilla Titus	Fredonia, NY	2019-03-16
Sally Sorensen	Westerly, RI	2019-03-16
Kerstyn Crumb	Santa Maria, CA	2019-03-16
Lisa Golden	San Carlos, CA	2019-03-17
Shannon Stevenson	Arnprior, Canada	2019-03-17
Deborah Reis	Wilson, WY	2019-03-17
Kim LeGate	Candler, US	2019-03-17
Michael Friedmann	Bronx, US	2019-03-18
Don Stratton	Nashville, US	2019-03-18
mary s	Ottawa, Canada	2019-03-19
Adela Carcamo	US	2019-03-19
Felicia Derby	Daphne, US	2019-03-19
Danielle Sommer	Mobile, US	2019-03-20
Paul Motter	US	2019-03-20
austin ward	lebanon, US	2019-03-20
Karen Deckel	BuzzardsBay, US	2019-03-20
Lauren Moore	Houston, US	2019-03-20
Joyce Chen	San Jose, CA	2019-03-20
Christine Zaky	Sunnyvale, CA	2019-03-20
Julie Buraye	Menlo Park, CA	2019-03-20
Jelena Jovanov	Menlo Park, CA	2019-03-20

Name	Location	Date
Ruth Robertson	Palo Alto, CA	2019-03-21
Davena Gentry	Palo Alto, CA	2019-03-21
Melmo Macdaffy	OROVILLE, CA	2019-03-21
Patti Berryhill	Menlo Park, CA	2019-03-21
Anthony Pratt	Menlo Park, CA	2019-03-21
Rebecca Schoenenberger	San Jose, CA	2019-03-21
Donita Fuston	Nashville, US	2019-03-21
Jill Baxter	Menlo Park, CA	2019-03-23
Eric Selvik	Menlo Park, CA	2019-03-23
Karen Chao	Menlo Park, CA	2019-03-23
Scott Lohmann	Sunnyvale, CA	2019-03-24
Meredith Stapp-Ozbil	Menlo Park, US	2019-03-24
Melaney Powell	Mantua, NJ	2019-03-24
Simone Barrelier	Burlingame, CA	2019-03-24
Richard Dunn	Lafayette, CA	2019-03-24
Christie Tonsfeldt	Concord, US	2019-03-24
Robert Harrison	Menlo park, US	2019-03-24
Beverly Spiker	Redwood City, CA	2019-03-24
Terry Thygesen	Palo Alto, CA	2019-03-24
Michelle Dewolf	San Ramon, CA	2019-03-24
Janet Bell	Menlo Park, CA	2019-03-24
Jim Long	Menlo Park, CA	2019-03-24

Name	Location	Date
Rachel Maclay	Menlo park, CA	2019-03-24
Brandon Gaona	Menlo Park, CA	2019-03-24
Tania Simoncelli	Menlo Park, US	2019-03-24
Erin Crosby	Redwood City, CA	2019-03-24
Sybille Katz	Menlo Park, US	2019-03-24
Gwen Golub	Menlo Park, US	2019-03-24
Daniel Saltzmann	Menlo Park, CA	2019-03-24
Chris MacIntosh	Menlo Park, CA	2019-03-24
Julia Massa	Menlo Park, CA	2019-03-25
Katarina Jeanneau	menlo park, CA	2019-03-25
Mia Angioletti	Menlo Park, CA	2019-03-25
Yulia Lazarev	Menlo Park, CA	2019-03-25
Teresa Brefeld	Enschede, Netherlands	2019-03-25
Matti Ripatti	Helsinki, Finland	2019-03-25
hans dijkstra	Den Haag, Netherlands	2019-03-25
Elizabeth Rieke	Medford, OR	2019-03-25
Rick Rice	Apopka, FL	2019-03-25
Noemie Heloin	Menlo Park, US	2019-03-25
Melanie ILES	Glassboro, NJ	2019-03-25
Tracy Williams	Menlo Park, US	2019-03-25
Joe DeLuca	Collingswood, NJ	2019-03-25
Janet Vaewsorn	Menlo Park, CA	2019-03-26

Name	Location	Date
Heather Karp	Menlo Park, IL	2019-03-26
Papple T	Portola Valley, CA	2019-03-26
Joey Lohmann	Philadelphia, PA	2019-03-26
Nancy Borelli	Elmer, NJ	2019-03-26
Anoushka Bhow	Palo Alto, CA	2019-03-26
Gina Ryan	Atherton, CA	2019-03-26
Patrick Campbell	Los Angeles, CA	2019-03-26
Jennifer Cadigan	Santee, US	2019-03-26
Sheila Mcilvaine	Paulsboro, NJ	2019-03-26
Mallory Mudge	Mobile, US	2019-03-26
Roberta Baxter	Menlo Park, US	2019-03-26
Debora Hockenbury	Riverside, NJ	2019-03-26
Domonique Matthews	Menlo Park, CA	2019-03-26
Grant Matthews	Palo Alto, CA	2019-03-26
Meg McGraw-Scherer	Menlo Park, US	2019-03-26
Eileen Salmon	Sicklerville, US	2019-03-26
Melinda Kirkpatrick	Menlo Park, CA	2019-03-26
Mike Orsak	Menlo Park, CA	2019-03-26
Steve Cadigan	Menlo Park, US	2019-03-26
Joy Weintz	Menlo park, US	2019-03-26
April Loper	Grand Bay, US	2019-03-26
Paul Sollicito	Wayne, US	2019-03-26

Name	Location	Date
Mark Baker	Menlo Park, US	2019-03-26
Angie Holman	Palo Alto, CA	2019-03-26
Meredith Walsey	Menlo Park, CA	2019-03-26
Patricia McDonald	Winter Park, US	2019-03-26
Beatrice Mazzon	Santa Maria, CA	2019-03-26
Lisa Whorton	Ketchum, US	2019-03-26
Mark Ryan	Atherton, CA	2019-03-26
Nancy Hedley	Menlo Park, US	2019-03-26
Genevieve Launay	Paris (FRANCE), AK	2019-03-26
Ann de Keyser	San Carlos, CA	2019-03-26
Jenny Buddin	Menlo Park, US	2019-03-26
Laura Gallagher	Fairfield, CA	2019-03-26
Marlena De Fabrizio	Miami, FL	2019-03-26
Pamela Gomez	Menlo Park, CA	2019-03-26
Morgan Mather	Redwood City, CA	2019-03-26
Rachel Shiels	Barry, UK	2019-03-26
Angela Evans	Menlo Park, CA	2019-03-26
Justin Evans	Menlo Park, CA	2019-03-26
Chris Buddin	Secaucus, NJ	2019-03-26
Sara Baldeschwieler	Redwood City, US	2019-03-26
Ted Purcell	Palo Alto, CA	2019-03-27
Stephanie Zeller	Menlo Park, CA	2019-03-27

Name	Location	Date
d nelson	Short Hills, NJ	2019-03-27
Andrea Bunt	Menlo Park, CA	2019-03-27
Maya Herstein	Menlo Park, CA	2019-03-27
Marina Illich	Palo Alto, US	2019-03-27
Satish Katpally	Palo Alto, CA	2019-03-27
Jacqueline Kort	Menlo Park, CA	2019-03-27
Natasha Clare	Menlo Park, CA	2019-03-27
Jonathon Bunt	Fairfield, CA	2019-03-27
Kimberly Gehant	Palo Alto, US	2019-03-27
Christopher Peetz	Menlo Park, US	2019-03-27
Frances Maletis	West Menlo Park, CA	2019-03-27
Janet Yeh	Sunnyvale, CA	2019-03-27
Janine Rocha	Palo Alto, CA	2019-03-27
Chris Tong	Palo Alto, CA	2019-03-27
Bernd Girod	Stanford, CA	2019-03-27
Matt Chen	Palo Alto, CA	2019-03-27
Rebecca Goldsmith	Menlo Park, US	2019-03-27
Tina Brass	Menlo Park, CA	2019-03-27

Save 7 Redwoods at 1000 El Camino Real Petition Comments

Comments

Name	Location	Date	Comment
Darshana Greenfield	Menlo Park, CA	2019-01-12	They should have designed a garage to cohabit with the existing trees - not ask to cut them down later! Now they need another alternative - a garage that will work with the trees, and not be allowed to remove them for their convenience.
Martha Onasch	Menlo Park, CA	2019-01-13	With all the talent and expertise Silicon Valley has to offer, I am certain we can find a way to save these beautiful, healthy redwoods and keep the damn parking structure. Cutting them is the lazy and irresponsible way to deal with this. We are Tree City! And redwoods are PRECIOUS and not to be killed. After all, they only grow in a tiny strip of land on the Northern California coast (and teensy bit of Oregon) They are classified as ENDANGERED. Save them!
Michelle Beauchamp	Sunnyvale, CA	2019-01-13	There are many reasons to keep those trees alive & all of them have positive impact on the environment & on us. There is only one reason to destroy them...which has no positive impact on anyone or anything. "What we are doing to the forests of the world is but a mirror reflection of what we are doing to ourselves and to one another."
Terra Shelton	San Mateo, CA	2019-01-13	Redwood trees were here long before us. They greatly add to our health and wellbeing. Cutting down these trees would be detrimental to us and would also be an erasure of the trees that make the California coast so special.
Judy Adams	Menlo Park, CA	2019-01-14	The city needs also, if replanting of trees at the site is necessary, to require in a revised Heritage Tree ordinance, a replacement of high CO2 absorbing trees, not those currently listed in the developer's plans and a landscaping architecture review process that should have caught and prevented the problems caused by the design to the building and to the now heritage trees. The problem endangering the trees AND the safety of the building was caused by the design of the garage roof supports, combined with the planting of the redwoods on top of it and in shallow soil. A new garage support plan is required if trees are planted as they were. The building's original design of a shallow platform for the roof of the garage, with interior support with redwood trees planted on the support platform in shallow soil was a disaster waiting to happen, both for the trees and the building, and must not be repeated. The developer should be required to submit a different support for the garage roof/building than one vulnera
Kristin Hansen	San Francisco, CA	2019-01-15	I have been researching this issue and haven't seen a single good reason for cutting them down. Is there one?
colleen sullivan	Menlo Park, CA	2019-01-19	Memo Park has sacrificed too many redwoods to date and should try much harder to preserve what we still have.
kate zablocki	Menlo Park, CA	2019-01-23	It would be unconscionable to remove these magnificent trees. There must be an alternative and it must be found !

Name	Location	Date	Comment
Julia Ballard	Broomfield, CO	2019-01-24	We need more big beautiful trees, not less. This is a rotten idea. Leave the trees alone & come up with a better idea.
Sherry Ditmer	San Lorenzo, CA	2019-01-26	I love seeing the preservation of things that concrete and technology seem to run roughshod over. These are BEAUTIFUL trees!
Michelle Daher	California, CA	2019-01-26	These trees deserve to live and we deserve to preserve them for our and our children's children over temporary short-sighted stupidity.
Saundra Holloway	san diego, CA	2019-03-14	Every day a 40 ft tree takes in 50 gallons of dissolved nutrients from the soil, raises this mixture to its topmost leaves, converts it into 10 pounds of carbohydrates and releases about 60 cubic feet of pure oxygen into the air! Design new building AROUND These ancient! Trees matter!
Sallie Robbins-Druian	Palm Springs, CA	2019-03-14	This is a Heritage Place of Respect & Rememberance! It should be acknowledged and Respected! DO NOT DESTROY THESE TREES! The community deserves this! California deserves this! You can work around this as the street level decor for the proposed construction. PLEASE Do NOT take the heart away from your community. Thank you.
Ann Walsh	Queens, NY	2019-03-15	Save these icons! Stop destroying everything!
Brian Flegel	Menlo Park, CA	2019-03-15	Redwoods are a true California legacy and should be saved at all cost.
Judy Hawn	Monticello, IL	2019-03-15	These beautiful trees cannot park elsewhere. Cars can. Put on your thinking caps, for goodness sakes, and find another place for your cars. These trees are alive, and so is every animal that resides in them. To kill the trees, is to kill them all, plus their beauty, plus the lush air conditioning, and shade they provide the whole area, plus the vital oxygen they emit. Don't be so stupid!
Julie Buraye	Menlo Park, CA	2019-03-20	I cant see anymore beautiful trees getting cut just because is the less expensive for constructors 螺冷. What about kids?!! ◆◆◆◆◆◆◆◆◆◆
Melmo Macdaffy	OROVILLE, CA	2019-03-21	I lived on the Peninsula for decades and those trees are landmarks.
Scott Lohmann	Sunnyvale, CA	2019-03-24	These trees are but a few left standing on ECR in Menlo Park, and they're healthy. 7 Giants that welcome visitors into our community. We have to help the building owners find another solution to their challengel
Janet Bell	Menlo Park, CA	2019-03-24	These are beautiful trees viewed by thousands as they drive the crowded road and especially all lit up during the holidays. Work to save them.
Chris MacIntosh	Menlo Park, CA	2019-03-24	Trees are more beneficial to health and will outlast a garage. The parking benefits only a few.
Katarina Jeanneau	menlo park, CA	2019-03-25	Please save the trees

Name	Location	Date	Comment
Elizabeth Rieke	Medford, OR	2019-03-25	Save the trees
Rick Rice	Apopka, FL	2019-03-25	Friends that live there know the importance of preserving the trees
Melanie ILES	Glassboro, NJ	2019-03-25	My signature alone states that there must be an alternative to cutting down these trees that have graced our earth for over 40 years!! Sit down and seek the alternative!!
Janet Vaewsorn	Menlo Park, CA	2019-03-26	I live in Menlo Park and greatly prize our wonderful trees. They are what make Menlo Park, Menlo Park.
Angela Evans	Menlo Park, CA	2019-03-26	Please do not cut down these trees! Benefits (which seem dubious at best) don't justify the costs, especially with respect to the environment.

RECEIVED

APR 11 2019

City Clerk's Office
City of Menlo Park

Concerned Menlo Park Residents
c/o Peter Edmonds, PhD
379 Santa Margarita Ave.
Menlo Park, CA 94025

Menlo Park City Council
Attn.: Ms. Judi Herren and Ms. Rebecca Lucky
City Clerk and Sustainability Manager
701 Laurel Street
Menlo Park, CA 94025

April 11, 2019


Supplement to Appeal concerning 1000 El Camino Real, submitted on April 10, 2019

Dear Mayor Mueller and Honorable Menlo Park City Council Members:

Please find attached, as a Supplement to the Appeal concerning 1000 El Camino Real, submitted on April 10, 2019, one Appellant's comments on and proposals for correction or revision of Staff Report 19-002-EQC prepared for guidance of the EQC prior to its meeting on March 27, 2019.

The attached document is incomplete because time available for its preparation as well as the Appeal submitted yesterday was insufficient. However, it encompasses the Executive Summary and all pages through the end of the Applicant's letter dated March 20, 2019, which summarizes subsequent Exhibits.

We look forward to your decision to uphold the intent of the Heritage Tree Ordinance and preserve the 7 Heritage redwood trees now threatened with removal, for the continued benefit and enjoyment of current and future generations.

Respectfully,

/s/ Peter Edmonds, PhD

/s/ Judy Rocchio

Other Anonymous Menlo Park Residents

Enclosure
Comments on Staff Report D1-19-002-EQC v1-edPE1 [INCOMPLETE]

Template for comments and respondent's observations: [INCOMPLETE-v1-ed1PE]

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Date: 2019-04-10	Document: D1-19-002-EQC	Project: 1000 ECR
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Page No	Clause/ Subclause	Paragraph/ Figure/ Table/	Line number	Type of comment	Comments	Proposed change	Observations of the respondents
1	Back-ground	2	2	Misleading	"This poses a life and safety risk to the building occupants" Misleading	"This poses a long-term life and safety risk to the building occupants" Rephrase as above.	
1	Back-ground	3	4 - 5	True/False	"See Figure 1 and 2 below that show[s] extent of root cover over the podium." False: Figs. 1 and 2 show examples of root entanglement over the podium; they do not show "the extent of root cover over the podium."	"Figs. 1 and 2 show examples of root entanglement over the podium;." Rephrase as above.	
2	Back-ground	2	3	Misleading	"...and heritage replacement trees." Misleading: The replacement trees will not be of heritage size at time of planting. They will be species that could grow to heritage tree size with passage of time, during which residents viewing the site will be relatively deprived of the magnificence of the present redwood trees which are already of heritage size.	" and replacement trees that could become heritage trees in[insert number] years."	
2	Back-ground	3	3	Typo	"Beofre to ..."	"Before ..."	
3	Back-ground	3	4 - 5	Misleading	"Due to the timing of the EQC meeting, this alternative was evaluated at a high level for viability." Misleading: Sentence should include "only".	"Due to the timing of the EQC meeting, this alternative was evaluated only at a high level for viability." Rephrase as above.	
184 (8)	Option 2	4	7	Code waiver	A below-grade garage with clearance of only 6'4" is in operation under the Fed-Ex branch and Relax-the-Back on the NE corner of Oak Grove Ave. and El Camino Real [1190 ECR]. The Staff Report dated July 211986 declares that "all (then) current Ordinances were satisfied." Evidently, it was not necessary to obtain a waiver of the then-current code's height clearance spec. If lower at 1190 ECR in 1986, why was height	Resolutely apply for a waiver of height clearance limitation at parking level. Optimize a new version of Alternative Option 2	

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					clearance at 1000 ECR so much greater and why not apply for a waiver of the current code requirement of 8'2" to permit something like Option 2 after further optimization?		
4	Alternative No.2:	1	1 - 3	Inadequate statement	<u>Alternative No. 2: retrofit the building with steel beams</u> "This alternative would reinforce the building with steel beams to allow water damage and provide another method for structurally supporting the building."	"This alternative would reinforce the building with steel beams and allow water damage to continue, while providing another method for structurally supporting the building." Rephrase as above.	
5	Alternative No.7	1	2	Editorial	"It involves allowing the existing water damage to remain by building additional walls"	"It involves allowing the existing water damage to remain and building additional walls ..." Rephrase as above.	
6	Alternative No.7	1	All	Code	The entire paragraph ignores the possibility of a waiver of some parking "requirements".	Devise a waiver request that optimizes gains and losses under Option 2 revised.	
6	Alternative No.7	2 - 3	All	Speculation	The objections are hypothetical and untested.	Perform tests of feasibility before allowing rejections.	
6	Alternative No.8	1	1 - 7	Disingenuous	Writer ignores the possibility of a waiver of parking code "requirements". Are there any criteria for granting a parking code waiver?	Appellant invites City's staff to think beyond passive application of regulations and display some ingenuity by suggesting how a waiver could result in a solution acceptable to all parties.	
6	Alternative No.8	2 3	2 - 3 2	Logical non sequiter	"Staff and the permit applicant have not had adequate time to review this alternative fully." "Staff's conclusion is that this alternative is not feasible."	Then there was also inadequate basis for rejecting this alternative fully. Logical non sequiter Please re-review.	
6 - 7	Engagement and correspondence	1	6 - 7	Update	"There was one public comment that came through email, and is included in Attachment I."	A second public comment was submitted by letter dated March 25, 2019. The appellant, Peter Edmonds, submitted a	

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						letter in rebuttal, which he read in full to EQCommissioners at the EQC hearing on March 27.	
7	Public Notice	1	All	True/False	"Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting." False: Exhibit 10 submitted with Applicant's letter dated March 20, 2019 was not posted and was provided to Appellants at less than 44 hours before the meeting. Copies of Exhibit 10 (1 plan drawing and a cover page) were available on a table accessible to the public at the EQC meeting on March 27.	Possibly compliant with rules for mitigating a violation of the 72-hour rule [not verified]	
184	Option 2				1 st point: Agreed and intentional; 2 nd point: Partially not agreed and intentional; 3 rd point: Partially not agreed and intentional; 4 th point: Partially not agreed; option of seeking a waiver of height clearance limits has been disregarded. Precedent for reduced height is known to Appellants (1190 ECR). Further data and arguments concerning the possible feasibility of option 2 will be presented in our appeal.	To be re-evaluated.	
188 (12)	Option 7	1	All	Inadequate review	The Applicant's consultants have largely overlooked and misunderstood the intent of this option, which is to <u>isolate, decommission, make redundant and write off</u> the portion of the podium under the landscaping south of the building, thereby making removal of its overlying landscaping, repair of the water-proofing membrane and destruction of any trees	Please re-evaluate. The functions now performed by the tendon anchors at the south Retaining Wall are proposed to be transferred to new tendon anchors installed in a new south edge of the podium under the south wall of the building, which will be exposed when the podium is saw-cut. (Other functions: see	

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299		2	All	Inadequate review	<p>ALL unnecessary. Ignoring re-water-proofing was intentional.</p> <p>Saw-cutting is not proposed for any tendon while it is under tension – please refer to Annex A-EAST of P.Edmonds' proposals, submitted on March 4, 2019, items A-E11 to A-E21, which explain in detail a procedure that entails relaxing stress in only one or a few tendons at the same time and cutting the podium slab only across those de-tensioned tendons</p> <p>{Note: In A-E7 editing for the East Building was overlooked; change "West" to "East"}</p> <p>Safety when cutting tensioned cables is discussed in S.Kahn and M.Williams "Post-tensioned Concrete Floors" (1995) pp.295-302, section 13.7, Demolition, for which risk is judged to be of moderate and manageable.</p> <p>THE APPLICANT'S CONSULTANTS HAVE EXAGGERATED THE RISK.</p> <p>The Appellants' intent was clearly stated in capital letters in their submission dated March 4 and reproduced on p.299 of the Staff Report:</p> <p>"THE PROPOSED ALTERNATIVE PROCEDURE IS TO ISOLATE THE SOUTH SECTION OF THE PODIUM SLAB BY CUTTING ACROSS IT IN THE WEST-EAST DIRECTION AND RELOCATING THE SOUTH ANCHORS OF THE NORTH-SOUTH TENDONS AT THE NEWLY EXPOSED SOUTHERN EDGES OF THE PODIUM SLAB IN THE VICINITIES OF THE</p>	<p>later)</p> <p>The proposal specifies that tension on only one or a few tendons would be relaxed by action at its (their) accessible anchor(s) on the north edge of the podium before cutting only the portion of the podium around those tendons commences (designated Cuts 1, 2 and 3). New anchors would be installed at the newly exposed south edge of the podium and tension restored to the affected tendons by jacking action at either the north or south end.</p> <p>The above procedure would be repeated on one or a few tendons at a time until the desired extent of the cut across the podium had been achieved. The number of tendons that could be grouped to minimize the number of operations depends on the safety factor of the original design.</p>	

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					SOUTH WALLS OF THE WEST AND EAST BUILDINGS." [Note: Appellant neglected to correct citation of both the footnotes for KPFF as "7" when combining previous footnotes "7" and "8".]		
188 (12)	Option 7	1			Horizontal span force component: The proposer did not address this force component in the earlier submission.	Where needed, it is now proposed, conceptually, to utilize the 4" (or more with a waiver) of excess vertical clearance for vehicles (per CBC sec. 11B-502.5), for arches of 4" (or more) depth at apex to transfer the horizontal span forces to the existing or strengthened vertical pillars in the garage. Supplement (03/26/19): To support the decommissioned podium along the entire length of the south gallery, the arches could be replaced by a load-bearing tunnel. Alternatively or additionally, transference of the horizontal span force to a (relatively) immovable object might be achieved by bridging the aperture cut out of the podium (to provide location and space for installing the new south anchors) with steel spacers (4" deep) attached to the new north wall of the supplemental earth container, which is backed by packed earth and a second new wall – calculations needed. The design is not elegant but it might achieve the overriding objective of a feasible alternative that preserves the heritage trees.	
188 (12)	Option 7	1			Earthquake-resistance structure: The proposer has not seen any description of this structure; please provide one . From general knowledge, the San Andreas Fault is a strike-slip fault inclined roughly SE to NW, a direction approximately parallel to El Camino Real in Menlo Park. In 1989 oblique- and reverse-faulting occurred along a gap-segment and a related fault at a depth of about 10 km. Postulating a recurrence, cylindrical shear-wave propagation from a line source and its arrival at the surface in Menlo Park would cause shaking predominantly in a direction parallel to	To be determined.	

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					El Camino Real, which is likely resisted by building components that would not be affected by changes to the N-S P/T tendon structures now under discussion. A major rupture on the Hayward fault, while more distant but likely stronger at source, would cause less predictable motions and accelerations resulting from the arrival of both seismic pressure- and shear-waves at the surface in Menlo Park. Further information will be gratefully received.		
188 (12)	Option 7	3rd	2	Typo	The supplemental meeting was held on March 13, not February 13. If more time had been devoted to substance and much less to process in this meeting, the misunderstandings of Option 7 comprising most of paragraph 1 could likely have been avoided.	Correct date error. Learn from poor judgement.	
189 (13)	Option 7	Bold bulleted paragraph			These issues are all negotiable.	Not a priority at this juncture.	
189 (13)	Economic infeasibility	Square bullet 2; Round bullet 1	All	Tech	"Replacement of the egress stair from the garage to the street level (options 7 and 8 would render this stair inaccessible)."	Specific features could be provided to exempt the basement approach to the stairs from blocking by an earth container and its walls, e.g. a gap in the earth container.	
189 (13)	Economic infeasibility	Square bullets 3, 4,5	All	Non-tech	All the objections are hypothetical and negotiable. Appellants believe that these objections have been exaggerated to the maximum extent to deliver overkill to the Applicant's case.	Re-evaluate the safety risks and consequences with better-informed consultants.	
190	Option 8			Incorrect Heading	"Appellant's suggestion of Saw-Cutting the Post-Tensioned Podium Slab and removing the Post-Tensioned cables" Correction: Appellants did not suggest removing the P/T cables. Instead, they suggested de-tensioning/de-commissioning P/T cables,	"Appellant's suggestion of Saw-Cutting the Post-Tensioned Podium Slab and leaving the Post-Tensioned cables in place" Rephrase as above.	

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					optionally leaving them in place but making it irrelevant whether or not they were further exposed to water and weakened by corrosion. Thus, the task and cost of removing the P/T cables was not part of the suggestion.		
190	Option 8	1	2 - 4		"..... the cables would be removed altogether. This would require that we additionally follow option 2's result of structural retrofitting the underground garage ceiling to support the building, which is infeasible." Incorrect readings. Appellants disagree that option 2 is infeasible; reasons will be presented in our appeal. the cable tensions would be restored to a value lower than the designed tensions or not at all. The additional load was foreseen to be carried by increasing the cross-sectional area of the pillars. [Note: Data requested from the M.P. Building Dept. and independent S.E. consultant on the proportions of the total weight of the building carried by the pillars and by the podium have not been forthcoming.]	
191	Conclusion	1	5 - 7		"..... trees—we planted them over 30 years ago when the building was constructed without understanding the long-term physical and ecological implications of doing so." Understatement of the month! So, who should pay the price of a rash decision taken by the original, now deceased owner? Some classical literature debates the topic: "the sins of the fathers". Honorable Members of the City Council – Let it guide your judgement.	Keep searching for a solution that preserves the 7 Heritage redwood trees until we find one.	

Notes:

KPFF Option 2 conforms with these assumptions; investigate further – more shallower beams?

KPFF Option 4; No! North end anchors are accessible.

- (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 lifespan 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).



March 20, 2019

701 Laurel Street
Menlo Park, CA 94025

RE: 1000 El Camino Real
Response to Community and City Appeal Questions

Dear City of Menlo Park Staff and Environmental Quality Commission Members (EQC),

This letter is a revised version of a letter originally sent to City of Menlo Park Staff on February 19, 2019. It has been revised to incorporate a discussion of Additional Alternatives 6 and 7 from the Peer Reviewers hired by the City (defined below) as well as an alternative option submitted by the Appellants. Where appropriate, exhibits to this letter, primarily created by the Applicant's consultants, have been updated during the period February 19 – March 7, 2019 in order to allow them to address questions raised by City Staff, the Peer Reviewers and the Appellants.

The letter has been prepared with the assistance of his consultants by Matt Matteson, the son of the original developer, Duncan Matteson, who passed away in 2017. The building is managed by JB Matteson, Inc. in San Mateo, and has been managed by Matt (who is Co-President of JB Matteson) for the past 32 years since he joined the predecessor company to JB Matteson in 1986 (three years after the building was completed).

Background

On October 22, 2018, the Menlo Park Planning Commission unanimously approved the application for the 1000 El Camino Real repair project. This application also included a request to remove 7 heritage trees in order to perform required repairs to the waterproofing and structural post tension slab cables. Despite the fact that the tree removals were included in the Planning Commission submission and approval, under the City's ordinances we were made aware that the tree removal aspect of the project is subject to a separate permit with a separate appeal process. Once the trees in question were visibly tagged for removal, members of the community inquired about the project and expressed concerns. In response, on January 8, 2019, the City hosted a community forum meeting related to this project. More specifically, the community expressed an interest in understanding alternate options that would enable the required repairs to the waterproofing and structural post tension cables at the property without removing any heritage trees.

Following this meeting, we understand that an appeal was filed, and that the fees associated with the appeal were waived by the City. To date, we have not received a formal appeal application document nor a formal transcript of the community forum meeting. Based on

our notes from the January 8 meeting, and in collaboration with City Staff, we have identified the alternatives that were suggested by the community. This letter and the supporting exhibits provide a summary of the site's history, a summary of the current conditions, required repairs, and alternative options that the City and Community requested we explore in an effort to avoid removing any heritage trees.

Following the formalization of the appeal to the Environmental Quality Commission, the City has retained two consultants to provide a "peer review" of the submissions from the Applicant's consultants – a structural consultant and an arborist (the "Peer Reviewers"). During the intervening time from the community forum on January 8 to the date of this letter, the Applicant and its consultants have addressed the questions raised by the community as well as those issues and questions raised by City Staff and the Peer Reviewers. This letter and the exhibits attached hereto is intended to summarize the Applicant's responses to all parties. It should be noted by City Staff as well as the Commissioners that both the Applicant as well as its consultants remain available to provide clarifications or answers to questions, as appropriate, and the Applicant and its consultants will provide tours of the site itself if that should prove helpful to the Commissioners.

History of Project Site

The 1000 El Camino Real office building and garage structures are built on land that the City of Menlo Park owns and has ground leased to the building owner, MPOC Investors, LLC, under a long-term lease that has over 50 years remaining.

The 1000 El Camino Real office building and underground garage were built by the current building owner in the early 1980's. The redwood trees along Ravenswood were planted immediately prior to commencement of construction to enable them to grow taller sooner, while the redwood trees along El Camino Real were planted upon the completion of construction as the location where they were planted was required to remain open for waterproofing and construction purposes (*Appendices A-1.4 and A-1.5*). **Prior to the construction of the building there were no trees on the site.** The site was assembled by the City of Menlo Park prior to the inception of the ground lease from the City to the Applicant; the site consists of a combination of the former Ravenswood Avenue (before its realignment to meet Menlo Avenue at the El Camino Real Intersection) an adjacent parcel that contained a private sand and gravel operation.

Current Conditions and Required Repairs

While it is not obvious from looking at 1000 El Camino Real building from the street, the extent of the underground garage and podium runs well beyond the footprint of the office building's footprint (*Appendix A-1.2*). In many instances the garage perimeter wall is located less than one foot from the seven subject redwood trees (*Appendix A-1.8*). The trees' roots have spread across the landscaped area located over the underground garage, up against the perimeter walls of the podium, and have caused damage to the exterior subterranean waterproofing and post tension cables supporting the building's structure (*See Appendix A-1.7 and pages 3, 5, and 6 of Exhibit 2*). The owner actually planted all the trees on site over 30 years ago as saplings (*Appendices A-1.4 and A-1.5*) without understanding or being warned of the future structural and life-safety issues the aggressive root systems of the trees would cause.

In the intervening years, the trees grew taller, but more ominously the root systems of the trees have covered a large portion of the landscaped area on top of the waterproof membrane as well as along the garage wall facing El Camino Real. As a result of the invasive nature of the redwood tree roots coupled with the age of the membrane, the membrane itself has been fully compromised, allowing both irrigation water and rain water to seep into the post tension concrete slab which provides the structural support for the building as well as the underground parking garage. A post tension slab derives its structural integrity from steel cables and tendons embedded in the slab (in addition to steel rebar); when the concrete is partially cured, the cables and tendons are stretched with approximately 33,000 pounds of tension, and the concrete is then left to fully cure. When the concrete has cured, the slab has significant structural integrity enabling it to support the weight of the building and the plaza above the underground garage around the building's perimeter. The ramifications of a failure of the waterproof membrane and the seepage of water into the post tension concrete slab is the rusting of the cables and tendons and surrounding rebar. If a cable or tendon becomes sufficiently rusted, it loses its tension, undermining the structural integrity of the slab itself. If a sufficient number of cables and tendons fail, the building itself becomes structurally unsound. Failures have already occurred to at least three cables/tendons as a result of moisture intrusion and rust, and these failures coupled with the knowledge that the waterproof membrane has failed is what generated the urgency for this project. Importantly, if left unmoved, the tree roots will accelerate such damage.

Contrary to misconceptions, the post tension slab provides the structural support for the entire three-story office building, not just the exterior parking and landscaping areas. The owner's structural engineers have warned that there is a time sensitivity to the repairs that must be made. These repairs are urgent to halt further water intrusion into the post-tension slab structure. Once the repairs to the post tension slab structure itself are complete, it is critical that the waterproofing is also repaired and replaced. Further water penetration into the post tension cables would exacerbate rusting and failing of the cables/tendons, with the potential of a building collapse (*See Exhibit 3*). Additionally, regardless of alternatives considered, water cannot be allowed to remain in the slab and migrate because water intrusion to the structure endangers the electrical transformers, lighting, wiring, and elevator cabs and equipment located in the underground garage. Finally, additional moisture resulting from a lack of waterproofing will allow for mold to form, which is an environmental health concern for tenants and their visitors. To maintain a watertight building with structural integrity that minimizes risk over the next decades to come, it is critical to remove and fully replace the existing subterranean waterproofing, inspect the numerous post tension cables, and repair any cables that are broken or are at risk for imminent failure. Performing the repairs requires removing the entire waterproofing membrane, cleaning all dirt and debris off the entire existing concrete podium slab, and ensuring the surface is completely dry before installing new waterproofing is the only professional and certifiable method to ensure structural integrity. This is impossible with the tree roots in the way. *Exhibit 2, pages 5 and 7* indicate the required access around the exterior walls and podium surfaces.

Most Critical Post-Tension Cable and Waterproofing Repair Work

The most critical work to be completed in the project (from a life safety standpoint) is the removal of the waterproofing which covers the entire top surface of the post tension slab, cleaning of the slab itself, inspection of the cables and tendons (to determine which have failed

and which are still intact with their original tension), which is accomplished at the perimeter edge of the slab, re-sealing of the cable/tendon sockets following inspection, and the installation of a new waterproof membrane on the slab. The waterproof membrane must “turn the corner” and be wrapped down the exterior wall approximately 3 feet on both the El Camino frontage (considered the “South Side) as well as the rear wall of the building (facing the parking lot adjacent to the railroad tracks – considered the “North Side”) in order to be effective; this waterproofing is needed to protect the 12” of reinforcing steel in the podium slab that turns down the masonry walls (See *Exhibit 7 for more discussion*). Though this is not an option we would originally propose, we are merely showing this to exemplify how a more minimal approach to waterproofing the podium surface and post-tensioned cables still requires the removal of the trees. Two different conditions exist on the two sides of the building; on the El Camino Real or South Side, the post tension slab perimeter edge is located under about 2 feet of soil in the vicinity of the redwood trees in question, while on the rear or North Side, the post tension slab perimeter edge is located about 3 to 4 feet above grade (See *A-1.9 and A-1.10 for images of the North Side*). In order to complete the post tension slab tendon inspection and repair work and to remove and properly replace the waterproof membrane on the El Camino or South Side, the construction team requires a perimeter trench of approximately 4 feet wide by 4 feet deep along the podium edge for its entire length. . These required trench dimensions for access cut into the Primary Root Plate (PRP) of the existing trees. In the opinion of our arborist, it is not recommended to reduce a tree’s root system to less than its Primary Root Plate (See *Exhibit 4*). If an attempt is made to cut within the PRP zone of the roots, the trees would not be expected to survive, and tree stability would be a significant issue for years into the future. The trees could fall over into El Camino Real, creating a major safety hazard (See *Exhibit 9*).

This same critical work can be completed on the rear or North Side of the building without the trenching that is needed for the El Camino Real or South Side because on the North Side the podium slab is actually several feet above grade (See *Exhibit 7 and photos A-1.9 and A1.10 in the Appendix to this letter*). This is important to our effort to save heritage trees on this site. By not trenching on the rear North Side, we avoid having to remove eight (8) additional heritage trees (seven Redwoods and one Live Oak) whose Primary Root Zone and Primary Root Plate would all be located in the trench that would be needed for access if the post tension slab were located below grade as it is on the El Camino Real South Side..

Waterproofing on Underground Garage Perimeter Walls

The waterproof membrane on the below grade perimeter walls of the underground garage has also failed. While secondary in importance to the post-tension structural slab, the below grade structural masonry walls act not only as soil retaining walls, but they also support the podium slab and they take vertical loads. The top of these walls act as the connection point to the post tension podium slab (See *structural sketch in Exhibit 6*), and the walls take both vertical loads and provide lateral bracing. The condition of the El Camino Real “South Side” perimeter underground garage masonry wall is especially compromised by the failure of the waterproof membrane. Significant moisture weeping is highly evident on this wall (See *A-1.7*), which unfortunately means that the steel rebar inside this wall is rusting and subject to failure. The focus here is not on the aesthetic issue of the weeping and staining but rather on the negative impact on the structural integrity of this wall. The consultants’ views as expressed in the exhibits to this letter are that the redwood trees and their roots on the El Camino Side of the

building need to be cut within their primary root zone in order to implement the most critical repair work to the podium slab described above. Since those conclusions lead to the removal of the trees anyway, our waterproofing consultant and structural engineer are urgently recommending that the trenching along the El Camino Real garage wall perimeter be extended to 14 feet in depth (the height of the masonry wall located below grade) to enable the installation of a French drain at the bottom of the trench to relieve water pressure build up and installation of the full waterproofing of the entire vertical garage wall along El Camino Real (See *Exhibit 7*).

On the rear North Side of the building, there is also a masonry garage wall that acts as a soil retaining wall and supports the podium slab and takes both vertical and lateral loads. While the top 3 to 4 feet of this wall is above grade (See *A-1.9 and A-1.10*), thus enabling the most critical work on the slab tendons and podium waterproofing to occur without the need of a trench for access. Our waterproofing consultant also recommends waterproofing this below grade wall (See *Exhibit 7*), which would require a deeper trench as described above and the removal of the eight heritage trees described above. Despite this recommendation and understanding that we are overruling our consultant on this one aspect of the project, we have decided to forego the waterproofing of the North Side garage wall below grade, primarily in order to save these eight heritage trees. We can partially justify doing so because (1) the most critical work can be done without trenching in this area, and (2) this wall has been subject to far less water intrusion as a result of membrane failure. The much lower incidence of water intrusion on the North Side is likely due to less water being introduced to this area. The area on top of the podium slab on the North Side is primarily a hardscaped plaza with much less landscaped area than on the El Camino Side, and the area where these trees are located is sandwiched between the garage wall and the rear parking lot adjacent to the railroad tracks. Since water on the plaza level and in the parking lot are carried away from the soil by catch basins, much less water enters the area next to the North Side garage wall. Further, the landscaped area where these trees are located is not routinely irrigated.

Trees on Ravenswood Frontage Unaffected

Please note that the largest trees on the corner of Ravenswood and El Camino (and in fact all of the trees along the Ravenswood Avenue frontage) sit outside of the proposed project's envelope and will NOT be affected (*Appendix A-1.6*). These are the tallest trees on the site and include one or two that are lit during the year-end holiday season. To be clear, only the seven redwood trees along the El Camino Real frontage beginning just to the left of the driveway near Jeffrey's Hamburgers are at issue (See the **x**'s on *Appendix A-1.8* for the trees proposed for removal).

Tree Removals and Replacement Program

Our preference has always been to avoid removing the seven trees. The arborist agrees that redwood trees are better suited to sites that are unconstrained by structures and where the invasive nature of the roots will not have an adverse impact on foundations, waterproofing or related systems including drainage systems. Redwood trees are also a very thirsty species and make it difficult to sustain drought resistant landscaping because the trees will demand large amounts of water. Accordingly, following the waterproofing repairs the owner has elected to install other tree species on the City's Heritage Tree replacement list that require less water and

have less invasive roots, while leaving alone the redwood trees along the Ravenswood frontage.

In accordance with the City's heritage tree ordinance, the building owner will be replacing the seven heritage redwood trees in a required 2:1 ratio with 14 new trees from the City's approved heritage tree list. This replant program will include a mixture of Brisbane, London Plane, and Coast Live Oak trees, which are more compatible with the limited landscape space, have less destructive root characteristics than the existing redwood trees, are more water-efficient, and will avoid recurrence of this same issue (See proposed replant program on Appendix A-1.8). The owner will also install a root barrier system along the podium's entire perimeter to divert the new trees' roots away from the subterranean walls to protect and preserve the structure and exterior waterproofing on the soil-side of the podium. In addition, the building owner has voluntarily elected to increase the box size of the trees from the standard 24" to the 36" version so that the new trees have larger canopies that are more aesthetically pleasing immediately after planting. Further, the existing grass turf lawn will be replaced with drought tolerant "no mow" fescue which uses significantly less water. This re-planting program offers an opportunity to replace the current grasses and plants along El Camino Real with drought-tolerant landscaping thereby significantly reducing future water consumption.

Alternative Repair Options to Avoid Removing the Heritage trees

As requested by the City and Community, we have investigated every reasonable and feasible option for repairing the existing waterproofing and repairing and inspecting the post tension structural cables on site in an effort to avoid removing the existing trees. In our evaluation, we considered an option "feasible" only if both the waterproofing and structural repairs were achievable, and only if those trees considered for retainage were likely to survive and would not subject the building, the property or the public from undue risk from toppling.

In order to professionally investigate all of the alternative options, we included our structural engineer of record (KPFF engineers), our waterproofing design consultant (Allana Buick and Bers), and our certified arborist (SBCA Tree consulting) who have been involved with this project for over a year. Attached are their professional letters, exhibits, and reports analyzing the recommended solutions and alternative repair options. For your reference, below is a list of our consultants' qualifications and credentials:

Allana Buick & Bers (Waterproofing consultant):

Allana Buick & Bers is one of the leading firms in the world for below-grade waterproofing for new and repair or renovation projects. They have been brought on as the waterproofing expert and design consultant for the project. Please see **Exhibit 1** for more information on Allana Buick & Bers' extensive qualifications and experience with below-grade waterproofing projects.

KPFF Engineers (Structural Engineer of Record):

As the structural engineer of record for the project, KPFF has over 25 years of experience working on post tension cable design and repairs on projects all over the world at a variety of project scales. Please see **Exhibit 3** for more information

on KPFF's qualifications and extensive structural engineering experience related to this project.

SBCA Tree Consulting Group (Certified Arborist):

Steve Batchelder with SBCA Tree Consulting Group has been a Certified Arborist with the International Society of Arboriculture since 1985 and is a Certified Urban Forester since 2010. Steve ran a tree trimming service for a number of years. Molly Batchelder is also a certified arborist for 10 years. Please see **Exhibit 4** for more information on SBCA's qualifications and extensive arborist experience related to this project.

Below are the alternative options that were explored per the request of the City and Community:

Option 1: Building a new parking garage on a neighboring property to replace the 121 parking stalls in the existing underground garage at 1000 El Camino Real.

- Overall, this option is infeasible due to non-ownership of the site, infeasible due to inability to construct on the adjacent site as well as the details listed below.
- The trees and their roots prevent the required access as shown on *page 5 and 7 of Exhibit 2*, therefore the waterproofing and structural repairs are not achievable, and this option is infeasible.
- The City has committed to researching the costs and potential conflicts with nearby easements to install a new parking garage to replace the existing parking density at the 1000 El Camino Real property site. It is important to be aware that the owner of 1000 El Camino Real does not own any adjacent properties and therefore the City would need to identify a neighboring property owner to develop a parking garage to solve the specific and broader parking demands that meet all impacted building owners' needs while also satisfying the City's codified parking density requirement.
- There is a Hetch-Hetchy water line easement in the neighboring properties that will restrict the ability to build a parking garage adjacent to the property.
- It is important that water not be allowed to penetrate into the post tension cables because the cables are susceptible to rusting and failing, with the potential of a building collapse (*See Appendix 3*). **This option does not allow for a watertight podium because the waterproofing repairs cannot be completed without access to the exterior.**
- Although the new parking lot might provide parking to replace 1000 El Camino Real's underground garage density, there is still the main concern that the post tension slab in need of repair supports the building itself, not just the parking spaces (*See Exhibit 3*). The repairs of the known failed structural cables, testing all of the 30-year-old structural cables (repairing identified at-risk cables) and replacing the subterranean waterproofing to maintain the property's integrity for structural and life-safety purposes is not optional and must be completed for life safety reasons and to ensure the continued viability of the building itself. **The building is at risk of collapse if the integrity is not maintained. Therefore,**

this option would need to be combined with option 2 - structurally retrofit the garage and building, which is infeasible.

- Additionally, there would be a significant diminution in value to the building tenants due to the removal of onsite underground parking.

Option 2: Structurally Retrofit the Podium with Steel Beams

- This option does not allow the repair of the failed waterproofing that needs to be replaced in order to maintain a watertight structure and avoid corrosion.
- It is important that water cannot be allowed to penetrate into the post tension cables because the cables are susceptible to rusting and failing, with the potential of a building collapse (*See Exhibit 3*). This option does not allow for a watertight podium because the waterproofing repairs cannot be completed without access to the exterior.
- KPFF Engineers, the structural engineer of record on the project, has reviewed what would be required to convert the existing post tension cable structural system of the building and garage into a structural steel supported podium. **After reviewing this option and the inability to waterproof the podium, KPFF determined it is infeasible (See Exhibit 3).**
- Lastly, per California Building Code (CBC) section 11B-502.5 for parking vertical clearances, there is a requirement to maintain a minimum of 8'-2" (or 98") of clear height at drive aisles and parking spaces. This structural retrofit option requires that structural beams of 2 feet in depth be attached to the ceiling of the entire underground garage. Based on the current 8'-6" height of the ceiling, these 2 feet deep structural beams would reduce the clear height of the garage ceiling down to 6'-6", which is well below the acceptable clear height per code. **Based on these facts, this would result in leaving the entire underground parking useless including all 121 underground parking stalls. Therefore, additional parking would need to be built offsite to maintain the parking demands, as analyzed in Option 1.**

Option 3: Phasing Tree Removal to Incrementally Evaluate Extent of Damage before Removing all Trees

- While this option potentially allows us to reduce the number of trees removed from the start, it doesn't actually solve the overall requirement for removing and repairing the non-functioning waterproofing since it limits the inspection, assessment and repair to only portions of the podium perimeter wall (*See pages 5 and 7 on Exhibit 2*). This results in a patchwork of functioning and nonfunctioning waterproofing that doesn't solve the problem of water intrusion into the structure. In order to remove and replace the waterproofing, as described above in this letter, the construction team requires a perimeter trench of 4 feet in width and depth to safely inspect and repair the post tension slab cables and remove and reinstall new waterproofing on the exterior of the vertical walls and podium surfaces.

- There is no reason to phase the tree removal because the engineers and design professionals require the inspection and repair all of the post tension cables and replace all waterproofing along the podium perimeter. Phasing the trees does not negate the need for this comprehensive approach. Full access is required, which means the trees must be removed.
- Separately but equally important, our arborist is concerned that phased removal can cause the trees to become unhealthy and unstable. The trees' roots have grown together over time, and the trees rely on protection from wind forces from neighboring trees. The loss of "common" roots and the increased wind loads applied to the remaining trees with compromised root structures results in an unsafe condition for the building occupants and the public using El Camino Real.
- A stand of trees is a grouping of trees, generally of the same species but not always, that benefits from mutual sharing of resources and protection. Therefore, a stand is not necessarily limited to very small and limited groupings. The issues of wind sail forces on a reduced stand of trees that remain after some are removed is critical when significant root loss also occurs.

Option 4: Repair New Waterproofing and Structural Systems Without Removing the Trees

- Our waterproofing consultant, Allana Buick & Bers, reviewed options to install new waterproofing from inside the garage in an effort to avoid removing the trees. After reviewing all options of installing new waterproofing materials from inside the garage, Allana Buick & Bers found it infeasible to inject grout into the vertical perimeter walls because the CMU block material used to construct the walls will easily blow out with the pressure applied by the grout. The CMU block blow out will compromise the integrity of the building structure. In addition, the grout injection solution would not work for the podium surface because there are insufficient soil pressures to contain the grout from spilling out into the landscaped areas, making it ineffective. The grout spilling out would impact the health of the plantings and tree roots located next to the podium. Therefore, in order to replace the waterproofing, the process must be applied to the exterior face of the vertical walls and podium, which requires full access around the podium.
- Our certified arborist has confirmed that the required access around the podium to replace the waterproofing and inspect and repair the cables is in conflict with the Primary Root Plate (PRP), the root zone that cannot be cut to maintain the health of the trees. *(See Exhibit 4 and page 5 of Exhibit 2)*
- Our structural engineer of record, KPFF engineers, has reviewed alternative methods for inspecting and repairing the post tension cables without removing the trees. They determined it is infeasible based on the commercially approved methods because the inspection of the numerous post tension cables and repairs to the known failed or at-risk cables cannot be performed from inside the garage. The only method for safely inspecting the cable tension is on the perimeter of the podium that necessitates exterior access and requires the removal of the trees. Further, the termination points of the cables and tendons are on the perimeter of

the podium slab. These termination points must be inspected and waterproofed. This cannot be done from the inside of the garage.

Option 5: Relocating Heritage Redwood Trees

- Our certified arborist, SBCA Tree consulting, stated that in their professional opinion, given the size and height of these trees, it is infeasible to successfully relocate them (*See Exhibit 4*). These trees are too large and will suffer extensive root loss if relocation is attempted. For example, if we were to move a tree with an approximate 25" diameter trunk, this would equate to a 14-foot square tree box weighing approximately 100,000 lbs., just to capture the Primary Root Plate (PRP). All the redwood trees in question have a larger trunk diameter than 25".
- SBCA has seen 30-foot tall redwood trees successfully transplanted, but never a 90-foot tall redwood tree. Furthermore, the adjacent parking structure wall makes it difficult to save much of the root system.

Responses Resulting from the Peer Review Process

As mentioned above, the City retained two consultants, a structural engineer and an arborist, to peer review the Applicant's responses and the applicant's proposed project methods. The Applicant and the Applicant's consultants met with the Peer Reviewers and City Staff at City Hall to go over questions and comments from the Peer Reviewers and to discuss issues related to the project of interest to the Peer Reviewers. The Peer Reviewers presented a new Option 6, not fully endorsed by them but presented for discussion purposes. This Option 6 was to consider cutting the tree roots on the north side (toward the building) of those trees along the El Camino Real side of the podium in order to allow the slab inspection and waterproofing to occur, and then leaving the trees in place by installing cables anchored to the podium slab to stabilize and hold the trees in place after significant root loss. This Option 6 was discussed extensively in the meeting, and the results of that discussion are below.

Option 6: Cutting the Tree Roots, then leaving the Trees in place, and using cables to brace the trees to the building structure

- In order to perform the required repairs and inspection at the podium, it is necessary to cut the roots of the 7 trees in question inside of the Primary Root Plate. During the meeting, it was clear that none of the applicant's arborist, the City's peer review arborist or the City's arborist could cite any successful past precedent of bracing trees of this height and size whose roots had been cut within the primary root plate. While bracing is de rigueur for newly-planted sapling trees as they take root, as we discussed, none of the arborists (all of whose credentials are impeccable) could identify a single successful precedent for trees of a similar scale to those which are in question. As we left the meeting, it was **clear that this was not considered a feasible option from an arborists' perspective. We understood this to be a non-starter and, for this reason, we were not planning to develop a response to this idea.**

- Despite our impressions from the meeting, you have again asked that we address this option in fully, despite the fact that **this is an unconventional and unprecedented approach that incurs undue risk to the building owner and the City as land lessor, members of the public who may be passersby, to the building, and to its occupants, even while all would have to acknowledge that the continued health of the trees is not assured.**
- Perhaps most importantly, our arborist was specifically asked to address the question of whether trees of this size could survive if the roots in the primary root zone were cut back to accommodate the 4-foot trench needed to do the waterproofing work described above. **In his opinion, such a root loss would be sufficient to cause severe decline if not death in the trees. He indicated that the maximum life of the trees might be 5-10 years with care but with an ever-worsening appearance. (See Exhibit 9).** Further and equally important, his view was that attempting to secure and stabilize the trees with this type of root loss would require two cables per side attached more than halfway up the trees' trunks. Unfortunately, cables cannot be attached to the trees from the El Camino side, as they would have to be anchored in the middle of the roadway. Accordingly, while cables attached on the building side might prevent the trees from falling onto El Camino Real, the trees could not be prevented from falling onto the building. This was a fatal flaw in this option from his perspective. *(See Exhibit 9 for further detail).*
- While we approached our structural engineers with the question of whether the slab could accommodate anchors, whether such anchors could themselves be strong enough to handle the forces from these large trees in a wind condition, and whether the slab itself could handle such loads when it was not designed for such, they responded that a full technical evaluation of these issues cannot be completed in the timeframe of a day or even a week. It would involve a very complex process of determining an appropriate level of flexibility / stability for the tree bracing; assessing the significant forces imparted on the slab from any single anchor as well as all of the anchors (which itself requires estimates of the forces generated by the weight of the trees, the trees flexing motions, and the variations of wind, especially in storms), the appropriate locations for slab anchoring, and an engineering assessment of how those anchor points would need to be waterproofed, as any penetration of the slab inherently introduces another point of water intrusion and necessitates further waterproofing. This is a very complex idea, and involves many other logistical and design endeavors, all of which would require interdisciplinary coordination. **Further, in light of the fact that the trees cannot be braced from both directions, this analysis does not seem to be worth the additional time and effort, especially since the trees themselves will likely perish from the significant root loss.**
- It must be stated that even if the cable anchoring idea were ultimately found to be structurally possible (setting aside the arborists' concerns for a minute), the network of cable bracing that would be required would be very extensive and quite unsightly, essentially a "trapeze" in the front plaza. It would be clearly visible from El Camino as well as to all tenants and visitors to the building, and would be fully inconsistent with a high-quality Class A landscape and hardscape plan that was contemplated and approved by the Planning Commission. Importantly, it would also be inconsistent with the building owner's obligations under the Ground Lease with the City. The extensive network of cables would convey a sense of concern and risk, completely undermine the current status of the property as a Class A asset, and place the economic viability of the building in question due to its inability to attract the

highest quality tenants who will pay full Class A rents. These are the revenues that are necessary to support the applicant's ground lease payments to the City.

Option 7: Appellant's suggestion of Saw-Cutting the Post-Tensioned Podium Slab

In addition to the Option 6 provided by the Peer Reviewers, the Appellant submitted another option, Option 7, for consideration. This Option is described in a written submittal from Peter Edmonds on March 4, 2019. This option called for Saw-Cutting the Post-Tensioned Slab, de-stressing the cables and tendons, create a hanging pit to hold additional soil for the trees, and create a "Hanging Garden" on the inside of the El Camino garage wall to take advantage of the water seeping through that structural wall. Without addressing the fact that this option completely ignored the need to waterproof the structural podium slab, because it involved saw cutting the slab itself, including portions where tendons exist, and in light of its proposal to de-stress the existing functioning cables and tendons, we presented this option to our structural consultant. **They concluded that the structural integrity of the slab itself would be compromised, the methods requested by the Appellant would compromise the bracing of the top of the El Camino garage wall, the podium slab would no longer be attached to the lateral-force (earthquake) resisting system of the building, and the ignoring of the water intrusion into the garage wall would compromise its structural integrity as well (See Exhibit 6 for a detailed response from KPFF and Exhibit 7 for a response from ABBAE and Exhibit 8).**

It is for these reasons as well as the inherent safety issues raised by having a contractor's employees saw cutting into a post tension slab with live tendons that we find this Option 7 infeasible, and as the structural integrity of the building itself would be fully compromised, **this Option 7 is considered unsafe.**

Upon further review and investigation of this option after meeting with the appellants on February 13th to learn more about their potential solution, below are a few additional concerns we have about option 7 submitted by the appellants:

- **Not industry-standard design or construction**
 - Options 7 and 8 appear to be unconventional, inherently unsafe and involve extreme risk to the structural integrity of the building. Our team questions whether we will be able to secure a structural engineer with expertise and reputation who will be willing to design and oversee such work and stand behind it with their professional certification, which itself would require their insurance carrier to do so as well. The same is true of a professional, licensed, well capitalized structural contractor of sufficient reputation, and a general contractor overseeing the project.
- **Non-market conforming product**
 - Options 7 and 8 consist of a non-industry standard design that will render our building to be substandard in the eyes of the industry. The non-conforming nature of the work will render the building unsaleable and un-financeable.
 - As seen in *Exhibit 10*, the loss of roughly 29 underground parking reduces the Cornerstone parking ratio from 4/1,000 square feet to 3/1,000 square feet. This

calculation assumes, which has not been verified, that we can still retain the above ground surface parking at the Jeffries Burgers side of the building. It is possible that we may jeopardize the above grade parking spaces due to the abandoned portion of the podium slab.

- It is important to note that the economic value of the building derives from the tenant rents, including the underwriting for the mortgage and the ground lease payments. At this time, we have not yet calculated the exact loss of rents for future leases, however, given the downsizing of the garage and loss of Class A level, one can predict that the detrimental effect this would have on the value of the building and the future rent it could demand.
 - **Please note that it is somewhat irrelevant if the City were to waive higher parking requirements; it is the tenants who require parking at these ratios in order to justify Class A rent levels, and reducing the parking both breaches current leases and prevents that income from being recouped later.**
- **Economic infeasibility**
 - In addition to the details stated above, the additional cost of construction for options 7 and 8 are significantly greater than the cost of more traditional and professional methods of completing this work and will destroy the economic viability of the building.
 - For context, there is a 700-800% increase in the cost of the post tension cable repair work alone.
 - Furthermore, the additional construction for options 7 and 8 would more than double the cost of the entire project. At the very least, this includes the following replacement:
 - Replacement of the egress stair from the garage to the street level (options 7 and 8 would render this stair inaccessible).
 - Construction of new retaining wall located closer to the building where the relocated post-tensioned cables will terminate.
 - Infill of the garage with either soil or concrete where the podium slab is being abandoned.
 - Reworking the entire driveway entrance off El Camino Real on to the above grade parking area now that a portion of the podium slab is cut and lost its structural integrity to support cars above.
 - According to the post-tensioned cable and general contractor, **we would need to vacate the tenants within the building for at least 2 months in order to perform this work. We do not have the rights to require the existing tenants to move back after they have been relocated.** This would be in constructive default under the tenant leases. Despite the millions of dollars that they have invested in their tenant improvement work, it is unlikely that they would be willing to move back into the building after they have moved out as this would introduce a second, unnecessary disruption. We anticipate that the tenants will seek termination of their leases, as well as reimbursement for the tenant improvement work that they have invested in the building and relocation costs. The complexity and cost of relocating a tenant such as

Cornerstone (the main tenant) is extreme and they will be looking to us as the defaulting party under their lease to pay the cost and all damages. This will include all relocation costs (likely in excess of \$500,000 - \$600,000), tenant improvement costs for new space if they are able to find it in the immediate area (unknown but likely in excess of \$1,500,000 based on their two most recent lease renewals), reimbursement for unamortized tenant improvements paid for by Cornerstone in their current space, legal costs to negotiate the termination and new lease, cost of business interruption damages, and damages to their new subtenant Compass Realty for all of these same expenses. Similar costs will be payable to Open Network Labs, the other tenant at 1000 El Camino Real.

- Given this forced vacancy and loss of rent, the building owner would suffer from a loss of revenue, which jeopardizes the mortgage payments, property tax payments, and ground lease payments on top of other operating costs that must be paid regardless of loss of income, and all economic value to our investor group. We will be forced to default on his mortgage and on the ground lease to the City.
- We will be forced to write off all improvements on these spaces and start over with new tenants if he has to re-market the space later.

In essence, Options 7 and 8 result in a “taking” of the building by the City, as its economic value will be so compromised as to place our ownership into insolvency. The City will have forced a breach of the ground lease by our ownership group, and will have forced us to default on our tenant leases and our mortgage loan. The City will thus be responsible for purchasing the building at its current economic value, enabling us to pay off our mortgage lender and returning the equity investment to our investors, pay all damages to our tenants to end their tenancies, and the ground lease will need to be terminated, depriving the City of over \$25 million in revenue during the lease term. To say that Options 7 and 8 are “infeasible” is an understatement. The total of all of these costs will likely exceed \$80 million.

Option 8: Appellant’s suggestion of Saw-Cutting the Post-Tensioned Podium Slab and removing the Post-Tensioned cables

This option is a variation of option 7, but instead of replacing the post-tensioned cables, the cables would be removed altogether. This would require that we additionally follow option 2’s result of structural retrofitting the underground garage ceiling to support the building, which is infeasible. Please reference the above bulleted section.

Tree Valuation by a Certified Arborist

In addition to exploring all commercially reasonable, practical and potentially feasible alternatives, the City also requested that we provide a tree valuation by using the arborist appraisal method. We had our certified arborist, SBCA Tree consulting, provide the following

tree valuations for the 1000 El Camino Real property, which are also provided in the attached Arborist tree valuation report:

1980's Conditions

~\$0 - Value of trees on site prior to the construction of the existing building

Note: Please be aware that when the 1000 El Camino Real project was developed in the 1980s, there was minimal tree coverage on the property and all trees on site were planted by the building owner.

Current Tree Valuation

\$703,400 - Value of all 76 trees installed by the property owner and currently on the site

\$157,500 - Value of redwood trees proposed for removal

Construction Costs to Replant the New Trees

Approximately \$1,000,000 - This is the cost of construction for the removal of the existing site work and the installation of the new trees per the project's tree replacement program. This includes a percentage of the soft costs, but excludes the cost for the waterproofing and hardscape installation.

Conclusion

We have explored every possible option with a certified arborist, waterproofing design consultant, and structural engineers to avoid removing the trees, but there are no other commercially reasonable, practical and potentially feasible options to repair and maintain the building's structural integrity, related life-safety factors, and extend the useful life expectancy without doing so. We certainly prefer not to have to remove these trees—we planted them over 30 years ago when the building was constructed without understanding the long-term physical and ecological implications of doing so. It is critical to remove these trees so that the repairs to the waterproofing and structural post tension cables are inspected and repaired in a professional and defensible manner to protect and maintain the integrity of the building structure. (The building is at risk of collapse if the integrity is not maintained.)

The urgent need to protect the structural integrity of the building must take precedence, and all alternatives considered previously by us or more recently as part of this process in order to preserve these trees do not adequately provide for professionally mandated structural repairs, nor do they ensure that the waterproof membrane on top and around the podium slab will remain intact going forward.

As owners, we have been excellent stewards of this property since the early 1980's. This repair and renovation project is a complex and costly undertaking which is providing no increase in rentable area or economic benefit to the owners beyond keeping the structure intact and ensuring the waterproof integrity of the structural system. A byproduct of the project will be the installation of 14 new trees from the City's heritage tree species list, re-landscaping with drought tolerant but handsome plant materials and continued maintenance of this high-profile

property in a Class A manner. We respectfully request that the Commission allow for the project to proceed as approved by the Planning Commission.

Sincerely,

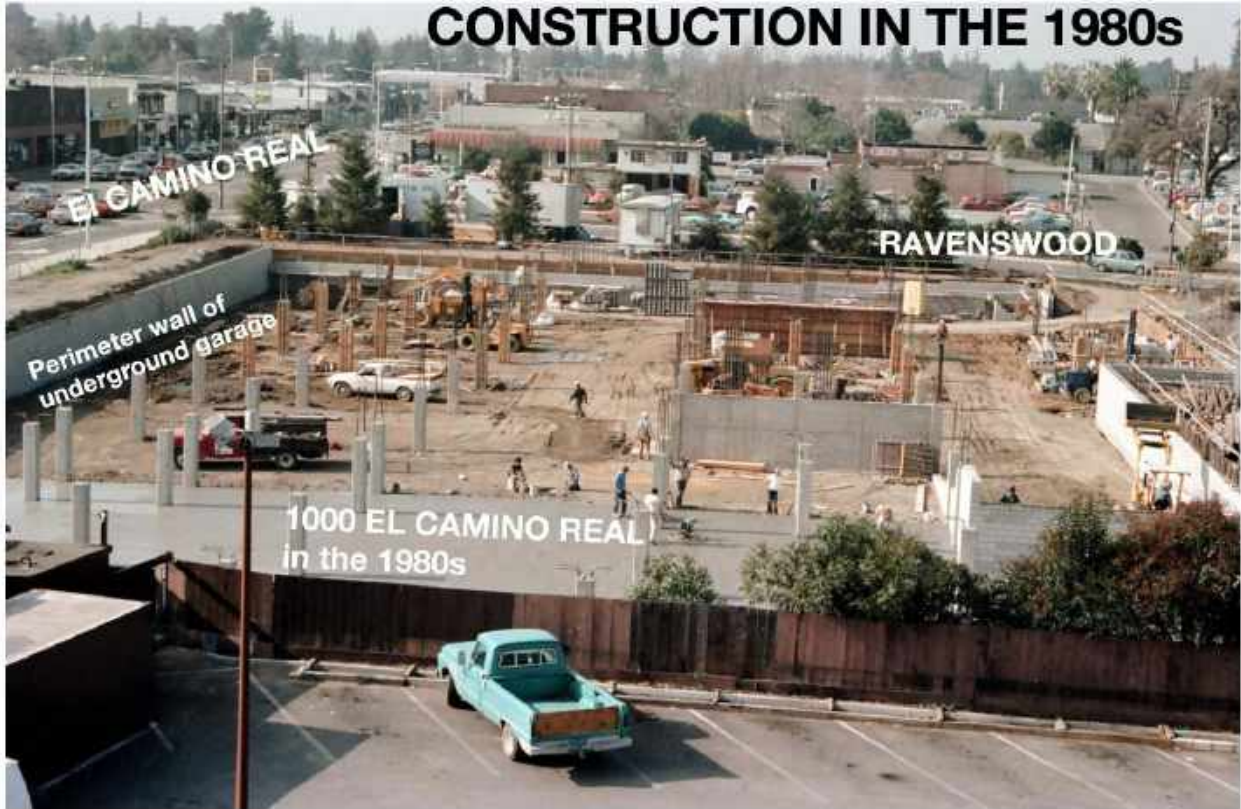


MPOC Investors, LLC
A California limited liability company
By: Matteson Real Estate Equities, Inc.
A California corporation
Manager

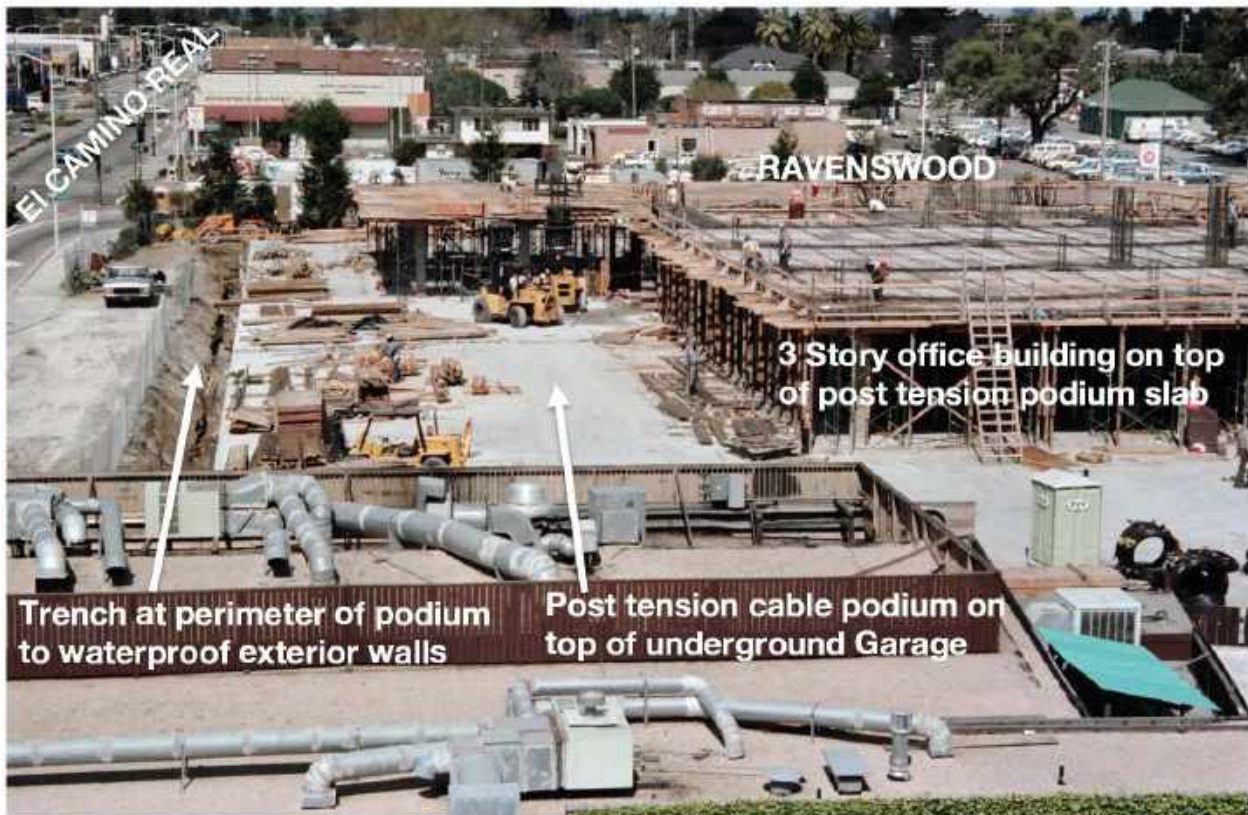
Encl:

- Exhibit 1** - Allana Buick and Bers' letter providing an overview of the waterproofing report
- Exhibit 2 Rev 1** - Allana Buick and Bers' waterproofing report
- Exhibit 3** - KPFF Engineers structural analysis report
- Exhibit 4** - SBCA Tree Consulting arborist response to alternative options
- Exhibit 5 Rev 1** - SBCA Tree Consulting arborist tree valuation report
- Exhibit 6** - KPFF Engineers structural responses to Appellant's additional alternate
- Exhibit 7** - Allana Buick and Bers' waterproofing responses to Appellant's additional alternate
- Exhibit 8 Rev 1** – Plan and construction section views with dimensions of primary root zones and access requirements for shallow trench
- Exhibit 9** – SBCA Tree Consulting arborist response to cutting primary root zones
- Exhibit 10** - Underground garage parking impacted by Option 7 or 8

Appendix A-1



A-1.1 - Construction on the 1000 El Camino Real property in the 1980s.



A-1.2 - Construction on the 1000 El Camino Real property in the 1980s.



A-1.3 - Construction of underground garage at 1000 El Camino Real in the 1980s.



A-1.4 - Tree saplings were planted along El Camino Real in the 1980s.



TODAY



1980s

A-1.5 - Comparing trees along El Camino Real planted in the 1980s to in 2019.



A-1.6 - Trees at corner of Ravenswood and El Camino Real that get wrapped with holiday lights will not be removed.



EXISTING LANDSCAPE CONDITIONS AT FRONT OF BUILDING (SOUTH SIDE). EXTENSIVE TURF LAWN PLANTING WITH REDWOODS INTRUDING UPON PODIUM STRUCTURE.



EXISTING LANDSCAPE CONDITIONS AT THE BACK PATIO (NORTH SIDE)



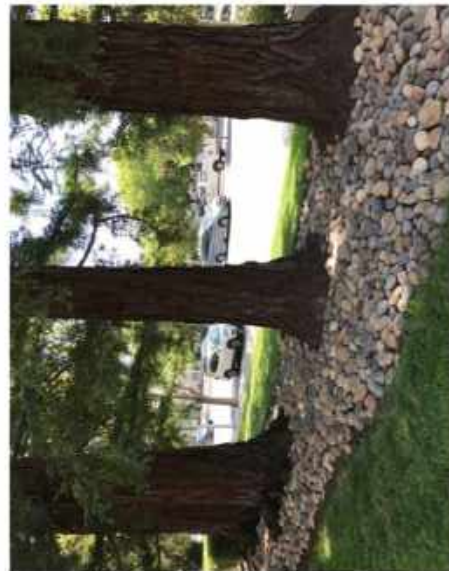
DAMAGE TO PODIUM WATER-PROOFING AT LOCATIONS ADJACENT TO REDWOOD TREE PLANTING.



EXPOSED ROOTS OF REDWOODS INTRUDING ON PODIUM INTEGRITY

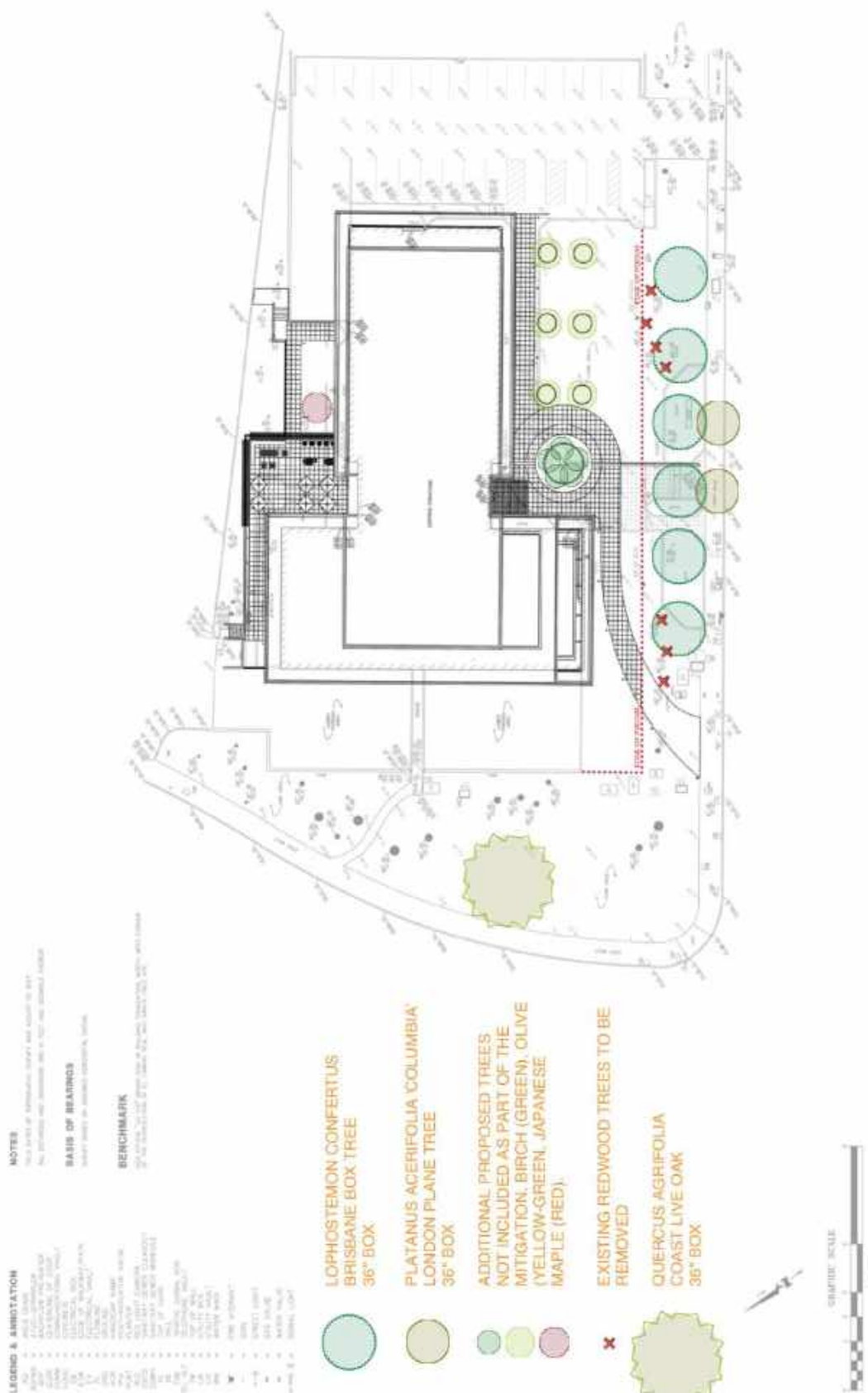


DAMAGE TO POST-TENSION CABLE STRUCTURE - REQUIRES REPAIR



REDWOOD TREE GROVE PLANTED ADJACENT TO PODIUM - PROPOSED FOR REMOVAL TO ALLOW REPAIR

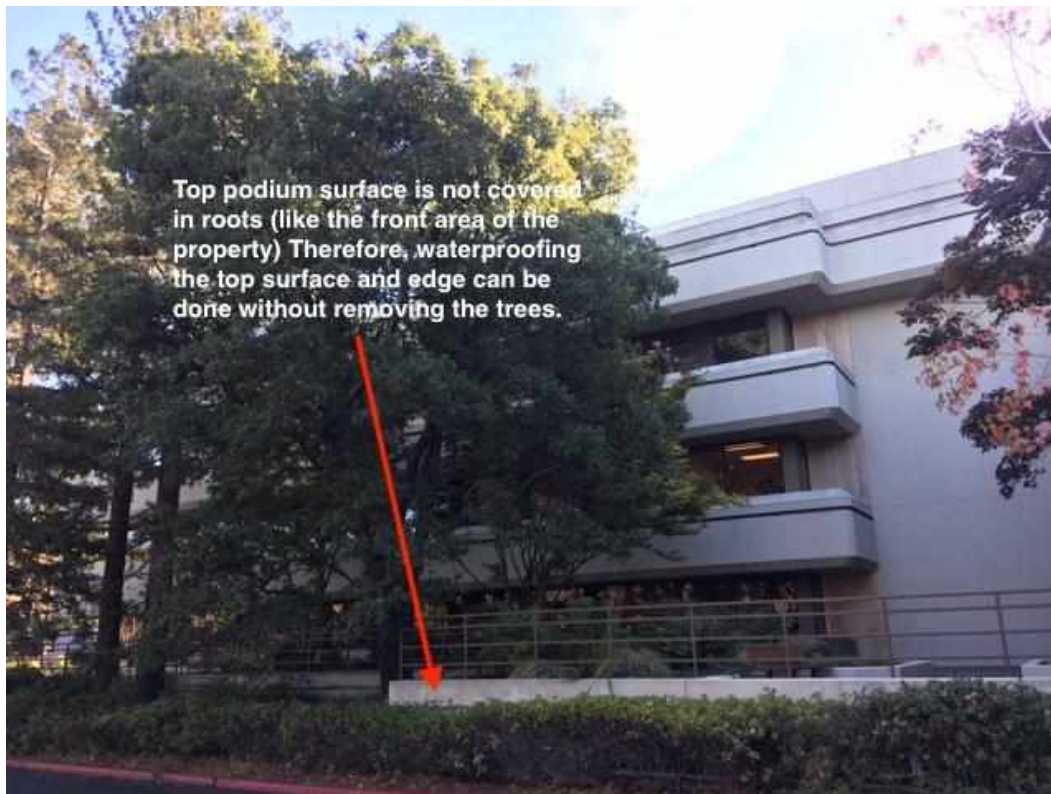
A-1.7 - Existing conditions at 1000 El Camino Real.



A-1.8 - Proposed tree planting plan at 1000 El Camino Real. The trees to be removed are marked with an X.



A-1.9 – View on the north side of the 1000 El Camino Real building showing that the Post tension (P-T) tendons are above grade, which is a different condition than in the front.



A-1.10 – View on the north side of the 1000 El Camino Real building showing that the Post tension (P-T) tendons are above grade, which is a different condition than in the front.

1000 El Camino Real

Exhibit 1

Allana Buick & Bers' waterproofing letter
& report



Statement of Qualifications and Narrative of Waterproofing Exhibit Slides for 1000 El Camino Real

ABBAE's Credentials: ABBAE's below-grade waterproofing experience includes new and remedial design and construction administration services. We are familiar with all major waterproofing systems including, but not limited to: fluid applied membranes, self-adhering sheet membranes, bituminous and thermoplastic sheet membranes and composite rubberized asphalt membranes. With a unique breath of experience, ABBAE offers consulting on below-grade waterproofing for both deep and shallow foundations, both in and above local water tables. Our award-winning professional team is well experienced with below-grade systems, including the use of remedial plastic foam grouts, bentonite grouts and surface applied remedial waterproofing materials. Our team also specializes in podium waterproofing systems. Issues such as post-tension cables, deck movement, drainage, expansion joints, drainage, and landscaping must be considered when selecting systems and designing waterproofing for podiums/decks. ABBAE provides design, peer review, mock-up observation and testing, and construction phase support for podium systems.

Mr. Karim Allana has been in the construction field for over 38 years. He specializes in forensic analysis of construction; sustainable design of building envelope systems, roofing and waterproofing; and construction management. Since 1987, Mr. Allana has been the founding principal and Chief Executive Officer (CEO) of Allana Buick & Bers, Inc. (formerly Allana-Lippert). Allana Buick & Bers, Inc. (ABBAE) an Architectural-Engineering firm that specializes in sustainable design of new construction as well as repair to existing buildings. As the Principal-In-Charge, Mr. Allana has performed over 5,750 architectural and engineering projects, in California, Nevada, Washington and Hawaii, for all types of building structures.

ABBAE's select below-grade waterproofing projects include:

- 9th and Broadway, San Diego , California
- 55 Ninth Street, Avalon, San Francisco, California
- 1000 El Camino, San Carlos, California
- Avenue 64 Apartments, Emeryville, California
- Canyon Village Housing, California Polytechnic State University, San Luis Obispo, California
- Crescent Village, Irvine Apartment Company, San Jose, California
- Downtown Jebel Ali Zone 1 Central Plaza, Dubai
- Emery Station East, Emeryville, California
- Hollywood Palladium, Hollywood, California
- Kravis Center, Claremont McKenna Community College, Claremont, California
- McCarthy Residence, Palo Alto, California
- Newport Beach City Hall, Newport, California
- New Science Building, Grossmont High School, Grossmont California
- The Oaks, Irvine Apartment Company, San Jose, California
- Pacific Bell Switch Station, Coronado, California
- Palo Alto Medical Foundation, Medical Office Building, Sunnyvale, California



- Palo Alto Plaza HOA, Palo Alto, California
- The Pines, Irvine Apartment Company, San Jose, California
- San Jose State University, Campus Village, San Jose, California
- San Jose State University, Duncan Hall of Science, San Jose, California
- Sunnyvale Towne Center, Sunnyvale, California
- Temple Beth El, Berkeley, California
- Terminal C Expansion, San Jose International Airport, San Jose, California
- United States Embassy Compound, Dominican Republic

Narrative of Waterproofing Exhibit slides:

- Slide 1. Statement of Qualifications for Allana, Buick and Bers (ABBAE).
- Slide 2. Statement of Qualifications for Mr. Karim Allana.
- Slide 3. Photo of roots covering the podium slab.
- Slide 4. Photo of roots covering the podium slab with waterproofing exposed.
- Slide 5. Plan of the site showing areas of required access to allow for repair of Post-Tension cables (PT cables), podium plaza waterproofing and underground parking garage waterproofing, as well as the trees that are preventing this work.
- Slide 6. Definition of Primary Root Plate.
- Slide 7. Enlarged plan of the south plaza area showing areas of required access to allow for repair of podium slab surface waterproofing and underground parking garage waterproofing, as well as the trees that are preventing this work.
- Slide 8. Cutaway view of the garage, showing the PT cables, waterproofing, and roots.
- Slide 9. Discussion of Option 2; Steel Structural Retrofit.
- Slide 10. Discussion of Option 3; Phased Tree Removal.
- Slide 11. Cutaway view of the garage, showing Option 3; Phased Tree Removal and the resultant damage to the trees.
- Slide 12. Discussion of Option 4; Waterproofing Repair without Tree Removal.
- Slide 13. Photo showing damage to a similar CMU basement wall due to Grout Injection waterproofing.
- Slide 14. Cutaway view of the garage, showing Option 4; Grout Injection.
- Slide 15. Enlarged detail showing grout injection waterproofing.
- Slide 16. Appendix: Background information
- Slide 17. Description of ABBAE investigation of the site.



- Slide 18. Discussion of investigation findings.
- Slide 19. Typical PT cable details.
- Slide 20. Photos of PT cables under construction.
- Slide 21. Cutaway view of the garage, showing the PT cables, waterproofing, and roots.
- Slide 22. Photo showing overview of South podium area shown in following three photo slides.
- Slide 23. Photo of excavated area.
- Slide 24. Photo of excavation in progress.
- Slide 25. Photo of exposed roots and podium surface waterproofing.
- Slide 26. Part of a typical podium waterproofing specification outlining cleaning and preparation requirements of concrete surfaces for waterproofing application.
- Slide 27. Photos of a similar concrete surface cleaned and prepared for waterproofing application.
- Slide 28. Photo of typical grout injection port layout.
- Slide 29. Photo of grout injection ports.
- Slide 30. Photo of grout injection pump.
- Slide 31. Photo of grout injection in process.
- Slide 32. Photo of grout-injected cracks.
- Slide 33. Photo of grout-injected cracks.
- Slide 34. Photo of core drill testing of a grout-injected basement wall.
- Slide 35. Photo of a basement wall core sample showing injected grout.

1000 El Camino Real

Exhibit 2

Revision 1

Allana Buick & Bers' waterproofing study
report

QUALIFICATIONS

Allana, Buick and Bers Architects and Engineers (ABBAE) was retained by the building owner to investigate and address the leaks in the waterproofing into the underground garage and failed post-tension cables.

ABBAE's Credentials

ABBAE's below-grade waterproofing experience includes new and remedial design and construction administration services. We are familiar with all major waterproofing systems including, but not limited to: fluid applied membranes, self-adhering sheet membranes, bituminous and thermoplastic sheet membranes and composite rubberized asphalt membranes. With a unique breath of experience, ABBAE offers consulting on below-grade waterproofing for both deep and shallow foundations, both in and above local water tables. Our award-winning professional team is well experienced with below-grade systems, including the use of remedial plastic foam grouts, bentonite grouts and surface applied remedial waterproofing materials. Our team also specializes in podium waterproofing systems. Issues such as post-tension cables, deck movement, drainage, expansion joints, drainage, and landscaping must be considered when selecting systems and designing waterproofing for podiums/decks. ABBAE provides design, peer review, mock-up observation and testing, and construction phase support for podium systems.



QUALIFICATIONS

Karim Allana's Credentials

Mr. Karim Allana has been in the construction field for over 38 years. He specializes in forensic analysis of construction; sustainable design of building envelope systems, roofing and waterproofing; and construction management. Since 1987, Mr. Allana has been the founding principal and Chief Executive Officer (CEO) of Allana Buick & Bers, Inc. (formerly Allana-Lippert). Allana Buick & Bers, Inc. (ABBAE) an Architectural-Engineering firm that specializes in sustainable design of new construction as well as repair to existing buildings. As the Principal-In-Charge, Mr. Allana has performed over 5,750 architectural and engineering projects, in California, Nevada, Washington and Hawaii, for all types of building structures.



CURRENT CONDITIONS



THICK TANGLE OF TREE
ROOTS OVER THE PODIUM
AND UNDERGROUND GARAGE

PODIUM SLAB WATERPROOFING



CURRENT CONDITIONS



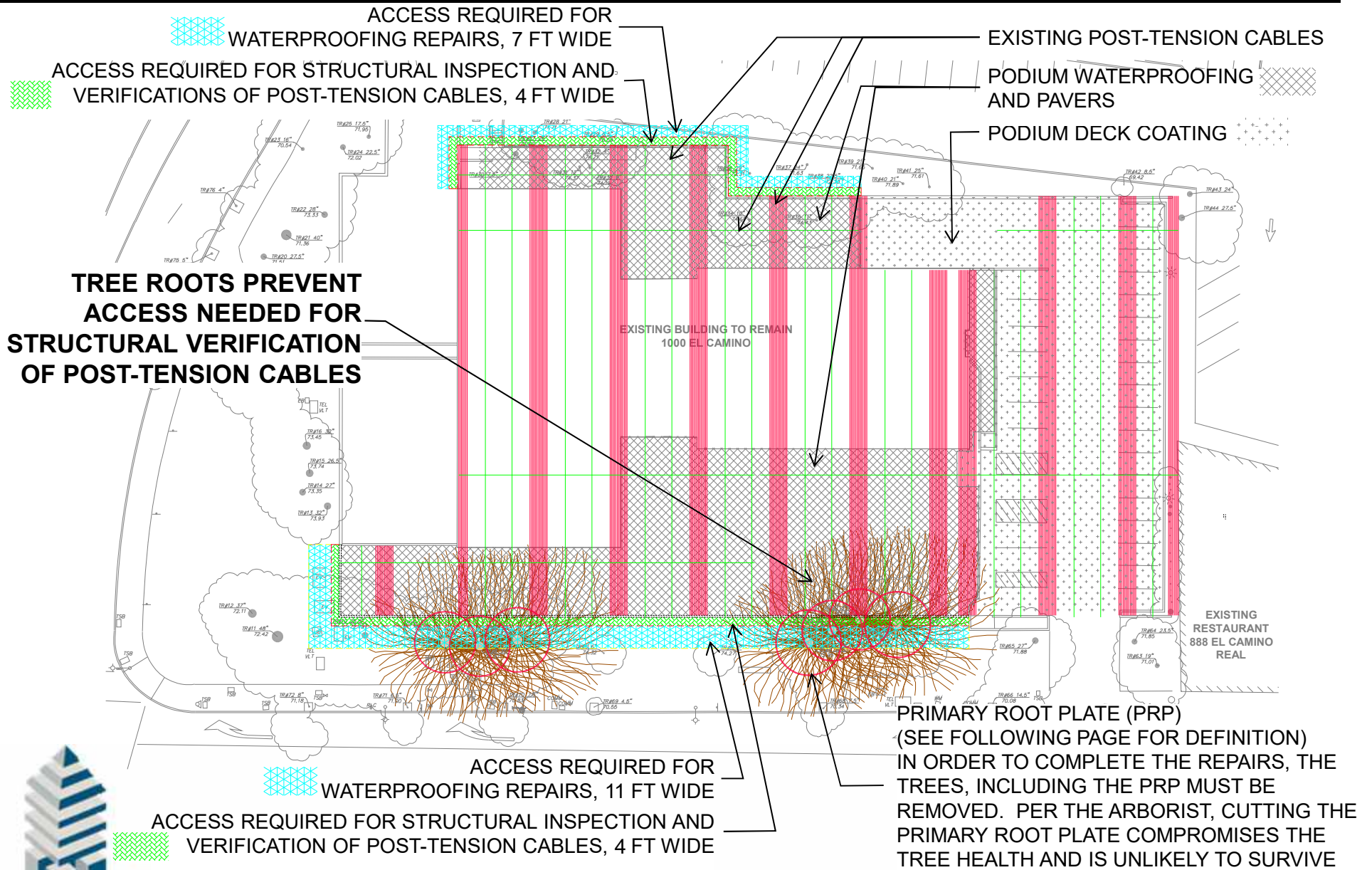
THICK TANGLE OF TREE
ROOTS OVER THE PODIUM
AND UNDERGROUND GARAGE

PODIUM SLAB WATERPROOFING



CURRENT CONDITIONS

REQUIRED ACCESS AREAS AT EXTERIOR WALLS

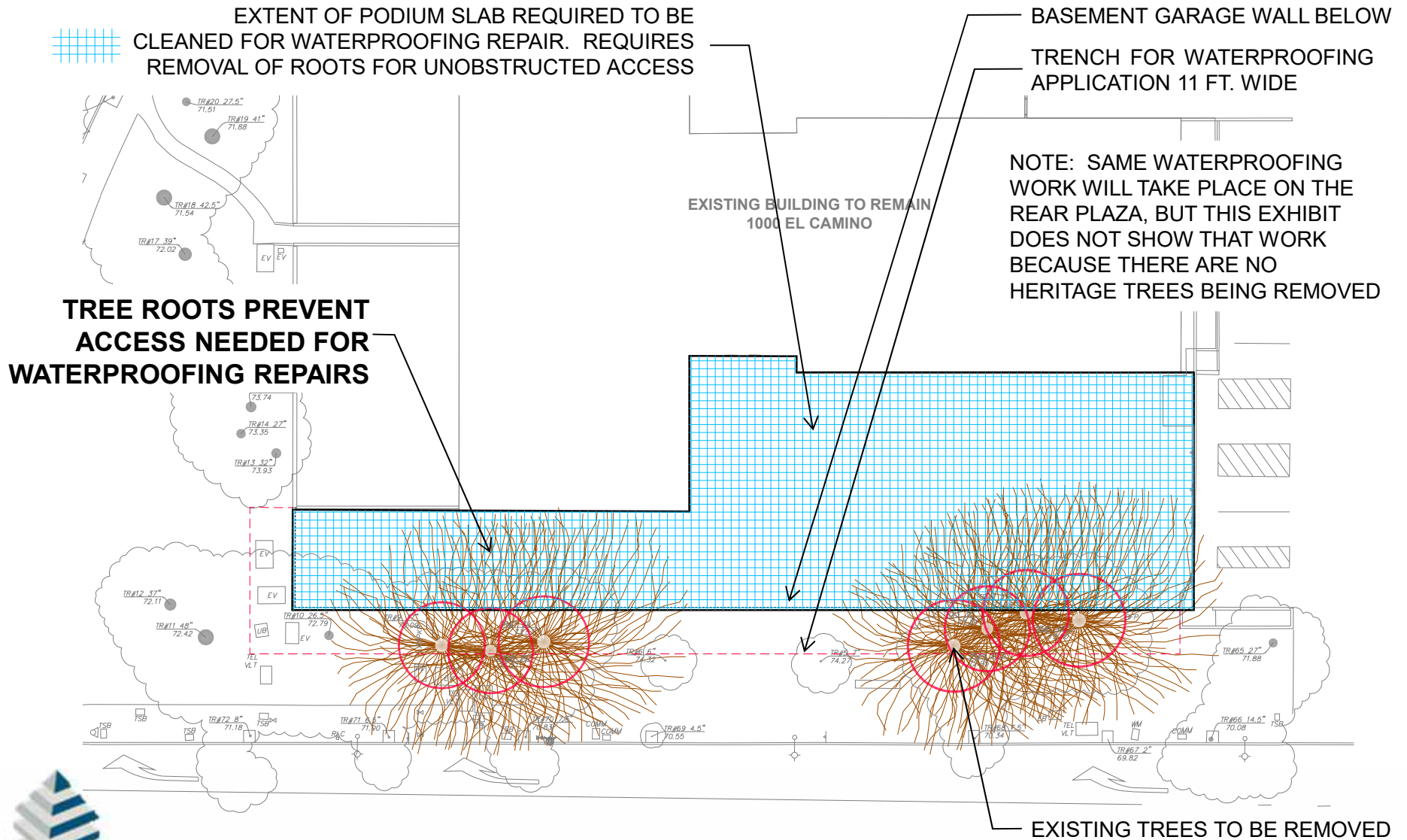


DEFINTION: PRIMARY ROOT PLATE

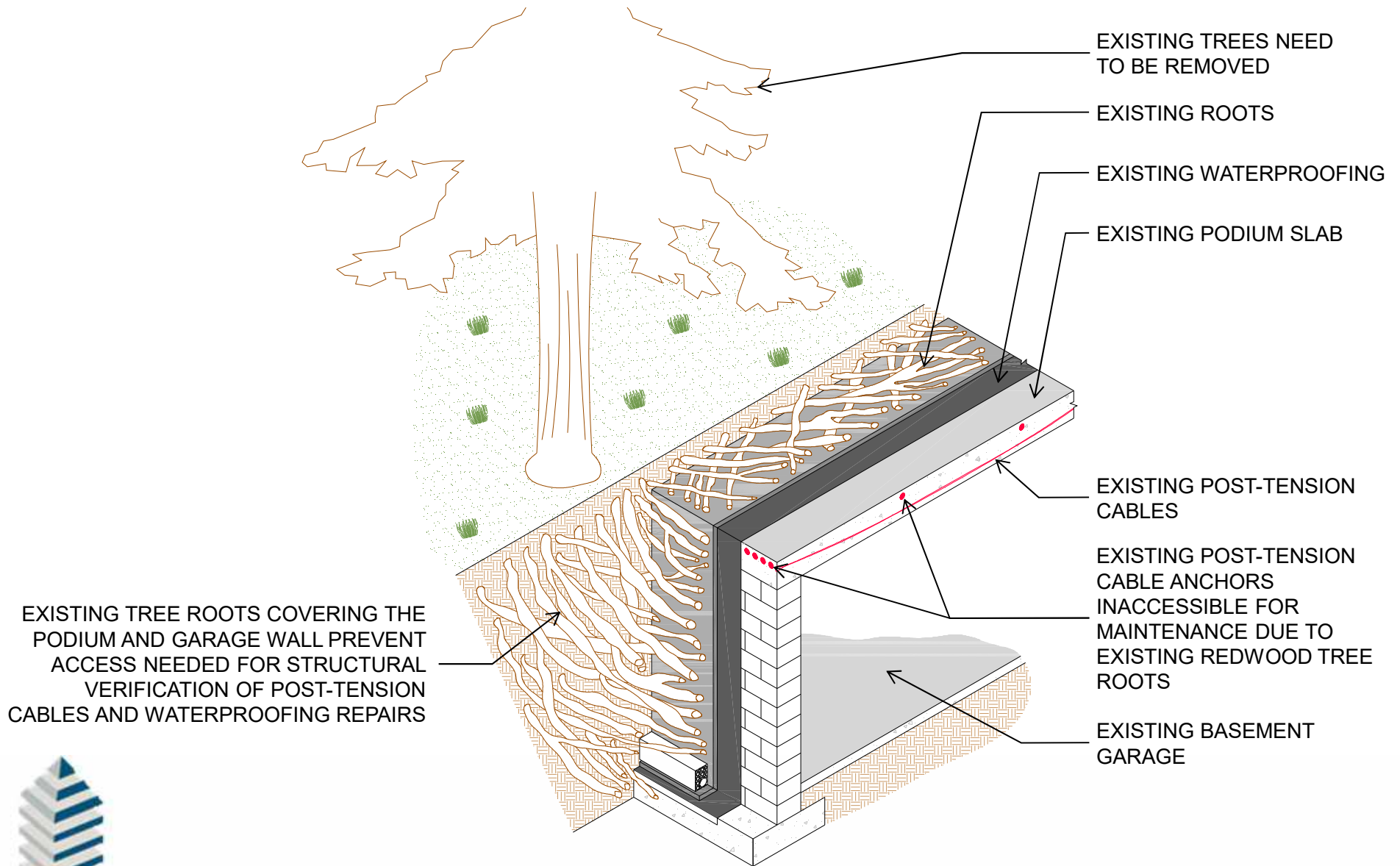
The Primary Root Plate (PRP) radial distance from the tree base = 3x the diameter of the tree at breast height (DBH) which ranges between 24' to 30' in diameter for the trees proposed to be removed



CURRENT CONDITIONS REQUIRED ACCESS AREAS AT THE PODIUM SURFACE



CUTAWAY VIEW – PREVENT ACCESS NEEDED FOR STRUCTURAL VERIFICATION OF POST-TENSION CABLES AND WATERPROOFING REPAIRS



OPTION 2

BUILDING & GARAGE STEEL STRUCTURAL RETROFIT [INFEASIBLE]

Recommendations

Podium waterproofing: The podium waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. All overburden above the podium must be removed in order to access and replace the waterproofing membrane. This will include the removal of grasses, plantings, trees, rocks, etc. above the podium. Hot rubberized asphalt waterproofing is the proposed waterproofing system.

The large trees and plantings along El Camino Real require removal due to the extent of root network over the podium area and along the foundation wall. There is no method for repairing or replacing the existing waterproofing without complete access.

Foundation wall waterproofing: The foundation wall waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. The foundation wall will need to be exposed, with overburden removed, in order to access and replace the waterproofing membrane. This will include the removal of grasses, trees, plantings, rocks, etc. adjacent to the wall. Self-adhering membrane is the proposed waterproofing system.

Exposing the foundation wall will require a trench to be dug along the wall. The width of the trench will need to be a minimum of three feet wide to provide access for the waterproofing work and for shoring up the soil alongside the trench to prevent collapse.

Waterproofing Preparation: The first step is to remove the soil and existing waterproofing. This may be conceptually possible on the podium deck. But access to the foundation wall will not be possible with the roots in place. The wall extends eleven feet deep. It will not be possible to dig away the soil, much less remove the existing waterproofing membrane, through a continuous network of intertwined roots that starts at the surface of the soil.

Waterproofing Installation requires a clean, dust-free and dry surface for the waterproofing membrane to stick to. Dirt, dust and damp will prevent the membrane from adhering to the surface. This creates a space between the waterproofing membrane and the wall that allows water to move around, soaking into the structure as well as to disbanding more and more of the membrane. No waterproofing membrane is perfect; there will be small holes in the membrane, but if the membrane is fully adhered to the wall, the water can't move around and cause damage.

Summary: Providing a clean, dry, dust-free surface is not possible under an intertwined network of roots. With the roots suspended directly above the waterproofing, any disturbance to the root system will cause dirt and bark to fall into the work. Such disturbances will occur constantly as the workers attempt to clean the podium surface and install the waterproofing.

"Conclusion: This option is infeasible because it addresses the repairs of the structural members, but does not provide access to the exterior of the podium and vertical walls to perform the waterproofing. The combination of the existing trees and their extensive and intertwined roots make it impossible to repair the waterproofing without their removal."



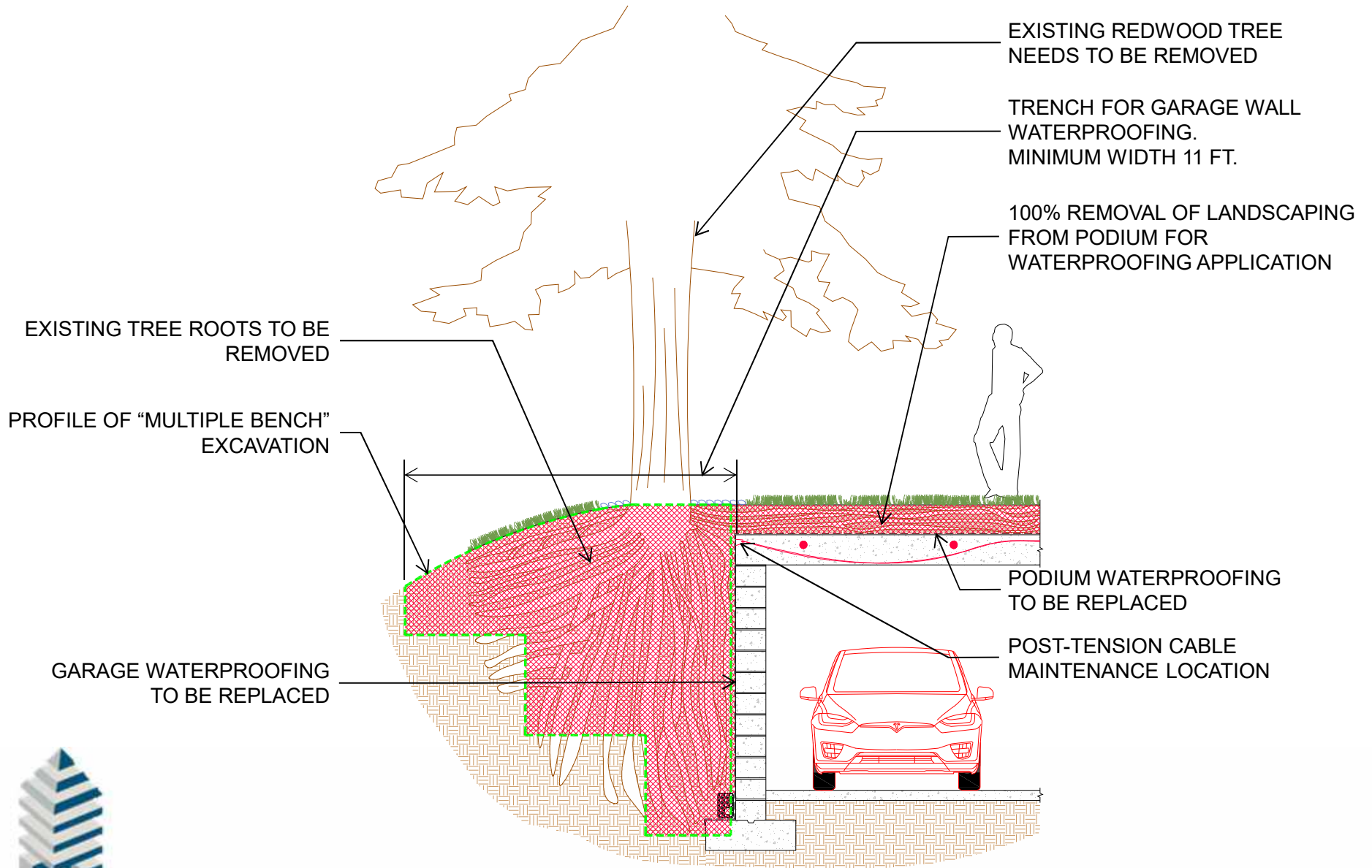
OPTION 3 PHASED REDWOOD TREE REMOVAL [INFEASIBLE]

Conclusion: This option is infeasible because phasing of the tree removal doesn't allow for complete access to the entire podium perimeter walls and surface to repair the waterproofing. Complete access requires removal of all seven existing trees and their root system".

INFEASIBLE



OPTION 3 PHASED REDWOOD TREE REMOVAL [INFEASIBLE]



OPTION 4

REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

GROUT INJECTION FOR THE VERTICAL GARAGE WALLS

Polyurethane Foam Grout Injection is a process often used to waterproof existing basement walls that leak. Holes are drilled through the basement walls in a regular pattern across the entire height and width of a wall area. Injection ports are installed in each hole. The grout is then pumped into the ports, in sequence, from the bottom to the top, starting at one end and moving across the wall to the other end. The grout is a polyurethane foam that is injected under pressure between the basement wall and the soil outside. This forms a "curtain" that completely covers the wall.

The grout is injected at high pressure to do this. This is not a problem with a thick concrete wall. But a thin-walled CMU block cannot stand up to the pressure of the grout, and will often crack or break, making the wall weak and requiring structural repair. **Unfortunately, the basement walls at 1000 El Camino are CMU and thus not suitable for grout injection and would be prone to a blow-out.** The following slide shows an example of a different project where a blow-out occurred.

WATERPROOFING OF PODIUM SURFACE ABOVE UNDERGROUND GARAGE

Conclusion: This option is infeasible because it does not provide access to the exterior of the podium concrete slab to perform the waterproofing. The combination of the existing trees and their extensive and intertwined roots make it impossible to repair the waterproofing without their removal. Grout injection is also not an option for the podium surface because there is insufficient soil pressure to confine the grout between the podium and the landscape soil."



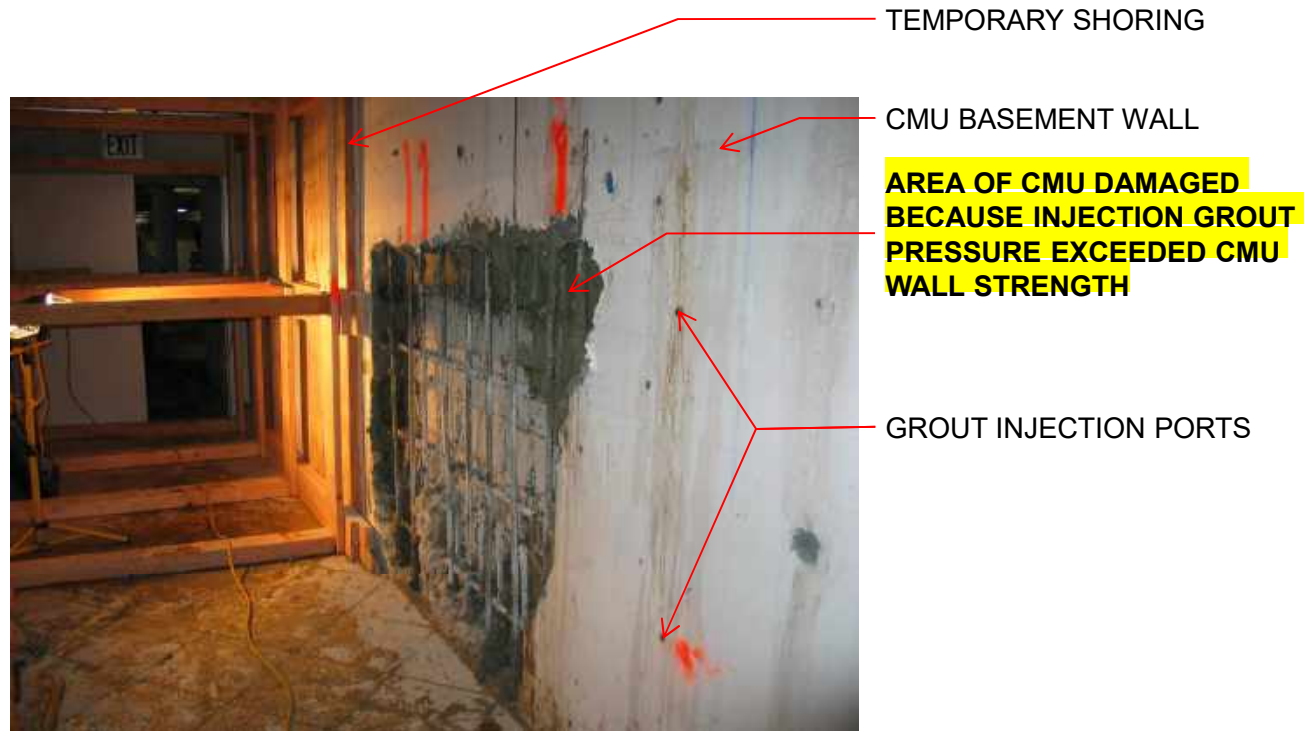
OPTION 4 REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

USING GROUT INJECTION FOR THE VERTICAL GARAGE WALLS

THICK WALL RESISTS GROUT
INJECTION PRESSURE

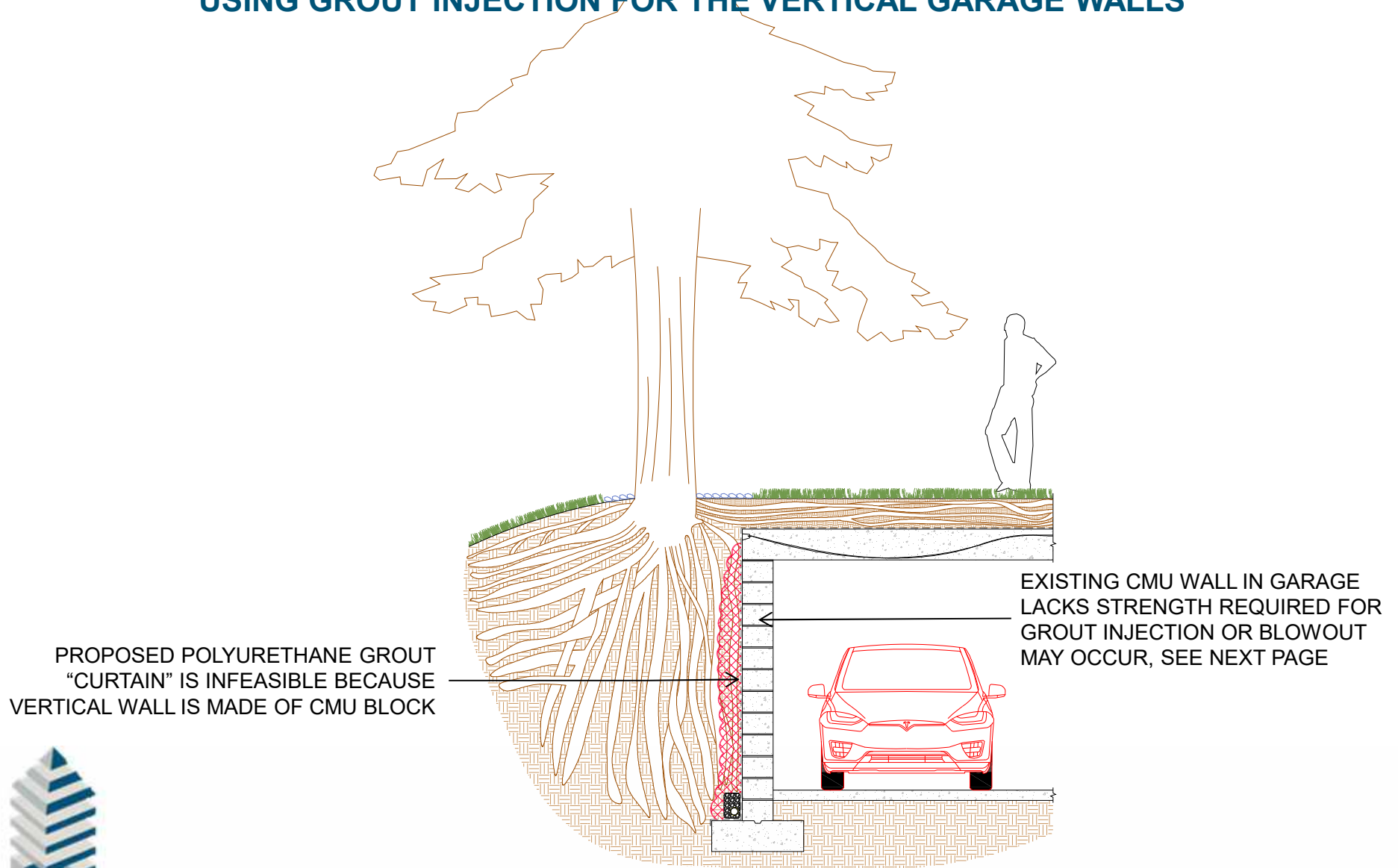


THIN WALLS OF CMU
BLOCK CAN FAIL UNDER
GROUT PRESSURE



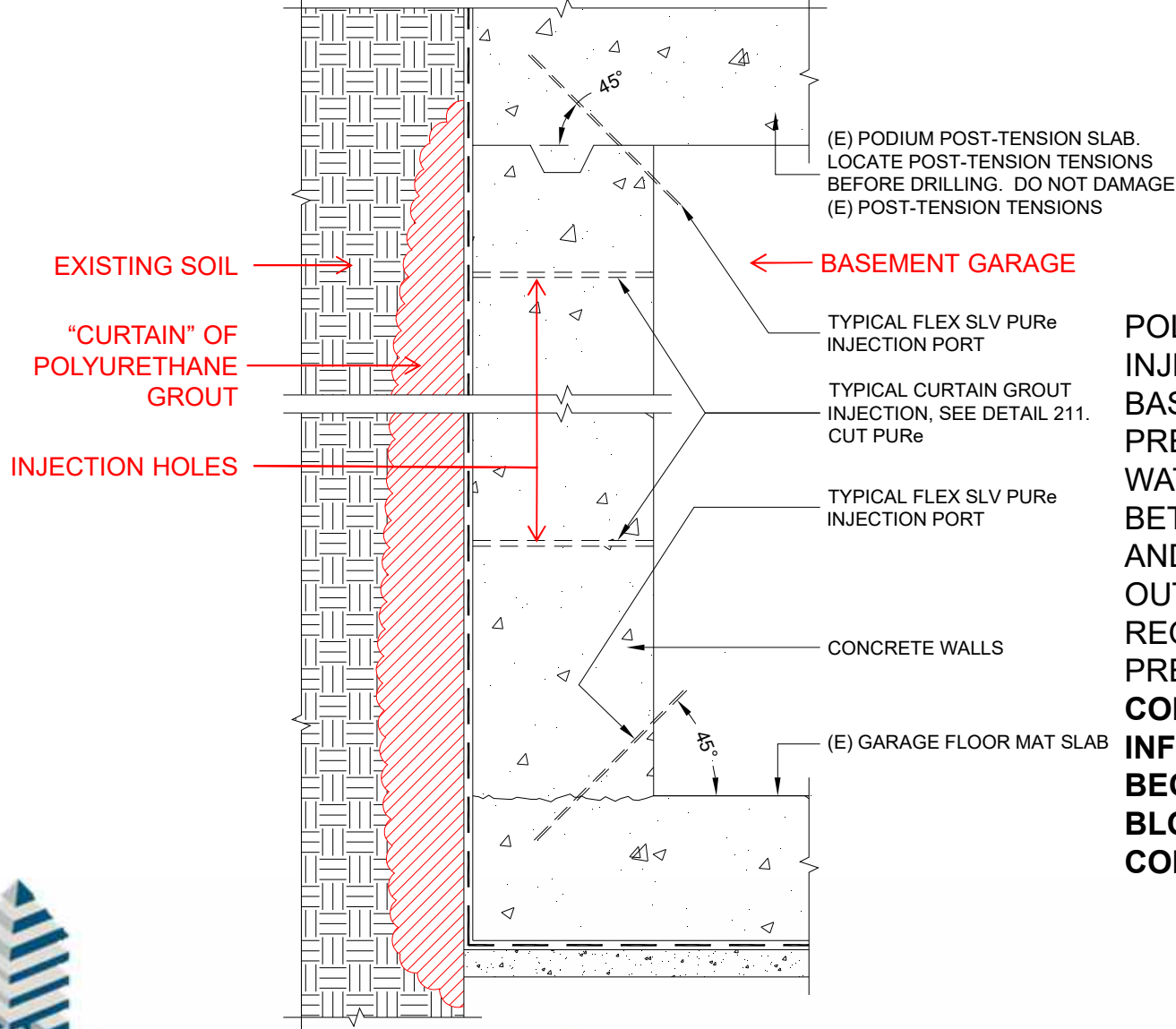
OPTION 4 REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

USING GROUT INJECTION FOR THE VERTICAL GARAGE WALLS



OPTION 4 REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

USING GROUT INJECTION FOR THE VERTICAL GARAGE WALLS



POLYURETHANE GROUT IS INJECTED THROUGH THE BASEMENT WALLS AT HIGH PRESURE TO FORM A WATERPROOF "CURTAIN" BETWEEN THE GARAGE WALL AND THE EXISTING SOIL OUTSIDE. A CONCRETE WALL IS REQUIRED TO WITHSTAND THE PRESSURE OF THE GROUT

CONCLUSION: THIS OPTION IS INFEASIBLE FOR THE PROJECT BECAUSE THERE IS A CMU BLOCK WALL AND NO CONCRETE WALL



APPENDIX: BACKGROUND INFORMATION BUILDING & GARAGE - SITE INVESTIGATION

Investigation

Allana, Buick and Bers (ABBAE) performed a visual review of the interior and exterior of the exposed garage and podium areas prior to destructive testing.

We conducted site visits during the destructive testing, performed by a qualified licensed DT contractor, to observe and document the existing concealed conditions.

This included overburden layers, drainage composites, flashings, and waterproofing membranes of the podium and planter areas.



BUILDING & GARAGE - SITE INVESTIGATION FINDINGS

Findings

Visual Inspection: Visual inspection of the garage interior indicated numerous areas of water intrusion through the foundation walls and the podium slab. Efflorescence and rust stains indicated a history of moisture and the deterioration of reinforcing steel. The staining occurred on both the concrete masonry unit (CMU) foundation walls and the underside of the post-tensioned podium slab. There is significant water intrusion on the El Camino Real facing wall, corresponding with the large trees and landscaping.

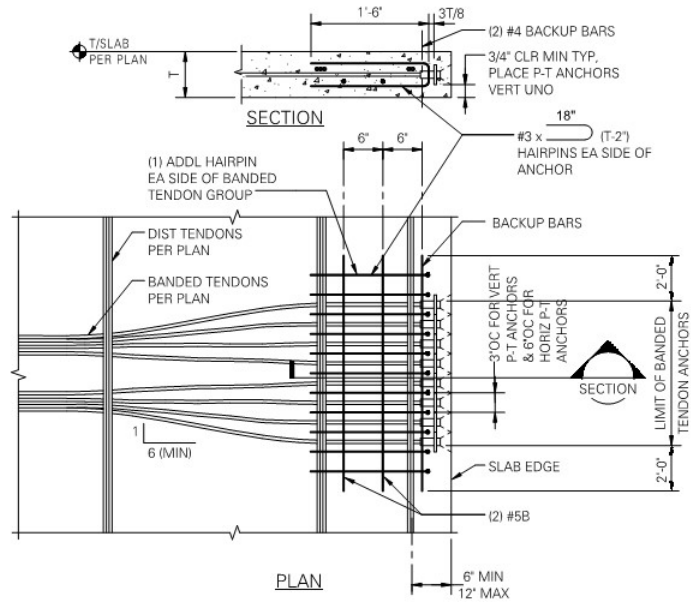
Podium Waterproofing: Horizontal podium waterproofing membranes exhibited moisture below the membranes and leaks into the garage below. Courtyard waterproofing had water-filled blisters throughout. Some of the membrane deterioration is due to the age of the waterproofing, and some is damage from trees and other plantings over the waterproofing system.

The extensive network of roots over the podium area are causing damage to the waterproofing through abrasion and penetration. The fine roots are getting below the filter fabric and burrowing into the membrane. This creates pathways for water intrusion. Additionally, the membranes have poor adhesion to their structural substrates, which is allowing water intrusion to travel below the waterproofing.

Foundation Walls: Destructive testing at the below grade foundation walls of the garage along El Camino Real was not practical due to the extent of trees and plantings adjacent to the wall along El Camino. ABBAE was able to observe the foundation wall waterproofing at the rear of the site. The waterproofing in the DT area had slipped significantly below grade, leaving an area of 16"-24" of below grade wall exposed without waterproofing. The failure mode is likely poor adhesion and improper anchorage spacing.

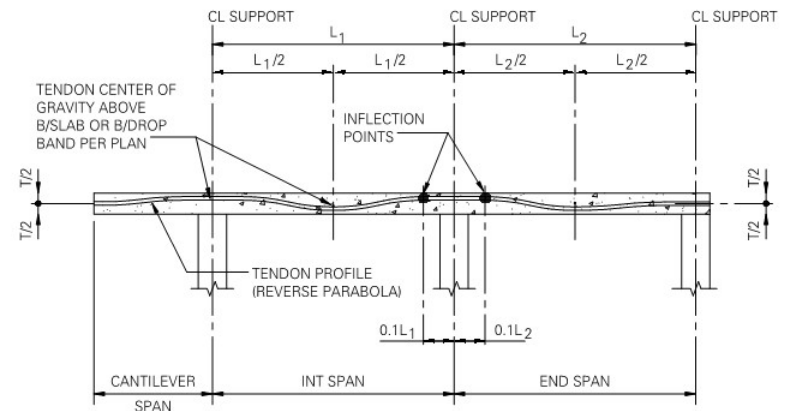


TYPICAL PT CABLE DETAILS



NOTE:
STUDRAILS MAY BE USED IN LIEU OF HAIRPINS PENDING
STRUCTURAL ENGINEER OF RECORD APPROVAL.

15 ANCHORAGE AT ENDS OF BANDED TENDONS
SCALE: 3/4" = 1'-0" (03307)



18 TYPICAL POST-TENSIONED SLAB PROFILE
SCALE: 3/4" = 1'-0" (03303M)



POST-TENSION CABLE PHOTOS

OVERVIEW



POST-TENSION CABLES



POST-TENSION CABLE SLEEVES

REBAR SLAB REINFORCEMENT

DETAIL AT ANCHORS

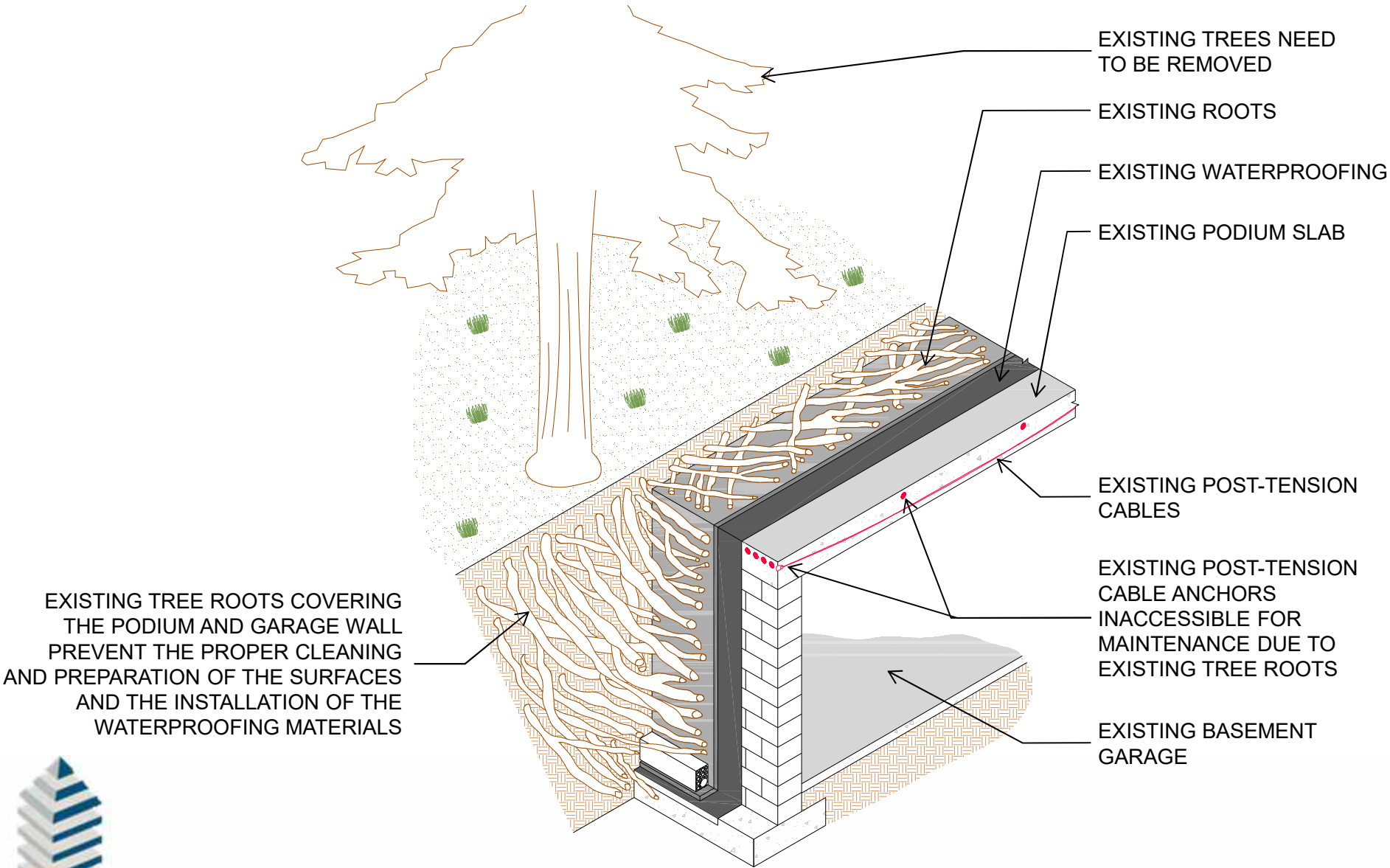


POST-TENSION CABLE ANCHORS
LOCATED IN THESE HOLES

POST-TENSION CABLES



CUTAWAY VIEW - ROOTS INTERFERE WITH WATERPROOFING WORK



EXISTING TREE ROOTS COVERING THE PODIUM AND GARAGE WALL PREVENT THE PROPER CLEANING AND PREPARATION OF THE SURFACES AND THE INSTALLATION OF THE WATERPROOFING MATERIALS

EXISTING TREES NEED TO BE REMOVED

EXISTING ROOTS

EXISTING WATERPROOFING

EXISTING PODIUM SLAB

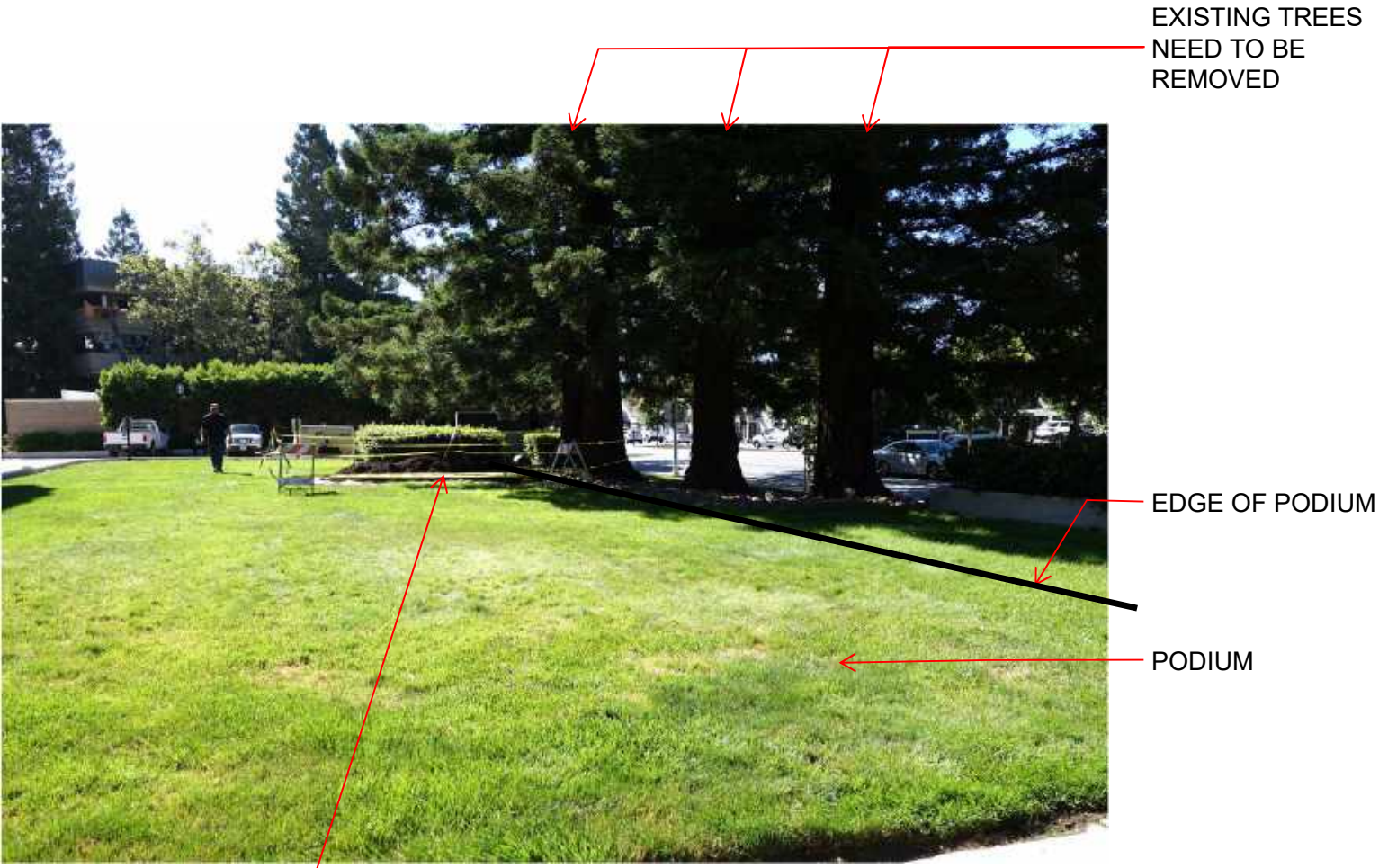
EXISTING POST-TENSION CABLES

EXISTING POST-TENSION CABLE ANCHORS INACCESSIBLE FOR MAINTENANCE DUE TO EXISTING TREE ROOTS

EXISTING BASEMENT GARAGE



PODIUM OVERVIEW



AREA OF EXCAVATION



ROOT EXCAVATION



EXISTING TREE ROOTS



EXPOST WATERPROOFING

THICK TANGLE OF TREE ROOTS PREVENTS REMOVAL AND REPLACEMENT OF WATERPROOFING BELOW



EXISTING WATERPROOFING DRAINAGE LAYER OF TOP SURFACE OF PODIUM



TYPICAL SPECIFICATION FOR CONCRETE PREPARATION FOR WATERPROOFING

1.1 PREPARATION FOR WATERPROOFING MEMBRANE APPLICATION

- A. Concrete decks must be monolithic, smooth, and free of voids, spalled areas, laitance, honeycombs, and protrusions. Remove fins, ridges, and other projections and fill honeycomb, aggregate pockets, and other voids. Clean and prepare existing concrete surfaces using wire brush and other mechanical means.
- B. Clean and prepare substrates according to manufacturer's written instructions. Provide clean, dust-free, and dry substrate for waterproofing application.
- C. Mask off adjoining surfaces not receiving waterproofing to prevent spillage and overspray affecting other construction.
- D. Close off deck drains and other deck penetrations to prevent spillage and migration of waterproofing fluids.
- E. Remove grease, oil, form-release agents, paints, curing compounds, and other penetrating contaminants or film-forming coatings from concrete.
- F. Remove fins, ridges, and other projections and fill honeycomb, aggregate pockets, and other voids.
- G. Clean existing concrete surfaces using wire brush and other mechanical means.
- H. Proceed with installation only when substrate construction and preparation work is complete and in condition to receive waterproofing. Do not apply waterproofing to a damp or wet substrate.



PHOTOS OF CLEAN PODIUM SLAB

Existing waterproofing membrane must be completely removed. Then, existing concrete slab is to be cleaned free of all dirt, dust and debris and be completely dry before new waterproofing can be installed. This impossible with tree roots in the way



GROUT INJECTION PORT LAYOUT



GROUT INJECTION PORTS



GROUT INJECTION PORTS ARE INSERTED INTO DRILLED HOLES AND TIGHTENED SECURELY IN PLACE



GROUT INJECTION PUMPS



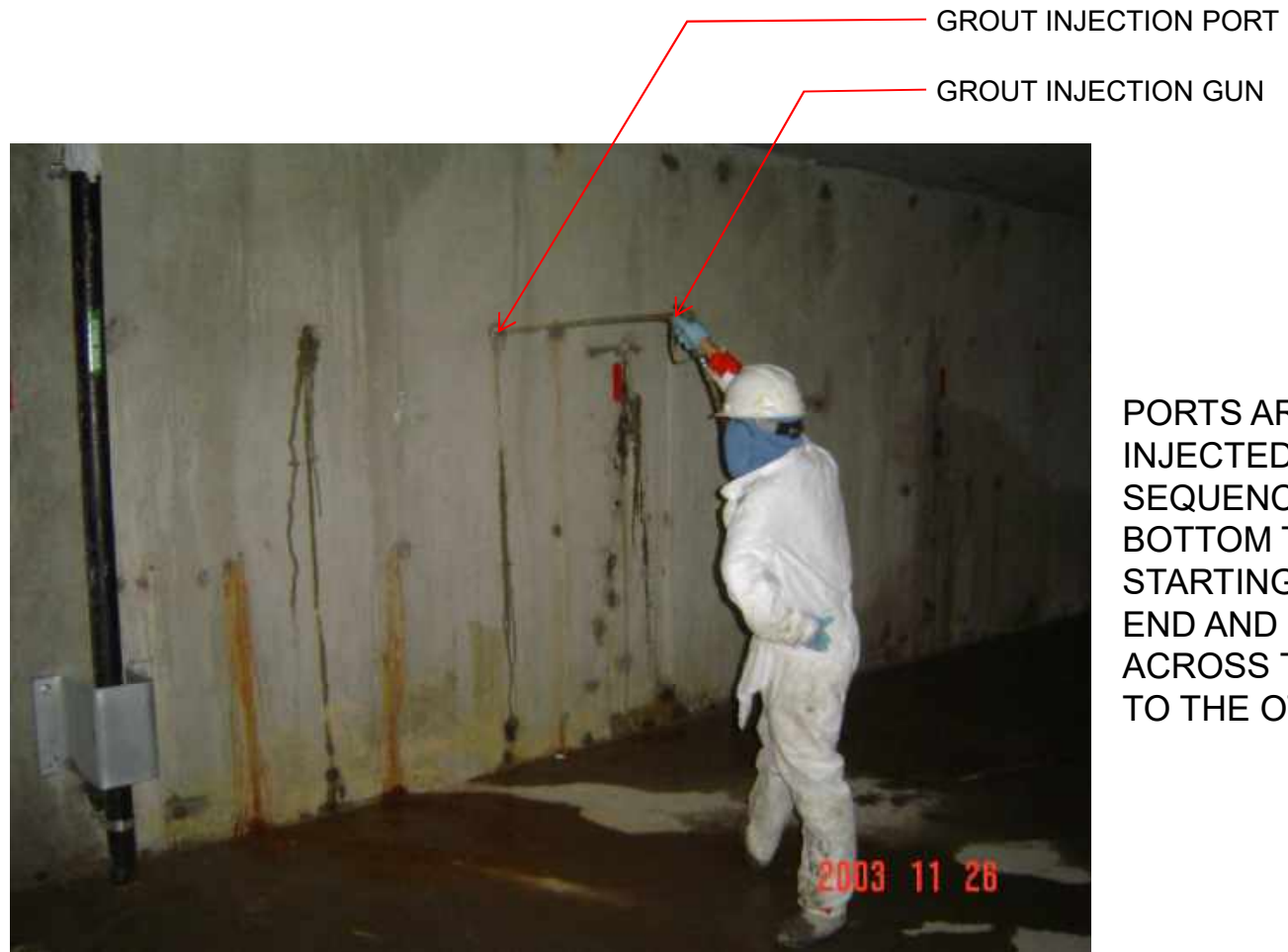
INJECTION PUMP

POLYURETHANE GROUT MIXTURE

PRESSURE HOSE TO GROUT GUN



GROUT INJECTION



PORTS ARE INJECTED IN SEQUENCE FROM BOTTOM TO TOP STARTING AT ONE END AND MOVING ACROSS THE WALL TO THE OTHER END



GROUT INJECTION



INJECTION PORT

GROUT PENETRATING
AND FILLING A CRACK IN
THE BASEMENT WALL



GROUT INJECTION OVERVIEW



CORE DRILLING BASEMENT WALL TO TEST RESULTS



CONCRETE BASEMENT WALL AFTER GROUT INJECTION

CORE DRILLING THROUGH WALL TO TEST RESULTS



GROUT INJECTION CORE



CORE OF CONCRETE BASEMENT WALL

POLYURETHANE FOAM GROUT HAS FILLED THE VOID AND BLOCKED OUT WATER

(E) WATERPROOFING MEMBRANE WAS NOT PROPERLY ATTACHED TO WALL, CREATING A VOID THAT ALLOWED WATER TO CLEAR INTO BASEMENT



1000 El Camino Real

Exhibit 3

KPFF engineers structural analysis
report



February 14, 2019

Ken Rakestraw
SRGNC CRES, LLC
901 Mariners Island Boulevard, Suite 700
San Mateo, CA 94404

Subject: 1000 El Camino Real
Alternative repairs

Dear Mr. Rakestraw:

It is our understanding that the City of Menlo Park has requested that KPFF, as the structural engineer of record on the 1000 El Camino Real Remedial Repair Detailing project, investigate alternative structural schemes to removing the existing redwood trees on the south side of the existing building.

Post-tensioned concrete slab is a structural system wherein steel tendons are cast into the concrete and then stressed to thousands of pounds of force, which compresses the concrete and provides lift. These stressed tendons provide structural capacity in the concrete slab and are commonly used as an alternative to mild rebar reinforcement.

KPFF San Francisco has been designing post-tensioned concrete slab systems since the inception of the office in 1992. We have collaborated with Schwager-Davis to repair damaged post-tensioned concrete slabs on multiple projects.

Our analysis assumes that the existing redwood trees are to remain in place and the damaged existing waterproofing membrane is not repaired or replaced. In this scenario, the water will continue to intrude into the slab and walls, which may lead to the further degradation of the post-tensioned cables. Regardless of any structural repair or retrofit, the continued water intrusion means that the structural performance will degrade. KPFF does not recommend proceeding with any repair procedure unless the structure is waterproofed.

Option 2 - Steel beam retrofit option:

In this scenario, a combination of new structural steel framing and carbon fiber wrap will be used to support the podium loads. Structural steel girders, 24" deep, will be installed between every column. Structural steel beams, 24" deep and spaced at roughly 8'-0" on center, will span between girders. Carbon fiber wrap will be installed on the underside of the existing slab so that the slab may span from steel beam to steel beam.

KPFF assumes in this approach that the remaining concrete slab has enough shear capacity such that it can bear directly atop the new steel beams. Because there is no non-destructive method to test the remaining structural capacity of the existing post-tensioned cables, KPFF assumes in this scenario that there is no remaining load-bearing capacity in the existing podium slab. Therefore, the repair would need to be installed underneath the entirety of the podium slab. Based on the above assumptions and its impacts, KPFF does not believe Option 2 to be a feasible retrofit option.

Option 4 - Repair without tree removal:

Per input we received from post-tension repair specialist Schwager Davis, it is not feasible to repair the damaged tendons from below. The existing post-tensioned cables are under thousands of pounds of

1000 El Camino Real
February 14, 2019
Page 2 of 2



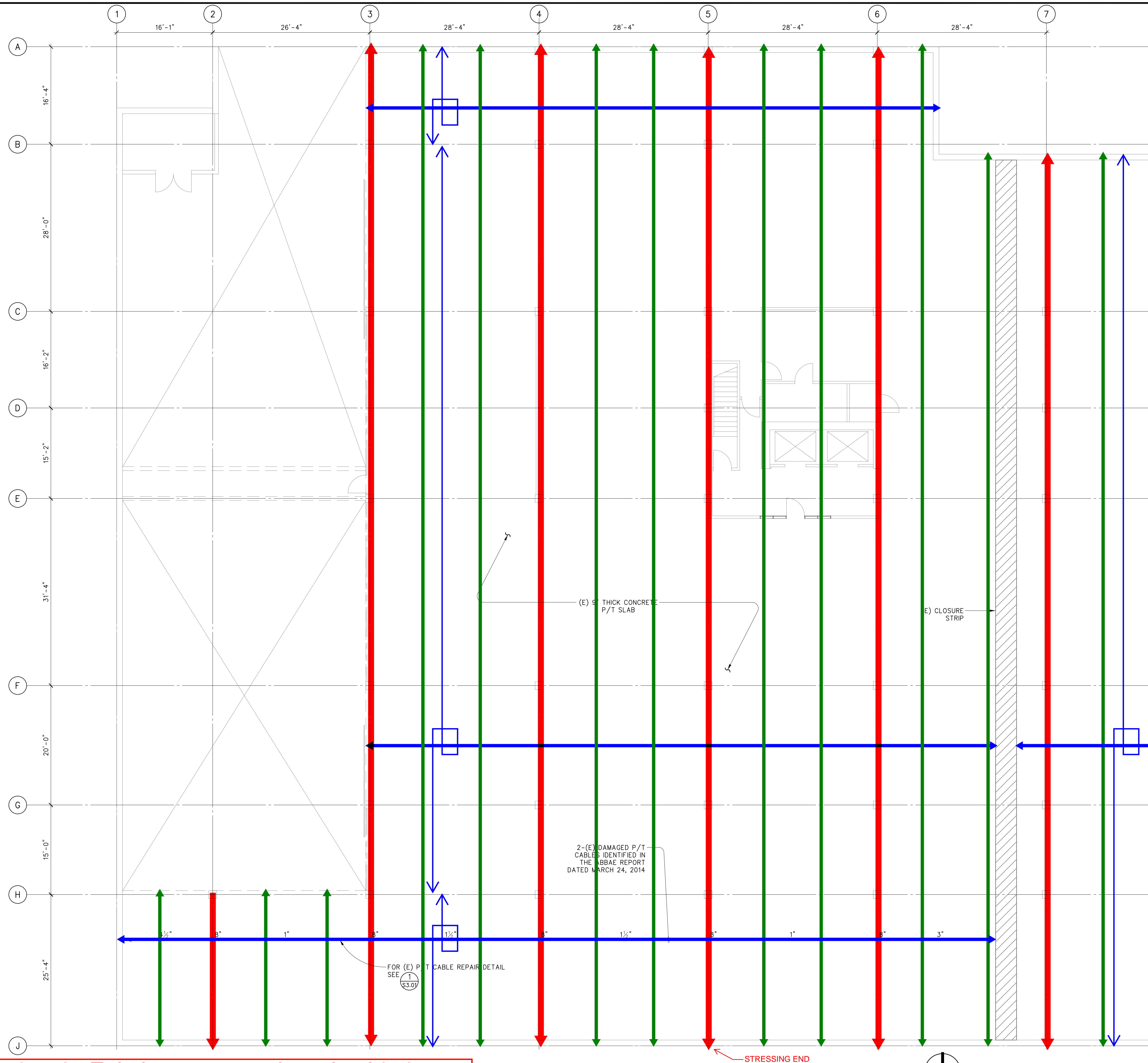
pressure, and damaging a tendon under stress would lead to life-safety issues for the personnel in the area. There is only one method to determine if a tendon is under pressure or if it has been damaged and no longer carries any force: to examine the tendon end, which is currently inaccessible due to the existing trees.

If you have any questions about the alternative options, feel free to give us a call.

Sincerely

A handwritten signature in blue ink that reads "Greg Wagner". The signature is written in a cursive style.

Greg Wagner, S.E., Principal
GW/CM/1700132-00-20190214-L1



DEMOLITION NOTES:

1. CONTRACTOR SHALL HAVE MINIMUM OF 5 YEARS EXPERIENCE IN DETENSIONING AND RETENSIONING P/T CABLES IN EXISTING BUILDINGS.
2. DETENSIONING SHALL BE DONE IN SUCH A WAY AS TO NOT RELEASE ANCHORAGES AT FACE OF BUILDING.

KEY	
	DISTRIBUTED CABLES
	TEMPERATURE CABLES
	BANDS (MULTIPLE TENDONS)

ASD | SKY

235 Pine Street
Suite 2100
San Francisco, CA 94104
T 415.288.8670
F 415.288.8676
www.asdsky.com

kpff

45 Fremont Street, 28th floor
San Francisco, CA 94105
415.989.1004 | kpff.com

SEOR Contact:
Greg Wagner
Day-to-Day Contact:
Mone Rinebold

1000 EL CAMINO REAL

MENLO PARK, CA

JB MATTESON REALTY

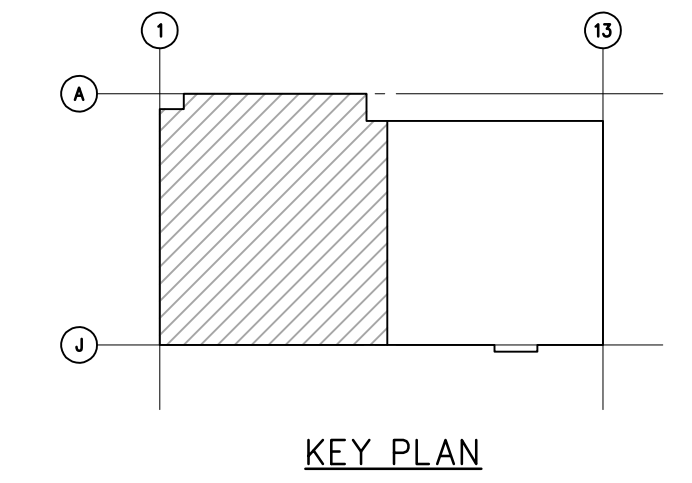
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NO. DATE REMARKS

REVISIONS

DRAWING TITLE:
PLAZA LEVEL PLAN - SECTOR A

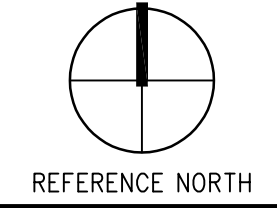
PROJECT NO: K1700132.00	ISSUE DATE: 12/18/18
DRAWN BY: KA	CHECKED BY: MR
SHEET NUMBER: S2.01	



Plaza level - Existing post-tensioned cable layout

PLAZA LEVEL PLAN - SECTOR A

SCALE:
1/8" = 1'-0"
K1700132.00 S2.01



File: A:\1700132-00\1700132-00-S2-01.dwg on 12/18/2018 5:00:26 PM by jrbach



SUBJECT
Steel Beam Option

PROJECT NAME
1000 El Camino Real

JOB NO.
1700132

DATE
02/11/2019

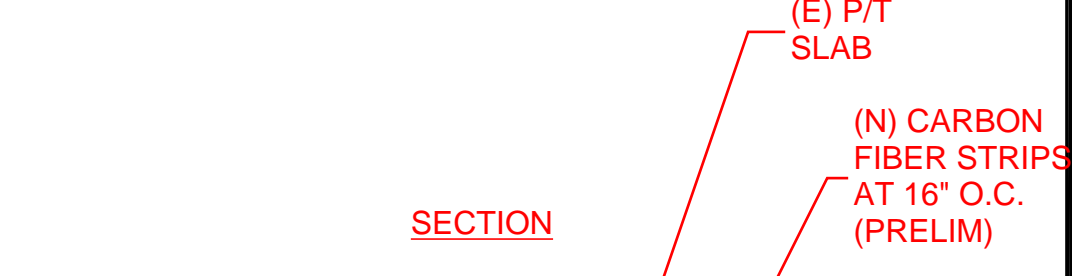
Issued for Coordination only - NOT FOR CONSTRUCTION
1000 El Camino Real - Steel Beam Retrofit Option 02-11-19.pdf

DEMOLITION NOTES:

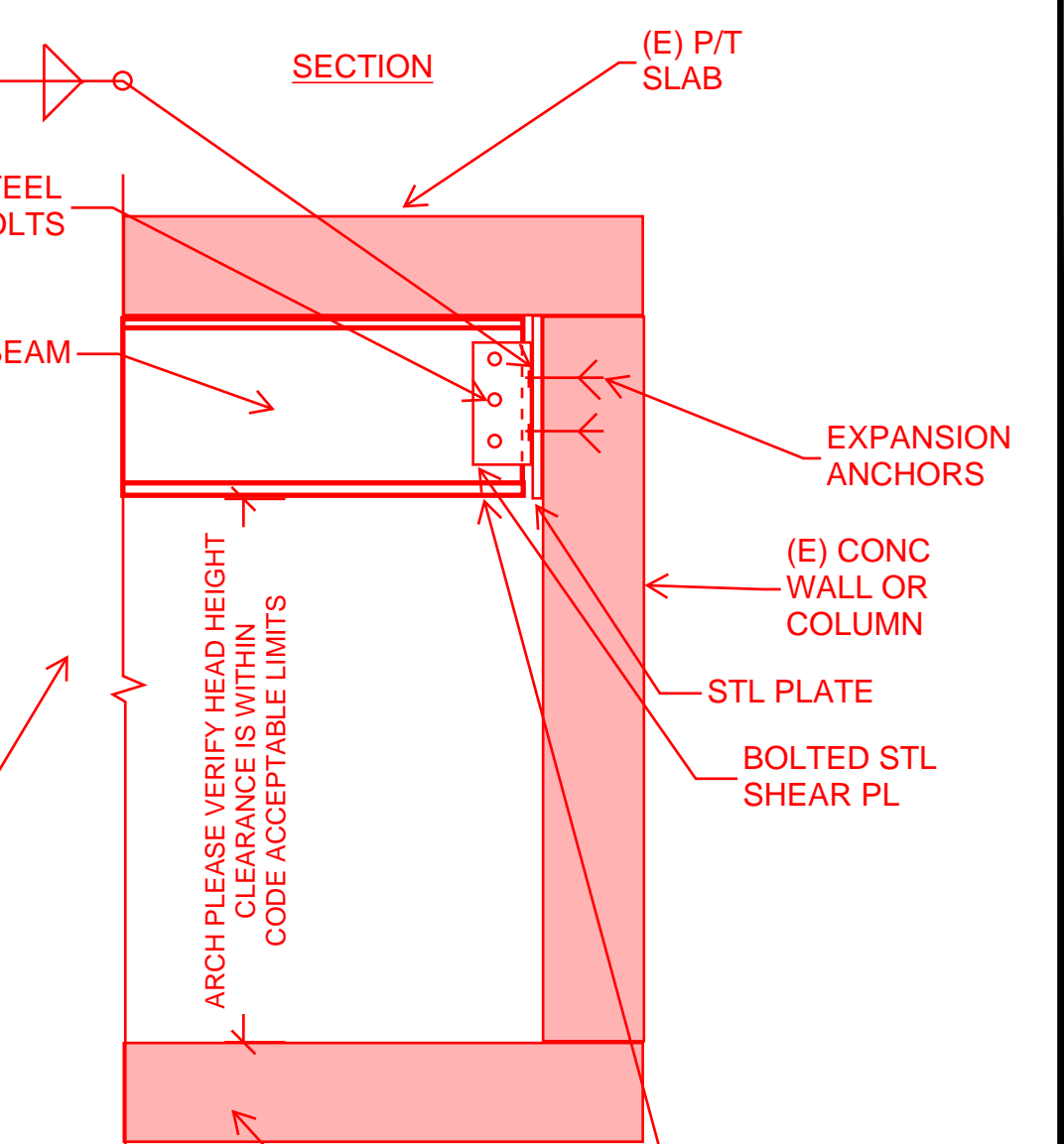
1. CONTRACTOR SHALL HAVE MINIMUM OF 5 YEARS EXPERIENCE IN DETENSIONING AND RETENSIONING P/T CABLES IN EXISTING BUILDINGS.
2. DETENSIONING SHALL BE DONE IN SUCH A WAY AS TO NOT RELEASE ANCHORAGES AT FACE OF BUILDING.

KPFF ASSUMPTIONS LISTED BELOW:

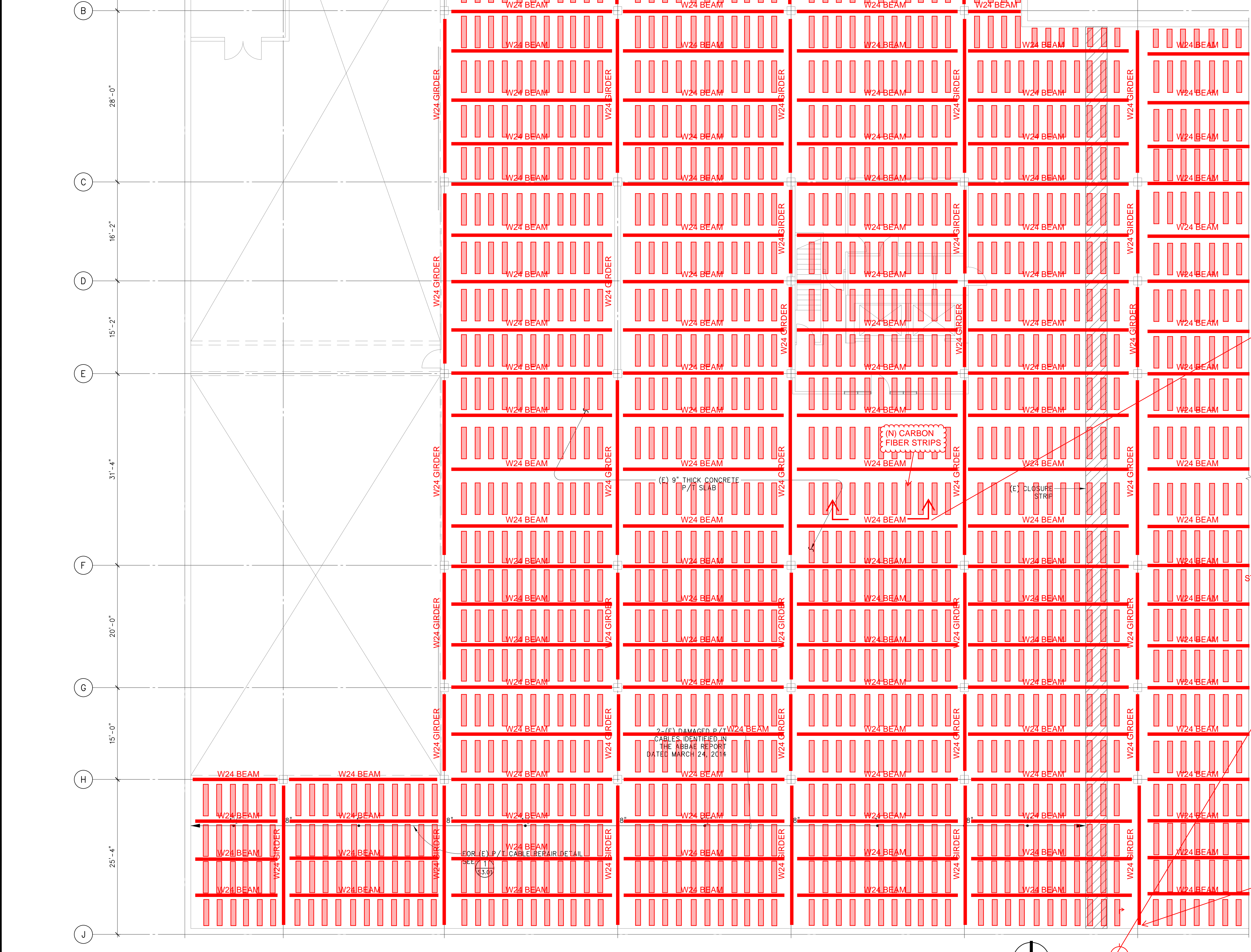
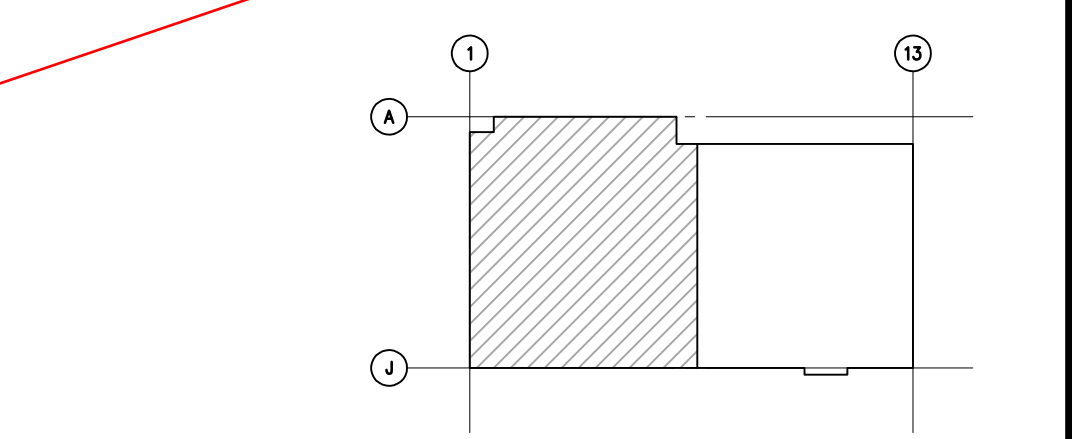
1. ALL (E) P/T BANDS RUNNING NORTH/SOUTH HAVE BEEN DAMAGED BY (E) TREE ROOTS AND HAVE NO REMAINING STRUCTURAL CAPACITY.
2. REPAIR OF ALL DAMAGED (E) P/T BANDS IS NOT POSSIBLE BECAUSE ACCESS TO TENDON ENDS IS BLOCKED BY (E) TREES.
3. (E) CONCRETE PODIUM SLAB HAS ENOUGH SHEAR CAPACITY SUCH THAT SLAB CONNECTION TO (N) STEEL BEAMS DO NOT REQUIRE ADDITIONAL REINFORCEMENT FOR SHEAR.
4. (E) CONCRETE PODIUM SLAB HAS ENOUGH NEGATIVE MOMENT CAPACITY IN TOP OF SLAB SUCH THAT CARBON FIBER STRIPS ARE NOT REQUIRED AT THE TOP OF SLAB.



STRIPS OF CARBON FIBER ADHERED TO THE (E) SLAB TO PROVIDE REINFORCEMENT FOR THE (E) SLAB IN BETWEEN THE NEW STEEL BEAMS. NOTE THAT THE CARBON FIBER STRIPS ARE ONLY SHOWN GRAPHICALLY IN ONE BAY, BUT THIS WOULD BE IN ALL BAYS, TYPICAL. KPFF

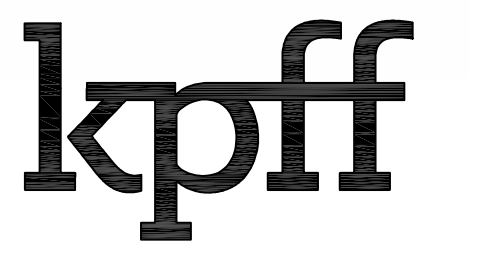


STEEL BEAM CONNECTIONS TO THE EXISTING CONCRETE WALLS OR COLUMNS ARE TO USE BOLTED STEEL SHEAR PLATES THAT ATTACH TO A STEEL PLATE WITH POST-INSTALLED EXPANSION ANCHORS IN THE COLUMN/WALL. KPFF



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SEOR Contact:
Greg Wagner
Day-to-Day Contact:
Mone Rinebold

1000 EL CAMINO REAL

MENLO PARK, CA

JB MATTESON REALTY

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REVISIONS:	
DRAWING TITLE:	PLAZA LEVEL PLAN - SECTOR A
PROJECT NO.:	K1700132.00
ISSUE DATE:	12/18/18
DRAWN BY:	KA
CHECKED BY:	MR
SHEET NUMBER:	S2.01

Exhibit 4

SBCA Tree Consulting arborist response
to alternative options

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

Fax: (510) 787-3065

Website: www.sbcatree.com

Steve Batchelder, Consulting Arborist

WC ISA Certified Arborist #228

CUFC Certified Urban Forester #134

CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

Date: Amended 2/19/19

To: Ken Rakestraw

Project: 1000 El Camino Real. (*Water Sealing of Garage Roof*)

Subject: Arborist Comments pertaining to arborist experience and possible options available.

Assignment: Arborist was asked to comment on three options presented for possible resolution of the treatment of seven Coast Redwood trees (*Sequoia sempervirens*) currently designated for removal. Arborist was also asked to provide some background on our background and discussion of what constitutes a "stand of trees".

What Constitutes a Stand of Trees? - A stand of trees is a grouping of trees, generally of the same species, but not always, where trees benefit from mutual sharing of resources and protection. It has been shown that trees do communicate on a wider level than previously thought. Therefore a stand is not necessarily limited to very small and limited groupings. The concern for wind sail forces on the trees that remain after removal of some trees from a stand becomes critical whenever significant root loss also occurs to the remaining trees.

Arborist experience:

Steve Batchelder has been a Certified Arborist with the International Society of Arboriculture since 1985 and a Certified Urban Forester since 2010. He has experience in seedling tree production and operated a tree trimming service for a number of years. Steve is also a licensed landscape contractor. Molly is a certified arborist as well as being Tree Risk Assessor Qualified (TRAQ).

Experience over many years includes:

- El Cerrito Greenway planting in 1992
- City of Berkeley, University Avenue Median Planting 1995.
- Consulting on World Trade Center, Pixar, Linkedin and Chiron (now Novartis) where we first used structural soil with Peter Walker & Partners
- Currently working with Facebook (last 10 years) in Menlo Park.
- We have participated in volunteer projects in Crockett, Richmond, El Cerrito, the John Muir site in Martinez.
- We have many other projects we could name as well as cities and school districts we have worked with.

For additional regarding SBCA TREE Consulting please visit the web site listed above.

COMMENTS ON THREE OPTIONS

Option 3, Phased Tree Removal – Phased tree removal will not resolve the primary issues of the root intrusion, tree safety and health. It is true that the root anchoring¹ may not be compromised fully for those redwood trees farther from the parking garage. Significant root loss would still occur. The source of moisture for the trees is the irrigated turf that will no longer be available when roots are severed.

When trees are removed from a stand², the trees that remain will be subject to greater wind forces. Stands of trees tend to buffer one another from the wind forces. The combination of root loss and increase in wind force will increase the potential for root failure and associated liability.

Option 4, Repair Without Tree Removal – Arborist has viewed the exploratory excavation which exposed roots as well as the top of the parking structure. Repair of the garage roof surface requires that roots be severed outside of the garage wall.

For many of the trees, this location where root cutting will occur is within “the primary root plate”. This is a distance of three times the tree diameter from the base of the tree³. If roots are severed within the primary root plate, industry standard generally requires that the tree be removed due to safety issues if there is a significant “target” the tree could impact.

The recent instance of root cutting from trenching in Washington Park in San Francisco required the removal of a number of mature Canary Island Pines Trenching operation severed roots within the primary root plate necessitating their removal. The potential target rating was high as in this instance.

Tree health would also be compromised and lead to decline and death. The sandy irrigated soil on the garage roof is the primary reason the trees have done so well. Large trees such as these have significant moisture needs. Without that source of moisture these large trees will surely go into decline. Many coast redwood trees in the Bay Area have been stressed and dying lately, even without serious root loss.

Option 5, Relocation of trees – It is not possible to successfully relocate such large trees. The cost of moving a 90 foot tall redwood tree would be more than the value of the tree. There would be almost no chance that the trees would survive for long. The height and wind sail would make them unstable and unsafe.

End Comments

¹ Roots have three main functions: 1) uptake water and nutrients; 2) carbohydrate storage; 3) anchor the plant to the ground.

² Tree Stand- “Tree community that possesses sufficient uniformity in composition, constitution, age, spatial arrangement, or condition to be distinguishable from adjacent communities.”

https://definedterm.com/stand_of_trees

³ Primary Root Plate (PRP) - For example, a tree with an diameter of 20” measured at 4.5 feet above soil grade will have a PRP equal to a 60 foot radial distance from the tree base.



1000 El Camino Real

Exhibit 5

Revision 1

SBCA Tree Consulting Arborist Tree
Valuation Report & Distance Calculations

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

Fax: (510) 787-3065

Website: www.sbcatree.com

Steve Batchelder, Consulting Arborist

WC ISA Certified Arborist #228

CUFC Certified Urban Forester #134

CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

Date: Amendment 2, 2-13-19

To: Ken Rakestraw
SRGNC CRES, LLC

Subject: Valuation of 76 trees located at 1000 El Camino Real.

Assignment: Arborist was asked to value trees located on the property as well as adjacent City Trees.

Project: 1000 El Camino Real, Menlo Park, water sealing of parking garage.

Source: Tree Valuation was conducted in accordance with the WC-ISA publication "Council of Tree & Landscape Appraisers: Guide for Plant Appraisal, 9th edition.

Summary

Trees valued are located on the parcel at 1000 El Camino Real and adjacent street trees. A total of 76 trees were surveyed and valued. Eleven of the trees valued are City Street trees located in sidewalk planting locations. The value of all 76 trees was estimated to be \$703,400.

The value of the seven trees (#1 thru 4 and #7 thru 9) that are currently designated for removal is \$157,500.

Appendix 1 – Tables of individual tree values and cost of replacement trees

Appendix 2 – Tree Location Map

Tree species and numbers identified with designated Species Class and Species Group assignments.

<i>Species</i>	<i># Trees</i>	<i>Species Class</i>	<i>Species Group</i>
<i>Acer palmatum</i>	6	2	2
<i>Afrocarpus gracilior</i>	18	2	2
<i>Eucalyptus nicholii</i>	2	2	3
<i>Lagerstromea (hybrid)</i>	6	1	1
<i>Liquidambar styraciflua</i>	2	3	2

<i>Platanus x hispanica</i>	7	1	3
<i>Quercus agrifolia</i>	5	1	3
<i>Quercus ilex</i>	2	2	2
<i>Sequoia sempervirens</i>	28	1	4

Tree Valuation, Source and Methodology

This tree valuation report was requested by City Arborist and prepared according to the standards for tree valuation presented in GUIDE FOR PLANT APPRAISAL, published by the International Society of Arboriculture, 2000, Ninth Edition, as requested by City Arborist.

Information regarding tree species is from the publication: SPECIES CLASSIFICATION AND GROUP ASSIGNMENTS, published by the International Society of Arboriculture.

Tree valuation is determined by using the *Trunk Formula* method as the tree is larger than the standard 24" box size utilized in tree valuation.

Trunk Formula Method of Determining Tree Value

The current price for a 24-inch box tree, installed in the landscape, is \$516 (Council of Tree & Landscape Appraisers). Value is affected by tree species, tree condition and the location in which the tree is growing. The terms below are used in the valuation Table 2.

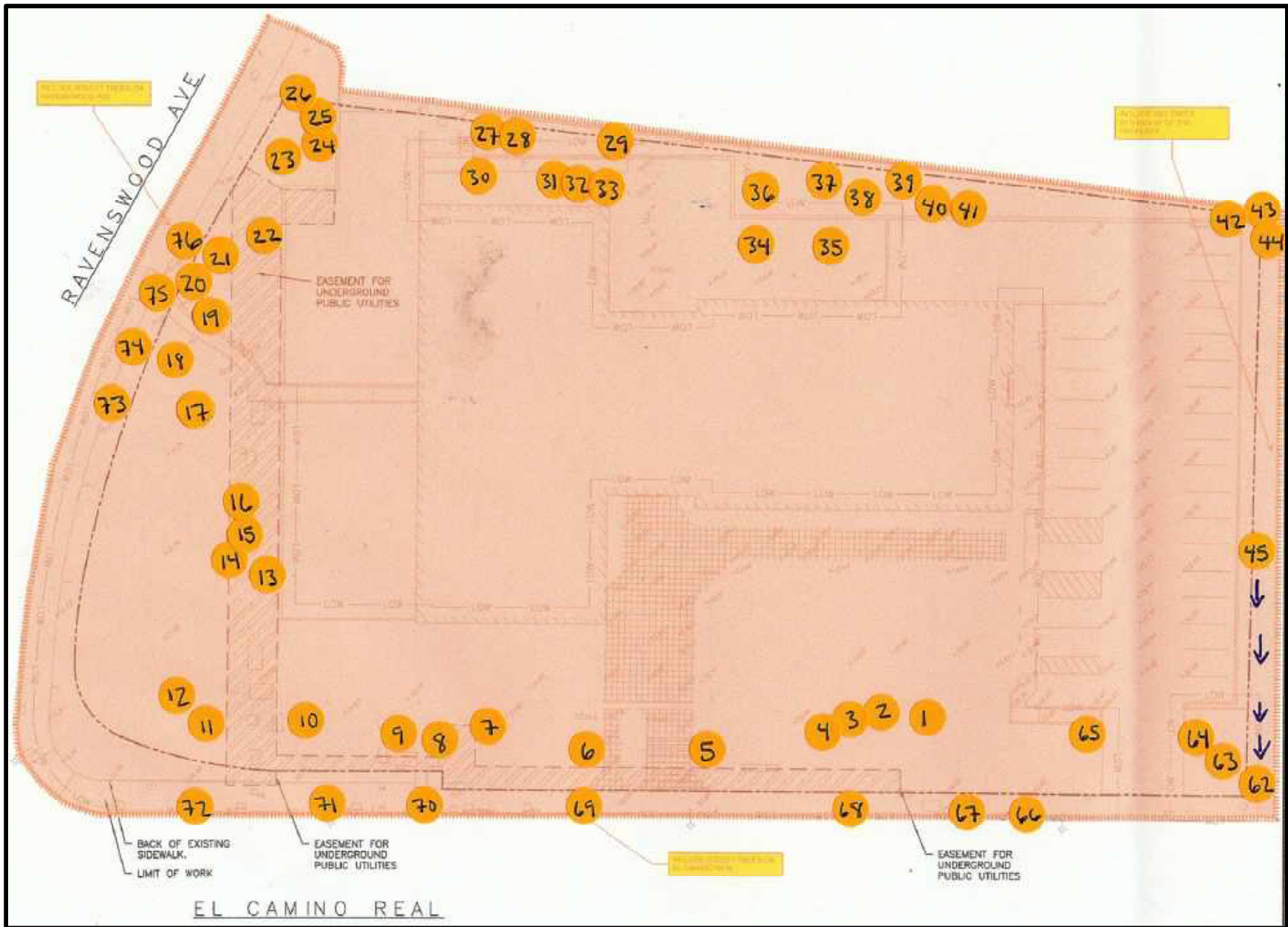
- **Species** – Tree species is identified by the arborist providing the valuation. The tree species provided both Class and Group assignments for different tree species. The species Class and Group ratings are discussed below:
 - **Species Class** – The class reflects how well the tree species is suited to the area and the specific site conditions.
 - **Species Group** – The group rating reflects the rate of growth for the tree species. The group rating determines the *basic price per square inch* of the trunk area for the different species.
- **DBH** - Diameter at Breast Height, measured at 4.5 feet above the average soil grade. Tree valuation is based upon DBH measurements. Multi-stemmed trees based on the sum of the cross sectional area of all stems measured at 4.5 feet.
- **Trunk Area** – The surface area of the cross sectional area of the tree trunk measured at 4.5 feet above the soil grade (DBH).
- **Species Price per Square Inch.** – Determined from Species Group rating.
- **Base Value** – This is the Trunk Area multiplied by the price per square inch.
- **Condition** – This reflects the health and structural condition of the trees assigned by arborist.
- **Location** – The location factor is assigned to the tree based upon the average of three conditions. The factors that were considered are the "Site", the "Contribution" and the "Placement".
- **Tree Value** – Determined by first adding the installed price of a 24" box size tree (\$516) to the Basic Value and then factor by Species Class, tree condition and location. The tree value is rounded to the nearest \$100.

Valuation submitted by:



Steve Batchelder, Consulting Arborist
ISA Certified Arborist WE 228A
CaUFC Certified Urban Forester #138
Calif. Contractor Lic. (C-27) 533675





COLUMN HEADING DESCRIPTIONS

Tag# - Indicates the number tag attached to tree

Species - Scientific name; Asterisk (*) indicates proposed for removal

Common Name - Vernacular name

DBH - Diameter measured in inches at 4.5 feet above soil grade, unless otherwise indicated

Spread - In feet

Health -Tree Health: E is Excellent, G is Good, F is Fair, P is Poor, D is Dead or Dying

Structure- Tree Structural Safety: E is Excellent, G is Good, F is Fair, P is Poor, H is Hazardous

Heritage Tree - Attaining City of Menlo Park Heritage Tree Status: 1 is Yes

Suitability for Retention - Based on Tree Condition: G is Good, F is Fair, P is Poor

RPZ- Root Protection Zone: The radial distance in feet from base of tree that is to be fenced off from all construction access until designated by a certified arborist.

Center Tree to Wall - Distance from the edge of the wall to the center of the tree.

Root Crown to Wall - Distance of the closest edge of the root crown to the edge of the wall.

PRP- Primary Root Plate: The radial distance in feet from the base of the tree where root severance can increase risk of tree failure by roots.

Notes - See below

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
1	<i>Sequoia sempervirens</i> *	Coast Redwood	40	90	G	G	1	G	40	3.5'	minus 8"	10'	Estimated diameter of the PRP is 26.5'
2	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	1' 4"	minus 1' 8"	9.25'	Estimated diameter of the PRP is 24.5'
3	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	5'	2' 6"	8.75'	Estimated diameter of the PRP is 23.5'
4	<i>Sequoia sempervirens</i> *	Coast Redwood	39.5	90	G	G	1	G	40	9' 4"	6' 8"	10'	Estimated diameter of the PRP is 26.5'
5	<i>Lagerstroemia spp</i> *	Crepe Myrtle	7	25	G	G		G	7			1.75'	Powdery mildew, Codominant
6	<i>Lagerstroemia spp</i> *	Crepe Myrtle	6	20	G	G		G	6			1.5'	
7	<i>Sequoia sempervirens</i> *	Coast Redwood	39	90	G	G	1	G	39	8'	5' 9"	9.75'	Estimated diameter of the PRP is 26'

8	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	10' 3"	7' 10"	8.75'	Estimated diameter of the PRP is 23.5'
9	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	8' 10"	6' 7"	9.25'	Estimated diameter of the PRP is 24.5'
10	<i>Quercus agrifolia</i>	Coast Live Oak	26.5	40	G	G	1	G	27	6' 7"	5' 5"	6.75'	Large pruning wounds, Tussock Moth, 26' from FOC

COLUMN HEADING DESCRIPTIONS

Tag# - Indicates the number tag attached to tree

Species - Scientific name; Asterisk (*) indicates proposed for removal

Common Name - Vernacular name

DBH - Diameter measured in inches at 4.5 feet above soil grade, unless otherwise indicated

Spread - In feet

Health -Tree Health: E is Excellent, G is Good, F is Fair, P is Poor, D is Dead or Dying

Structure- Tree Structural Safety: E is Excellent, G is Good, F is Fair, P is Poor, H is Hazardous

Heritage Tree - Attaining City of Menlo Park Heritage Tree Status: 1 is Yes

Suitability for Retention - Based on Tree Condition: G is Good, F is Fair, P is Poor

RPZ- Root Protection Zone: The radial distance in feet from base of tree that is to be fenced off from all construction access until designated by a certified arborist.

Center Tree to Wall - Distance from the edge of the wall to the center of the tree.

Root Crown to Wall - Distance of the closest edge of the root crown to the edge of the wall. "minus" indicates overlap.

PRP- Primary Root Plate: The radial distance in feet from the base of the tree where root severance can increase risk of tree failure by roots.

Notes - See below

ABBREVIATIONS AND DEFINITIONS

Notes

Embedded Bark (EB) - AKA Included Bark, this is a structural defect where bark is included between the branch attachment so that the wood cannot join. Such defects have a higher propensity for failure.

Codominant (CD) - A situation where a tree has two or more stems which are of equal diameter and relative amounts of leaf area. Trees with codominant primary scaffolding stems are inherently weaker than stems, which are of unequal diameter and size.

Codominant w/ Embedded Bark (CDEB) - When bark is embedded between codominant stems, failure potential is very high and pruning to mitigate the defect is recommended.

Dead Wood (DW) - Interior dead branches noted in tree.

End Weight Reduction (EWR) - Reduction of end branch end weight recommended to reduce potential for limb failure.

Internal Decay (ID) - Noted by sounding with a mallet or visible cavities/large pruning wounds.

Multi (Multi) - Multiple trunks/stems emanate from below breast height (4.5' above soil grade).

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
-------	---------	-------------	-----	--------	--------	-----------	---------------	---------------------------	-----	---------------------	--------------------	-----	-------

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
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2	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	1' 4"	minus 1' 8"	9.25	Estimated diameter of the PRP is 24.5'
3	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	5'	2' 6"	8.75	Estimated diameter of the PRP is 23.5'
4	<i>Sequoia sempervirens</i> *	Coast Redwood	39.5	90	G	G	1	G	40	9' 4"	6' 8"	10	Estimated diameter of the PRP is 26.5'
5	<i>Lagerstroemia spp</i> *	Crepe Myrtle	7	25	G	G		G	7			1.75	Powdery mildew, Codominant
6	<i>Lagerstroemia spp</i> *	Crepe Myrtle	6	20	G	G		G	6			1.5	
7	<i>Sequoia sempervirens</i> *	Coast Redwood	39	90	G	G	1	G	39	8'	5' 9"	9.75	Estimated diameter of the PRP is 26'
8	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	10' 3"	7' 10"	8.75	Estimated diameter of the PRP is 23.5'
9	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	8' 10"	6' 7"	9.25	Estimated diameter of the PRP is 24.5'
10	<i>Quercus agrifolia</i>	Coast Live Oak	26.5	40	G	G	1	G	27	6' 7"	5' 5"	6.75	Large pruning wounds, Tussock Moth, 26' from FOC
11	<i>Sequoia sempervirens</i>	Coast Redwood	48	90	G	G	1	G	48			12	23.5' from FOC
12	<i>Sequoia sempervirens</i>	Coast Redwood	37	70	G	G	1	G	37			9.25	32.5' from FOC
13	<i>Sequoia sempervirens</i>	Coast Redwood	32	70	G	G	1	G	32			8	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
14	<i>Sequoia sempervirens</i>	Coast Redwood	27	70	G	G	1	G	27			6.75	
15	<i>Sequoia sempervirens</i>	Coast Redwood	26.5	70	G	G	1	G	27			6.75	
16	<i>Sequoia sempervirens</i>	Coast Redwood	32	70	G	G	1	G	32			8	
17	<i>Sequoia sempervirens</i>	Coast Redwood	39	75	G	G	1	G	39			9.75	
18	<i>Sequoia sempervirens</i>	Coast Redwood	42.5	90	G	G	1	G	43			10.75	
19	<i>Sequoia sempervirens</i>	Coast Redwood	41	90	G	G	1	G	41			10.25	
20	<i>Sequoia sempervirens</i>	Coast Redwood	27.5	70	G	G	1	G	28			7	
21	<i>Sequoia sempervirens</i>	Coast Redwood	40	90	G	G	1	G	40			10	
22	<i>Sequoia sempervirens</i>	Coast Redwood	28	70	G	G	1	G	28			7	
23	<i>Quercus ilex</i>	Holly Oak	16	40	F	F	1	F	16			4	
24	<i>Sequoia sempervirens</i>	Coast Redwood	22.5	60	G	G	1	G	23			5.75	
25	<i>Sequoia sempervirens</i>	Coast Redwood	17.5	50	G	G	1	G	18			4.5	
26	<i>Quercus ilex</i>	Holly Oak	16	40	F	G	1	G	16			4	
27	<i>Sequoia sempervirens</i>	Coast Redwood	26	60	F	G	1	G	26			6.5	
28	<i>Sequoia sempervirens</i>	Coast Redwood	21	60	F	G	1	G	21			5.25	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
29	<i>Liquidambar styraciflua</i>	American Sweetgum	6.5	20	P	P		P	7			1.75	
30	<i>Acer palmatum</i> *	Japanese Maple	7.5	20	F	F		F	8			2	
31	<i>Acer palmatum</i> *	Japanese Maple	12 @ 1'	20	G	G		G	12			3	
32	<i>Acer palmatum</i> *	Japanese Maple	4 @ 4'	15	G	P		P	4			1	
33	<i>Acer palmatum</i> *	Japanese Maple	9 @ 2'	20	G	P		F	9			2.25	
34	<i>Acer palmatum</i> *	Japanese Maple	10 @ 18"	20	G	P		P	10			2.5	
35	<i>Acer palmatum</i> *	Japanese Maple	11 @ 18"	25	G	P		F	11			2.75	
36	<i>Quercus agrifolia</i>	Coast Live Oak	29 @ 3'	50	G	G	1	G	29			7.25	
37	<i>Sequoia sempervirens</i>	Coast Redwood	24	70	F	G	1	G	24			6	
38	<i>Sequoia sempervirens</i>	Coast Redwood	22.5	70	F	G	1	G	23			5.75	
39	<i>Sequoia sempervirens</i>	Coast Redwood	21	70	F	G	1	G	21			5.25	
40	<i>Sequoia sempervirens</i>	Coast Redwood	21	65	F	G	1	G	21			5.25	
41	<i>Sequoia sempervirens</i>	Coast Redwood	25	65	F	G	1	G	25			6.25	
42	<i>Liquidambar styraciflua</i>	American Sweetgum	8.5 @ 30"	20	P	F		P	7			2.25	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
43	<i>Eucalyptus nicholii</i>	Peppermint Gum	24	25	G	P	1	P	24			6	
44	<i>Eucalyptus nicholii</i>	Peppermint Gum	27.5	45	G	F	1	F	28			7	
45	<i>Afrocarpus gracilior</i>	African Fern Pine	11	15	G	P		P	11			2.75	
46	<i>Afrocarpus gracilior</i>	African Fern Pine	9	15	G	P		P	9			2.25	
47	<i>Afrocarpus gracilior</i>	African Fern Pine	7	15	G	P		P	7			1.75	
48	<i>Afrocarpus gracilior</i>	African Fern Pine	15 @ 1'	15	G	P	1	P	15			3.75	
49	<i>Afrocarpus gracilior</i>	African Fern Pine	18 @ 1'	15	G	P	1	P	18			4.5	
50	<i>Afrocarpus gracilior</i>	African Fern Pine	8	15	G	P		P	8			2	
51	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
52	<i>Afrocarpus gracilior</i>	African Fern Pine	5	15	G	P		P	5			1.25	
53	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
54	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
55	<i>Afrocarpus gracilior</i>	African Fern Pine	7	15	G	P		P	7			1.75	
56	<i>Afrocarpus gracilior</i>	African Fern Pine	4	15	G	P		P	4			1	
57	<i>Afrocarpus gracilior</i>	African Fern Pine	4	15	G	P		P	4			1	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
58	<i>Afrocarpus gracilior</i>	African Fern Pine	7	15	G	P		P	7			1.75	
59	<i>Afrocarpus gracilior</i>	African Fern Pine	3.5	15	G	P		P	4			1	
60	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
61	<i>Afrocarpus gracilior</i>	African Fern Pine	7.5	15	G	P		P	8			2	
62	<i>Afrocarpus gracilior</i>	African Fern Pine	24 @ base	15	G	P	1	P	24			6	
63	<i>Quercus agrifolia</i>	Coast Live Oak	19	25	G	F	1	G	19			4.75	Topped, Tussock moth, 15.5' from FOC
64	<i>Quercus agrifolia</i>	Coast Live Oak	23.5 @ 4'	25	G	F	1	G	24			6	Topped, Tussock moth, 23' from FOC
65	<i>Quercus agrifolia</i>	Coast Live Oak	27	25	G	P	1	G	27			6.75	Topped, Tussock moth, CDEB, 24' from FOC
66	<i>Platanus x hispanica</i>	London Plane	14.5	50	G	G		G	15			3.75	
67	<i>Platanus x hispanica</i>	London Plane	2	15	G	G		G	2			1	
68	<i>Platanus x hispanica</i>	London Plane	7.5	25	F	G		G	8			2	
69	<i>Platanus x hispanica</i>	London Plane	4.5	25	G	G		G	5			1.25	
70	<i>Platanus x hispanica</i>	London Plane	7.5	25	F	G		G	8			2	
71	<i>Platanus x hispanica</i>	London Plane	6.5	25	F	F		G	7			1.75	
72	<i>Platanus x hispanica</i>	London Plane	8	25	G	F		G	8			2	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
73	<i>Lagerstroemia spp</i>	Crepe Myrtle	11	25	G	P		P	11			2.75	Lean to street, Breakouts, 2' square root barrier
74	<i>Lagerstroemia spp</i>	Crepe Myrtle	9 @ 4'	25	F	F		P	9			2.25	Redwoods out competing for light, 2' square root barrier, breakout
75	<i>Lagerstroemia spp</i>	Crepe Myrtle	5	20	P	P		P	5			1.25	Redwoods out competing for light, poor pruning,, 2' square root barrier
76	<i>Lagerstroemia spp</i>	Crepe Myrtle	4	20	P	P		P	4			1	Redwoods out competing for light,breakout, 2' square root barrier

40

	Species	Common Name	Total Amount	Heritage Tree Amount	Overall Retention Suitability	Comments
1	<i>Acer palmatum</i>	Japanese Maple	6	0	G-P	Two display large pruning wounds; two have significant girdling root issues; Two have poor branch attachments; #31 is worthy of transplant
2	<i>Afrocarpus gracilior</i>	African Fern Pine	18	3	P	Hedged; Growing below pavement grade; DBHs were estimated do to limited access
3	<i>Eucalyptus nicholii</i>	Peppermint Gum	2	2	F-P	Located at NE corner of property; Structural problems
4	<i>Lagerstroemia spp</i>	Crepe Myrtle	6	0	G-P	The 4 street trees are outcompleted for light by adjacent redwoods, planted in root barriers, some display large rip outs; Two trees along El Camino are nice specimens
5	<i>Liquidambar styraciflua</i>	American Sweetgum	2	0	P	Poor specimens, recommend removal
6	<i>Platanus x hispanica</i>	London Plane	7	0	G	All street trees, some pavement uplift; one is blocking street light; Some display leans towards the street likely due to adjacent redwoods
7	<i>Quercus agrifolia</i>	Coast Live Oak	5	5	G	Trees along El Camino have received poor pruning in the past; Tree located on north side of building is a fine specimen; All are valuable trees and worthy of retention efforts
8	<i>Quercus ilex</i>	Holly Oak	2	2	F-G	Out competed for light by redwoods and not in best of health; Mildew issues
9	<i>Sequoia sempervirens</i>	Coast Redwood	28	28	G	Valuable trees; Those on north side of property smaller in size likely due to limited soil volume
Totals:			76	40		

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
1	<i>Sequoia sempervirens</i>	40	1256	4.75	36.36	516	0.9	\$41,461.91	0.9	0.9	\$ 33,584	\$ 33,600
2	<i>Sequoia sempervirens</i>	37	1074.665	4.75	36.36	516	0.9	\$35,527.90	0.9	0.9	\$ 28,778	\$ 28,800
3	<i>Sequoia sempervirens</i>	35	961.625	4.75	36.36	516	0.9	\$31,828.78	0.9	0.9	\$ 25,781	\$ 25,800
4	<i>Sequoia sempervirens</i>	39.5	1224.7963	4.75	36.36	516	0.9	\$40,440.79	0.9	0.9	\$ 32,757	\$ 32,800
5	<i>Lagerstroemia spp</i>	7	38.465	2.09	82.82	516	0.9	\$3,227.32	0.9	0.9	\$ 2,614	\$ 2,600
6	<i>Lagerstroemia spp</i>	6	28.26	2.09	82.82	516	0.9	\$2,466.66	0.9	0.9	\$ 1,998	\$ 2,000
7	<i>Sequoia sempervirens</i>	39	1193.985	4.75	36.36	516	0.9	\$39,432.53	0.9	0.9	\$ 31,940	\$ 31,900
8	<i>Sequoia sempervirens</i>	35	961.625	4.75	36.36	516	0.9	\$31,828.78	0.9	0.9	\$ 25,781	\$ 25,800
9	<i>Sequoia sempervirens</i>	37	1074.665	4.75	36.36	516	0.9	\$35,527.90	0.9	0.9	\$ 28,778	\$ 28,800
10	<i>Quercus agrifolia</i>	26.5	551.26625	3.8	45.46	516	0.9	\$22,915.03	0.9	0.9	\$ 18,561	\$ 18,600
11	<i>Sequoia sempervirens</i>	48	1808.64	4.75	36.36	516	0.9	\$59,546.50	0.9	0.9	\$ 48,233	\$ 48,200
12	<i>Sequoia sempervirens</i>	37	1074.665	4.75	36.36	516	0.9	\$35,527.90	0.9	0.9	\$ 28,778	\$ 28,800
13	<i>Sequoia sempervirens</i>	32	803.84	4.75	36.36	516	0.9	\$26,665.42	0.9	0.7	\$ 16,799	\$ 16,800.00
14	<i>Sequoia sempervirens</i>	27	572.265	4.75	36.36	516	0.9	\$19,087.36	0.9	0.7	\$ 12,025	\$ 12,000.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
15	<i>Sequoia sempervirens</i>	26.5	551.26625	4.75	36.36	516	0.9	\$18,400.20	0.9	0.7	\$ 11,592	\$ 11,600.00
16	<i>Sequoia sempervirens</i>	32	803.84	4.75	36.36	516	0.9	\$26,665.42	0.9	0.7	\$ 16,799	\$ 16,800.00
17	<i>Sequoia sempervirens</i>	39	1193.985	4.75	36.36	516	0.9	\$39,432.53	0.9	0.8	\$ 28,391	\$ 28,400.00
18	<i>Sequoia sempervirens</i>	42.5	1417.9063	4.75	36.36	516	0.9	\$46,760.13	0.9	0.8	\$ 33,667	\$ 33,700.00
19	<i>Sequoia sempervirens</i>	41	1319.585	4.75	36.36	516	0.9	\$43,542.66	0.9	0.8	\$ 31,351	\$ 31,400.00
20	<i>Sequoia sempervirens</i>	27.5	593.65625	4.75	36.36	516	0.9	\$19,787.37	0.9	0.8	\$ 14,247	\$ 14,200.00
21	<i>Sequoia sempervirens</i>	40	1256	4.75	36.36	516	0.9	\$41,461.91	0.9	0.8	\$ 29,853	\$ 29,900.00
22	<i>Sequoia sempervirens</i>	28	615.44	4.75	36.36	516	0.9	\$20,500.22	0.9	0.8	\$ 14,760	\$ 14,800.00
23	<i>Quercus ilex</i>	16	200.96	2.24	77.04	516	0.9	\$14,294.45	0.5	0.8	\$ 5,718	\$ 5,700.00
24	<i>Sequoia sempervirens</i>	22.5	397.40625	4.75	45.46	516	0.9	\$16,581.14	0.9	0.8	\$ 11,938	\$ 11,900.00
25	<i>Sequoia sempervirens</i>	17.5	240.40625	4.75	45.46	516	0.9	\$10,157.64	0.9	0.8	\$ 7,314	\$ 7,300.00
26	<i>Quercus ilex</i>	16	200.96	2.24	77.04	516	0.7	\$11,232.57	0.7	0.8	\$ 6,290	\$ 6,300.00
27	<i>Sequoia sempervirens</i>	26	530.66	4.75	36.36	516	0.9	\$17,725.88	0.7	0.7	\$ 8,686	\$ 8,700.00
28	<i>Sequoia sempervirens</i>	21	346.185	4.75	36.36	516	0.9	\$11,689.12	0.7	0.7	\$ 5,728	\$ 5,700.00
29	<i>Liquidambar styraciflua</i>	6.5	33.16625	2.24	77.04	516	0.9	\$2,660.30	0.3	0.7	\$ 559	\$ 600.00
30	<i>Acer palmatum</i>	7.5	44.15625	2.24	77.04	516	0.9	\$3,422.31	0.6	0.7	\$ 1,437	\$ 1,400.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
31	<i>Acer palmatum</i>	10	78.5	2.24	77.04	516	0.9	\$5,803.56	0.9	0.7	\$ 3,656	\$ 3,700.00
32	<i>Acer palmatum</i>	4	12.56	2.24	77.04	516	0.9	\$1,231.55	0.9	0.7	\$ 776	\$ 800.00
33	<i>Acer palmatum</i>	7	38.465	2.24	77.04	516	0.9	\$3,027.70	0.9	0.7	\$ 1,907	\$ 1,900.00
34	<i>Acer palmatum</i>	7.5	44.15625	2.24	77.04	516	0.9	\$3,422.31	0.9	0.7	\$ 2,156	\$ 2,200.00
35	<i>Acer palmatum</i>	8.5	56.71625	2.24	77.04	516	0.9	\$4,293.17	0.9	0.7	\$ 2,705	\$ 2,700.00
36	<i>Quercus agrifolia</i>	27	572.265	4.75	45.56	516	0.9	\$23,786.39	0.9	0.7	\$ 14,985	\$ 15,000.00
37	<i>Sequoia sempervirens</i>	24	452.16	4.75	36.36	516	0.9	\$15,157.04	0.7	0.7	\$ 7,427	\$ 7,400.00
38	<i>Sequoia sempervirens</i>	22.5	397.40625	4.75	36.36	516	0.9	\$13,365.28	0.7	0.7	\$ 6,549	\$ 6,500.00
39	<i>Sequoia sempervirens</i>	21	346.185	4.75	36.36	516	0.9	\$11,689.12	0.7	0.7	\$ 5,728	\$ 5,700.00
40	<i>Sequoia sempervirens</i>	21	346.185	4.75	36.36	516	0.9	\$11,689.12	0.7	0.7	\$ 5,728	\$ 5,700.00
41	<i>Sequoia sempervirens</i>	25	490.625	4.75	36.36	516	0.9	\$16,415.77	0.7	0.7	\$ 8,044	\$ 8,000.00
42	<i>Liquidambar styraciflua</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.4	0.5	\$ 494	\$ 500.00
43	<i>Eucalyptus nicholii</i>	24	452.16	3.8	45.46	516	0.7	\$14,783.71	0.4	0.5	\$ 2,957	\$ 3,000.00
44	<i>Eucalyptus nicholii</i>	27.5	593.65625	3.8	45.46	516	0.7	\$19,286.41	0.6	0.5	\$ 5,786	\$ 5,800.00
45	<i>Afrocarpus gracilior</i>	11	94.985	2.24	77.04	516	0.7	\$5,517.55	0.3	0.4	\$ 662	\$ 700.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
46	<i>Afrocarpus gracilior</i>	9	63.585	2.24	77.04	516	0.7	\$3,824.21	0.3	0.4	\$ 459	\$ 500.00
47	<i>Afrocarpus gracilior</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.3	0.4	\$ 296	\$ 300.00
48	<i>Afrocarpus gracilior</i>	12.5	122.65625	2.24	77.04	516	0.7	\$7,009.81	0.3	0.4	\$ 841	\$ 800.00
49	<i>Afrocarpus gracilior</i>	15.5	188.59625	2.24	77.04	516	0.7	\$10,565.82	0.3	0.4	\$ 1,268	\$ 1,300.00
50	<i>Afrocarpus gracilior</i>	8	50.24	2.24	77.04	516	0.7	\$3,104.54	0.3	0.4	\$ 373	\$ 400.00
51	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00
52	<i>Afrocarpus gracilior</i>	5	19.625	2.24	77.04	516	0.7	\$1,453.54	0.3	0.4	\$ 174	\$ 200.00
53	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00
54	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00
55	<i>Afrocarpus gracilior</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.3	0.4	\$ 296	\$ 300.00
56	<i>Afrocarpus gracilior</i>	4	12.56	2.24	77.04	516	0.7	\$1,072.54	0.3	0.4	\$ 129	\$ 100.00
57	<i>Afrocarpus gracilior</i>	4	12.56	2.24	77.04	516	0.7	\$1,072.54	0.3	0.4	\$ 129	\$ 100.00
58	<i>Afrocarpus gracilior</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.3	0.4	\$ 296	\$ 300.00
59	<i>Afrocarpus gracilior</i>	3.5	9.61625	2.24	77.04	516	0.7	\$913.79	0.3	0.4	\$ 110	\$ 100.00
60	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
61	<i>Afrocarpus gracilior</i>	7.5	44.15625	2.24	77.04	516	0.7	\$2,776.46	0.3	0.4	\$ 333	\$ 300.00
62	<i>Afrocarpus gracilior</i>	16	200.96	2.24	77.04	516	0.7	\$11,232.57	0.3	0.4	\$ 1,348	\$ 1,300.00
63	<i>Quercus agrifolia</i>	19	283.385	3.8	45.46	516	0.9	\$11,954.94	0.9	0.8	\$ 8,608	\$ 8,600.00
64	<i>Quercus agrifolia</i>	22	379.94	3.8	45.46	516	0.9	\$15,905.39	0.9	0.8	\$ 11,452	\$ 11,500.00
65	<i>Quercus agrifolia</i>	27	572.265	3.8	45.46	516	0.9	\$23,774.18	0.9	0.8	\$ 17,117	\$ 17,100.00
66	<i>Platanus x hispanica</i>	14.5	165.04625	3.8	45.46	516	0.9	\$7,113.23	0.9	1	\$ 6,402	\$ 6,400.00
67	<i>Platanus x hispanica</i>	2	3.14	3.8	45.46	516	0.9	\$489.00	0.9	1	\$ 440	\$ 400.00
68	<i>Platanus x hispanica</i>	7.5	44.15625	3.8	45.46	516	0.9	\$2,167.14	0.7	1	\$ 1,517	\$ 1,500.00
69	<i>Platanus x hispanica</i>	4.5	15.89625	3.8	45.46	516	0.9	\$1,010.91	0.9	1	\$ 910	\$ 900.00
70	<i>Platanus x hispanica</i>	7.5	44.15625	3.8	45.46	516	0.9	\$2,167.14	0.7	1	\$ 1,517	\$ 1,500.00
71	<i>Platanus x hispanica</i>	6.5	33.16625	3.8	45.46	516	0.9	\$1,717.49	0.7	1	\$ 1,202	\$ 1,200.00
72	<i>Platanus x hispanica</i>	8	50.24	3.8	45.46	516	0.9	\$2,416.05	0.9	1	\$ 2,174	\$ 2,200.00
73	<i>Lagerstroemia spp</i>	11	94.985	2.09	82.82	516	0.9	\$7,440.21	0.9	1	\$ 6,696	\$ 6,700.00
74	<i>Lagerstroemia spp</i>	8.5	56.71625	2.09	82.82	516	0.9	\$4,587.73	0.7	1	\$ 3,211	\$ 3,200.00
75	<i>Lagerstroemia spp</i>	5	19.625	2.09	82.82	516	0.9	\$1,823.02	0.3	1	\$ 547	\$ 500.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
76	<i>Lagerstroemia spp</i>	4	12.56	2.09	82.82	516	0.9	\$1,296.41	0.3	1	\$ 389	\$ 400.00
Total:											\$ 703,452	\$ 703,400

1000 El Camino Real

Exhibit 6

KPFF Structural Responses to Additional
Alternates Proposed



March 6, 2019

Ken Rakestraw
SRGNC CRES, LLC
901 Mariners Island Boulevard
San Mateo, CA 94404

Subject: 1000 El Camino, Menlo Park, CA
Structural review of Additional Alternate Proposed by appellant, Peter Edmonds

Dear Mr. Rakestraw:

KPFF has received and performed a preliminary review of the document "Observations on the Planning Commission's & City Arborist's Approval Part 2 with Annexes" which outlines an Additional Alternate proposed by appellant Peter Edmonds for 1000 El Camino in Menlo Park, California.

As KPFF understands, the appellant proposes as an alternative to "isolate" the post tensioned slab to the south of the building adjacent to the trees by cutting out a strip of the slab that runs in the east-west direction for the entire length of the building between Grids 11 and 12. The appellant proposes to de-tension all of the post-tension tendons that will be affected by this cut and then re-anchor the north-south tendons on the north side of the new cut. The tendons in the isolated south slab are to be abandoned in the slab. No remedial measures are proposed to guard against future deterioration to the isolated south slab. The appellant also proposes to build a hanging pit below the isolated southern slab that will hold additional soil. Slots in the east-west direction are to be cut in the isolated southern slab so that the tree roots will be able to access the soil in the new hanging pit. The Additional Alternate also proposes a "Hanging Garden" located on the southern retaining wall as a solution for the seepage of water through that wall.

This proposal is not structurally feasible and does not adequately address all structural requirements for the project. A highlight of some of the structural issues are outlined below. A full evaluation and response of this alternative would require a much larger discussion/write up.

Isolated Southern Slab

- The concrete, tendons, and rebar all work together for the structural capacity of the slab. For the isolated slab, if the tendons are cut and abandoned and the concrete and rebar are allowed to continue to deteriorate the structural integrity of the slab would be compromised.
- The smaller east-west slots will further compromise the structural integrity of the slab.
- The hanging planter/soil pits beneath the slab increase the loads to the slab which affects the structural integrity of the slab.
- As currently designed, the slab braces the top of the retaining walls. The introduction of a slot compromises the bracing of the top of the retaining wall.
- By isolating the southern slab, the slab is no longer attached to the lateral-force resisting system of the building.



Northern Slab

- The tendons in the north-south direction that are being cut shorter may not be structurally adequate anymore and would need to be evaluated because of the new end span condition created.

Southern Retaining Wall

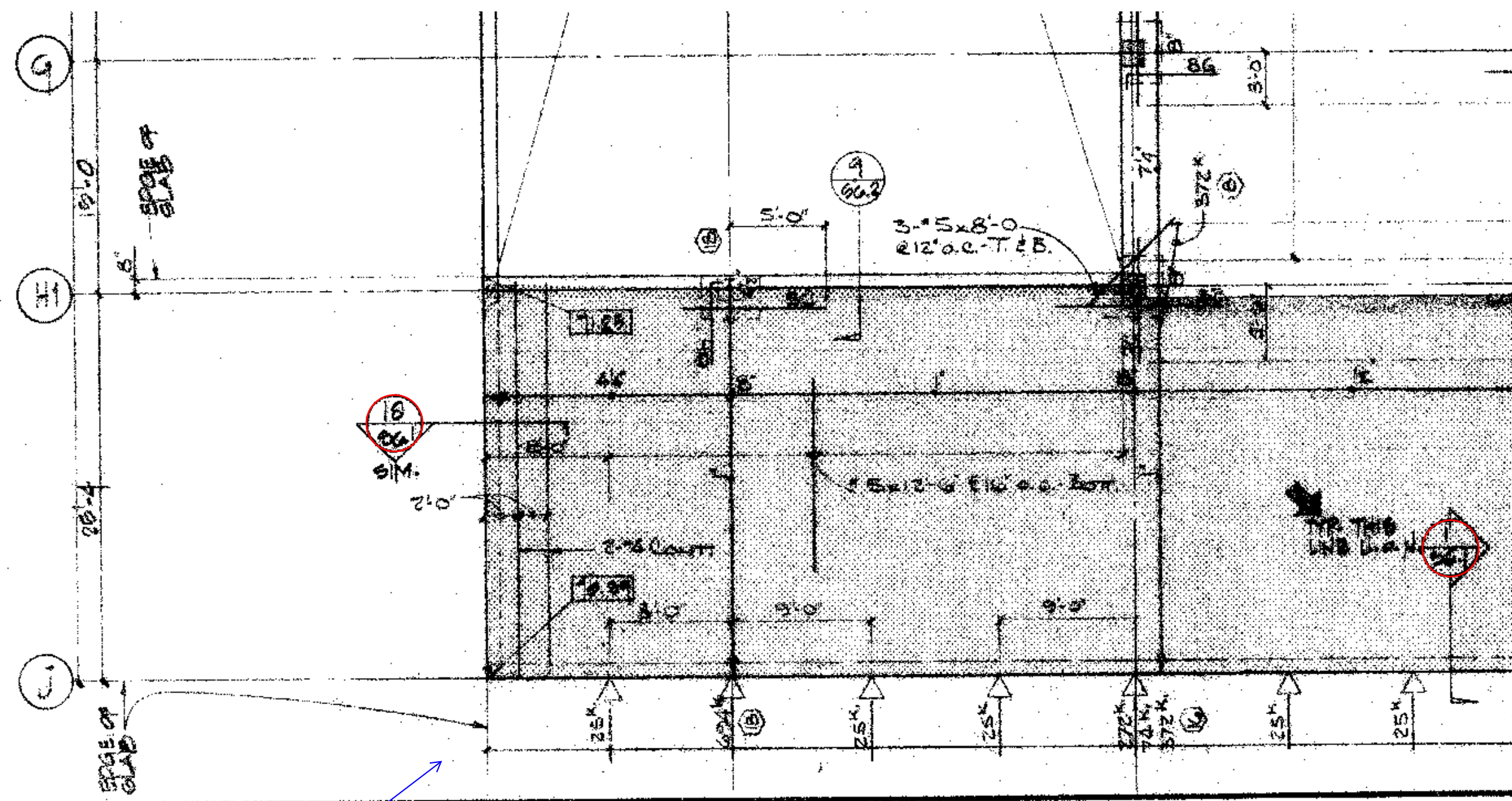
- The Hanging Garden proposal does not address the water seepage through the wall, the further degradation of the rebar and affects the structural integrity of the wall.

Very truly yours,

A handwritten signature in blue ink that reads "Greg Wagner". The signature is written in a cursive, flowing style.

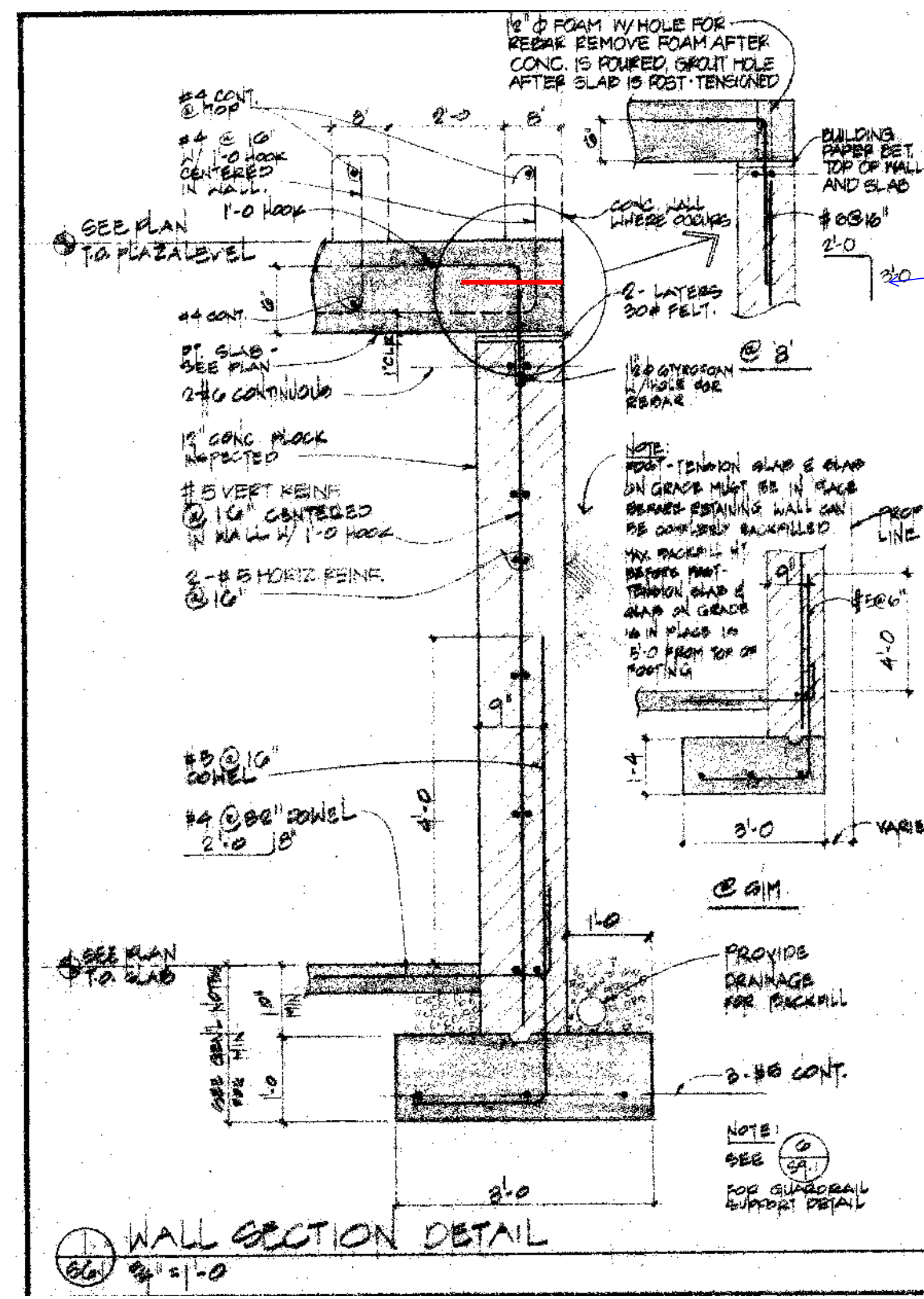
Greg Wagner, SE
Principal

GW/mns/1700132-00-20190306-L1

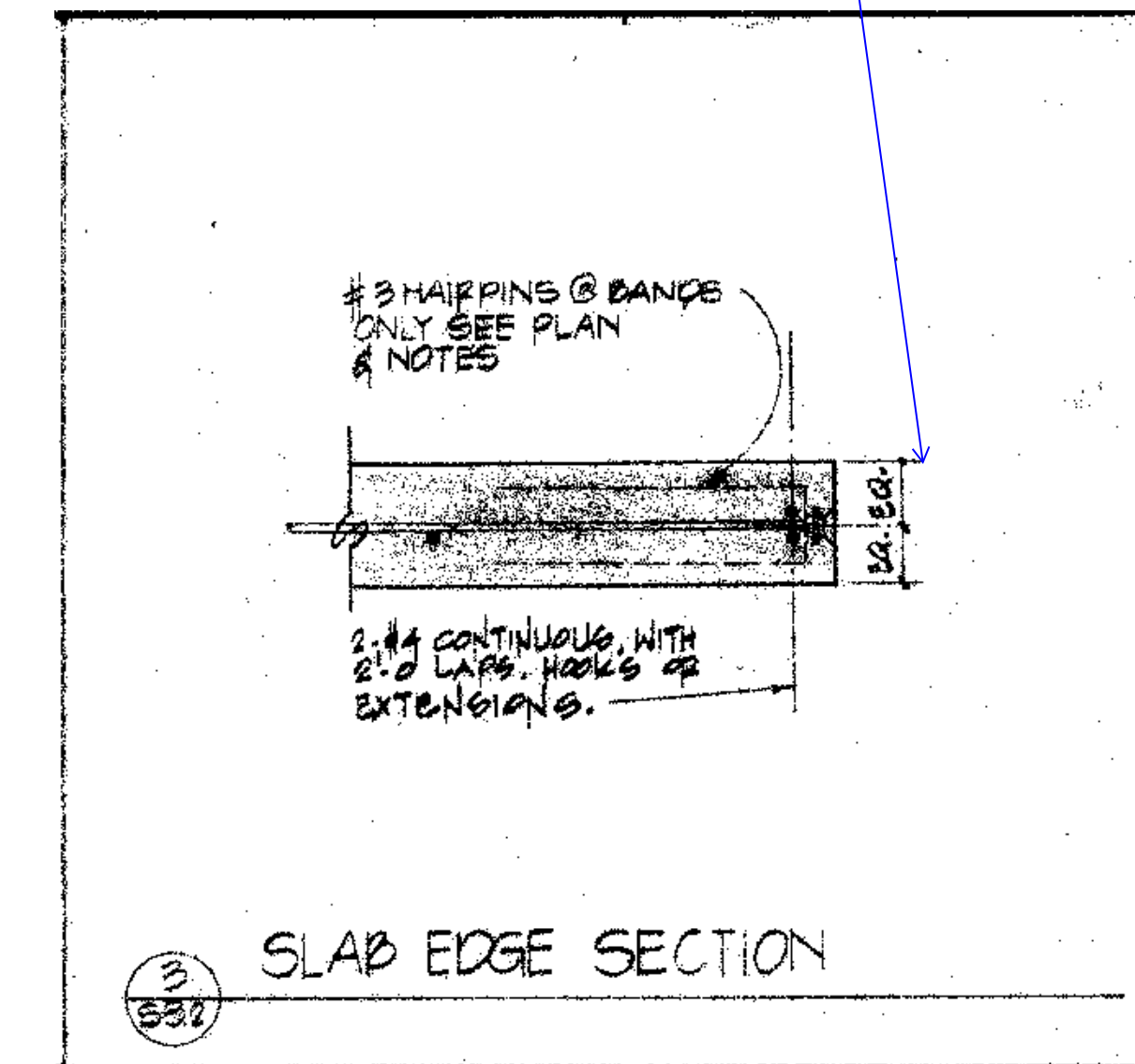


for oak tree location
see tree survey

partial plaza level plan from original drawings

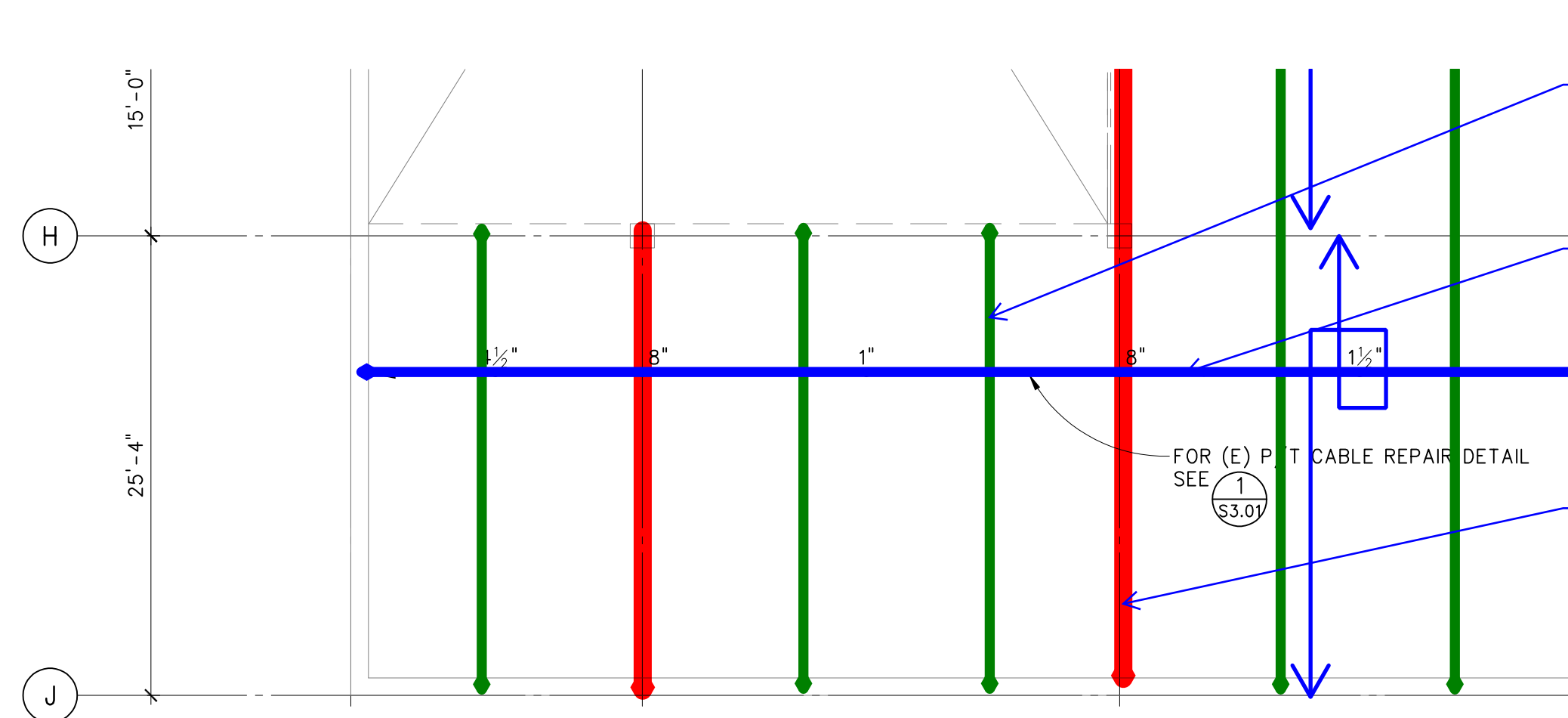


detail 1 and 1A/S6.1 from original drawings



detail 3/S3.2 from original drawings

post tension anchorage at mid-slab depth at edge of slab per typical slab detail 3/S3.2 indicated below. Slab is 9" thick per plans. Access requirements to review anchored is 4 1/2" down from top of slab



indicates temperature tendon - equally spaced as indicated

indicates distributed groups of ~3 tendons spaced at ~3'-0" o.c.

indicates bands - multiple tendons in discrete location

partial plaza w/ approximate post tensioning

	SUBJECT	
	P/T Anchorage Access	
	PROJECT NAME	
	1000 El Camino	
	JOB NO.	1700132
	DATE	02/28/2019

Exhibit 7

ABBAE Waterproofing Responses to
Additional Alternates Proposed



March 6, 2019

Narrative of exhibits

Attached Exhibits:

Drawing Sheet A100 "South Side Tree Plan"

Drawing Sheet A200 "Sections"

Narrative:

1. The existing waterproofing on top of the Post Tensioned (PT) podium slab and at the below grade walls have failed. These failures in the slab and walls are causing corrosion damage to the "cables" and "reinforcing steel" of the PT slab as well as the reinforcing steel connecting the PT slab to the masonry wall. The below grade structural masonry wall not only acts as a soil retaining wall, it also supports the podium slab and takes vertical loads. As a waterproofing engineer, ABB strongly recommends that both the PT slab and the below grade masonry walls be re-waterproofed and the critical cables and reinforcing steel be protected.
2. As for the degree and level of damage being caused by water, the damage to the PT slab is more immediate life safety in nature as opposed to the below grade masonry walls. All the horizontal areas of the podium as well as the 12" of reinforcing steel that turns down the masonry walls are in the critical zone.
3. Due to the life safety nature of the PT slab failure, it is very important that we perform a waterproofing repair impacting any of the P-T tendons and the rebar connecting the slab/wall juncture as soon as feasible; i.e. waterproof the podium slab (both the horizontal top surface and 30' overlap on the vertical CMU walls).
4. While the below grade masonry wall structural below the 30" turndown is not to a point of "life safety" yet, it is a matter of time (2-10 years) before they become a serious problem as well. ABB strongly recommends that if feasible, the walls also be repaired during this renovation.
5. In order to perform the waterproofing of the critical PT slab area, this work will require a trench of 4' wide off the edge of podium and 2-4' deep below the surface of podium. On the El Camino side, the edge of the slab is under 2' of soil and planting. This access to waterproof the podium and turndown at the top of masonry wall will require a trench minimum 4' deep trench to expose the PT tendons to perform a life safety inspection as well as to waterproof the slab and 2' down the vertical face of the wall.
6. The arborist (SBCA) went on site and calculated the critical primary root zones of the trees along El Camino Real that are not recommended to be cut to maintain the health of the trees. The critical primary root zones are shown on Exhibit sheet A100.
7. At the El Camino side, the PT slab is buried under the dirt by 24" – 30". As seen on the plan view sheet A100 attached, the necessary 4' trench for access to perform the work

Initials _____



at the edge of the podium and down 2' of the walls overlaps well within the critical primary root zone of all 7-redwood trees. The access to repair just the PT slab issue will require the 7 redwood trees on El Camino side to be removed.

8. Our arborist believes that the trench required to waterproof the podium and top of the wall will require removal of the 7 redwood trees on El Camino side. Since the trees need to be removed anyway, we recommend moving forward with the previously planned excavation by trenching deeper with stepped-bench trench to install the waterproofing on the entire vertical face of the masonry wall along El Camino.
9. Along the back of the building, the soil/grade level is below the PT slab edge. Therefore, the PT slab and top of the masonry walls are above grade and exposed and can be repaired either without a trench or with minor excavation. While to podium and the top of the wall can be waterproofed on the back side without impacting the trees, ABB does recommend waterproofing the below grade walls and repairing them which will unfortunately require removing the trees from the backyard as well. It is our understanding that the owners are willing to forgo waterproofing the below grade walls on the back of the building in order to save the trees. Therefore, currently there is no plan to excavate below grade on the back of the property and save additional heritage trees that the building owner wants to protect.

Responses to Appellant questions:

QUESTIONS FOR STRUCTURAL ENGINEER

posed by Peter Edmonds, 2/22/19

Q4. How did the destructive-testing engineers know where to chip into the ceiling of the south gallery's west side to examine tendons? [ref. Transmittal letter dated 3/24/14 from ABBAE

Response:

The Contractor for the DT work, Schwager Davis, Inc. located the cables using non-destructive scanners.

Additional Questions from Community:

posed by appellants on 2/22/19

They are also proposing a variant of alternative No.4 that involves removing only some of the trees as shown in the last page of the attached. Per their email, this is what they envision:

1. Leave all trees in place; isolate the section of the post-tensioned (P/T) concrete podium beneath the landscaping south of the building by excavating a trench and cutting out a strip of concrete; problems of encroaching on the root protection zone of the 3-tree redwood cluster and relieving and restoring tension in the P/T tendons; AND
2. Leave all trees and landscaping undisturbed and work only on the underside of the podium from the parking space to cut out a strip of the concrete roof to isolate the section south of the building; no need for arborist's waiver; engineering-only problems of relieving and restoring tension in the P/T tendons and locating equipment for cutting concrete overhead.

Response:

Initials_____

Proposal for SERVICES
PROJECT NAME
CITY, STATE

CLIENT CONTACT
DATE
Page 2 of 6



The existing podium waterproofing system has failed. Unless it is replaced additional damage will continue to the PT Cables and other structural components, requiring additional repairs in the future.

Additional Community Input:

Submitted by Peter Edmonds, PhD on 3/4/19

Regarding the document titled:

OBSERVATIONS on the MENLO PARK PLANNING COMMISSION's and CITY ARBORIST's APPROVALS OF AN APPLICATION TO RENOVATE PROPERTY AT 1000 EL CAMINO REAL, including REMOVAL OF SEVEN COAST-REDWOOD HERITAGE TREES

From (Part 1) page 2:

CRITIQUE

The City Arborist's recorded contributions consist of 2 emails totaling only 12 lines, of which 3 are quotation of "considerations" from the Heritage-Tree Ordinance. Available evidence indicates that, before signifying his approval, he consulted only a single colleague in the Planning Dept., who raised doubt about "whether or not the trees are causing the problem[s]"

[i.e., the problem[s] comprising:

- penetration of the water-proofing membrane above the concrete podium by small roots (AABAE letter dated Aug.16, 2017, p.2 of 16, 3rd paragraph alleges "abrasion" by roots – Ha Ha!);
- ingress of water resulting in corrosion of an unknown number of steel, tensioning strands inside the podium (KPF¹: 1.02.1.1, 1.02.1.2, 1.02.2,1.05,1.06);
- cracks in concrete, visible on the underside of the podium (KPF³:1.02);
- stains and efflorescence on the south retaining wall of the parking space (KPF³: 1.04);
- alleged rust-staining of other walls of the parking space (AABAE letter dated Aug. 16, 2017, p.2 of 16, 1st para-graph, these walls subsequently painted over).]

Responses to the highlighted waterproofing related items:

- Root damage to waterproofing membranes is a well-known, studied and documented scientific fact. Green roof designs include Root Barriers to protect against this. Older “green or garden” roofs often did not have root barrier. New designs also limit the trees and shrubs with non-aggressive roots.
- Rust stains are an indication of water intrusion.

From (Part 1) page 3:



Problem that any feasible alternative to removal of redwood trees might address

2) Cracks in concrete podium:

The proposed alternative procedure will isolate the south section of the podium and render repair unnecessary. Cracks may be filled cosmetically with caulking as the consultant firm AABAE recommends in cases of stressed components

Response:

This is taken out of context; the ABBAE Mar 24, 2014 letter in question states:

The contractor also made some other observations that are worth noting:

1. The contractor recommended that no epoxy or polyurethane crack injection be done at locations where posttensioning occurs. The reason for that is that injection material can bond with the strands and make it very difficult to carry out future repairs. Instead, the contractor recommended that any crack repairs be done by applying surface sealing. This would be done by routing a shallow groove at the crack location and filling it with caulking.

This is actually a warning against injecting the PT slab from below due to the PT Cable sleeves. The crack sealant recommended by the Contractor would be installed along with a new waterproofing membrane.

From (Part 1) page 4:

Minor Problems that any feasible alternative to removal of redwood trees need not address

1) Stains and efflorescence on walls:

Stained walls have been repainted since they were observed in 2017. Efflorescence on the south retaining wall will be addressed later.

Response:

Stains and efflorescence are indicative of water intrusion. In a steel-reinforced concrete or masonry structure such as this, water intrusion causes rusting of the steel components, which can lead to spalling and structural failure. It is critical that these signs be monitored, investigated and addressed appropriately on a case-by-case basis.

From (Part 2) page 6:

Long-term stability of the trees

The City Arborist and Applicant's consultant arborists have expressed concern that the 7 redwood trees have insufficient root anchorage currently to assure long-term stability when exposed to wind forces. Safety of pedestrians and traffic using El Camino Real is the issue. Therefore.....

IT IS PROPOSED TO CUT AWAY AND REMOVE TWO WEST-TO-EAST STRIPS OF THE ISOLATED SOUTH SECTION OF THE PODIUM SLAB OF COMBINED LENGTH APPROX. EQUAL TO THE LENGTH OF THE MATTESON BUILDINGS AND REPLACE THEM WITH LATTICE PANELS THAT WOULD ALLOW

Initials_____



PENETRATION OF TREE ROOTS TO LARGE QUANTITIES OF EXTRA SANDY LOAM PACKED INTO ENCLOSURES INSTALLED AT THE PARKING LEVEL.

Response:

The existing podium waterproofing system has failed. Unless it is replaced additional damage will continue to the PT Cables and other structural components, requiring additional repairs in the future. Cutting the PT slabs and add soil in the garage is impractical.

From (Part 2) page 8:

Include Hanging Garden

The presence of water seeping through the south retaining wall of the parking space offer an opportunity to use it imaginatively instead of decrying the efflorescence and small pools of water on the floor, while paying no attention to the similar pools of water that form at the south end of the inclined entry ramp, which is open to the sky, when it rains.



Pooled water

Seepage: "Has to be fixed !" cares!

< 20 ft.>

Rain water at foot of ramp: No one



The porous wall seems ideal for conversion to a Hanging Garden: Hemi-spherical concrete bowls could be attached to the wall in a staggered array, filled with earth and planted with ferns and vines; possibly install trellis on wall and water-collection trays as desired in the ceiling space; encourage growth of lichens, ferns and cave-dwelling plants. A Hanging Garden could be promoted as a feature of the site.

With more attention to lighting and management, the weeping south wall could be used alternatively for a vertical, hydroponic facility nurturing salad greens that could be harvested for use in the cafeteria on the third floor.

Response:

Efflorescence is indicative of water intrusion and damage to the structure, which, in a steel-reinforced concrete structure such as this, causes rusting of the steel components, which can lead to spalling and structural failure. The proposed Hanging Garden would not address this issue. Drainage water on an exposed slab-on-grade is not an issue.

Exhibit 8

Revision 1

Layout plans and construction sections showing trees, primary root zones, and the construction access to repair podium slab

Exhibit 9

SBCA Tree Consulting - Arborist
response to cutting tree primary root
zone

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

Fax: (510) 787-3065

Website: www.sbcatree.com

Steve Batchelder, Consulting Arborist

WC ISA Certified Arborist #228

CUFC Certified Urban Forester #134

CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

To: Ken Rakestraw
Senior Project Manager,

Date: 3/7/2019

Project: 1000 El Camino Real, Menlo Park Waterproofing.

Subject: Redwood Tree Questions

Assignment: Arborist was asked to address below questions from Ken Rakestraw:

Based on the hypothetical option that we are required to cut the roots within the primary root zone back so we can install a 4' wide trench (as seen on ABBAE's exhibit attached), what is the likelihood that the trees would survive if we attached cables to structural hold the tree in place?

Would it be a 25% chance of surviving? Or 10%? Or no chance of survival?

Tree Health and Longevity

If Roots are Severed for Required Repairs and Trees Secured by cables - The root loss would be sufficient to cause severe decline if not death in the trees. If root barriers are used to prevent root development back into the podium area preventing future root access to this soil area, the moisture and nutritional needs of the canopy cannot be met. The question regarding "*chance of survival*" must addressed as: How long would the trees be expected to stay alive? Could stay alive for 5-10 years or more with care and an ever-worsening appearance.

Stability

Though the trees could possibly be secured from the side away from El Camino, they cannot be secured from falling toward the structure. Each tree would require at least two cables per side. It should be noted that the root crown of two of the trees extends past wall and onto the podium. Cutting roots on the wall side would result in loss of compressive support offered by the podium and wall. This could result in failure toward the structure. It has been shown that compressive support is critical to root anchoring and that the majority of root failures are due to loss of compression support.

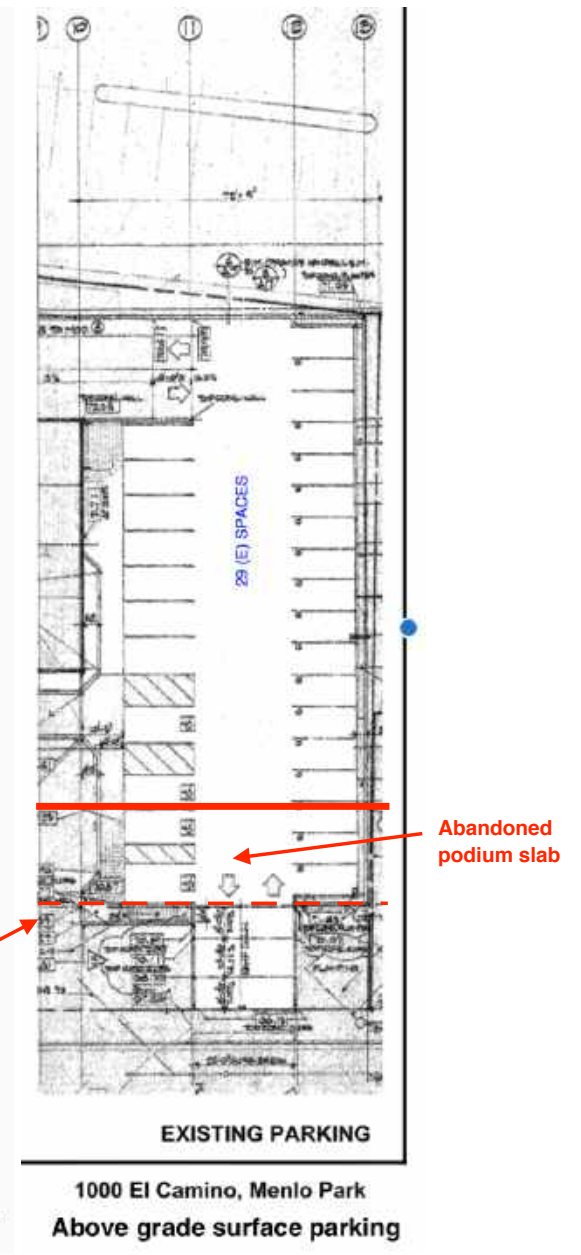
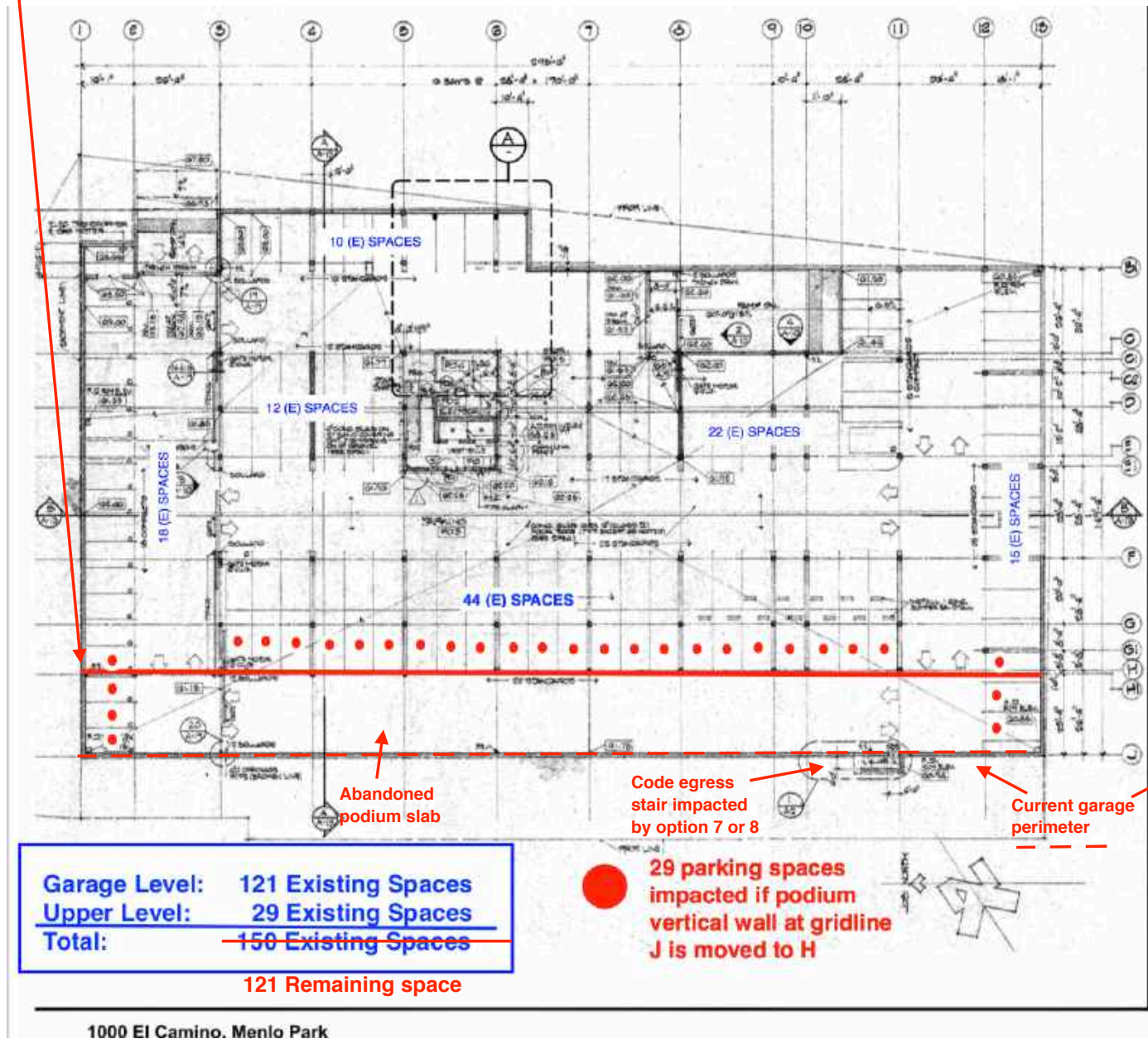
The only treatment that could keep the trees safe and alive for some time longer would be to cut the trees to less than 1/3 their current height and administer special care after. This is not acceptable from an aesthetic perspective as it would be an eyesore to all who appreciate trees. "*Let trees die with dignity*" Dr. Alex Shigo.

END COMMENTS

Exhibit 10

Underground garage parking impacted
by Option 7 or 8

Option 7
 Gridline H - potential location to sawcut podium slab and relocate
 the post tension cable termination to avoid waterproofing podium
 within the heritage tree primary root zones.





May 9, 2019

701 Laurel Street
Menlo Park, CA 94025

RE: 1000 El Camino Real, Menlo Park
Response to Community and City Appeal Questions

DEAR MENLO PARK CITY COUNCIL MEMBERS AND CITY STAFF:

I am writing this letter to you in my capacity as the manager and a partial owner of the property at 1000 El Camino Real in Menlo Park, commonly known as Menlo Park Office Center (the "Building"). I am the son of the original developer, Duncan Matteson, who passed away in 2017. I was raised in Menlo Park and my wife and I raised our children in Menlo Park. My family built the Building and planted all 76 trees on the site, 40 of which are "Heritage Trees" including the 7 trees that are the subject of this hearing. The Building is managed by our company, JB Matteson, Inc., and has been personally managed by me in my capacity as Co-President of JB Matteson for the past 32 years since I joined the predecessor company to JB Matteson in 1986 (three years after the building was completed).

This matter comes to you following (1) an appeal of our Tree Removal Permit following the unanimous approval of our project by the Planning Commission on October 22, 2018, and (2) a further appeal following the meeting of the Environmental Quality Commission ("EQC") on March 27, 2019, where the EQC denied the appeal of our Tree Removal Permit, determining that all alternatives to the project as proposed by us as the Applicant were infeasible pursuant to the City of Menlo Park Heritage Tree Ordinance.

History of the Project Site

The Building and underground garage structure is built on land owned by the City of Menlo Park and ground leased to our investment entity, MPOC Investors, LLC, under a long-term ground lease. After a lengthy appraisal and negotiation process, this lease was amended and extended by us and the City in 2015, and now has over 50 years of term remaining. It should be noted that when we initially approached the City about extending the ground lease, our primary justification was to obtain new mortgage financing to enable us to pay for the cost of this repair project, and the ground lease term needed to be extended to enable us to do that. The post-tension slab waterproofing failure and likelihood of significant and costly repairs, although not yet fully researched, were discussed with the City at that time.

The Building was completed in 1983. The redwood trees along Ravenswood Avenue were planted immediately prior to commencement of construction to enable them to grow taller sooner, while all of the other trees on the site, including the 7 redwood trees along El Camino Real, were planted upon the completion of construction, as the locations where they were planted were required to remain open for waterproofing and construction purposes until the

Building was completed (*Appendices A-1.1 through A-1.5*). Prior to the construction of the Building there were no trees on the site. The site was assembled by the City of Menlo Park prior to the inception of the ground lease to us from the City; the site consists of a combination of the former Ravenswood Avenue (before its realignment to meet Menlo Avenue at the El Camino Real Intersection) and an adjacent parcel that contained a private sand and gravel retail operation.

Background

This discussion has been characterized as a battle between those that love trees and those that do not care about them. That could not be further from the truth. I love these trees and have spent the last 32 years professionally caring for them. I am extremely disappointed to have to remove any of them. The tree removals stem from a critical life safety issue that has arisen due to the failure of the waterproofing system that protects the structural steel in the post-tensioned slab foundation, also known as the “podium slab.” As more detailed below, some of the steel components known as “post-tensioned cables” or “post-tensioned tendons” in the foundation have failed due to rust resulting from water intrusion made possible by the waterproofing failure. The trees to be removed along with their extensive root structures are located in a critical area where the foundation components are accessed for inspection and corrective work (*See Exhibit 2*). Fortunately, with a significant amount of research and careful project planning, we have been able to limit the tree removals to only these 7 heritage trees out of a total of 40 heritage trees on the site.

We first discovered water intrusion into the structure and the failure of some of the structural components in early 2014. We have spent over five years examining the causes of the waterproofing failure and the structural damage and analyzed dozens of remedial alternatives, dedicated to finding a way to save as many of our trees as possible while solving our safety issues. Our conclusions are based on established science and experienced and professional engineering. In order to originally develop the project scope and methodology and then, following the appeal, in order to professionally investigate all of the suggested alternative options to our project, we consulted (1) the most highly qualified structural engineer we could find (KPFF engineers), (2) the pre-eminent waterproofing design consultant on the west coast (Allana Buick and Bers), and (3) a highly experienced certified arborist (SBCA Tree Consulting). Attached to this letter are their professional letters, exhibits, and reports analyzing the recommended solutions and alternative repair options. Our consultants’ qualifications and credentials are as follows:

Allana Buick & Bers (Waterproofing consultants):

Karim Allana is the Founder and Principal of Allana Buick & Bers Waterproofing Consultants and Engineers. Allana Buick & Bers is one of the leading firms in the world for below-grade waterproofing for new and repair or renovation projects. Please see **Exhibit 1** for more information on Allana Buick & Bers’ extensive qualifications and experience with below-grade waterproofing projects.

KPFF Engineers (Structural Engineer of Record):

Greg Wagner is a leading Structural Engineer with KPFF in San Francisco. KPFF has over 25 years of experience working on numerous post tension cable design and repair projects at a variety of project scales. Please see **Exhibit 3** for more information on KPFF’s qualifications and extensive structural engineering experience related to this project.

SBCA Tree Consulting Group (Certified Arborist):

Steve Batchelder with SBCA Tree Consulting Group has been a Certified Arborist with the International Society of Arboriculture for 34 years and has been a Certified Urban Forester since 2010. Please see **Exhibit 4** for more information on SBCA's qualifications and extensive arborist experience related to this project.

Following the appeal from our Planning Commission approval and as part of the preparation for the Environmental Quality Commission ("EQC") hearing, the City separately retained a structural consultant and an arborist to provide a "peer review" of the submissions from our consultants (the "Peer Reviewers"). Prior to the EQC hearing, we and our consultants addressed questions raised by the community as well as those issues and questions raised by City Staff and the Peer Reviewers. The Peer Reviewers also addressed the questions raised by the community and City Staff, and reviewed the responses set forth by us and our consultants. The Peer Reviewers ultimately endorsed our conclusions as well as the conclusions of our consultants.

Although the Appellants submitted their appeal to the Council based upon four alternatives (out of the original eight) that the EQC had rejected, on May 1 the Appellants submitted yet another alternative for evaluation that had not previously been considered. In response, we and our consultants have also evaluated this last alternative (we are calling it "Option 9" although as more fully discussed below it is in fact a variation of two of the other alternatives previously submitted by the Appellants) and we have submitted our collective findings to the City Staff for forwarding on to the Peer Review consultants hired by the City.

This letter and the supporting exhibits provide a description of the current conditions, identification of the life-safety issues raised, a description of the required repairs, and our response to the now five alternatives upon which the Appellants' appeal to the City Council is based. We, as well as our consultants, remain available to provide clarifications or answers to all questions of the Council upon request.

Current Conditions and Required Repairs

While it is not obvious from looking at the Building from the street, the extent of the underground garage and podium runs well beyond the footprint of the Building (*Appendix A-1.2*). In many instances the garage perimeter wall is located less than 1-2 feet from the seven subject redwood trees (*Appendix A-1.8*). The trees' roots have spread across the landscaped area located over the underground garage, up against the perimeter walls of the podium, and have caused damage to the exterior subterranean waterproofing and post tension cables supporting the Building's structure (*See Appendix A-1.7 and pages 3, 5, and 6 of Exhibit 2*).

We planted all the trees on site over 35 years ago as saplings (*Appendices A-1.4 and A-1.5*). With respect to the redwood trees in particular, we had no understanding nor were we warned of the future structural and life-safety issues the aggressive root systems of the trees would cause. In the intervening years, the trees grew taller, but more ominously, the root systems of the trees covered a large portion of the landscaped area on top of the waterproof membrane as well as along the garage wall facing El Camino Real.

As a result of the invasive and water hungry nature of the redwood tree roots coupled with the age of the membrane, the waterproof membrane itself has been fully compromised, allowing both irrigation water and rain water to seep into the post-tension concrete slab which provides the structural support for the Building as well as the underground parking garage. A

post-tension slab derives its structural integrity from steel cables and tendons embedded in the slab (in addition to steel rebar); when the concrete is partially cured, the cables and tendons are stretched with approximately 33,000 pounds of tension, and the concrete is then left to fully cure. When the concrete has cured, the slab has significant structural integrity enabling it to support the weight of the Building and the plaza above the underground garage around the Building's perimeter.

The ramifications of a failure of the waterproof membrane and the seepage of water into the post-tension concrete slab is the rusting of the cables and tendons and surrounding rebar. If a cable or tendon becomes sufficiently rusted, it completely loses its tension, destroying its ability to share in the load of the structure and forcing the remaining tendons to carry more load than they were designed for. Our structural engineers have warned us that if a sufficient number of cables and tendons fail, the Building itself becomes structurally unsound and could potentially collapse.

We are now aware of at least three locations where cables/tendons have failed as described above. Unfortunately, cables/tendons can fail without outwardly visible signs, so we likely have far more tendons that have failed than we know about today. The failures that have occurred to date are not grouped together nor are they in the same area. The only way for us to be certain that we have found and repaired all failed cables/tendons is to inspect all of them at the post-tension slab perimeter, a key purpose of the project and one of the main reasons the trees must be removed.

Life-Safety Concerns have Created Great Urgency:

This has now become a critical life safety Issue, and the structural and waterproofing repairs discussed are both urgent and non-discretionary. The water intrusion and consequential rusting of the structural components described above cannot continue without the progressive and ultimately catastrophic failure of the Building structure itself, endangering the employees of the office tenants and their visitors.

- We are talking about something very real and very dangerous. As discussed above, the post-tensioned cables when intact are each under 33,000 pounds of tension, which is necessary for them to carry the loads they are designed for. When a cable fails and thus loses this tension, it can happen forcefully (in which case there can be outwardly visible signs including cracking and dangling cables). When we started this process, we had found two failed post-tensioned cables, and since the Planning Commission hearing we discovered yet another failure. It is now time to act.
- The Appellants state that “the Building is in no imminent danger of collapse,” and thus we should be able to take up to another year to decide the outcome of this matter. Their assertion is neither fact based nor is it based on structural science.
 - **Our structural consultants and the Peer Review consultants concur that the current structural and life safety risks are genuine and urgent. To follow up on these opinions, and in light of the fact that we are aware of three post-tensioned tendons that have already failed, we requested that KPFF, our structural engineers, perform an analysis of the current post-tensioned slab at 1000 El Camino Real utilizing current building code to determine the slab's ability to carry the loads contemplated under the original design. Their conclusions are contained in a letter to us dated May 9, 2019 (See *Exhibit 11*). Critically, they determined that the slab in its current condition, factoring in the three tendon failures, has a reduced load bearing capacity**

and does not meet the current building code. They state further that until they have a chance to inspect all of the tendons and anchorages at the slab perimeter, they have no way of determining if additional tendons have broken or anchorages have failed, which would result in an even greater reduction in slab load bearing capacity. Given this, it is clear that this matter is extremely urgent, and both inspections of and repairs to the post-tensioned slab must occur immediately.

- Further, the ability of the Appellants to be cavalier about the safety risks involved here results from their lack of responsibility for the risks. It is us as the Building owner as well as the City as our landlord who bear all of the liability related to risks of structural collapse of the Building resulting from failure to immediately take proper, urgent and proven measures to remedy the problems.
- During the entire time we have been involved in this process, we have remained urgently concerned about continuing deterioration of the post-tension slab components due to water intrusion, and, equally important, about the risks of an earthquake occurring while the structural foundation of the Building is compromised.
- Contrary to misconceptions, the post-tension slab provides the structural support for the entire Building, not just the underground parking and landscaping areas. Our structural engineers have warned that there is an urgent time sensitivity to the repairs that must be made. Since we do not know how many cables/tendons have failed, we must assume that there are a number of failures in addition to the ones we know about, because we do know that the entire waterproofing membrane has failed and water intrusion is occurring over the entirety of the post-tension slab.
- Once the inspection of and repairs to the post tension slab structure itself are complete, it is critical that the failed waterproofing membrane is replaced. Further water penetration into the post tension cables would exacerbate rusting and failing of those cables/tendons that have not yet failed, along with potential failure of newly repaired or replaced cables/tendons.
- We are required to repair the Building with industry standard, professionally defensible and certifiable methods, in accordance with all applicable codes and the provisions of our ground lease with the City, and the work must be designed to ensure structural integrity and waterproof conditions for decades to come.
- The Appellants have questioned why this is so urgent when it has taken us five years to reach this point following the discovery of the initial post-tensioned cable failures. Clearly, this is a very complicated, expensive and time-consuming process with many critical steps needed to comprehensively and responsibly proceed. We could not simply snap our fingers and immediately fix the structure.
 - In 2014, the ground lease with the City had a remaining term much too short to enable us to obtain the sizeable financing required to provide significant funds for this repair project. The ground lease extension process took nearly two years.
 - We and our consultants needed time to analyze the project and all its possible alternatives and develop a proper scope for the work in order to solve the safety issues while protecting heritage trees.

- The process of securing a new mortgage loan that would provide the required repair funds took several more months.
- We then commenced the lengthy City approval process including significant staff analysis and the formal Planning Commission approval and hearing process. This took over a year.
- That process concluded in October of 2018 with Planning Commission approval. This tree removal permit appeal process has delayed us for an additional seven months.
- The post-tension slab repair and waterproofing process **MUST** be undertaken and completed during dry weather. As a result of process delays, we are already into the dry weather season this year, and we must commence the project this summer or be forced to wait an entire year for favorable conditions to return. That amount of additional delay will exponentially add to the life safety risks, and those risks would have to be borne by us and the City, which is unacceptable.

Most Critical Work to Be Accomplished:

- The most critical work to be completed in the project (from a life safety standpoint) is the removal of the waterproofing which covers the entire top surface of the post tension slab, cleaning of the slab itself, comprehensive inspection of the cables and tendons (to determine which have failed and which are still intact with their original tension) which is accomplished at the perimeter edge of the post-tension slab, re-sealing of the cable/tendon sockets following inspection, and the installation of a new waterproof membrane on the top of the post-tension slab.
- Importantly, the new waterproof membrane to be installed now is of significantly higher quality and durability than was available decades ago when the Building was built. In addition, installation techniques including flashings and sealants are also more sophisticated and designed to both ensure a greater level of water intrusion prevention as well as to enable the membrane to have a longer life. Finally, we will be installing a slim but effective “topping slab” underneath the landscaping areas and on top of the membrane to further protect it from damage or destruction over time.
- The waterproof membrane must “turn the corner” and be wrapped over and down the exterior wall approximately 3 feet on both the El Camino frontage (considered the “South Side) as well as the rear wall of the Building (facing the parking lot adjacent to the railroad tracks – considered the “North Side”) in order to be effective; this waterproofing is needed to protect the 12” of reinforcing steel in the podium slab that turns down the masonry walls (*See Exhibit 7 for more discussion*).
- Two different conditions exist on the two sides of the Building; on the El Camino Real or South Side, the post tension slab perimeter edge is located under about 2 feet of soil in the vicinity of the redwood trees in question, while on the rear or North Side, the post tension slab perimeter edge is located about 3 to 4 feet above grade (*See A-1.9 and A-1.10 for images of the North Side*).

- In order to complete the post tension slab tendon inspection and repair work and to remove and properly replace the waterproof membrane on the El Camino or South Side, the construction team requires a perimeter trench of approximately 4 feet wide by 4 feet deep along the podium edge for its entire length. This is impossible with the tree roots in the way. *Exhibit 2, pages 5 and 7* indicate the required access around the exterior walls and podium surfaces. These required trench dimensions for access cut into the Primary Root Plate (PRP) of the existing trees. In the opinion of our arborist, it is not recommended to reduce a tree's root system to less than its Primary Root Plate (See *Exhibit 4*). If an attempt is made to cut within the PRP zone of the roots, the trees are not expected to survive, and tree instability would be a significant issue for years into the future. The trees could topple onto the Building or onto El Camino Real, creating a major safety hazard (See *Exhibit 9*).
- This same critical work can be completed on the rear or North Side of the Building without the trenching that is needed for the El Camino Real or South Side because on the North Side the podium slab is actually several feet above grade (See *Exhibit 7 and photos A-1.9 and A1.10 in the Appendix to this letter*). This is important to our effort to save heritage trees on this side of the Building. By not trenching on the rear North Side, we avoid having to remove eight (8) additional heritage trees (seven Redwoods and one Live Oak) whose Primary Root Zone and Primary Root Plate would all be located in the trench that would be needed for access if the post-tension slab were located below grade as it is on the El Camino Real South Side.
- The waterproof membrane on the below grade perimeter walls of the underground garage has also failed. While secondary in importance to the post-tension structural slab, the below grade structural masonry walls act not only as soil retaining walls, but they also support the post-tension slab. The top of these walls acts as the connection point to the post-tension podium slab (See *structural sketch in Exhibit 6*), and the walls take both vertical loads and also provide lateral bracing which is critical to enable the Building to withstand seismic events.
- The condition of the El Camino Real "South Side" perimeter underground garage masonry wall is especially compromised by the failure of the waterproof membrane. Significant moisture weeping is highly evident on this wall (See *A-1.7*), which unfortunately means that the steel rebar inside this wall is rusting and subject to failure. The focus here is not on the aesthetic issue of the weeping and staining but rather on the negative impact on the structural integrity of this wall. The consultants' views as expressed in the exhibits to this letter are that the redwood trees and their roots on the El Camino Side of the Building need to be cut within their primary root zone in order to implement the most critical repair work to the post-tension slab as described above. Since those conclusions lead to the removal of the trees anyway, our waterproofing consultant and structural engineer are urgently recommending that the trenching along the El Camino Real garage wall perimeter be extended to 14 feet in depth (the height of the masonry wall located below grade) to enable the installation of a French drain at the bottom of the trench to relieve water pressure build up and enable the replacement of the full waterproofing membrane on the entire vertical garage wall along El Camino Real (See *Exhibit 7*).
- On the rear North Side of the Building, there is also a masonry garage wall that acts as a soil retaining wall and supports the podium slab and takes both vertical and lateral loads. While the top 3 to 4 feet of this wall is above grade (See *A-1.9 and A-1.10*), thus enabling the most critical work on the slab tendons and podium waterproofing to occur without the need of a trench for access. Our waterproofing consultant also recommends

waterproofing this below grade wall (See *Exhibit 7*), which would require a deeper trench as described above and the removal of the eight additional heritage trees as described above. Despite this recommendation and understanding that we are overruling our consultant on this one aspect of the project, we have decided to forego the waterproofing of the North Side garage wall below grade, primarily in order to save these eight heritage trees. We can partially justify doing so because (1) the most critical work to structurally repair the post-tension slab can be done without trenching in this area because the post-tension slab is above grade in this location, and (2) this wall has exhibited far less water intrusion as a result of the waterproof membrane failure. The much lower incidence of water intrusion on the North Side is due to less water being introduced to this area. The area on top of the post-tension slab on the North Side is primarily a hardscaped plaza with much less landscaped area than on the El Camino Side, and the area where these trees are located is sandwiched between the garage wall and the rear parking lot adjacent to the railroad tracks. Since water on the plaza level and in the parking lot fall on asphalt or masonry tile and is carried away by catch basins, very little water enters the soil area next to the North Side garage wall. The landscaped area where these trees are located is not routinely irrigated.

- In addition to the structural issues described above, water cannot be allowed to remain in the slab and migrate, because water intrusion to the structure endangers the Building's electrical transformers, lighting, wiring, and elevator equipment located in the underground garage.

Vast Majority of the Site's Trees, including those along Ravenswood, are Unaffected

As discussed above, our original tree planting program has resulted in 76 trees on the site. The 7 trees proposed for removal constitute just under 9% of these trees. Of the 76 total trees, 40 are heritage trees. We will be retaining 33 of these 40 trees, including the largest trees on the corner of Ravenswood and El Camino that are lit during the year-end holiday season. In fact, all of the trees along the Ravenswood Avenue frontage sit outside of the proposed project's envelope and will NOT be affected (*Appendix A-1.6*). To be clear, only the seven redwood trees along the El Camino Real frontage beginning just to the left of the driveway near Jeffrey's Hamburgers are at issue (See the **x**'s on *Appendix A-1.8* for the trees proposed for removal).

Tree Removals and Replacement Program

Our preference has always been to avoid removing the seven trees, but having determined that this is necessary, we do not want to repeat a prior error by replanting new redwood trees. The arborist agrees that redwood trees are better suited to sites that are unconstrained by structures and where the invasive nature of the roots will not have an adverse impact on foundations, waterproofing or related systems including drainage systems. Redwood trees are also a very thirsty species and make it difficult to sustain drought resistant landscaping because the trees demand large amounts of water. The redwood trees have been highly dependent on a sustained and generous irrigation program which was originally thought to be for the turf lawn but, as we learned when we dug into the turf to determine the extent of the redwood tree root structures, we determined that the redwood trees were utilizing most of the irrigation water.

Accordingly, following the waterproofing repairs we have elected to install other tree species on the City's Heritage Tree replacement list that require much less water and have less invasive roots, while leaving alone the redwood trees along the Ravenswood Avenue frontage. In accordance with the City's heritage tree ordinance, we will be replacing the seven heritage

redwood trees in a required 2:1 ratio with 14 new trees from the City's approved heritage tree list. This replant program will include a mixture of Brisbane, London Plane, and Coast Live Oak trees. (See proposed replant program on Appendix A-1.8).

As part of this replanting program, we have taken several important steps to prevent reoccurrence of this problem in the future:

- As discussed above, we have selected replacement trees that are far more compatible with the limited landscape space because they have less extensive and destructively invasive root characteristics than the existing redwood trees.
- The new tree species selected require far less water than redwood trees, enabling us to install drought-tolerant landscaping in addition to the trees, using 50% less irrigation water during dry months.
- Further, the existing grass turf lawn will be replaced with drought tolerant "no mow" fescue which uses less than half of the water required for traditional mowed turf.
- We will also install a robust root barrier system along the post-tension slab's entire perimeter to divert the new trees' roots away from the subterranean walls to protect and preserve the structure and exterior waterproofing on the soil-side of the post-tension slab.
- Finally, we have voluntarily elected to increase the box size of the replacement trees from the standard 24" to the 36" version so that the new trees have larger canopies that are more aesthetically pleasing immediately after planting. (See *Appendices A-1.11 through A-1.15*).

Tree Valuation by a Certified Arborist

In accordance with the City's Heritage Tree Ordinance, City Staff requested that we provide a tree valuation by using the arborist appraisal method. We had our certified arborist provide the following tree valuations for the 1000 El Camino Real property, which are also provided in the attached Arborist tree valuation report. These valuations were confirmed by the Peer Review arborist and the City arborist.

Nonetheless, we must state here that we provided this information from our arborist solely in compliance with this City request, that the calculations are formulaic by design, and we acknowledge that the value of mature trees is hard to quantify and that doing so can generate a subjective and emotional response. That said, we do agree with the Heritage Tree Ordinance's premise that there must be a rational relationship between the cost of imposed project mitigations and the perceived value of the trees requiring removal.

Some factors for the arborist valuation of the trees are the specific species and whether they are native in a specific location. While redwood trees have great beauty and large canopies, with water-hungry and invasive roots they are much more suited to being located next to coastal fog and creeks such as areas in the coastal mountains, and not in urban areas close to structures and important infrastructure where they also require constant and significant irrigation that is unnatural to this species.

1980's Conditions

~\$0 - Value of trees on site prior to the construction of the existing building

Note: Please be aware that when the 1000 El Camino Real project was developed in the 1980s, there were no trees on site and all trees currently on the site were planted by the building owner.

Current Tree Valuation

\$703,400 - Value of all 76 trees installed by the property owner and currently on the site (per required arborist appraisal methods).

\$157,500 - Value of the seven (7) redwood trees proposed for removal (per required arborist appraisal methods).

Construction Costs to Replant the New Trees

Approximately \$1,000,000 - This is the cost of construction for the removal of the existing site work and the installation of the new trees per the project's tree replacement program. This includes a percentage of the soft costs but excludes the cost for the structural inspection and repair work, installation of the waterproofing membrane, and hardscape installation.

Definition of "Feasibility" for Evaluating Alternatives to the Project:

As discussed above, the basis of the appeal to the EQC were assertions that there are other viable alternatives to the project that avoid removing any of the existing heritage trees. After studying all suggested alternatives, our consultants, the Peer Review Consultants hired by the City as well as City Staff unfortunately determined that none of the proposed alternatives were feasible, and the EQC agreed. We and the City have utilized four primary criteria to assess feasibility of the proposed alternatives. To be clear, to be "feasible," an alternative must satisfy all four of the following criteria:

1. Allow for the complete inspection and proper repair of the structure as soon as possible
2. Allow for the comprehensive waterproofing of the structural slab and basement walls to protect the structural components from destructive rust in the future
3. Ensure that any trees that remain are healthy, have a likelihood of remaining so, and are not at significant risk of toppling from weakened root structures and wind forces, and
4. The option doesn't force us to break lease obligations to the tenants and therefore also to the City or force us to become out of compliance with City, County or State codes and regulations.

Alternative Options Studied that are the Basis of Appellants' Appeal:

We note that the original appeal process for the EQC hearing called for the examination of eight (8) alternatives to our project. When this matter was before the EQC, it was concluded that all eight of the alternatives failed to meet the above four criteria and were thus infeasible. We, our consultants, the Peer Reviewers and the City Staff all concurred with that assessment,

and, in by their decision, so did the EQC. The Appellant's appeal to the City Council concedes that four (4) of the original alternatives are not feasible, and their current appeal is not based on those rejected alternatives. As discussed in the "Background" section above, on April 30, 2019 the Appellants submitted yet another alternative for us to evaluate (called "Option 9"). We thus only focus here on the now five (5) alternatives upon which the Appellants have based their appeal, and we do not address the four (4) rejected alternatives conceded by the Appellants as infeasible here. (*However, our explanation of the infeasibility of those rejected alternatives studied is included in our Appendix 1.16*).

Option 2: Structurally Retrofit the Podium with Steel Beams

This option assumes that the post-tensioned slab structural system is abandoned, to be replaced by a new structural steel "moment frame" structural system. Accordingly, no trees would be removed, no inspection or repair of the post-tensioned slab would occur, and no waterproofing work would be done. Our evaluation of this Option is as follows:

- Because this option does not involve removal of the redwood trees or their roots, this option does not allow the repair of the failed waterproofing membrane that needs to be replaced in order to maintain a watertight structure and avoid corrosion. It is important that water cannot be allowed to penetrate into the post tension cables because the cables are susceptible to rusting and failing, with the potential of a building collapse (See *Exhibit 3*). This option does not allow for a watertight podium because the waterproofing repairs cannot be completed without access to the exterior. This option therefore fails the second feasibility criteria stated above.
- KPFF Engineers, the structural engineer of record on the project, has reviewed what would be required to convert the existing post tension cable structural system of the building and garage into a structural steel supported podium. After reviewing this option and the inability to waterproof the podium, KPFF determined as follows:
 - In order for this approach to be feasible, the post-tensioned slab itself has to be strong enough to span between each newly installed steel beam.
 - This requires an assumption that the post-tensioned slab has enough shear capacity such that it can bear directly atop the new steel beams.
 - Because the trees will not be removed under this option and therefore the existing post-tension cables cannot be examined to determine which have failed and which remain under tension (and thus capable of providing the required shear capacity), KPFF has no choice but to assume in this case that a sufficient number of cables have failed such that there is no remaining load bearing capacity in the existing podium slab.
 - This conclusion means that the new steel supports would need to be installed underneath the entirety of the podium slab, including in the garage as well as in the building itself.

Based on the above issues and ramifications, KPFF determined this option to be infeasible. (*See Exhibit 3*). This option therefore fails the first feasibility criteria stated above.

- Per California Building Code (CBC) section 11B-502.5 for parking vertical clearances, in an underground garage there is a requirement to maintain a minimum of 8'-2" (or 98") of

clear height at drive aisles and parking spaces. This structural retrofit option requires that structural beams of 2 feet in depth be attached to the ceiling of the entire underground garage. Based on the current 8'-6" height of the ceiling, these 2 feet deep structural beams would reduce the clear height of the garage ceiling down to 6'-6", which is well below the acceptable clear height for vehicles per code. This option thus fails the fourth feasibility criteria stated above.

- With the garage out of compliance with code based on vertical clearance issues, this option would also result in leaving the entire underground parking useless including all 121 underground parking stalls. This breaches the tenant leases, yet another reason this option fails the fourth feasibility criteria stated above.
- Finally, this option adds approximately \$5 million to the cost of the project, several times more than the cost of the original project and well beyond the financial means of the Applicant.

Based on all of the above, the Peer Reviewers, the City Staff, and ultimately the EQC agreed with these conclusions and determined that Option 2 is unfeasible.

Option 6: Cutting the tree roots, leaving the trees in place, and using cables to brace the trees to the building structure

Option 6 was to consider cutting the tree roots of the trees in question in order to allow the slab inspection and waterproofing to occur, and then leaving the trees in place by installing cables anchored to the podium slab to stabilize and hold the trees in place after significant root loss. Our evaluation of this Option is as follows:

- In order to perform the required repairs and inspection at the podium, it is necessary to cut the roots of the 7 trees in question inside of the Primary Root Plate. During a meeting between us, our consultants, and the Peer Review consultants, it was clear that neither our arborist, the City's peer review arborist, or the City's arborist could cite any successful past precedent of bracing trees of this height and size whose roots had been cut within the primary root plate. While bracing is de rigueur for newly planted sapling trees as they take root, as we discussed, none of the arborists (all of whose credentials are impeccable) could identify a single successful precedent for trees of a similar scale to those which are in question.
- This is an unconventional and unprecedented approach that incurs undue risk to us as the owner of the Building and the City as land lessor, members of the public who may be passersby, to the Building, and to its occupants, even while the continued health of the trees is unlikely, as discussed below.
- Importantly, the arborists were specifically asked to address the question of whether trees of this size could survive if the roots in the primary root zone (and, in fact, almost half of their root structures) were cut back to accommodate the 4-foot trench and the clearing of the top of the podium slab needed to do the waterproofing work described above. In their collective opinions, such a root loss would be sufficient to cause severe decline if not death in the trees. They indicated that the maximum life of the trees might be 5-10 years with significant care but with an ever-worsening appearance. (See *Exhibit 9*). This causes this option to fail the third feasibility criteria stated above.
- Further and equally important, attempting to secure and stabilize the trees with this type of root loss would require two cables per side attached more than halfway up the trees'

trunks (from the ground to about 45 feet above grade). Unfortunately, cables cannot be attached to the trees from the El Camino side, as they would have to be anchored in the middle of the roadway. Accordingly, while cables attached on the building side might prevent the trees from falling onto El Camino Real, the trees could not be prevented from falling onto the building. This was a fatal flaw for this option; it is simply logistically infeasible. (See Exhibit 9 for further detail).

- While we approached our structural engineers with the question of whether the slab could accommodate anchors, whether such anchors could themselves be strong enough to handle the forces from these large trees in a wind condition, and whether the slab itself could handle such loads when it was not designed for this, they responded that a full technical evaluation of these issues cannot easily be completed. It would involve a very complex process of determining an appropriate level of flexibility / stability for the tree bracing; assessing the significant forces imparted on the slab from any single anchor as well as all of the anchors (which itself requires estimates of the forces generated by the weight of the trees, the trees flexing motions, and the variations of wind, especially in storms), the appropriate locations for slab anchoring, and an engineering assessment of how those anchor points would need to be waterproofed, as any penetration of the slab inherently introduces another point of water intrusion and necessitates further waterproofing. This is a very complex idea, and involves many other logistical and design endeavors, all of which would require interdisciplinary coordination. Further, in light of the fact that the trees cannot be braced from both directions, this analysis does not seem to be worth the additional time and effort, especially since the trees themselves will likely perish from the significant root loss.
- It must be stated that even if the cable anchoring idea were ultimately found to be structurally possible (setting aside the arborists' concerns for a minute), the network of cable bracing that would be required would be very extensive and quite unsightly, essentially a "trapeze" in the front plaza. It would be clearly visible from El Camino as well as to all tenants and visitors to the Building and would be fully inconsistent with a high-quality Class A landscape and hardscape plan that was contemplated and approved by the Planning Commission. In fact, under this scenario, we question whether the end result could truly be considered "preserving the trees."
- Finally, such a result would also be inconsistent with our obligations under the Ground Lease with the City. The City would retain significant liability risk for the condition of the trees and their risk of toppling, and the extensive network of cables would convey a sense of concern and risk to the public, completely undermining the current status of the property as a Class A asset. This places the economic viability of the Building in question due to its inability to attract the highest quality tenants who will pay full Class A rents. These are the revenues that are necessary to support the Applicant's ground lease payments to the City.

Based on the above factors, the Peer Reviewers, the City Staff, and ultimately the EQC agreed with these conclusions and determined that Option 6 is unfeasible.

Option 7: Appellant's suggestion of Saw-Cutting the Post-Tensioned Podium Slab

This Option was submitted by the Appellants and is described in a written submittal from Peter Edmonds on March 4, 2019. This option called for Saw-Cutting the Post-Tensioned Slab, de-stressing the cables and tendons, create a "hanging pit" to hold additional soil for the trees, and create a "Hanging Garden" on the inside of the El Camino garage wall to take advantage of water allowed to continue seeping through that structural wall.

Without addressing the fact that this option completely ignored the need to waterproof the structural podium slab (because it involved saw cutting the slab itself, including portions where tendons exist), and in light of its proposal to de-stress the existing functioning cables and tendons, we presented this option to our structural consultant for evaluation. They concluded that the structural integrity of the slab itself would be compromised, the methods requested by the Appellant would compromise the bracing of the top of the El Camino garage wall, the podium slab would no longer be attached to the lateral-force (earthquake) resisting system of the building, and the ignoring of the water intrusion into the garage wall would compromise its structural integrity as well (*See Exhibit 6 for a detailed response from KPFF and Exhibit 7 for a response from ABBAE and Exhibit 8*).

It is for these reasons as well as the inherent safety issues raised by having a contractor's employees saw cutting into a post tension slab with live tendons that we find this Option 7 infeasible, and as the structural integrity of the Building itself (not just the parking garage) would be fully compromised and in danger of potential collapse, this Option 7 is considered unsafe.

In addition, there are several other reasons this Option 7 is considered infeasible:

- **Not industry-standard design or construction**

Option 7 appears to be unconventional, inherently unsafe and involves extreme risk to the structural integrity of the Building. Our team questions whether we will be able to secure a structural engineer with expertise and reputation who will be willing to design and oversee such work and stand behind it with their professional certification, which itself would require their insurance carrier to do so as well. The same is true of a professional, licensed, well capitalized structural contractor of sufficient reputation, and a general contractor overseeing the project.

- **Non-market conforming product**

- Option 7 consists of a non-industry standard design that will render the Building to be substandard in the eyes of the industry. The non-conforming nature of the work will render the Building unsaleable and un-financeable. In fact, implementing this design in this context would also violate the terms of our existing mortgage.
- As seen in *Exhibit 10*, the loss of roughly 29 underground parking reduces the Cornerstone parking ratio from 4/1,000 square feet (as contained in its lease) to 3/1,000 square feet. This will cause us to breach our lease agreement with Cornerstone, jeopardizing revenue being paid on 85% of the Building's square footage. This calculation assumes, which has not been verified, that we can still retain the above ground surface parking at the Jeffries Burgers side of the building. It is possible that we may jeopardize the above grade parking spaces as well due to the abandoned portion of the podium slab not being able to support the vehicle loads from above. This would cause us to also breach our lease with Open Network Foundation for the remaining 15% of the Building as this entire lot is required to be provided to them under the terms of their lease.
- The economic value of the building derives from the tenant rents, including the underwriting for the mortgage and the ground lease payments. At this time, we cannot accurately calculate the exact loss of rents for future leases, however,

given the downsizing of the garage and loss of Class A quality level, one can predict that this would have a detrimental effect on the value of the Building and the future rent it could demand.

- The Appellants have suggested that the loss of parking under this option would have no consequences to us if the City simply waived higher parking requirements in favor of a requirement that would fit the result. Unfortunately, in terms of detrimental impact on us, it is somewhat irrelevant if the City were to “waive” higher parking requirements to offset the loss of 29 parking spaces; it is the tenant leases which call on us to provide parking for them at the existing ratio, which we granted to the tenants given our existing City approvals and given our historical ability to satisfy them. For future leases, it is the tenants who require parking at these ratios in order to justify Class A rent levels. Consequently, forcing us to reduce our parking spaces below the existing standard causes us to both breach the current leases and prevents us from obtaining similar rent levels in the future.

- **Economic infeasibility**

The additional cost of construction for Option 7 is significantly greater than the cost of more traditional and professional methods of completing this work and will destroy the economic viability of the Building.

- For context, there is a 700-800% increase in the cost of the post tension cable repair work alone.
- Furthermore, the additional construction cost for Option 7 would more than double the cost of the entire project. At the very least, this includes the following costs that would have to be absorbed, and some required items may not be logistically feasible.
 - Relocation and replacement of the Emergency Exit stair from the garage to the street level (Option 7 would render this stair inaccessible). This is a significant code violation that would have to be rectified.
 - Construction of the new retaining wall located closer to the building where the relocated post-tensioned cables will terminate.
 - Infill of the garage with either soil or concrete where the podium slab is being abandoned.
 - Reworking the entire driveway entrance off El Camino Real on to the above grade parking area now that a portion of the podium slab is cut and lost its structural integrity to support cars above.
- According to our structural engineers, our structural contractor, our general contractor and verified by the Peer Review structural engineer, we would need to evacuate the tenants from the Building for 2-3 months in order to perform this dangerous work. We do not have the right to require the existing tenants to move back after they have been relocated, and thus we would be in constructive default under the tenant leases. Despite the millions of dollars that the tenants have invested in their tenant improvement work, it is unlikely that they would be willing to move back into the Building after they have moved out as this would

introduce a second very intrusive and unnecessary disruption to their businesses. We anticipate that the tenants will seek termination of their leases, as well as reimbursement for the tenant improvement work that they have invested in the building and relocation costs. The complexity and cost of relocating a tenant such as Cornerstone (the main tenant) is extreme and they will be looking to us as the defaulting party under their lease to pay the cost and all damages. This will include all relocation costs (likely in excess of \$500,000 - \$600,000), tenant improvement costs for new space if they are able to find it in the immediate area (unknown but likely in excess of \$1,500,000 based on their two most recent lease renewals), reimbursement for unamortized tenant improvements paid for by Cornerstone in their current space (in excess of \$3 million), increased rent expenses given that other spaces in the market are currently being offered at rents higher than ours, legal costs to negotiate the termination and new lease, cost of business interruption damages, and damages to their new subtenant Compass Realty for all of these same expenses. Similar costs will be payable to Open Network Labs, the other tenant at 1000 El Camino Real. In addition, we will be forced to write off all improvements we have made to these office spaces (in excess of \$3 million) and start over with new tenants if we have to re-market the space later.

- Given this forced evacuation and loss of rent, we would suffer from a loss of revenue, which jeopardizes our ability to pay our mortgage payments, property tax payments, and ground lease payments on top of other operating costs that must be paid regardless of loss of income, and all of our equity in the Building. We will be forced to default on our mortgage and on the ground lease with the City.

In essence, Option 7 results in a “taking” of the Building by the City, as its economic value will be so compromised as to place our ownership into insolvency. The City will have forced us to breach the ground lease, and will have forced us to default on our tenant leases and our mortgage loan. The City will thus be responsible for purchasing the Building at its current economic value, enabling us to pay off our mortgage lender and returning the equity investment to our investors, pay all damages to our tenants to end their tenancies, and the ground lease will need to be terminated, depriving the City of over \$25 million in revenue during the lease term. To say that Option 7 is “infeasible” is an understatement. The total of all of these costs will likely exceed \$80 million.

Option 8: Appellant’s suggestion of Saw-Cutting the Post-Tensioned Podium Slab and removing the Post-Tensioned cables; Install a Completely New Structural System

This option is a variation of Option 7. Like Option 7, Option 8 also calls for Saw-Cutting the Post-Tensioned Slab, de-stressing the cables and tendons, creating a “hanging pit” to hold additional soil for the trees, and creating a “Hanging Garden” on the inside of the El Camino garage wall to take advantage of water allowed to continue seeping through that structural wall. However, instead of filling the garage underneath the abandoned portion of the slab nearest El Camino with soil or cement, Option 8 calls for the post-tensioned cables to be removed altogether (thus eliminating all structural support provided by the post-tensioned slab), and then requires that we additionally follow Option 2’s plan of structurally retrofitting the Building with a new structural steel “moment frame” structural system.

Option 8 thus suffers from all of the flaws identified above in the description of Option 7 as well as the flaws identified in the description of Option 2. Since Options 2 and 7 were both

determined to be infeasible by our consultants, the Peer Review Consultants, the City Staff and the EQC, Option 8 is also infeasible for all of the reasons listed above.

Option 9: New Appellant proposal to Modify the Post-Tensioned Podium Slab from Within the Garage

As stated above, on April 30 the Appellants submitted a new alternative for consideration, which was prepared by Bijan Aalami, who is a Principal at ADAPT Corporation and PT-Structures. We had this new proposal evaluated by both our structural engineering firm, KPFF, and our professional waterproofing consultant, Allana Buick and Bers. Unfortunately, this proposal has a number of fatal flaws that are outlined in detail in *Exhibit 12 (KPFF Letter dated May 9, 2019)* and in *Exhibit 13 (Allana Buick and Bers Letter dated May 8, 2019)*. There is also an important letter from Sika Corporation, a company utilized by Allana Buick and Bers who has over 25 years of experience with the limitations on use of carbon fiber as suggested in the proposal (See *Exhibit 14*). We suggest that you read these letters along with the Figure diagram attached to the KPFF Letter in *Exhibit 12*. Below is a description of the proposal and a summary of the conclusions of KPFF, Allana Buick and Bers, and Sika Corporation.

Description:

The new proposal envisions leaving the surface of the podium slab as is without disturbing the landscape, hardscape or the trees in question and performing the entire repair from within the garage. They propose doing this by separating the structural system of the podium slab region below the Building from the region below the landscaping. The proposal envisions that because the trees and landscaping are not removed and the waterproofing membrane is not replaced, water leaks, resulting concrete deterioration and structural steel corrosion would be allowed to continue indefinitely.

The proposal also does not provide for the inspection of or repairs to the post-tensioned cables and tendons in the slab, and the proposal assumes that the slab under the landscaped portion will continue to deteriorate, but also assumes, based on a cursory visual inspection of the garage ceiling, that the tendons in the slab underneath the Building portion of the podium slab are in satisfactory condition and would continue to provide structural support. The Appellants' engineer admits that he has not evaluated the podium slab load capacity nor confirmed its suitability for continued service. Please note that in the "Life Safety" section above in this letter, we discuss the fact that the podium slab in its current condition, with tendon failures, does not currently have code-compliant load capacity and thus is not suitable for continued service without inspection and repair (See *Exhibit 11*).

The post-tensioning cables in the landscape podium are to be de-tensioned. The proposal is to chip into the base of the slab from underneath at the ceiling and cut all of the banded tendons. The severed tendons from the portion of the slab underneath the Building itself are to be re-anchored under the slab (and left exposed along the garage ceiling) with new unspecified steel external hardware to also be attached to the garage ceiling. The severed group of tendons within the portion of the slab under the pedestrian plaza and landscaping above would not be re-anchored and would have no structural value at that point. The cables and other reinforcing steel are to be left to completely corrode until gone.

The proposal then provides for the installation of fiber reinforced polymer (commonly referred to as "FRP" or "carbon fiber") to the underside of the podium slab in the landscaped area. This application is proposed to make up for the total loss of the structural contribution of the reinforcing steel – making the carbon fiber the primary structural support.

Finally, while acknowledging that water will continue to be allowed to migrate and seep into the garage, the proposal calls for allowing this to occur and simply installing diversion channels where needed from time to time to direct the water off of vehicles and pedestrian areas.

Evaluation of Proposal by our Consultants:

Both of our consultants have reviewed this proposal, and both of them find this alternative to be infeasible for many reasons. While we suggest reading *Exhibits 12, 13 and 14* for their reactions, we summarize them here.

- Fundamentally, this proposal makes a key assumption that the podium slab underneath the Building is currently sound and capable of load bearing capacity according to current codes. We know that it is not (*See Exhibit 11*), so reliance upon it for continued structural stability of the Building without inspection and repair of the tendons is ill-advised.
- The proposal design for re-anchoring of the tendons does not provide for structural continuity between the grids and columns. (*See Exhibit 12, numbered Paragraph 1*).
- The design, calling for the banded tendons to be re-anchored to the garage ceiling is not feasible. The banded tendons contain 743,000 pounds of live load, considered an extraordinarily large amount of load to anchor to the bottom of the slab. Their being exposed to tenants and visitors in the garage with this amount of live load is a safety hazard – the failure of any of these tendons in the future can occur with explosive force and can injure anyone in the vicinity. Further, the anchorage design calls for slab loading at a location for which it was not designed, preventing the loading from being concentric, inducing additional stresses to the slab that our structural engineers believe cannot be resolved. (*See Exhibit 12, numbered Paragraph 2*).
- The post-tension slab is continuous, running from underneath the landscaping to underneath the Building. While it is understood that the intention is to allow the rebar and tendons under the landscaped portion to corrode, there is nothing stopping the corrosion from continuing into the portion of the slab underneath the Building. (*See Exhibit 12, numbered Paragraph 3a*).
- By allowing the deteriorated waterproofing to remain and degrade, water is continuing to be allowed to reach the slab on the portion of the slab underneath the landscaped area. Accordingly, the tendons and rebar in this portion of the slab will continue to corrode. Unfortunately, the rebar and tendons provide the tensile capacity within the slab (the concrete itself does not have sufficient tensile capacity). To solve this, the proposal calls for FRP, or carbon fiber, to be attached to the bottom of this slab to provide this load bearing capacity. (*See Exhibit 12, numbered Paragraph 3*).
- The proposal assumes that water can be allowed to continue to corrode the rebar and tendons, but the concrete itself will not be affected. To the contrary, when the rebar and tendons in the slab corrode, they cause cracking and spalling of the concrete itself (“spalling” is break away of the concrete surface which often extends to the top layers of reinforcing steel within). The cracking and spalling with reduce the effective concrete slab thickness and its capacity to support the loads. (*See Exhibit 12, numbered Paragraph 3b*).

- When FRP or carbon fiber is added to the underside of the slab to provide primary structural support, it needs to bond with the concrete. If the concrete cracks or spalls, or corrosion is present, the bond between the FRP and the slab can potentially be lost. (See *Exhibit 12, numbered Paragraph 3b*).
- According to The American Concrete Institute's Guide for the Design and Construction of Externally Bonded FRP Systems for Strengthening Concrete Structures (ACI 440.2R-17), FRP should not be the primary structural support for a structure or member. Article 1.2 clearly states that FRP strengthening systems are used only as *additional* tensile reinforcement, not primary structural support as this proposal calls for. (See *Exhibit 13, numbered Paragraph 1; See also Exhibit 14*).
- ACI 440.2R-17 requires that carbon fiber systems must be installed to sound concrete substrates without corroded reinforcing steel or deteriorated concrete. Section 1.2.1.4 states that FRP systems need to be bonded to a *sound concrete substrate* and should not be considered for applications on structural members *containing corroded reinforcing steel or deteriorated concrete* unless the substrate is repaired using the recommendations in 6.4. Continuing, the application of FRP systems will not stop the ongoing corrosion of existing reinforcing steel. If steel corrosion is evident or is degrading the concrete substrate, placement of FRP reinforcement is not recommended without arresting the ongoing corrosion and repairing any degradation of the substrate. (See *Exhibit 13, numbered Paragraph 2*).
- Importantly, FRP or carbon fiber is highly sensitive to fire, making it inappropriate as a structural strengthening product in an underground garage. ACI 440.2R.17 states that FRP degrades completely at high temperature. The occurrence of a car fire in the parking garage would result in the primary structural support of the podium slab where it is applied to be lost completely. To quote from Section 1.2.1.2: "*Because of the degradation of most FRP materials at high temperature, the strength of externally bonded FRP systems is assumed to be lost completely in a fire, unless it can be demonstrated that the FRP will remain effective for the required duration of the fire.*" (See *Exhibit 13, numbered paragraph 3; See also Exhibit 14*).

Finally, as with Options 7 and 8 above, even if it were logistically feasible, because the slab is being modified with de-tensioning of cables and tendons and actual cutting of these items, we would also need to evacuate the tenants from the Building for 2-3 months under this alternative in order to perform this dangerous work. As stated above, we do not have the right to require the existing tenants to move back after they have been relocated, and thus we would be in constructive default under the tenant leases.

It is for these reasons that both our structural engineering firm and our waterproofing consultants have found this alternative to fail the feasibility criteria described in criteria 1, 2 and 4. This alternative is thus considered infeasible as a viable alternative to the project as proposed.

While I wish I had a choice as to whether my consultants and I needed to answer or not answer the tremendous number of questions and alternatives offered by the Appellants, I truly had no choice. In order to move forward and provide accurate and professionally defensible responses to every question and alternative raised, I have had to hire and coordinate with multiple professional engineers and consultants for five months. The appeal process alone since January has required over 500 hours of consultant time to review, analyze, and write reports to help share the findings of these professionals. In addition, we've had multiple meetings with the Appellants, the City, and the community to address all questions and concerns.

Unfortunately, while the Appellants initiated both appeal processes, and were given special consideration by the City with time deadlines and waivers of fees, they often expected us or the City to take their somewhat vague conceptual ideas and devote significant time and brain power to answer our own consultants' legitimate questions about their ideas or be forced to guess at what the Appellants intended when they were vague in what they were proposing. I am telling you this not because I am asking for sympathy, but so you will be able to have the perspective of what it has taken for us to get to this point and for us to be able to offer high quality, professional and thoughtful responses to the City during this entire process.

Accordingly, we have explored every possible option to avoid removing the trees, both when conceptualizing the project initially and during the multiple appeals in this process. Unfortunately, there are no other commercially reasonable, practical and potentially feasible options to repair and maintain the Building's structural integrity, related life-safety factors, and extend the useful life expectancy without doing so. All alternatives that have been considered fail to satisfy the four important feasibility criteria discussed in this letter, and several are also simply logistically not feasible. We and the City Staff have based our analysis on highly qualified and respected consultants who are specialists in the professional fields critical to this project, including two different structural engineers specializing on this type of construction, the pre-eminent expert on waterproofing, and two highly experienced arborists. All have concluded for various reasons that there are no feasible alternatives to our proposed project, and thus the Heritage Tree Ordinance calls for a denial of the appeal in this instance.

We derive no financial benefit from this repair and restoration process. The only benefits are ensuring that water no longer leaks into the structure and that the structure itself is repaired and restored. We will gain no additional rentable space and our rents will not increase.

Conclusion

From an emotional standpoint, all of us appreciate the trees on this site, and fortunately almost all of them will remain as we see them today. We certainly prefer not to have to remove these trees—we planted them over 30 years ago when the Building was constructed without understanding the long-term physical and ecological implications of doing so. **But this decision cannot be based solely on emotion.** It is urgent and critical to remove these trees so that the repairs to the waterproofing and structural post tension cables are inspected and repaired in a professional and defensible manner to protect and maintain the integrity of the Building structure. The Building is at risk of collapse if not structurally repaired and then maintained.

The urgent need to protect the structural integrity of the building must take precedence. In such a situation, the only prudent thing for the Council to do is to trust the experts, even when to do so requires making a difficult decision. We respectfully request that you concur with the staff's recommendation, deny the appeal of our tree removal permit, and allow us to proceed with this urgent repair project.

Sincerely,



MPOC Investors, LLC
A California limited liability company
By: Matteson Real Estate Equities, Inc.
A California corporation
Manager

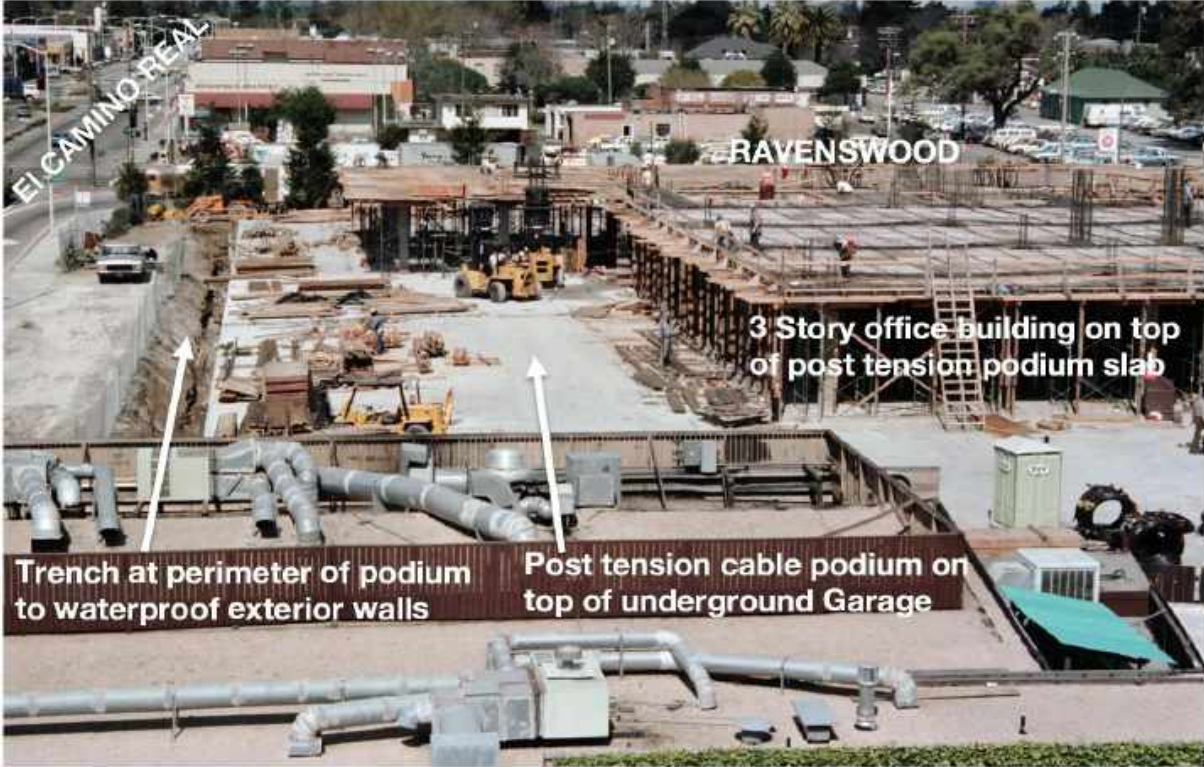
Encl:

- Exhibit 1** - Allana Buick and Bers' letter providing an overview of the waterproofing report
- Exhibit 2 Rev 1** - Allana Buick and Bers' waterproofing report
- Exhibit 3** - KPFF Engineers structural analysis report
- Exhibit 4** - SBCA Tree Consulting arborist response to alternative options
- Exhibit 5 Rev 1** - SBCA Tree Consulting arborist tree valuation report
- Exhibit 6** - KPFF Engineers structural responses to Appellant's additional alternate
- Exhibit 7** - Allana Buick and Bers' waterproofing responses to Appellant's additional alternate
- Exhibit 8 Rev 1** – Plan and construction section views with dimensions of primary root zones and access requirements for shallow trench
- Exhibit 9** – SBCA Tree Consulting arborist response to cutting primary root zones
- Exhibit 10** - Underground garage parking impacted by Option 7 or 8
- Exhibit 11** – KPFF Engineers Letter regarding current condition of post-tensioned slab
- Exhibit 12** – KPFF Engineers Letter responding to Option 9
- Exhibit 13** – Allana Buick and Bers Letter responding to Option 9
- Exhibit 14** – Sika corporation Letter Regarding Carbon Fiber (FRP) in Option 9

Appendix A-1



A-1.1 - Construction on the 1000 El Camino Real property in the 1980s. Note that the excavation for the underground garage covers almost the entire site.



A-1.2 - Construction on the 1000 El Camino Real property in the 1980s. Note the trench on the left side of the photo is where the seven trees to be removed are planted.



A-1.3 - Construction of underground garage at 1000 El Camino Real in the 1980s. The post-tensioned slab in question sits on top of these walls and pillars.



A-1.4 - The redwood tree saplings were planted along El Camino Real in the 1980s.



TODAY



1980s

A-1.5 - Comparing trees along El Camino Real planted in the 1980s to in 2019.



A-1.6 - Trees at corner of Ravenswood and El Camino Real that get wrapped with holiday lights will not be removed.



EXISTING LANDSCAPE CONDITIONS AT FRONT OF BUILDING (SOUTH SIDE). EXTENSIVE TURF LAWN PLANTING WITH REDWOODS INTRUDING UPON PODIUM STRUCTURE.



EXISTING LANDSCAPE CONDITIONS AT THE BACK PATIO (NORTH SIDE)



DAMAGE TO PODIUM WATER-PROOFING AT LOCATIONS ADJACENT TO REDWOOD TREE PLANTING.



EXPOSED ROOTS OF REDWOODS INTRUDING ON PODIUM INTEGRITY



DAMAGE TO POST-TENSION CABLE STRUCTURE. - REQUIRES REPAIR



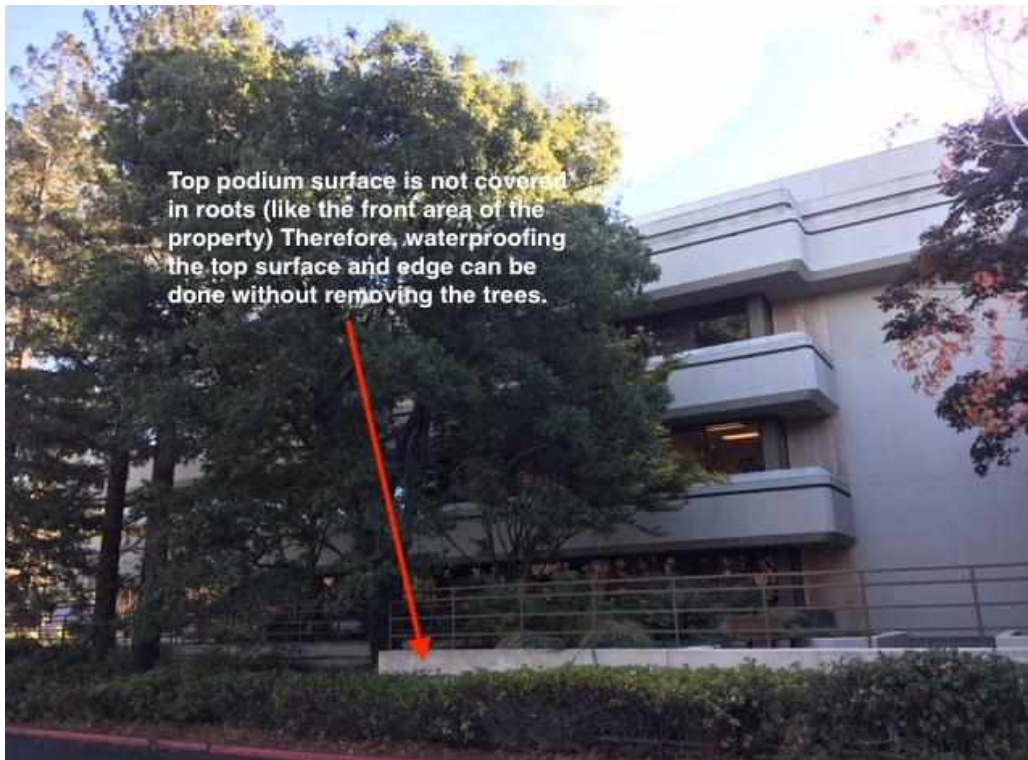
REDWOOD TREE GROVE PLANTED ADJACENT TO PODIUM - PROPOSED FOR REMOVAL TO ALLOW REPAIR

A-1.7 - Existing conditions at 1000 El Camino Real.



P-T tendons in podium slab are not sub-grade in the back area of the property

A-1.9 – View on the north side of the 1000 El Camino Real building showing that the Post tension (P-T) tendons are above grade, which is a different condition than in the front.



Top podium surface is not covered in roots (like the front area of the property) Therefore, waterproofing the top surface and edge can be done without removing the trees.

A-1.10 – View on the north side of the 1000 El Camino Real building showing that the Post tension (P-T) tendons are above grade, which is a different condition than in the front



A-1.11 View from the intersection at El Camino and Ravenswood following completion. Trees on the corner are existing redwoods that will not be removed for the project.



A-1.12 View from El Camino Real looking north following completion. Trees in the foreground include added street trees and the new Brisbane Box Trees from the City's heritage list.



A-1.13 Aerial view of the property from above El Camino following completion. Trees near the building are encased in large planters located on top of structural columns in the garage below.



A-1.14 View of the front plaza area following completion. The turf is “no-mow” fescue that is drought tolerant using 50% less water than traditional turf. The trees shown are located in recessed planters sited on top of structural columns in the garage below.



A-1.15 View of the front of the building from the south surface parking lot following completion.

A- 1.11 through A-1.15 – Rendering images of the proposed new landscape and tree layout that includes drought tolerant and trees with less invasive and water hungry root systems that meet the City of Menlo Park Heritage tree ordinance and City requirements.

A-1.16 – The Appellant’s appeal to the City Council concedes that four (4) of the original alternatives are not feasible, and their current appeal is not based on those rejected alternatives. Below are the (4) alternative options that we explored previously and are not a focus of this appeal to City Council.

Option 1: Building a new parking garage on a neighboring property to replace the 121 parking stalls in the existing underground garage at 1000 El Camino Real.

- Overall, this option is infeasible due to non-ownership of the site, infeasible due to inability to construct on the adjacent site as well as the details listed below.
- The trees and their roots prevent the required access as shown on *page 5 and 7 of Exhibit 2*, therefore the waterproofing and structural repairs are not achievable, and this option is infeasible.
- The City has committed to researching the costs and potential conflicts with nearby easements to install a new parking garage to replace the existing parking density at the 1000 El Camino Real property site. It is important to be aware that the owner of 1000 El Camino Real does not own any adjacent properties and therefore the City would need to identify a neighboring property owner to develop a parking garage to solve the specific and broader parking demands that meet all impacted building owners’ needs while also satisfying the City’s codified parking density requirement.
- There is a Hetch-Hetchy water line easement in the neighboring properties that will restrict the ability to build a parking garage adjacent to the property.
- It is important that water not be allowed to penetrate into the post tension cables because the cables are susceptible to rusting and failing, with the potential of a building collapse (*See Appendix 3*). **This option does not allow for a**

watertight podium because the waterproofing repairs cannot be completed without access to the exterior.

- Although the new parking lot might provide parking to replace 1000 El Camino Real's underground garage density, there is still the main concern that the post tension slab in need of repair supports the building itself, not just the parking spaces (*See Exhibit 3*). The repairs of the known failed structural cables, testing all of the 30-year-old structural cables (repairing identified at-risk cables) and replacing the subterranean waterproofing to maintain the property's integrity for structural and life-safety purposes is not optional and must be completed for life safety reasons and to ensure the continued viability of the building itself. **The building is at risk of collapse if the integrity is not maintained. Therefore, this option would need to be combined with option 2 - structurally retrofit the garage and building, which is infeasible.**
- Additionally, there would be a significant diminution in value to the building tenants due to the removal of onsite underground parking.

Option 3: Phasing Tree Removal to Incrementally Evaluate Extent of Damage before Removing all Trees

- While this option potentially allows us to reduce the number of trees removed from the start, it doesn't actually solve the overall requirement for removing and repairing the non-functioning waterproofing since it limits the inspection, assessment and repair to only portions of the podium perimeter wall (*See pages 5 and 7 on Exhibit 2*). This results in a patchwork of functioning and nonfunctioning waterproofing that doesn't solve the problem of water intrusion into the structure. In order to remove and replace the waterproofing, as described above in this letter, the construction team requires a perimeter trench of 4 feet in width and depth to safely inspect and repair the post tension slab cables and remove and reinstall new waterproofing on the exterior of the vertical walls and podium surfaces.
- There is no reason to phase the tree removal because the engineers and design professionals require the inspection and repair all of the post tension cables and replace all waterproofing along the podium perimeter. Phasing the trees does not negate the need for this comprehensive approach. Full access is required, which means the trees must be removed.
- Separately but equally important, our arborist is concerned that phased removal can cause the trees to become unhealthy and unstable. The trees' roots have grown together over time, and the trees rely on protection from wind forces from neighboring trees. The loss of "common" roots and the increased wind loads applied to the remaining trees with compromised root structures results in an unsafe condition for the building occupants and the public using El Camino Real.
- A stand of trees is a grouping of trees, generally of the same species but not always, that benefits from mutual sharing of resources and protection. Therefore, a stand is not necessarily limited to very small and limited groupings. The issues of wind sail forces on a reduced stand of trees that remain after some are removed is critical when significant root loss also occurs.

Option 4: Repair New Waterproofing and Structural Systems From Inside the Garage Without Removing the Trees

- Our waterproofing consultant, Allana Buick & Bers, reviewed options to install new waterproofing solely from inside the garage in an effort to avoid removing the trees. After reviewing all options of installing new waterproofing materials from inside the garage, Allana Buick & Bers found it infeasible to inject grout into the vertical perimeter walls because the CMU block material used to construct the walls will easily blow out with the pressure applied by the grout. The CMU block blow out will compromise the integrity of the building structure and is very dangerous to construction personnel doing the work. In addition, the grout injection solution would not work for the podium surface because there are insufficient soil pressures to contain the grout from spilling out into the landscaped areas, making it ineffective. The grout spilling out would impact the health of the plantings and tree roots located next to the podium while not adequately waterproofing the podium slab. Therefore, in order to replace the waterproofing, the process must be applied to the exterior face of the vertical walls and podium, which requires full access around the podium.
- Our certified arborist has confirmed that the required access around the podium to replace the waterproofing and inspect and repair the cables is in conflict with the Primary Root Plate (PRP) of the specified trees, the critical root zone that cannot be cut to maintain the health of the trees. (See *Exhibit 4 and page 5 of Exhibit 2*)
- Our structural engineer of record, KPFF engineers, has reviewed alternative methods for inspecting and repairing the post tension cables without removing the trees. They determined it is infeasible based on the commercially approved methods because the inspection of the numerous post tension cables and repairs to the known failed or at-risk cables cannot be performed from inside the garage. The only method for safely inspecting the cable tension is on the perimeter of the podium slab, as the termination points of the cables and tendons are located on that perimeter. This thus necessitates exterior access and requires the removal of the trees. It is critical that these termination points be inspected and waterproofed. This cannot be done from the inside of the garage.

Option 5: Relocating Heritage Redwood Trees

- Our certified arborist, SBCA Tree consulting, stated that in their professional opinion, given the size and height of these trees (averaging 90 feet), it is infeasible to successfully relocate them (See *Exhibit 4*). These trees are too large and will suffer extensive root loss if relocation is attempted. For example, if we were to move a tree with an approximate 25" diameter trunk, this would equate to a 14-foot square tree box weighing approximately 100,000 lbs., just to capture the Primary Root Plate (PRP). All the redwood trees in question are have a larger trunk diameter than 25".
- SBCA has seen 30-foot tall redwood trees successfully transplanted, but never a 90-foot tall redwood tree. Furthermore, the adjacent parking structure wall makes it difficult to save much of the root system.

1000 El Camino Real

Exhibit 1

Allana Buick & Bers' waterproofing letter
& report



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ALLANA BUICK & BERS

Making Buildings Perform Better.

Statement of Qualifications and Narrative of Waterproofing Exhibit Slides for 1000 El Camino Real

ABBAE's Credentials: ABBAE's below-grade waterproofing experience includes new and remedial design and construction administration services. We are familiar with all major waterproofing systems including, but not limited to: fluid applied membranes, self-adhering sheet membranes, bituminous and thermoplastic sheet membranes and composite rubberized asphalt membranes. With a unique breath of experience, ABBAE offers consulting on below-grade waterproofing for both deep and shallow foundations, both in and above local water tables. Our award-winning professional team is well experienced with below-grade systems, including the use of remedial plastic foam grouts, bentonite grouts and surface applied remedial waterproofing materials. Our team also specializes in podium waterproofing systems. Issues such as post-tension cables, deck movement, drainage, expansion joints, drainage, and landscaping must be considered when selecting systems and designing waterproofing for podiums/decks. ABBAE provides design, peer review, mock-up observation and testing, and construction phase support for podium systems.

Mr. Karim Allana has been in the construction field for over 38 years. He specializes in forensic analysis of construction; sustainable design of building envelope systems, roofing and waterproofing; and construction management. Since 1987, Mr. Allana has been the founding principal and Chief Executive Officer (CEO) of Allana Buick & Bers, Inc. (formerly Allana-Lippert). Allana Buick & Bers, Inc. (ABBAE) an Architectural-Engineering firm that specializes in sustainable design of new construction as well as repair to existing buildings. As the Principal-In-Charge, Mr. Allana has performed over 5,750 architectural and engineering projects, in California, Nevada, Washington and Hawaii, for all types of building structures.

ABBAE's select below-grade waterproofing projects include:

- 9th and Broadway, San Diego , California
- 55 Ninth Street, Avalon, San Francisco, California
- 1000 El Camino, San Carlos, California
- Avenue 64 Apartments, Emeryville, California
- Canyon Village Housing, California Polytechnic State University, San Luis Obispo, California
- Crescent Village, Irvine Apartment Company, San Jose, California
- Downtown Jebel Ali Zone 1 Central Plaza, Dubai
- Emery Station East, Emeryville, California
- Hollywood Palladium, Hollywood, California
- Kravis Center, Claremont McKenna Community College, Claremont, California
- McCarthy Residence, Palo Alto, California
- Newport Beach City Hall, Newport, California
- New Science Building, Grossmont High School, Grossmont California
- The Oaks, Irvine Apartment Company, San Jose, California
- Pacific Bell Switch Station, Coronado, California
- Palo Alto Medical Foundation, Medical Office Building, Sunnyvale, California



- Palo Alto Plaza HOA, Palo Alto, California
- The Pines, Irvine Apartment Company, San Jose, California
- San Jose State University, Campus Village, San Jose, California
- San Jose State University, Duncan Hall of Science, San Jose, California
- Sunnyvale Towne Center, Sunnyvale, California
- Temple Beth El, Berkeley, California
- Terminal C Expansion, San Jose International Airport, San Jose, California
- United States Embassy Compound, Dominican Republic

Narrative of Waterproofing Exhibit slides:

- Slide 1. Statement of Qualifications for Allana, Buick and Bers (ABBAE).
- Slide 2. Statement of Qualifications for Mr. Karim Allana.
- Slide 3. Photo of roots covering the podium slab.
- Slide 4. Photo of roots covering the podium slab with waterproofing exposed.
- Slide 5. Plan of the site showing areas of required access to allow for repair of Post-Tension cables (PT cables), podium plaza waterproofing and underground parking garage waterproofing, as well as the trees that are preventing this work.
- Slide 6. Definition of Primary Root Plate.
- Slide 7. Enlarged plan of the south plaza area showing areas of required access to allow for repair of podium slab surface waterproofing and underground parking garage waterproofing, as well as the trees that are preventing this work.
- Slide 8. Cutaway view of the garage, showing the PT cables, waterproofing, and roots.
- Slide 9. Discussion of Option 2; Steel Structural Retrofit.
- Slide 10. Discussion of Option 3; Phased Tree Removal.
- Slide 11. Cutaway view of the garage, showing Option 3; Phased Tree Removal and the resultant damage to the trees.
- Slide 12. Discussion of Option 4; Waterproofing Repair without Tree Removal.
- Slide 13. Photo showing damage to a similar CMU basement wall due to Grout Injection waterproofing.
- Slide 14. Cutaway view of the garage, showing Option 4; Grout Injection.
- Slide 15. Enlarged detail showing grout injection waterproofing.
- Slide 16. Appendix: Background information
- Slide 17. Description of ABBAE investigation of the site.



- Slide 18. Discussion of investigation findings.
- Slide 19. Typical PT cable details.
- Slide 20. Photos of PT cables under construction.
- Slide 21. Cutaway view of the garage, showing the PT cables, waterproofing, and roots.
- Slide 22. Photo showing overview of South podium area shown in following three photo slides.
- Slide 23. Photo of excavated area.
- Slide 24. Photo of excavation in progress.
- Slide 25. Photo of exposed roots and podium surface waterproofing.
- Slide 26. Part of a typical podium waterproofing specification outlining cleaning and preparation requirements of concrete surfaces for waterproofing application.
- Slide 27. Photos of a similar concrete surface cleaned and prepared for waterproofing application.
- Slide 28. Photo of typical grout injection port layout.
- Slide 29. Photo of grout injection ports.
- Slide 30. Photo of grout injection pump.
- Slide 31. Photo of grout injection in process.
- Slide 32. Photo of grout-injected cracks.
- Slide 33. Photo of grout-injected cracks.
- Slide 34. Photo of core drill testing of a grout-injected basement wall.
- Slide 35. Photo of a basement wall core sample showing injected grout.

1000 El Camino Real

Exhibit 2

Revision 1

Allana Buick & Bers' waterproofing study
report

QUALIFICATIONS

Allana, Buick and Bers Architects and Engineers (ABBAE) was retained by the building owner to investigate and address the leaks in the waterproofing into the underground garage and failed post-tension cables.

ABBAE's Credentials

ABBAE's below-grade waterproofing experience includes new and remedial design and construction administration services. We are familiar with all major waterproofing systems including, but not limited to: fluid applied membranes, self-adhering sheet membranes, bituminous and thermoplastic sheet membranes and composite rubberized asphalt membranes. With a unique breath of experience, ABBAE offers consulting on below-grade waterproofing for both deep and shallow foundations, both in and above local water tables. Our award-winning professional team is well experienced with below-grade systems, including the use of remedial plastic foam grouts, bentonite grouts and surface applied remedial waterproofing materials. Our team also specializes in podium waterproofing systems. Issues such as post-tension cables, deck movement, drainage, expansion joints, drainage, and landscaping must be considered when selecting systems and designing waterproofing for podiums/decks. ABBAE provides design, peer review, mock-up observation and testing, and construction phase support for podium systems.



QUALIFICATIONS

Karim Allana's Credentials

Mr. Karim Allana has been in the construction field for over 38 years. He specializes in forensic analysis of construction; sustainable design of building envelope systems, roofing and waterproofing; and construction management. Since 1987, Mr. Allana has been the founding principal and Chief Executive Officer (CEO) of Allana Buick & Bers, Inc. (formerly Allana-Lippert). Allana Buick & Bers, Inc. (ABBAE) an Architectural-Engineering firm that specializes in sustainable design of new construction as well as repair to existing buildings. As the Principal-In-Charge, Mr. Allana has performed over 5,750 architectural and engineering projects, in California, Nevada, Washington and Hawaii, for all types of building structures.



CURRENT CONDITIONS



THICK TANGLE OF TREE
ROOTS OVER THE PODIUM
AND UNDERGROUND GARAGE

PODIUM SLAB WATERPROOFING



CURRENT CONDITIONS

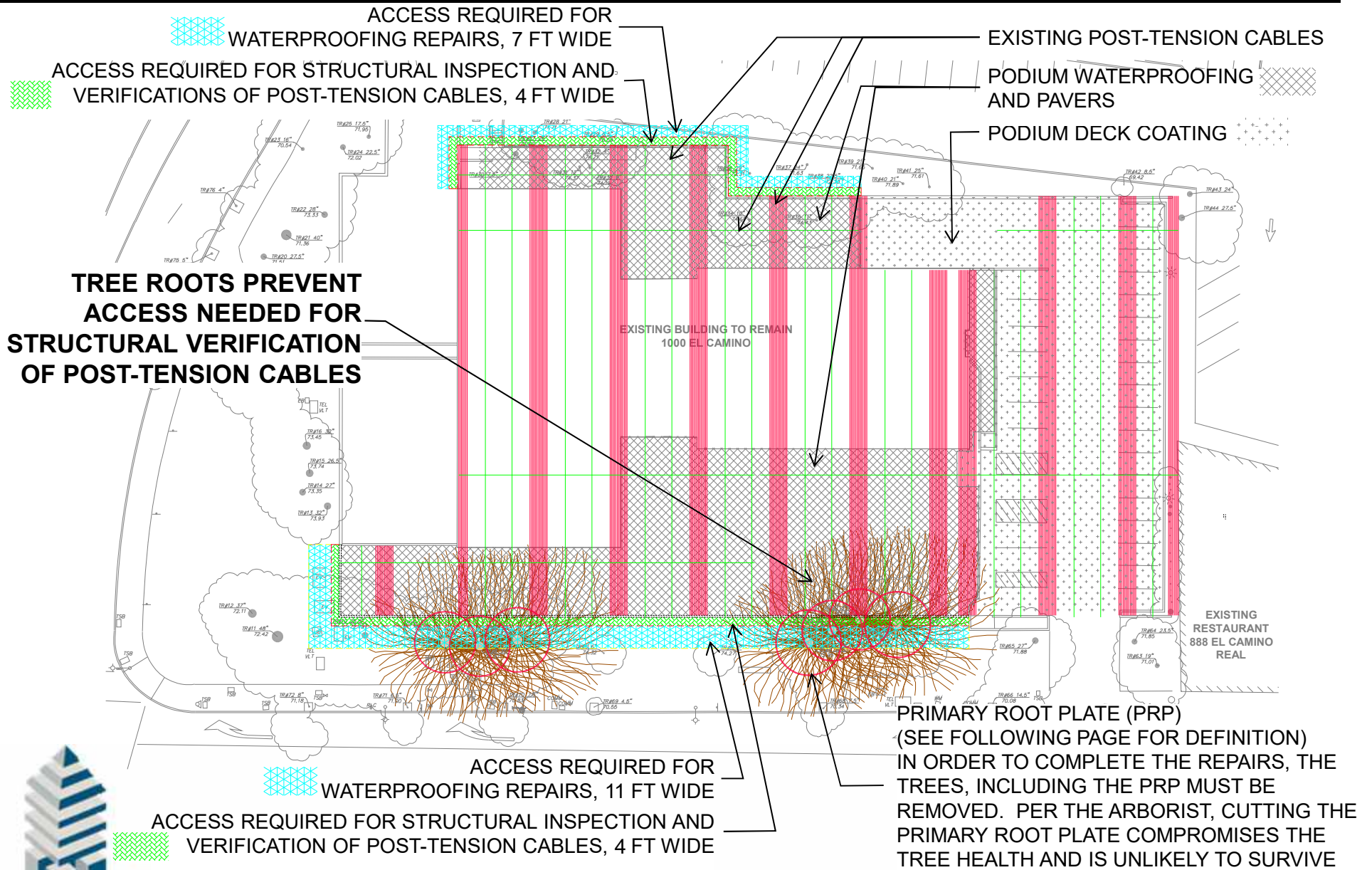


THICK TANGLE OF TREE
ROOTS OVER THE PODIUM
AND UNDERGROUND GARAGE

PODIUM SLAB WATERPROOFING



CURRENT CONDITIONS REQUIRED ACCESS AREAS AT EXTERIOR WALLS

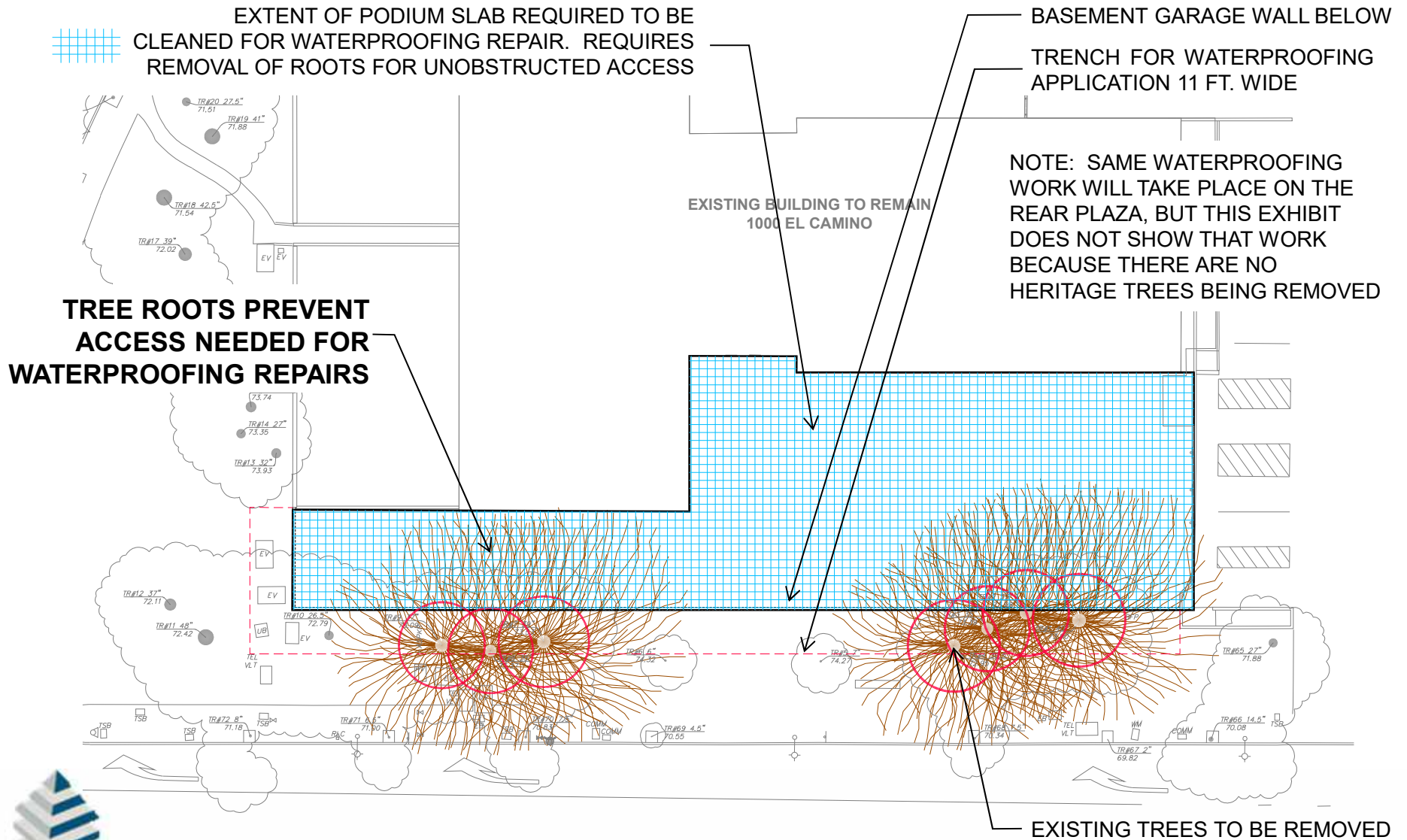


DEFINTION: PRIMARY ROOT PLATE

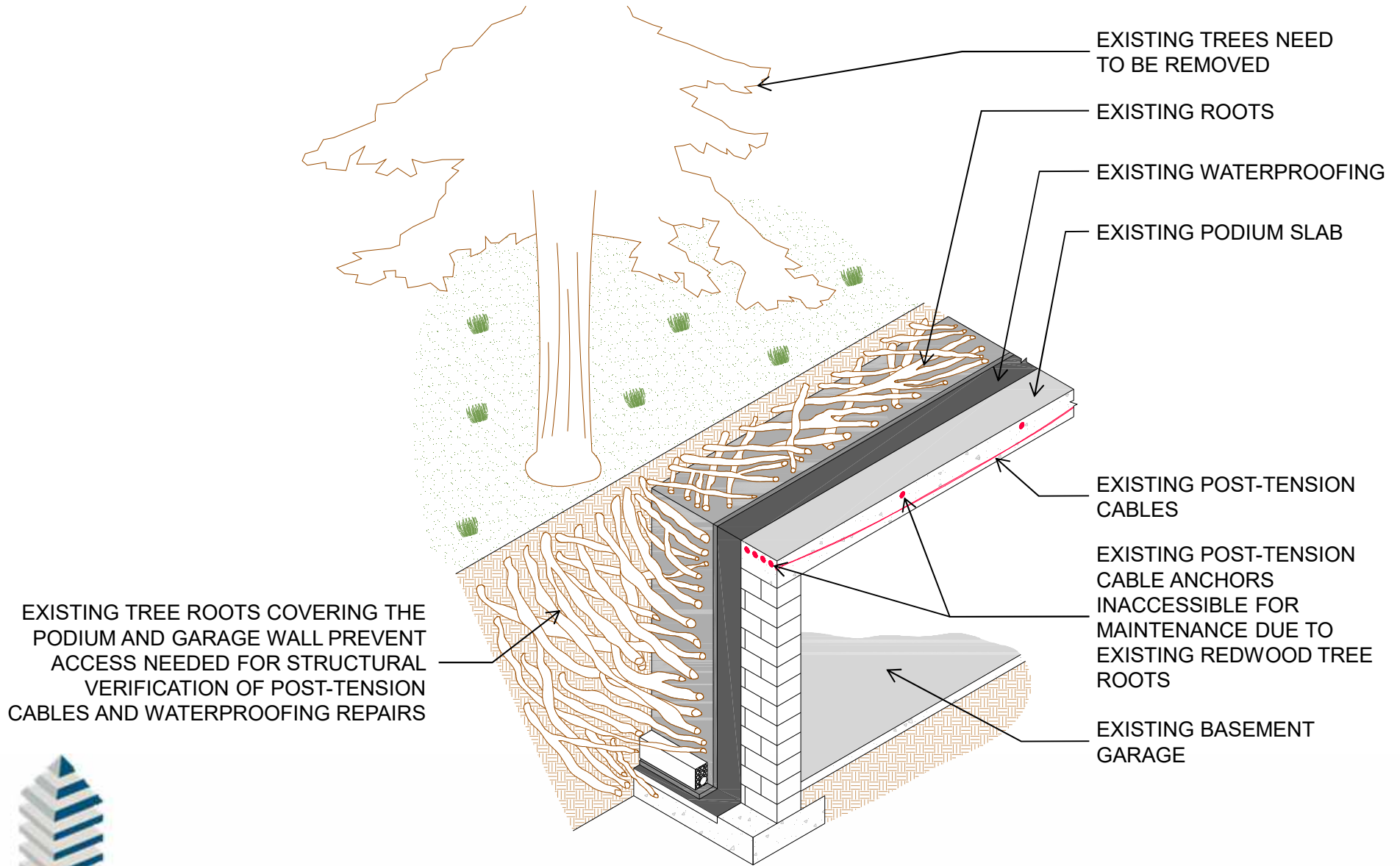
The Primary Root Plate (PRP) radial distance from the tree base = 3x the diameter of the tree at breast height (DBH) which ranges between 24' to 30' in diameter for the trees proposed to be removed



CURRENT CONDITIONS REQUIRED ACCESS AREAS AT THE PODIUM SURFACE



CUTAWAY VIEW – PREVENT ACCESS NEEDED FOR STRUCTURAL VERIFICATION OF POST-TENSION CABLES AND WATERPROOFING REPAIRS



OPTION 2

BUILDING & GARAGE STEEL STRUCTURAL RETROFIT [INFEASIBLE]

Recommendations

Podium waterproofing: The podium waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. All overburden above the podium must be removed in order to access and replace the waterproofing membrane. This will include the removal of grasses, plantings, trees, rocks, etc. above the podium. Hot rubberized asphalt waterproofing is the proposed waterproofing system.

The large trees and plantings along El Camino Real require removal due to the extent of root network over the podium area and along the foundation wall. There is no method for repairing or replacing the existing waterproofing without complete access.

Foundation wall waterproofing: The foundation wall waterproofing requires replacement due to extensive water intrusion through the waterproofing membranes. The foundation wall will need to be exposed, with overburden removed, in order to access and replace the waterproofing membrane. This will include the removal of grasses, trees, plantings, rocks, etc. adjacent to the wall. Self-adhering membrane is the proposed waterproofing system.

Exposing the foundation wall will require a trench to be dug along the wall. The width of the trench will need to be a minimum of three feet wide to provide access for the waterproofing work and for shoring up the soil alongside the trench to prevent collapse.

Waterproofing Preparation: The first step is to remove the soil and existing waterproofing. This may be conceptually possible on the podium deck. But access to the foundation wall will not be possible with the roots in place. The wall extends eleven feet deep. It will not be possible to dig away the soil, much less remove the existing waterproofing membrane, through a continuous network of intertwined roots that starts at the surface of the soil.

Waterproofing Installation requires a clean, dust-free and dry surface for the waterproofing membrane to stick to. Dirt, dust and damp will prevent the membrane from adhering to the surface. This creates a space between the waterproofing membrane and the wall that allows water to move around, soaking into the structure as well as to disbanding more and more of the membrane. No waterproofing membrane is perfect; there will be small holes in the membrane, but if the membrane is fully adhered to the wall, the water can't move around and cause damage.

Summary: Providing a clean, dry, dust-free surface is not possible under an intertwined network of roots. With the roots suspended directly above the waterproofing, any disturbance to the root system will cause dirt and bark to fall into the work. Such disturbances will occur constantly as the workers attempt to clean the podium surface and install the waterproofing.

"Conclusion: This option is infeasible because it addresses the repairs of the structural members, but does not provide access to the exterior of the podium and vertical walls to perform the waterproofing. The combination of the existing trees and their extensive and intertwined roots make it impossible to repair the waterproofing without their removal."



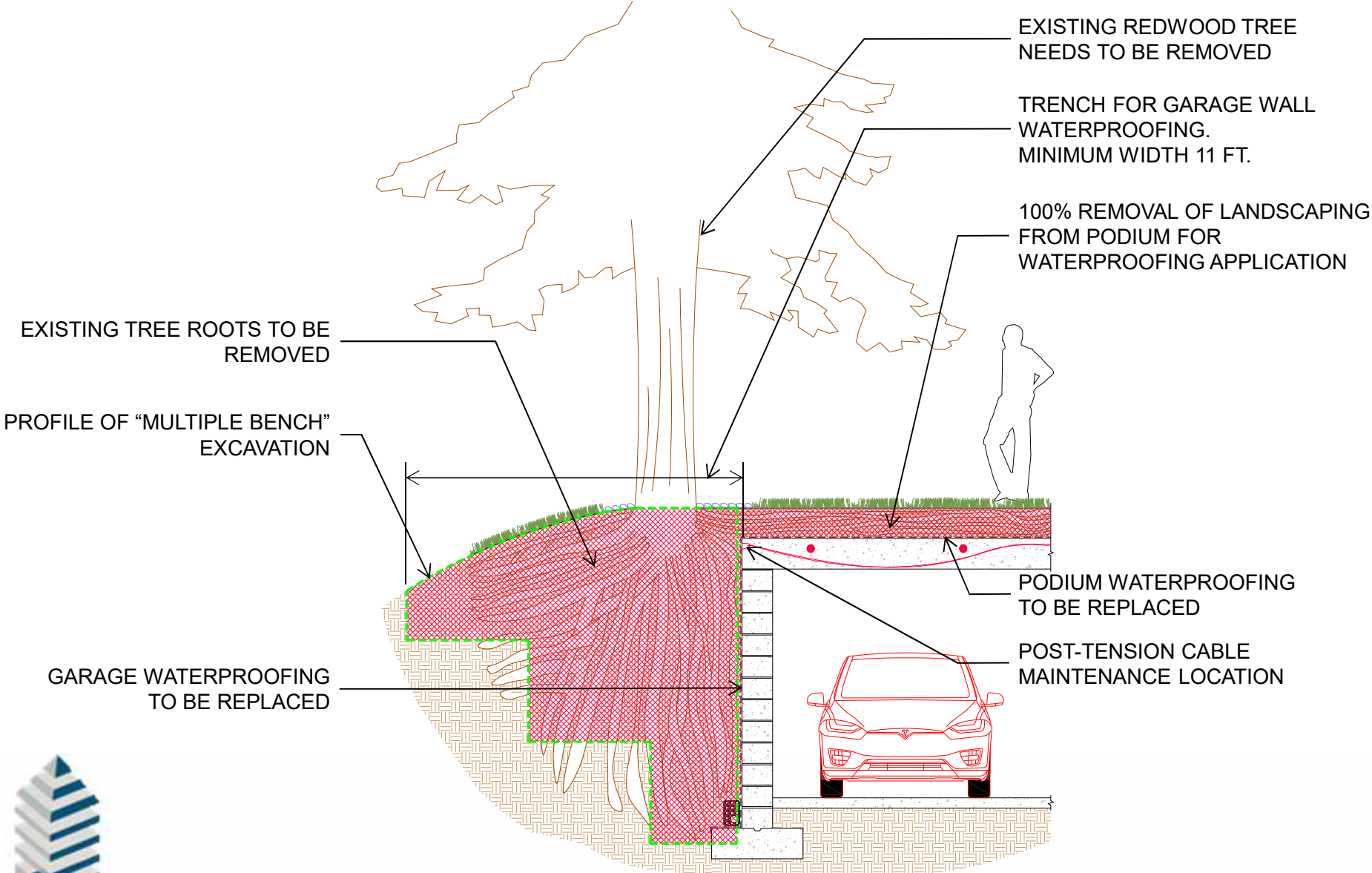
OPTION 3 PHASED REDWOOD TREE REMOVAL [INFEASIBLE]

Conclusion: This option is infeasible because phasing of the tree removal doesn't allow for complete access to the entire podium perimeter walls and surface to repair the waterproofing. Complete access requires removal of all seven existing trees and their root system".

INFEASIBLE



OPTION 3 PHASED REDWOOD TREE REMOVAL [INFEASIBLE]



OPTION 4

REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

GROUT INJECTION FOR THE VERTICAL GARAGE WALLS

Polyurethane Foam Grout Injection is a process often used to waterproof existing basement walls that leak. Holes are drilled through the basement walls in a regular pattern across the entire height and width of a wall area. Injection ports are installed in each hole. The grout is then pumped into the ports, in sequence, from the bottom to the top, starting at one end and moving across the wall to the other end. The grout is a polyurethane foam that is injected under pressure between the basement wall and the soil outside. This forms a "curtain" that completely covers the wall.

The grout is injected at high pressure to do this. This is not a problem with a thick concrete wall. But a thin-walled CMU block cannot stand up to the pressure of the grout, and will often crack or break, making the wall weak and requiring structural repair. **Unfortunately, the basement walls at 1000 El Camino are CMU and thus not suitable for grout injection and would be prone to a blow-out.** The following slide shows an example of a different project where a blow-out occurred.

WATERPROOFING OF PODIUM SURFACE ABOVE UNDERGROUND GARAGE

Conclusion: This option is infeasible because it does not provide access to the exterior of the podium concrete slab to perform the waterproofing. The combination of the existing trees and their extensive and intertwined roots make it impossible to repair the waterproofing without their removal. Grout injection is also not an option for the podium surface because there is insufficient soil pressure to confine the grout between the podium and the landscape soil."



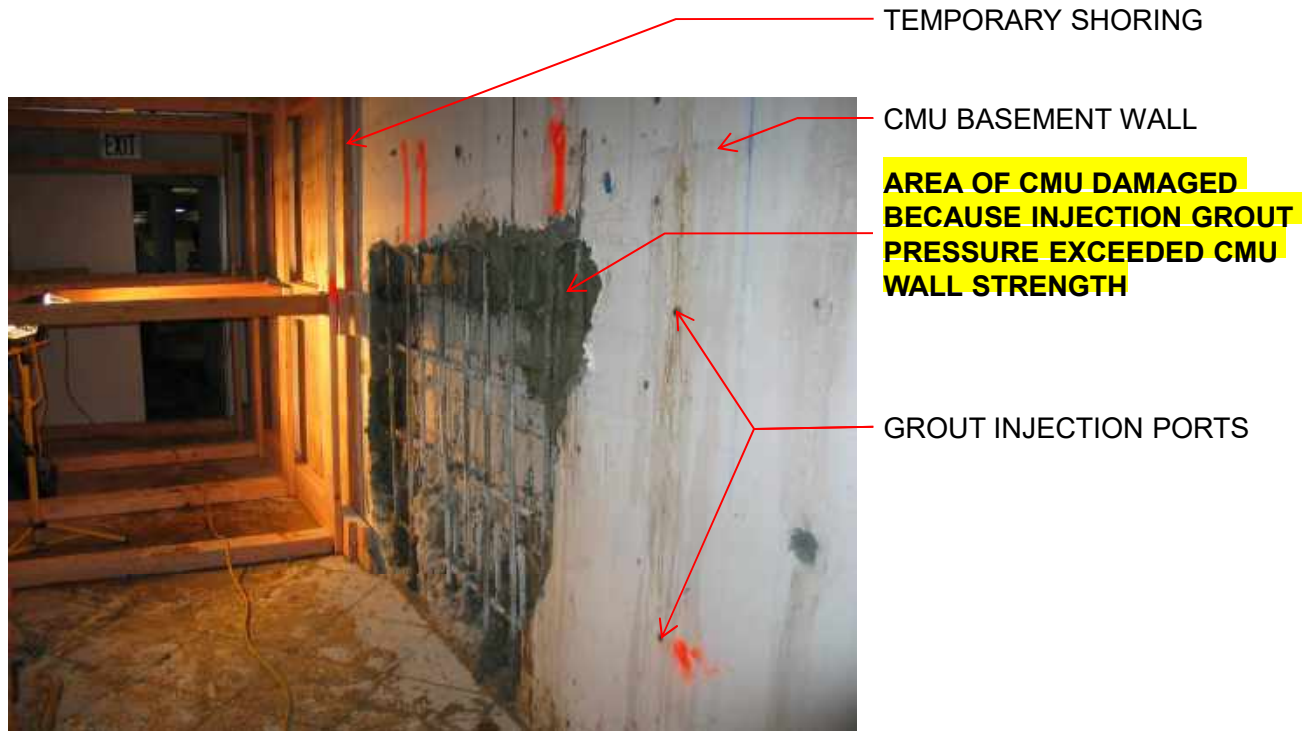
OPTION 4 REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

USING GROUT INJECTION FOR THE VERTICAL GARAGE WALLS

THICK WALL RESISTS GROUT
INJECTION PRESSURE

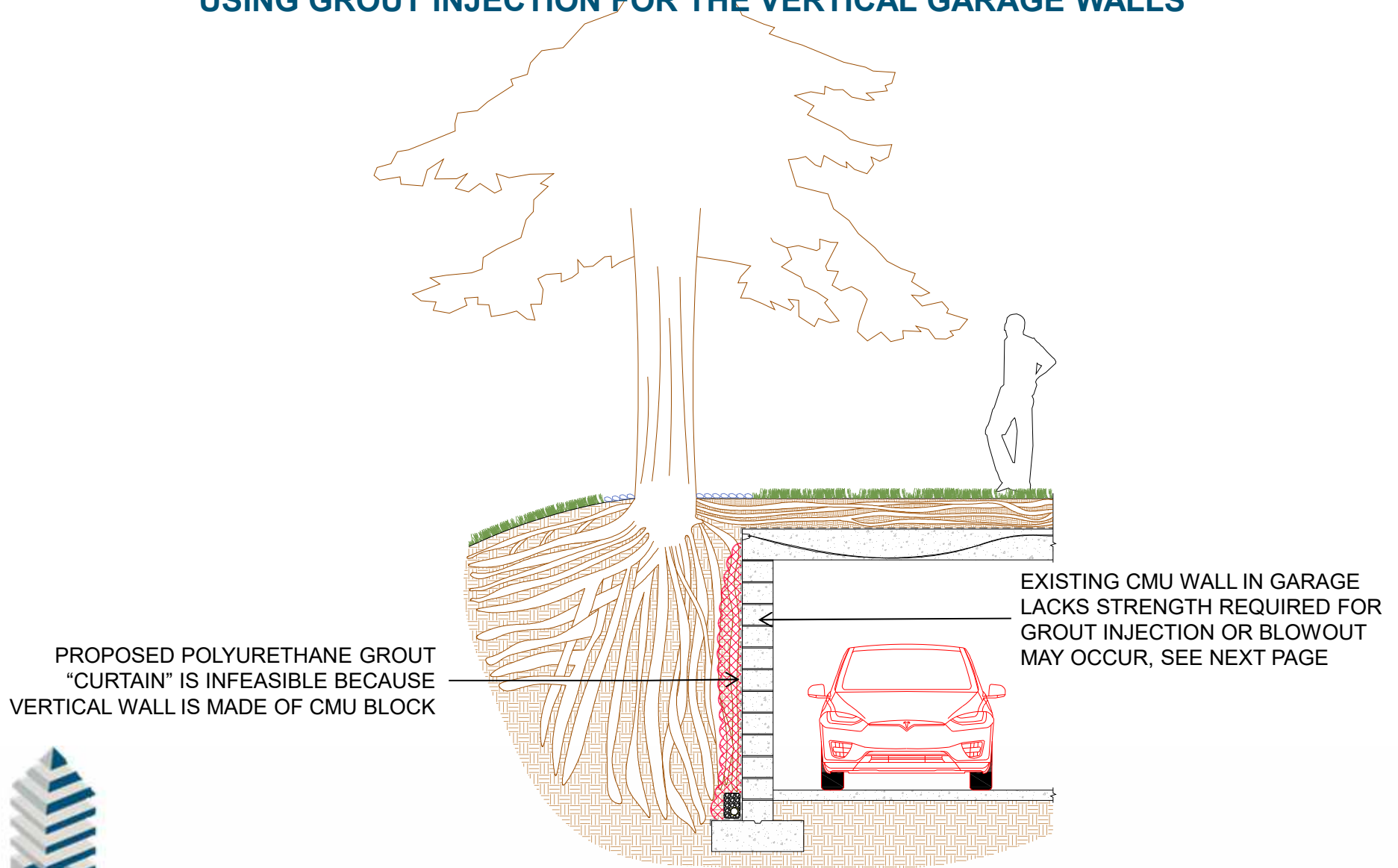


THIN WALLS OF CMU
BLOCK CAN FAIL UNDER
GROUT PRESSURE



OPTION 4 REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

USING GROUT INJECTION FOR THE VERTICAL GARAGE WALLS



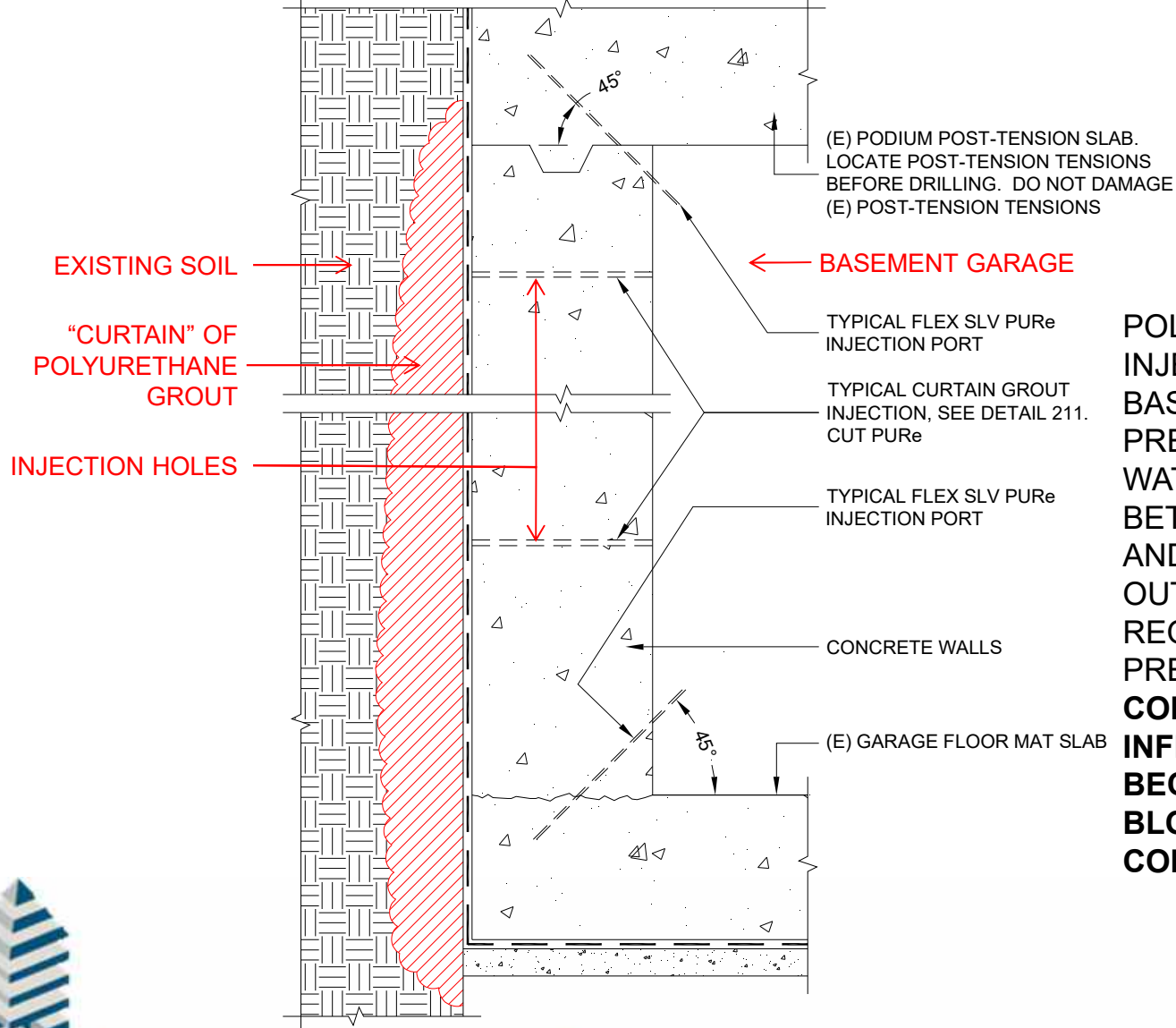
PROPOSED POLYURETHANE GROUT
"CURTAIN" IS INFEASIBLE BECAUSE
VERTICAL WALL IS MADE OF CMU BLOCK

EXISTING CMU WALL IN GARAGE
LACKS STRENGTH REQUIRED FOR
GROUT INJECTION OR BLOWOUT
MAY OCCUR, SEE NEXT PAGE



OPTION 4 REPAIR WATERPROOFING WITHOUT TREE REMOVAL [INFEASIBLE]

USING GROUT INJECTION FOR THE VERTICAL GARAGE WALLS



POLYURETHANE GROUT IS INJECTED THROUGH THE BASEMENT WALLS AT HIGH PRESURE TO FORM A WATERPROOF "CURTAIN" BETWEEN THE GARAGE WALL AND THE EXISTING SOIL OUTSIDE. A CONCRETE WALL IS REQUIRED TO WITHSTAND THE PRESSURE OF THE GROUT

CONCLUSION: THIS OPTION IS INFEASIBLE FOR THE PROJECT BECAUSE THERE IS A CMU BLOCK WALL AND NO CONCRETE WALL



APPENDIX: BACKGROUND INFORMATION BUILDING & GARAGE - SITE INVESTIGATION

Investigation

Allana, Buick and Bers (ABBAE) performed a visual review of the interior and exterior of the exposed garage and podium areas prior to destructive testing.

We conducted site visits during the destructive testing, performed by a qualified licensed DT contractor, to observe and document the existing concealed conditions.

This included overburden layers, drainage composites, flashings, and waterproofing membranes of the podium and planter areas.



BUILDING & GARAGE - SITE INVESTIGATION FINDINGS

Findings

Visual Inspection: Visual inspection of the garage interior indicated numerous areas of water intrusion through the foundation walls and the podium slab. Efflorescence and rust stains indicated a history of moisture and the deterioration of reinforcing steel. The staining occurred on both the concrete masonry unit (CMU) foundation walls and the underside of the post-tensioned podium slab. There is significant water intrusion on the El Camino Real facing wall, corresponding with the large trees and landscaping.

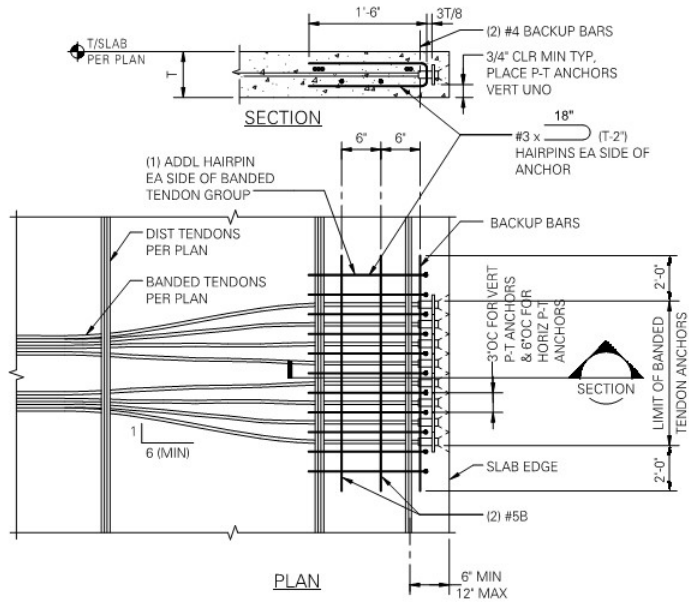
Podium Waterproofing: Horizontal podium waterproofing membranes exhibited moisture below the membranes and leaks into the garage below. Courtyard waterproofing had water-filled blisters throughout. Some of the membrane deterioration is due to the age of the waterproofing, and some is damage from trees and other plantings over the waterproofing system.

The extensive network of roots over the podium area are causing damage to the waterproofing through abrasion and penetration. The fine roots are getting below the filter fabric and burrowing into the membrane. This creates pathways for water intrusion. Additionally, the membranes have poor adhesion to their structural substrates, which is allowing water intrusion to travel below the waterproofing.

Foundation Walls: Destructive testing at the below grade foundation walls of the garage along El Camino Real was not practical due to the extent of trees and plantings adjacent to the wall along El Camino. ABBAE was able to observe the foundation wall waterproofing at the rear of the site. The waterproofing in the DT area had slipped significantly below grade, leaving an area of 16"-24" of below grade wall exposed without waterproofing. The failure mode is likely poor adhesion and improper anchorage spacing.

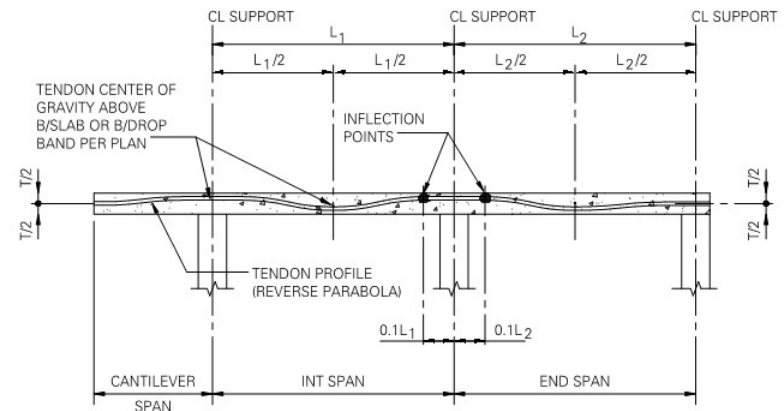


TYPICAL PT CABLE DETAILS



NOTE:
STUDRAILS MAY BE USED IN LIEU OF HAIRPINS PENDING STRUCTURAL ENGINEER OF RECORD APPROVAL.

15 ANCHORAGE AT ENDS OF BANDED TENDONS
SCALE: 3/4" = 1'-0" (03307)



18 TYPICAL POST-TENSIONED SLAB PROFILE
SCALE: 3/4" = 1'-0" (03303M)



POST-TENSION CABLE PHOTOS

OVERVIEW



POST-TENSION CABLES



POST-TENSION CABLE SLEEVES

REBAR SLAB REINFORCEMENT

DETAIL AT ANCHORS

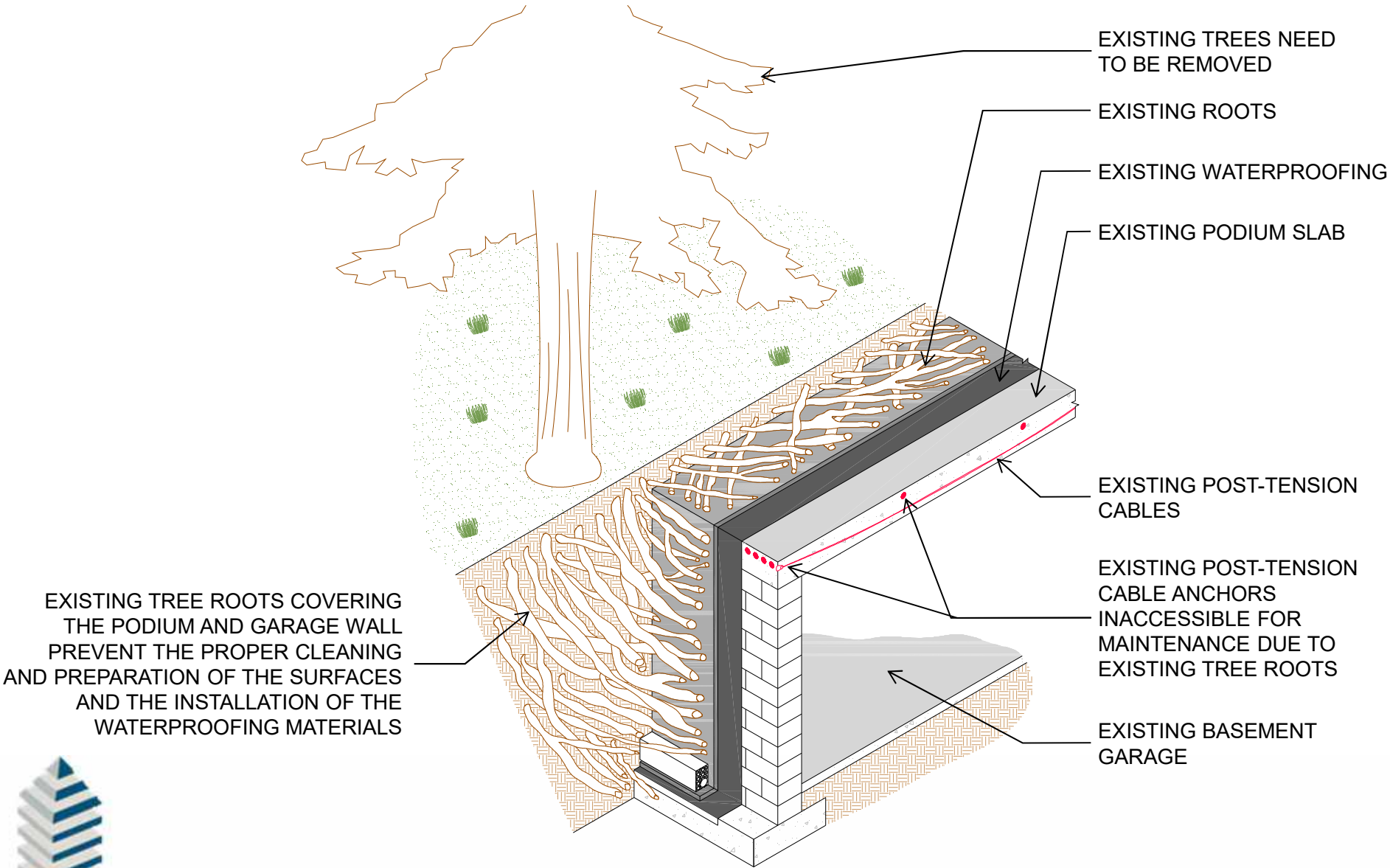


POST-TENSION CABLE ANCHORS
LOCATED IN THESE HOLES

POST-TENSION CABLES



CUTAWAY VIEW - ROOTS INTERFERE WITH WATERPROOFING WORK



EXISTING TREE ROOTS COVERING THE PODIUM AND GARAGE WALL PREVENT THE PROPER CLEANING AND PREPARATION OF THE SURFACES AND THE INSTALLATION OF THE WATERPROOFING MATERIALS

EXISTING TREES NEED TO BE REMOVED

EXISTING ROOTS

EXISTING WATERPROOFING

EXISTING PODIUM SLAB

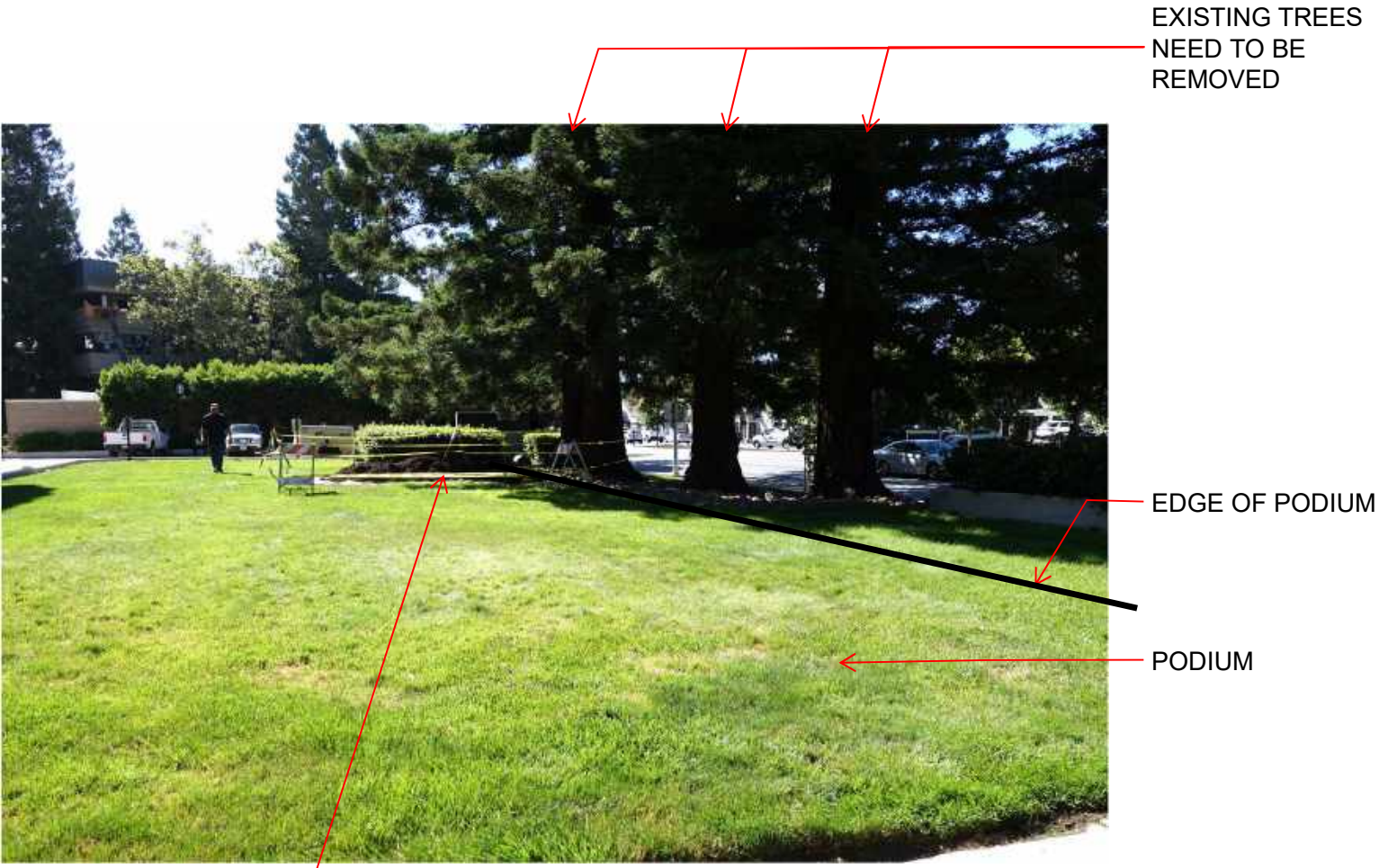
EXISTING POST-TENSION CABLES

EXISTING POST-TENSION CABLE ANCHORS INACCESSIBLE FOR MAINTENANCE DUE TO EXISTING TREE ROOTS

EXISTING BASEMENT GARAGE



PODIUM OVERVIEW



AREA OF EXCAVATION



ROOT EXCAVATION



EXISTING TREE ROOTS



EXPOST WATERPROOFING

THICK TANGLE OF TREE ROOTS PREVENTS REMOVAL AND REPLACEMENT OF WATERPROOFING BELOW



EXISTING WATERPROOFING DRAINAGE LAYER OF TOP SURFACE OF PODIUM



TYPICAL SPECIFICATION FOR CONCRETE PREPARATION FOR WATERPROOFING

1.1 PREPARATION FOR WATERPROOFING MEMBRANE APPLICATION

- A. Concrete decks must be monolithic, smooth, and free of voids, spalled areas, laitance, honeycombs, and protrusions. Remove fins, ridges, and other projections and fill honeycomb, aggregate pockets, and other voids. Clean and prepare existing concrete surfaces using wire brush and other mechanical means.
- B. Clean and prepare substrates according to manufacturer's written instructions. Provide clean, dust-free, and dry substrate for waterproofing application.
- C. Mask off adjoining surfaces not receiving waterproofing to prevent spillage and overspray affecting other construction.
- D. Close off deck drains and other deck penetrations to prevent spillage and migration of waterproofing fluids.
- E. Remove grease, oil, form-release agents, paints, curing compounds, and other penetrating contaminants or film-forming coatings from concrete.
- F. Remove fins, ridges, and other projections and fill honeycomb, aggregate pockets, and other voids.
- G. Clean existing concrete surfaces using wire brush and other mechanical means.
- H. Proceed with installation only when substrate construction and preparation work is complete and in condition to receive waterproofing. Do not apply waterproofing to a damp or wet substrate.



PHOTOS OF CLEAN PODIUM SLAB

Existing waterproofing membrane must be completely removed. Then, existing concrete slab is to be cleaned free of all dirt, dust and debris and be completely dry before new waterproofing can be installed. This impossible with tree roots in the way



GROUT INJECTION PORT LAYOUT



GROUT INJECTION PORTS



GROUT INJECTION PORTS ARE INSERTED INTO DRILLED HOLES AND TIGHTENED SECURELY IN PLACE



GROUT INJECTION PUMPS



INJECTION PUMP

POLYURETHANE GROUT MIXTURE

PRESSURE HOSE TO GROUT GUN



GROUT INJECTION



GROUT INJECTION PORT

GROUT INJECTION GUN

PORTS ARE INJECTED IN SEQUENCE FROM BOTTOM TO TOP STARTING AT ONE END AND MOVING ACROSS THE WALL TO THE OTHER END



GROUT INJECTION



INJECTION PORT

GROUT PENETRATING
AND FILLING A CRACK IN
THE BASEMENT WALL



GROUT INJECTION OVERVIEW



CORE DRILLING BASEMENT WALL TO TEST RESULTS



CONCRETE BASEMENT WALL AFTER GROUT INJECTION

CORE DRILLING THROUGH WALL TO TEST RESULTS



GROUT INJECTION CORE



CORE OF CONCRETE BASEMENT WALL

POLYURETHANE FOAM GROUT HAS FILLED THE VOID AND BLOCKED OUT WATER

(E) WATERPROOFING MEMBRANE WAS NOT PROPERLY ATTACHED TO WALL, CREATING A VOID THAT ALLOWED WATER TO CLEAR INTO BASEMENT



1000 El Camino Real

Exhibit 3

KPFF engineers structural analysis
report



February 14, 2019

Ken Rakestraw
SRGNC CRES, LLC
901 Mariners Island Boulevard, Suite 700
San Mateo, CA 94404

Subject: 1000 El Camino Real
Alternative repairs

Dear Mr. Rakestraw:

It is our understanding that the City of Menlo Park has requested that KPFF, as the structural engineer of record on the 1000 El Camino Real Remedial Repair Detailing project, investigate alternative structural schemes to removing the existing redwood trees on the south side of the existing building.

Post-tensioned concrete slab is a structural system wherein steel tendons are cast into the concrete and then stressed to thousands of pounds of force, which compresses the concrete and provides lift. These stressed tendons provide structural capacity in the concrete slab and are commonly used as an alternative to mild rebar reinforcement.

KPFF San Francisco has been designing post-tensioned concrete slab systems since the inception of the office in 1992. We have collaborated with Schwager-Davis to repair damaged post-tensioned concrete slabs on multiple projects.

Our analysis assumes that the existing redwood trees are to remain in place and the damaged existing waterproofing membrane is not repaired or replaced. In this scenario, the water will continue to intrude into the slab and walls, which may lead to the further degradation of the post-tensioned cables. Regardless of any structural repair or retrofit, the continued water intrusion means that the structural performance will degrade. KPFF does not recommend proceeding with any repair procedure unless the structure is waterproofed.

Option 2 - Steel beam retrofit option:

In this scenario, a combination of new structural steel framing and carbon fiber wrap will be used to support the podium loads. Structural steel girders, 24" deep, will be installed between every column. Structural steel beams, 24" deep and spaced at roughly 8'-0" on center, will span between girders. Carbon fiber wrap will be installed on the underside of the existing slab so that the slab may span from steel beam to steel beam.

KPFF assumes in this approach that the remaining concrete slab has enough shear capacity such that it can bear directly atop the new steel beams. Because there is no non-destructive method to test the remaining structural capacity of the existing post-tensioned cables, KPFF assumes in this scenario that there is no remaining load-bearing capacity in the existing podium slab. Therefore, the repair would need to be installed underneath the entirety of the podium slab. Based on the above assumptions and its impacts, KPFF does not believe Option 2 to be a feasible retrofit option.

Option 4 - Repair without tree removal:

Per input we received from post-tension repair specialist Schwager Davis, it is not feasible to repair the damaged tendons from below. The existing post-tensioned cables are under thousands of pounds of

1000 El Camino Real
February 14, 2019
Page 2 of 2



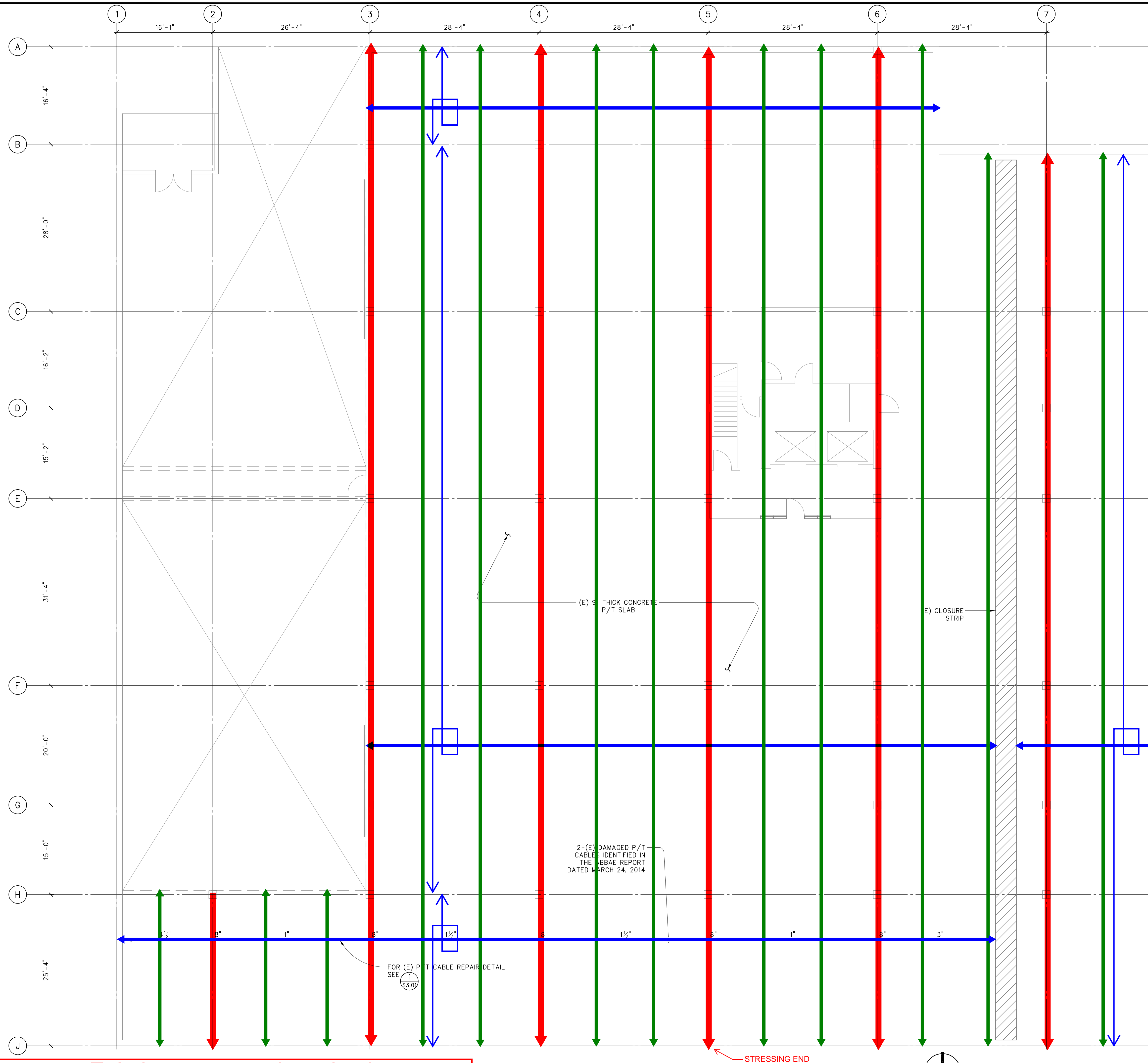
pressure, and damaging a tendon under stress would lead to life-safety issues for the personnel in the area. There is only one method to determine if a tendon is under pressure or if it has been damaged and no longer carries any force: to examine the tendon end, which is currently inaccessible due to the existing trees.

If you have any questions about the alternative options, feel free to give us a call.

Sincerely

A handwritten signature in blue ink that reads "Greg Wagner". The signature is written in a cursive style.

Greg Wagner, S.E., Principal
GW/CM/1700132-00-20190214-L1



DEMOLITION NOTES:

1. CONTRACTOR SHALL HAVE MINIMUM OF 5 YEARS EXPERIENCE IN DETENSIONING AND RETENSIONING P/T CABLES IN EXISTING BUILDINGS.
2. DETENSIONING SHALL BE DONE IN SUCH A WAY AS TO NOT RELEASE ANCHORAGES AT FACE OF BUILDING.

KEY	
	DISTRIBUTED CABLES
	TEMPERATURE CABLES
	BANDS (MULTIPLE TENDONS)

ASD | SKY

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T 415.288.8670
F 415.288.8676
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kpff

45 Fremont Street, 28th floor
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415.989.1004 | kpff.com

SEOR Contact:
Greg Wagner
Day-to-Day Contact:
Mone Rinebold

1000 EL
CAMINO REAL
MENLO PARK, CA

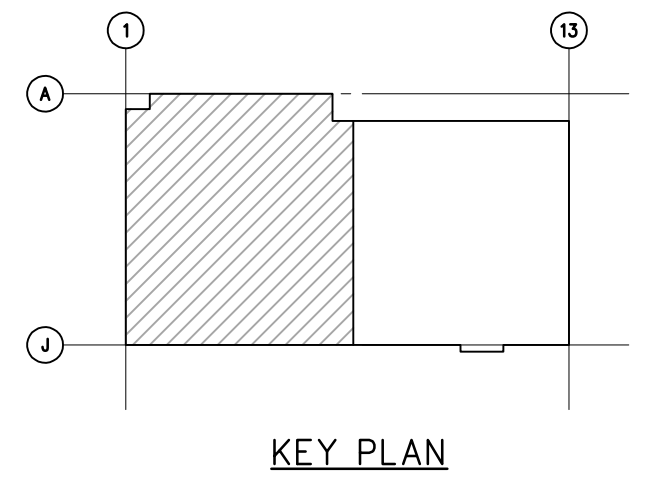
JB MATTESON REALTY

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NO. DATE REMARKS
REVISIONS:

DRAWING TITLE:
PLAZA LEVEL PLAN - SECTOR A

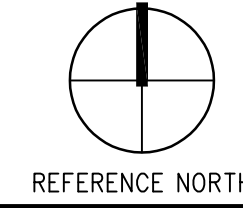
PROJECT NO: K1700132.00	ISSUE DATE: 12/18/18
DRAWN BY: KA	CHECKED BY: MR
SHEET NUMBER: S2.01	



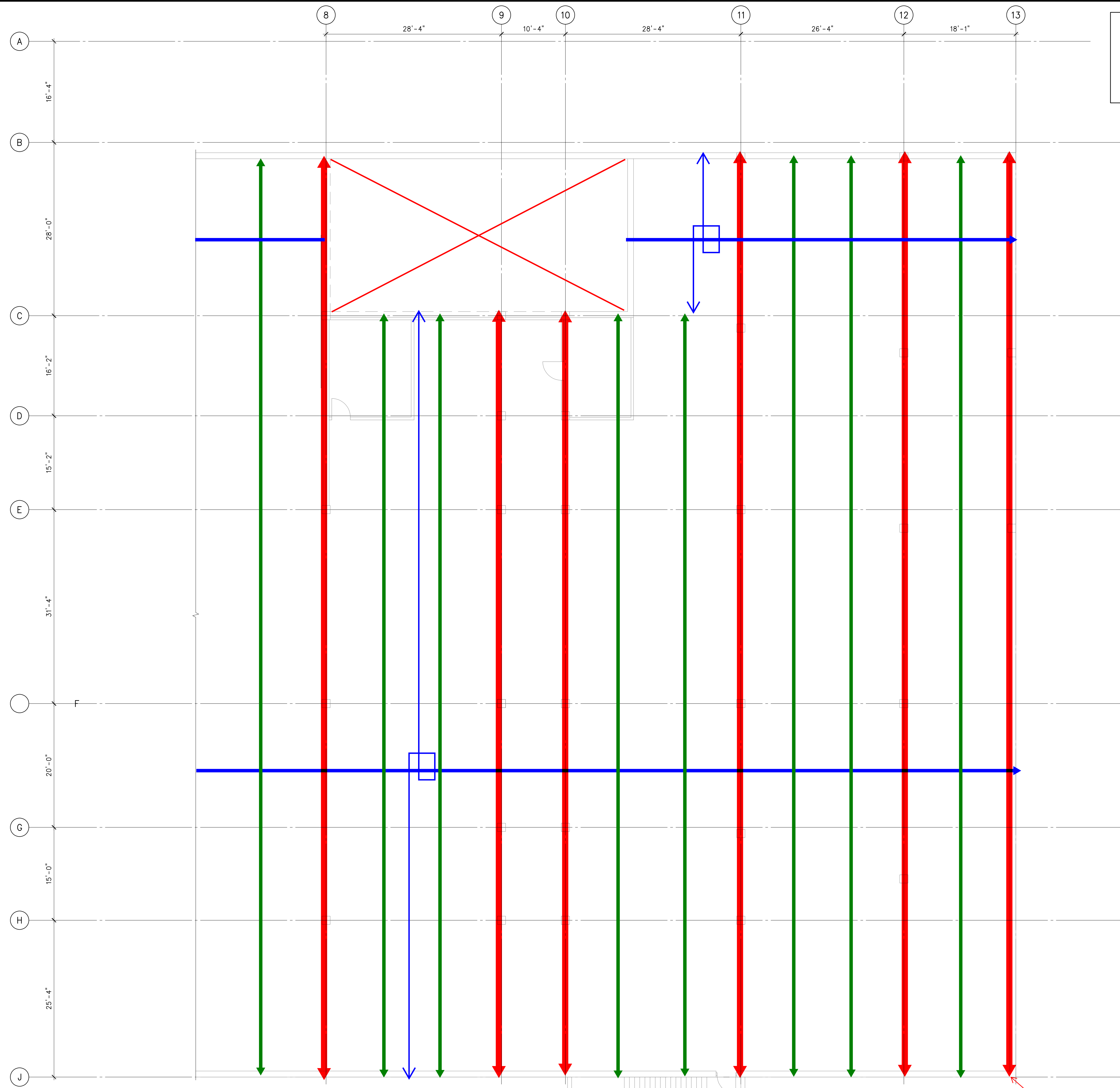
Plaza level - Existing post-tensioned cable layout

PLAZA LEVEL PLAN - SECTOR A

SCALE:
1/8" = 1'-0"
K1700132.00 S2.01



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DEMOLITION NOTES:

1. CONTRACTOR SHALL HAVE MINIMUM OF 5 YEARS EXPERIENCE IN DETENSIONING AND RETENSIONING P/T CABLES IN EXISTING BUILDINGS.
2. DETENSIONING SHALL BE DONE IN SUCH A WAY AS TO NOT RELEASE ANCHORAGES AT FACE OF BUILDING.

KEY	
	DISTRIBUTED CABLES
	TEMPERATURE CABLES
	BANDS (MULTIPLE TENDONS)

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kpff

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San Francisco, CA 94105
415.989.1004 | kpff.com

SEOR Contact:
Greg Wagner
Day-to-Day Contact:
Mone Rinebold

1000 EL CAMINO REAL
MENLO PARK, CA

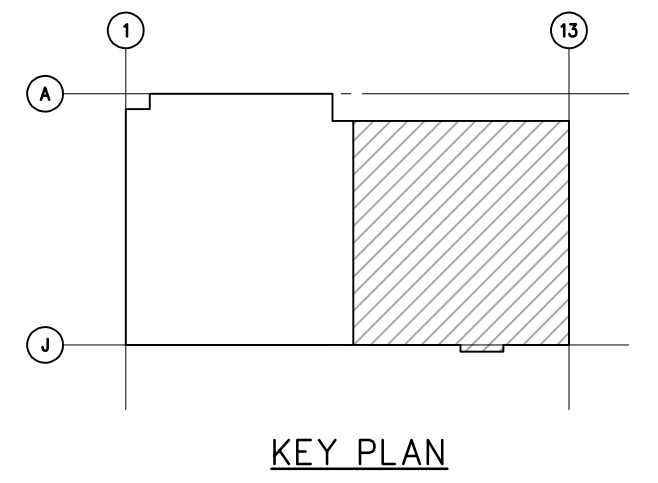
JB MATTESON REALTY

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NO.	DATE	REMARKS
REVISIONS:		

DRAWING TITLE:
PLAZA LEVEL PLAN - SECTOR B

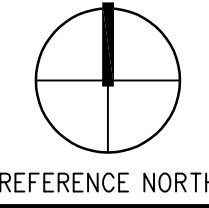
PROJECT NO: K1700132.00	ISSUE DATE: 12/18/18
DRAWN BY: KA	CHECKED BY: MR
SHEET NUMBER: S2.02	



Plaza level - Existing post-tensioned cable layout

PLAZA LEVEL PLAN - SECTOR B

SCALE:
1/8" = 1'-0"
K1700132.00 K0000 S2.02



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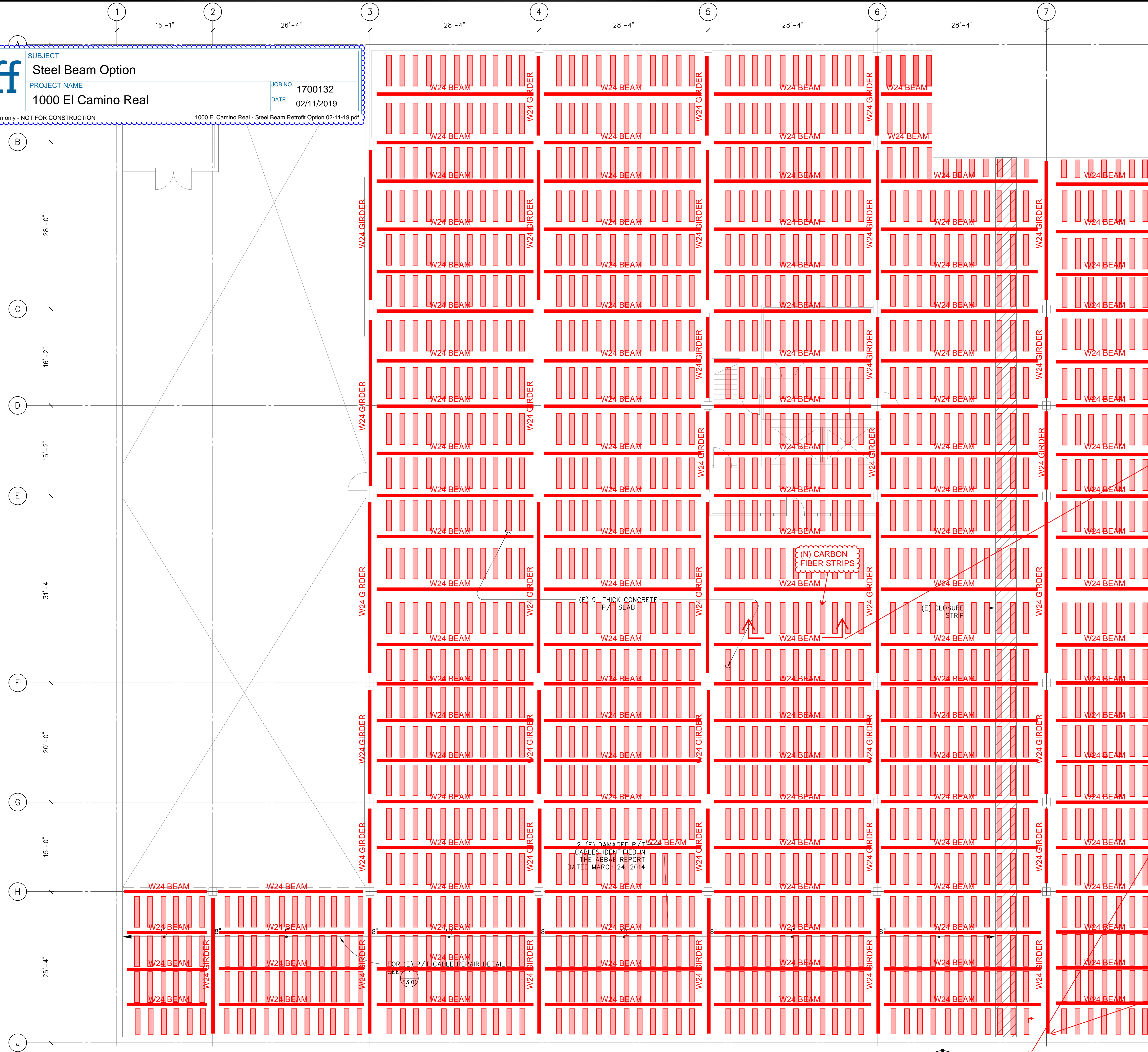
SUBJECT
Steel Beam Option

PROJECT NAME
1000 El Camino Real

JOB NO.
1700132

DATE
02/11/2019

Issued for Coordination only - NOT FOR CONSTRUCTION 1000 El Camino Real - Steel Beam Retrofit Option 02-11-19.pdf

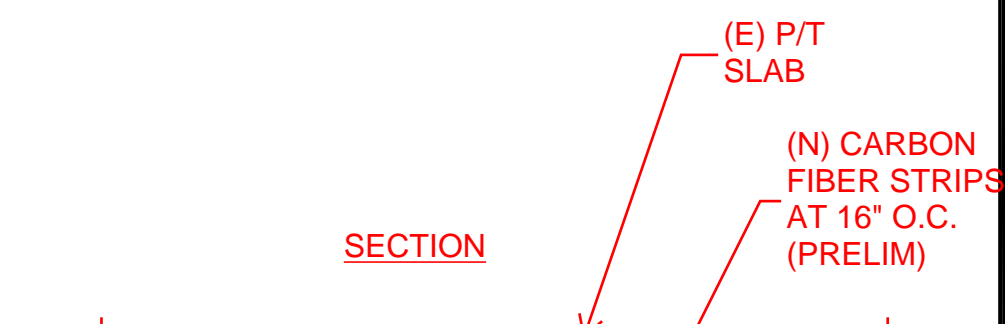


DEMOLITION NOTES:

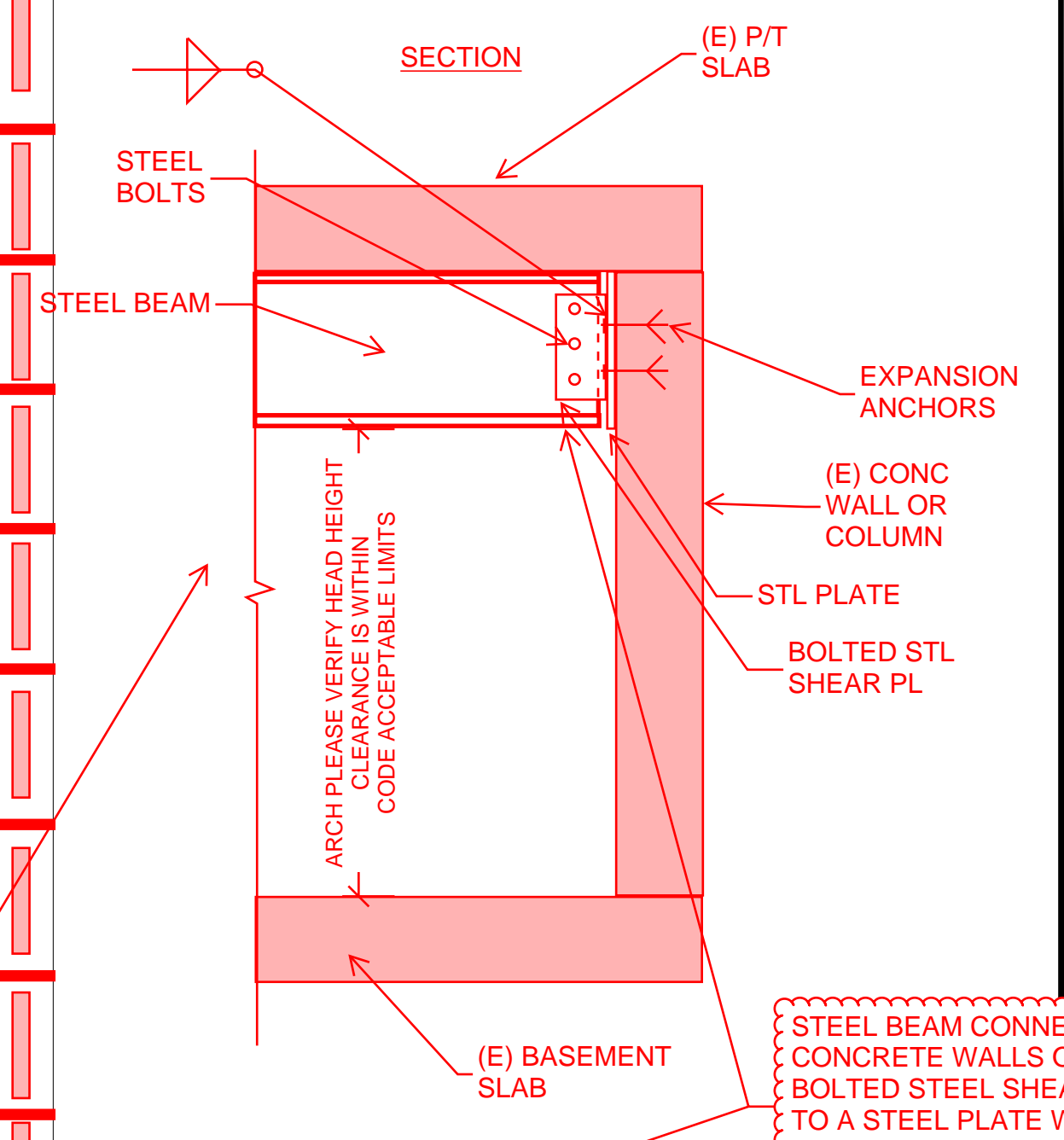
1. CONTRACTOR SHALL HAVE MINIMUM OF 5 YEARS EXPERIENCE IN DETENSIONING AND RETENSIONING P/T CABLES IN EXISTING BUILDINGS.
2. DETENSIONING SHALL BE DONE IN SUCH A WAY AS TO NOT RELEASE ANCHORAGES AT FACE OF BUILDING.

KPFF ASSUMPTIONS LISTED BELOW:

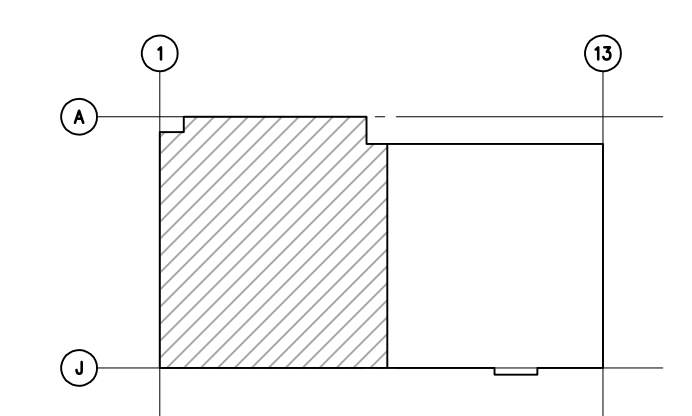
1. ALL (E) P/T BANDS RUNNING NORTH/SOUTH HAVE BEEN DAMAGED BY (E) TREE ROOTS AND HAVE NO REMAINING STRUCTURAL CAPACITY.
2. REPAIR OF ALL DAMAGED (E) P/T BANDS IS NOT POSSIBLE BECAUSE ACCESS TO TENDON ENDS IS BLOCKED BY (E) TREES.
3. (E) CONCRETE PODIUM SLAB HAS ENOUGH SHEAR CAPACITY SUCH THAT SLAB CONNECTION TO (N) STEEL BEAMS DO NOT REQUIRE ADDITIONAL REINFORCEMENT FOR SHEAR.
4. (E) CONCRETE PODIUM SLAB HAS ENOUGH NEGATIVE MOMENT CAPACITY IN TOP OF SLAB SUCH THAT CARBON FIBER STRIPS ARE NOT REQUIRED AT THE TOP OF SLAB.



STRIPS OF CARBON FIBER ADHERED TO THE (E) SLAB TO PROVIDE REINFORCEMENT FOR THE (E) SLAB BETWEEN THE NEW STEEL BEAMS. NOTE THAT THE CARBON FIBER STRIPS ARE ONLY SHOWN GRAPHICALLY IN ONE BAY, BUT THIS WOULD BE IN ALL BAYS, TYPICAL. KPFF



STEEL BEAM CONNECTIONS TO THE EXISTING CONCRETE WALLS OR COLUMNS ARE TO USE BOLTED STEEL SHEAR PLATES THAT ATTACH TO A STEEL PLATE WITH POST-INSTALLED EXPANSION ANCHORS IN THE COLUMN/WALL. KPFF



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Mone Rinebold

1000 EL CAMINO REAL

MENLO PARK, CA

JB MATTESON REALTY

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DRAWING TITLE: PLAZA LEVEL PLAN - SECTOR A	
PROJECT NO.: K1700132.00	ISSUE DATE: 12/18/18
DRAWN BY: KA	CHECKED BY: MR
SHEET NUMBER: S2.01	

File: A:\1700132-00\1700132-00-002-00.dwg on: 12/18/2018 5:00:26 PM by: f.mahesh

Exhibit 4

SBCA Tree Consulting arborist response
to alternative options

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

Fax: (510) 787-3065

Website: www.sbcatree.com

Steve Batchelder, Consulting Arborist

WC ISA Certified Arborist #228

CUFC Certified Urban Forester #134

CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

Date: Amended 2/19/19

To: Ken Rakestraw

Project: 1000 El Camino Real. (*Water Sealing of Garage Roof*)

Subject: Arborist Comments pertaining to arborist experience and possible options available.

Assignment: Arborist was asked to comment on three options presented for possible resolution of the treatment of seven Coast Redwood trees (*Sequoia sempervirens*) currently designated for removal. Arborist was also asked to provide some background on our background and discussion of what constitutes a “stand of trees”.

What Constitutes a Stand of Trees? - A stand of trees is a grouping of trees, generally of the same species, but not always, where trees benefit from mutual sharing of resources and protection. It has been shown that trees do communicate on a wider level than previously thought. Therefore a stand is not necessarily limited to very small and limited groupings. The concern for wind sail forces on the trees that remain after removal of some trees from a stand becomes critical whenever significant root loss also occurs to the remaining trees.

Arborist experience:

Steve Batchelder has been a Certified Arborist with the International Society of Arboriculture since 1985 and a Certified Urban Forester since 2010. He has experience in seedling tree production and operated a tree trimming service for a number of years. Steve is also a licensed landscape contractor. Molly is a certified arborist as well as being Tree Risk Assessor Qualified (TRAQ).

Experience over many years includes:

- El Cerrito Greenway planting in 1992
- City of Berkeley, University Avenue Median Planting 1995.
- Consulting on World Trade Center, Pixar, Linkedin and Chiron (now Novartis) where we first used structural soil with Peter Walker & Partners
- Currently working with Facebook (last 10 years) in Menlo Park.
- We have participated in volunteer projects in Crockett, Richmond, El Cerrito, the John Muir site in Martinez.
- We have many other projects we could name as well as cities and school districts we have worked with.

For additional regarding SBCA TREE Consulting please visit the web site listed above.

COMMENTS ON THREE OPTIONS

Option 3, Phased Tree Removal – Phased tree removal will not resolve the primary issues of the root intrusion, tree safety and health. It is true that the root anchoring¹ may not be compromised fully for those redwood trees farther from the parking garage. Significant root loss would still occur. The source of moisture for the trees is the irrigated turf that will no longer be available when roots are severed.

When trees are removed from a stand², the trees that remain will be subject to greater wind forces. Stands of trees tend to buffer one another from the wind forces. The combination of root loss and increase in wind force will increase the potential for root failure and associated liability.

Option 4, Repair Without Tree Removal – Arborist has viewed the exploratory excavation which exposed roots as well as the top of the parking structure. Repair of the garage roof surface requires that roots be severed outside of the garage wall.

For many of the trees, this location where root cutting will occur is within “the primary root plate”. This is a distance of three times the tree diameter from the base of the tree³. If roots are severed within the primary root plate, industry standard generally requires that the tree be removed due to safety issues if there is a significant “target” the tree could impact.

The recent instance of root cutting from trenching in Washington Park in San Francisco required the removal of a number of mature Canary Island Pines Trenching operation severed roots within the primary root plate necessitating their removal. The potential target rating was high as in this instance.

Tree health would also be compromised and lead to decline and death. The sandy irrigated soil on the garage roof is the primary reason the trees have done so well. Large trees such as these have significant moisture needs. Without that source of moisture these large trees will surely go into decline. Many coast redwood trees in the Bay Area have been stressed and dying lately, even without serious root loss.

Option 5, Relocation of trees – It is not possible to successfully relocate such large trees. The cost of moving a 90 foot tall redwood tree would be more than the value of the tree. There would be almost no chance that the trees would survive for long. The height and wind sail would make them unstable and unsafe.

End Comments

¹ Roots have three main functions: 1) uptake water and nutrients; 2) carbohydrate storage; 3) anchor the plant to the ground.

² Tree Stand- “Tree community that possesses sufficient uniformity in composition, constitution, age, spatial arrangement, or condition to be distinguishable from adjacent communities.”

https://definedterm.com/stand_of_trees

³ Primary Root Plate (PRP) - For example, a tree with an diameter of 20” measured at 4.5 feet above soil grade will have a PRP equal to a 60 foot radial distance from the tree base.



1000 El Camino Real

Exhibit 5

Revision 1

SBCA Tree Consulting Arborist Tree
Valuation Report & Distance Calculations

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

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Website: www.sbcatree.com

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WC ISA Certified Arborist #228

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CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

Date: Amendment 2, 2-13-19

To: Ken Rakestraw
SRGNC CRES, LLC

Subject: Valuation of 76 trees located at 1000 El Camino Real.

Assignment: Arborist was asked to value trees located on the property as well as adjacent City Trees.

Project: 1000 El Camino Real, Menlo Park, water sealing of parking garage.

Source: Tree Valuation was conducted in accordance with the WC-ISA publication "Council of Tree & Landscape Appraisers: Guide for Plant Appraisal, 9th edition.

Summary

Trees valued are located on the parcel at 1000 El Camino Real and adjacent street trees. A total of 76 trees were surveyed and valued. Eleven of the trees valued are City Street trees located in sidewalk planting locations. The value of all 76 trees was estimated to be \$703,400.

The value of the seven trees (#1 thru 4 and #7 thru 9) that are currently designated for removal is \$157,500.

Appendix 1 – Tables of individual tree values and cost of replacement trees

Appendix 2 – Tree Location Map

Tree species and numbers identified with designated Species Class and Species Group assignments.

<i>Species</i>	<i># Trees</i>	<i>Species Class</i>	<i>Species Group</i>
<i>Acer palmatum</i>	6	2	2
<i>Afrocarpus gracilior</i>	18	2	2
<i>Eucalyptus nicholii</i>	2	2	3
<i>Lagerstromea (hybrid)</i>	6	1	1
<i>Liquidambar styraciflua</i>	2	3	2

<i>Platanus x hispanica</i>	7	1	3
<i>Quercus agrifolia</i>	5	1	3
<i>Quercus ilex</i>	2	2	2
<i>Sequoia sempervirens</i>	28	1	4

Tree Valuation, Source and Methodology

This tree valuation report was requested by City Arborist and prepared according to the standards for tree valuation presented in GUIDE FOR PLANT APPRAISAL, published by the International Society of Arboriculture, 2000, Ninth Edition, as requested by City Arborist.

Information regarding tree species is from the publication: SPECIES CLASSIFICATION AND GROUP ASSIGNMENTS, published by the International Society of Arboriculture.

Tree valuation is determined by using the *Trunk Formula* method as the tree is larger than the standard 24" box size utilized in tree valuation.

Trunk Formula Method of Determining Tree Value

The current price for a 24-inch box tree, installed in the landscape, is \$516 (Council of Tree & Landscape Appraisers). Value is affected by tree species, tree condition and the location in which the tree is growing. The terms below are used in the valuation Table 2.

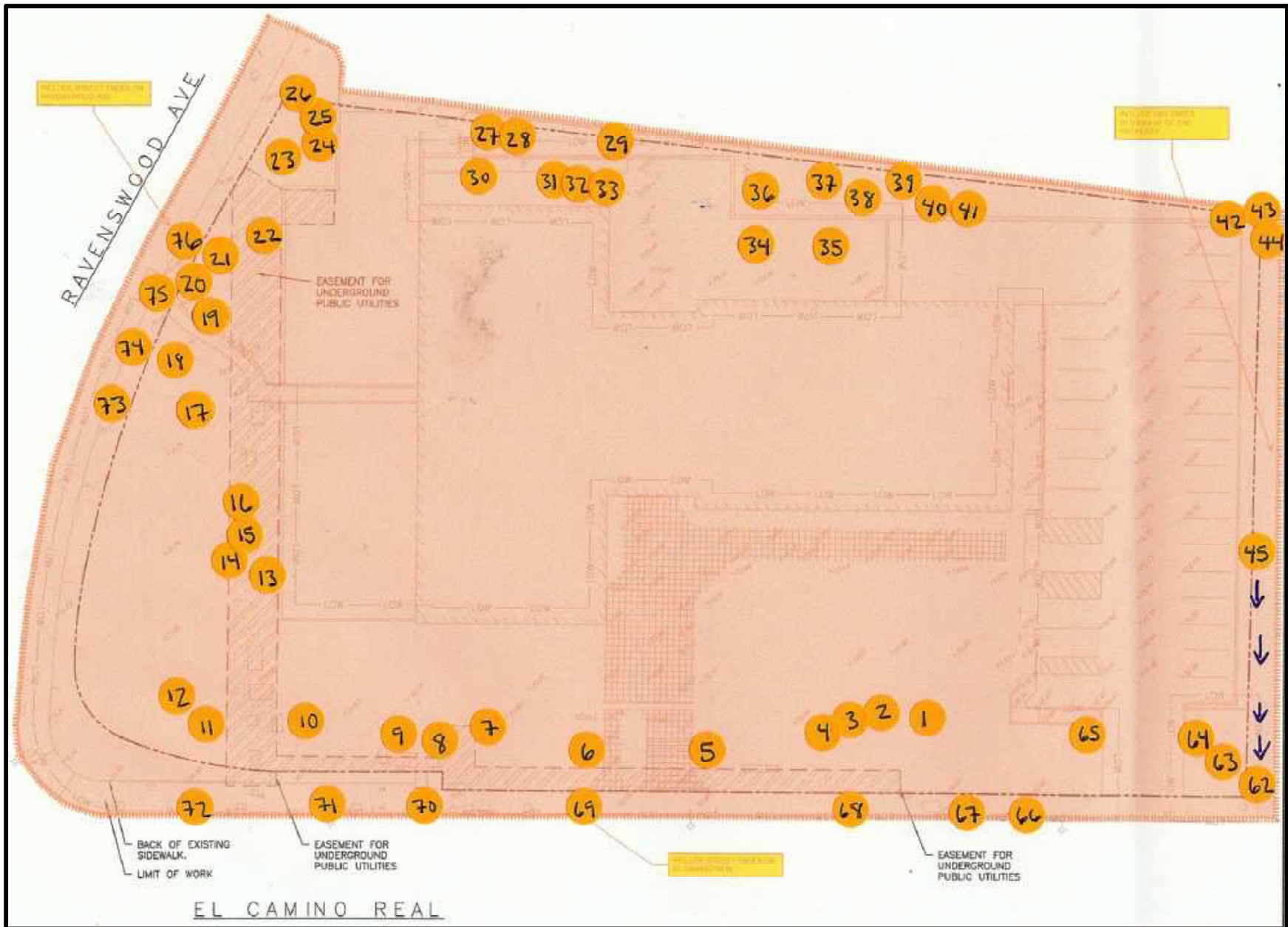
- **Species** – Tree species is identified by the arborist providing the valuation. The tree species provided both Class and Group assignments for different tree species. The species Class and Group ratings are discussed below:
 - **Species Class** – The class reflects how well the tree species is suited to the area and the specific site conditions.
 - **Species Group** – The group rating reflects the rate of growth for the tree species. The group rating determines the *basic price per square inch* of the trunk area for the different species.
- **DBH** - Diameter at Breast Height, measured at 4.5 feet above the average soil grade. Tree valuation is based upon DBH measurements. Multi-stemmed trees based on the sum of the cross sectional area of all stems measured at 4.5 feet.
- **Trunk Area** – The surface area of the cross sectional area of the tree trunk measured at 4.5 feet above the soil grade (DBH).
- **Species Price per Square Inch.** – Determined from Species Group rating.
- **Base Value** – This is the Trunk Area multiplied by the price per square inch.
- **Condition** – This reflects the health and structural condition of the trees assigned by arborist.
- **Location** – The location factor is assigned to the tree based upon the average of three conditions. The factors that were considered are the "*Site*", the "*Contribution*" and the "*Placement*".
- **Tree Value** – Determined by first adding the installed price of a 24" box size tree (\$516) to the Basic Value and then factor by Species Class, tree condition and location. The tree value is rounded to the nearest \$100.

Valuation submitted by:



*Steve Batchelder, Consulting Arborist
ISA Certified Arborist WE 228A
CaUFC Certified Urban Forester #138
Calif. Contractor Lic. (C-27) 533675*





COLUMN HEADING DESCRIPTIONS

Tag# - Indicates the number tag attached to tree

Species - Scientific name; Asterisk (*) indicates proposed for removal

Common Name - Vernacular name

DBH - Diameter measured in inches at 4.5 feet above soil grade, unless otherwise indicated

Spread - In feet

Health -Tree Health: E is Excellent, G is Good, F is Fair, P is Poor, D is Dead or Dying

Structure- Tree Structural Safety: E is Excellent, G is Good, F is Fair, P is Poor, H is Hazardous

Heritage Tree - Attaining City of Menlo Park Heritage Tree Status: 1 is Yes

Suitability for Retention - Based on Tree Condition: G is Good, F is Fair, P is Poor

RPZ- Root Protection Zone: The radial distance in feet from base of tree that is to be fenced off from all construction access until designated by a certified arborist.

Center Tree to Wall - Distance from the edge of the wall to the center of the tree.

Root Crown to Wall - Distance of the closest edge of the root crown to the edge of the wall.

PRP- Primary Root Plate: The radial distance in feet from the base of the tree where root severance can increase risk of tree failure by roots.

Notes - See below

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
1	<i>Sequoia sempervirens</i> *	Coast Redwood	40	90	G	G	1	G	40	3.5'	minus 8"	10'	Estimated diameter of the PRP is 26.5'
2	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	1' 4"	minus 1' 8"	9.25'	Estimated diameter of the PRP is 24.5'
3	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	5'	2' 6"	8.75'	Estimated diameter of the PRP is 23.5'
4	<i>Sequoia sempervirens</i> *	Coast Redwood	39.5	90	G	G	1	G	40	9' 4"	6' 8"	10'	Estimated diameter of the PRP is 26.5'
5	<i>Lagerstroemia spp</i> *	Crepe Myrtle	7	25	G	G		G	7			1.75'	Powdery mildew, Codominant
6	<i>Lagerstroemia spp</i> *	Crepe Myrtle	6	20	G	G		G	6			1.5'	
7	<i>Sequoia sempervirens</i> *	Coast Redwood	39	90	G	G	1	G	39	8'	5' 9"	9.75'	Estimated diameter of the PRP is 26'

8	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	10' 3"	7' 10"	8.75'	Estimated diameter of the PRP is 23.5'
9	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	8' 10"	6' 7"	9.25'	Estimated diameter of the PRP is 24.5'
10	<i>Quercus agrifolia</i>	Coast Live Oak	26.5	40	G	G	1	G	27	6' 7"	5' 5"	6.75'	Large pruning wounds, Tussock Moth, 26' from FOC

COLUMN HEADING DESCRIPTIONS

Tag# - Indicates the number tag attached to tree

Species - Scientific name; Asterisk (*) indicates proposed for removal

Common Name - Vernacular name

DBH - Diameter measured in inches at 4.5 feet above soil grade, unless otherwise indicated

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Suitability for Retention - Based on Tree Condition: G is Good, F is Fair, P is Poor

RPZ- Root Protection Zone: The radial distance in feet from base of tree that is to be fenced off from all construction access until designated by a certified arborist.

Center Tree to Wall - Distance from the edge of the wall to the center of the tree.

Root Crown to Wall - Distance of the closest edge of the root crown to the edge of the wall. "minus" indicates overlap.

PRP- Primary Root Plate: The radial distance in feet from the base of the tree where root severance can increase risk of tree failure by roots.

Notes - See below

ABBREVIATIONS AND DEFINITIONS

Notes

Embedded Bark (EB) - AKA Included Bark, this is a structural defect where bark is included between the branch attachment so that the wood cannot join. Such defects have a higher propensity for failure.

Codominant (CD) - A situation where a tree has two or more stems which are of equal diameter and relative amounts of leaf area. Trees with codominant primary scaffolding stems are inherently weaker than stems, which are of unequal diameter and size.

Codominant w/ Embedded Bark (CDEB) - When bark is embedded between codominant stems, failure potential is very high and pruning to mitigate the defect is recommended.

Dead Wood (DW) - Interior dead branches noted in tree.

End Weight Reduction (EWR) - Reduction of end branch end weight recommended to reduce potential for limb failure.

Internal Decay (ID) - Noted by sounding with a mallet or visible cavities/large pruning wounds.

Multi (Multi) - Multiple trunks/stems emanate from below breast height (4.5' above soil grade).

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
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Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
1	<i>Sequoia sempervirens</i> *	Coast Redwood	40	90	G	G	1	G	40	3.5'	minus 8"	10'	Estimated diameter of the PRP is 26.5'
2	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	1' 4"	minus 1' 8"	9.25	Estimated diameter of the PRP is 24.5'
3	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	5'	2' 6"	8.75	Estimated diameter of the PRP is 23.5'
4	<i>Sequoia sempervirens</i> *	Coast Redwood	39.5	90	G	G	1	G	40	9' 4"	6' 8"	10	Estimated diameter of the PRP is 26.5'
5	<i>Lagerstroemia spp</i> *	Crepe Myrtle	7	25	G	G		G	7			1.75	Powdery mildew, Codominant
6	<i>Lagerstroemia spp</i> *	Crepe Myrtle	6	20	G	G		G	6			1.5	
7	<i>Sequoia sempervirens</i> *	Coast Redwood	39	90	G	G	1	G	39	8'	5' 9"	9.75	Estimated diameter of the PRP is 26'
8	<i>Sequoia sempervirens</i> *	Coast Redwood	35	90	G	G	1	G	35	10' 3"	7' 10"	8.75	Estimated diameter of the PRP is 23.5'
9	<i>Sequoia sempervirens</i> *	Coast Redwood	37	90	G	G	1	G	37	8' 10"	6' 7"	9.25	Estimated diameter of the PRP is 24.5'
10	<i>Quercus agrifolia</i>	Coast Live Oak	26.5	40	G	G	1	G	27	6' 7"	5' 5"	6.75	Large pruning wounds, Tussock Moth, 26' from FOC
11	<i>Sequoia sempervirens</i>	Coast Redwood	48	90	G	G	1	G	48			12	23.5' from FOC
12	<i>Sequoia sempervirens</i>	Coast Redwood	37	70	G	G	1	G	37			9.25	32.5' from FOC
13	<i>Sequoia sempervirens</i>	Coast Redwood	32	70	G	G	1	G	32			8	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
14	<i>Sequoia sempervirens</i>	Coast Redwood	27	70	G	G	1	G	27			6.75	
15	<i>Sequoia sempervirens</i>	Coast Redwood	26.5	70	G	G	1	G	27			6.75	
16	<i>Sequoia sempervirens</i>	Coast Redwood	32	70	G	G	1	G	32			8	
17	<i>Sequoia sempervirens</i>	Coast Redwood	39	75	G	G	1	G	39			9.75	
18	<i>Sequoia sempervirens</i>	Coast Redwood	42.5	90	G	G	1	G	43			10.75	
19	<i>Sequoia sempervirens</i>	Coast Redwood	41	90	G	G	1	G	41			10.25	
20	<i>Sequoia sempervirens</i>	Coast Redwood	27.5	70	G	G	1	G	28			7	
21	<i>Sequoia sempervirens</i>	Coast Redwood	40	90	G	G	1	G	40			10	
22	<i>Sequoia sempervirens</i>	Coast Redwood	28	70	G	G	1	G	28			7	
23	<i>Quercus ilex</i>	Holly Oak	16	40	F	F	1	F	16			4	
24	<i>Sequoia sempervirens</i>	Coast Redwood	22.5	60	G	G	1	G	23			5.75	
25	<i>Sequoia sempervirens</i>	Coast Redwood	17.5	50	G	G	1	G	18			4.5	
26	<i>Quercus ilex</i>	Holly Oak	16	40	F	G	1	G	16			4	
27	<i>Sequoia sempervirens</i>	Coast Redwood	26	60	F	G	1	G	26			6.5	
28	<i>Sequoia sempervirens</i>	Coast Redwood	21	60	F	G	1	G	21			5.25	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
29	<i>Liquidambar styraciflua</i>	American Sweetgum	6.5	20	P	P		P	7			1.75	
30	<i>Acer palmatum</i> *	Japanese Maple	7.5	20	F	F		F	8			2	
31	<i>Acer palmatum</i> *	Japanese Maple	12 @ 1'	20	G	G		G	12			3	
32	<i>Acer palmatum</i> *	Japanese Maple	4 @ 4'	15	G	P		P	4			1	
33	<i>Acer palmatum</i> *	Japanese Maple	9 @ 2'	20	G	P		F	9			2.25	
34	<i>Acer palmatum</i> *	Japanese Maple	10 @ 18"	20	G	P		P	10			2.5	
35	<i>Acer palmatum</i> *	Japanese Maple	11 @ 18"	25	G	P		F	11			2.75	
36	<i>Quercus agrifolia</i>	Coast Live Oak	29 @ 3'	50	G	G	1	G	29			7.25	
37	<i>Sequoia sempervirens</i>	Coast Redwood	24	70	F	G	1	G	24			6	
38	<i>Sequoia sempervirens</i>	Coast Redwood	22.5	70	F	G	1	G	23			5.75	
39	<i>Sequoia sempervirens</i>	Coast Redwood	21	70	F	G	1	G	21			5.25	
40	<i>Sequoia sempervirens</i>	Coast Redwood	21	65	F	G	1	G	21			5.25	
41	<i>Sequoia sempervirens</i>	Coast Redwood	25	65	F	G	1	G	25			6.25	
42	<i>Liquidambar styraciflua</i>	American Sweetgum	8.5 @ 30"	20	P	F		P	7			2.25	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
43	<i>Eucalyptus nicholii</i>	Peppermint Gum	24	25	G	P	1	P	24			6	
44	<i>Eucalyptus nicholii</i>	Peppermint Gum	27.5	45	G	F	1	F	28			7	
45	<i>Afrocarpus gracilior</i>	African Fern Pine	11	15	G	P		P	11			2.75	
46	<i>Afrocarpus gracilior</i>	African Fern Pine	9	15	G	P		P	9			2.25	
47	<i>Afrocarpus gracilior</i>	African Fern Pine	7	15	G	P		P	7			1.75	
48	<i>Afrocarpus gracilior</i>	African Fern Pine	15 @ 1'	15	G	P	1	P	15			3.75	
49	<i>Afrocarpus gracilior</i>	African Fern Pine	18 @ 1'	15	G	P	1	P	18			4.5	
50	<i>Afrocarpus gracilior</i>	African Fern Pine	8	15	G	P		P	8			2	
51	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
52	<i>Afrocarpus gracilior</i>	African Fern Pine	5	15	G	P		P	5			1.25	
53	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
54	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
55	<i>Afrocarpus gracilior</i>	African Fern Pine	7	15	G	P		P	7			1.75	
56	<i>Afrocarpus gracilior</i>	African Fern Pine	4	15	G	P		P	4			1	
57	<i>Afrocarpus gracilior</i>	African Fern Pine	4	15	G	P		P	4			1	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
58	<i>Afrocarpus gracilior</i>	African Fern Pine	7	15	G	P		P	7			1.75	
59	<i>Afrocarpus gracilior</i>	African Fern Pine	3.5	15	G	P		P	4			1	
60	<i>Afrocarpus gracilior</i>	African Fern Pine	6	15	G	P		P	6			1.5	
61	<i>Afrocarpus gracilior</i>	African Fern Pine	7.5	15	G	P		P	8			2	
62	<i>Afrocarpus gracilior</i>	African Fern Pine	24 @ base	15	G	P	1	P	24			6	
63	<i>Quercus agrifolia</i>	Coast Live Oak	19	25	G	F	1	G	19			4.75	Topped, Tussock moth, 15.5' from FOC
64	<i>Quercus agrifolia</i>	Coast Live Oak	23.5 @ 4'	25	G	F	1	G	24			6	Topped, Tussock moth, 23' from FOC
65	<i>Quercus agrifolia</i>	Coast Live Oak	27	25	G	P	1	G	27			6.75	Topped, Tussock moth, CDEB, 24' from FOC
66	<i>Platanus x hispanica</i>	London Plane	14.5	50	G	G		G	15			3.75	
67	<i>Platanus x hispanica</i>	London Plane	2	15	G	G		G	2			1	
68	<i>Platanus x hispanica</i>	London Plane	7.5	25	F	G		G	8			2	
69	<i>Platanus x hispanica</i>	London Plane	4.5	25	G	G		G	5			1.25	
70	<i>Platanus x hispanica</i>	London Plane	7.5	25	F	G		G	8			2	
71	<i>Platanus x hispanica</i>	London Plane	6.5	25	F	F		G	7			1.75	
72	<i>Platanus x hispanica</i>	London Plane	8	25	G	F		G	8			2	

Tag #	Species	Common name	DBH	Spread	Health	Structure	Heritage Tree	Suitability for Retention	RPZ	Center Tree to Wall	Root Crown to Wall	PRP	Notes
73	<i>Lagerstroemia spp</i>	Crepe Myrtle	11	25	G	P		P	11			2.75	Lean to street, Breakouts, 2' square root barrier
74	<i>Lagerstroemia spp</i>	Crepe Myrtle	9 @ 4'	25	F	F		P	9			2.25	Redwoods out competing for light, 2' square root barrier, breakout
75	<i>Lagerstroemia spp</i>	Crepe Myrtle	5	20	P	P		P	5			1.25	Redwoods out competing for light, poor pruning,, 2' square root barrier
76	<i>Lagerstroemia spp</i>	Crepe Myrtle	4	20	P	P		P	4			1	Redwoods out competing for light,breakout, 2' square root barrier

40

	Species	Common Name	Total Amount	Heritage Tree Amount	Overall Retention Suitability	Comments
1	<i>Acer palmatum</i>	Japanese Maple	6	0	G-P	Two display large pruning wounds; two have significant girdling root issues; Two have poor branch attachments; #31 is worthy of transplant
2	<i>Afrocarpus gracilior</i>	African Fern Pine	18	3	P	Hedged; Growing below pavement grade; DBHs were estimated do to limited access
3	<i>Eucalyptus nicholii</i>	Peppermint Gum	2	2	F-P	Located at NE corner of property; Structural problems
4	<i>Lagerstroemia spp</i>	Crepe Myrtle	6	0	G-P	The 4 street trees are outcompleted for light by adjacent redwoods, planted in root barriers, some display large rip outs; Two trees along El Camino are nice specimens
5	<i>Liquidambar styraciflua</i>	American Sweetgum	2	0	P	Poor specimens, recommend removal
6	<i>Platanus x hispanica</i>	London Plane	7	0	G	All street trees, some pavement uplift; one is blocking street light; Some display leans towards the street likely due to adjacent redwoods
7	<i>Quercus agrifolia</i>	Coast Live Oak	5	5	G	Trees along El Camino have received poor pruning in the past; Tree located on north side of building is a fine specimen; All are valuable trees and worthy of retention efforts
8	<i>Quercus ilex</i>	Holly Oak	2	2	F-G	Out competed for light by redwoods and not in best of health; Mildew issues
9	<i>Sequoia sempervirens</i>	Coast Redwood	28	28	G	Valuable trees; Those on north side of property smaller in size likely due to limited soil volume
Totals:			76	40		

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
1	<i>Sequoia sempervirens</i>	40	1256	4.75	36.36	516	0.9	\$41,461.91	0.9	0.9	\$ 33,584	\$ 33,600
2	<i>Sequoia sempervirens</i>	37	1074.665	4.75	36.36	516	0.9	\$35,527.90	0.9	0.9	\$ 28,778	\$ 28,800
3	<i>Sequoia sempervirens</i>	35	961.625	4.75	36.36	516	0.9	\$31,828.78	0.9	0.9	\$ 25,781	\$ 25,800
4	<i>Sequoia sempervirens</i>	39.5	1224.7963	4.75	36.36	516	0.9	\$40,440.79	0.9	0.9	\$ 32,757	\$ 32,800
5	<i>Lagerstroemia spp</i>	7	38.465	2.09	82.82	516	0.9	\$3,227.32	0.9	0.9	\$ 2,614	\$ 2,600
6	<i>Lagerstroemia spp</i>	6	28.26	2.09	82.82	516	0.9	\$2,466.66	0.9	0.9	\$ 1,998	\$ 2,000
7	<i>Sequoia sempervirens</i>	39	1193.985	4.75	36.36	516	0.9	\$39,432.53	0.9	0.9	\$ 31,940	\$ 31,900
8	<i>Sequoia sempervirens</i>	35	961.625	4.75	36.36	516	0.9	\$31,828.78	0.9	0.9	\$ 25,781	\$ 25,800
9	<i>Sequoia sempervirens</i>	37	1074.665	4.75	36.36	516	0.9	\$35,527.90	0.9	0.9	\$ 28,778	\$ 28,800
10	<i>Quercus agrifolia</i>	26.5	551.26625	3.8	45.46	516	0.9	\$22,915.03	0.9	0.9	\$ 18,561	\$ 18,600
11	<i>Sequoia sempervirens</i>	48	1808.64	4.75	36.36	516	0.9	\$59,546.50	0.9	0.9	\$ 48,233	\$ 48,200
12	<i>Sequoia sempervirens</i>	37	1074.665	4.75	36.36	516	0.9	\$35,527.90	0.9	0.9	\$ 28,778	\$ 28,800
13	<i>Sequoia sempervirens</i>	32	803.84	4.75	36.36	516	0.9	\$26,665.42	0.9	0.7	\$ 16,799	\$ 16,800.00
14	<i>Sequoia sempervirens</i>	27	572.265	4.75	36.36	516	0.9	\$19,087.36	0.9	0.7	\$ 12,025	\$ 12,000.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
15	<i>Sequoia sempervirens</i>	26.5	551.26625	4.75	36.36	516	0.9	\$18,400.20	0.9	0.7	\$ 11,592	\$ 11,600.00
16	<i>Sequoia sempervirens</i>	32	803.84	4.75	36.36	516	0.9	\$26,665.42	0.9	0.7	\$ 16,799	\$ 16,800.00
17	<i>Sequoia sempervirens</i>	39	1193.985	4.75	36.36	516	0.9	\$39,432.53	0.9	0.8	\$ 28,391	\$ 28,400.00
18	<i>Sequoia sempervirens</i>	42.5	1417.9063	4.75	36.36	516	0.9	\$46,760.13	0.9	0.8	\$ 33,667	\$ 33,700.00
19	<i>Sequoia sempervirens</i>	41	1319.585	4.75	36.36	516	0.9	\$43,542.66	0.9	0.8	\$ 31,351	\$ 31,400.00
20	<i>Sequoia sempervirens</i>	27.5	593.65625	4.75	36.36	516	0.9	\$19,787.37	0.9	0.8	\$ 14,247	\$ 14,200.00
21	<i>Sequoia sempervirens</i>	40	1256	4.75	36.36	516	0.9	\$41,461.91	0.9	0.8	\$ 29,853	\$ 29,900.00
22	<i>Sequoia sempervirens</i>	28	615.44	4.75	36.36	516	0.9	\$20,500.22	0.9	0.8	\$ 14,760	\$ 14,800.00
23	<i>Quercus ilex</i>	16	200.96	2.24	77.04	516	0.9	\$14,294.45	0.5	0.8	\$ 5,718	\$ 5,700.00
24	<i>Sequoia sempervirens</i>	22.5	397.40625	4.75	45.46	516	0.9	\$16,581.14	0.9	0.8	\$ 11,938	\$ 11,900.00
25	<i>Sequoia sempervirens</i>	17.5	240.40625	4.75	45.46	516	0.9	\$10,157.64	0.9	0.8	\$ 7,314	\$ 7,300.00
26	<i>Quercus ilex</i>	16	200.96	2.24	77.04	516	0.7	\$11,232.57	0.7	0.8	\$ 6,290	\$ 6,300.00
27	<i>Sequoia sempervirens</i>	26	530.66	4.75	36.36	516	0.9	\$17,725.88	0.7	0.7	\$ 8,686	\$ 8,700.00
28	<i>Sequoia sempervirens</i>	21	346.185	4.75	36.36	516	0.9	\$11,689.12	0.7	0.7	\$ 5,728	\$ 5,700.00
29	<i>Liquidambar styraciflua</i>	6.5	33.16625	2.24	77.04	516	0.9	\$2,660.30	0.3	0.7	\$ 559	\$ 600.00
30	<i>Acer palmatum</i>	7.5	44.15625	2.24	77.04	516	0.9	\$3,422.31	0.6	0.7	\$ 1,437	\$ 1,400.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
31	<i>Acer palmatum</i>	10	78.5	2.24	77.04	516	0.9	\$5,803.56	0.9	0.7	\$ 3,656	\$ 3,700.00
32	<i>Acer palmatum</i>	4	12.56	2.24	77.04	516	0.9	\$1,231.55	0.9	0.7	\$ 776	\$ 800.00
33	<i>Acer palmatum</i>	7	38.465	2.24	77.04	516	0.9	\$3,027.70	0.9	0.7	\$ 1,907	\$ 1,900.00
34	<i>Acer palmatum</i>	7.5	44.15625	2.24	77.04	516	0.9	\$3,422.31	0.9	0.7	\$ 2,156	\$ 2,200.00
35	<i>Acer palmatum</i>	8.5	56.71625	2.24	77.04	516	0.9	\$4,293.17	0.9	0.7	\$ 2,705	\$ 2,700.00
36	<i>Quercus agrifolia</i>	27	572.265	4.75	45.56	516	0.9	\$23,786.39	0.9	0.7	\$ 14,985	\$ 15,000.00
37	<i>Sequoia sempervirens</i>	24	452.16	4.75	36.36	516	0.9	\$15,157.04	0.7	0.7	\$ 7,427	\$ 7,400.00
38	<i>Sequoia sempervirens</i>	22.5	397.40625	4.75	36.36	516	0.9	\$13,365.28	0.7	0.7	\$ 6,549	\$ 6,500.00
39	<i>Sequoia sempervirens</i>	21	346.185	4.75	36.36	516	0.9	\$11,689.12	0.7	0.7	\$ 5,728	\$ 5,700.00
40	<i>Sequoia sempervirens</i>	21	346.185	4.75	36.36	516	0.9	\$11,689.12	0.7	0.7	\$ 5,728	\$ 5,700.00
41	<i>Sequoia sempervirens</i>	25	490.625	4.75	36.36	516	0.9	\$16,415.77	0.7	0.7	\$ 8,044	\$ 8,000.00
42	<i>Liquidambar styraciflua</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.4	0.5	\$ 494	\$ 500.00
43	<i>Eucalyptus nicholii</i>	24	452.16	3.8	45.46	516	0.7	\$14,783.71	0.4	0.5	\$ 2,957	\$ 3,000.00
44	<i>Eucalyptus nicholii</i>	27.5	593.65625	3.8	45.46	516	0.7	\$19,286.41	0.6	0.5	\$ 5,786	\$ 5,800.00
45	<i>Afrocarpus gracilior</i>	11	94.985	2.24	77.04	516	0.7	\$5,517.55	0.3	0.4	\$ 662	\$ 700.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
46	<i>Afrocarpus gracilior</i>	9	63.585	2.24	77.04	516	0.7	\$3,824.21	0.3	0.4	\$ 459	\$ 500.00
47	<i>Afrocarpus gracilior</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.3	0.4	\$ 296	\$ 300.00
48	<i>Afrocarpus gracilior</i>	12.5	122.65625	2.24	77.04	516	0.7	\$7,009.81	0.3	0.4	\$ 841	\$ 800.00
49	<i>Afrocarpus gracilior</i>	15.5	188.59625	2.24	77.04	516	0.7	\$10,565.82	0.3	0.4	\$ 1,268	\$ 1,300.00
50	<i>Afrocarpus gracilior</i>	8	50.24	2.24	77.04	516	0.7	\$3,104.54	0.3	0.4	\$ 373	\$ 400.00
51	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00
52	<i>Afrocarpus gracilior</i>	5	19.625	2.24	77.04	516	0.7	\$1,453.54	0.3	0.4	\$ 174	\$ 200.00
53	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00
54	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00
55	<i>Afrocarpus gracilior</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.3	0.4	\$ 296	\$ 300.00
56	<i>Afrocarpus gracilior</i>	4	12.56	2.24	77.04	516	0.7	\$1,072.54	0.3	0.4	\$ 129	\$ 100.00
57	<i>Afrocarpus gracilior</i>	4	12.56	2.24	77.04	516	0.7	\$1,072.54	0.3	0.4	\$ 129	\$ 100.00
58	<i>Afrocarpus gracilior</i>	7	38.465	2.24	77.04	516	0.7	\$2,469.54	0.3	0.4	\$ 296	\$ 300.00
59	<i>Afrocarpus gracilior</i>	3.5	9.61625	2.24	77.04	516	0.7	\$913.79	0.3	0.4	\$ 110	\$ 100.00
60	<i>Afrocarpus gracilior</i>	6	28.26	2.24	77.04	516	0.7	\$1,919.21	0.3	0.4	\$ 230	\$ 200.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
61	<i>Afrocarpus gracilior</i>	7.5	44.15625	2.24	77.04	516	0.7	\$2,776.46	0.3	0.4	\$ 333	\$ 300.00
62	<i>Afrocarpus gracilior</i>	16	200.96	2.24	77.04	516	0.7	\$11,232.57	0.3	0.4	\$ 1,348	\$ 1,300.00
63	<i>Quercus agrifolia</i>	19	283.385	3.8	45.46	516	0.9	\$11,954.94	0.9	0.8	\$ 8,608	\$ 8,600.00
64	<i>Quercus agrifolia</i>	22	379.94	3.8	45.46	516	0.9	\$15,905.39	0.9	0.8	\$ 11,452	\$ 11,500.00
65	<i>Quercus agrifolia</i>	27	572.265	3.8	45.46	516	0.9	\$23,774.18	0.9	0.8	\$ 17,117	\$ 17,100.00
66	<i>Platanus x hispanica</i>	14.5	165.04625	3.8	45.46	516	0.9	\$7,113.23	0.9	1	\$ 6,402	\$ 6,400.00
67	<i>Platanus x hispanica</i>	2	3.14	3.8	45.46	516	0.9	\$489.00	0.9	1	\$ 440	\$ 400.00
68	<i>Platanus x hispanica</i>	7.5	44.15625	3.8	45.46	516	0.9	\$2,167.14	0.7	1	\$ 1,517	\$ 1,500.00
69	<i>Platanus x hispanica</i>	4.5	15.89625	3.8	45.46	516	0.9	\$1,010.91	0.9	1	\$ 910	\$ 900.00
70	<i>Platanus x hispanica</i>	7.5	44.15625	3.8	45.46	516	0.9	\$2,167.14	0.7	1	\$ 1,517	\$ 1,500.00
71	<i>Platanus x hispanica</i>	6.5	33.16625	3.8	45.46	516	0.9	\$1,717.49	0.7	1	\$ 1,202	\$ 1,200.00
72	<i>Platanus x hispanica</i>	8	50.24	3.8	45.46	516	0.9	\$2,416.05	0.9	1	\$ 2,174	\$ 2,200.00
73	<i>Lagerstroemia spp</i>	11	94.985	2.09	82.82	516	0.9	\$7,440.21	0.9	1	\$ 6,696	\$ 6,700.00
74	<i>Lagerstroemia spp</i>	8.5	56.71625	2.09	82.82	516	0.9	\$4,587.73	0.7	1	\$ 3,211	\$ 3,200.00
75	<i>Lagerstroemia spp</i>	5	19.625	2.09	82.82	516	0.9	\$1,823.02	0.3	1	\$ 547	\$ 500.00

Tree No.	Species	Workin gDBH	Trunk Area (TA)	Trunk Area of Replacement Tree (TAR) Group	Species Price per square inch. Group	Installed Cost of 24 " box size	Species Class	Base Value	Condition	Location	Tree Value	Value To Closest \$100
76	<i>Lagerstroemia spp</i>	4	12.56	2.09	82.82	516	0.9	\$1,296.41	0.3	1	\$ 389	\$ 400.00
Total:											\$ 703,452	\$ 703,400

1000 El Camino Real

Exhibit 6

KPFF Structural Responses to Additional
Alternates Proposed



March 6, 2019

Ken Rakestraw
SRGNC CRES, LLC
901 Mariners Island Boulevard
San Mateo, CA 94404

Subject: 1000 El Camino, Menlo Park, CA
Structural review of Additional Alternate Proposed by appellant, Peter Edmonds

Dear Mr. Rakestraw:

KPFF has received and performed a preliminary review of the document "Observations on the Planning Commission's & City Arborist's Approval Part 2 with Annexes" which outlines an Additional Alternate proposed by appellant Peter Edmonds for 1000 El Camino in Menlo Park, California.

As KPFF understands, the appellant proposes as an alternative to "isolate" the post tensioned slab to the south of the building adjacent to the trees by cutting out a strip of the slab that runs in the east-west direction for the entire length of the building between Grids 11 and 12. The appellant proposes to de-tension all of the post-tension tendons that will be affected by this cut and then re-anchor the north-south tendons on the north side of the new cut. The tendons in the isolated south slab are to be abandoned in the slab. No remedial measures are proposed to guard against future deterioration to the isolated south slab. The appellant also proposes to build a hanging pit below the isolated southern slab that will hold additional soil. Slots in the east-west direction are to be cut in the isolated southern slab so that the tree roots will be able to access the soil in the new hanging pit. The Additional Alternate also proposes a "Hanging Garden" located on the southern retaining wall as a solution for the seepage of water through that wall.

This proposal is not structurally feasible and does not adequately address all structural requirements for the project. A highlight of some of the structural issues are outlined below. A full evaluation and response of this alternative would require a much larger discussion/write up.

Isolated Southern Slab

- The concrete, tendons, and rebar all work together for the structural capacity of the slab. For the isolated slab, if the tendons are cut and abandoned and the concrete and rebar are allowed to continue to deteriorate the structural integrity of the slab would be compromised.
- The smaller east-west slots will further compromise the structural integrity of the slab.
- The hanging planter/soil pits beneath the slab increase the loads to the slab which affects the structural integrity of the slab.
- As currently designed, the slab braces the top of the retaining walls. The introduction of a slot compromises the bracing of the top of the retaining wall.
- By isolating the southern slab, the slab is no longer attached to the lateral-force resisting system of the building.

1000 El Camino, Additional Alternate
March 6, 2019
Page 2 of 2



Northern Slab

- The tendons in the north-south direction that are being cut shorter may not be structurally adequate anymore and would need to be evaluated because of the new end span condition created.

Southern Retaining Wall

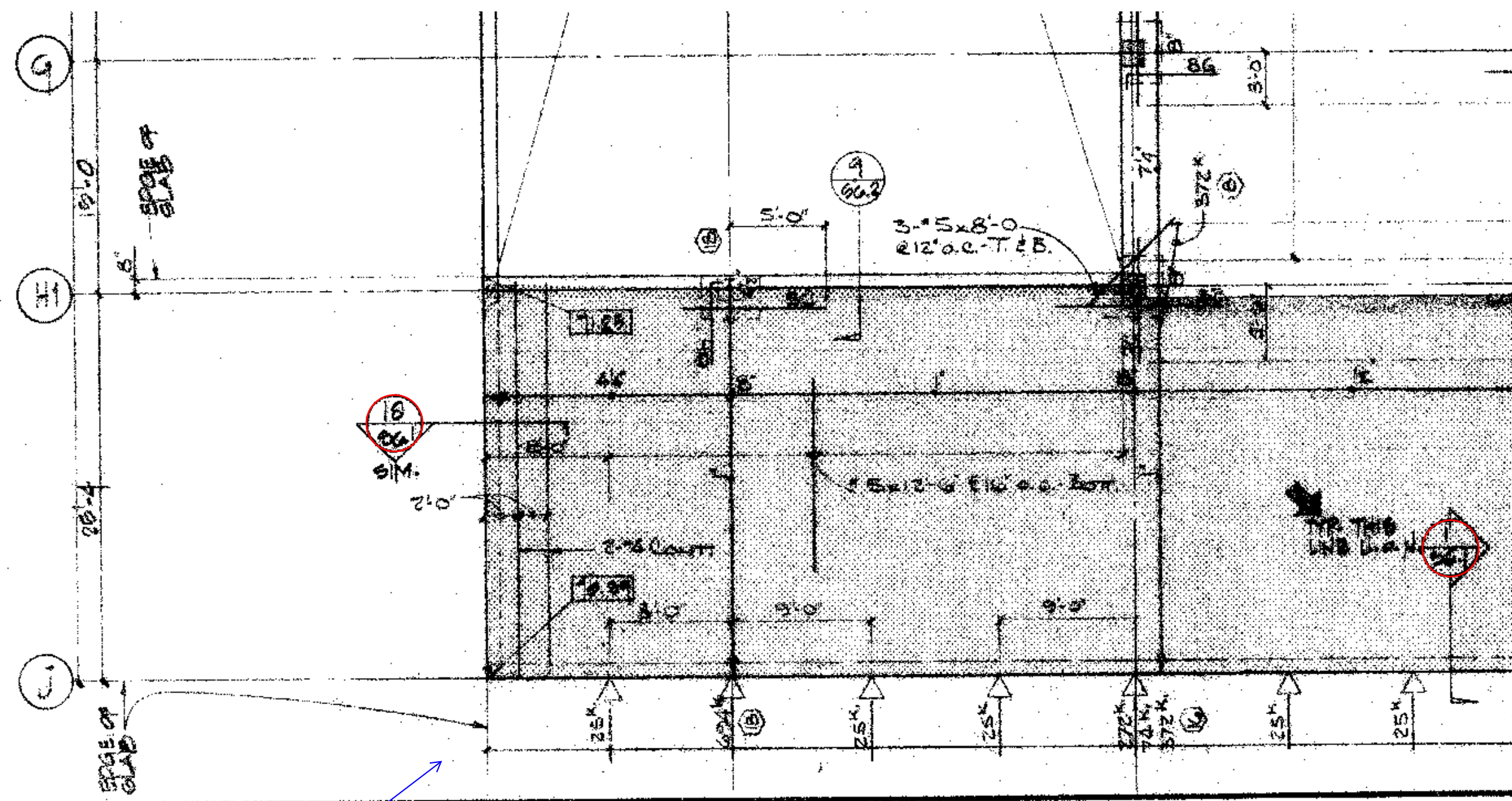
- The Hanging Garden proposal does not address the water seepage through the wall, the further degradation of the rebar and affects the structural integrity of the wall.

Very truly yours,

A handwritten signature in blue ink that reads "Greg Wagner". The signature is written in a cursive, flowing style.

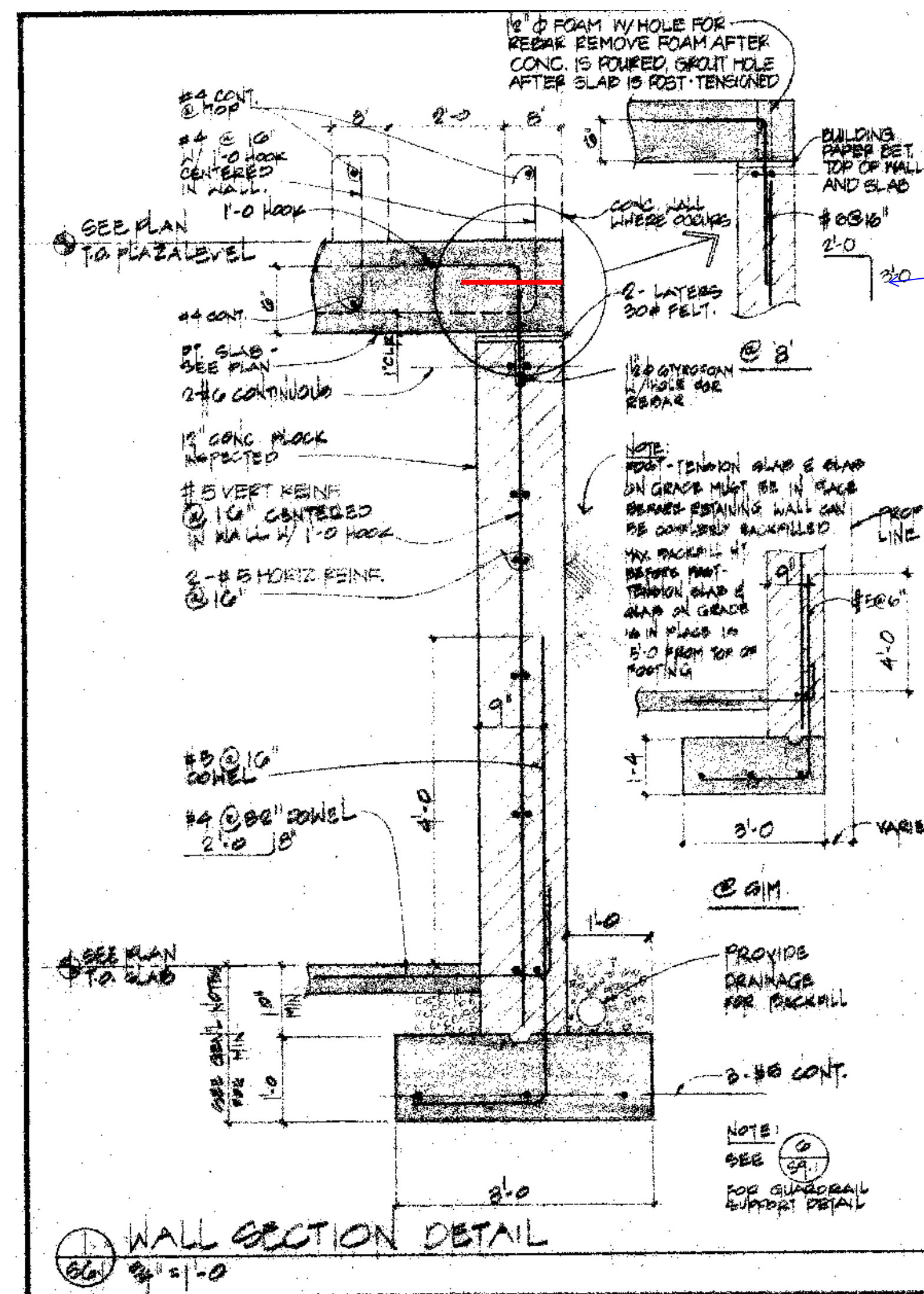
Greg Wagner, SE
Principal

GW/mns/1700132-00-20190306-L1

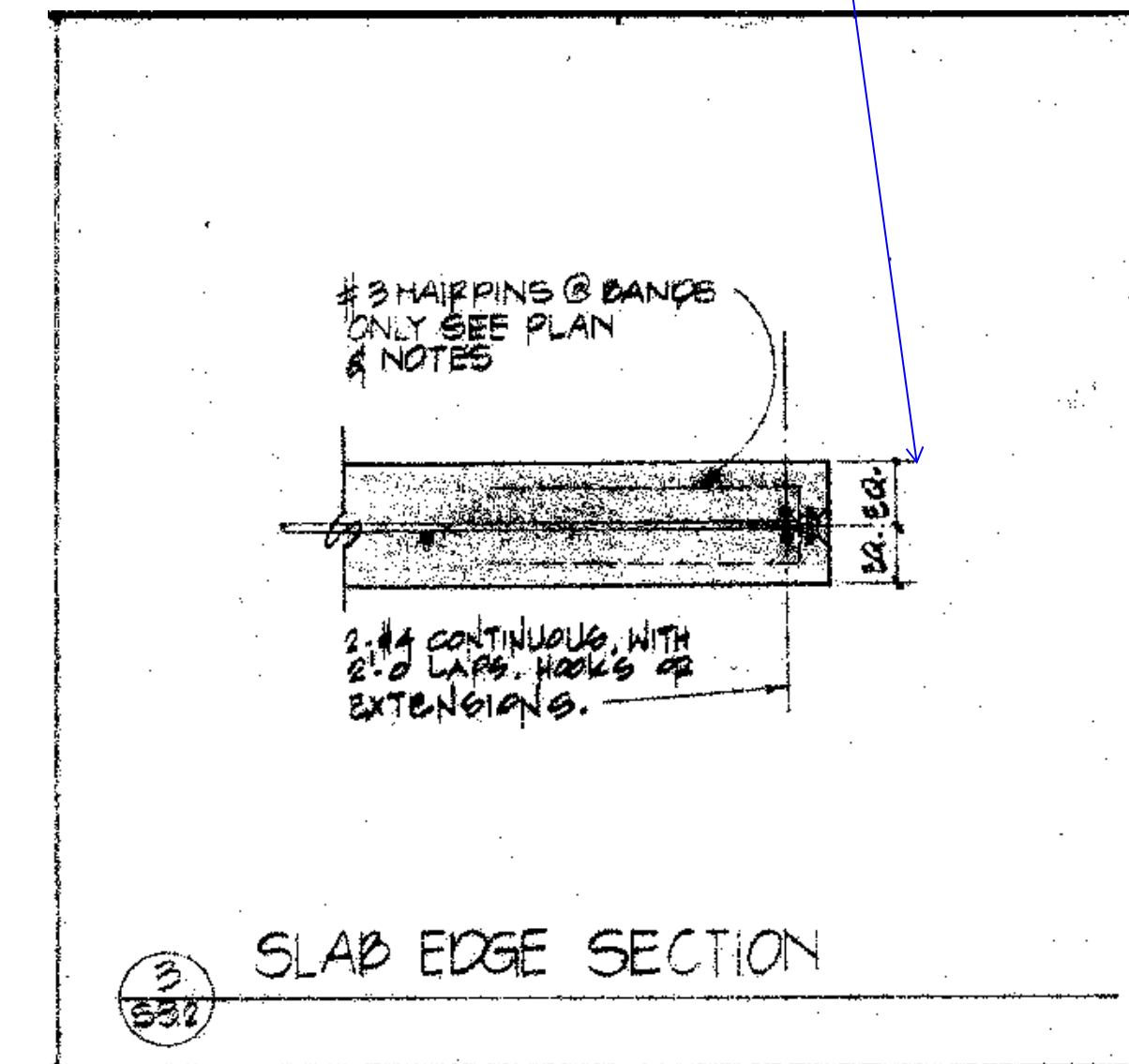


for oak tree location see tree survey

partial plaza level plan from original drawings

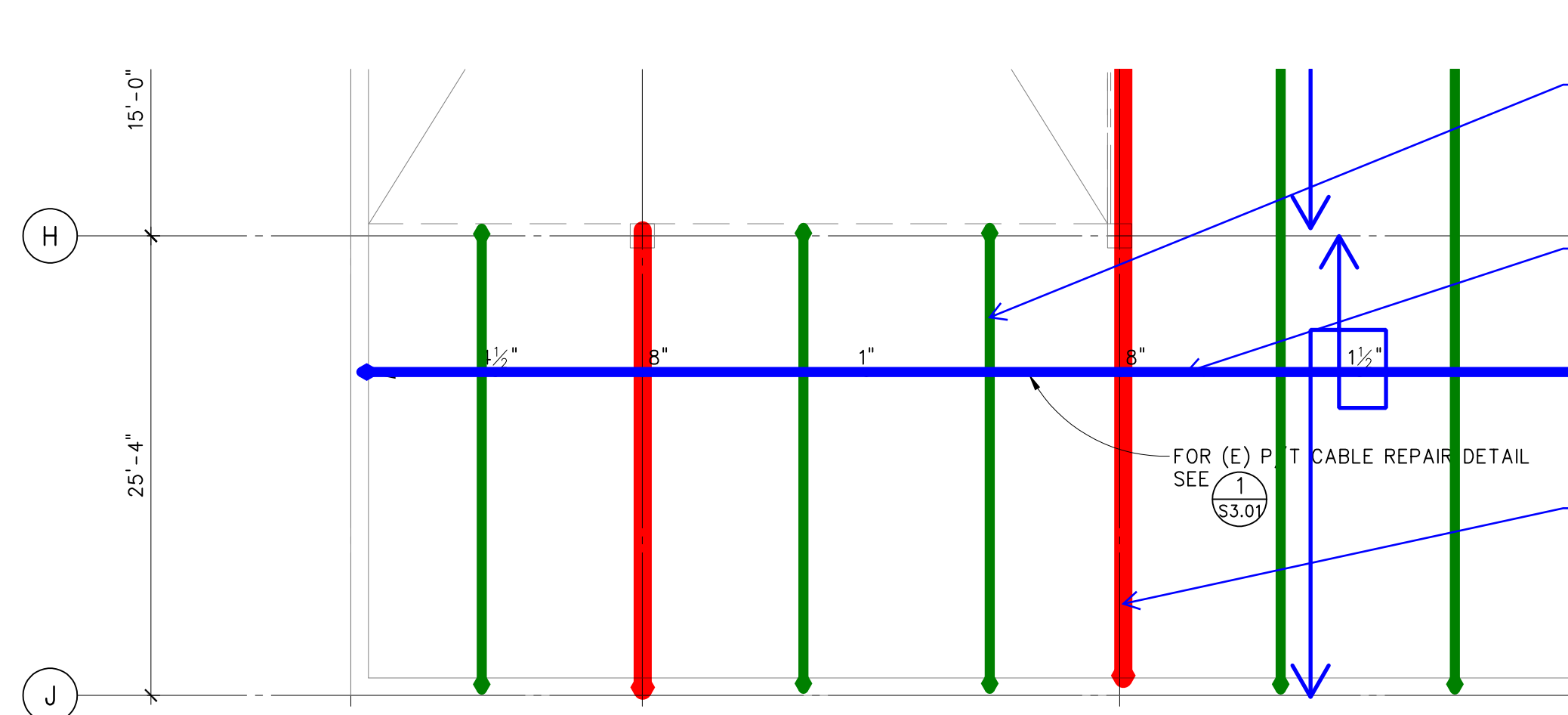


detail 1 and 1A/S6.1 from original drawings



detail 3/S3.2 from original drawings

post tension anchorage at mid-slab depth at edge of slab per typical slab detail 3/S3.2 indicated below. Slab is 9" thick per plans. Access requirements to review anchored is 4 1/2" down from top of slab



partial plaza w/ approximate post tensioning

indicates temperature tendon - equally spaced as indicated

indicates distributed groups of ~3 tendons spaced at ~3'-0" o.c.

indicates bands - multiple tendons in discrete location

	SUBJECT	
	P/T Anchorage Access	
	PROJECT NAME	
	1000 El Camino	
	JOB NO.	1700132
	DATE	02/28/2019

Exhibit 7

ABBAE Waterproofing Responses to
Additional Alternates Proposed



March 6, 2019

Narrative of exhibits

Attached Exhibits:

Drawing Sheet A100 "South Side Tree Plan"

Drawing Sheet A200 "Sections"

Narrative:

1. The existing waterproofing on top of the Post Tensioned (PT) podium slab and at the below grade walls have failed. These failures in the slab and walls are causing corrosion damage to the "cables" and "reinforcing steel" of the PT slab as well as the reinforcing steel connecting the PT slab to the masonry wall. The below grade structural masonry wall not only acts as a soil retaining wall, it also supports the podium slab and takes vertical loads. As a waterproofing engineer, ABB strongly recommends that both the PT slab and the below grade masonry walls be re-waterproofed and the critical cables and reinforcing steel be protected.
2. As for the degree and level of damage being caused by water, the damage to the PT slab is more immediate life safety in nature as opposed to the below grade masonry walls. All the horizontal areas of the podium as well as the 12" of reinforcing steel that turns down the masonry walls are in the critical zone.
3. Due to the life safety nature of the PT slab failure, it is very important that we perform a waterproofing repair impacting any of the P-T tendons and the rebar connecting the slab/wall juncture as soon as feasible; i.e. waterproof the podium slab (both the horizontal top surface and 30' overlap on the vertical CMU walls).
4. While the below grade masonry wall structural below the 30" turndown is not to a point of "life safety" yet, it is a matter of time (2-10 years) before they become a serious problem as well. ABB strongly recommends that if feasible, the walls also be repaired during this renovation.
5. In order to perform the waterproofing of the critical PT slab area, this work will require a trench of 4' wide off the edge of podium and 2-4' deep below the surface of podium. On the El Camino side, the edge of the slab is under 2' of soil and planting. This access to waterproof the podium and turndown at the top of masonry wall will require a trench minimum 4' deep trench to expose the PT tendons to perform a life safety inspection as well as to waterproof the slab and 2' down the vertical face of the wall.
6. The arborist (SBCA) went on site and calculated the critical primary root zones of the trees along El Camino Real that are not recommended to be cut to maintain the health of the trees. The critical primary root zones are shown on Exhibit sheet A100.
7. At the El Camino side, the PT slab is buried under the dirt by 24" – 30". As seen on the plan view sheet A100 attached, the necessary 4' trench for access to perform the work

Initials _____



at the edge of the podium and down 2' of the walls overlaps well within the critical primary root zone of all 7-redwood trees. The access to repair just the PT slab issue will require the 7 redwood trees on El Camino side to be removed.

8. Our arborist believes that the trench required to waterproof the podium and top of the wall will require removal of the 7 redwood trees on El Camino side. Since the trees need to be removed anyway, we recommend moving forward with the previously planned excavation by trenching deeper with stepped-bench trench to install the waterproofing on the entire vertical face of the masonry wall along El Camino.
9. Along the back of the building, the soil/grade level is below the PT slab edge. Therefore, the PT slab and top of the masonry walls are above grade and exposed and can be repaired either without a trench or with minor excavation. While to podium and the top of the wall can be waterproofed on the back side without impacting the trees, ABB does recommend waterproofing the below grade walls and repairing them which will unfortunately require removing the trees from the backyard as well. It is our understanding that the owners are willing to forgo waterproofing the below grade walls on the back of the building in order to save the trees. Therefore, currently there is no plan to excavate below grade on the back of the property and save additional heritage trees that the building owner wants to protect.

Responses to Appellant questions:

QUESTIONS FOR STRUCTURAL ENGINEER

posed by Peter Edmonds, 2/22/19

Q4. How did the destructive-testing engineers know where to chip into the ceiling of the south gallery's west side to examine tendons? [ref. Transmittal letter dated 3/24/14 from ABBAE

Response:

The Contractor for the DT work, Schwager Davis, Inc. located the cables using non-destructive scanners.

Additional Questions from Community:

posed by appellants on 2/22/19

They are also proposing a variant of alternative No.4 that involves removing only some of the trees as shown in the last page of the attached. Per their email, this is what they envision:

1. Leave all trees in place; isolate the section of the post-tensioned (P/T) concrete podium beneath the landscaping south of the building by excavating a trench and cutting out a strip of concrete; problems of encroaching on the root protection zone of the 3-tree redwood cluster and relieving and restoring tension in the P/T tendons; AND
2. Leave all trees and landscaping undisturbed and work only on the underside of the podium from the parking space to cut out a strip of the concrete roof to isolate the section south of the building; no need for arborist's waiver; engineering-only problems of relieving and restoring tension in the P/T tendons and locating equipment for cutting concrete overhead.

Response:

Initials_____

Proposal for SERVICES
PROJECT NAME
CITY, STATE

CLIENT CONTACT
DATE
Page 2 of 6



The existing podium waterproofing system has failed. Unless it is replaced additional damage will continue to the PT Cables and other structural components, requiring additional repairs in the future.

Additional Community Input:

Submitted by Peter Edmonds, PhD on 3/4/19

Regarding the document titled:

OBSERVATIONS on the MENLO PARK PLANNING COMMISSION's and CITY ARBORIST's APPROVALS OF AN APPLICATION TO RENOVATE PROPERTY AT 1000 EL CAMINO REAL, including REMOVAL OF SEVEN COAST-REDWOOD HERITAGE TREES

From (Part 1) page 2:

CRITIQUE

The City Arborist's recorded contributions consist of 2 emails totaling only 12 lines, of which 3 are quotation of "considerations" from the Heritage-Tree Ordinance. Available evidence indicates that, before signifying his approval, he consulted only a single colleague in the Planning Dept., who raised doubt about "whether or not the trees are causing the problem[s]"

[i.e., the problem[s] comprising:

- penetration of the water-proofing membrane above the concrete podium by small roots (AABAE letter dated Aug.16, 2017, p.2 of 16, 3rd paragraph alleges "abrasion" by roots – Ha Ha!);
- ingress of water resulting in corrosion of an unknown number of steel, tensioning strands inside the podium (KPF¹: 1.02.1.1, 1.02.1.2, 1.02.2,1.05,1.06);
- cracks in concrete, visible on the underside of the podium (KPF³:1.02);
- stains and efflorescence on the south retaining wall of the parking space (KPF³: 1.04);
- alleged rust-staining of other walls of the parking space (AABAE letter dated Aug. 16, 2017, p.2 of 16, 1st para-graph, these walls subsequently painted over).]

Responses to the highlighted waterproofing related items:

- Root damage to waterproofing membranes is a well-known, studied and documented scientific fact. Green roof designs include Root Barriers to protect against this. Older “green or garden” roofs often did not have root barrier. New designs also limit the trees and shrubs with non-aggressive roots.
- Rust stains are an indication of water intrusion.

From (Part 1) page 3:



Problem that any feasible alternative to removal of redwood trees might address

2) Cracks in concrete podium:

The proposed alternative procedure will isolate the south section of the podium and render repair unnecessary. Cracks may be filled cosmetically with caulking as the consultant firm AABAE recommends in cases of stressed components

Response:

This is taken out of context; the ABBAE Mar 24, 2014 letter in question states:

The contractor also made some other observations that are worth noting:

1. The contractor recommended that no epoxy or polyurethane crack injection be done at locations where posttensioning occurs. The reason for that is that injection material can bond with the strands and make it very difficult to carry out future repairs. Instead, the contractor recommended that any crack repairs be done by applying surface sealing. This would be done by routing a shallow groove at the crack location and filling it with caulking.

This is actually a warning against injecting the PT slab from below due to the PT Cable sleeves. The crack sealant recommended by the Contractor would be installed along with a new waterproofing membrane.

From (Part 1) page 4:

Minor Problems that any feasible alternative to removal of redwood trees need not address

1) Stains and efflorescence on walls:

Stained walls have been repainted since they were observed in 2017. Efflorescence on the south retaining wall will be addressed later.

Response:

Stains and efflorescence are indicative of water intrusion. In a steel-reinforced concrete or masonry structure such as this, water intrusion causes rusting of the steel components, which can lead to spalling and structural failure. It is critical that these signs be monitored, investigated and addressed appropriately on a case-by-case basis.

From (Part 2) page 6:

Long-term stability of the trees

The City Arborist and Applicant's consultant arborists have expressed concern that the 7 redwood trees have insufficient root anchorage currently to assure long-term stability when exposed to wind forces. Safety of pedestrians and traffic using El Camino Real is the issue. Therefore.....

IT IS PROPOSED TO CUT AWAY AND REMOVE TWO WEST-TO-EAST STRIPS OF THE ISOLATED SOUTH SECTION OF THE PODIUM SLAB OF COMBINED LENGTH APPROX. EQUAL TO THE LENGTH OF THE MATTESON BUILDINGS AND REPLACE THEM WITH LATTICE PANELS THAT WOULD ALLOW

Initials_____



PENETRATION OF TREE ROOTS TO LARGE QUANTITIES OF EXTRA SANDY LOAM PACKED INTO ENCLOSURES INSTALLED AT THE PARKING LEVEL.

Response:

The existing podium waterproofing system has failed. Unless it is replaced additional damage will continue to the PT Cables and other structural components, requiring additional repairs in the future. Cutting the PT slabs and add soil in the garage is impractical.

From (Part 2) page 8:

Include Hanging Garden

The presence of water seeping through the south retaining wall of the parking space offer an opportunity to use it imaginatively instead of decrying the efflorescence and small pools of water on the floor, while paying no attention to the similar pools of water that form at the south end of the inclined entry ramp, which is open to the sky, when it rains.



Pooled water

Seepage: "Has to be fixed !" cares!

< 20 ft.>

Rain water at foot of ramp: No one



The porous wall seems ideal for conversion to a Hanging Garden: Hemi-spherical concrete bowls could be attached to the wall in a staggered array, filled with earth and planted with ferns and vines; possibly install trellis on wall and water-collection trays as desired in the ceiling space; encourage growth of lichens, ferns and cave-dwelling plants. A Hanging Garden could be promoted as a feature of the site.

With more attention to lighting and management, the weeping south wall could be used alternatively for a vertical, hydroponic facility nurturing salad greens that could be harvested for use in the cafeteria on the third floor.

Response:

Efflorescence is indicative of water intrusion and damage to the structure, which, in a steel-reinforced concrete structure such as this, causes rusting of the steel components, which can lead to spalling and structural failure. The proposed Hanging Garden would not address this issue. Drainage water on an exposed slab-on-grade is not an issue.

Exhibit 8

Revision 1

Layout plans and construction sections showing trees, primary root zones, and the construction access to repair podium slab

Exhibit 9

SBCA Tree Consulting - Arborist
response to cutting tree primary root
zone

SBCA TREE CONSULTING

1534 Rose Street, Crockett, CA 94525

Phone: (510) 787-3075

Fax: (510) 787-3065

Website: www.sbcatree.com

Steve Batchelder, Consulting Arborist

WC ISA Certified Arborist #228

CUFC Certified Urban Forester #134

CA Contractor License #(C-27) 53367

E-mail: steve@sbcatree.com

Molly Batchelder, Consulting Arborist

WC ISA Certified Arborist #9613A

ISA Tree Risk Assessment Qualified

E-mail: molly@sbcatree.com

To: Ken Rakestraw
Senior Project Manager,

Date: 3/7/2019

Project: 1000 El Camino Real, Menlo Park Waterproofing.

Subject: Redwood Tree Questions

Assignment: Arborist was asked to address below questions from Ken Rakestraw:

Based on the hypothetical option that we are required to cut the roots within the primary root zone back so we can install a 4' wide trench (as seen on ABBAE's exhibit attached), what is the likelihood that the trees would survive if we attached cables to structural hold the tree in place?

Would it be a 25% chance of surviving? Or 10%? Or no chance of survival?

Tree Health and Longevity

If Roots are Severed for Required Repairs and Trees Secured by cables - The root loss would be sufficient to cause severe decline if not death in the trees. If root barriers are used to prevent root development back into the podium area preventing future root access to this soil area, the moisture and nutritional needs of the canopy cannot be met. The question regarding "chance of survival" must be addressed as: How long would the trees be expected to stay alive? Could they stay alive for 5-10 years or more with care and an ever-worsening appearance.

Stability

Though the trees could possibly be secured from the side away from El Camino, they cannot be secured from falling toward the structure. Each tree would require at least two cables per side. It should be noted that the root crown of two of the trees extends past the wall and onto the podium. Cutting roots on the wall side would result in loss of compressive support offered by the podium and wall. This could result in failure toward the structure. It has been shown that compressive support is critical to root anchoring and that the majority of root failures are due to loss of compression support.

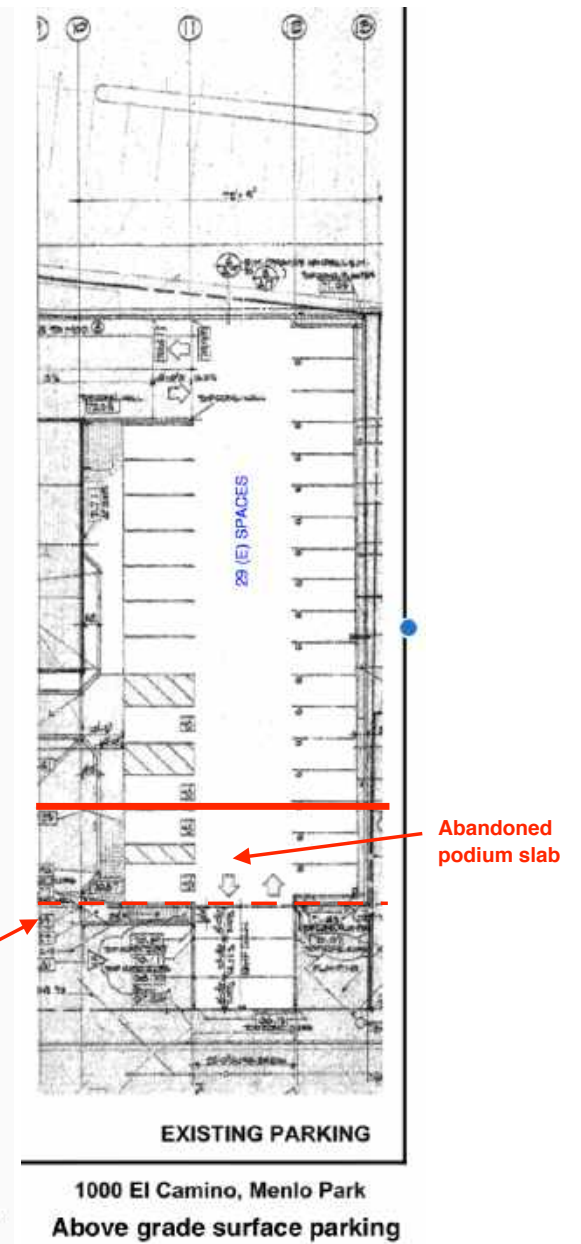
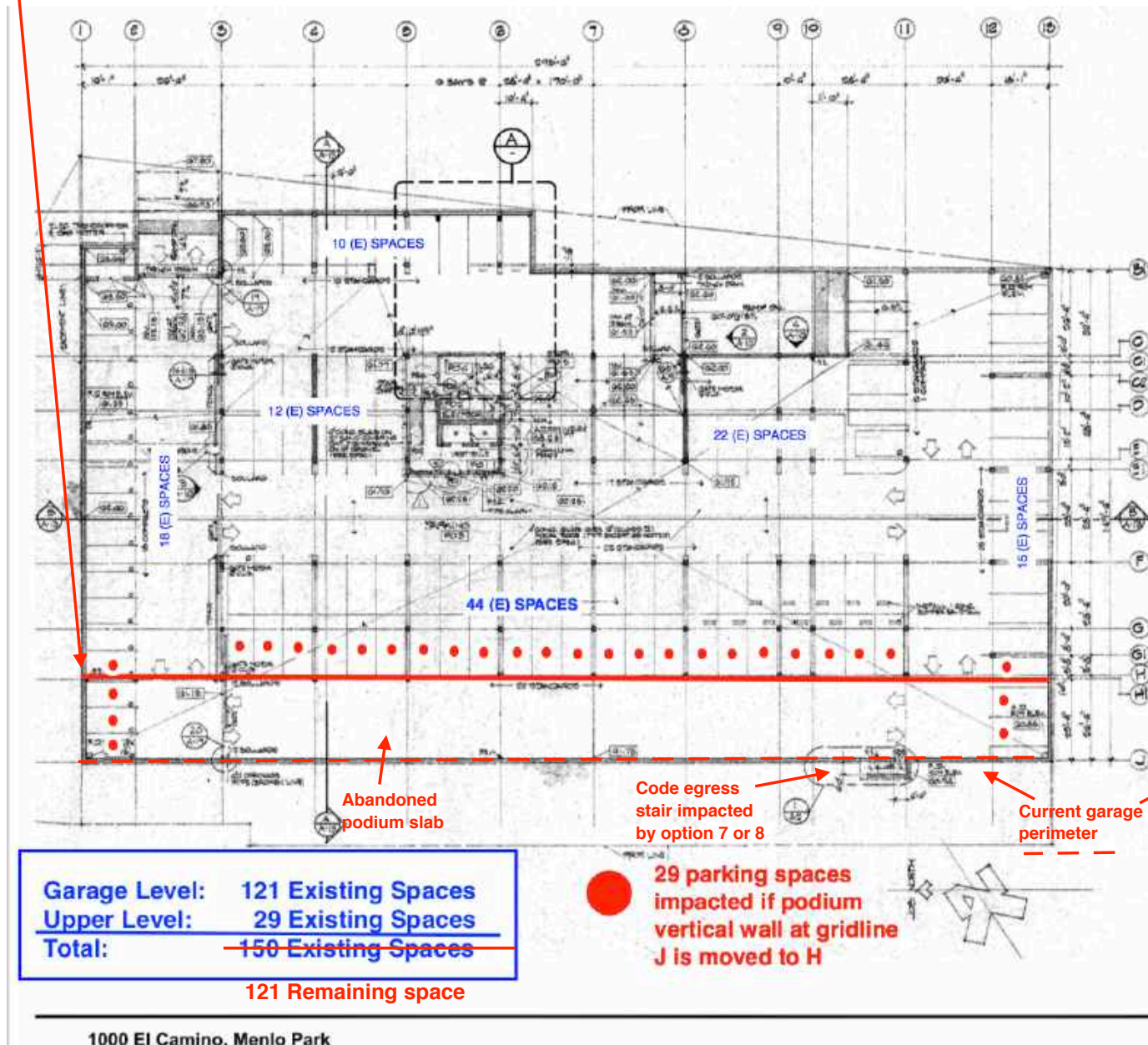
The only treatment that could keep the trees safe and alive for some time longer would be to cut the trees to less than 1/3 their current height and administer special care after. This is not acceptable from an aesthetic perspective as it would be an eyesore to all who appreciate trees. "Let trees die with dignity" Dr. Alex Shigo.

END COMMENTS

Exhibit 10

Underground garage parking impacted
by Option 7 or 8

Option 7
 Gridline H - potential location to sawcut podium slab and relocate
 the post tension cable termination to avoid waterproofing podium
 within the heritage tree primary root zones.





May 9, 2019

Ken Rakestraw
Sares Regis
901 Mariners Island Boulevard
San Mateo, CA 94404

Subject: 1000 El Camino Real, Menlo Park, CA
Existing Slab with Broken Tendons

Dear Mr. Rakestraw:

At the 1000 El Camino Real in Menlo Park in California it has been identified that there are three post-tensioned tendons which are broken or that the anchorages have failed in the existing suspended post-tensioned slab at the grade level. Two broken tendons are distributed tendons running north-south between Grids H and J, while the third broken tendon occurs in a tendon band running east-west along Grid 7.

We have analyzed the slab utilizing the current building code, American Concrete Institute (ACI): ACI 318-14, without the strength/support provided three post-tensioned tendons, utilizing the loading provided in the existing drawings and also using a higher concrete strength than specified in the existing drawings based on our experience that post tension slab mixes required high early strength and gain more strength over time. The existing structural drawings are titled Menlo Park Office Center by Paul F Fratessa, initially dated September 11, 1982. Based on the existing drawings which utilized 100 pounds per square foot (psf) live load in all of the outdoor spaces we have determined that the slab in its current condition has a reduced capacity and it does not meet the current building code.

We have also analyzed the slab utilizing a much smaller live load of 20psf only in the landscaped lawn areas and with its reduced capacity the slab capacity slightly exceeds current code requirements.

During our site visit, dated June 6, 2017, KPFF performed a visual observation of the building and observed the bottom of the slab had several cracks and water staining and but no excessive deflections. We recommend that until the broken tendons are repaired, the slab be monitored for additional deflections and cracking and the landscaped lawn areas have limited access.

We have no way of determining if additional tendons have broken and without the ability to review anchorages we have no way of determining if the additional anchors have failed. If additional tendons have broken or anchors have failed this would result in a greater reduction in capacity leading to the slab capacity being much less than required by the current building code.

Very truly yours,

A handwritten signature in blue ink that reads 'Greg Wagner'.

Greg Wagner, SE, Principal
GW/mns/1700132-00-20190509-L1



Exhibit 12 – KPFF Engineers Letter responding to Option 9

May 9, 2019

Ken Rakestraw
Sares Regis
901 Mariners Island Boulevard
San Mateo, CA 94404

Subject: 1000 El Camino Real, Menlo Park, CA
Response to Appellants retrofit proposal

Dear Mr. Rakestraw:

KPFF has reviewed a new 1000 ECR Retrofit Proposal dated April 30, 2019 from the appellant's engineer, Bijan Aalami, PhD, SE (Principal at ADAPT Corporation and PT-Structures). KPFF prepared a document titled "Clarifications to 1000ECR Appellant Retrofit Proposal" dated May 3, 2019 and we have also received and reviewed Bijan Aalami's response to those clarifications in a letter dated May 6, 2019.

The Appellant's retrofit proposal is to address the structural issues in regards to the damaged waterproofing under the planters between Grids H1 and J without damaging the tree roots occurring above the slab. See attached Figure 1 & 2 which outlines graphically our understanding of the Appellant retrofit proposal. The retrofit proposes to chip into the base of the slab between grids H1 & J to cut all of the banded tendons. The cut banded tendons are to be re-anchored under the slab between grids G & H1. The damaged waterproofing on top of the slab is to remain and allowed to continue to degrade. The intention is to allow the water to continue to intrude into the podium slab between grids H1 & J and allow the rebar and post-tensioning tendons in that strip of slab to corrode and degrade. The Appellants propose to add fiber reinforced polymer (FRP) to the bottom of the slab between Grids H1 & J to replace the tensile strength of the slab that was lost due to the deterioration of the tendons and rebar.

After review of the retrofit proposal, KPFF has the following concerns with this additional alternative option (we are calling this Option #9).

1. The banded tendons span from column to column. The proposal suggests de-tensioning the banded tendons and re-anchoring them between Grids G & H1 in order to allow for the tendons between Grid H1 to J to be abandoned. However, the proposal shows the banded tendons to be anchored prior to Grid H1, before it reaches the column. As the re-anchored banded tendons do not continue to and are therefore not supported at the columns on Grid H1 the slab capacity is not maintained between Grids G and H1. The slab needs to maintain its strength, continuity and be supported by the column. See Bullet Point 1 on Figure 2.



2. The proposal suggests that the tendons would be exposed underneath the bottom of the slab and would be attached to the bottom of the slab with external hardware consisting of miscellaneous steel anchored/attached to the bottom of the slab with mechanical anchors. While this appears feasible for a single tendon we do not believe this is feasible at the banded tendons. For example, at the banded tendons on gridline 4 there are 30 tendons with a total load of 743,000 pounds of load. This is an extraordinarily large amount of load to mechanically anchor to the bottom of the slab. Additionally, tendons are historically anchored at mid-depth of the slab such that all of the tendon loads are applied to the midpoint of the slab. By anchoring to the bottom of the slab the loading will be applied at a location for which it was not designed and the loading would not be concentric which will induce additional stresses to the slab that we believe cannot be resolved.
3. The waterproofing is not being repaired and water is being allowed to continue to reach the slab between Grids H1 and J. The proposal allows for the rebar and the tendons within the slab to corrode and be abandoned. The rebar and tendons provide the tensile capacity within the slab and the proposal suggests replacing that tensile capacity with FRP.
 - a. The slab is continuous transitioning from an interior condition (towards Grid G) on one side of Grid H1 and an exterior condition (towards Grid J). It is understood that the intention is to allow the rebar and tendons between Grids H1 & J to corrode. However, there is nothing stopping the corrosion from continuing past Grid H1 into the interior space and spreading. See Bullet Point 3A in Figure 2.
 - b. The proposal suggests that the water may continue to corrode the rebar and tendons but the concrete will not be affected. When the rebar and tendons corrode, they will potentially cause cracking and spalling of the concrete itself. The cracking and spalling will reduce the effective concrete slab thickness and its strength/capacity to support the loads. Additionally, the FRP added to the underside of the slab needs to bond with the concrete. If the concrete spalls, the bond between the FRP and the slab can potentially be lost. See Bullet Point 3B in Figure 2.
 - c. Fiber reinforced polymer (FRP) is proposed to replace all of the tensile strength in the slab due to the corrosion of the rebar and tendons. Per the American Concrete Institute (ACI) design guide, ACI 440.2 Guide for the Design and Construction of Externally Bonded FRP Systems for Strengthening Concrete Structures Section 9.2 states that
"The unstrengthened structural member, without FRP reinforcement, should have sufficient strength to resist a certain level of load. The existing strength of the structure should be sufficient to resist a level of load as described by Eq. (9.2)
$$(\phi R_n)_{existing} \geq (1.1S_{DL} + 0.75S_{LL})_{new}$$
"
Without any rebar or tendons, it is unlikely the plain concrete meets this requirement and therefore FRP strengthening by itself is not sufficient. See Bullet Point 3C in Figure 2.
 - d. At the perimeter basement retaining wall there is wall reinforcement in the wall that continues up into the concrete slab. This wall supports the slab and also retains (holds back) the soil on the outside of the wall. Continual water intrusion at the retaining wall/retaining wall-slab interface may degrade the reinforcement at the wall/slab interface or within the wall reducing the capacity of the retaining wall to retain the soil or support the slab. See Bullet Point 3D in Figure 2.



In conclusion, we do not believe this retrofit proposal is feasible because of the three aforementioned issues: the re-anchored banded tendons are no longer supported on Grid H1 column line (item 1), concerns with the proposed banded tendons re-anchoring (item 2) and the continual water intrusion into the existing slab and retaining wall (item 3).

Very truly yours,

A handwritten signature in blue ink that reads "Greg Wagner". The signature is written in a cursive style and is enclosed in a thin black rectangular box.

Greg Wagner, SE, Principal

GW/mns/1700132-00-20190507 Response to Appellants retrofit proposal
Attachments – PDF - 20190508 Figure for Response to Appellants Proposal

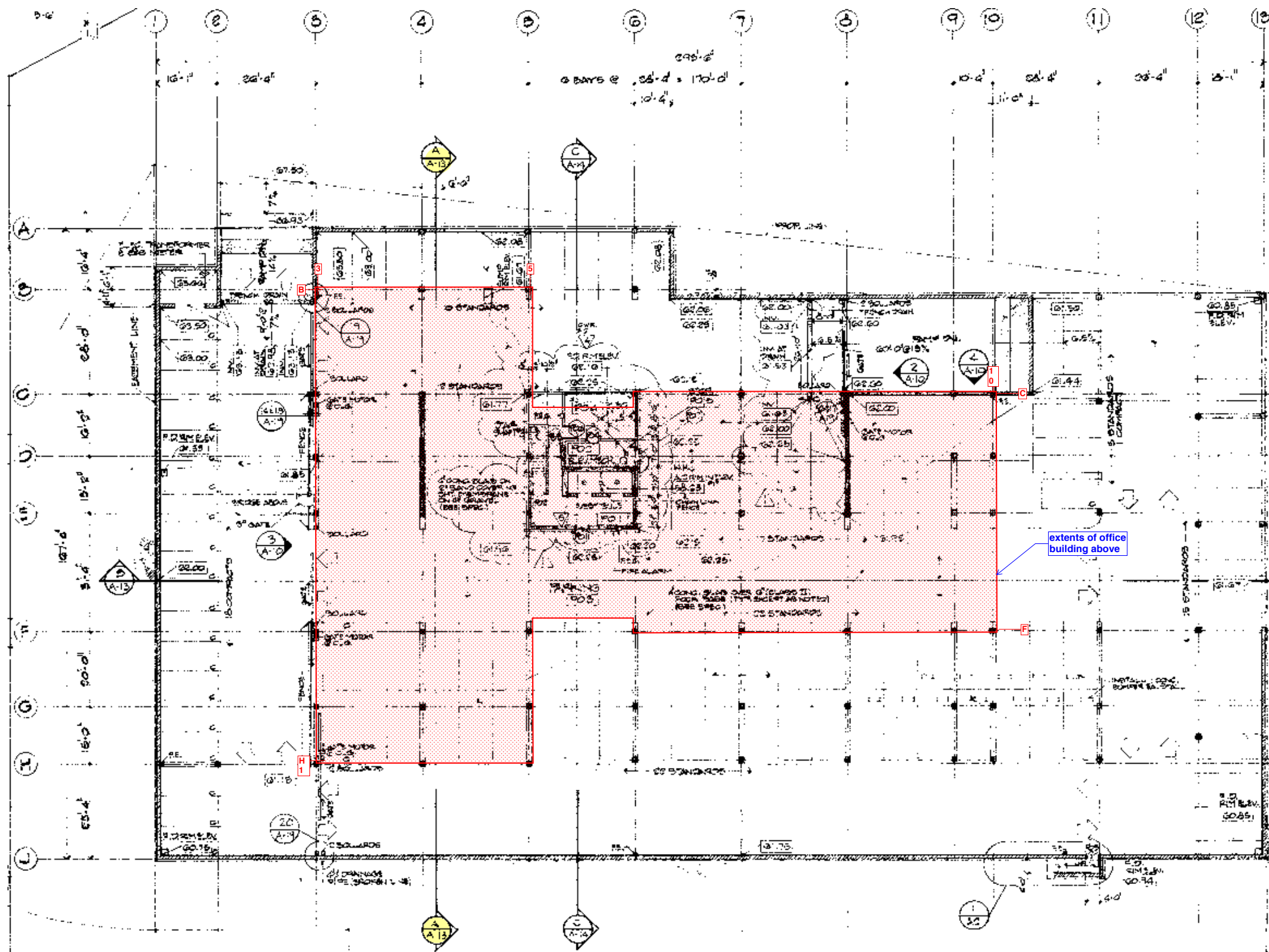


FIGURE 1
 FROM EXISTING ARCH DRWGS
 DATED 7/1/83
 A-2
 1/16" - 1'-0" SCALE



STEP 4 PER PAGE 6, CABLES (SHOWN DASHED) TO BE ABANDONED AFTER BEING RE-STRESSED AT EXTERNAL HARDWARE

BULLET POINT 1:

BULLET POINT 3A:

INTERIOR

EXTERIOR

TYP. 11-0" EARTH FILL

1/4" = 1'-0" SCALE

STEP 2 PER PAGE 5, CHIP BOTTOM OF SLAB AND PULL EXISTING CABLES OUT TO NEW EXTERNAL HARDWARE

BULLET POINT 2:

STEP 3 PER PAGE 5&6, RE-STRESS BANDED TENDONS ONE-BY-ONE ANCHORED AT EXTERNAL HARDWARE. LOCATION OF HARDWARE BETWEEN GRIDS G & H, NEAR GRID H. ONCE TENDON GROUP IS FINISHED COVER EXPOSED HARDWARE WITH FIREPROOFING

BULLET POINT 3D:

STEP 1 PER PAGE 6, CHIP THE BOTTOM OF THE SLAB AND SEVER BANDED TENDONS AFTER THEY HAVE BEEN DE-STRESSED

BULLET POINT 3B & 3C:

STEP 5 PER PAGE 6, THE DETERIORATED MOISTURE BARRIER BTWN GRID H1 & J TO REMAIN, AND WILL CONTINUE TO DETERIORATE AND LEAK WATER TO/THROUGH STRUCTURE.

DUE TO THE WATER INTRUSION, THE PT CABLES AND REBAR BTWN GRIDS H1 & J WILL CORRODE AND BE ABANDONED.

CARBON FIBER TO BE ADDED TO THE EXSITING CONCRETE (PROVIDING COMPRESSIVE STRENGTH) TO REPLACE THE LOST TENSILE STRENGTH. CARBON FIBER ONLY TO BE ADDED TO THE UNDERSIDE OF THE SLAB

SLAB SHOWN IN DETAIL, SEE ABOVE

NOTES:

- Comments in blues are interpretation of the appellants retrofit proposal
- Comments in green are responses to the appellants retrofit proposal, see included letter

kpff	SUBJECT	Clarifications for Appellant Retrofit	
	PROJECT NAME	1000 ECR	DATE 05/03/2019
PROJECT NAME		PARKING	DATE 05/03/2019

WATER PROOF MEMBRANE & PECTIVE BD. (TYP.)

4"Ø DRAIN PIPS (TYP.)

SECTION A-A

FIGURE 2

FROM EXISTING ARCH DRWGS DATED 7/1/83
A-13
1/8" = 1'-0" SCALE



May 8, 2019

Mr. Ken Rakestraw
Senior Project Manager
Sares|Regis
901 Mariners Island Blvd., Suite 700
San Mateo, CA 94404

Re: Proposed Retrofit Scheme, 1000 El Camino Real, Menlo Park, CA
PN: 17-4892.01

Dear Ken,

Allana Buick & Bers has been retained to review an alternative repair scheme proposed by Bijan Aalami of PT-Structures for the 1000 El Camino project.

The retrofit scheme proposed by PT-Structures envisions separating the structural system of the podium slab region below the building from the region below the landscaping. The repair envisions that leaks, concrete deterioration and structural steel corrosion would be allowed to continue.

The post-tensioning cables in the landscape podium are to be de-tensioned and severed. The severed group of tendons would have no structural value at that point. The cables and other reinforcing steel will be left to completely corrode until gone.

The proposed scheme envisions the tendons in the building portion of the podium would continue to provide structural support. However, PT-Structures has not evaluated the adequacy of the podium under the building nor confirmed its suitability for continued service.

The proposed retrofit scheme also includes the installation of carbon fiber to the underside of the podium slab in the landscaped area. This is to make up for the total loss of the structural contribution of the reinforcing steel – making the carbon fiber the primary structural support.

Our opinion is that this repair cannot work for the following reasons.

1. According to The American Concrete Institute's Guide for the Design and Construction of Externally Bonded FRP Systems for Strengthening Concrete Structures (ACI 440.2R-17), FRP should not be the primary structural support for a structure or member.
Article 1.2 – Scope FRP strengthening systems are used only as additional tensile reinforcement.
1.2.1.1 – strengthening limits are imposed such that the increase in the load-carrying capacity of a member strengthened with an FRP system is limited. The philosophy is that a loss of FRP reinforcement should not cause member failure.



2. ACI 440.2R-17 requires that carbon fiber systems must be installed to sound concrete substrates without corroded reinforcing steel or deteriorated concrete.
 - 1.2.1.4 – *FRP systems need to be bonded to a sound concrete substrate and should not be considered for applications on structural members containing corroded reinforcing steel or deteriorated concrete unless the substrate is repaired using the recommendations in 6.4.*
 - 1.2.1.4 (continued) – *The application of FRP systems will not stop the ongoing corrosion of existing reinforcing steel. If steel corrosion is evident or is degrading the concrete substrate, placement of FRP reinforcement is not recommended without arresting the ongoing corrosion and repairing any degradation of the substrate.*
3. ACI 440.2R.17 States that FRP degrades completely at high temperature. The occurrence of a car fire in the parking garage would render the primary structural support of the podium slab lost completely.
 - 1.2.1.2 – *Because of the degradation of most FRP materials at high temperature, the strength of externally bonded FRP systems is assumed to be lost completely in a fire, unless it can be demonstrated that the FRP will remain effective for the required duration of the fire.*
4. Negative impact of continued water intrusion: Leaving the podium slab without a properly performing waterproofing barrier will allow the continued deterioration of the podium concrete including corrosion of reinforcing bars, concrete spalling, and concrete delamination. Concrete spalling and delamination will directly affect the bond between the carbon fiber and the concrete slab and would lead to loss of structural support.

In closing, the proposed retrofit scheme completely ignores required measures from the American Concrete Institute, does not comply with installation requirements of carbon fiber manufacturers, and does not meet the standard of care for structural design or properly address life safety concerns. It is also unlikely that you could obtain a building permit for the repair.

Please call us if you have any questions about the opinions presented.

Sincerely,

Allana Buick & Bers, Inc.

Karim P. Allana, PE, RRC, RWC
Senior Principal

Sika Corporation

Construction

May 9, 2019

Eugene Buick
Allana Buick Bers, Inc.
990 Commercial Street
Palo Alto, CA. 94303

RE: Use of FRP Carbon Fiber in the Building & Civil Construction Industry

Gene, in response to our conversation the other day about the use of FRP (SikaWrap Hex) Carbon Fiber or E-Glass I have the following comments.

First - the Industry has put out some guidelines in the form of an ACI document called ACI 440.2R which provides the design professional tools on how to design and use FRP appropriately. In addition Sika Corporation has technical expertise in this area dating back now over 25 years with thousands of projects completed in the US and around the world. We publish technical aids such as pds, training videos, and design software.

It is very important that the design professional first determine if the structure is appropriate for FRP. The ACI 440.2R document makes this very clear. The design professional must first perform a “pre-strengthened member check” to determine if the structure can support itself without the use of FRP. FRP should never be used as the primary strengthening mechanism, it must only be used as secondary reinforcement. There are many reasons for this such as fire, vandalism, loss of epoxy bond for example.

Fire is a major concern, since FRP is chemically bonded to the concrete and in the event of a fire the bond of the epoxy can be compromised. There are fire proofing materials available that can be applied over the FRP, however these materials only provide up to a 4 hr fire rating and even with fire protection, the FRP may be damaged, and will need to be exposed and evaluated for effectiveness after a fire. In any case, even with fire protection, FRP should never be used as the primary reinforcement, supporting the structure.

FRP is an impervious material, and once applied, it will not allow moisture to escape, so proper waterproofing of the structure should be addressed first and if there is evidence of corrosion – corroding rebar – all of these issues should be addressed first, before installing FRP onto your concrete structure. If this is not addressed then further deterioration of the structure – corroding of the rebar – will continue.



Sika Corporation
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Sika Corporation

Construction

FRP works by bonding to the surface of the concrete, which requires a sound structure with proper surface preparation and proper adhesion. If the concrete is deteriorating or if there is corrosion of the rebar or deterioration of the concrete, it may get worse if FRP is applied and the issues are not addressed first. If the concrete deteriorates and FRP bond is lost, then the FRP will no longer be able to provide strength to the structure.

There are just a few of my thoughts as it relates to FRP on concrete structures. I have been personally involved with FRP over a 25 year span and I have seen many structures proposed for FRP and often times, as a result of the above concerns, are rejected as not suitable candidates. If proper design is employed and the above issues addressed then FRP can be an effective means of strengthening our concrete structures.

Sincerely,



Brad Kamin
Senior Project Representative
Sika Corporation





May 6, 2019

Ms. Rebecca Lucky, Sustainability Manager,
City of Menlo Park
701 Laurel St.
Menlo Park CA 94025

RLucky@menlopark.org

Dear Ms Rebecca Lucky

This note adds clarification, and provides background to the retrofit proposal for 1000 ECR by the appellants. It is in connection with the e-mail from Ms. Rebecca Lucky, Sustainability Manager to Dr Peter Edmonds, the appellants, dated May 3, 2019.

The focus of the appellants' engineer's proposal is the podium slab's region between lines H and J. The proposal recognizes the unique features and constraints of the construction in drafting a scheme that is specific to the complexities of its condition.

A somewhat parallel example is the multi-story building at 50 Hudson Yards, New York, where a novel application of post-tensioning, specifically developed to address the unsurmountable constraints of the project turned out to be the preferred option (see attachment 1). Another example is the Botswana Innovation Hub, where post-tensioning retrofit worked out by the appellants' engineer is addressing the observed shortcomings in its construction (see attachment 2).

The appellants' engineer is due to travel in the next few days to Botswana to finalize the last stages of the rehabilitation.

The building department of the City was provided with details of other significant retrofit/investigation projects being currently conducted by the appellants' engineer using prestressing.

In response to the City's request for experience in the Bay Area, apart from the application of post-tensioning in the rehabilitation of Pier 39 Parking Structure, for which the appellants' engineer was awarded the American Concrete Institute's 1988 Design Award, most of the other work in the Bay Area has been along traditional lines. Attachment 3 is an example where the author acted as consultant in creating two large stairwell and access openings between two levels of a post-tensioned floor system in San Francisco.

It is not the intent of the appellants' engineer to become involved in the retrofit of 1000 ECR, beyond acting as a consultant to the appellants in proposing a rehabilitation proposal that meets



the appellants' requirement. It believed that the proposed scheme is significantly more economical, and less intrusive for the continued operation of the buildings parking area.

The following are specific comments in connection with the query in the e-mail referenced above.

The appellants' proposal is in conceptual stage. In its current form, it outlines a scheme, that when followed through, and engineered in detail will meet the rehabilitation objectives of its owners. The proposed rehabilitation recognizes the specific conditions of the building, as opposed to following the traditional routes.

The following provides added clarification to the proposed scheme in reference to the subject matter e-mail. Its principal features are:

- 1) The interruption of the grouped tendons, which may be subject to around 400 tons of force along each column line, and
- 2) Re-anchoring the force in a new position with a different eccentricity, which will change fully the distribution of actions in the affected span and to some extent beyond.

The re-distribution of force and re-anchoring of the tendons at a new position need to be fully analyzed and engineered. The outcome should conclude with the retrofitted structure meeting the serviceability and safety requirements of the current code.

The engineering knowledge to analyze and detail the condition is available. Also, there are analysis tools to faithfully model the existing and retrofit conditions of the structure. There is no reason to believe that the Applicant's currently selected consultants will not pursue the proposed scheme, given time and opportunity.

The proposed separation of the landscaped area from the section covered by the building is meant to be "structural" in the following sense. Each side of the line of separation will independently carry the gravity load it is subjected to. Each will independently meet the service and safety requirements of the code for gravity. In effect, failure or removal of one side, will not impact the gravity load carrying capacity of the other.

It is likely that for the lateral loads, the original design relied on the contribution of the retaining wall along Gridline line J (landscaped side). With more stringent requirements of the current codes, the economical design of the retrofit will have to draw upon the contribution of the same retaining wall (Gridline J). Consequently, the structural separation between the landscaped and the building region would allow transfer of inplane shear and axial forces, but not bending and vertical shear through the slab.

Bijan Aalami



A handwritten signature in black ink, appearing to be "Peter Edmonds", is written below the logo.

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cc

Dr Peter Edmonds

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Novel Application of Post-Tensioning Solves High-Rise Design Challenges

Solution provides long spans and efficient transfer of horizontal and vertical forces

by Bijan O. Aalami, Florian B. Aalami, Jeffrey Smilow, and Ahmad Rahimian

Post-tensioning is used to reduce deflection, control cracking, and add strength in a wide range of concrete construction projects, including both new construction and retrofit of existing structures. The two principal characteristics of post-tensioning are the precompression that is applied to the concrete and the uplift that is generated to offset gravity loads. A third characteristic of post-tensioning is the generation of hyperstatic (secondary) forces in statically indeterminate structures.

Hyperstatic forces were recently used to resolve a major challenge facing the structural design of 55 Hudson Yards, a high-rise in New York City, NY, that will be partially constructed over and supported by an existing structure. The design scheme required the columns of the existing structure to provide partial support for the new construction. The challenge was to match the anticipated reactions of the new construction, which are governed by the building's architectural design and construction scheme, to the location and capacity of the columns of the existing structure.

While the combined capacity of the columns of the existing structure could support the weight of the new construction, the distribution of the reactions from the new construction was considerably different from the capacities of the existing supports. Among the several options explored, the use of post-tensioning, configured to generate a set of hyperstatic reactions so that the reactions from the new structure matched the capacity of the existing supports, proved to be the most practical and effective scheme. This article presents the highlights of the design challenge and details how the hyperstatic actions associated with post-tensioning were used to achieve the design objective.

Hudson Yards

According to its developers, Related Companies and Oxford Properties, Hudson Yards is the largest private real

estate development in the history of the United States and the largest development in New York City since Rockefeller Center. The project covers 28 acres (11.3 ha) on the west side of Manhattan, and when it is completed in 2024, 125,000 people per day will work at, visit, or call Hudson Yards their home. The site will include more than 17 million ft² (1.6 million m²) of commercial and residential space, state-of-the-art office towers, more than 100 shops, a collection of restaurants, approximately 4000 residences, 14 acres (5.7 ha) of public open space, and a 750-seat public school. Half of the project extends over an existing rail yard; the 30 active train tracks are slowly being covered by a massive platform that will hold three towers, a retail complex, a 6 acre (2.4 ha) public square, and a new cultural space. The construction is expected to be completed in 2019 and is taking place while the trains remain in operation.

55 Hudson Yards

A prominent part of the project is a 51-story commercial office building, 55 Hudson Yards (Fig. 1). One of the first fully concrete-framed high-rises of its class in New York City, the tower will include over 1.3 million ft² (120,773 m²) of office space. The developers wanted the building to provide modern, efficient floor spaces uninterrupted by columns, and with floor-to-ceiling windows. The solution comprises long-span post-tensioned flat slabs supported by a central core and perimeter columns (Fig. 2). The architects are Kohn Pedersen Fox Associates and Kevin Roche John Dinkello and Associates, and the structural engineer is WSP | Parsons Brinkerhoff. ADAPT Corporation was consulted on the post-tensioned aspects of the design.

Using post-tensioned flat slab construction with lightweight concrete allowed floor spans of up to 45 ft (13.72 m). It also eliminated the need for interior beams. This reduced the floor-to-floor height, allowing the required office space to be



Fig. 1: Rendering of 55 Hudson Yards

accommodated within a total building height of 780 ft (237.74 m). The building features 10 floors of larger base construction topped with 41 typical levels for a total of 51 floors. A multi-level transfer structure has been designed to direct loads from the exterior tower columns to the offset lower column grid. The composite transfer structure is composed of three floor slabs and a series of transfer walls and “walking” columns. Post-tensioning in two of these slabs is used to resist the horizontal tensile forces developed in the composite transfer levels. Profiling of the tendon ties through the transfer plate provide added uplift to support the load from above. This unique transfer system is described in more detail later in this article.

The floors in the tower feature a central core and open, beamless unobstructed space that extends 38.5 ft (11.74 m) from the core wall to the perimeter (Fig. 2). In the base structure, the floors span as far as 44 ft (13.4 m). The typical floors are 9 in. (229 mm) thick flat slab construction with a perimeter beam that is 30 in. (762 mm) deep and 48 in.

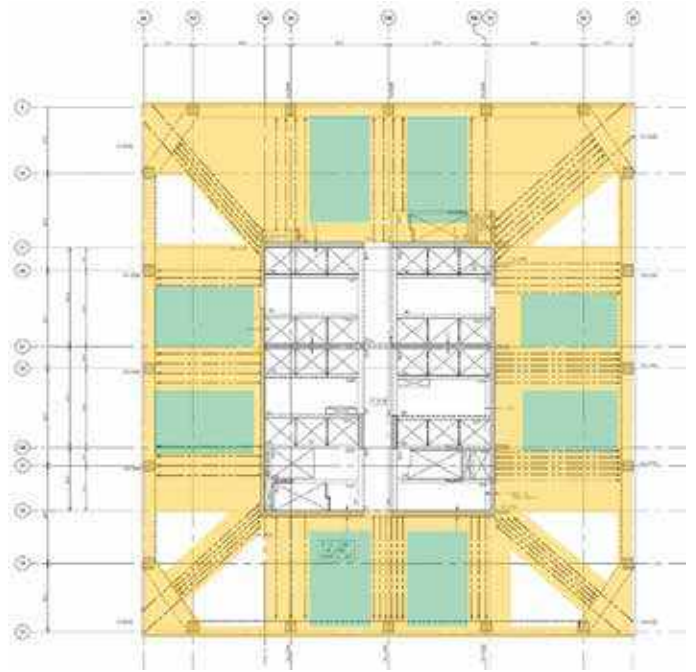


Fig. 2: Plan of typical high-rise (tower) level (Note: Green designates area of future stair opening, additional slab reinforcing is required; yellow designates no future slab penetration is these areas, limited small sleeves may be allowed; and white designates area for small penetration, sleeves, and poke-throughs)

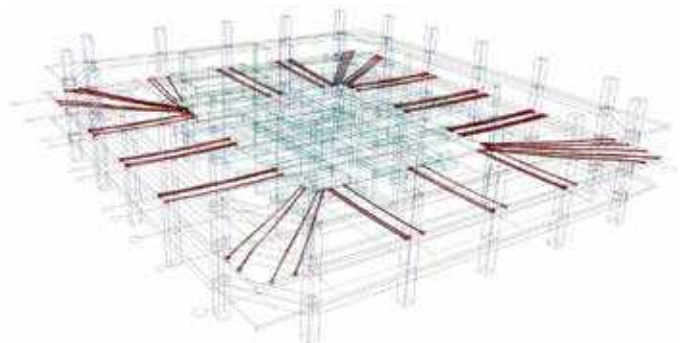


Fig. 3: Overview of tendon layout of a typical floor

(1219 mm) wide. The specified superimposed dead load was 35 lb/ft² (1.68 kN/m²), and the design live load was 50 lb/ft² (2.39 kN/m²), not reduced. The specified 28-day strength was 7000 psi (48 MPa) for the lightweight concrete (120 lb/ft³ [1922 kg/m³]) in the floors and 12,000 psi (83 MPa) for the normalweight concrete in the columns and core walls. The design of each slab considered three zones specified by the owner: areas for future large openings, areas for small penetrations, and areas with post-tensioning that should not be penetrated in the future.

The floor system reinforcement consists of unbonded post-tensioning tendons and conventional reinforcement. The tendons were grouped and configured to meet the developer’s requirement of large tendon-free regions at the center of the floor panels (Fig. 2 and 3), allowing tenants greater flexibility



Fig. 4: Layout of post-tensioning and nonprestressed reinforcement

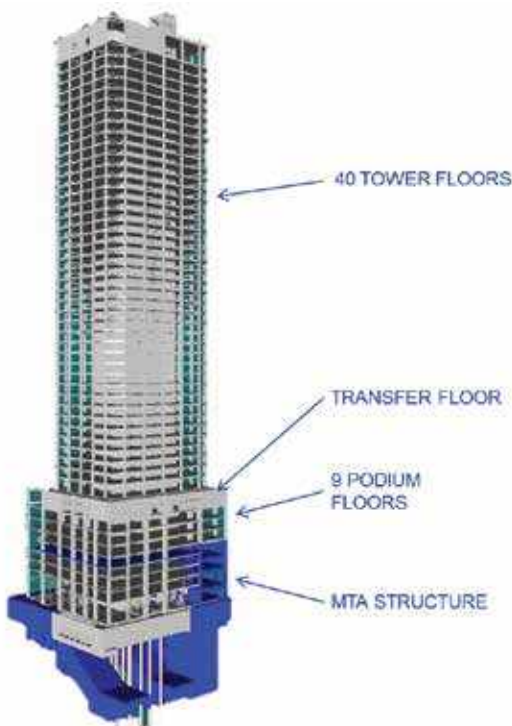


Fig. 5: Structural model of 55 Hudson Yards

for creating internal access between the floors or other structural modifications. The 0.5 in. (13 mm), 270 ksi (1860 MPa), seven-wire strand tendons (Fig. 4) were supplied by Amsysco, Inc., and installed by the primary concrete contractor Cross Country Construction, LLC.

The projection of the building beyond the central core, shown on the right of the structural model of the building (Fig. 5), is supported on the column ends of the existing Metropolitan Transit Area (MTA) ventilation building. A post-tensioned wall system was developed in the new construction over the existing building to bring the reactions from the new construction to within the allowable values of the existing supports.

Post-Tensioned Wall

The existing ventilation tower had been designed with designated support locations to accommodate future development at the Hudson Yards project. The architectural requirements and the massing of the proposed new construction, however, led to a potential overloading of two of the interior existing support locations, while the exterior support locations were underused. WSP | Parsons Brinkerhoff evaluated several design and construction approaches to redistribute the loads, including the use of a large steel truss in combination with the delayed casting of the central columns. Load redistribution would have been achieved by initially spanning the exterior columns with the steel truss. The central columns would be cast only after sufficient load had been transferred to the outer supports. After installation of the central columns, the remaining construction load would have been distributed among all supports.

Another option, developed in collaboration with ADAPT, was to redistribute the loads using post-tensioning tendons draped from the 10th floor at locations near the exterior columns down to the 8th level at the two interior columns. This alternative allowed ducts to be placed during the level-by-level construction of a concrete wall. Multistrand tendons, supplied by Freyssinet, Inc., would be fed through the ducts and could be stressed from the 10th level, where segments of the wall would terminate. Calculations showed that the proper load rebalancing would occur if the tendons were stressed after completing construction of the 20th floor.

Using post-tensioning in a cast-in-place wall provided a simple solution for rebalancing the reactions on the existing structure, with minimal requirements to manipulate the construction sequence. It also avoided the need for mixing structural steel construction with concrete construction and was shown to be less expensive to implement than the steel truss option.

The design concept of the post-tensioning alternative is based on the hyperstatic forces from post-tensioning. In a statically indeterminate structure, the restraint of the supports to the movement caused by post-tensioning results in a set of forces in the structure; these forces are referred to as hyperstatic actions. In the structural design of post-tensioned

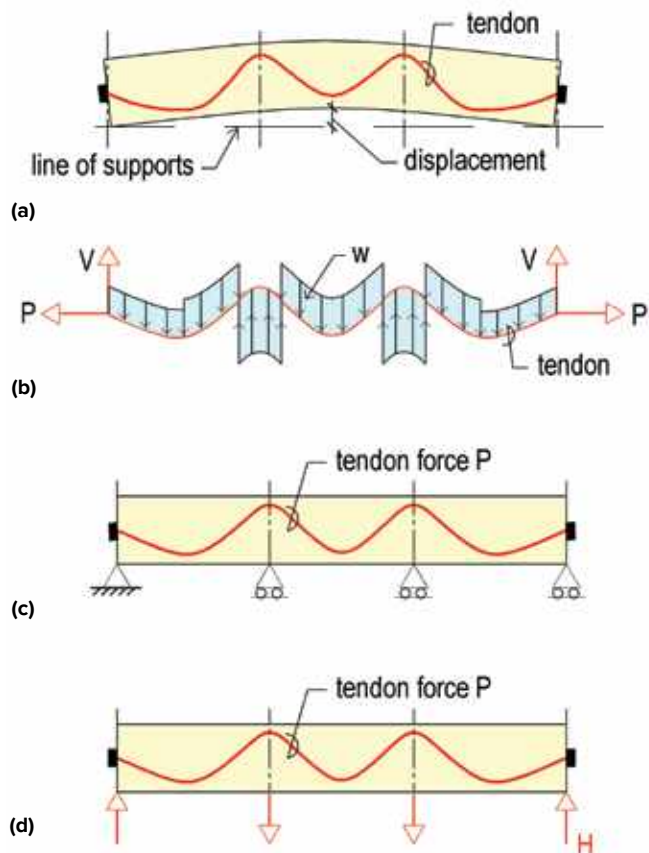


Fig. 6: Hyperstatic reactions from prestressed members: (a) free member; (b) tendon forces; (c) restrained member; and (d) hyperstatic forces

members, the hyperstatic effects must be calculated and accounted for along with the other loads on the structure.¹

Figure 6 explains the concept of support reactions in post-tensioned members. The internal forces generated by post-tensioning tendons deform the member that contains them (Fig. 6(a)). Depending on the loads on the member and the amount of post-tensioning, the post-tensioning forces can actually lift the member off its supports. The forces generated by the post-tensioned tendons and applied to the member that contains them are always in static self-equilibrium (Fig. 6(b)). That means they sum up to be zero. They will deform the member if the member is free to deform, as shown in Fig. 6(a). If the supports of the post-tensioned member are fixed, they will prevent the member from deforming at the connections to the supports (Fig. 6(c)). The resistance to the movement of the member caused by the post-tensioning forces results in a set of reactions at the supports (Fig. 6(d)). These reactions are referred to as the hyperstatic forces from post-tensioning.

Because the forces that generated the reactions shown in Fig. 6(b) are in self-equilibrium, the sum of the resulting hyperstatic forces must also add up to be zero, but the direction and the value of each reaction can be configured through the post-tensioning design. Through judicious selection of tendon profile and tendon forces, it is possible to

configure the reactions to act in the direction and amounts required by design. This feature of post-tensioning was used to alter the reactions from the building loads so that they were within the allowable range of the existing supports.

Figure 7 illustrates the application of the concept to the 55 Hudson Yards concrete frame. The hyperstatic reactions from the post-tensioning in the wall were designed so that the column reactions framing into the wall were within the support capacity.

W_1 through W_4 are the reactions from the superstructure at the base of the columns. Based on the elastic distribution of loads in the proposed structure, the W_2 and W_3 reactions exceeded the capacity of the existing supports, while the reactions at W_1 and W_4 were less than the capacity of their supports, but by different amounts. A total of three hundred and sixty-seven, 0.6 in. (15 mm) strands, providing a total of approximately 14,000 kip (62,275 kN), grouped in mostly 31 strands per tendon and arranged as shown, were used to create the hyperstatic forces H_1 through H_4 at the base of the columns, where H_2 and H_3 are upward forces, and H_1 and H_4 are downward forces. The sum of the forces H_1 through H_4 is zero, but they transfer a load totaling over 5000 kip (22,240 kN) from central supports to the end supports. This

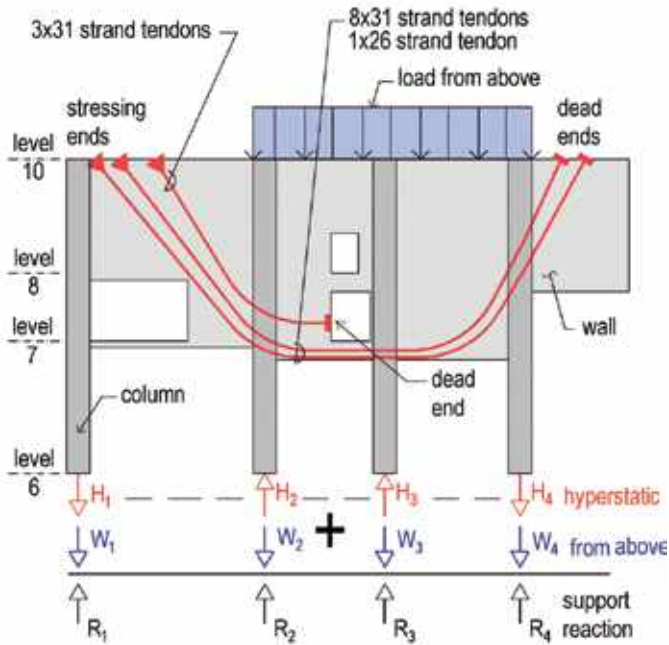


Fig. 7: Schematic elevation of the lower wall section and its supports



Fig. 8: Partial view of construction at Level 8

results in the net building reactions R_1 through R_4 , which do not exceed the support capacity.

Figure 8 provides a partial view of the construction of the post-tensioned wall at Level 8 in the building. Ducts (white) for multi-strand bonded tendons are being positioned along the path specified in the design. The vertical reinforcing bars on each side of the wall extend up from the level below. The remainder of the wall reinforcement will be placed after the installation of the ducts has been completed. Slab reinforcement, including unbonded reinforcement (green), is also being placed.

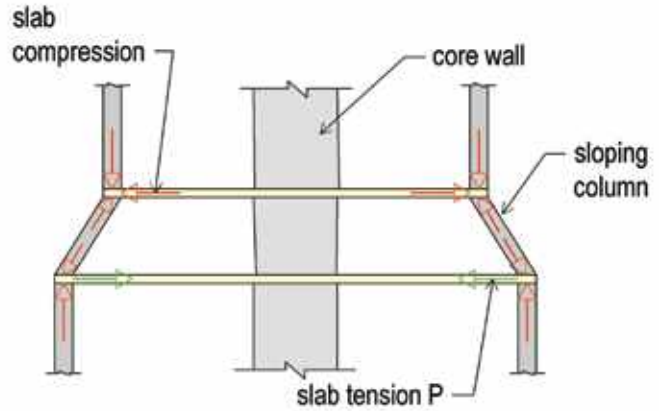


Fig. 9: Mechanics of generation of tensile forces in the lower slab in spreading the load from smaller to larger slab footprint

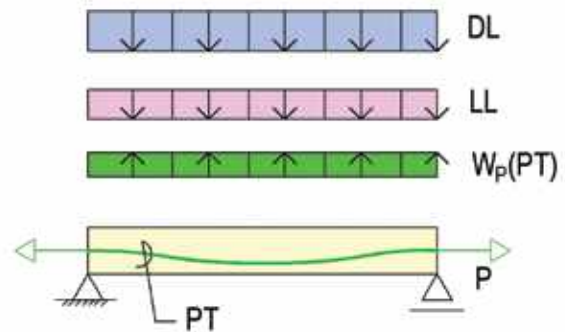


Fig. 10: Forces on typical span of enlarged floor (Note: DL is dead load; LL is live load; W_p is uplift from post-tensioning (PT))

A nontraditional but beneficial aspect of post-tensioning in the design is the extended role of the tendon ties in the transition slab between the smaller footprint of the tower, and the larger podium floor below. Figure 9 displays the mechanism of generation of tensile forces in the lower slab. Figure 10 illustrates the forces on a typical span of the lower floor, followed by the required adjustment in the strength design of the floor.

In-plane tension generated in the lower floor can be resisted by adding nonprestressed reinforcement, post-tensioning tendons, or combination of the two.

Post-tensioning to resist tension from the floor transition can be profiled to provide uplift (W_p) in addition to tension. The uplift counteracts the effects of dead (DL) and live (LL) loads, but requires an adjustment in the safety design of the slab from the common case.

While tendons have been used as tie members before, profiling of tendon ties and recognizing their participation in providing the flexural strength of the member they pass through is novel. Equation (1) is the load combination commonly used for strength demand of post-tensioned members (Sections 5.3.1 and 5.3.11 of ACI 318-14²), where HYP is the hyperstatic effects from flexure of member caused

by post-tensioning. It is applicable to the common case when the tendons are anchored at the slab edge, leading to compression in the slab. The moments from this expression are to be resisted by the **combined contributions** of prestressing and nonprestressed reinforcing bars.

Equation (2) is the load combination when the tendon is a tie and is profiled. The uplift resulting from profiling of the tendons, and the effects of uplift on the flexure of the slab—hence the hyperstatic actions—remain unchanged. However, the tendons will not be available to resist the demand moment, as their force P is usurped by the sloping columns. In this case, the applicable demand moment derived from Eq. (2) has to be resisted by **nonprestressed reinforcement and added post-tensioning**.

$$U = 1.2DL + 1.6LL + 1.0HYP \quad (1)$$

$$U = 1.2DL + 1.6LL + 1.0W_p \quad (2)$$

Project credits

Developer: The Related Companies and Oxford Properties
 Architect: Kohn Pedersen Fox Associates and Kevin Roche John Dinkello and Associates
 Main Contractor: Gilbane Building Company
 Concrete Contractor: Cross Country Construction, LLC
 Structural Engineer: WSP | Parsons Brinkerhoff
 Post-Tensioning Consultant: ADAPT Corporation
 Post-Tensioning Suppliers: Amsysco, Inc., and Freyssinet, Inc.

References

1. Aalami, B.O., *Post-Tensioned Buildings: Design and Construction*, first edition, PT-Structures, 2014, 396 pp.
 2. ACI Committee 318, "Building Code Requirements for Structural Concrete (ACI 318-14) and Commentary (ACI 318R-14)," American Concrete Institute, Farmington Hills, MI, 2014, 519 pp.
- (2) Selected for reader interest by the editors.



ACI member **Bijan O. Aalami** is Emeritus Professor of San Francisco State University, San Francisco, CA; Legend, Fellow, and Life Member of the Post-Tensioning Institute (PTI); and Founder and Principal of ADAPT Corporation. He is a recipient of the ACI Design Award for application of advanced engineering to a notable

concrete structure. He has published extensively on analysis and design of post-tensioned structures. A renowned educator, he has held courses on post-tensioning in more than 35 countries worldwide. He is an Honorary Member of the Argentine Structural Engineering Association and former Vice Chancellor and Professor at Arya Mehr (now Sharif) University of Technology, Tehran, Iran.



ACI member **Jeffrey Smilow** is Executive Vice President, USA Director of Building Structures at WSP | Parsons Brinkerhoff and is responsible for all building structures operations throughout the United States. As an integral member of the firm's leadership team, he also oversees all building related engineering disciplines. He has over 38

years of design experience in steel and concrete and has developed a portfolio of high-profile projects including the World Trade Center Tower Three, Columbia University Manhattanville, and the Citi Field New York Mets Stadium, among many others. His work was instrumental in renovating landmarks such as the Plaza Hotel and Grand Central Terminal. A Fellow of the American Society of Civil Engineers (ASCE), he is a licensed engineer in multiple states.



Florian B. Aalami is CEO of ADAPT Corporation, a structural engineering and software development company, specializing in analysis and design of concrete structures with extensive national and international activities. He is the recipient of 2013 ACI Charles S. Whitney Medal, awarded to ADAPT Corporation for its contributions in the

area of software used to design concrete structures. He received his PhD from Stanford University, Stanford, CA. He is an active member of the PTI DC-110, Building Information Modeling (BIM) Committee.



ACI member **Ahmad Rahimian** is USA Director of Building Structures at WSP | Parsons Brinkerhoff. He is the recipient of numerous awards from engineering societies for various projects, including the 2007 AISC Special Achievement Award, 2005 ASCE-CERF Charles Pankow Award for innovation, and the *ENR* Excellence Award as one of the Top 25 Newsmakers of 2003. In his 30 years

at WSP, he has engineered numerous projects worldwide ranging from high-rise commercial and residential towers to stadiums and transportation facilities. His projects are counted among the world's most iconic and award-winning structures, such as One World Trade Center and The Shard in London, UK. He received his PhD from the Polytechnic Institute of New York University, Brooklyn, NY. A Fellow of ASCE, he is a licensed engineer and licensed structural engineer in multiple states.

ADAPT is retained by WSP to consult on the post-tensioning retrofit of Botswana Innovation Hub

BOTSWANA INNOVATION HUB RETROFIT

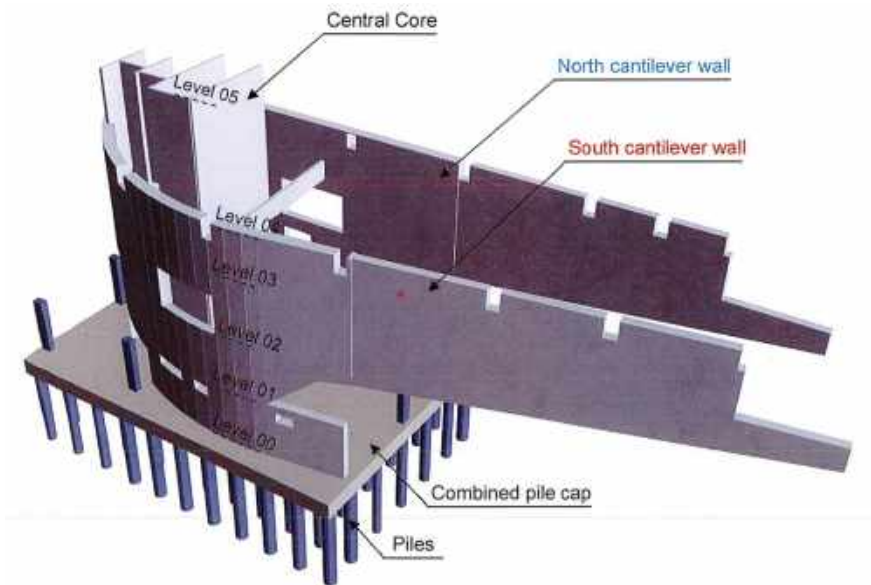


FIGURE-1 View of the Structural System of the Building

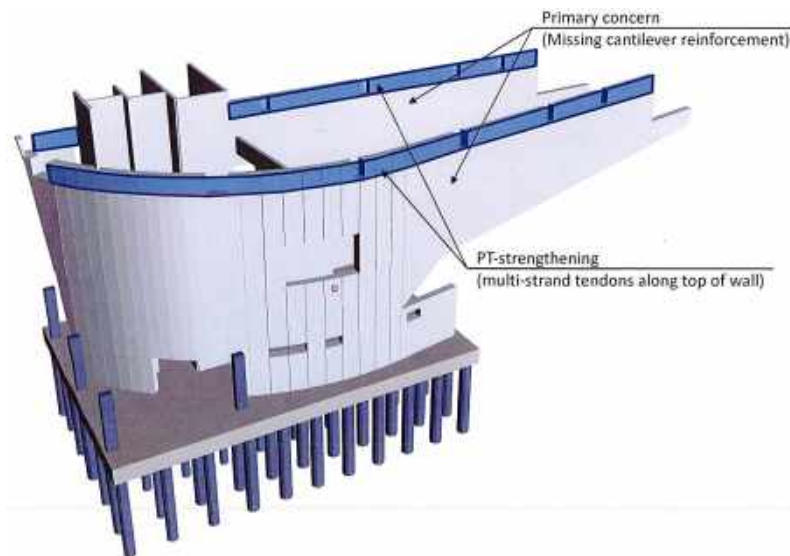


FIGURE 2 View of the Structure Illustrating the Installation of the Post-Tensioning Tendons along the top the Walls

3 – Attachment

ADAPT (Bijan Aalami) was retained by Simpson Gumpertz & Heger of San Francisco as consultant to make a large access opening in the middle of one of the central panels of a multi-level San Francisco building

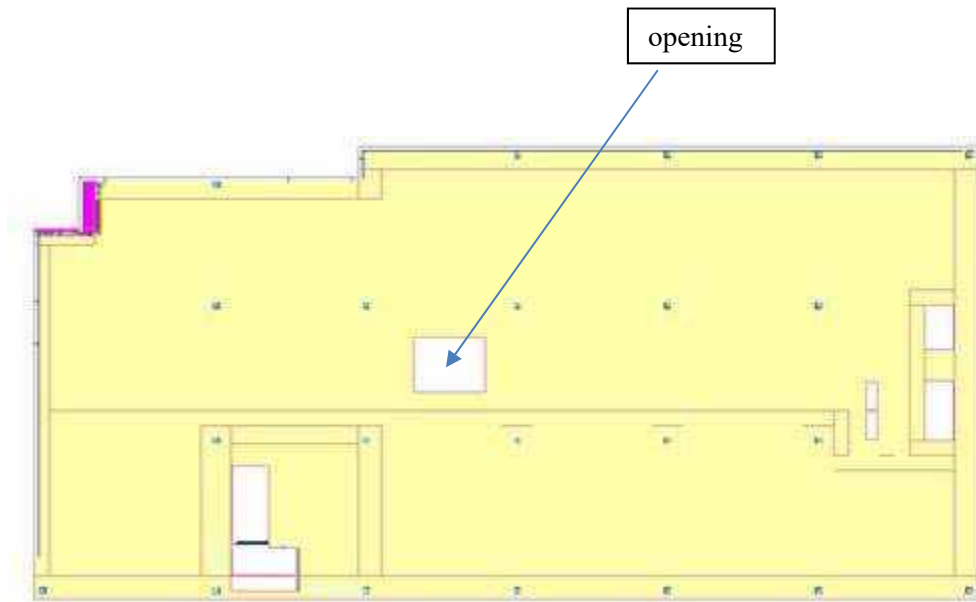


FIGURE 1 Position of large access opening made in the middle of an interior post-tensioned panel



FIGURE 2 Work in progress



Figure 3 Tendons cut and re-anchored at the face of the opening

April 30, 2019

1000 El Camino Real; Menlo Park
Proposed Retrofit Scheme

This document explains a retrofit scheme for the post-tensioned podium slab of the building at 1000 El Camino Real, Menlo Park, California.

The proposed scheme handles the retrofit entirely from inside the parking structure. There will be no construction work outside.

The scheme does not require changing the current configuration of the parking stalls. During the retrofit work, the parking space will remain essentially accessible and open for use.

The proposed scheme does not involve installation of components inside the parking space that might restrict its use; nor does it encroach on the current clearances and space allocations.

The proposed scheme is not intrusive. It is believed to be the economical and practical option to address the reported deficiencies of the structure.

Most importantly, for the continued safety and serviceability of the office building over the podium slab, the proposed scheme does not rely on the long-term performance of either the current, or a newly installed moisture barrier at the landscaping.

In current construction practice, both from standpoint of material availability and installation, the moisture barriers have limited life span – less than the anticipated life of the current building over the podium slab.

For this reason, the proposed scheme fully separates the structural system of the podium slab at the landscaped area from the office building region. Deteriorations, or failure of the landscaped area will not impact the continued satisfactory performance of the podium slab that supports the superstructure,

Contents:

1 – STRUCTURE

2 – REPORTED SHORTCOMING

3 – VISUAL OBSERVATION

4 –RETROFIT SCHEME

4.1 Breakdown of the Podium Slab in Two Independent Structures

4.2 Region Below Building

4.3 Region Below Landscaping

1 – STRUCTURE

Figure 1-1 is a simplified plan of the column-supported podium slab. The slab covers the parking level below grade. The slab supports a light-frame office building over most of its area. Along one side, over essentially one bay (between J and H; Fig. 1-1), top of the slab is covered with landscaping.

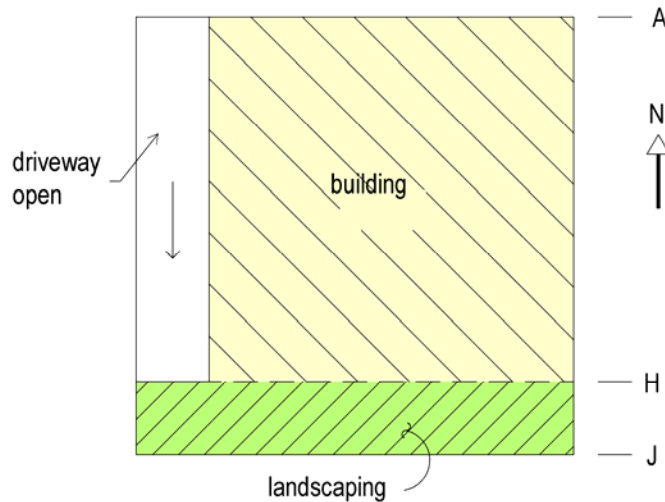


FIGURE 1-1 Plan; Simplified schematic of the podium slab

The slab was constructed in early 1980s. It is designed as a column-supported two-way system. The slab is reinforced with unbonded prestressing tendons and conventional reinforcement. The tendons are grouped in one direction and distributed in the orthogonal direction (Fig. 1-2)

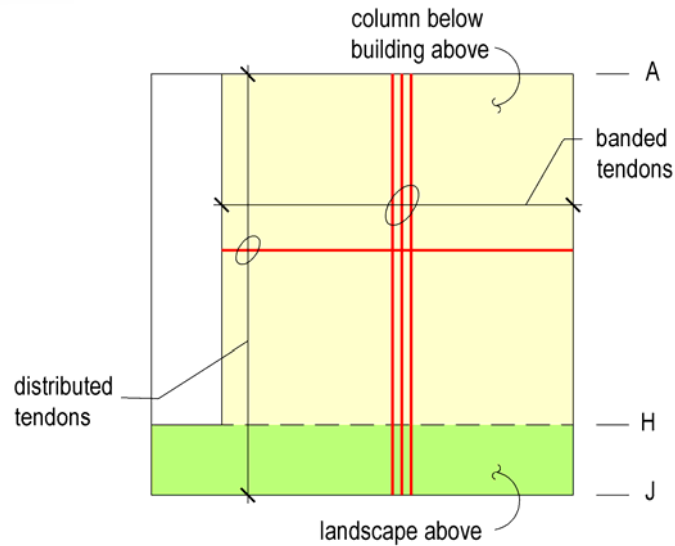


FIGURE 1-2 Plan; Arrangement of PT tendons in the podium slab

2 – REPORTED SHORTCOMING

Observation of cracks at soffit of the slab below the landscaped region (between lines J and H in Fig. 1-2), along with field investigation, has concluded the following shortcomings¹.

There are several cracks at the soffit of the slab below the landscaped area. Water stains at the location of cracks imply the breach of waterproofing over the podium slab.

Water in the slab can result in the deterioration of nonprestressed reinforcement.

Several of the stressing ends of the post-tensioning tendons at the edge of the slab, below the landscaping, have been exposed to moisture. This has resulted in local corrosion of the strand and anchorage casting. Several of the strands have fully or partially lost their effective force.

Loss of force in tendons can lead to reduction of strength capacity of the podium slab along the entire length of the damaged tendon.

While doable, the extent of the strength loss has not been evaluated. But it is viewed as a matter of concern.

¹ Investigated and reported by others

3 – VISUAL OBSERVATION

A cursory, visual walk through the parking structure confirms the cracking and intrusion of water for the region below the landscaping.

Compared to other structures of similar construction and age, the cursory observation concluded that the rest of the podium slab below the building appears to be in reasonably good and serviceable condition. No apparent sign of distress was noted.

A detailed walk through is required to confirm the conclusion of the cursory observation.

4 – PROPOSED RETROFIT SCHEME (Fig. 4-1)

The proposed scheme retains the regions of the podium slab that do not show distress in as-is condition. This is essentially limited to the region below the building.

The health of this region and its adequacy for continued service is to be verified by analysis.

The reported shortfall and the focus of the proposed retrofit is the region below the landscaping between lines J and H in Fig. 4-1

Proposed procedure:

Separate the structural system of the region below the building (between A and H) from that below the landscaping (between J and H).

Once separated, leave the structural system of the region below the building as-is.

Retrofit the region below the landscaping (between J and H) to be serviceable and safe.

4.1 Breakdown of the structural system in two independent segments

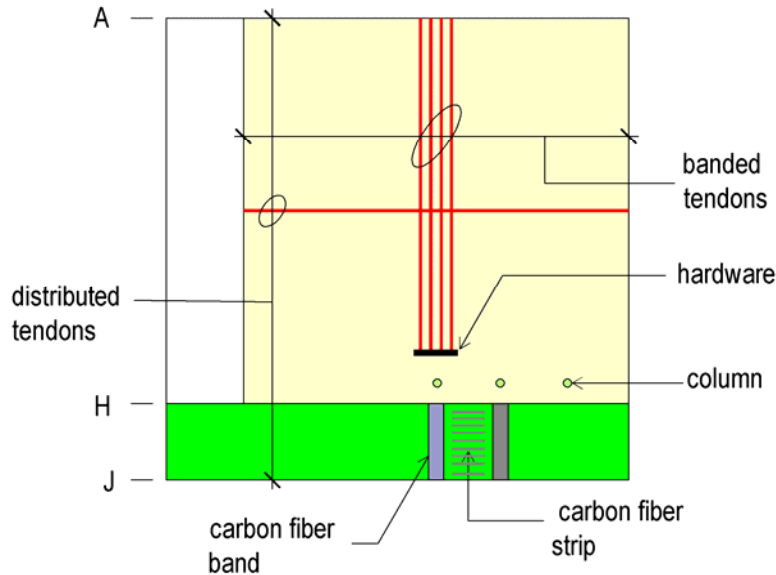


FIGURE 4-1 Plan; General arrangement of the proposed retrofit.
 Grouped tendons are re-anchored at the newly installed hardware attached to slab soffit. The position of the hardware will be determined by analysis.
 Landscaped area to be retrofitted using carbon fiber.

4.2 Treatment of the region below the building

The region below the building (between A and H in Fig. 4-1) is serviced by:

Distributed tendons

The distributed tendons between lines A and H are not impacted by the proposed separation of the structural system next to line H. No action is required in the proposed scheme for these tendons.

Banded tendons

Banded tendons are continuous from one end of the podium slab the opposite end. They serve both the region below the building and the landscaped area.

Install external hardware at the soffit of the slab next to line H (see Fig. 4-1). The position and configuration of the hardware will be determined by analysis.

One hardware assembly will be installed for each column line. The hardware will be installed away from the landscaped region.

The hardware will be made up of steel sections. In its final form, the hardware will not be wider than 12-in. in the horizontal direction, not deeper (vertical direction) than 8-in. and not longer than 8 ft. The maximum depth (vertical) of the hardware will not exceed the existing depth of the column drops. The installation of the hardware will not violate the required minimum clearance height of the parking level.

Destress and sever at a point between lines J and H each of the banded tendons one by one. Re-install the severed tendons one by one through the external hardware; restress and anchor one by one.

Once all tendons of a group are done, spray the exposed hardware and tendons with 2-hour fire coating.

Provide detailed numerical analysis to support the compliance of the proposed tendon re-arrangement with the requirements of the current ACI-318 and California Building Code in regards to the serviceability and safety of the structure.

The tendon tails and hardware remaining in the slab between J and H will be left as is. They provide no structural value. The structural requirements of the section between J and H will be handled differently.

4.3 Treatment of the region below the landscaped area (region J-H)

Concrete retains its compressive and shear strength when moist, or submerged.

In time, moisture and water from landscaping, will cause deterioration of the remainder of the conventional reinforcement between J and H. The existing nonprestressed reinforcement in this region will deteriorate fully and lose its tensile capacity – no contribution from the existing rebar for safety of the region will be accounted for in the proposed retrofit scheme.

The severed grouped tendons extending from the region below the building into the landscaped area (region J-H) will be loose with zero force. They provide no structural value.

Rely entirely on the long-term compressive strength of concrete and its one-way shear capacity. Use the tensile capacity of carbon fiber. Install carbon fiber at the soffit of the existing slab. Configure the combination to meet the code-required serviceability and strength of the landscaped region.

One option is the arrangement shown in Fig. 4-1. It consists of a wide band of carbon fiber along the extension of the grouped tendons, and narrower strips uniformly distributed normal to it.

The size and amount of the required carbon fiber will be determined by analysis.



Leave the landscaping over the region J-H as is. This includes leaving the existing moisture barrier. With time, the moisture barrier is likely to deteriorate more. This deterioration will lead to increase in leakage.

The method of construction used for the podium slab, namely unbonded tendons and little nonprestressed reinforcement, generally leads to formation of one long, but wide, crack per bay, when short in strength. Leakage of water is generally through a limited number of cracks.

If the amount of leakage becomes unacceptable, capture the water at the location of crack through U-shaped conduits to be attached below the cracks and discharge it where acceptable.

Please let me know, if there is a question.

Bijan Aalami

A handwritten signature in black ink, appearing to read "Bijan Aalami". The signature is stylized and fluid.

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STAFF REPORT

City Council

Meeting Date:

5/14/2019

Staff Report Number:

19-085-CC

Regular Business:

Approve the prioritization strategy for projects identified as part of the transportation master plan

Recommendation

Staff recommends that the City Council approve the prioritization strategy for projects identified as part of the transportation master plan.

Policy Issues

The development of a transportation master plan was included as one of the top six priority projects in the City Council's adopted 2018 work plan and was included again as one of the top five priorities in the 2019 work plan. It was also one of the highest priority implementation programs in the 2016 general plan circulation element.

Background

The transportation master plan (TMP) and transportation impact fee (TIF) program is the highest priority program following the adoption of the ConnectMenlo general plan land use and circulation elements in November 2016. An abbreviated summary of the work to-date is provided below; more detail is available on the project website (Attachment F) and in the City Council staff report from March 26.

The TMP process was kicked off in June 2017 and started with outreach events during the summer and fall of 2017 to collect community feedback on transportation issues within the City. City Council also appointed an 11-member Oversight and Outreach Committee (Committee) in August 2017.

The four goals of the TMP are:

1. Safety: vision zero – Eliminate traffic fatalities and reduce the number of non-fatal collisions by 50 percent by 2040
2. Sustainability: Enable the City to meet the goals of the climate action plan, including a 27 percent greenhouse gas emission reduction
3. Mobility choice: Design transportation projects to accommodate all modes and people of all abilities. Encourage the use of lower emission modes such as walking, biking and transit
4. Congestion management: Manage traffic congestion to reduce travel time on City streets and minimize cut-through traffic on neighborhood streets, including the encouragement of the use of lower emission modes such as walking, biking and transit, and prioritizing the safety of children, seniors and the public

Staff has met with the Committee seven times from October 2017 to December 2018, reviewing the goals, prioritization criteria and draft strategies and recommendations. At their meeting March 26, the City Council modified the goals of the TMP to incorporate congestion management, as identified above, and referred the prioritization strategy to the Committee for consideration at their April 23 meeting.

Analysis

Prioritization strategy

Previous proposals of the prioritization strategy included numerical values for each criterion and grouping of the projects by implementation timing and cost. Staff and the consultant team have modified the prioritization strategy based on feedback received from the Committee, City Council and members of the public to simplify the process and to provide a better visual indication of how projects meet the different criteria and build on the implementation groups that had been defined previously and described in Table 1. The implementation groups are defined both by their costs as well as the complexity of implementation and the staff skills that will be needed to implement the projects.

Category	Description ¹	Approximate number of projects
Large infrastructure	Projects that require more design and outreach and cost more than \$1 million	13
Complex design	Projects that require more design, but cost less than \$1 million	42
Complex outreach	Projects that require more outreach due to on-street parking removal	29
Straightforward	Projects that are relatively easy to implement and lower in costs	35
Regional	Projects where the City would not be the lead agency	5
Citywide	Projects that are policy oriented or would apply across the city	23

¹ More detailed cost estimates for each project will be developed in the future.

The regional and straightforward categories (Attachment A) were not prioritized. Regional projects are those for which the City would not be the lead agency, and the City would need to work collaboratively with other agencies to implement them. The straightforward projects are planned to be implemented in an annual program over a five-year time period.

The projects are identified on whether they do not meet, partially meet or fully meet each criteria. Then, the projects are separated into two tiers within their respective implementation groups. The Tier 1 projects are projects that fully meet one or more of the key criteria, including safety, congestion management, greenhouse gas reduction, transportation sustainability, and proximity to schools and provide a transportation network connection to either another project or close gaps in the network. Thirty-one of the projects have been identified as Tier 1 and they are shown on the map in Attachment B and summarized in the tables in Attachment C. Tier 1 projects are the high priority projects that the City would plan to implement first and as funding and staffing resources are available. The remaining projects are considered Tier 2 “opportunity” projects. The Tier 2 projects are still important to the transportation network, but are considered lower priority and would be implemented over time and when there are opportunities to include the projects such as when a street is being repaved or an adjacent property is proposed for redevelopment. The Tier 2 projects are summarized in the tables included in Attachment D. Table 2 presents a summary of the number of Tier 1 and Tier 2 projects in each category.

Category	Tier 1	Tier 2	Total
Large infrastructure	8	5	13
Complex design	14	28	42
Complex outreach	8	21	29
Citywide	12	11	23
Total	42	65	107

Committee feedback

Staff presented this revised prioritization strategy to the Committee at their meeting April 23. A draft detailed meeting summary of the Committee’s discussion is included in Attachment E. The Committee generally agreed with the revised approach of a simplified and visual rating of the projects. They also requested that the citywide projects be rated in the same way, and these are now included in the Tier 1 and Tier 2 project lists as summarized in Table 2.

The majority of the discussion among the Committee members focused on the implementation plan and whether to further rank the Tier 1 projects. Staff had originally presented a sample of an implementation plan that showed a 5-year process on how projects may be implemented similar to the 5-year capital improvement program (CIP), and indicated that the projects would be ranked in order of priority within this implementation plan. Some Committee members questioned whether this approach would feel prescriptive to the City Council, create false expectations of when projects would be implemented, and create future conflicts between proponents of specific projects when the projects’ implementation schedule needed to change. A robust discussion occurred on this item, as the draft meeting summary (Attachment E) describes in more detail. However, the Committee ultimately came to general agreement not to include a yearly implementation schedule as part of the TMP. Instead, the TMP would show clusters of higher priority projects within each implementation category rather than ranking each project individually. As the City Council adopts their annual budget and CIP, these clusters of projects can be prioritized based on the available funding and staff resources at that time.

The Tier 1 project lists in Attachment C have been sorted by projects that meet more of the prioritization criteria. Table 3 presents the top clusters of projects in each category; those that are currently the highest priority to implement. It is expected that these priorities may change as community feedback is gathered on the projects and priorities through the community engagement efforts planned to occur in the next few months. The draft and final TMP (as summarized in Table 4 below) would present the recommendations later in 2019 or early in 2020.

Large infrastructure	Complex design	Complex outreach	Citywide
#8: Bayfront Exp. and Willow Rd.	#65: Middlefield Rd. & Linfield Dr-Santa Monica Ave.	#74: Ravenswood Ave. & Laurel St.	#176: Willow Rd. relinquishment
#1: Haven Av from Marsh Rd. to Haven Ct.	#63: Middlefield Rd. & Ravenswood Ave.	#61: Coleman Ave. from Ringwood to Willow Rd.	#157: Enhanced bicycle and pedestrian detection
#81: Middle Ave. Caltrain crossing	#59: The Willows	#118: Middle Ave. from University Dr. to Olive St.	#154: Prepare Citywide bicycle map
#47: Willow Rd. a Middlefield Rd.	#39: Willow Rd. & Ivy Dr.	#129: Olive St. from Oak Ave to Santa Cruz Ave.	#167: Establish shared mobility program

In addition, the Committee recommended that expected and measureable outcomes of the proposed projects be reported to better understand how implementation of the proposed projects will meet the TMP goals. Staff is working with the consultant team to develop maps and/or tables that can provide this information. For example, implementation of the bicycle projects could improve bike accessibility to key destinations in the city such as parks, schools and the Caltrain station; staff is pursuing mechanisms to present these results visually as part of the community engagement efforts ahead.

Next steps and schedule

The project schedule had previously targeted an online survey and community open house for May/June, however, the schedule was modified to allow for additional feedback from the Committee on the prioritization strategy. Staff received feedback from the Committee to schedule a community workshop after August 15 when school is back in session. The Committee also recommended that hosting pop-up events to gather feedback from a wider range of community members and suggested that these pop-up events can be done during the summer. Following this meeting and approval of the prioritization strategy by the City Council, staff and the consultant team will finalize the project list based on the approved prioritization strategy and prepare materials and website for an online survey and community open house to be held in late August or early September.

Below is the proposed project schedule.

Task	Schedule
City Council approval of prioritization strategy	May 14, 2019
City Council study session of draft TIF program update	May 14, 2019
Community workshop and online open house	August/September 2019
City Council adoption of TIF program update	Fall 2019
Committee meeting No. 9 and Complete Streets Commission review of draft TMP	Fall 2019
City Council review and adoption of TMP	Early 2020

Major project milestone accomplishments and deliverables will continue to be posted on the City project website (Attachment F.)

Impact on City Resources

There is no impact on City Resources.

Environmental Review

The City Council’s authorization to approve the prioritization strategy for projects for the TMP is not a project under the California Environmental Quality Act Guidelines. Future project actions will comply with environmental review requirements under the California Environmental Quality Act.

Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72

hours prior to the meeting. An update was distributed to the TMP email list Friday, May 10, to notify interested stakeholders about this agenda item.

Attachments

- A. Regional and straightforward project tables
- B. Tier 1 project map
- C. Tier 1 project tables
- D. Tier 2 project tables
- E. Draft TMP Committee meeting No. 8 summary notes
- F. Hyperlink – TMP website: menlopark.org/TMP

Report prepared by:
Kristiann Choy, Senior Transportation Engineer

Report reviewed by:
Nicole H. Nagaya, Assistant Public Works Director



REGIONAL PROJECTS

NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
9	Bayfront Expy	Bayfront Expy Multimodal Corridor Project	<ul style="list-style-type: none"> Install shoulder-running peak hour bus lane on Bayfront Expy Install TSP at signalized intersections 		✓	✓	✓		✓	
11	Bayfront Expy	Dumbarton Corridor Project	<ul style="list-style-type: none"> Implement Dumbarton Transportation Corridor Study alternative with improved mixed flow and managed lane connections, including grade separations with revised access at University Ave, Willow Rd, Chilco St, Marsh Rd, and Chrysler Dr 	✓	✓	✓	✓		✓	✓
12	Dumbarton Rail	Dumbarton Corridor Project	<ul style="list-style-type: none"> Support reactivation of Dumbarton Rail service between East Bay and Peninsula 		✓	✓	✓		✓	
13	Dumbarton Rail Corridor Trail from Marsh Rd to University Ave	Dumbarton Corridor Project	<ul style="list-style-type: none"> Construct Class I Multi-Use Path 	✓		✓	✓	✓	✓	✓

REGIONAL PROJECTS

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
78	Ravenswood Caltrain Crossing	Downtown Mobility Improvements	<ul style="list-style-type: none"> Safety improvement to separate Ravenswood Ave from Caltrain tracks and Alma St to eliminate at-grade vehicle, pedestrian, and bicycle crossings Alternative C, which would raise the Caltrain tracks over Ravenswood Ave, Oak Grove Ave and Glenwood Dr , was selected as the preferred alternative, though additional study is being conducted to explore other options Establish Class II Bicycle Lanes from Caltrain Railroad tracks to Noel Drive Coordinate with future potential Peninsula Bikeway planning efforts PP 	✓		✓	✓		✓	

STRAIGHTFORWARD PROJECTS

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
19	Constitution Dr from Independence Dr to Chilco St	Constitution Dr Pedestrian Network Improvement	<ul style="list-style-type: none"> Install sidewalk on both sides of the roadway, to be completed in phases as the properties on Constitution Dr are redeveloped 	✓		✓	✓		✓	
25	Ivy Dr from Willow Rd to Market Pl	Belle Haven Bicycle Network Improvement Project	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓	✓	
36	Willow Rd b/w Bayfront Expy & US 101 (short-term)	Willow Rd Corridor Improvement Project - Alternative B	<ul style="list-style-type: none"> No widening Buses allowed to use existing right turn lane at O'Brien location for queue jump with TSP Bicycle lanes would remain 			✓	✓	✓	✓	
49	Willow Rd	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Install new green bike paint treatments from Bayfront Expy to Bay Rd and refresh existing green bike paint treatments from Bay Rd to Middlefield Rd at interaction zones on Willow Rd 	✓		✓	✓	✓		
50	Willow Rd between Bayfront Expy & Newbridge St	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Work with Caltrans to modify signal timing at Caltrans intersections to include All-Red clearance time 	✓			✓			

STRAIGHTFORWARD PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
52	Sonoma Ave & Oakwood Pl	Flood Park Triangle Improvement Project	<ul style="list-style-type: none"> Install compact roundabout or neighborhood traffic circle (or other vertical delineator) around existing tree to increase visibility 	✓						
54	Ringwood Ave from Bay Rd to Van Buren Rd	Flood Park Triangle Improvement Project	<ul style="list-style-type: none"> Designate Class III Bicycle Route Implement Bicycle Boulevard design features 	✓	✓	✓	✓			
55	Van Buren Rd from Iris Ln to Bay Rd	Flood Park Triangle Improvement Project	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓			
57	Menalto Ave from US 101 to O'Keefe St	The Willows Bicycle Network Improvement Project	<ul style="list-style-type: none"> Designate Class III Bicycle Route Implement Bicycle Boulevard design features 	✓	✓	✓	✓	✓	✓	
58	Durham St from Willow Rd to Menalto Ave	The Willows Bicycle Network Improvement Project	<ul style="list-style-type: none"> Designate Class III Bicycle Route Implement Bicycle Boulevard design features 	✓	✓	✓	✓	✓		
62	Seminary Dr from	Menlo Oaks Bicycle	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓		

STRAIGHTFORWARD PROJECTS

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA								
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE		
	Middlefield Rd to Santa Monica Ave	Network Improvement										
67	Santa Monica Ave from Coleman Ave to Middlefield Rd	Santa Monica Ave Bicycle Network Improvement	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓				
68	Linfield Dr from Waverley St to Laurel St	Linfield Oaks Bicycle Network Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓					
83	Merrill St from Ravenswood Ave to Oak Grove Ave	Downtown Mobility Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓				
93	El Camino Real & College Ave	El Camino Real Corridor Improvement Project	<ul style="list-style-type: none"> Install high-visibility crosswalk across College Ave 	✓		✓	✓					
94	El Camino Real & Partridge Ave	El Camino Real Corridor Improvement Project	<ul style="list-style-type: none"> Install high-visibility crosswalk across Partridge Ave 	✓		✓	✓					

STRAIGHTFORWARD PROJECTS

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA							
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE	
96	El Camino Real & Harvard Ave	El Camino Real Corridor Improvement Project	<ul style="list-style-type: none"> Install high-visibility crosswalk across Harvard Ave 	✓		✓	✓				
109	Oak Grove Ave & Chestnut St	Downtown Mobility Improvements	<ul style="list-style-type: none"> Install high-visibility crosswalk across south Chestnut St leg 	✓		✓	✓	✓			
114	University Dr & Valparaiso Ave	Downtown Mobility Improvements	<ul style="list-style-type: none"> Convert existing crosswalks to high-visibility crosswalks 	✓		✓	✓	✓			
115	University Dr & Florence Ln	Downtown Mobility Improvements	<ul style="list-style-type: none"> Install high-visibility crosswalk 	✓		✓	✓				
116	University Dr & Middle Ave	Downtown Mobility Improvements	<ul style="list-style-type: none"> Convert existing crosswalks to high-visibility crosswalks 	✓		✓	✓			✓	
124	San Mateo Dr from Valparaiso Ave to City Limit	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓			

STRAIGHTFORWARD PROJECTS

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA							
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE	
126	Wallea Dr from San Mateo Dr to San Mateo Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓			
131	Oakdell Dr from Olive St to Santa Cruz Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route Implement Bicycle Boulevard design features 	✓	✓	✓	✓	✓			
139	Sharon Rd from Sharon Park Dr to Alameda de las Pulgas	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓			
141	Monte Rosa Dr from Avy Ave to Sharon Park Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Designate Class III Bicycle Route 	✓		✓	✓	✓			
147	Sand Hill Rd & Branner Dr	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Widen pedestrian refuge islands to match crosswalk widths on north and south Branner Dr legs Reconstruct nose in front of traffic signal on east Sand Hill Rd leg to provide clear crosswalk Upgrade crosswalks to high-visibility 	✓		✓	✓				

STRAIGHTFORWARD PROJECTS

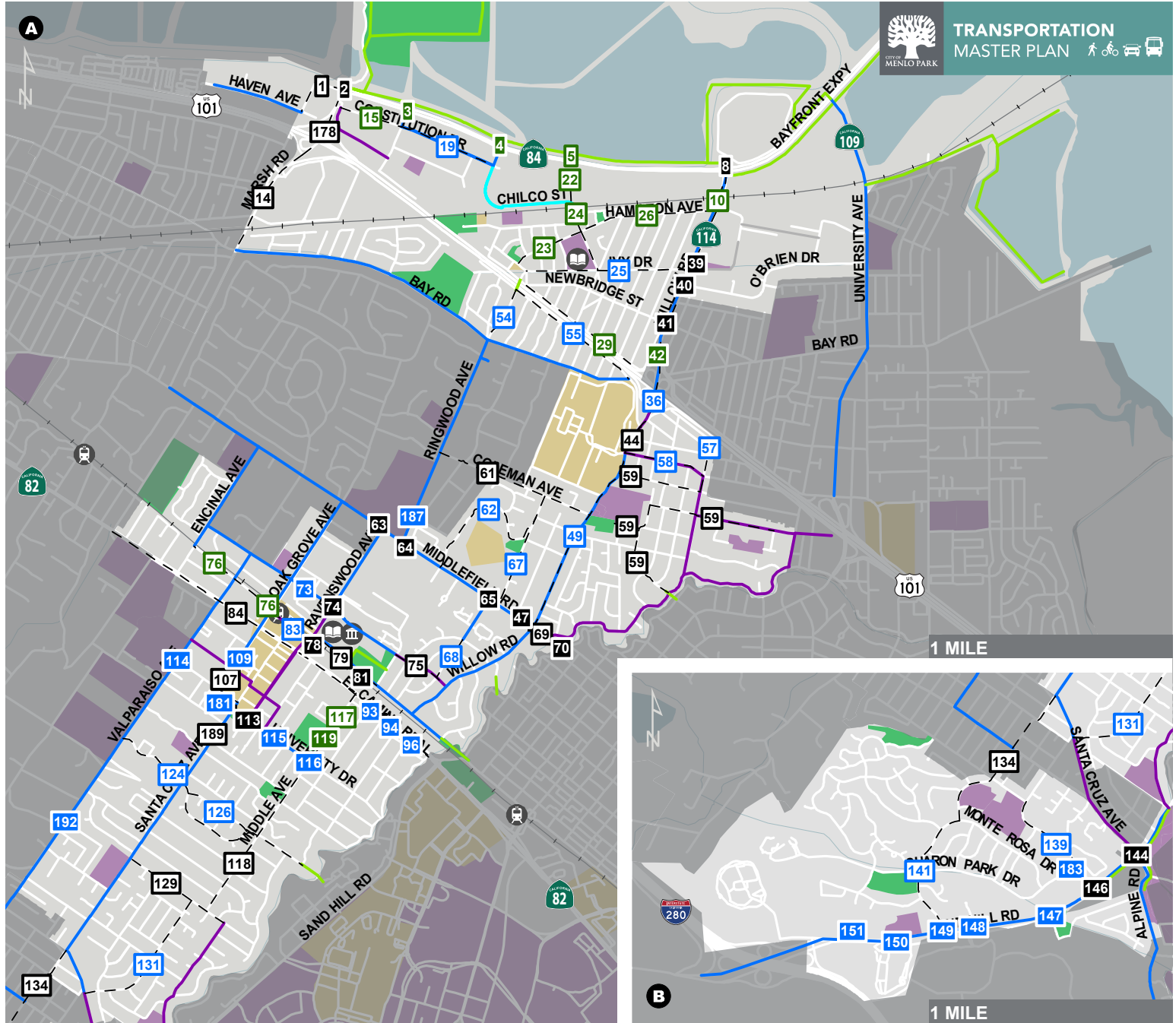
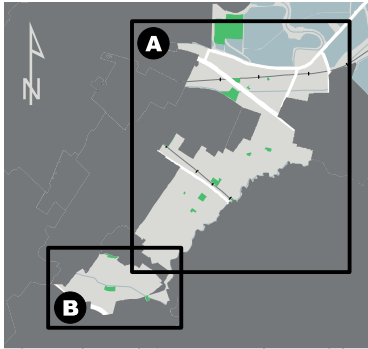


NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
148	Sand Hill Rd & Saga Wy	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Widen pedestrian refuge islands to match crosswalk widths on north and south Saga Wy legs Reconstruct nose in front of traffic signal on west Sand Hill Rd leg to provide clear crosswalk Reduce curb radius of southwest and southeast corners and reconstruct curb ramps Upgrade existing crosswalks to high-visibility 	✓		✓	✓	✓		
149	Sand Hill Rd & Monte Rosa Wy	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Reconstruct channelizing island to match pedestrian refuge area to width of crosswalk on Monte Rosa Dr leg Upgrade crosswalks to high-visibility 	✓		✓	✓	✓		
150	Sand Hill Rd & 2725-2775 Sand Hill Rd	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Upgrade crosswalks to high-visibility 	✓		✓	✓	✓		
151	Sand Hill Rd & 2882-2884 Sand Hill Rd	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Upgrade crosswalks to high-visibility 	✓		✓	✓	✓		
181	Santa Cruz Ave & University Ave (South)	Santa Cruz Ave Corridor Mobility Project	<ul style="list-style-type: none"> Add a leading pedestrian phase at the intersection 	✓		✓	✓		✓	
183	Sharon Rd & Sharon Park Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install high visibility crosswalks on all legs Install curb ramps at all corners 	✓		✓	✓			

STRAIGHTFORWARD PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
187	Ringwood Ave & Arlington Wy	Menlo-Atherton High School Safe Routes to School	<ul style="list-style-type: none"> Evaluate location for the construction of a new crosswalk across Ringwood Ave 	✓		✓	✓	✓		
192	Valparaiso Ave & Politzer Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install high visibility crosswalk on Valparaiso Ave Install RRFB and advanced yield striping 	✓		✓	✓	✓		



Funded Projects

Route Improvement

Spot Improvement

Tier 1 Projects

Route Improvement

Spot Improvement

Straightforward Projects

Route Improvement

Spot Improvement

Existing Bike Network

Class I Bike Path

Class II Bike Lane

Class III Bike Route

Class IV Separated Bikeway

Basemap

City Hall

Library

Caltrain Station

Future Street Connection

School/University

Menlo Park Destination

Park

City of Menlo Park

TMP Priority Projects



LARGE INFRASTRUCTURE TIER 1

NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA							
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE	
8	Bayfront Expy & Willow Rd	Bayfront Expy Multimodal Corridor Project	<ul style="list-style-type: none"> Install bike signals across north Bayfront Expy leg and west Willow Rd leg Install high-visibility crosswalks and cross-bike markings Reconstruct eastbound Willow Rd right-turn channelizing island to improve pedestrian access and provide space for shoulder-running bus lane Remove southbound Bayfront Expy channelizing island to provide space for shoulder-running bus lane and restripe with a right-turn lane and add right-turn overlap phase Modify traffic signal to accommodate channelized right turn modifications Install Transit Signal Priority (TSP) for queue jumps by shoulder-running buses on northbound and southbound Bayfront Expy approaches 	●	●	●	●		●		
1	Haven Ave from Marsh Rd to Haven Court	Bayfront Expy Multimodal Corridor Project	<ul style="list-style-type: none"> Construct Class I Multi-Use Path from Marsh Rd to Atherton Channel Establish Class II Bicycle Lanes from Haven Court to Atherton Channel Install Bicycle and Pedestrian crossing upgrades 	●		●	●	●			●
81	Middle Ave Caltrain Crossing	Downtown Mobility Improvements	<ul style="list-style-type: none"> Construct pedestrian and bicycle crossing at El Camino Real/Middle Ave intersection Connect to future plaza, to be funded and constructed via private development (Middle Plaza) Install pedestrian crossing improvements across Alma St from Caltrain Crossing to Burgess Park 	●		●	●	●			●

LARGE INFRASTRUCTURE TIER 1



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
47	Willow Rd & Middlefield Rd	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Remove westbound Willow Rd channelized right turn, and modify signal to include westbound right-turn overlap Modify traffic signal to included protected northbound and southbound left-turn phasing. Restripe northbound Middlefield Rd approach to include one left-turn lane, one through lane, one bike lane, and one right-turn lane. Restripe southbound Middlefield Rd approach to include one left-turn lane, one through lane, one through-right turn lane, and one bike lane. Extend bike box on northbound Middlefield Rd approach to encompass both the left-turn lane and the through lane. Install bike boxes on the eastbound and westbound Willow Rd approaches. Construct pedestrian facilities on east side of Middlefield Rd between Woodland Ave and Willow Rd 	●	●	●	●			●
2	Bayfront Expy & Marsh Rd	Bayfront Expy Multimodal Corridor Project	<ul style="list-style-type: none"> Modify southbound Haven Ave to left turn, shared through-right and right-turn lane Install Bicycle and Pedestrian crossing upgrades 	●	●	●	●		●	

LARGE INFRASTRUCTURE TIER 1



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
14	Marsh Rd from Bay Rd to Scott Dr	Marsh Rd Bicycle Network Improvement	<ul style="list-style-type: none"> Bay Rd to Florence St: Establish Class II Buffered Bicycle Lanes in both directions (requires removal of parking on the north side of street) Florence St to Scott Dr: Establish Class II Buffered Bicycle Lanes in both directions. Remove or modify existing median to allow the eastbound bike lane to be transitioned to the left of the right-most eastbound through lane at Scott Dr 	●		◐	●			

LARGE INFRASTRUCTURE TIER 1

TRANSPORTATION MASTER PLAN



PRIORITIZATION CRITERIA

NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
84	El Camino Real within City Limits	El Camino Real Corridor Improvement Project	<ul style="list-style-type: none"> Encinal Ave to Valparaiso Ave-Glenwood Ave: Remove parking along east side of El Camino Real. Remove rightmost southbound travel lane on El Camino Real, no parking lane present southbound. Valparaiso Ave-Glenwood Ave to Oak Grove Ave: Remove parking along both sides of El Camino Real. Oak Grove Ave to Santa Cruz Ave: Remove parking along both sides of El Camino Real. Santa Cruz Ave to Ravenswood Ave-Menlo Ave: Remove parking along west side of El Camino Real. Designate Class III Bicycle Route northbound along segment due to right-of-way constraints in lieu of Class II Buffered Bicycle Lane. Ravenswood Ave-Menlo Ave to Roble Ave: Remove median for entire length of segment. Widen sidewalk facility on east side of El Camino Real to 15 feet for a Class I Multi-Use Path in lieu of Class II Buffered Bicycle Lane. Roble Ave to Middle Ave: Remove parking along east side of El Camino Real. Middle Ave to Cambridge Ave: Remove parking along both sides of El Camino Real. Cambridge Ave to Creek Dr: Remove parking along both sides of El Camino Real. Creek Dr to Sand Hill Rd: Widen existing bridge over San Fransquito Creek or construct a pedestrian and bicycle bridge to install a Class 1 Multi-Use Path west of El Camino Real to connect from Sand Hill Rd to Creek Dr. 	●	●	●	●	●	●	

LARGE INFRASTRUCTURE TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
178	Marsh Rd between Independence Dr to Scott Dr	Marsh Road Corridor Mobility Project	<ul style="list-style-type: none"> Establish Class II Bike Lanes Support Caltrans District 4 Bike Plan Project Number SM-101-X14 that calls for the construction of an additional bicycle and pedestrian bridge over US 101 north of Marsh Road. 	●		●	●	●		

DESIGN-COMPLEX TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
65	Middlefield Rd & Linfield Dr-Santa Monica Ave	Middlefield Rd Safety Improvements	<ul style="list-style-type: none"> Install Pedestrian Hybrid Beacon (HAWK) or traffic signal with emergency pre-emption on Middlefield Rd at Linfield Dr-Santa Monica Ave Install "Keep Clear" striping at Menlo Fire Protection District Station No. 1 Close sidewalk/pathway gap on eastern side of Middlefield Rd between Linfield Dr and Santa Monica Ave Coordinate with Menlo Fire Protection District 	●	◐	◐	●	●		◐
63	Middlefield Rd & Ravenswood Ave	Menlo-Atherton High School Safe Routes to School	<ul style="list-style-type: none"> Remove eastbound Ravenswood Ave channelized right-turn lane, install right-turn overlap phase, modify signal timing Install crosswalk and cross-bike markings on north Middlefield Rd leg, install bike signal Construct "jughandle" bicycle left-turn on east side of Middlefield Road to allow bicycle left-turns onto Ravenswood Ave Install "bicycle leaning rail" with push button for bicycles to initiate crossing phase on "jughandle" left-turn Coordinate with Town of Atherton 	●		◐	●	●		◐

DESIGN-COMPLEX TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
59	The Willows	The Willows Bicycle Network Improvement Project	<ul style="list-style-type: none"> Designate Class III Bicycle Route Implement Bicycle Boulevard design features on Gilbert Ave, Pope St, Walnut/O'Connor streets, O'Keefe St, and O'Connor St Construct Class I Multi-Use Path from Willow Oaks Park to Pope Street (coordinate with Ravenswood School District) 	●		◐	●	●		
39	Willow Rd & Ivy Dr	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Install right-turn overlap on southbound Ivy Dr and restrict eastbound Willow Rd U-turns Widen pedestrian refuge island to match crosswalk width on east Willow Rd leg Convert existing crosswalks to high-visibility crosswalks Extend pedestrian crossing time 	●	◐	◐	◐	●	●	
40	Willow Rd & O'Brien Dr	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Install curb ramps at all corners of intersection Install high-visibility crosswalks on all legs and add pedestrian signals (including new crosswalks crossing Willow Rd) Install bulb-outs into O'Brien Dr on northeast and southeast corners 	●		◐	◐	●	●	

DESIGN-COMPLEX TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
44	Willow Rd from Bay Rd to O'Keefe St	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Establish Class II Bicycle Lane on eastbound Willow Rd from O'Keefe St to Bay Rd, connecting to US 101 Willow Rd interchange bicycle facilities Establish Class II Bicycle Lane on westbound Willow Rd from Bay Rd to Durham St Remove or reconstruct existing median to allow for Class II Bicycle Lanes where right-of-way is insufficient 	●		◐	●	◐		
70	Middlefield Rd & Woodland Ave	Middlefield Rd Multimodal Improvements	<ul style="list-style-type: none"> Install a traffic signal Install crosswalks on all intersection approaches Install bicycle crossing improvements to connect Woodland Ave, Middlefield Rd, and Palo Alto Ave 	●		◐	●			
79	Alma St from Ravenswood Ave to Burgess Dr	Downtown Mobility Improvements	<ul style="list-style-type: none"> Install sidewalk on the east side of Alma St to connect to Burgess Park path Upgrade crosswalks to high-visibility Ensure project is consistent and provides connectivity to Middle Ave Pedestrian and Bicycle Rail Crossing Construct green infrastructure 	●			●			●
41	Willow Rd & Newbridge St	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Convert existing crosswalks to high-visibility crosswalks Modify signal timing to lead-lag operation on Newbridge St with the leading left-turn phase on the southbound Newbridge St approach and lagging left-turn phase on the northbound Newbridge St approach 	●	◐	◐	◐	◐	●	

DESIGN-COMPLEX TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
64	Middlefield Rd & Ringwood Ave-D St	Menlo-Atherton High School Safe Routes to School	<ul style="list-style-type: none"> Remove southbound Middlefield Rd channelized right turn Reconstruct curb ramp and reduce curb radius on northwest corner Replace crosswalks on north and west legs Install Two-Stage Left-Turn Queue Boxes for cyclists traveling from Middlefield Rd to Ringwood Ave 	●	◐	◐	◐			
69	Middlefield Rd from Willow Rd to Palo Alto Ave	Middlefield Rd Multimodal Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes (City has a plan line to allow for widening as properties are redeveloped) Coordinate with future potential Peninsula Bikeway planning efforts 	●		◐	◐	◐		
113	University Dr & Menlo Ave (South)	Downtown Mobility Improvements	<ul style="list-style-type: none"> Remove westbound Menlo Ave right turn lane Install bulb-out at northeast corner into Menlo Ave Replace crosswalk with straightened crossing 	●		◐	◐	◐		
144	Sand Hill Rd & Santa Cruz Ave	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Install high-visibility crosswalks Install LED sign for southbound Santa Cruz Ave right-turn on red restriction Coordinate with San Mateo County 	●			◐	◐		

DESIGN-COMPLEX TIER 1



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
146	Sand Hill Rd & Sharon Park Dr	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Upgrade existing crosswalks to high-visibility Install high-visibility crosswalk and pedestrian signal heads on west leg of Sand Hill Rd Would require construction of curb ramps and reconstruction of existing median on west Sand Hill Rd leg Reconstruct nose in front of traffic signal on east Sand Hill Rd leg to provide clear crosswalk 	●			●	●		

OUTREACH-COMPLEX TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
74	Ravenswood Ave & Laurel St	Laurel St Corridor Improvement Project	<ul style="list-style-type: none"> Remove parking south of Ravenswood Ave on west side of Laurel St for a distance of 150 feet and shift northbound Laurel St lanes to add bicycle lane to the left of right-turn lane Widen and modify eastbound Ravenswood Ave to shared thru-left lane and a right turn lane with the bicycle lane transitioning to the left of the right turn lane Upgrade existing crosswalks to high-visibility 	●	●	◐	●			●
61	Coleman Ave from Ringwood Ave to Willow Rd	Menlo Oaks Bicycle Network Improvement	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes from Willow Rd to City Limits (requires removal of parking on one side of the street) Coordinate with San Mateo County between City Limits and Ringwood Ave regarding bicycle facilities 	●		◐	●	●		
118	Middle Ave from University Dr to Olive St	Middle Ave Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes (requires removal of on-street parking on one side of the street) Install new sidewalk or replace existing asphalt pathway on both sides of Middle Ave, to be completed in phases 	●	◐	◐	●	◐		

OUTREACH-COMPLEX TIER 1

TRANSPORTATION MASTER PLAN



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
129	Olive St from Oak Ave to Santa Cruz Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes between Santa Cruz Ave and Middle Ave (requires parking removal on at least one side of the street) Designate Class III Bicycle Route between Middle Ave and Oak Ave Implement Bicycle Boulevard design features Install High visibility crosswalk across the north leg of the intersection at Stanford Ave and Olive Ave 	●	◐	◐	●	◐		
75	Laurel St from Burgess to Willow	Laurel St Corridor Improvement Project	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes (requires removal of parking on both sides of the street) 	●		◐	●		●	
134	Avy Ave from Santa Cruz Ave to Monte Rosa Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes (parking removal required) Coordinate with County on bicycle facility connectivity 	◐		◐	◐	●		
107	Oak Grove Ave from Crane St to University Dr	Downtown Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes on Oak Grove Ave between Crane St and University Dr (requires parking removal on the north side of the street) 	◐		◐	◐	●		

OUTREACH-COMPLEX TIER 1



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
189	University Dr between Oak Grove Ave and Santa Cruz Ave	Downtown Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes on University Dr (requires removal of parking on at least one side of University Dr) 	●		◐	◐	◐		

TIER 1 CITYWIDE PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
176	Citywide	Willow Road Relinquishment	<ul style="list-style-type: none"> Evaluate relinquishment of Willow Road by Caltrans from Bayfront Expressway to Bay Road 	●	●		●		●	●
157	Citywide	Enhanced Bicycle and Pedestrian Detection	<ul style="list-style-type: none"> Install bicycle and pedestrian detection at intersections to efficiently serve residents and visitors traveling via alternative modes Adjust signal phasing and timing to include bike and pedestrian crossing time to safely accommodate traveling via alternative modes 	●	●		●			
154	Citywide	Prepare Citywide Bicycle Map	<ul style="list-style-type: none"> Prepare citywide bike map to provide residents and visitors with a big picture look of prioritized bicycle routes characterized by low to moderate stress levels throughout the City 	●		●	●			
167	Citywide	Establish Shared Mobility Program	<ul style="list-style-type: none"> Adopt an ordinance and permitting process for dockless bikeshare providers and other rolling modes, building on processes put in place by other mid-peninsula cities 		●	●	●			
159	Citywide	Automated Traffic Signal Performance Measurement	<ul style="list-style-type: none"> Automated Traffic Signal Performance Measurement (ATSPM), provides way to collect data for use in evaluating performance measures. Data from the ATSPM software is used to provide more efficient signal timing plans, targeted repairs and maintenance resulting in increased safety and improved traffic operations. 	●	●					

TIER 1 CITYWIDE PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
158	Citywide	Adaptive Traffic Control System Operations & Maintenance	<ul style="list-style-type: none"> Adaptive Traffic Control System O&M to better serve residents and guests traveling throughout the city. Adaptive signaling utilizes real-time data at signalized intersections rather than conventional pre-programmed, daily signal timing schedules. 		●	●				
160	Citywide	Create Policy Advocating for Variable Pricing on the Dumbarton Bridge	<ul style="list-style-type: none"> Create policy to advocate congestion/variable pricing on the Dumbarton Bridge. Congestion/variable pricing would incorporate a pricing scheme which would charge higher prices during periods of higher traffic demand, and lower prices during periods of less traffic demand. Pricing schemes as such have the potential to encourage motorists to use alternative modes during peak periods. 		●	●				
170	Citywide	Establish Voucher Program for Shared Mobility Services from Transit	<ul style="list-style-type: none"> Explore voucher system for first-mile/last-mile connections to transit, including shared mobility (car share, bike share, ride share, other roller share) 		●	●				
177	Citywide	Update street lights	<ul style="list-style-type: none"> Evaluate lighting levels at crosswalks and update street lights as necessary 	●						

TIER 1 CITYWIDE PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
165	Citywide	Update NTMP Guidelines	<ul style="list-style-type: none"> Update Neighborhood Traffic Management Program guidelines to make resident requests for traffic calming more streamlined 	●						
166	Citywide	Progressive Safety Enforcement	<ul style="list-style-type: none"> Work with local law enforcement agencies to establish a program to increase spot specific enforcement of potentially unsafe behavior 	●						



ALL TIER 2 PROJECTS

NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
16	Constitution Dr & Chrysler Dr	Menlo Gateway Mitigation	<p>Recommended Improvements</p> <ul style="list-style-type: none"> Install westbound Chrysler Dr left turn lane (widening of Chrysler Dr west of Constitution Dr may be required pending final design) Install crosswalks across all legs <hr/> <p>Funded Improvement</p> <ul style="list-style-type: none"> Install traffic signal Modify and add lane on eastbound Chrysler Dr approach to shared left/through lane and shared though/right lane 	●	●	●	●	●	●	
17	Chrysler Dr & Jefferson Dr	Chrysler Dr Intersection Improvements	<ul style="list-style-type: none"> Install traffic signal 	●	●	●	●	●	●	
18	Chrysler Dr & Independence Dr	Chrysler Dr Intersection Improvements	<ul style="list-style-type: none"> Install traffic signal 	●	●	●	●	●	●	
20	Jefferson Dr from Chrysler Dr to Constitution Dr	Jefferson Dr Multimodal Network Improvement	<ul style="list-style-type: none"> Install sidewalk on both sides of the roadway, to be completed in phases as the properties on Jefferson Dr are redeveloped Establish Class II Bicycle Lanes (requires removal of on-street parking) 	●		●	●	●	●	
27	Ivy Dr from Willow Rd to Chilco St	Ivy Dr Pedestrian Network Improvement	<ul style="list-style-type: none"> Widen sidewalks on both sides of Ivy Dr and narrow existing median Coordinate with San Francisco Public Utilities Commission 	●		●	●	●	●	

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
28	Newbridge St from Market Pl to Carlton Ave	Newbridge St Pedestrian Network Improvement	<ul style="list-style-type: none"> Widen sidewalks on both sides of the roadway by narrowing the travel lanes 	●		●	●	●	●	
30	Adams Dr from O'Brien Dr to University Ave	Adams Dr Pedestrian and Bicycle Network Improvement	<ul style="list-style-type: none"> Install sidewalk on both sides of the roadway, to be completed in phases, as the properties are redeveloped Establish Class II Bicycle Lanes 	●		●	●	●	●	
31	University Ave & Adams Dr	University Ave & Adams Dr Intersection Improvements	<ul style="list-style-type: none"> Install traffic signal Coordinate with City of East Palo Alto and Caltrans 	●	●	●	●	●	●	
32	O'Brien Dr from Willow Rd to University Ave	O'Brien Dr Pedestrian Network Improvement	<p>Funded Improvements</p> <ul style="list-style-type: none"> Install sidewalk on both sides of the roadway, to be completed in phases, as the properties on O'Brien Dr are redeveloped Establish Class II Bicycle Lanes (requires removal of on-street parking) 	●		●	●	●	●	
37	Willow Rd b/w Bayfront Expy & US 101	Willow Rd Corridor Improvement Project – Alternative C	<ul style="list-style-type: none"> Install eastbound Willow Rd one-way Class IV separated bikeway between Hamilton Ave and US 101 Willow Rd interchange Install westbound Willow Rd one-way Class IV separated bikeway between Dumbarton Rail Corridor and US 101 Willow Rd interchange 	●	●	●	●	●	●	

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
38	Willow Rd & Hamilton Ave	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Modify southbound Hamilton Ave to shared left-thru lane and time of day right turn lane Implement evening peak period parking restriction on west side of southbound Hamilton Ave for 400 feet to increase right-turn storage Modify northbound and southbound Hamilton Ave to split phase 	●	●	●	●	●	●	
43	Willow Rd & Bay Rd	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Modify southbound Bay Rd to two left turn lanes and a right-turn lane Narrow existing median on north Bay Rd leg Install westbound Willow Rd right-turn lane Install high-visibility crosswalk on east Willow Rd leg with curb ramps Install pedestrian signals 	●	●	●	●	●		
45	Willow Rd & Coleman Ave	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Install right-turn lane on southbound Coleman Ave approach (requires removal of on-street parking for 150 feet along the west side of Coleman Ave) Refresh decorative crosswalk Install bike detection on the southbound Coleman Ave approach Evaluate protected-permitted left-turn phasing on Willow Road 		●	●	●	●	●	
46	Willow Rd & Gilbert Ave	Willow Rd Corridor Improvement Project	<ul style="list-style-type: none"> Install a painted median and vertical traffic control device (e.g. planters, bollards) around heritage oak on Gilbert Ave 150 feet north of Willow Rd Prohibit parking for a distance of 40 feet to the north and south of the oak tree on the east side of Gilbert Ave Restrict on-street parking on Gilbert Ave South of Willows Rd during school hours Evaluate protected-permitted left-turn phasing on Willow Road 	●	●					

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
51	Bay Rd from Del Norte Ave to Ringwood Ave	Flood Park Triangle Improvement Project	<ul style="list-style-type: none"> Install sidewalk along east side of Bay Rd to provide access to Flood County Park 	●		●	●			
53	Bay Rd & Ringwood Ave-Sonoma Ave	Flood Park Triangle Improvement Project	<ul style="list-style-type: none"> Convert the west legs Sonoma Ave and Ringwood Ave to one-way couplets with Ringwood Ave serving eastbound traffic and Sonoma Ave serving westbound traffic Bay Rd/Ringwood Ave becomes a four-legged intersection Add left-turn lanes, as deemed necessary during design phase, on eastbound Ringwood Ave and northbound Bay Rd approaches (requires full use of public right-of-way and this would require the removal of existing landscaping and the relocation of existing utilities) Install traffic signal 	●	●	●	●	●		
56	Bay Rd from Van Buren Rd to Willow Rd	Flood Park Triangle Improvement Project	<ul style="list-style-type: none"> Upgrade existing off-street path to Class I Multi-Use Path along west side of Bay Rd and integrate into proposed bicycle improvements on Willow Rd Coordinate with Veterans Administration Medical Center 	●		●	●			
66	Santa Monica Ave from Middlefield Rd to Nash Ave	Santa Monica Ave Pedestrian Network Improvement	<ul style="list-style-type: none"> Install sidewalk or asphalt pathway on the north side of Santa Monica Ave 	●		●	●	●		

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
71	Laurel St from Encinal Ave to Glenwood Ave	Laurel St Corridor Improvement Project	<ul style="list-style-type: none"> Install sidewalk or asphalt pathway on western side of Laurel St 	●		●	●	●		
72	Laurel St & Glenwood Ave	Laurel St Corridor Improvement Project	<ul style="list-style-type: none"> Install traffic signal Coordinate with Town of Atherton 	●	●	●	●	●		
77	Alma St from Oak Grove Ave to Ravenswood Ave	Downtown Mobility Improvements	<ul style="list-style-type: none"> Convert angled on-street parking on both sides of street to parallel parking, designate some parking spaces as passenger loading zones from 6:30 a.m. to 7:30 p.m. weekdays, 9 a.m. to 4 p.m. Saturdays and Sundays, unrestricted time limit parking otherwise, with at least three unrestricted ADA spaces Remove duplicate driveway curb cuts Designate Class III Bicycle Route 	●	●		●	●		●
80	Burgess Park	Downtown Mobility Improvements	<ul style="list-style-type: none"> Widen existing path to meet current Class I Multi-Use Path design standards 	●		●	●			
82	Encinal Ave from Garwood Wy to El Camino Real	Downtown Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes (requires removal of parking on both sides of the street) 	●		●	●	●		

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
97	El Camino Real & Creek Dr	El Camino Real Corridor Improvement Project	<ul style="list-style-type: none"> Install "bulb-outs" and curb ramps on northwest and southwest corners of intersection Install high-visibility crosswalk on west Creek Dr leg Install ADA compliant curb ramp for southbound bridge crossing 	●		●	●			
108	Oak Grove Ave & Hoover St	Downtown Mobility Improvements	<ul style="list-style-type: none"> Remove on-street parking space located on Oak Grove Ave in the middle of the intersection on the south side of Oak Grove Ave Install high-visibility crosswalk on north Hoover St leg 	●			●	●		
110	Oak Grove Ave & University Dr	Downtown Mobility Improvements	<ul style="list-style-type: none"> Evaluate the installation of a westbound Oak Grove Ave left turn lane during Bicycle Lane design process Install high-visibility crosswalks on all three legs of intersection 	●	●	●	●	●		
111	Santa Cruz Ave between El Camino Real and University Dr	Downtown Mobility Improvements	<ul style="list-style-type: none"> Convert all angled parking to parallel on-street parking Install parklets on each block Designate at least 60 feet toward flexible curb use on each block face for passenger loading and commercial loading with complementary time restrictions for each activity Widen sidewalks and update streetscape design standards 	●		●	●			●
112	Santa Cruz Ave & University Dr (North)	Downtown Mobility Improvements	<ul style="list-style-type: none"> Install traffic signal Install a bike boxes on the north and west legs 	●	●	●	●	●		
120	Blake St from Middle Ave to College Ave	Allied Arts Neighborhood Project	<ul style="list-style-type: none"> Install sidewalk or asphalt pathway on at least one side of Blake St 	●		●	●			

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
123	Arbor Rd from Valparaiso Ave to Santa Cruz Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install asphalt pathway on the north side of Arbor Rd 	●		●	●	●		
125	Santa Cruz Ave & San Mateo Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install more prominent wayfinding signage for bike bridge Install bulb-out on southwest corner into San Mateo Dr Install high-visibility crosswalk on south San Mateo Dr leg 	●		●	●	●		
127	San Mateo Dr & Middle Ave	West Menlo Mobility Improvements	<p>Recommended Improvements</p> <ul style="list-style-type: none"> Install bulb-outs on the northwest and northeast corners into Middle Ave Install a high visibility crosswalk across the east leg Install curb ramps on the northeast and southeast corners Move existing curb ramp into extended area. Restripe existing high-visibility crosswalk to reduce crossing distance <hr/> <p>Funded Improvement Install Rapid Rectangular Flashing Beacon (RRFB)</p>	●		●	●			
128	Elder Ave from Valparaiso Ave to Elder Ct	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Restrict on-street parking on the north side of Elder Ave during school hours to provide a clear walkway 	●		●	●	●		
130	Santa Cruz Ave & Sharon Rd-Oakdell Dr	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Evaluate relocation of existing crosswalk 	●		●	●	●		

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
132	Santa Cruz Ave from Olive St to Orange Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install new sidewalk or replace existing asphalt pathway on both sides of Santa Cruz Ave, to be completed in phases as properties are redeveloped 	●		●	●	●		
133	Santa Cruz Ave & Orange Ave-Avy Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install traffic signal Reduce curb radius at southeast corner of intersection Bring bicycle lane to the left of the northbound Santa Cruz Ave right-turn lane 	●	●	●	●			
135	Harkins Ave from Altschul Ave to 170 feet east of Altschul Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Close pedestrian infrastructure gap on northern side of Harkins Ave with sidewalk or asphalt pathway 	●		●	●	●		
137	Altschul Ave & Harkins Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Install curb ramp at southeast corner with extended curb into Altschul Ave Extend curb into Altschul Ave at existing ramp at southwest corner such that resulting path of travel is 24 feet across south leg of Altschul Ave 	●		●	●	●		
138	Altschul Ave from Avy Ave to Sharon Rd	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Designate southbound Class III Bicycle Route Establish contraflow Class II Bicycle Lane northbound (may require additional pavement) 	●		●	●	●		
140	Sharon Park Dr from Klamath Dr to Eastridge Ave	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Restrict on-street parking on Sharon Park Dr during school hours to provide a clear walkway 	●		●	●	●		

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
142	Oak Ave from Oak Knoll Ln to Sand Hill Rd	West Menlo Mobility Improvements	<ul style="list-style-type: none"> Restrict on-street parking on the east side of Oak Ave during school hours to provide a clear walkway 	●		●	●	●		
143	Sand Hill Rd & Oak Ave	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Reconstruct northwest corner and move pedestrian signal pole and signal pole for westbound traffic to meet ADA requirements Increase pedestrian crossing time Convert existing north Oak Ave leg crosswalk to high-visibility Install wayfinding signage to trail Install high-visibility crosswalks on west Sand Hill Rd leg Remove finger median located within intersection Install two-stage left-turn boxes on westbound Sand Hill Rd and southbound Oak Ave Install two-way bicycle signals on northwest and southwest corners Prohibit southbound Oak Ave and westbound Sand Hill Rd right-turns on red 	●	●	●	●	●		
145	Sand Hill Rd & Santa Cruz Ave Pedestrian Network Improvements	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Repair existing asphalt path along the south side of Sand Hill Rd for a length of 400 feet west of Santa Cruz Ave Reconstruct path east of Santa Cruz Ave, south of Sand Hill Rd to meet current Class I Multi-Use Path design standards 	●		●	●	●		●

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
152	Sand Hill Rd & I-280 Northbound Ramps	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> Modify the signal-timing plan during the p.m. peak hour to increase the maximum allocation of green time to the westbound Sand Hill Rd approach Add northbound right-turn lane on the I-280 northbound off-ramp 		●					
179	Encinal Ave between Middlefield Ave and Train Tracks	Encinal Ave Corridor Mobility Project	<ul style="list-style-type: none"> Install sidewalk or pathway on the north side of the street (requires removal of parking and landscaping) 	●		●	●	●		
180	Encinal Ave & Laurel Way	Encinal Ave Corridor Mobility Project	<ul style="list-style-type: none"> Install a bulb-out on the southwest corner extending into Encinal Ave 	●		●	●	●		
182	Sharon Rd & Eastridge Ave	Sharon Road Corridor Mobility Project	<ul style="list-style-type: none"> Stripe east curb face red Install bulb-out on northeast corner extending into Sharon Rd Install high visibility crosswalk across the west leg 	●		●	●	●		
184	Marsh Rd between Page St and Florence St	Marsh Rd Pedestrian Network Improvement	<ul style="list-style-type: none"> Install sidewalk on north side of Marsh Rd (requires the removal of parking and existing landscaping). 	●		●	●			

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
185	Dumbarton Rail Corridor	Dumbarton Corridor Project	<ul style="list-style-type: none"> Construct pedestrian and bicycle crossing over the Dumbarton Rail Corridor at the Onetta Harris Community Center from Chilco St to Terminal Ave 	●		●	●	●	●	
186	Chrysler Dr between Constitution Dr and Commonwealth Dr	Chrysler Dr Bicycle Network Improvement	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes (requires removal of parking) 	●		●	●	●		
188	El Camino Real between Creek Dr and Cambridge Ave	El Camino Real Corridor Improvement Project	<ul style="list-style-type: none"> Widen existing sidewalk on east side of El Camino Real (requires relocation of existing landscaping) 	●		●	●			
190	O'Connor St between Elliot Dr and City Limits	The Willows Pedestrian Network Project	<ul style="list-style-type: none"> Construct sidewalk on the east and west side of O'Connor St (requires removal of parking and landscaping) 	●		●	●	●	●	
191	Menalto Ave between O'Connor St and Haight St	The Willows Pedestrian Improvement Project	<ul style="list-style-type: none"> Construct sidewalk on the south side of Menalto Ave (requires removal of parking and landscaping) 	●		●	●	●	●	

ALL TIER 2 PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
193	Menlo Ave between University Dr and El Camino Real	Downtown Mobility Improvements	<ul style="list-style-type: none"> Establish Class II Bicycle Lanes on Menlo Ave (requires the removal of on-street parking on one side of the street) 	●		●	●	●		

TIER 2 CITYWIDE PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
153	Citywide	Establish Bike Repair Workshop Program	<ul style="list-style-type: none"> Set up bike repair workshops to educate residents on how to repair and maintain their bicycles 				●			
155	Citywide	Establish Bike-Friendly Business Program	<ul style="list-style-type: none"> Provide incentives to bike-friendly businesses such as city sponsored bicycle facilities, quarterly bicycle roundtables with business owners, etc. 				●			
156	Location TBD	Visible Bicycle Counter	<ul style="list-style-type: none"> Install physical/visible bike counter to provide real time data on the number of cyclists traveling along the roadway 				●			
161	Citywide	ITS Infrastructure Operations & Maintenance	<ul style="list-style-type: none"> Intelligent Transportation Systems infrastructure operations & maintenance, ensures upkeep and up-to-date signal systems to preserve acceptable traffic conditions throughout Menlo Park. Examples of ITS infrastructure include vehicle counters, connected parking garages, variable message displays, real-time transit vehicle arrival. 		●					
162	Citywide	Signal Phase and Timing (SPaT) Data Dissemination	<ul style="list-style-type: none"> Signal Phase and Timing (SPaT) Data Dissemination, provides real-time data that equipped (connected) vehicles can utilize to control speeds and improve flow along boulevards, thoroughfares and highways to avoid “stop-and-go” travel patterns on major roadways. 		●					

TIER 2 CITYWIDE PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
163	Citywide	Bluetooth Readers	<ul style="list-style-type: none"> The installation of bluetooth readers throughout the city could collect and analyze data via mobile devices, connected and autonomous vehicles, 		●					
164	Citywide	Transportation Data Hub	<ul style="list-style-type: none"> A Transportation Data Hub would allow city staff to more accurately track projects and their impacts. The data hub would also provide decision makers with context 		●					
168	Citywide	Incentivize Unbundled Residential Parking	<ul style="list-style-type: none"> Modify Municipal Code parking requirements to allow for appropriate parking reductions for developments which demonstrate adequate parking supply citywide 		●					
169	Citywide	Establish Carshare Program	<ul style="list-style-type: none"> Prepare Request for Proposal (RFP) to disseminate to carshare services or form public-private partnership with carshare services to identify locations and spaces for implementation 		●					
171	Citywide	Establish Transportation Management Association(s)	<ul style="list-style-type: none"> Prepare Request for Proposal (RFP) to disseminate to carshare services or form public-private partnership with carshare services to identify locations and spaces for implementation 		●					

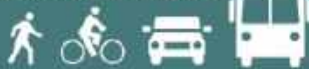
TIER 2 CITYWIDE PROJECTS



NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THURPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
174	Downtown	Parking Plazas #1 - 8	<ul style="list-style-type: none"> Reconstruct plaza to current ADA standards and parking guidelines Begin underground utilities work process 		●					
175	Downtown	Implement Paid and Technology-Driven Parking Management	<ul style="list-style-type: none"> Monitor downtown parking and assess best practices such as dynamic pricing schemes and residential parking permits 		●					



TRANSPORTATION MASTER PLAN



Menlo Park Transportation Master Plan Oversight and Outreach Committee Meeting – April 23, 2019 Arrillaga Recreation Center, 700 Alma St Ave, Menlo Park, CA 94025

Meeting Summary - Draft

Meeting Attendance:

- OOC Present: Co-Chairs Ray Mueller and Betsy Nash, Diane Bailey, Andrew Barnes, Jacqueline Cebrian, Chris DeCardy, Adina Levin, Jen Wolosin
- OOC Absent: Henry Riggs, Sarah Staley Shenk, Katherine Strehl
- City Staff: Kristiann Choy, Kevin Chen, Nikki Nagaya,
- Consultant Staff: Mark Spencer, Nick Bleich, Andre Huff, Katie DeLeuw, Jeff Knowles

Project Introduction

Mayor Mueller, Oversight and Outreach Committee (OOC) co-chair, called the meeting to order at 6:03pm. Mueller began the Transportation Master Plan (TMP) OOC by introducing the project as well as the City staff and consultants providing assistance. He stated the roles of the OOC as it pertains to the TMP, specifically that the central objective is to guide project and keep the plan on track in terms of public engagement, outreach, prioritization, and implementation. Mueller then asked Mark Spencer to provide a synopsis of the role of each consultant working on the project.

Public Comment

Mueller asked for public comment regarding the first item on the meeting agenda.

No public comments were provided on the first agenda item which was to approve the meeting notes from the prior OOC Meeting.

Approve the minutes of December 6, 2018 meeting

- DeCardy made a motion to approve the prior meeting's notes in which Wolosin seconded the motion. The motion passed: Ayes (6) – Barnes, Bailey, Cebrian, DeCardy, Levin, Wolosin; nays (0); abstains (2) – Mueller, Nash; absent (3) – Riggs, Strehl, Shenk.

Provide feedback and recommend to City Council to approve the prioritization strategy for identified projects

Kristiann Choy, City of Menlo Park, provided a presentation explaining the goals of the TMP as well as the how TMP was developed as a part of the Circulation Element within the ConnectMenlo General Plan Update. She also described the recently added goal of Congestion Management adopted by the City Council. Choy explained the work completed so far and the next steps of moving forward to public outreach and the prioritization strategy with respect to importance of feedback from the OOC. She introduced the workbook which was prepared and distributed as part of the OOC agenda packet as a means of facilitating feedback. She explained the public outreach process over the next several months and how public input will provide critical feedback relating to the prioritization of projects included

within the TMP. Choy also noted that additional events will occur throughout the outreach process at select locations throughout Menlo Park.

Katie DeLeuw, TMP consultant team, then presented about the public outreach process and how it will be similar to the outreach conducted during the initiation of the TMP document. She explained the online mapping tool where members of the public will be able to view projects included in the TMP. She also provided examples of maps clarifying that while the graphics shown in the meeting are static, the online tool will incorporate google maps which can be manipulated to the preferred view of each individual user. DeLeuw highlighted the sorting methods incorporated into the maps as requested by the OOC during the December meeting.

Choy then explained the prioritization strategy applied to the 190+ projects including the five implementation groups – Large Infrastructure, Complex Design, Complex Outreach, Straight Forward, and Regional projects. Further Choy explained the overarching priority given to projects within in each implementation group. She explained that three priority designations have been applied to the projects including Tier 1, Tier 2, and Discretionary Projects. Choy then showed a map of all the Tier 1 projects as well as the funded projects.

Choy then went on to explain the funding strategy for the proposed projects including various local funds, grants/taxes, and TIF/Fees and how they are combined annually to develop the City's capital improvement program (CIP). This program is an implementation plan for all major capital investments, adopted by City Council annually as part of the City's budget.

Choy asked the OOC to provide input on the following questions, highlighting the major takeaways from the workbook:

- Do you have any changes to the public outreach strategy?
- Should we hold the community open house in the summer or wait until fall?
- Is there anything you would change on the prioritization strategy?
- What is the Committee's recommendation to City Council on the prioritization strategy?

Public Comment

At this time Mueller asked for public comment.

- Daniel Hom, Menlo Park resident voiced concerns as summarized in an email he sent to the OOC in February regarding projects 47, 59, 70. He noted that each projects were in different tiers and should be considered as one project as they provide links between key destinations and corridors in Menlo Park.
- Ken Kershner, Menlo Park resident stated that he recently went to an emerging mobility conference in Austin, Texas. He stated that the TMP project lends itself to three opportunities including protected bike lanes, education of the community, and congestion priced parking.
- Katie Behroozi, Menlo Park resident stated that she didn't see a bicycle or pedestrian plan within the TMP. She also stated that a limited amount of roadway width is available within the city and that the needs of all users should be balanced. She explained that parking removal doesn't necessarily entail complex outreach. Further, she stated the community as a whole

should be addressed rather than only members of the community whose homes front the street changes.

- Steve Van Pelt, Menlo Park resident, expressed his concern that projects 63 and 64 favor cyclists too much, and if constructed would create traffic impacts during the afternoon along Ravenswood. He requested feedback from the OOC regarding moving forward about the specific projects.
- Mueller noted that all projects will be subject to an iterative design process before being approved by decision makers as noted in the presentation.

OOO Discussion

Mueller then facilitated the discussion by the OOC regarding the four questions posed by Choy during the presentation, specifically beginning with the first question pertaining to feedback about the public outreach process.

- Barnes asked about how the public outreach will provide the context about what issues the TMP is solving. He stated his concerns about making sure the public understands the purpose and goals of the TMP.
- Spencer, TMP consultant team, replied stating that the outreach process is meant to allow the public to comment on all proposed projects rather than just one mode of transportation. Further Spencer noted that the current process of public outreach is meant to be fairly open-ended.
- Barnes replied to Spencer stating his concerns about different expectations about getting from point A to point B quickly and planning for more intermodal use, understanding what is in the City's control, and concerns about removing cars from the road and how that affects development.
- Spencer replied that several tools are being provided and developed such as the workbook, FAQ, and the online mapping tool to help people to understand the goals and purpose of the TMP and using them to help address concerns from the public about getting from point A to point B and overall mobility challenges, but also want to caution against suggesting that traffic will be solved or that congestion and future growth will be removed, but that the TMP will help to manage traffic, help mobility in the future, and improve safety as the City continues to prosper and grow.
- Bailey expressed concerns about not showing the projects grouped around bike routes. She stated that she liked the presentation about the online tool and inquired whether we should have stand-alone bicycle and pedestrian plans that focused on improving safety, showing the key routes and how to address safety gaps.
- Choy, explained that City staff met with the Complete Streets Commission TMP subcommittee about the bike routes and how to better show projects in conjunction with the existing bike infrastructure in order to help residents and guests of Menlo Park get to and from key destinations and that these routes will be included in the online tool so the public can see which projects will affect their route.
- Nick Bleich, TMP consultant team added they are working with Alta Planning & Design on additional maps to help show how the bicycle projects would improve accessibility to key destination such as the Caltrain station. These maps will be included with the TMP.

- Adina Levin, OOC Member expressed interest in talking about the methodology of the scoring and how several smaller projects should be connected to a larger ‘anchor’ project.
- Mueller suggested adding a fifth question about content of the community outreach materials to the original four questions.
- DeCardy stated that he liked the online mapping tool. He also expressed that outreach sessions should be conducted in pop-up style fashion at popular Menlo Park destinations such as the library, downtown, parks, etc. He suggested that teams be dispersed to cover more areas of the city rather than at one community event.
- Mueller agreed that pop-up events would be a good idea to connect with more members of the community, especially in locations where projects are being proposed.
- Betsy Nash, OOC co-chair recommended having at least 5 pop-up events.
- Levin added that pop-up event should be conducted at popular Menlo Park destinations, libraries, parks, and work places.
- Jen Wolosin, OOC Member recommended that the outreach strategy include a long-term timeline indicating that the TMP is a living document and that there will be various points of when outreach will be conducted both during the TMP process and in the future when individual projects are being implemented so that all stakeholders are aware of the engagement process and to minimize conflicts between the large planning process and neighborhood concerns.
- Barnes expressed his interest in how the public outreach will inform the final TMP deliverable.
- Spencer explained that the purpose of the outreach is to hear pertinent community feedback. He cited the previous OOC Meeting in December of 2018 when several community members spoke negatively of project #48. He mentioned that the project was subsequently removed from the project list by the OOC.
- Nash stated that the OOC needs to emphasize that the TMP is a planning document and each project will be need to go through its own design, outreach, and construction phase. Additionally, she noted that the projects are ideas in the plan and will be vetted in time and that routes and not specific projects will help guide the overall process.
- Mueller requested that City staff not eliminate any project from the project list moving forward as a result of negative feedback, but include that feedback to the City Council for consideration at the time of the draft TMP review.
- Wolosin suggested that the outreach process incorporate a method to notify members of the community who’d be affected by construction of the projects.
- A member of the public inquired as to whether not outreach includes employers and employees.
- DeLeuw responded that the supplemental outreach includes pop-up events and those locations haven’t been identified but will consider employment centers.
- Jacqui Cebrian, OOC Member noted that many residents get their wifi from either the Belle Haven or Main Libraries and recommended adding a link to the TMP survey to the library webpage for people to see when they log on.
- Mueller reiterated the request to discuss concerns regarding the summer outreach schedule.
- Wolosin expressed her concern with the summer schedule citing that parents of children who are out of town for the summer will not be able to participate.

- Barnes agreed that summer may not be the optimal time to do conduct outreach and stated that the time between July 15 to August 15 is a dead zone and recommended not conducting the outreach during that time.
- Spencer explained that pushing the outreach into fall would significantly delay the overall process and timeline of the completing the TMP.
- Mueller questioned why the process would be delayed so long if the outreach is completed during the fall rather than summer.
- Nikki Nagaya, City staff explained that the adoption process from start to finish is more detailed than it would appear are a first glance due to the civic calendar schedule and a secondary delay around the end of the holiday season at the end of the calendar year.
- Levin stated that outreach should be conducted when parents are around, but added that pop-up events can be conducted over the summer to coincide with the many summer events that are planned.
- DeCardy requested that pop-up events and the online portion of the outreach process be initial phase of the outreach process starting in summer.

Mueller asked for discussion regarding the prioritization strategy presented by City staff.

- Bailey requested an origin-destination matrix to better understand the existing travel patterns within the City of Menlo Park. Additionally, she expressed concern over the green infrastructure prioritization criteria, stating that it appeared to be a design-related best practice.
- Wolosin raised the question of how much each project moved the needle on congestion relief. She stated that this metric should be captured to provide efficacy and allow decision makers to compare all projects.
- Barnes requested City staff and the project consultant team to clarify the prioritization process.
- Bleich reiterated the goals of the TMP and provided a comparison regarding ranking versus prioritizing projects. Further, he provided information about the OOC's duties about ranking vs prioritization. Bleich stated that the general idea moving forward is that City staff and the project consultant team will prioritize a group of projects which align with the goals of the TMP, rather than ranking projects individually.
- Barnes stated the he felt there has been a lack of data provided since the beginning of the TMP process.
- Mueller requested that the topic of data be revisited at a later time during the meeting.
- DeCardy stated that he thinks this process is much better than before. He spoke on the potential for induced demand from the perspective of the Environmental Quality Commission and how targets should be addressed moving forward.
- Levin agreed with DeCardy that this process is more digestible. She stated her interest in incorporating corridors, routes, and destinations into the prioritization process. Levin stated that the whole is greater than the sum of the parts as it can create routes to important destinations throughout Menlo Park. She suggested that top projects and regional projects be considered as anchor projects along key routes. She noted that using anchor projects would help City council to understand how to deliver projects with the greatest value to the community.
- Mueller expressed that he understands detailed analysis of each project is not feasible. He stated that he likes the use of the consumer report-style methodology but would like to know whether engineering standard or judgment is used to determine the ratings.

- DeCardy requested technical analysis if possible as it's important for the decision makers, such as parking demand.
- Spencer explained that the project team has been working on several types of analysis in addition to visual representations of the recommended projects.
- Wolosin noted that implementation was not of the original list of questions provided in the presentations given by City staff.
- Mueller requested that implementation strategy be a sixth item of discussion.
- Levin mentioned that best practices may have changed, and we may want to include information about changes in design and engineering standard to provide context about why projects are being recommended
- Mueller cautioned against over-engineering the context of outreach since the outreach also helps to inform what communication is needed as the projects come forward.

Mueller called for the OOC's recommendation to City Council on the prioritization strategy presented by City staff.

- DeCardy stated there is an issue with congestion management. Specifically stated that it should be clear as to what it is and what it isn't. He also noted there are many outside traffic related influences which should be acknowledged. Further, DeCardy noted that relinquishment of major roadways and a Transportation Management Association (TMA) should be included in the TMP.
- Mueller recommended including a summary of each committee member's comments to the Council as part of their review of the prioritization strategy.
- Mueller requested a supplemental document discussing citywide projects such as a TMA, congestion pricing, relinquishment of Willow Road, etc.
- Levin asked whether or not the hub and spoke project grouping would be useful for prioritization moving forward.
- Mueller provided that grouping projects based on corridors, routes, areas, could lead to increased politicization, which is not what's best for the city. He noted that pet projects are not what's best for the City as a whole.
- Nagaya noted that the online mapping tool will allow members of the OOC as well as the public to view projects along specific routes and around key destinations and asked for clarification from the OOC whether they wanted to see the online tool used more prominently in the online survey or revisiting the prioritization strategy around the grouping of projects.
- Mueller stated that some of the grouping is already occurring around TMA and safe routes to school.
- DeCardy was concerned about the grouping prior to attending the meeting, but viewing the online tool answered most of his concerns and suggested providing a way to sort the tables by project names.
- Mueller reiterated that he did not believe prioritizing routes would be best for the City moving forward city issues surrounding equity.
- Levin stated that several members of the public did not like the idea of reversible bus lane segment along Willow Road. While that project may not be the right project, she argued that the segment of the reversible bus lane was too small and that it should be anchor project which could then be bolstered by several smaller projects in close proximity.

- Cebrian wanted to clarification as to whether or not there was a consensus of switching the prioritization methodology to grouping projects by neighborhood. Other members of the OOC confirmed that there was no consensus to group the projects by neighborhood had been reached.
- Barnes stated that the online map tool will help understand how the projects affect their daily commute. He also stated that the data aspect of each project is important because it can prevent local interests from pushing the needle on specific projects.
- Mueller stated there are no absolutes regarding projects and their respective completion horizon. He stated that hurdles will always arise when it comes to moving transportation projects forward.
- Wolosin stated her understanding that City Council will ultimately decide the priority of when projects may be implemented, but expressed her desire of a prioritization process that is characterized by clear and objective guidelines and that strong justification be provided to change priorities. If not, she expressed her frustration that projects could have been pursued instead of developing this plan.
- Mueller stated that he understands her frustrations, but explains that the city council often takes recommendations from City staff. He also expressed that scopes and timelines are rarely adhered to. Further, he stated the process is highly iterative.
- Nagaya stated that the TMP helps to makes clear tradeoffs by outlining the timeline for projects in the implementation plan so that when things come up, you can see how it impacts projects that are currently in line and provide a transparency and framework for the community to see how changes may impact implementation.
- Nash stated that TMP should provide the framework and implementation with objective methodology of ranking projects to help provide a counterbalance to neighborhoods that may have more vocal objections.
- Mueller expressed that it is very difficult to complete transportation projects within the City of Menlo Park. Further he stated that since the TMP is the overarching transportation document, it should reference all transportation related plan to ensure all facets of transportation are covered.
- Wolosin questioned whether community members advocating for projects could move projects up in priority.
- Mueller expressed his understanding that the projects will not be ranked in order but a prioritization strategy is created that Council can use to weigh each project to determine which projects to invest in..
- Nagaya provided an explanation the projects are not being individually scored but that further refinement of Tier 1 projects is likely to occur.
- Mueller expressed concerns about having projects ranked in order since it doesn't take into account external conditions and that it may set false expectations when projects are moved off the table.
- Nash expressed her understanding that the projects would be shown in order of greatest impact to help Council with prioritization.
- Spencer stated that as the technical staff we need to dictate how project will define success. We what have now is how we want to recommend projects going forward. He stated that in December the OOC challenged us and said that you wanted groupings. He also said that

although City staff could rank projects, they're ultimately going to let City Council provide rankings should they want to.

- DeCardy asked what the TMP will look like in terms of ranking for prioritization, further stating he'd like to see the project list included in the TMP.
- Mueller stated City staff is trying to quantitatively identify projects which have the greatest impact. He then stated that at the end of the day the OOC and members of the public have to have respect for the discretionary process of the City Council. He stated that the City Council will likely assess the list of projects and how much money the City has to complete the list of projects. He then provided that the City Council will likely weight the best option from the tier one project list. Further, Mayor Mueller stated that the best projects could change with time as the City's needs often change.
- Nash questioned whether additional work is needed if we don't plan to further rank projects since we already have the projects listed in Tier 1 and Tier 2 groups.
- Nagaya responded that public outreach is needed and that the community needs to digest the projects. Additionally Nagaya referenced page ten of the presentation and how it provides an implementation example which is a framework for the council to start with. She noted the tradeoffs will be provided and the council will be able to modify their decisions.
- Mueller stated he believes that by providing completion horizon for projects, City staff is setting the projects up to fail by provided unrealistic expectations to the public.
- Nagaya reiterated that the meeting is aimed that at the OOC provided recommendations to the Council, noting Mayor Mueller's request to remove completion horizons form the decision making process.
- Bailey noted that there's never a bad time for public outreach. She expressed issues regarding coherency of the plan with respect to congestion. She mentioned that the citywide projects have disappeared and that they would likely be helpful.
- Wolosin stated that she took on a citywide approach regarding safety, similar to safe routes to school, but a significantly large scale. She assumed that her strategy would identify which projects were the greatest need. Wolosin stated that she told parents that a better method was coming via the TMP regarding project prioritization.
- Mueller reiterated that he did not feel it was appropriate for the OOC or the City Council to rank projects against one another.
- Barnes expressed that he is not comfortable with the 'jump ball' concept where only some projects move forward.
- DeCardy stated that he wants to know the value of the projects for anyone to make a decision in the event that projects will be stacked against each other. He noted that the ranking of projects would ultimately be a moot point if the City Council gets the final say as to which projects are selected for development.
- Levin stated that she likes the completion horizon presented in the workbook. Also she expressed that she understands the recommendation to not rank projects by location by the Mayor, but still would like to see flagship projects guide the decision process.
- Nash highlighted the Citywide project list includes a TMA, congestion price parking pricing, the relinquishment Willow Road. She also acknowledged that City staff has a good idea of how projects get implemented. She stated that she likes the ranking as it moves away from individual neighborhoods being prioritized.

- Mueller stated that Nash and others are concerned about certainty and he's concerned about unrealistic expectations. He also stated the likely hood of failure for him is centered around the bucket of time, rather than restricting projects to timelines. He thinks the time is completely unrealistic. Mueller stated that he doesn't like the implementation plan which includes a year-by-year schedule. He provided that he feels the schedule is unrealistic.
- Cebrian reiterated that projects are not static on the CIP schedule and that things can change.
- Spencer suggested that the City Council should give staff direction and things don't have to move in order. He also stated that everyone is right, but the plan has to be implementable and that optics matter. Spencer stated that he personally would not rank the projects because it's easier to understand.
- Mueller reiterated that he doesn't want to pit tier one projects against each other because he wants to make the biggest impact at the end of the day.
- Wolosin suggests that maybe under the Safety prioritization category the City Council needs more data to show how much needle will move for each project.
- Barnes states that he'd like to reiterate to the public that maybe not all 31 tier one projects will be implemented.
- Nash agreed with Barnes stating she thinks is unrealistic. Further she expressed she'd like a better way to package the TMP, and that hopefully staff can do this without politics.
- Cebrian highlighted the fact that schedule for each project provides transparency.
- Mueller stated that there will be Hunger Games if each project is ranked and that the process is too ridged and result in the politicization.
- Nash noted that projects are not ranked in the workbook.
- Nagaya noted that there is room for flexibility and that the time frames can be removed.
- Wolosin asked how the public will know whether or not their feedback has been incorporated in the document. She also asked how City staff will let the people know about what is and what isn't including in the TMP, specifically the lack of traffic calming. She expresses that she wants members of the public to understand what's included.
- Nash noted that no stop signs are included in the plan and that issue should be addressed.
- Mueller closes the meeting stating that the questions posed by City staff have been thoroughly covered.

The meeting adjourned.

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STAFF REPORT

City Council

Meeting Date: 5/14/2019
Staff Report Number: 19-098-CC

Regular Business: **Adopt pilot program to implement the Institute for Local Government's public engagement framework**

Recommendation

Staff recommends that the City Council adopt a pilot program to implement the Institute for Local Government (ILG) public engagement framework (Attachment A.)

Policy Issues

Through the annual budget process, the City Council adopts a spending plan to provide the desired service level to the community. This request redirects an authorized full-time equivalent (FTE) position, currently budgeted but vacant, from managing the library system improvement project to implementing a comprehensive public engagement process. There is no increase in FTEs as a result of this proposal.

Background

In 2008, the City Council created a community engagement manager position to implement a City Council priority to improve public engagement in the city's regulatory decisions. In early 2009, the community engagement manager prepared a comprehensive community engagement guidebook (Attachment C) to assist staff in their work on a variety of projects. Shortly following the issuance of the guidebook, the "Great Recession" required the elimination of the community engagement manager position with the incumbent taking the role of community services director. Except for an update to the guidebook in 2011, Menlo Park has not devoted the resources necessary to ensure that the city's engagement efforts are consistent across departments, relevant to current community needs, and responsive to changes in best practices.

Analysis

In the past several years, the city has engaged the public on a multitude of projects, studies, and private development applications. In those efforts, city staff has employed a variety of public engagement tools from official public hearing notices to the retention of consultants to conduct engagement processes. While no public engagement method can be successful in addressing everyone's concerns to their satisfaction, members of the current city council and members of the community have expressed concerns about some of the city's existing public engagement efforts. Additionally, the absence of a citywide public engagement framework has resulted in differences and variability between the public engagement processes carried out by individual city departments. For these reasons, staff researched and identified a proven public engagement framework that is flexible to accommodate variances between individual departments' needs but that could also potentially be scaled up and applied to all of the city's public engagement efforts in a consistent manner across all departments.

The ILG has developed a public engagement framework called TIERS (think, initiate, engage, review, shift)

to promote "...good government at the local level with practical, impartial and easy-to-use resources...". To assist in the deployment of the TIERS public engagement framework, the ILG provides a two-day training called a "learning lab." A team of staff members attended the ILG's most recent learning lab held in Danville at the beginning of April. The team's charge was to assess the value of the ILG's public engagement framework and identify how to utilize the TIERS public engagement framework in Menlo Park.

In the ILG TIERS public engagement framework learning lab, the trainers emphasized that transparency requires clarity in terms and clarity in purpose. In their article titled "What is Public Engagement? and Why Should I do it" (Attachment B), the ILG points out that there is a need to draw distinctions among the various ways individuals and groups can become involved in local government processes and decision making. Given the various ways to become involved, according to the ILG, "understanding these differences will help local officials 'fit' the best approach (or approaches) to the issue, policy, or controversy at hand." Attachment B provides further explanation of the different types of public engagement: civic engagement, public information/outreach, public participation/deliberation, public consultation, and sustained public problem solving. Additionally, Attachment B explores "why engage the public?":

- Better identification of the public's values, ideas and recommendations
- More informed residents about issues and about local agencies
- Improved local agency decision – making and actions, with better impacts and outcomes
- More community buy-in and support, with less contentiousness
- More civil discussions and decision making
- Faster project implementation with less need to revisit again
- More trust – in each other and in local government
- Higher rates of community participation and leadership development

While the training started with a discussion of terms and purpose, the primary focus of the ILG's TIERS public engagement framework learning lab was on the question of how to promote transparency through clarity of process. To assist in clarity of process, the ILG developed the TIERS public engagement framework (Attachment A) which provides a comprehensive roadmap and a series of thought starters and templates to build a responsive public engagement plan. Staff participating in the training reached a consensus that the TIERS public engagement framework is a useful tool that is substantially similar to the 2011 community engagement handbook. The benefit of adopting the TIERS public engagement framework, however, is the support offered by the ILG in maintaining the framework to incorporate best practices, training provided by the ILG to implement TIERS, and the general usability of the framework and templates.

Staff recommends City Council approval of a pilot project to boost the City's current public engagement efforts. The pilot project makes use of existing resources in the budget. No new FTE personnel are necessary; however, staff seeks City Council approval to repurpose the position approved to manage the library system improvements project as outlined below. Similar to public engagement processes, the pilot project will undergo regular reality checks to ensure it is on track to deliver the outcome described below.

1. Scope – The pilot program launches the TIERS public engagement framework immediately, as resources allow, for the new projects. Initially, staff recommends applying the TIERS framework on three projects: the branch library feasibility study, the local minimum wage ordinance, and an update to the Commission/Committees Handbook. The staff members managing the identified projects participated in the ILG learning lab and are comfortable working through the framework. The TIERS framework should also be applied to larger projects if there is a desire to engage the community in matters of importance. The City does not presently have a staff member capable of dedicating their time to this initiative.
2. Staffing – To implement the scope outlined above, the recommendation is to repurpose an existing and vacant authorized FTE position that was approved by the City Council to manage the library system

improvement project. With the transition in the City Council and the City Council's annual goal setting process in early 2019, the position was held vacant. The City Council has adopted its 2019-20 priorities, and work plan and the city has since hired a library services director with subject matter expertise in library construction. The 1.0 FTE authorized to manage the library system improvement project is no longer necessary.

If the City Council desires to move forward with an organization-wide public engagement initiative, the initiative is best served by a dedicated resource as that which existed before the elimination of the community engagement manager position during the Great Recession. The vacant 1.0 FTE intended to manage the library system improvement project can be repurposed and is fully budgeted requiring no change in the City's authorized FTEs. The dedicated staff member will be expected to:

- A. Identify and establish a comprehensive centralized database of potential stakeholders. The TIERS framework provides a template termed the "community landscape" to assist in this effort.
 - B. Build relationships with stakeholders. The staff member will help stakeholders navigate the City's processes, develop connectivity tools that keep the stakeholders informed on topics of interest, and be available to attend stakeholder meetings upon request.
 - C. Participate in the selection of modern technological transparency tools. The staff member will participate in the budgeting and financial transparency initiative if approved by the City Council as part of the 2019-20 budget. The staff member will also take the lead on redesigning the City's website to emphasize ease-of-use for the community.
 - D. Assist departments in the development of public engagement plans for projects using the TIERS framework.
 - E. Oversee consistent application of adopted public engagement plans and serve as a resource to the user department to ensure continuous improvement.
 - F. Coordinate media and outreach efforts. The staff person will coordinate all public noticing, webpages, and other media used as part of the engagement effort to ensure consistency across the city organization. The staff person will centralize scheduling of public meetings to avoid conflicts and to minimize meeting fatigue.
 - G. Facilitate engagement activities. The staff person will be expected to facilitate engagement activities to ensure consistency across engagement efforts as well as ensure that the participants understand the purpose of the activity, prepare a record of the feedback received during the activity, and conclude meetings to ensure that the outreach is productive and meaningful.
 - H. Conduct "reality checks" at appropriate junctures. The TIERS framework encourages taking time to debrief regularly to verify that the public engagement plan is on target and adjust as necessary. The City Council or City Manager approved public engagement plan, while clear at approval, may require adjustments mid-stream to incorporate critical information received during the process.
3. City Council – As part of this pilot project, the City Council may be asked to approve public engagement plans for particularly complex or controversial matters. The value of City Council review and approval of the engagement plans is to ensure transparency in process at the onset and minimize, to the greatest extent possible, downstream frustration for all parties involved. The public engagement plan will identify the various decisions anticipated and the type of public engagement that is appropriate within known constraints such as time or staff capacity. The public engagement plan will also clearly outline the role of all stakeholders in the decision-making process to clarify expectations for all participants: community members, organized stakeholder groups, staff, City Council advisory bodies, City Council subcommittees, and the City Council.
 4. Technology – The pilot program will be most successful with continued investment in technology. As part of the 2019-20 city manager's proposed budget, staff recommends approval of a plan to replace the city's budget and finance software over the next three years. The budget proposal is responsive to

recommendations from the Finance and Audit Committee and is essential to improving public access to information that will better facilitate more meaningful public engagement. As the pilot program matures, technology investment above the 2019-20 budget request may be required.

The public engagement pilot program outlined in this memo identifies the minimal resources necessary to explore significant improvements in the city's public engagement. A dedicated staff person and use of the ILG TIERS public engagement framework provide the most expeditious path toward institutional change that is responsive to requests for greater transparency in processes as expressed by members of the community, staff, and City Council.

Impact on City Resources

The pilot program has sufficient resources in the current and proposed budget.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it 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 72 hours prior to the meeting.

Attachments

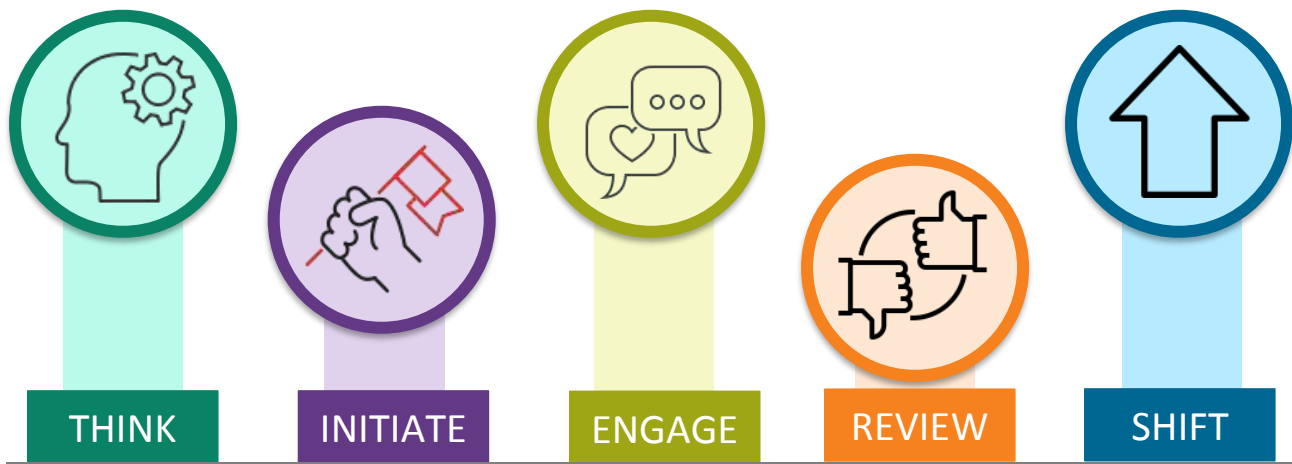
- A. ILG article: "Shaping the future together: TIERS Framework for Practical Public Engagement at the Local Level"
- B. ILG article: "What is public engagement? and Why Should I do it?"
- C. Menlo Park community engagement model guidebook and tool kit

Report prepared by:

Nick Pegueros, Assistant City Manager

Sean Reinhart, Library Services Director

Shaping the Future Together: TIERSSM Framework for Practical Public Engagement at the Local Level



The Institute for Local Government (ILG) has developed a framework to support and assist any local government with planning and executing public engagement efforts. The Framework consists of five pillars for successful community engagement: Think, Initiate, Engage, Review and Shift.

Why TIERS? The TIERS Public Engagement Framework has been developed in direct response to what we have heard from local elected officials and staff across California. In 2015, ILG conducted a statewide survey and found that 69 percent of respondents said they do not have the sufficient staff, knowledge and financial resources for public engagement. These findings mirrored the results of a 2013 ILG & Public Agenda survey which found that 69 percent of respondents thought a lack of resources and staff could stand in the way of a deliberative [public engagement] approach.

Further, there is a lack of standard best practices for authentic and effective public engagement, which leads to a lack of common understanding of what public engagement is and how to approach it. The TIERS Public Engagement Framework and its companion program, the TIERS Learning Lab, provide a step-by-step approach to public engagement.

How Can Your Agency Benefit from Public Engagement?

Local governments will benefit from public engagement in the following ways:

- Improved local agency decision making and actions, with better impacts and outcomes
- More community buy-in and support, with less contentiousness
- Better identification of the public's values, ideas and recommendations
- More informed residents
- More constructive discussion and decision making
- Faster project implementation with less need to revisit again
- More trust in each other and in local government
- Higher rates of community participation and leadership development



THINK

Step 1: Self-Assessment

- Public Engagement Project Assessment
 - Quick Assessment (1-4 hours)
 - Deeper Assessment (8 hours to 6 weeks)
 - *Template Provided*
- Agency Assessment
 - Davenport Institute's "How are WE Doing?" assessment tool

Step 2: Consider Public Engagement Approach

- Draft Public Engagement Approach for your Specific Effort
 - *Template Provided*
- Draft Public Engagement Approach for Agency Wide Application
 - Review your agency's public engagement policies and practices, including current staffing
 - Conduct an analysis of the public engagement functions and needs across your agency

Step 3: Contemplate Community Landscape

- Create or update a list of local community based organizations (CBOs) and others to inform outreach efforts
- Identify diverse locations to hold meetings with target audiences in mind
- *Template Provided*



INITIATE

Step 1: Draft Public Engagement Approach

- Choose a mix of in-person and online activities
 - Consider the timeline, budget, staff time implications (your department and other departments as applicable)
 - Who will facilitate events? Who/ how will data gathered be input, analyzed, summarized?
 - What might go wrong? How might your approach mitigate for challenges?
 - *Template Provided*

Step 2: Develop Outreach Plan

- Create an Outreach Plan
 - Consider what you know from your 'community landscape' listing; who you are trying to reach, how much time and money available
 - *Template Provided*

Step 3: 'Reality Check'

- Are there local, state or federal laws or regulations you need to consider?
- Are there internal organizational 'politics' or challenges to take into consideration?
- Are there larger 'Political' issues to keep in mind?
 - For example: Is there an upcoming election? A significant recent incident?

"Society is strongest when we all have a voice. Engaged communities are often more vibrant and healthier."

- The James Irvine Foundation



ENGAGE

Step 1: Implement Outreach Plan

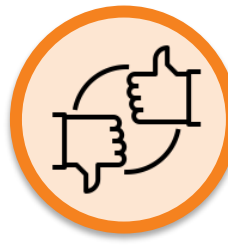
- Implement your plan, prioritizing outreach
- Ensure targeted audiences are represented (authentically) within your plan
 - Double check with local leaders to ensure authentic voices are reached

Step 2: Implement Public Engagement Approach

- Execute your plan; ensure roles are clear; adjust as appropriate
- *Template Provided*

Step 3: 'Reality Check'

- Are there internal organizational 'politics' or challenges that have changed and need to be considered?
- Check in with key community leaders on a regular basis to understand new or coming issues; mitigate accordingly



REVIEW

Step 1: Evaluate Public Engagement Approach

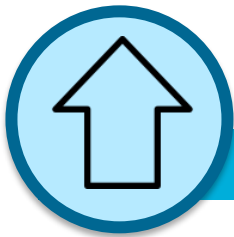
- What worked? What could have gone better? See ILG resources like Rapid Review Worksheets
- Is training needed for any staffers in order to execute more effectively in the future? (e.g. facilitation skills; graphic design; survey question construction; meeting design)

Step 2: Evaluate Outreach Plan

- What worked? What could have gone better?
- Is training needed for any staffers in order to execute more effectively in the future? (e.g. challenging people; communications skills; small group facilitation)
- Are there community leaders with whom the agency should build stronger ties?

Step 3: What Barriers Did You Overcome?

- What internal organizational barriers did you overcome?
- What other political barriers did you overcome?



SHIFT

Step 1: Internal Organizational

- Consider beneficial organizational shifts
 - For example: public engagement assigned within job description(s); commitment to train electeds and staff in public engagement policy and/or skills; ongoing communication strategies that go beyond traditional methods such as ethnic media
 - Send out periodic surveys to understand satisfaction with public engagement related efforts and policies
 - Ask for help when needed from organizations like ILG, Davenport Institute and/or consultants

Step 2: External |Your Community

- Consider beneficial shifts in external relations
 - For example: set and track metrics related to in-person and phone meetings with diverse and underrepresented community members, choose time bound goals; engage with local leadership programs

Step 3: Policy Change

- Consider policy review/ change/ adoption
 - Commitment to review public engagement related policies if they have not been systematically reviewed in the last ten years; Adopt a resolution demonstrating commitment to public engagement

TIERSSM Public Engagement Learning Lab

The TIERS Public Engagement Learning Lab is an interactive, results-oriented 6 month program led by ILG that provides participants in California local government with hands-on instructions, exclusive TIERS public engagement tools, individualized support of your public engagement project, follow up private consulting, and peer-to-peer learning.

Program Benefits + Takeaways:

- 1 Reframe your public engagement from a necessary burden to a beneficial and productive process
- 2 Learn new tactics and tools to manage and respond to diverse viewpoints and navigate contentious stakeholders
- 3 Learn how to drive higher turnout for your big events
- 4 Gain new ideas and digital strategies to move your public engagement 'Beyond the Usuals' and reach new residents and stakeholders
- 5 Increase your organization's internal buy-in for your public engagement work
- 6 Connect with others in your region to share real-world case studies and provide mutual support for successful public engagement work

To learn more about the TIERS Learning Lab and other training opportunities in your region, please contact ILG's Public Engagement Program at publicengagement@ca-ilg.org

About the Institute for Local Government

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To access the Institute's resources on public engagement, visit www.ca-ilg.org/engagement

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The TIERS Framework was developed with a generous grant from The James Irvine Foundation.



What is Public Engagement?

&

Why Should I do it?

There are many terms that describe the involvement of the public in civic and political life. We offer one set of terms and definitions here not because we're sure these definitions are the best or most complete – or even that most people would agree with them - but because we think it's important to draw distinctions among the various ways people can become involved. This is important because understanding these differences will help local officials “fit” the best approach (or approaches) to the issue, policy or controversy at hand. The exact terms and definitions are less important than recognizing that these distinctions exist.

Local governments throughout California are applying a variety of public engagement strategies and approaches to address issues ranging from land use and budgeting to climate change and public safety. They are discovering a number of benefits that can result from the successful engagement of their residents in local decision making.

What is Public Engagement?



CIVIC ENGAGEMENT

This is an extremely broad term that includes the many ways that residents involve themselves in the civic and political life of their community. It encompasses volunteering as a local Little League coach, attending neighborhood or community-wide meetings, helping to build a community playground, joining a city or county clean-up effort, becoming a member of a neighborhood watch group or local commission – and much more.



PUBLIC ENGAGEMENT

This is a general term we are using for a broad range of methods through which members of the public become more informed about and/or influence public decisions. Given our work to support good public involvement in California, we are especially focused on how local officials use public involvement practices to help inform residents and help guide the policy decisions and actions of local government.



PUBLIC INFORMATION/OUTREACH

This kind of public engagement is characterized by one-way local government communication to residents to inform them about a public problem, issue or policy matter.

Examples could include: a website article describing the agency's current budget situation; a mailing to neighborhood residents about a planned housing complex; or a presentation by a health department to a community group about substandard housing or "bird" flu policies.



PUBLIC CONSULTATION

This kind of public engagement generally includes instances where local officials ask for the individual views or recommendations of residents about public actions and decisions, and where there is generally little or no discussion to add additional knowledge and insight and promote an exchange of viewpoints.

Examples include typical public hearings and council or board comment periods, as well as resident surveys and polls. A public meeting that is mainly focused on asking for "raw" individual opinions and recommendations about budget recommendations would fit in this category.



PUBLIC PARTICIPATION/DELIBERATION

This form of public engagement refers to those processes through which participants receive new information on the topic at hand and through discussion and deliberation jointly prioritize or agree on ideas and/or recommendations intended to inform the decisions of local officials.

Examples include community conversations that provide information on the budget and the budget process and ask participants to discuss community priorities, confront real trade-offs, and craft their collective recommendations; or the development of a representative group of residents who draw on community input and suggest elements and ideas for a general plan update.



SUSTAINED PUBLIC PROBLEM SOLVING

This form of public engagement typically takes place through the work of place-based committees or task forces, often with multi-sector membership, that over an extended period of time address public problems through collaborative planning, implementation, monitoring and/or assessment.

Why Engage the Public?



BETTER IDENTIFICATION OF THE PUBLIC'S VALUES, IDEAS AND RECOMMENDATIONS

Elections help identify voter preferences and communication with individual constituents provide additional information to local officials about resident views on various topics. However gaps often remain in understanding the public's views and preferences on proposed public agency actions and decisions. This can especially be the case for residents or populations that tend to participate less frequently or when simple "pro" or "con" views don't help solve the problem at hand. Good public engagement can provide more nuanced and collective views about an issue by a broader spectrum of residents.



MORE INFORMED RESIDENTS - ABOUT ISSUES AND ABOUT LOCAL AGENCIES

Most residents do not regularly follow local policy matters carefully. While a relatively small number do, most community members are not familiar, for instance, with the ins and outs of a local agency budget and budget process, or knowledgeable about planning for a new general plan, open space use or affordable housing. Good public engagement can present opportunities for residents to better understand an issue and its impacts and to see local agency challenges as their challenges as well.



IMPROVED LOCAL AGENCY DECISION - MAKING AND ACTIONS, WITH BETTER IMPACTS AND OUTCOMES

Members of the public have information about their community's history and needs. They also have a sense of the kind of place where they and their families want to live. They can add new voices and new ideas to enrich thinking and planning on topics that concern them. This kind of knowledge, integrated appropriately into local decision making, helps ensure that public decisions are optimal for the community and best fit current conditions and needs.



MORE COMMUNITY BUY-IN AND SUPPORT, WITH LESS CONTENTIOUSNESS

Public engagement by residents and others can generate more support for the final decisions reached by local decision makers. Put simply, participation helps generate ownership. Involved residents who have helped to shape a proposed policy, project or program will better understand the issue itself and the reasons for the decisions that are made. Good communications about the public's involvement in a local decision can increase the support of the broader community as well.



MORE CIVIL DISCUSSIONS AND DECISION MAKING

Earlier, informed and facilitated deliberation by residents will frequently offer a better chance for more civil and reasoned conversations and problem solving than public hearings and other less collaborative opportunities for public input.



FASTER PROJECT IMPLEMENTATION WITH LESS NEED TO REVISIT AGAIN

Making public decisions is one thing; successfully implementing these decisions is often something else altogether. The buy-in discussed above, and the potential for broad agreement on a decision, are important contributors to faster implementation. For instance, a cross section of the community may come together to work on a vision or plan that includes a collective sense of what downtown building height limits should be. If this is adopted by the local agency and guides planning and development over time, the issue will be less likely to reoccur as an issue for the community and for local officials. In general, good public engagement reduces the need for unnecessary decision-making “do-over.”



MORE TRUST - IN EACH OTHER AND IN LOCAL GOVERNMENT

Whatever their differences, people who work together on common problems usually have more appreciation of the problem and of each other. Many forms of public engagement provide opportunity to get behind peoples’ statements and understand the reasons for what they think and say. This helps enhance understanding and respect among the participants. It also inspires confidence that problems can be solved – which promotes more cooperation over time. Whether called social capital, community building, civic pride or good citizenship, such experiences help build stronger communities. Additionally, when a local agency promotes and is a part of these processes - and takes the ideas and recommendations of the public seriously - a greater trust and confidence in local government often results.



HIGHER RATES OF COMMUNITY PARTICIPATION AND LEADERSHIP DEVELOPMENT

Engaging the public in new ways offers additional opportunities for people to take part in the civic and political life of their community. This may include community members who have traditionally participated less than others. These are avenues for not only contributing to local decisions but for residents to gain knowledge, experience and confidence in the workings of their local government. These are future neighborhood volunteers, civic and community leaders, commissioners and elected officials. In whatever role they choose, these are individuals who will be more prepared and more qualified as informed residents, involved citizens and future leaders.

Generous financial support for this resource was provided by The James Irvine Foundation. All decisions regarding the final content of this publication were made by the Institute for Local Government.



About the Institute for Local Government

This tip sheet is a service of the Institute for Local Government (ILG) whose mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association.

For more information and to access the Institute’s resources on public engagement, visit www.ca-ilg.org/publicengagement.

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City of Menlo Park
Community Engagement Model
Guidebook and Tool Kit

City of Menlo Park
Community Engagement
Guidebook and Tool Kit

Spring, 2011



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Introduction

How this guidebook is organized

The guidebook has three major sections – An overview of basics; detailed “how-to” steps for implementing the Model’s three stages; and a Tool Kit of various community engagement process methods. Included in green boxes are examples for many of the how to steps.

More than you ever wanted to know about..... everything

These brown boxes provide the research and best practices background supporting the methodology of the steps in the guidebook. Not necessary for doing the work, but fun to know if you care about the “science” of community engagement.

Sources

The ideas in this guidebook have many sources including formal trainings, loads of books, professional organizations and the experiences of members, best practices and plain old “in the trenches” experiences. Much of the knowledge is cumulative but when a source is known, it is cited. Much of the knowledge and language comes from the firm of KezziahWatkins, whose principals have been doing community engagement process work in communities across the country for over 30 years.

Core Values and Basic Principles

What community engagement is / isn't

Community engagement is any process involving residents in problem solving or decision making or using public input to make better decisions. The ultimate goal of community engagement is to make decisions reflecting a lasting public or community judgment. The long term outcome of meaningful community engagement is an increase in trust in local government and the replacement of a sense of alienation with a sense of community.

This does not mean community engagement always results in decisions that make everyone happy. It does mean that those who most oppose a decision will understand why it was made and will often go along, however reluctantly, because they had an opportunity to be heard.

Community engagement is not a substitute for decision making by an organization or elected body, but should be an important influence upon it.

Community engagement is also NOT public relations, although some of the tools are similar.

Most of all, community engagement is NOT a cure for conflict or a magic bullet. Often, community engagement activities surface conflict and provide a productive way to manage and resolve conflicts and controversy.

Here's what residents of Menlo Park said community engagement means to them:

- We really want to know the answer and do something with it so people feel heard
- People feel they've been listened to even if they don't agree with the outcome
- Residents feel that City Hall belongs to them
- Constant nurturing of relationships
- Convert people from outsiders to insiders
- Residents do not feel betrayed
- People are informed about core / underlying issues; less likely to be polarized
- Trust increases

It's clear that in Menlo Park people expect, even demand, that we use community engagement at least routinely, if not for every decision we make. There are no hard and fast rules for creating community engagement that meets all these expectations, but there are some core values to ground us, some best practices to suggest approaches, and some tried and true tools to support meaningful engagement. The purpose of this guidebook and tool kit is to be a reference for implementing effective community engagement processes meeting these core values and basic principles.

Core values and principles

The International Association for Public Participation, an international leader in community engagement, has developed Core Values for use in the development and implementation of community engagement processes. These core values include:

- Community engagement is based on the belief that those who are affected by a decision have a right to be involved in the decision making process
- Community engagement includes the promise that the community's contributions will influence the final decision
- Community engagement promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers
- Community engagement seeks out and facilitates the involvement of all those potentially affected by or interested in a decision
- Community engagement provides participants information they need to participate in a meaningful way
- Community engagement communicates to participants how their input affected the decision

Open / Honest / Fair

Experience also shows several important principles which, if followed, always contribute to successful processes:

- The decision making process is **open** to everyone, with every person given an equal opportunity and encouragement to participate
- There is a genuine intent to truly listen to what people have to say and to reflect their concerns in the final decision; all information, including the potential positive and negative impacts of any proposed solution, is **honestly** provided to everyone, equally.
- All voices are equal and considered **fairly**.
- An organization's role is to state and clarify the need for the decision or the problem to be solved, not to sell a particular solution
- There is no "general public" there are many publics who care about many different things
- Effective community engagement is more an attitude than it is the methods used

Roles and responsibilities

One common source of confusion when thinking about designing effective community engagement process involves questions about roles and responsibilities. Council and Commission members and appointed City staff are in these positions of authority because they are good at solving problems and making decisions... if residents are going to be making decisions, what's the job of Council, Commissions and staff?

Valuing and using community engagement is not a substitute for or abdication of decision making in public organizations. No one charged with ultimate authority and responsibility should simply turn over decisions to the publics they serve. This would certainly betray a trust placed with those authorities and may even be an irresponsible breach of the organization's charge or mission. So what's a responsible leader to do?

The community engagement model presented in this guidebook defines **leaders' roles** in this way:

- Identify the problem to be solved (we describe this as selling the problem, not the solution)
- Make sure that the problem is effectively communicated to the publics who could be impacted by possible solutions
- Decide what role public participants will play in the decision making process and what elements of a decision are not negotiable
- Decide how, and to what level, community engagement will influence the decision
- Hear first hand and genuinely consider the ideas, wants and desires of people when making the final decision
- Hold to the process outcomes and allow no compromising on an open, honest and fair process
- Absolutely refrain from any old-fashioned “deal cutting”

The community engagement model presented in this guidebook defines **staff roles** this way:

- Serve as information-givers, using technical expertise and professional experience to describe options as well as their pros and cons, and benefits and implications in order to make sound decisions possible
- Serve as facilitators, not necessarily of meetings, but in designing and carrying out community engagement processes
- Develop recommendations that are sound, fair and politically supportable by the decision-makers by helping people turn uninformed opinion into public judgment
- Track input and provide feedback on results to the participants and the decision makers
- Act as champions for community engagement in general and for specific processes overall in order to facilitate building trust and a sense of community

If a **Commission or Community-based Committee** is involved, their roles should be defined this way:

- The key here is to be careful not to create a process that pits the responsibilities of standing committees and boards against the responsibilities we're placing on participants
- Bring experience and perspective to bear in helping to define the problem or opportunity the process is being designed to address
- Promote attendance and participation, especially through personal contact
- Host meetings and attend and participate in others
- Honor the process results in their decision making and incorporate them into recommendations to Council
- See appendix A for sample "charges" to Commissions and Project / Advisory Committees

Residents and participants have a role, too:

- Choose to participate (or not) in any process involving a decision impacting them
- Keep in mind that by not participating they are consenting to the final decision made by others, no matter what that is
- When participating, provide honest input, listen respectfully to others and work hard to reach compromises on difficult issues

When to do it

There is no absolute formula for determining which decisions should include the community. Different issues and different situations will call for different levels of engagement and different engagement methods. The three phase process planning steps in the next section of this Guidebook will help you sort this out in the most effective way. Generally, though, community engagement is the right approach when decisions involve conflicting and / or competing public values or goals, such as:

- We're considering changes in use or deletions of service (or people will have to give up something they think of as a "right")
- We're dealing with environmental issues
- A project is perceived to have impacts on people's property rights, property values, quality of life or safety (keeping in mind that it's people's perception of the facts that matters more than the "facts" as staff might define them)
- We wouldn't want it in our backyard, wouldn't understand it without our inside knowledge or it wouldn't seem fair if it wasn't our idea (does it impact some people more than others?)
- The decision involves trade offs or weighing of one value in comparison with another (aka conflict!)
- Community support would help achieve a goal (such as community building)
- There is an existing legal or administrative requirement for engagement

Community engagement is **NOT** advisable if:

- We have absolutely no choice about what to do
- There is a crisis which needs to be handled immediately
- Nobody cares about the issue (but we should *a/ways* check this assumption)
- We absolutely will not pay attention to what the community says

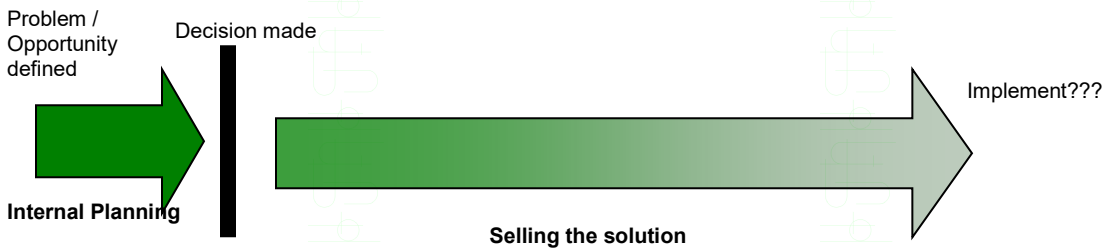
A Key Question:

Will community engagement mean it takes longer to do projects?

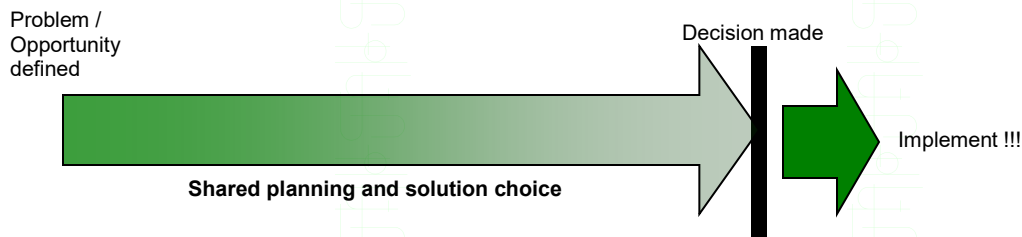
Here's the answer!

Although it may feel like it takes longer because more time is spent up front in the planning stage, there is MUCH less time spent defending decisions that, in some cases, never get to the implementation stage. When organizations do a good job of involving people in discussing the problem or opportunity and the alternatives on the front end, less time needs to be spent in selling the final solution. Implementation becomes much less tenuous.

Traditional / Unilateral Decision



Decision made with community engagement



Stages of Public Participation Planning

There are three basic stages in planning a meaningful community engagement process. Each stage also includes a series of steps that look something like this:

Stage One: Decision analysis

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

Stage Two: Process planning

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

Stage Three: Implementation planning

1. Develop a supporting communications plan
2. Plan the implementation of individual activities
3. Plan the input analysis process
4. Honor and evaluate the process

Stage One: Decision Analysis

Problem or opportunity defined

The very first step in designing any community engagement process is to define the problem that needs to be resolved or the opportunity we need to take advantage of. This sounds like it should be easy, but it's not. You'd be surprised how often problems and issues are defined in "solution" language – in such a way that a solution is implied from the start. Misunderstanding the problem is also a common trouble spot for community engagement processes.

An easy way to begin is to ask the process planning team to brainstorm the consequences of doing nothing. What would happen if the problem wasn't solved or the opportunity not pursued? Here we need to keep in mind whether or not doing nothing would be irresponsible, given our mission. If doing nothing is not an option, we have a real problem that needs to be addressed.

Put down on paper not just how the team sees the problem, but how those impacted by the issue might describe it in a problem or opportunity statement. **Keep asking "why is that a problem?"** until you reach the most fundamental level possible. This statement will be used to draw people in to the process. It should link with their self interest at the broadest level and help us "sell" the problem as a way of compelling people to participate.

We all look at situations through our own "lenses". The key to getting a problem statement right is to see the problem as those whose lives will be affected by a solution will see it. We should always consider testing our assumptions about this with a few interested residents, Commission or Council members.

A good problem or opportunity statement should:

- Clearly establish the goal the project is designed to accomplish in it's broadest terms
- Be concise
- Be factual
- Be framed in language everyone can understand
- Not suggest solutions (for example, don't say "traffic calming on Main Street is needed." Say: "Traffic speeds are excessive on Main Street and it is not safe for pedestrians or bikers")

The problem statement will be included in every piece of information we produce for a process. We should present it both visually and verbally at the beginning of every meeting we hold. It will serve to focus attention on the reason for the process and the goal everyone is trying to achieve.

Here's an example of the evolution of a problem statement:

Iteration #1:

Santa Cruz Avenue has a PQI below the City's standard.

Why is that a problem?

Iteration #2:

The road is rough and causes wear and tear on automobiles. It's not very attractive and it's difficult to drive on.

Why is that a problem?

Iteration #3:

A rough road can cause drivers to have difficulty controlling their car and contributes to accidents – there are schools in the area and children walk along the street.

(Then, the fundamental nature of this problem is that the road is increasingly unsafe for drivers and pedestrians and must be fixed)

Final Problem Statement:

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

Here's another example:

Your City Your Decision

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

More than you ever want to know about..... the importance of problem statements

Experts say that public problems persist largely because we confine ourselves to debating solutions for them. We don't get past arguments about what to do. This happens because we don't take time to understand the problem well enough to deal with the fundamental issues. How we should respond to a problem should be the last matter we discuss. To progress toward solving a problem, we need to step back from solutions. Before we can identify and evaluate our options, we need to understand exactly what the problem is, what's at stake, and why it's so difficult to come up with an effective, supportable response.

Fox and Miller (1996) call this important problem definition step "situation-regarding intentionality" (p. 123) which they believe is important to assure that the public process is about something, about contextually situated activities, and brings participants closer to the common ground of public interest over self-interest: "By connecting their claims to a situation, discussants are better able to direct everyone's attention to the public policy question that matters most: What should we do next?"

They say that situation-regarding intentionality promotes a "higher level of generalization" (the public interest) than the standpoint of the "atomistic, utility-maximizing individual" (self-interest).

Yankelovich (1998) also discusses the importance of framing the issue as the first step in deliberative processes designed to develop public judgment. He says, "Citizen engagement requires elaborate preparatory work. The first step is to define the policy issues from a citizen, rather than an official, perspective" (p. 6).

The National Issues Forum (1996) believes "people only become involved when they see a connection between what is valuable to them and the issues of the day. So problems or issues have to be named in terms of what is most valuable to people, that is, in public terms" (p. 2).

Good problem statements do all these things to make a process effective, and so that is always where we start.

Level and purpose of community engagement defined

What level of community engagement is right? Levels of community engagement have been described by the International Association of Public Participation (IAP2) as including a spectrum of activities demonstrating varying levels of public participation in decision-making depending upon the goals, time frames, resources and level of public interest in the decision.

The *IAP2 Spectrum*, below, describes levels of community engagement across the top and typical goals or purposes for those levels down the rows, as well as the implied expectations the community will have at that level and the typical methods of engagement used (note that each level incorporates the goals of prior levels).

	Inform	Consult	Involve	Collaborate	Empower
Typical goals	Provide the community with balanced and objective information to assist in understanding services, problems, alternatives and / or solutions	Obtain public feedback on analysis, alternatives and / or decisions	Work directly with the community throughout the process to consistently understand & consider concerns and aspirations	Partner with residents in each aspect of the decision including development of alternatives and choice of the preferred solution	Place final decision-making in the hands of residents
Promise to community	We will keep you informed	We will keep you informed. Listen to and acknowledge concerns and aspirations and provide feedback on how input influenced the decision	We will work to ensure that your concerns & aspirations are directly reflected in alternatives developed and provide feedback on how input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice & recommendation into decisions to the maximum extent possible	We will implement what you decide
Sample methods	Web sites, news releases, fact sheets	Focus groups, surveys, meetings	Workshops, deliberative polling	Commissions, committees, participatory decisions	Delegated decisions, ballots

Deciding what level of engagement will occur involves seriously considering the impacts of the problem as it was stated in step one. It also involves thinking about the level of involvement needed for the decision to have “legitimacy” – that is what level of engagement is needed so that the decision can be implemented once it is reached – what level will make the decision “count”? Usually the greater the public concern, the higher the level of engagement needed.

The level of engagement will also depend upon factors like resources and time frames available for process implementation. It’s also helpful to consider these questions:

- Do you want the people involved to just give you information about how they perceive the problem and whether or not something should be done about it?
- Do you only want their advice on how you should approach the solution?
- Are you investing them with the authority to make the final decision?

Sometimes it can help to define the Givens (see below) when determining how much of a final decision is actually open for debate or input.

One fun way to think about levels of engagement is to compare it to how you might describe dessert options to your dinner guests:

Inform: “We’re having chocolate cake for dessert tonight.”

Consult: “I was thinking of serving chocolate cake for dessert. Would that be OK?”

Involve (phase one): “What type of dessert would you like tonight – sweet or salty?”

Involve (phase two): “OK, you said sweet; I’ve looked at what’s in the cupboard and we could have cake or ice cream or cookies... what do you think?”

Involve (phase three): “OK, you said you wanted ice cream, do you have any flavor preferences?”

Involve (final decision): “ We’re having chocolate ice cream based on your input.”

Collaborate: “Let’s sit down together and figure out what we want for dessert tonight – we could make it together.”

Empower: “Here’s \$20, go out and buy or make dessert for us tonight” OR “We will vote on which dessert to have from this menu of choices.”

Project Givens

The next step in decision analysis is to identify any aspects of the decision that are non-negotiable, including expectations for who makes the final decision; this further refines the thinking done in the previous step.

Givens are the elements of a decision that the organization would be irresponsible putting up for discussion. Considering the City's or your department's mission, are there any conditions you would be irresponsible to let anyone else decide? Are there any responsibilities we have that we cannot let anyone jeopardize? What solution could people come up with that we would never be able to implement (the "why not's" become the givens)?

Sometimes it's helpful for the project team to think of givens as "curbs" or "the box" within which the community will make a decision. It tells people what the boundaries are.

Usually, givens describe legal, moral and ethical, safety or financial constraints we face and must honor. They should never be just our preferences and should never be used to manipulate a process. We should also make sure what we think the constraints really are – if residents want to raise money to increase the budget for a park improvement project, isn't it really the City's contribution to the project that is a given rather than the total budget? Givens should be tested with Commission members or interested residents to make sure we're not including any assumptions. Givens should always be formally submitted to the Council for agreement (and, ideally, formal approval) before a process begins. Even more valuable would be for Council to assist in the development of the Givens especially when they will be the ultimate determiners of what decision making can be delegated.

Keep the list as short as you can.

The only Given that is **ALWAYS** included is a process one: who will make the final decision. If there are several steps that must occur before final action and implementation, this process Given should include those as well. Participants need to be very clear about what will happen with what they say.

Givens will be stated early and often

Just like the problem statement is developed at the beginning of a process, Givens are clearly stated at the outset, in all communications about the process, and at every meeting.

Examples of givens:

Willows Area Traffic Study

- The project area is defined as the residential area between US 101, Willow Road, Middlefield Road, Woodland Avenue and Manhattan Avenue, including a small portion of the City of East Palo Alto (see map on reverse).
- Cut-through traffic is defined as any traffic generated outside the project area and traveling through the project area to a destination outside the project area.
- Implementation of any traffic calming measures approved as a result of this study will comply with the Neighborhood Traffic Management Program (NTMP), beginning with the Resident Survey for Trial Installation. For more information on the NTMP, see http://www.menlopark.org/departments/trn/ntmp_final.pdf

Your City Your Decision

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

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

Stakeholders and their interests (determine the scope of the project)

The third step in the decision analysis stage is to identify a list of people who might want to be involved --everyone from individuals to groups, from early supporters of a specific solution to those you may not yet have heard from. Who will probably care about the issue or project? These are your stakeholders. You'll also make a list of what they are likely to care about.

Stakeholders are... groups and individuals who will be affected by or who will likely care about the problem or opportunity to be addressed. Don't forget your internal interests like other City departments and the news media. Assume that all stakeholders you can think of have an interest in participating and let them decide if they'll get involved or not.

Interests are... the things the stakeholders care about.

These lists will help you determine the scope and complexity of your process. If there are many stakeholders, you'll need more methods for engagement and those methods will need to accommodate a larger number of people. You might even need to repeat methods to make sure everyone has an opportunity to be involved. You'll also be relying more on the media to get the word out to a broader audience if the stakeholder list is long.

If the list of interests is long, understand that the problem is complex, so the solution and the process will also be complex, so plenty of time will be needed to develop that solution and weigh in on its implications.

Short lists may indicate you'll just need one meeting or even just a cup of coffee with a few key people!

These lists are not intended to serve as exclusive lists of participants, but serve three purposes:

- Helps you see the problem / opportunity as those affected will
- Gives you an initial contact list for project promotion and communication; and
- Hot issues you may need to begin gathering background information about

Use your project team to make these lists, then ask others, including some of the stakeholders, to provide input as well. Think about adding to the lists as you work through the rest of the process design steps.

Then, take one more look at the problem as you've defined it. Does your understanding of the problem / opportunity still hold? Do you have any new insights now that you've thought through who's likely to care and what their concerns might be?

Examples of stakeholders and interests:

Willows Area Traffic Study

Stakeholders

- The “traveling” public
- Neighborhood homeowners and renters
- Area school students, parents and staff
- Utility companies
- News media
- Police and Fire Departments
- Neighborhood activists (listed individually)
- Residents of nearby neighborhoods
- Runners
- Bicyclists
- Adjacent park users
- City Public Works Department
- Area businesses

Willows Area Traffic Study

Interests

- Safety of the roadway
- Ease of travel
- Impact on residential areas
- Noise
- Cut-through traffic
- Decision-making process
- Pedestrian safety
- Underground utilities
- Speed limit
- Drainage
- Sidewalks
- Trees
- Safety of the neighborhood
- Accessibility of the neighborhood

More than you ever want to know about..... stakeholders

Experts say that a productive public discussion depends on making sure all perspectives on the problem are incorporated into its descriptions and the generation of potential solutions. The problem outline must fairly and sympathetically encompass the outlooks of every segment of the public. Granted, this comprehensiveness is not to be realized perfectly. For people to feel the discussion process is fair and will serve their interests better than more adversarial strategies, they need to be assured that their particular views will receive an honest hearing.

Briand (1995) believes that because no single gathering of citizens can include everyone, the full diversity of a community will not be reflected in any single outreach technique. However, the community's full diversity can be captured through a well-planned process. He observes, "This means that public discourse participants must guard against the temptation to believe their views are representative. Because it's impossible to assemble a truly diverse group of citizens, participants should discover what other community members think, so even if they aren't physically present, the group will take their views into account" (p. 27).

Fox and Miller (1996) say: "It is expected that in an authentic discourse, the stances and viewpoints of participants will undergo alteration. One may endorse the provisional results of a given discourse, if one has had an equal chance to influence that discourse, even if one's own points did not prevail."

This step is vital to the success of later steps. Briand (1995) states, "It is hardly possible to overrate the value...of placing human beings in contact with persons dissimilar to themselves, and with modes of thought and action unlike those with which they are familiar...Such communication has always been, and is peculiarly in this present age, one of the primary sources of progress" (p. 29).

Making sure we're including diverse stakeholders also helps ensure that different perspectives hear from and are influenced by one another's needs and wants – people are much more likely to participate in a give-and-take around a compromise when their "adversary" is another resident, not City staff.

A Handy Tool

A chart like this can be used for recording stakeholders and their interests:

Stakeholders and their Interests Matrix

Stakeholders					
Interests					

Stage Two: Process Planning

Coming to Public Judgment

An overarching goal for all community engagement processes is the development of public judgment, also called public will or political will, that allows a community-based decision to be seen as legitimate, politically supportable, and so, implementable.

Public judgment is distinguished from public opinion that is not seen as legitimate, lasting or implementable, largely because public opinion is not dependant upon factual information and core values. We all hold opinions about lots of things. Some of our opinions are fact based and some are developed based on media headlines, rumor, word-of-mouth and other often-questionable sources like blogs or wikis. Opinion alone is NOT good for problem solving. Opinions can and should change easily as more and different information and perspectives about an issue emerges.

Judgment, on the other hand, does not change by the introduction of inconsequential information, largely because judgment is linked to our central beliefs and values. The Pew Partnership for Civic Change says that a public judgment consists of a shared and common sense of our public priorities:

Judgment is not the same thing as complete agreement or consensus. Nor is it simple compromise. Rather, a public judgment represents a shared conclusion about what is best, all things considered. A public judgment never loses sight of the importance of the good things that may have to be assigned relatively less emphasis in order to resolve a conflict. Accordingly, it insists they be respected insofar as possible.

In practice, a public judgment is achieved when people can say phrases such as 'what we can all live with' or 'what everyone can go along with.' Of course, in some cases a public judgment may prove elusive. There is no guarantee political opponents will acknowledge the validity of each other's needs and concerns. But a public judgment is a practical objective, attainable through patient and persistent deliberation.

Daniel Yankelovich is an international expert on public judgment and the process people go through to develop it. Our process planning steps are based, in part, on his research and recommendations (see *Coming to Public Judgment*, 1991) which say our fundamental beliefs *can* be changed by information but the information must be so compelling that it requires us to re-examine principles we have held over time and are emotionally attached to. We make this change in stages that involve, as Yankelovich says, "confronting ambivalent feelings, accommodating unwelcome realities, overcoming the urge to avoid the issue

because it involves reconciling conflicting values, and, then, finally, overcoming the need to put our own needs above other ethical commitments.”

This means that the shared decision-making embodied in community engagement processes needs to take into account the fundamental values and beliefs held by community residents as well as the conflicts (both personal and interpersonal) that come with rethinking community opinions. It also needs to provide information so residents can develop judgment about issues and decisions ahead. And, it needs to include opportunities for people to discuss and collectively weigh the meaning of the choices facing them.

So, in order for a community engagement process to result in a public judgment, it must include:

- Factual information and opportunities to clarify it
- Deliberation – the opportunity to hear other perspectives, ideas and values
- Discussions framed as “what can we do to solve this problem?” rather than “how did we get into this situation?”
- Discussions focused on achieving the goal of a solution, rather than arguing from entrenched positions

For these reasons we structure community engagement processes in a sequence of decisions that helps people move through the phases needed to come to public judgment.

How the sequence of decisions works

Community engagement works best when there is a partnership between local governments and residents, each bringing valuable information to the solution. Government staff bring factual information and technical analysis. People who will be impacted by the solution bring their “lived experience,” relating how the situation / solution has or could impact their lives. The ultimate result is a decision that’s responsible and politically supportable (a public judgment).



More than you ever want to know about.....public judgment

Experts say that political questions are not factual and that reliance on technical experts and reason-based scientific knowledge shuts down public discussion, as there is no way to argue with the “scientific method.” They say public questions are different from scientific or technical questions because they are questions we must face without conceptual “yardsticks” by which to measure them or by “banisters” of accepted values. They are questions to which reasonable answers emerge in the course of argument, and to which there is no “truth” determined by someone else (Arendt, 1968).

Benjamin Barber (1985) has said, “It is a kind of ‘we’ thinking that compels individuals to reformulate their interests, purposes, norms and plans in the mutualistic language of public goods. ‘I want X’ must be reconceived as ‘X would be good for the community to which I belong’— an operation in social algebra for which not every ‘X’ will be suitable” (p. 171).

Goodsell (1990) believes this expression of public interest arises directly from the need to find ways to accomplish self interest through the cooperation of others. He argues that those advocating on behalf of the public interest at least claim to be decent and respectful of community norms. Other sorts of claims, such as those that occur in market exchanges, do not carry such implications. Speakers claiming to represent what the public wants invite others to join the appeal with broad arguments beyond self-interest. Goodsell says participants in this sort of discourse make meaning together and, in doing so, become serious about the public interest (p. 113).

Isaacs (1999) believes that dialogue and the discovery of common interest are linked more closely. He says dialogue achieves breakthroughs “by deepening the ‘glue’ that links people together. This ‘glue’ is the genuine shared meaning and common understanding already present in a group of people. From shared meaning, shared action arises” (p. 10). Isaacs says that this is particularly true under conditions where the stakes are high and the differences abound, where people harden their positions and then must advocate for them. To advocate is to speak for your own point of view, your own interests. Issacs says, “dialogue, as I define it, is a conversation with a center, not sides. It is a way of taking the energy out of our differences and channeling it toward something that has a greater common sense,” (p. 19).

Mary Parker Follett (1994) says this dialogue has even greater advantages than ordering individual thought in preparation to be shared. She says “the great advantage of discussion is that thereby we overcome misunderstanding and conquer prejudice” (p. 43). “If the multiplicity and complexity of interrelations of interests and wants and hopes are to be brought to the surface to form the substance of politics, people must come more and more to live their lives together.”

What about “consensus”?

Sometimes, if issues are very controversial and thoroughly grounded in adversity, with hostility and values that absolutely conflict, reaching consensus on the best solution may not be possible. Deliberation can still develop informed judgment about the problem even if grudging agreement can't be reached.

Many times, though, consensus can be achieved on the best solution to the problem. Not to be confused with absolute unanimity, consensus can be described as an agreement that everyone agrees to live with, even though people may have had to give up something they wanted and did not achieve their solution of first choice.

Consensus is reached through deliberation. It is a series of agreements built one at a time until the final resolution is reached. Each party involved in consensus decision-making should be able to describe his or her state of mind at its conclusion as:

“I understand what most of you want to do. That alternative is not my first choice, and I would like to do something else, I've had ample opportunity to have my views heard and to try to convince others to do what I want to do, but I haven't been able to. So, since this process has been open and fair, I'll go along with what most people want to do.”

Consensus assumes several things:

- There is common ground among competing / conflicting interests
- An overriding goal can be identified and agreed to
- People who disagree need not be enemies or adversaries
- There is legitimacy to every perspective
- People will work to accommodate each other's needs so that everyone gets more of what they want

The heart of any process – Sequence of Decisions

The first step of Stage Two involves defining the Sequence of Decisions (see figure below) needed to reach public judgment on the issue or opportunity. We'll then select the appropriate engagement methods based on that sequence and the potential participants identified in Stage 1. In this step, we think through all of the information, including community values and concerns, as well as expert technical information, that people need in order to weigh the choices and do the hard work of coming to judgment.

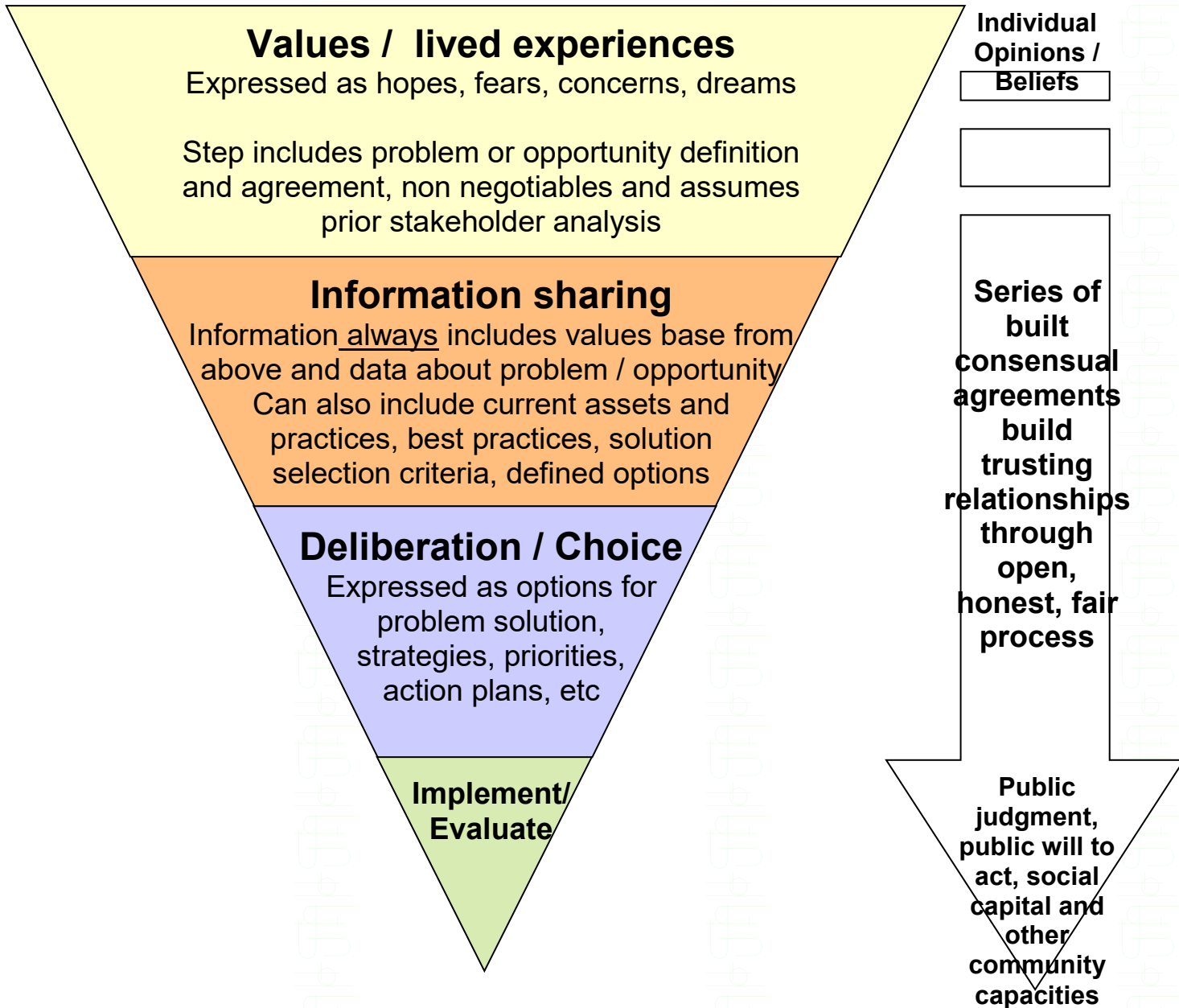
Community engagement processes, if they are to coalesce individual interests and opinions into group judgment and will to act, should always begin with the big picture where public interests, expressed as people's values, adhere in the definition of the problem. This is also the place where broadest agreement begins and can serve as the basis for a series of built consensual agreements that become more and more specific (and so, more conflict laden). This is why we spent some extra time writing a problem statement that was broad and connected with people's self-interest.

As discussions and decision points proceed through the process, topics and choices should become increasingly focused and specific. The graphic below represents the Sequence of Decisions, which reflects the general progression of decision points for most public deliberation processes, as they move from the "largest" value level with broadest agreement to the more finite level of concrete and workable options.

As we move through thinking about people's values, fears, concerns and hopes, then through the sharing of that information as well as any technical information about the situation and possible options for "what to do next" to the choice phase, people weigh the information-based options, hear from one another and work through their choice, ending the sequence with implementation of the solution. Structuring the back and forth flow of information and discussion in this way enables project planners to apply suitable methods and anticipate communication needs for each step.

Depicting the Sequence of Decisions in an inverted pyramid conveys the flow of discussion from broad and general to the specific selection of a preferred option. The completed sequence will be the template upon which we will overlay the engagement methods used at each step and then to overlay the information and communication strategies supporting each level in the progression toward judgment.

Community Based Decision-Making Sequence of Decisions



Listening for Values – an important starting point

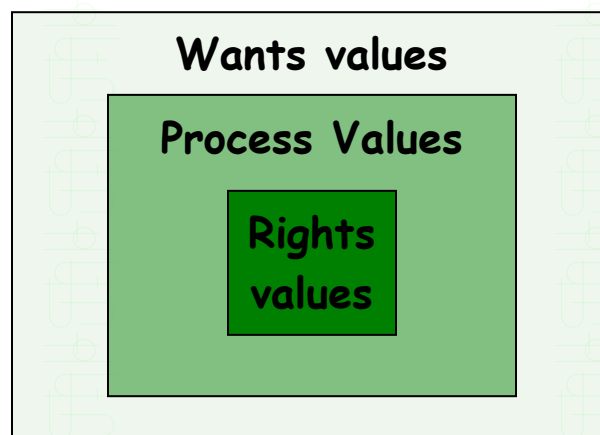
Community engagement processes begin at the top of the sequence by first uncovering the broadest, biggest and most opinion-based level of thinking and information, which we refer to as values but are generally expressed as concerns, hopes and fears, sometimes called “lived knowledge” -- it’s what people know without factual information from what they have personally experienced. This implies that the kind of questions we ask people at this first stage of a process should be those that do not need facts or data in order to be answered and can be expressed as hopes, fears, concerns and desires.

All of us hold certain values, things we believe are important, which influence the way we live our lives. Some of these values are preferences, or “wants” values such as “I want ball diamonds in all City parks.”

Values drive people to action, so it’s important to know what values are driving the people involved in our processes. This helps us understand their perspectives and concerns. This, in turn, helps guide us in developing alternative solutions which are most likely to match those preference values. People may have relatively strong “wants” but many times they are willing to accept others’ “wants” enough to modify their own.

There are also values that focus on process, and people generally consider these more important than “wants” values. In the United States, for example, fairness is a widely and strongly held process value. Most people believe that community engagement processes should be “fair” -- everybody should have an equal say and everybody should be given equal treatment. When values that deal with the fairness of a process are violated, people become very unhappy and our processes lose legitimacy. If any stakeholder group perceives a process as unfair – we need to take a time out to correct the situation.

Even more strongly held than process values are “rights” values which have to do with things that are sacrosanct, like the right to express an opinion or the right to have a vote that counts equally with every other vote cast. Rights are core values that must be honored in any process.

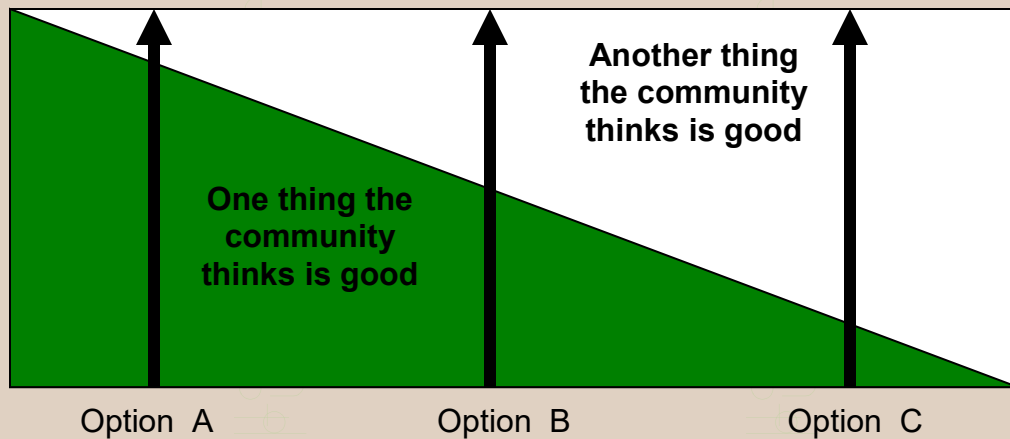


When we get responses to questions throughout our processes, whether verbal or written, we should listen for values. We can do this through listening for consistent preferences, often-used words and recurring themes. We need to make special note if we hear comments that focus on process or rights values, and make changes to our process if we hear these consistently.

More than you ever wanted to know about..... values

Most public policy issues involve values conflicts, where the best policies strike a workable balance between two (or more) conflicting needs, desires or beliefs. When only one values dimension, such as cost, risk, feasibility, etc, is being considered we have a good example of a question for technical experts to handle on their own.

Ultimately, expertise and scientific study can inform values choices but there is nothing about expertise that provides a basis for making fundamental values choices. Community engagement processes can help us discover the relative importance stakeholders assign to the values choices that underlie a particular decision. More and more tools exist that attempt to provide ways for process organizers to quantify values conflicts (see Tools and Methods section).



Good community engagement processes help people understand that policy dilemmas involve tensions between values, or how to do one good thing without jeopardizing another good thing, so it always helps if questions are not framed to focus on “good” vs “bad”. No matter what we call the values conflicts involved in decisions, recognizing them will help people understand their differences and reach a balance that most people can live with. It helps people talk more clearly and constructively about what they want. Greater clarity, understanding and respect about agreements and differences usually results.

Another key is keeping discussion from focusing on “positions” and instead on the underlying values and interests for those expressed positions. There are usually more ways to satisfy interests than to bridge conflicting positions. A focus on values and interests can reduce conflicts and differences, minimize the divisiveness of creating “winners and losers” and encourage people to be more constructive.

Here's an example:

Value: I think children are vitally important to our community.

Interest: I want the health of our children protected.

Position: I want a legislated limit on the amount of mercury in our water supply.



This is another place where asking “why” helps you move up the chain to the broader levels of possible agreement from positions through interests to the underlying values.

Focus Questions

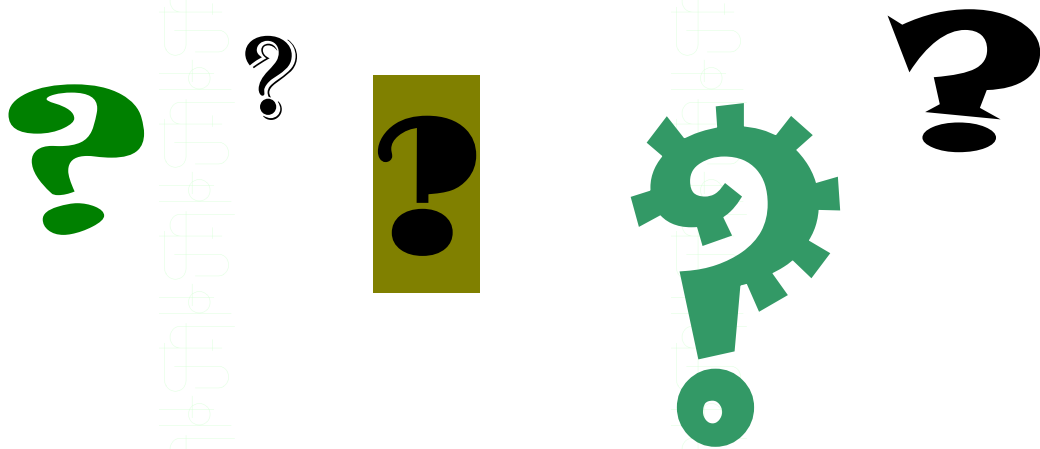
Each step in the sequence of decisions will always include one or more focus questions. A focus question is a tool developed by the Institute for Cultural Affairs that ensures that the purpose of that process step is clear to everyone. We will develop focus questions for each step in the sequence of decisions, including those steps done internally.

To develop focus questions we ask: What do we need to know / what will people need to know from us to complete this process step? Then, we will create a specific question to be asked and answered through the methods we will choose later.

Good focus questions are strategic (see Appendix A, page 75) and:

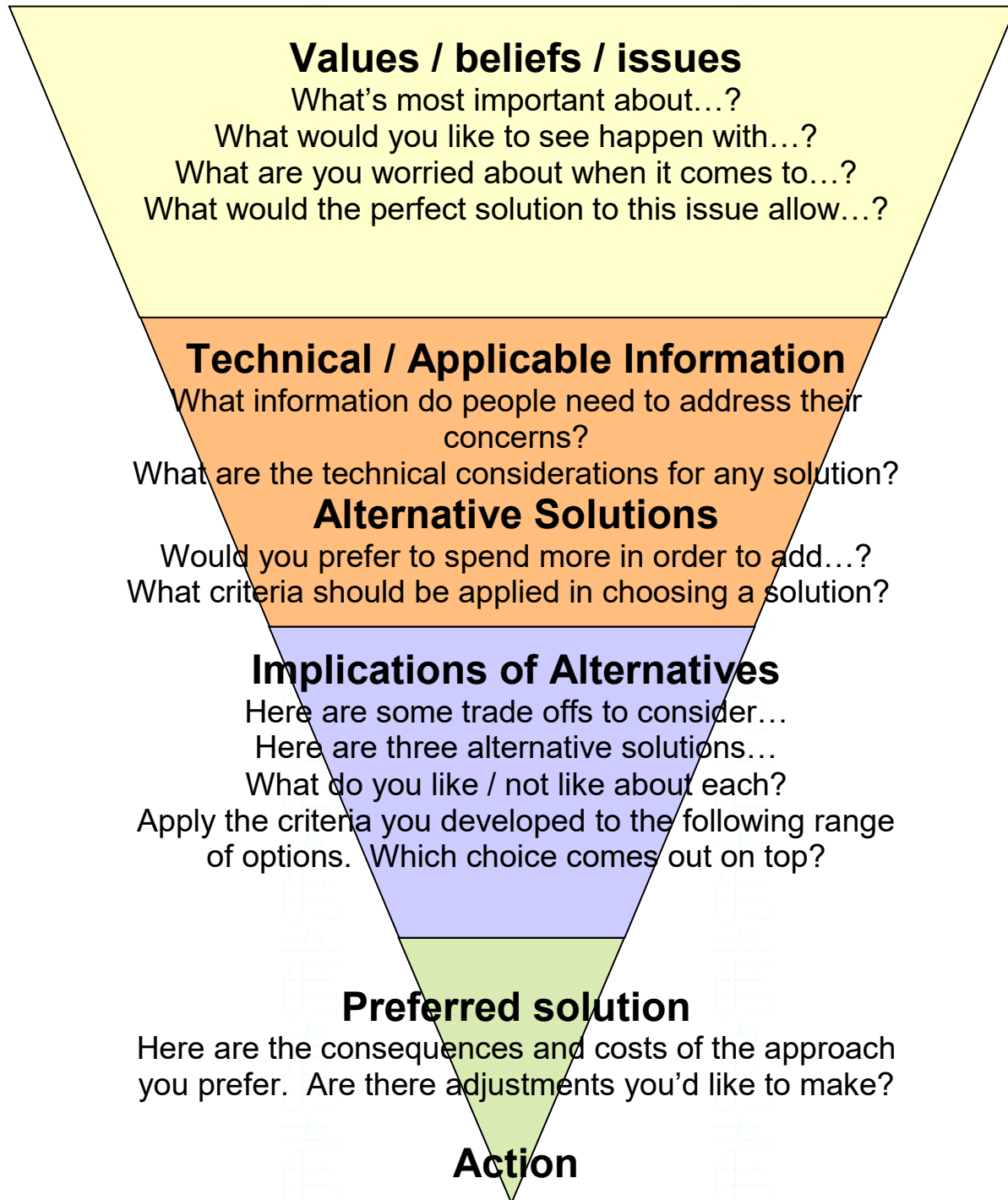
- **Are open ended** – *“List the greatest hopes and concerns you have about this project.....”*
- **Are impossible to answer with a “yes” or a “no”** – *“What suggestions do you have for increasing the safety of school children as they come and go along this roadway?”*
- **Are framed for a positive response** – *“What are the most important elements in the proposed design options and why do you think so?”*
- **Are neutrally worded** – *“What do you believe are the advantages and disadvantages of (insert options)?”*

More examples of focus questions are included on page 32.



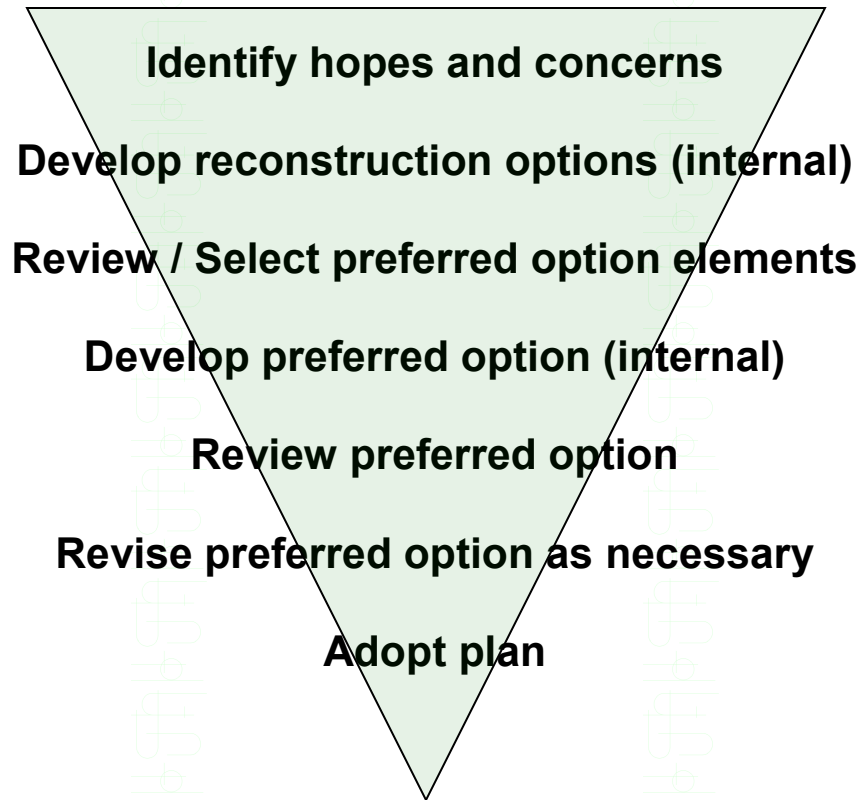
Sequence of Decisions

Typical focus questions



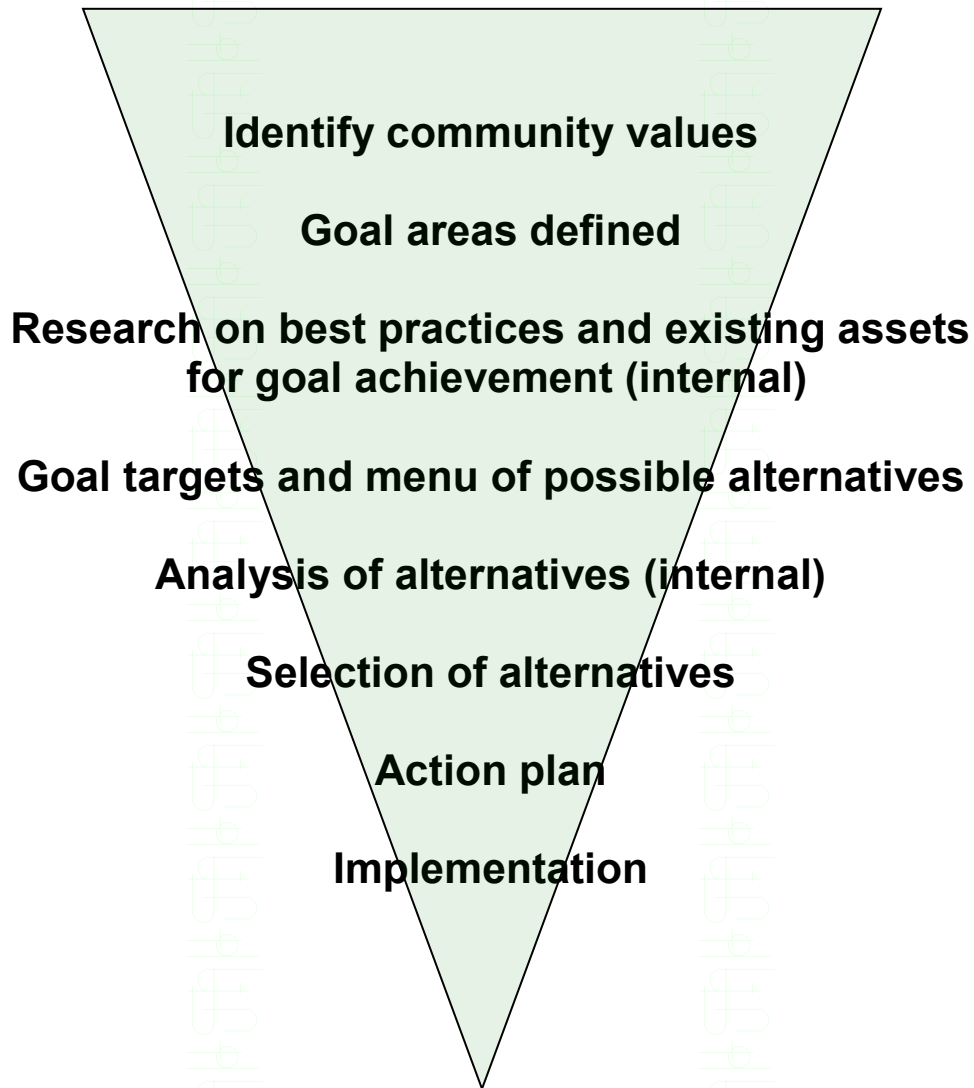
Examples of Sequence of Decisions:

Street Reconstruction Project



Examples of Sequence of Decisions:

Community Vision or Planning Process



Process Design – important things to consider

We're almost ready to actually design the community engagement process and select the methods and tools that work best for each type of decision and each type of stakeholder.

This is a good time, though, in any process to go back and review the cumulative factors that are all converging at this point in our planning.

Here's why:

- The nature of the problem or opportunity drives the givens (and the givens can also help define the problem...) that will apply to the project decisions and the initial list of likely stakeholders and their interests
- The problem and givens drive the sequence of steps, determining what people will influence, what information is needed from them and what information we need to provide so that we all develop judgment
- The problem, givens, scope of the initial list of likely stakeholders and interests, and the sequence of decisions drive the selection of the methods for process steps; and
- The design of the process steps drives the communication strategy that will promote and support the process.

Fundamentals

As we decide specific methods for each step in the sequence of decisions, there are a few fundamentals to bear in mind:

- **The broader the scope of the problem and the greater the number of stakeholders, the more repetitive methods we will need** – one workshop won't accommodate all the interests we need to hear from in a broad process. We need several, spread out geographically, with identical agendas, providing multiple opportunities for participation. All results then get combined.
- **The process needs to be structured for deliberation** – it's essential as people sort out option choices
- **Cast a wide net at the beginning of a project** – we need to use lots of different methods of communication and involvement in the earliest phases and spend more time at this stage to engage people initially.

- **Use personal contacts for recruitment** – printed materials alone won't communicate the importance of participation. Nothing works as well as personal contact either from staff or from a source known to those we're reaching. The most effective method, by far, is friends asking friends.
- **Move process activities to where people are** – Expecting people to always use our timetable and our venues will result in very few faces we don't recognize. To find out what lots of people think, we need to go to them, where they already are. It's especially important to make sure those most impacted by a decision can participate easily. Sometimes things like food, childcare, transportation or even a small stipend help promote attendance.
- **Good community engagement processes bring out conflict** – Remember that conflict and an accommodating atmosphere are not mutually exclusive. It's better to have the issues on the table so they can be addressed proactively, rather than to have them surface at decision time.
- **Use consensus techniques as much as possible** – choose methods that reinforce people working together for a common goal; avoid "voting" and work instead toward a series of built agreements

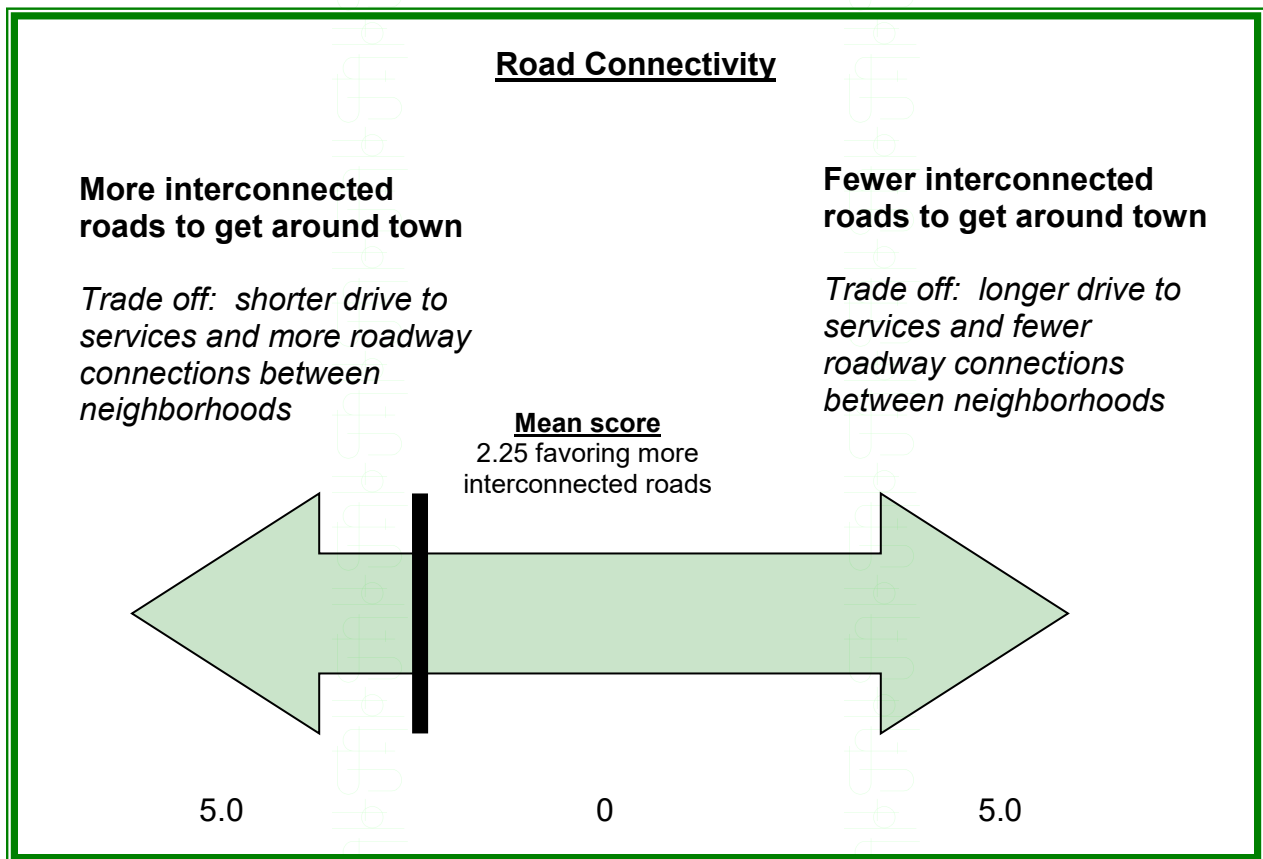
Evaluating Options

- Alternative solutions to the problem your process is addressing need to be considered and evaluated as objectively as possible.
- One way to do that is to establish a set of criteria early in the process against which to weigh each alternative. While you are thinking about what information you need to provide to people at each step in the process as well as what information you need to get from people, you should consider whether "criteria for decision making" questions fit in that mix.
- If you are dealing with a question that starts out broadly but will eventually narrow to a specific controversy as adverse impacts on a specific neighborhood or community group emerge, development of decision evaluation criteria in advance can be helpful.
- The idea is that if people have a hand in crafting the criteria, agree it is a fair set of standards and agree on how they will be applied, you will go a long way toward establishing fairness of outcome, even though not everyone will be happy once the applied criteria lead to a specific conclusion.

Here's an example of how a criteria chart might work for a park design project

City Park Criteria	Option A	Option B	Option C	Option D	Option E	Option F
Ease of access to park	X		X			X
Separation of ball fields and play grounds		X	X	X		X
Buffering from neighborhood impacts		X	X			X
Weekend access		X	X	X		X
At least two ball fields	X	X			X	
Soccer field						
Unprogrammed spaces	X	X	X	X	X	
Safety for ball players		X	X	X		X
Improvements to play ground areas	X			X		
Picnic facilities	X	X	X	X		X

- You can evaluate options in a workshop or open meeting setting. Always try as hard as you can to have more than two options; dealing with only two choices means that people divide in favor of one and opposed to another, creating winners and losers; often the best solution is some combination of choices.
- If there are only two choices, structure the question to ask what parts of each option people like best and what gives them concern about both, rather than asking which option people like best.
- It's also possible to evaluate alternatives by using a visual preference system that asks people in small groups to decide their group's level of support for a variety of different scenarios. The scores of all small groups are then compiled into a mean score for each scenario, providing valuable guidance to staff in developing a final plan.



Pitfalls of a Committee with “outcome” decision authority

When local governments think about involving the community in a decision, the first approach considered often includes appointing a committee. There are some disadvantages to this that we should always consider:

- You’ll never be able to appoint everyone who believes his or her interests should be represented.
- Asking Committee members to serve as “representatives” of a constituency is an almost impossible assignment. The traditional committee is usually composed of people who are used to making decisions, so they will be likely to make them - expressing their own preferences rather than communicating effectively with their constituents. This effectively renders other opportunities for public influence by the “non-committee” public meaningless. This scenario has the potential to make everyone angry – people who feel that their input was ignored and committee members whose decisions about outcomes may be overturned by the final decision making body.
- As soon as there is a committee they are viewed by others as “insiders” who have been co-opted and their work becomes suspect.
- One important outcome of community engagement is relationship building – why limit this to a select few who most likely already have a relationship?
- Committee recommendations represent the judgment that they have developed as individuals in the course of becoming informed. Any consensus they reach likely represents only the consensus of those individuals, not necessarily among those who have not had the same information and dialogue. This makes a final “public judgment” and so, a politically supportable decision, unlikely.

Best case scenario – the Committee has “process” decision authority to:

- Ensure that all voices are equal in influencing a decision rather than appointing some to be – or to be perceived as – more equal than others.
- Agreeing to a clear charge for the committee (in writing) and including in that charge: affirming the design of specific input methods; recruiting others to participate; hosting meetings and other gatherings; affirming findings of the public input activities; attending and participating in public meetings, workshops, etc.
- Being diligent in keeping everyone informed about how their input was used in developing the final resolution.

Sample Advisory Committee Role and Responsibilities in Community Engagement

The X Advisory Committee will fill an essential role in the development of the (project name). Working in partnership with the consultant team and staff, the Committee will help ensure that the community engagement process is based on both community dreams and on technical analysis and achievable possibilities.

Specifically, Committee members will:

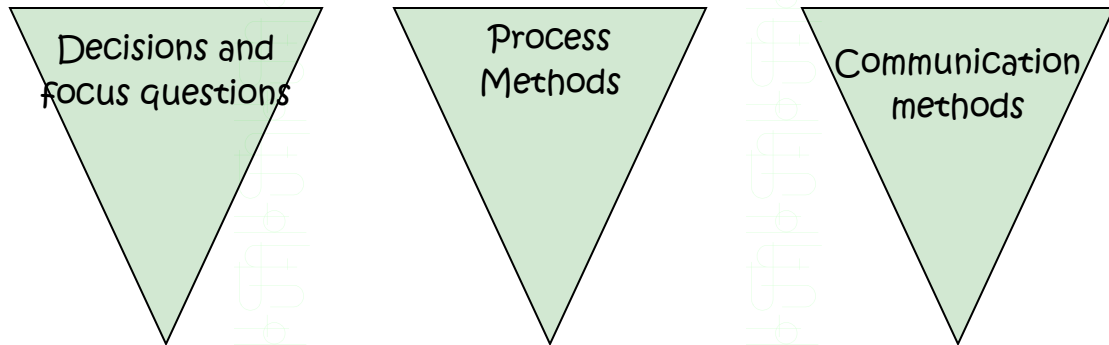
- Serve as a sounding board for plan ideas
- Serve as a liaison to your respective constituencies or the community at large
- Promote participation in planning events to your constituencies and to the community at large
- Attend meetings of the Committee and public planning events; and
- Do your best to achieve Committee consensus on community engagement process elements and serve as a strong voice for process implementation. In the event that consensus on process elements is not possible, unresolved recommendations will be sent to the (X Commission / Council) for final resolution.

Here's a TIP:

Always spell out the role of a committee or a commission in the givens

Finally – designing the plan

One good way to map out a process plan that includes the communications techniques for each step (we'll do that next) is to start with three sheets of flip chart paper with the triangular sequence of decisions shape on each.



- 1.** On the first sheet, write the decisions and their focus questions in order, from the broadest at the top to the final decision at the bottom. It will help to number each decision step. This sheet is the framework for the details you fill in on the other sheets.
- 2.** On the next sheet, number from top to bottom to correspond with the steps on the first sheet, then list all the process methods you'll use for each step, including internal ones (see page 34 for a chart of the best methods for each general process step and Section III for the Methods Toolkit).
- 3.** On the third sheet, again with decision step numbers from top to bottom, apply the communication methods you'll use at each step.

Finally, apply a calendar. Given what you've decided to do at each step, how much time is required for each? Continue to adjust the calendar until it is manageable.

Doing this with your entire project team creates a project outline that identifies how much time and resources are needed to accomplish the intended results as efficiently and effectively as you can.

Example of a Project Outline: Roadway Reconstruction Project

1. Identify Hopes and Concerns (May – July)

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

2. Site Analysis / Development of Construction Options

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

3. Discussion / Selection of Preferred Options

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

4. Develop Preferred Options

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

5. Review Preferred Options

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

6. Adopt reconstruction plan

Formal public hearing and Council vote with supporting announcements.

Overview of Community Engagement Methods

See Section III for a complete tool kit of methods. This chart provides an overview of the best methods for each major phase of the sequence of decisions.

Public Participation Methods		
<i>To solicit opinion only, with minimal judgment</i>	<i>Individual judgment without deliberation</i>	<i>Individual / group judgment with deliberation</i>
Surveys: written, telephone and in person at community events; on websites; in newspapers and newsletters; as postcards	Personal interviews	Community connectors
Individual / small group interviews and personal conversations (with interview formats and data recording methods)	Television with call-in / email responses	Meetings-in-a box
Focus groups / community roundtables	Mailing / newspaper insert / bill stuffer with response forms	Focus groups / community roundtables
Public forums		Existing community and neighborhood organizations
Existing community and neighborhood organizations (data recording methods)		Workshops / charettes / design workshops
Other website responses	Other website responses	Open meetings

Stage Three: Implementation Planning

All you need for success!

You've analyzed your decision and the reasons for a community engagement process; you've worked through your sequence of decisions and have a logical process plan that will build public judgment; now, the last thing you need to do in order to prepare for a successful community engagement process is Implementation Planning.

This involves four steps:

1. Developing a supporting communications plan
2. Planning the implementation of individual activities
3. Planning the input analysis and data tracking process
4. Determining the evaluation activities and a feedback loop

Developing a supporting communications plan

This is an absolutely essential step in the development of a successful process, and it needs to be built into the plan from the beginning, not as an afterthought. In fact, communication should happen before, during and after every step. Extensive communications to support the process:

- Helps people understand the problem or opportunity and link it to their lives
- Lets people know the process that will be followed to make the decision
- Encourages broad and active participation in the decision-making process
- Keeps participants and other community members informed as the process progresses
- Announces the results of the process and how those results were influenced by community engagement

At the beginning of a process it is important to take a marketing approach because you've got things to "sell," such as the problem / opportunity; how it affects people; the importance of participating; and the open, honest and fair process that will be used to make the decision.

It's often a good idea to develop a short "definition piece" – a handout that defines the project and process and helps promote involvement. This piece should be distributed as widely as possible at the beginning and throughout the process as new people join in. It should include "the Big Three" of community engagement process communications:

1. The problem or opportunity statement
2. The givens
3. The process steps and time frames

That way, everyone will know from the beginning why the process is being undertaken, the constraints on the decision making and how they can participate.

A simple graphic with project name and logo helps make your communications more recognizable and fun. It doesn't need to be fancy – clip art will work!

Revisit your stakeholder matrix to identify targets for your marketing

With all of our busy schedules and the thousands, if not millions of messages bombarding us all every day it takes a lot of effort and creativity to get the attention and interest of people we want to reach. Personal recruitment and “target” marketing are key.

By far the most effective way to get people to participate in your process is to have those people personally invited by someone they know, either through a phone call, letter, postcard, email, social media, e-vite (or better yet, all!).

The One-to-Many Method

A good method for accomplishing personal recruitment is called the one-to-many method. All you need to do is get a group of people, say 30, to each commit to personally recruiting five of their friends, neighbors, co-workers to attend your meeting or event. That's 150 people who have been personally invited, and chances are a good portion of them will respond. A key to making this method more successful is to ask your original contacts to fill out a form documenting who they will contact, and then following up with them to make sure those contacts have been made.

Other non-traditional, personal methods include:

- Personalized letters / post cards
- Telephone trees
- Direct mail
- Door hangers
- Short articles in neighborhood, organizational or church newsletters
- Short presentations at neighborhood get-togethers
- Flyers in grocery stores
- Movie theater announcements
- Road way “Burma Shave” signs (especially good for road related projects)
- Facebook “likes”
- Tweets – “Hey – I'm going to x meeting right now; join me!”

Keep it simple

The primary goal of the communications part of your process plan is to make sure people understand the problem and how it affects their lives. That means it's very important to talk with people like you would talk with your own neighbors, using words that real people use. Avoid jargon, government-speak and technical terms that a limited number of people understand.

Work with the media

It's important to give everyone equal opportunity to get involved, even if they don't appear on our stakeholder / interest matrix, so you also need to work with local media to get the word out. Before you begin your process, set up a meeting with the newspaper reporters who cover our community. At the meeting, share the problem or opportunity statement, the givens and the process plan and ask for help in promoting the process so that as many people as possible can get involved.

Communications during the process

After your first blanket of communications to welcome people into and promote the process, you need to have ongoing ways to report on the issues, information and dialogue during your process so that everyone will know what is being discussed and decided as the process unfolds. Throughout the process you also need to provide a feedback loop so that people will know what you did (or could not do) with what they've told you.

An effective way to do this is with a project newsletter, short meeting summaries, or email blasts which help clarify issues, document progress and make sure everyone has full access to all information.

Although they can't provide a method for deliberation, initial newsletters can elicit ideas about the project that are based on belief and opinion, such as people's hopes for solutions, concerns about impacts or implied values.

Using a project newsletter involves an initial investment of time to develop as broad a mailing or email list as possible, and adding to it throughout the project. Make sure it's not the only communications tool for your process, but do use it regularly to let people know the opportunities to get involved.

Be strategic about electronic updates and meeting summaries through email, since not everyone is comfortable with or has access to a computer (your stakeholder list can help identify when this method works and when it doesn't).

Throughout the process, remember to keep the newspaper informed and encourage attendance at as many meetings as possible.

Communicating the process results

When your process is finished it's important to communicate the results. People also need to be reminded about the process that was followed, what was decided, and the next steps for implementation.

The most important thing when communicating results is letting people know how what they told you through the process was used in the final decision. If they see no relationship between what was said and the process outcome, it's unlikely they will ever participate again. So, organizing messages in a "here's what you said so here's what we did" format, in writing, electronically and verbally, is best. You might also need to include "here's what you said and here's why we couldn't do it" messages. One of the biggest complaints from people who are asked to get involved in community engagement processes is: "Nobody told us what they did with what we said." Let's make sure we close the loop!

Also at the end of a process, you might want to host a celebration or "thank you for participating" event that would personally acknowledge folks who participated.

Key Messages for Community Engagement Processes

"Solving (or not solving) this problem could directly impact you by..."

"We need your help in making these decisions."

"It won't be possible to make everyone happy."

"Not everyone will be able to get his or her first choice; we'll need to be open to compromise and improvement."

"We would be irresponsible if we didn't assure the following givens..."

"The givens provide the 'box' within which this decision will be made. It's a pretty big box, but it does define where we need to concentrate."

"Here's what you said, so here's what we did (or did not do and why)."

Planning the implementation of individual activities

Stage three, Step Two involves planning for your individual community engagement activities.

Location and site logistics

The meeting logistics are very important to consider in an open, honest and fair community engagement process. Some things to consider include:

- **Adequate notice** – people need time to arrange child care or possibly transportation
- **Location familiarity** – choose sites where people customarily feel welcome or that are familiar to most people
- **Parking** – is it convenient?
- **Accessibility** – is there full access to people of all abilities?
- **Physical comfort** – people are put off by cold meeting rooms, poor acoustics and uncomfortable seating
- **Varied meeting times** – people have different commitments; often it is appropriate to hold the same meeting at different times and in different locations
- **Space for work** – will the meeting space accommodate the number of people likely to attend? Is there space for easels and presentation materials, and a flip chart to record what people have to say?
- **Accommodations for those who might not otherwise participate** – such as child care and transportation
- **Amenities** – refreshments (don't have to be fancy) help set a friendly, open tone for meetings; you should also make sure people are personally welcomed at the door and consider using name tags that can also be helpful in setting a welcoming tone

Agenda and format

Forget the usual public meeting where people get “talked at” for the entire time and then are allowed to ask questions only if some time remains. It can sometimes be good to start the meeting with questions; list them on a flip chart for all to see. Then have presentations, followed by addressing any of the questions that remain.

At a workshop, where people will be asked to do work and accomplish results, presentations have to go first so that people have the information they need to do the work. A good rule of thumb, though, is to plan for no more than one-third of your total time for presentations of information. Consider mailing or emailing participants detailed information ahead of the meeting.

However you design the meeting, it is a good idea to post and review the agenda at the beginning so that people know what to expect. If you expect the meeting

to be highly charged, you can also ask the group to agree to the agenda so that if someone later tries to derail it, you can reinforce the group's agreement.

Remember, also, to begin every meeting with the Big Three: problem, givens, process.

Ground rules

Meeting ground rules help to establish a courteous and respectful tone and help place responsibility for a productive meeting with the participants. They can also help ensure understanding of the process, allow agreement to the process and charge the group with the responsibility for the success of the process.

Sample ground rules include:

- You have a responsibility to say what you think
- You have a responsibility to listen carefully and with respect to others
- Try hard not to dominate the discussion, and, if necessary, ask others not to
- Help keep the record accurate
- Help keep the group on time and on track
- Agree to try your best to reach decisions by consensus
- Be open to compromise and improvement; accept what you can live with, even though it may not be your first choice
- Can you agree to these ground rules?

Group Memory

Group memory refers to the record kept of a group's discussion and or meeting results. It's best to use flip chart paper or projected computer documents so everyone can see the record of what's being said and have a chance to correct it if necessary.

If your meeting involves small group work, it's important that all groups bring their work back in group memory form to use in reporting out to the larger group.

In addition to the work that's on the meeting agenda, it's helpful to ask people to fill out a form giving their ideas and preferences regarding the project because it allows people to individually register their thoughts, and it gives you a record of what's on people's minds.

Planning the input analysis and data tracking process

Stage Three, Step Three involves thinking ahead about how you will manage and analyze all the input you collect.

Questions you will need to think about in developing your data analysis plan include:

1. What form will the data be in and what were you hoping the data would tell you? (This should be easy if you used your sequence of decisions correctly.)
2. Who will be responsible for crunching the data?
3. What format will you use to report the data back out to stakeholders?
4. How will you store the raw data (you should be ready to share the notes, surveys, transcripts or whatever form the data was collected in...)?

Tips on qualitative data analysis

A lot of the data that is collected in community engagement processes is “qualitative,” in the form of ideas or comments or open-ended responses to questions as opposed to “quantitative data” or things that can be counted. Qualitative research places more emphasis on the “quality” of the data and is often analyzed using a “thematic” approach that follows a process that looks like this:

“Prefiguring” the field

Analysis of qualitative data begins before it is collected by being aware of the theoretical responses to your focus questions and anticipating what you may find.

Pre-figuring the field runs the risk of us only finding out what we want to find by only looking for specific responses, or by being blind to other issues that arise. By being aware of these pitfalls we can maintain openness and be attentive to issues that are not expected. Being aware of our own values, ideas and pre-judgments as “researchers” is known as reflexivity.

Iteration

Iteration means moving back and forth between data collection and analysis. In qualitative research it is difficult to cleanly separate out data collection or generation from data analysis because there is movement back and forth – every new piece of input we gather helps us shape the next steps in the process. Find someone on the team who likes to deal with detail – whomever starts the data analysis will need to read and re-read the raw written input to begin to identify themes, patterns and meanings.

Researchers often write analytical notes to themselves about the data they're currently collecting and analyzing and then use these notes to inform the next bout of data collection. These analytical notes include things like:

1. The identification of patterns and themes based on categories defined by the sequence of decisions
2. Working out the limitations, exceptions and variations present in the responses
3. Generating tentative explanations for the patterns and seeing if they are present or absent in other settings or situations
4. Using our knowledge of the community to provide deeper understanding of responses and their relationship to participants' motives, meanings and behaviors.

Triangulation of analysis

It is very rare for qualitative data to be collected all in one go, then processed and analyzed. If this happened we might criticize the process for not being true to the context in which it was generalized. One way of producing believable, credible and trustworthy data analysis is to use "triangulation" which simply means we look for confirmation or consistency of our conclusions across different input methods in different settings.

Although computer programs are available to do this analysis, it's also possible to do this with several people grouping "things that go together" based on key ideas, common words or levels of information that support other ideas.

More than you ever wanted to know about.... “reliability”

Sometimes the validity or reliability of a process is challenged as not statistically representative of the community. The following points can help you respond to these concerns:

- **Validity** – as well as words like ‘reliability’ and ‘generalizability’ are used by researchers to evaluate the soundness or trustworthiness of a research design and the resulting conclusions. It’s important to stress that community engagement is NOT social research in and of itself, although similar approaches may be used.
- **It’s about community judgment** – Community engagement is not designed to simply measure where people are in their thinking at a given moment (one of the most common goals of social research); community engagement processes are designed to develop public judgment about an issue or opportunity. These processes are designed to be deliberative and result in stronger community relationships of trust between residents and government and among residents themselves.
- **Qualitative data** – as we said above, a lot of the data collected in community engagement processes is qualitative and so achieves its validity and reliability through the richness of the detail as well as the breadth and depth of the information. Although methods for collecting the data are not usually statistically valid (although demographics information can be collected to help demonstrate the representativeness of the stakeholders involved), qualitative methods are often more reliable for community decision making because of their detailed, scaffolded nature (building to public judgment from public opinion).
- **Community decision making is most like “participatory action research”** – because of its assumptions that multiple realities exist in communities. Participatory action research is most often used for “finding solutions to practical concerns as well as developing knowledge” (Morse, 1997). Participatory research is a “self-conscious way of empowering people to take effective action toward improving conditions in their lives” (Dey, 1993). This kind of research is purposefully more than data gathering.
- **Public judgment vs public opinion** – Daniel Yankelovich, known for his work on public judgment, makes a clear distinction between quantitative “statistically representative” public opinion polling and public judgment reached through a deliberative community engagement process. He views public opinion as “popular impulses at a particular time,” likely to be inconsistent and subject to change. He defines public judgment as “a particular form of public opinion that exhibits (1) more thoughtfulness, more weighing of alternatives. More genuine engagement with the issue, more taking into account a wide variety of factors than ordinary public opinion as measured in polls and (2) more emphasis on the normative, valuing, ethical side of questions than on the factual, informational side” (Yankelovich, 1991).

Honor and evaluate the process

Stage Three, Step Four involves ensuring that your process results are utilized by the final decision makers as determined in Step One. This step also includes evaluating your efforts and using the feedback to make changes and improvements for the next process.

There is no more important element in community engagement processes than honoring the process when the final decision is made. If we engage an often-skeptical citizenry in a process we have positioned as genuine and have promised people they will influence the outcome, it is absolutely essential that the true intent is to honor that outcome. Not to do so will set trust back MUCH more than not having done a community engagement process at all.

Honoring the process involves:

1. Staff presenting the recommendation to the appointed bodies and reflecting exactly what people who participated in the process believe it was intended to include.
2. Sometimes there are circumstances that constrain us from reflecting the outcome of the process precisely – timing, budget, and applicable regulations are possible examples. These circumstances should have been included in the givens. If they have arisen during the process, they should have been communicated to participants for consideration. If they have emerged since people developed the recommendation, make sure people know how things have changed and why -- BEFORE submitting the recommendation.
3. Appointed bodies, such as committees or commissions, which will review the recommendation, should be aware of and involved in the process all along. Their obligation is to act on the recommendation upholding the commitment made to the process.
4. The Council is where final accountability for honoring most processes will rest. It's possible that people who are not pleased with the final outcome will try, privately or publicly, to apply pressure on decision makers to override the process. Succumbing to that pressure may momentarily satisfy those who apply it but will create outrage among those who counted on the dedication of elected and appointed officials to keep their word. The opposite is also true – publicly stating and keeping a commitment will be recognized and acknowledged and community values and partnerships will be strengthened.

Evaluation

Evaluation of the process should be conducted both internally and externally. Hopefully, at every opportunity you've asked process participants to let you know how you're doing. Make sure to write down incidental feedback you get along the way and include it in the final evaluation of the process.

Individual methods evaluations

Typical post-meeting evaluations often include questions like:

1. How did you hear about the meeting?
2. What prompted you to attend?
3. What was of greatest value to you about the meeting?
4. What suggestions do you have for meeting improvement?
5. Did you feel your input was welcomed?
6. Room for other comments
7. Room for name, email and or address (but make it optional – have a separate list for signing up for mailings and email blasts)

Post-process evaluations

An evaluation of the entire initiative is often valuable. A short survey e/mailed to all participants can also double as a thank you and can help you understand what people valued about the process as well as what they'd recommend you not repeat. You can also use your outreach committee or another group of participants to help you review the process. Make sure that you include questions about how people received information about the project so you'll know what communication methods are working best.

Typical post-process evaluations often include questions like:

1. Did you feel that ideas and recommendations from the process were considered by decision makers?
2. Did you feel there was sufficient opportunity for learning about the topic and for deliberating with other community members about solutions?
3. Was the process open, honest and fair?
4. Was the process well-managed?
5. Would you participate in another community decision making process?
6. Was getting involved easy? If not, why not?
7. Was communication about the process adequate and accessible?

Internal evaluation with the team

An internal evaluation is also helpful. Convene everybody who helped with the project, including Council members if appropriate.

Typical internal evaluations often include questions like:

1. What worked / what would we definitely repeat?
2. What project elements would we change or eliminate?
3. What did evaluation forms or feedback indicate were strong elements that should be retained / repeated? Eliminated or improved?
4. Were participants “representative”?
5. Was there early involvement from a majority of our identified stakeholders?
6. Did the process genuinely influence the final decision?
7. Were process decisions made in a transparent and open way?
8. Was the process as cost effective as possible?
9. Was the process result accepted as legitimate by stakeholders?
10. Did various groups of stakeholders understand others’ concerns?
11. Was the key decision improved through the process?

Don’t forget to say thank you!

Next to honoring the process, the most important piece of follow-through is to express your thanks to participants – each and every one! It’s more powerful for people to receive individual letters of thanks than for a generic thank you to appear in the newsletter or in a newspaper ad. Other ideas for thanking people include:

- Include the names of all participants in the final written report
- Post participants names on the City Website with thanks
- Thank people after every meeting, including asking people to give themselves a round of applause

Methods Tool Kit

General rules of thumb for selecting methods

- **Tailor your methods to your process needs** – if your analysis of stakeholders and interests shows you have many of each, you'll need many methods to give everyone a fair opportunity to be involved; if your list of interests and issues is small, you can effectively use just a few methods – a few phone calls or a coffee with a couple of folks might even be enough!
- **Remember your initial methods need to be aimed at opening lines of communication with all your stakeholders** – later on in the process the purposes of the methods will change – they may expand to accomplish hands-on work, express a choice about options, etc.
- **Make participation easy and friendly for people (not staff...)** – also remember that one of our objectives with community engagement is to build positive relationships in the community.
- **Aim for deliberation** – get people talking to each other as much as possible so that they hear and express different perspectives.
- **Use consensus as much as possible, choose methods that reinforce groups working together toward a shared goal** – avoid placing people in “voting” situations or other techniques that make people choose “sides” on an issue. Work, instead, toward a series of built agreements.
- **Select methods that are as personal as possible** - If there is one approach that should be included in every process, it is face-to-face discussion and deliberation. Solving community problems / addressing community needs means that there are differing opinions, beliefs, values and experiences that need to be considered along with relevant technical information. These life experiences can be written down and shared or communicated some other way, but there is no substitute for people hearing from one another how they view the same issues and opportunities. In fact, in evaluations of many processes over the years, when people are asked what was most valuable about a session, respondents overwhelmingly say it was “hearing from other people.”

With the last rule of thumb in mind – selecting methods that are as personal as possible, the **Toolkit of Methods** is organized, roughly, from the most personal to the least personal approaches.

Informal interviews and personal conversations

- Use personal conversations to understand preferences and values
- Listen non-defensively to fully understand what people are telling you
- Don't "call people in" – go to them
- If you can take the time, door-to-door visits are very effective
- Be sure to talk with those you feel are your strongest opponents; you need to understand their perspectives as well
- Interviewing is a very effective method when there are issues which people may be uncomfortable talking about in public gatherings; it can provide a safe way for people to express fears that we need to be aware of
- Use unconventional sites for informal "man-on-the-street" input: community events or popular local gathering places where your identified stakeholders are likely to hang out

Formal interview system

- A formal system of interviews can be set up to engage people early and include those that may be unlikely to attend a meeting
- Develop a set of focus questions / discussion points so that you are consistent in each interview and can better analyze responses and tabulate results
- Tell interviewees you'll be sharing what you hear
- Establish a method for recording and distributing the information
- Remember that people often find out about issues and projects from one another; enlist the help of those you interview in spreading the word and ask who else cares about the issue and add them to your list
- Talk with food – make it friendly and social

Here are a couple of creative examples of interview techniques:

Tent Talks: set up a tent or canopy in a neighborhood park or school parking lot; serve picnic food and encourage people to talk with Council members, Commissioners or staff about the project.

Lawn Chair Parade: choose a neighborhood where you would like to get input and have Council members, Commissioners or staff walk door-to-door with lawn chairs in the evening – people end up gathered on various front lawns talking over issues.

Dinner and Dialogue: residents put their names in a drawing at City Hall or other sites. The host who wins the drawing gets to invite 20 guests for a dinner attended by City staff and Council members.

Community Connectors

- The idea for Community Connectors grew out of the understanding that people would be more likely to attend a meeting if invited by a friend
- Community Connectors are folks who agree to host a small gathering of their friends, neighbors, colleagues, even family, to talk about the project or issue
- About 10 to 12 is a comfortable number for a discussion, although larger groups work as long as everyone can see and hear one another
- Connector hosts invite anyone they'd like to, and set the date and time that's convenient for them; we provide a facilitator, background information and materials and then document the discussion
- Staff present information, such as the problem or opportunity, the process that will be used to solve it, any "givens" and background information about the project that people might need for good decision making as well as the focus question(s) you'd like them to answer as part of the discussion
- Take notes or ask people to fill out a card or form with their responses
- Keep track of what's said at every meeting as well as the neighborhood the meetings are held in and as participant demographic information
- Follow-up with a mailing or short summary to participants about what was said at all the meetings
- This method is time consuming and staff-intensive – presenter / facilitators need to be fully prepared so that information giving and gathering is the same
- The strength of this method is that it gets a lot of people who would not normally participate involved, ensuring the participation of people other than "special interests". It also builds relationships with people and truly engages them in constructive deliberation on issues
- Be careful not to rely on this as your only method
- Not everyone who might want to have a say will necessarily be invited to a session so you'll need to schedule some "open" meetings with the same agenda and materials as the hosted meetings

Meetings-in-a-box

- This method is similar to Community Connectors in that it encourages small group meetings in people's homes or through already established groups, such as existing civic organizations or clubs
- All the materials for the meeting are literally contained in a box: a discussion outline, written and or video (computer link or DVD) information, response forms and even some packages of microwave popcorn; this self-contained approach allows for a turn-key meeting which residents can host on their own
- Since the meetings are designed to be self directed, with no staff present, the issue to be discussed with this method should be straight-forward. The information must be clear and choices laid out in simple terms; the possibilities of misinformation or misunderstanding must be minimal
- Meetings-in-a-box are great for asking people about their values and hopes for the future and other topics that are not as dependent upon factual information
- Extensive promotion to encourage meeting hosts to volunteer, as well as coordination and follow up are required.

Focus Groups / Roundtables

- This is not a method that provides statistical accuracy reflecting the community's demographics because people "self select" in agreeing to participate. Results, however, are reliable in that if they are consistent across groups the same results can be expected from the larger population
- Focus groups don't ask people to reach agreement on anything; in fact, disagreement should be encouraged so that a range of thinking on a topic can be understood
- This kind of discussion is good for probing for values, beliefs, what people would and wouldn't support and why. So you should use focus groups and roundtables early in a process to help define issues, and probe attitudes about the problem / opportunity and potential solutions
- Sometimes, if all you need to do is explore attitudes toward an issue or assess the information about a topic that people have or need, a series of focus groups may be all the process you require

- Groups can be made up of people known to you or random residents; often, open registration can be encouraged so that anyone who wants to participate can do so
- Each group should have 10 to 20 participants
- Groups can be balanced by geography, age, ethnicity, gender, interest or other characteristics
- Recruit a few more people than you need for the group as not everyone who signs up will come. Make the recruitment as personal as possible. Invite by telephone, direct mail, email from someone with a relationship or other personal invitation
- Be clear about why you're asking people for their participation and what will happen with what they say
- Once participants have agreed to attend, send a follow-up confirmation letter or postcard and place a reminder call or email a day or two ahead
- Develop a discussion guide to get at the issues you want to explore and use a neutral, trained discussion leader
- Serve refreshments and keep the tone informal
- Use flip charts to record the input but don't attribute opinions to specific individuals
- Extend the offer to keep people informed of what happens next and then do it. Most people who agree to participate are interested in the issue
- This is a time-intensive method but is great for building relationships with people; if the process continues beyond this step, discussion participants can often help to rally others to participate in subsequent activities

Workshops

- Workshops are great for getting real work done; structure the agenda so something is accomplished
- Often, the work of a workshop is best done in small groups, enabling every participant an easy opportunity to influence the group's work and minimizing the "grandstanding" that often takes place in large group settings

A typical workshop agenda looks something like this:

Meeting Agenda Tasks and Timing		
<i>One third: Information</i>	<i>One third: Group deliberation</i>	<i>One third: Group report out</i>
Provide participants with factual / background information in a variety of formats and with as much creativity as possible	People work in small groups to reach consensus on recommendations / goals/ suggestions, depending on the workshop focus	Small groups report out their work to the larger group. Meeting facilitator highlights common themes

- Workshops are good for developing options for solutions or responding to options already developed
- If you're asking for possible solutions, promote creativity
- If there are options to be assessed, use the techniques described in the "evaluating options" section on page 36.
- Be sure to give the small groups one or two specific focus questions from your sequence of decisions to answer
- Provide written, step-by-step instructions for small group work to each participant. Also deliver the instructions verbally before groups start work
- Sometimes it is a good idea to structure the work to produce multiple answers. Ask for the "five most important elements or features," or the "six most critical needs" or similar.
- Workshops allow people to move from their individual perspectives to consideration of a small group's assessment to the larger group's sense of the issue; they are structured to help take off the personal "blinders" and reinforce the larger context of the issues at hand.
- You might consider getting complex information out ahead of time so participants have time to digest it and you save workshop time (and people don't feel that the meeting is too presentation-heavy)

- Holding a workshop or a series of workshops takes a lot of preparation and organization; invitations to attend should be issued in as many different ways as possible and as personally as possible – the more personal the recruitment, the better the attendance.
- A series of workshops is usually preferable to a single event because people then have multiple opportunities to attend and can choose the most convenient – aggregate attendance from multiple workshops is likely to be much greater than for a single workshop.
- We also know that variations in the time of day and the day of the week appeal to different groups – parents of young children and seniors prefer day time meetings and weekends, for example. Attendance always increases when venues in neighborhoods or other comfortable locations are chosen.



Charettes / design workshops

- A charette is much like a workshop in that it accomplishes hands-on work. Charettes are usually associated with design issues, such as site specific plans at either a single area or site or neighborhood level.
- A charette is an intensive exercise that takes place over a couple of days and often includes a cadre of experts working in design teams who review all pertinent information, then get to work producing round after round of draft plans that get more and more specific and more responsive as they are reviewed by participants.
- Wider public review can occur, for example, each evening of the charette after teams do their daily work; review is done by anyone interested in the work as well as design experts.

- A charette can be expensive, since fees, meals and lodging are often provided for design teams; it can also be an energizing way to generate excitement for implementation.
- A great feature of this technique is the opportunity for a tour or experience of the problems / opportunities needing to be dealt with (see Field Trip, below).

Field Trips / Tours

- As with a design charette / workshop, an on-site review of existing conditions that pertain to a project and its issues can be invaluable. Tours provide first hand observations and should be open to anyone with an interest.
- Program and policy questions can also benefit from field trip – on-site experiences of current and proposed conditions (best practices or examples elsewhere) are irreplaceable for developing judgment about issues. If an on-site tour is not possible, video or photo tours are a good substitute.



Open Meetings

- Open meetings are good any time in a process as long as they are carefully structured and have a clear purpose. Early on, they can help clarify issues and make sure project information is delivered directly to people that are interested rather than relying on “misinformation by rumor”; later in the process, you can review what’s been accomplished so far and ask for reaction
- This format is best for general discussion of issues – it’s not a good format for issues which can be highly controversial or emotional. If information is presented, it should be brief – allocate no more than 1/3 of the total meeting to presenting information and leave the rest for discussion and response. Discussion should be framed to elicit constructive responses and should have a skilled facilitator.

- An open meeting can be used at the beginning of a project to identify hopes and concerns because people need only minimal project background to express these opinions about what they like and what their concerns are.
- In groups of about 20 to 30 it's possible to use something called Nominal Group Technique – an around the room chance for every participant to briefly express what he or she would like to say. Participants can “pass” as well.
- For larger numbers it is often more effective for small groups to work together to produce lists of issues, hopes and concerns which are then reported to the larger group.
- Issue invitations in every way available: organizations' newsletters, news media announcements, direct mail, websites, e-mail, personal phone calls. Direct mail is not always as effective as we'd like – we shouldn't count on a significant turnout as a result of direct mail.
- Recruit groups and individuals to help spread the word; without a doubt personal contact is the best way to turn people out
- The more informal the setting and the tone, the more relaxed participants will be; officials who are present should be introduced but should sit among the audience rather than at a head table or behind a dais and should be there as listeners and observers, not participants.
- Be cautious of limiting discussion to designated topics; you might miss something important, or might create antagonism if people have come to talk about something specific you're disallowing; we need to let people get their points across.
- Open meetings held in a series can reach a conclusion / result; if the issue is narrow enough to be handled in a single meeting, one session may be all you need if facilitated discussion can propose and reach agreement on a solution.
- Make sure to keep two records of this and all kinds of community meetings:
 1. A sign in sheet with name, address and email so you know who was present and can keep in touch if you need to
 2. Keep a record of the general discussion and compile written responses

Public Forums

- Public forums are similar to open meetings - people assemble at a designated time to discuss a topic; however, the discussion is not structured to reach any conclusion, but is designed to surface various perspectives or to generate solutions; its most appropriate use is, therefore, at the beginning of a process.

- Forums let people hear various points of view directly from each other, and can often bring out points of agreement; they can also demonstrate the complexity of an issue and how many different interests are affected.
- Set expectations early in the meeting that no conclusions will be reached; let people know that the forum is designed for people to hear from one another so they'll prepare to speak. It's critical to frame the issue or problem as constructively as possible – in terms of what needs to happen to make things better.
- Spend the minimal amount of time at the beginning with a welcome; keep background information on the topic as brief as you can since the purpose is to let people hear from each other.
- It's appropriate and encouraged to include decision makers at the forum to hear the issues first hand, but avoid a "head table" or dais room set up; officials are introduced at the forum's beginning so that people know they are present, but sit scattered in the audience rather than in a visible group and act as observers, not participants
- If the forum is an extremely formal one, or if it's essential to anticipate how much time will be needed by speakers, you can ask people to sign up ahead of time as they arrive; less formal, less intimidating formats are usually preferable; people can simply stand or move to a microphone to speak, facing the audience rather than the moderator.
- Be cautious about setting absolute time limits for speakers; often people will conform to limits but you'll have to be prepared to stop the speaker who doesn't relinquish the floor. It's better to suggest a time limit, note how many people would like to speak and keep people accountable to one another. After a few speakers you can ask the group whether they believe a time limit should be imposed; any limitations then belong to the group.

Open houses

- The format for an open house involves having information available at a specific site, usually over the course of several hours or multiple days, to allow people to attend at their convenience and to respond to what they learn.
- The open house format allows for one-on-one, site specific questions to be handled by the technical staff; it does not, however, allow people to hear from one another and facilitate understanding of other points of view.
- Hold open houses in convenient, safe, comfortable and non-intimidating locations; try places in addition to or other than City Hall or the Council Chambers – somewhere in the area affected by the project is best.

- Use personal invitations as much as possible as well as through the media and through project e/ mailing lists. Greeting people at the door really makes them feel welcomed.
- Usually, open houses include display stations covering information about various aspects of the project / problem / solution options. Equip each station with a flip chart easel and pad for people to record comments or ask questions.
- Individual written response forms will encourage comments from those who don't want to write what they think for anyone else to see.
- Project staff do need to be present to respond immediately to questions. If it's not possible to provide answers on the spot, make sure to get back with people as quickly as you can.
- Open houses are not conducive to deliberation in the way that workshops are; in fact, people may be suspicious that you're holding an open house in lieu of an open meeting in order to "divide and conquer." One solution to this perception is to hold the open house over the course of several hours, adding an open meeting component at the end of the designated time; this allows people the opportunity to say whatever they want without restriction.
- An open house / workshop combination is also a possibility, with the open house providing the background information before people get to work.
- Open houses work at any point in a longer process: at the very beginning to explain background and ask for response; in mid-process to review and ask for response to options being considered; or near the end to review the whole project, process and results.
- Be cautious about relying on an open house to provide guidance about people's preferences and responses to issues; open houses work best as one of many process methods.

Public Hearings

- Yes, you will still have to have public hearings. It's due process and often legally required. But, traditional public hearings are not effective public process, so don't have them until the very end of a project process.
- The settings for traditional public hearings are very formal, people must stand at a microphone with their backs to their fellow residents and publicly state

their position or plead with Council to do whatever it is they're about to do (or not). They're very emotional and do not generally promote civic interchange.

- When a problem / opportunity / project has gone through a community engagement process to determine people's preferences, when the process has been open, honest and fair, there should be no surprises when it comes time to hold the required public hearing; everyone should be familiar with what's to be recommended and with the likely outcome.

Logistics to consider for any kind of meeting

- Try to avoid private meeting or conference rooms where not everyone is customarily welcome
- Make sure people know how to get to the meeting
- Make sure parking and access are convenient
- Make sure the space is physically comfortable
- Make sure acoustics allow everyone to be easily heard and the room has the flexibility you need for your planned activities
- Provide refreshments if you possibly can
- Greet people at the door
- Consider using name tags, they can help set a friendly tone

History Wall

- A history wall is a useful tool at open houses, workshops, open meetings and public forums. The "wall" is usually located outside or to the side of the meeting space and people are asked to contribute to it in some way to build a sense of community history.
- A history wall serves to ground participants in the larger context of the community and reminds people "we're all in it together."
- People can be asked to include on the wall: when they arrived in the community; one or two events of significance to them or the community during a certain time period relevant to the project; their responses to certain key events in the community or other creative focus questions that reinforce the idea of a shared community culture. Try a "vision" wall at the beginning of a project and ask people to actually draw what they'd like the final solution to look like or do for the community.

Community Organizations and the "rubber chicken circuit"

- It's often a challenge to engage people who don't have a direct interest in an issue as well as those who have an obvious interest. If your process needs to include the general sentiments of many community constituencies, take

advantage of organizations / agencies / places where they already gather. Engaging people on their own turf makes participating more convenient for them and can broaden participation. Many of these folks are active in the community but may not have a particular position on the issue.

- Community groups that are effective contact points include neighborhood organizations, school support groups and, possibly, general civic organizations such as Rotary. In many communities churches are a good way to contact populations that might otherwise be hard to reach.
- Attending civic meetings can give you a rapid feel for how the community views the issues. Visit these groups to describe the problem / opportunity and ask for full participation. You can also use the time to ask for responses that don't need information or use response forms to be filled out individually.
- Often organizational newsletters will provide some space for articles or updates. Organizations may even be willing to make their membership or board lists available for a mailing.
- In some cases it might be appropriate and effective to ask organizations to co-sponsor project workshops or other meetings. People are most likely to attend if they're invited by a group they're already involved with and trust.
- While working with community organizations has obvious advantages, there are also disadvantages: it requires intensive staff or volunteer effort to cover all the potential groups and compile their input; it can't be used as a substitute for other process methods which might need to include deliberation or longer discussion.

A Physical Presence

- Community events, festivals, celebrations and activities are great places for interacting with people, particularly if it's important that everyone in the community have an equal and convenient way to get involved.
- Colorful displays are effective in drawing people in to get information about the project and process and how they can participate as well as an easy way to ask for responses that can be opinion / belief based and don't need much background information.

Citizen Juries

- This technique is one that selects a demographically representative sample of twelve or more community members who can devote several days to a project or problem. It shares with a design charrette or workshop an intensive time schedule where the group meets with experts over the course of several days.
- At the end of the time the “jury” is to come to a conclusion about the best course of action recommended to solve the problem / address the issue.
- The same advantages and disadvantages existing for task forces exist for citizen juries – there is really no way to assure that the conclusions the jury reaches will represent the conclusions of the community as a whole.

Future Search Conferences

- This type of conference has been used in some communities to deal with long range questions such as the development of a community vision. Its strength is that the method takes place over a long weekend, so the work is accomplished relatively efficiently.
- A major weakness of the method is it recommends that a designated number of people (60) serve as appointed representatives. While this assures that numbers are manageable, it also means that some people who want to participate will be left out and may not feel that their views were adequately represented. It can also mean that an opportunity to build support for the outcomes will be lost. Remember – open, honest and fair.
- If you consider this approach, take another look at the “Pitfalls of a Committee” on page 33.
- It’s possible that this approach could be combined with periodic public review and comment so that adjustments could be made to conform with broader community preferences.

Newspaper insert / mailer with response form

- This approach is closely related to a mailed survey; it provides written information to be considered by individuals who then have an opportunity to respond with written open-ended comments to be mailed back or by filling out a printed form for mailed return.
- People who have taken the time to read the information and return a response develop individual judgment about the issues; they don’t have an opportunity to benefit from the thinking of others which might sway their own response, but each respondent clearly has something to say.

- Even if response is low to this method, it serves as an easy opportunity for participation. We need to carefully consider if the investment is worth the return.

The Web

- It's a must! Our use of project pages is a model for the rest of the world to follow – we need to keep these as updated and attractive as possible in order to maximize their effectiveness. Always make sure the problem / opportunity statement, givens, process outline, background information and process so far, as well as opportunities for future involvement, are highly visible.
- Using the web to receive questions regarding the project or individual comments about the hopes, issues or concerns also works well. We should, however, use caution when including unattributed responses. If we are using the site to respond to questions, it must be monitored daily.

Surveys

- Surveys of any kind – random sample telephone or mailed surveys, general mailed surveys or e-surveys such as surveymonkey (the City is a subscriber to this service) – are useful tools for finding out how people perceive a problem or issue, what their individual opinions are about proposed solutions and whether they support or oppose a particular course of action. One caution about them is that they are opinion-based and should never replace face-to-face deliberation and the negotiation of solutions.
- Random sample surveys have the advantage of replicating, on a smaller scale, certain demographic characteristics so we can compare responses from various groups.
- Professionally administered random sample surveys can be expensive to conduct; telephone surveys are typically most expensive but usually can be completed more rapidly than random sample mailed surveys, which require repeated follow-up mailings to produce a statistically reliable response.
- General mailed surveys or e-surveys provide the opportunity for everyone in the community to respond, often an important attribute when your process needs to consider everyone's preferences; paper versions are not inexpensive since they are usually mailed to every household. Results for both general mailed and e-based surveys cannot be considered a statistically valid sample of the community although results often have statistical reliability.

- Another form of surveying is an insert in a local paper or our City newsletter which appears three times a year in the Activity Guide. These formats can include background information and a way to respond either with a mail-back coupon or an email address for comments.
- A survey conducted early in a process can include as a last question, “Would you be willing to attend a focus group (workshop) about X? May we contact you?” This approach has had great success in other communities.
- Always remember that a survey solicits opinion; it does not develop informed judgment and is not a substitute for deliberative decision-making.

Time Out

- This is not a method you’d ever want to plan for, but if you need to, call a time out. If a situation is so controversial that allowing things to proceed without intervention will only make things worse, it’s time to step back and reassess what’s happening.
- A time-out call should only be used if the situation is significantly serious and if allowing things to go forward would be irresponsible. A time period for the time-out should be named and people should understand what, if anything will be done during the time out period.

Final Tips and Ideas (just in case...)

What happens if a group “rebels” in a meeting and doesn’t want to follow your agenda?

Don’t try to suppress comments or over-control (it might backfire!) – People who come to meetings have things on their minds that they care about and want to express – if they didn’t, they wouldn’t come to the meeting. Be flexible and find another way to accomplish what you need to do at the meeting.

Always use flip charts or other recording systems to help reinforce for people that they have been heard and their comments are valued.

How can we avoid meetings or a process being controlled by a special interest?

Reaching people who aren’t readily engaged is a challenge – but there are several things that might help:

- People need to understand the subject at hand as it relates to their everyday lives; tell them why they should care
- Recruit people directly and personally
- Move the process to people’s living rooms; recruit people to host small discussions among their neighbors and friends
- Go find people where they already gather together; partner with civic groups, etc
- Have lots of ways for people to get involved
- The more you ask the question the more answers you get; a series of meetings with duplicate agendas provides more opportunities and makes attendance more convenient

If the number of participants is small, does that mean the process isn’t valid?

There is no magic number that makes a process legitimate, so don’t be absolutely driven by numbers – Consider using a survey to supplement participation, particularly at an early step when opinion and belief are appropriate responses. Another idea is to take what we’ve heard in the process so far and “field test” it through the “rubber chicken circuit”, neighborhood groups and other existing places where people gather.

How can we “disarm” 11th hour opponents who show up to defeat a recommendation developed through an engagement process?

11th hour opponents will always be there – Our best strategy is to stress the multiple opportunities for participation when making the final presentation. We should be spending at least as much time describing the process used to reach the recommendation and the multiple communication vehicles used to promote it as the presenting the recommendation itself.

We also need to encourage people who have been involved in the process to attend the Council meeting where the issues will be decided to support their recommendations and the process.

Lastly –

Remember that you’ve got a team you can brainstorm with for solutions to other issues that arise!

Appendix A – Asking Strategic Questions

Strategic questioning is the skill of asking questions in a dialogue setting that helps people discover their own ideas and strategies for change. Strategic questioning involves a special type of question and a special type of listening – a strategic question opens up all participants in a dialogue to other points of view.

Key features of strategic questioning:

- It creates knowledge by synthesizing new information from that which is already known by participants in the dialogue
- It is empowering – ownership of new information stays with the person answering the question and also empowers the group
- It releases the blocks to change and to new ideas
- It facilitates people's own response to change
- It creates answers that may not be immediately known but may emerge over time
- A strategic question is NOT – a suggestion disguised as a question (as in “why don't you.....?”)

Strategic questions:

1. Assume motion on the issue (meaning they assume the person / group wants to move forward)
2. Create options (more than two)
3. Avoid “why” (which forces people to defend an existing position)
 - a. “What keeps you from working on _____?” vs “Why aren't you working on _____?”
4. Avoid yes / no answers
5. Empower – ie “What would it take for you to change on this issue?” “what would you suggest to improve this proposal.”

Strategic questioning has two levels:

1. Level 1 – questions that describe the problem or issue in an open and unbiased way for a common understanding of the dialogue's “center”
 - What are you most concerned about related to _____?
 - What do you think about _____?
 - What are the reasons for _____?
 - What effects of this situation have you noticed?
 - What do you know for sure and what are you uncertain about?
 - How do you feel about the situation?
 - How would you describe the problem you / we are trying to solve?

2. Level 2 – questions that create new information

- What would you like to see happen with _____?
- How can the situation be changed for it to be as you would like it?
- What will bring the current situation toward the ideal?
- How might those changes come about? Name as many ideas / alternatives / options as possible.
- How could you reach that goal?
- What prevents the community from _____?
- What resources already exist that could support this change / solution?
- What support would be needed for the community to make this change?

Other examples of strategic questions to help move a dialogue toward resolution include:

- Here's the evidence we're / I'm basing our / my conclusions on....what are we / am I missing?
- Can you give me some examples of that?
- What have you seen that leads you to those conclusions?
- What information is missing that might help us understand the problem more completely?
- What is emerging that we can all agree on?
- What are our underlying assumptions about this idea or situation?
- How would you define this problem?
- What do you think other people care about most in relation to this problem?
- What would an ideal solution help us do?
- What else could we do?

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STAFF REPORT

City Council
Meeting Date: 5/14/2019
Staff Report Number: 19-087-CC

Informational Item: Update on the Parks and Recreation facilities master plan process and timeline

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

As part of the City Council adopted 2018-19 work plan, the Parks and Recreation facilities master plan was scheduled to be complete by June 30. As discussed in this report, the City Council has requested changes to the process that extend the completion date past what was previously communicated.

Background

The Parks and Recreation master plan serves as a guiding document for the City as it seeks to improve and maintain the parks and recreation facilities in Menlo Park. It is primarily a planning and policy document and not envisioned to approve specific facilities improvement projects or programs. Projects and programs that are advanced under this plan would need to undergo their own design, environmental review and approval process prior to being implemented.

Over the past year, extensive community input has been gathered through a variety of methods to assess community needs and recreation demand in the City including community workshops, pop-up and intercept activities, focus groups, stakeholder interviews, online surveys and various social media efforts. A significant amount of the community engagement occurred in the Belle Haven neighborhood to ensure participation from the community.

On April 16, the City Council held a study session to review the Parks and Recreation facilities master plan draft guidelines and recommendations. Given the anticipated development and population growth in the Belle Haven and Bayfront neighborhoods, the staff presentation focused on the parks and recreation facilities serving the area of Menlo Park north of highway 101. After receiving public comment, the City Council directed staff to have the current survey and draft guidelines and recommendations translated into Spanish and to extend the survey deadline to allow for additional feedback from the community. In addition, the City Council requested that staff convene one additional meeting of the Parks and Recreation user focus group so that Mayor Pro Tem Taylor could appoint a Belle Haven resident to the group.

Analysis

In response to City Council's direction, staff acquired the services of a translation company to have the draft recommendations and guidelines chapters translated into Spanish along with the survey. The Spanish version of the survey was available to the public May 1 and both the English and Spanish versions will

remain open until June 3. In order to encourage the community to review the draft recommendations and complete the survey, City staff are using a variety of promotional methods including email, Nextdoor and other social media, postcard in English and Spanish distributed to various City programs and facilities and outreach to both the Belle Haven School and the Boys and Girls Club.

An additional Parks and Recreation user focus group meeting is tentatively scheduled for Thursday, May 30, and is opened to the public to participate. The meeting will be held at the Menlo Park Senior Center in order to encourage resident participation from the Belle Haven neighborhood. In order to ensure meaningful participation in the process, City staff and project consultant Gates + Associates have developed a robust meeting agenda that would include a review of the current survey results and public comments and participation in a recommendations prioritization exercise to help inform the project team as they prepare the final report draft for the Parks and Recreation Commission and the City Council to consider.

To allow for adequate time for the additional community engagement and to ensure a thorough and robust process, staff are proposing a revised timeline from the one presented during the City Council study session April 16.

Table 1: Parks and Recreation facilities master plan – revised timeline	
Date	Description
1-May-19	Draft guidelines and goals translated in English and Spanish with survey and comment period extended for the public
May 30, 2019 (tentative)	Parks and Recreation user focus group meeting
3-Jun-19	Survey closes
16-Jul-19	City Council information item - Complete draft of Parks and Recreation facilities master plan available to the public
24-Jul-19	Parks and Recreation Commission meeting – review and recommendation
August 20, 2019 (or August 27)	City Council meeting – review and acceptance

Impact on City Resources

The City Council appropriated \$250,000 for the project budget. On November 13, 2018 the City Council authorized the city manager to execute an amendment to the agreement with Gates + Associates in the amount of \$21,195 for the Parks and Recreation facilities master plan resulting in a revised project cost of \$239,536 including the additional services, contingency and administrative costs. The City Council is being asked to approve a separate consent item this evening to authorize the city manager to execute a second amendment to the agreement in the amount of \$10,560 and appropriate an additional \$15,096 from the 2018-19 capital improvement program budget for a total project cost of \$265,096.

Environmental Review

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

Public Notice

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

Attachments

None.

Report prepared by:
Derek Schweigart, Community Services Director

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STAFF REPORT

City Council Meeting Date: 5/14/2019
Staff Report Number: 19-090-CC

Informational Item: Review of the City's investment portfolio as of March 31, 2019

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

Investment portfolio as of March 31

The City's investment portfolio as of March 31 totaled \$147,813,096. 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 March 31. The Local Agency Investment Fund (LAIF) 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/or provide investment diversification.

Security	Amortized cost basis	Fair value basis	% of portfolio
Local Agency Investment Fund	\$ 64,997,284	\$ 64,997,284	44%
Securities portfolio			
Corporate bonds	24,013,999	23,969,560	16%
Government agencies	42,966,234	42,945,019	29%
Government bonds	13,933,562	13,898,397	9%
Short-term bills and notes	1,999,869	2,000,120	1%
Total	\$ 147,913,664	\$ 147,813,096	100.0%

As shown in Table 1, the fair value of the City's securities was \$100,568 less than the amortized cost as of March 31. 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.

The consolidated portfolio report for the quarter ending March 31 is included as Attachment A and each component is described in greater detail below.

Local agency investment fund

As previously shown in Table 1, 44 percent of the portfolio resides in the City's account at the LAIF, a liquid fund managed by the California State Treasurer, yielding 2.39 percent for the quarter ended March 31. LAIF yields had been at historic lows for several recent years but the last three years have shown a small but steady trend upward. Due to the liquidity of LAIF and based on uncertainty surrounding rates for longer-term securities, the City has kept a large number of funds in LAIF in recent years. However, the City does invest excess funds in other types of securities in an effort to enhance yields and certainty.

Securities portfolio

As of March 31, the City held a number of securities in corporate bonds, government agency notes and government bonds and reflect a diversified mix in terms of type but all at low risk. Insight Investment serves as the City's financial adviser on security investments and makes recommended trades of securities, purchase and sale that align market conditions to the City Council adopted Investment Policy to the greatest extent possible. The Insight Investments quarterly statement for the period ended March 31 is provided in Attachment B. As shown on the quarterly statement, the return for the period ended March 31, on an amortized cost basis, was 0.51 percent. The positions the City held as of March 31 are included in Attachment C.

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.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

Attachments

- A. Insight Investments consolidated portfolio report for the quarter ended March 31
- B. Insight Investments advised funds quarterly report for the quarter ended March 31
- C. Securities positions held by the City of Menlo Park as of March 31

Report prepared by:
Kristen Middleton, Management Analyst II

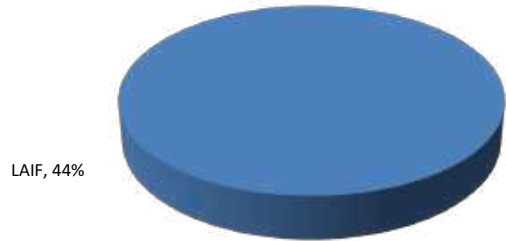
City of Menlo Park Quarterly Consolidated Portfolio Report March 31, 2019

City Managed Assets % Return

LAIF	\$	64,997,284	44%	2.39%
Total Internally Managed	\$	64,997,284	44%	

Weighted Average Yield **2.39%**

			Days	
Effective Average Duration - Internal			1	
Weighted Average Maturity - Internal			1	

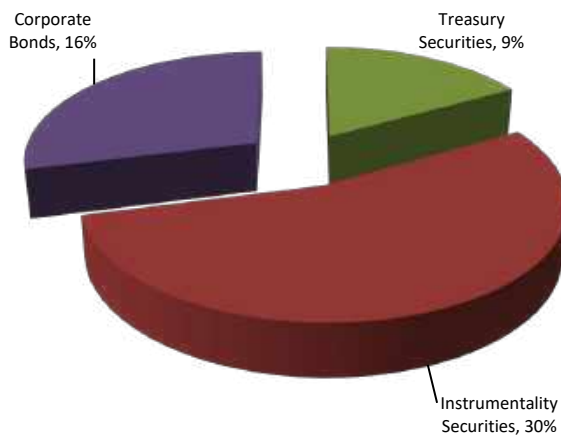


Advisor Managed Assets % Return

Treasury Securities	\$	13,898,397	9%	1.95%
Instrumentality Securities	\$	44,945,140	30%	2.15%
Corporate Bonds	\$	23,969,561	16%	2.23%
Total Externally Managed	\$	82,813,097	56%	

Weighted Average Yield **2.14%**

			Years	
Effective Average Duration - External			1.01	
Weighted Average Maturity - External			1.04	

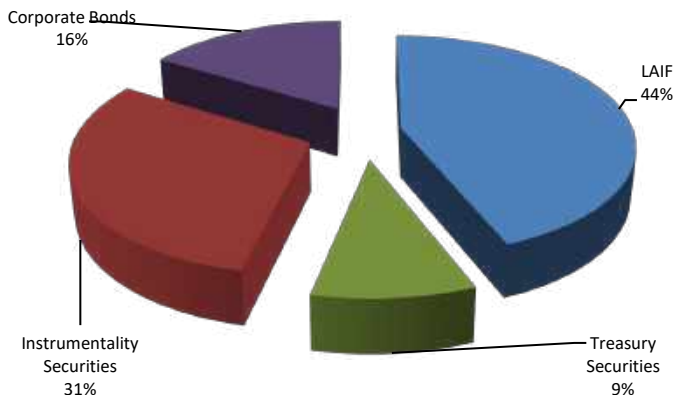


Total Portfolio Assets % Return

LAIF	\$	64,997,284	44%	2.44%
Treasury Securities	\$	13,898,397	9%	1.95%
Instrumentality Securities	\$	44,945,140	30%	2.15%
Corporate Bonds	\$	23,969,561	16%	2.23%
Total Portfolio Assets	\$	147,810,381		

Weighted Average Yield **2.27%**

			Years	
Effective Average Duration - Total			0.57	
Weighted Average Maturity - Total			0.58	



Portfolio Change

Beginning Balance	\$	131,244,295
Ending Balance	\$	147,810,381

* 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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CITY OF MENLO PARK

March 2019

Part of  BNY MELLON



ACTIVITY AND PERFORMANCE SUMMARY

For the period January 1, 2019 - March 31, 2019

<u>Amortized Cost Basis Activity Summary</u>	
Opening balance	70,875,751.30
Income received	302,597.69
Total receipts	302,597.69
Expenses paid	0.00
Total disbursements	0.00
Interportfolio transfers	11,699,377.63
Total Interportfolio transfers	11,699,377.63
Realized gain (loss)	0.00
Total amortization expense	(17,725.77)
Total OID/MKT accretion income	53,665.07
Return of capital	0.00
Closing balance	82,913,665.92
Ending fair value	82,813,097.08
Unrealized gain (loss)	(100,568.84)

<u>Detail of Amortized Cost Basis Return</u>				
	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Corporate Bonds	112,215.64	4,422.83	0.00	116,638.47
Government Agencies	184,309.03	19,514.01	0.00	203,823.04
Government Bonds	48,020.86	11,863.77	0.00	59,884.63
Short Term Bills and Notes	11,750.00	138.69	0.00	11,888.69
Total	356,295.53	35,939.30	0.00	392,234.83

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* Three month trailing
Fed Funds	2.07	1.14	0.59
Overnight Repo	2.16	1.20	0.61
Merrill Lynch 3m US Treas Bill	2.13	1.16	0.58
Merrill Lynch 6m US Treas Bill	2.25	1.21	0.59
ML 1 Year US Treasury Note	2.48	1.29	0.62
ML 2 Year US Treasury Note	2.61	1.31	0.61
ML 5 Year US Treasury Note	2.73	1.32	0.60

* rates reflected are cumulative

<u>Summary of Amortized Cost Basis Return for the Period</u>	
	Total portfolio
Interest earned	356,295.53
Accretion (amortization)	35,939.30
Realized gain (loss) on sales	0.00
Total income on portfolio	392,234.83
Average daily amortized cost	77,007,376.12
Period return (%)	0.51
YTD return (%)	0.51
Weighted average final maturity in days	381

ACTIVITY AND PERFORMANCE SUMMARY

For the period January 1, 2019 - March 31, 2019

<u>Fair Value Basis Activity Summary</u>		
Opening balance		70,481,178.64
Income received	302,597.69	
Total receipts		302,597.69
Expenses paid	0.00	
Total disbursements		0.00
Interportfolio transfers	11,699,377.63	
Total Interportfolio transfers		11,699,377.63
Unrealized gain (loss) on security movements		0.00
Return of capital		0.00
Change in fair value for the period		329,943.12
Ending fair value		82,813,097.08

<u>Detail of Fair Value Basis Return</u>			
	Interest earned	Change in fair value	Total income
Corporate Bonds	112,215.64	110,331.44	222,547.08
Government Agencies	184,309.03	156,510.92	340,819.95
Government Bonds	48,020.86	61,760.76	109,781.62
Short Term Bills and Notes	11,750.00	1,340.00	13,090.00
Total	356,295.53	329,943.12	686,238.65

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* Three month trailing
Fed Funds	2.07	1.14	0.59
Overnight Repo	2.16	1.20	0.61
ICE ML 3m US Treas Bill	2.12	1.17	0.60
ICE ML 6m US Treas Bill	2.26	1.27	0.65
ICE ML 1 Year US Treasury Note	2.44	1.61	0.82
ICE ML US Treasury 1-3	2.72	2.29	0.98
ICE ML US Treasury 1-5	3.14	2.96	1.22

* rates reflected are cumulative

<u>Summary of Fair Value Basis Return for the Period</u>	
	Total portfolio
Interest earned	356,295.53
Change in fair value	329,943.12
Total income on portfolio	686,238.65
Average daily total value *	77,084,944.05
Period return (%)	0.89
YTD return (%)	0.89
Weighted average final maturity in days	381

* Total value equals market value and accrued interest

ADDITIONAL INFORMATION

As of March 31, 2019

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. INA charges 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 INA, 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. INA's investment advisory fees are discussed in Part 2A of its Form ADV.

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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 strategies 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.

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ADDITIONAL INFORMATION

As of March 31, 2019

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CITY OF MENLO PARK

March 2019

Part of  BNY MELLON

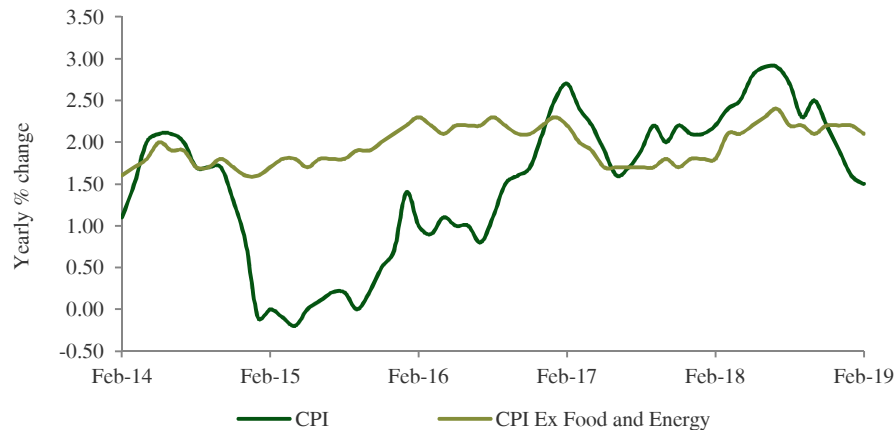


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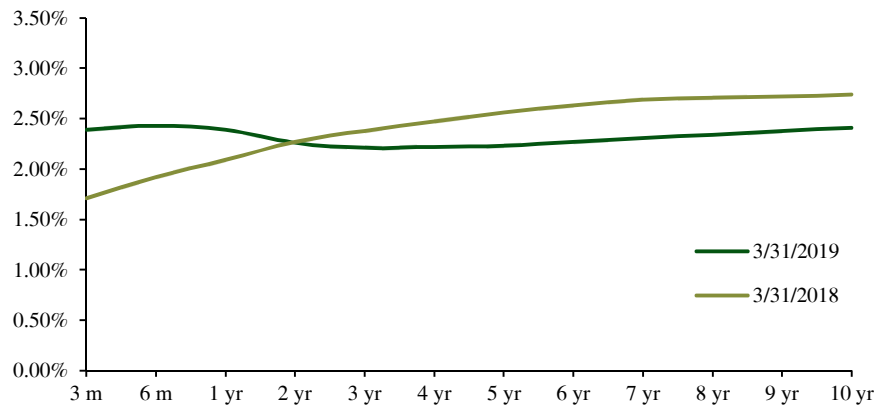
As of March 31, 2019

Chart 1: Consumer Price Index: 02/28/2014—02/28/2019



Source: Bloomberg Finance LP, March 31, 2019.

Chart 2: Treasury yield curve: 03/31/2018 and 03/31/2019



Source: Bloomberg Finance LP, March 31, 2019.

Economic Indicators and Monetary Policy

Although interest rates started the month with a stable tone, rates ultimately fell across the curve during March. Weakness in certain economic indicators domestically, continuing political turmoil and softening manufacturing data in Europe, along with dovish comments from the Federal Reserve drove rates lower. The yield on the 2-year US Treasury note was 2.56% on March 1 and ended the month 30 bp lower.

The employment report on March 8 disappointed, showing that non-farm payrolls increased by 20,000 compared to market expectations of 180,000 new jobs. Meanwhile the prior month's gain of 304,000 jobs was increased to 311,000. The unemployment rate decreased in February to 3.8% and the underemployment rate fell to 7.3%. Average hourly earnings increased 0.4% in February for an annual gain of 3.4%.

On March 12 the February Consumer Price Index data reflected a 0.2% monthly increase which was in line with expectations. On a year-over-year basis, the CPI increased 1.5% in February, compared to the prior reading of 1.6%. February was the first monthly increase in US consumer prices since October, and the modest size of the increase resulted in the smallest annual gain in well over two years. For the prior three months the monthly CPI reading was zero. Excluding the volatile food and energy components, the core CPI increased 0.1% in February for an annual gain of 2.1%. The prior and expected core CPI readings were both 2.2% on an annual basis. (See Chart 1.)

On March 20 the Federal Open Market Committee (FOMC) voted unanimously to hold the Fed funds target rate in a range of 2.25% to 2.50%. The FOMC updated its median policy rate projections to reflect no expected hikes this year, down from two anticipated rate increases projected last quarter. The FOMC still forecasts the next move to be a rate increase, with a single 25 bp hike projected in 2020. The FOMC also announced its intention to reduce the pace of its balance sheet reduction and halt the reduction in September.

Interest Rate Summary

At the end of March, the 3-month US Treasury bill yielded 2.39%, the 6-month US Treasury bill yielded 2.43%, the 2-year US Treasury note yielded 2.26%, the 5-year US Treasury note yielded 2.23% and the 10-year US Treasury note yielded 2.41%. (See Chart 2).

ACTIVITY AND PERFORMANCE SUMMARY

For the period March 1, 2019 - March 31, 2019

<u>Amortized Cost Basis Activity Summary</u>	
Opening balance	81,912,563.14
Income received	161,742.70
Total receipts	161,742.70
Total disbursements	0.00
Interportfolio transfers	826,319.88
Total Interportfolio transfers	826,319.88
Realized gain (loss)	0.00
Total amortization expense	(6,420.38)
Total OID/MKT accretion income	19,460.58
Return of capital	0.00
Closing balance	82,913,665.92
Ending fair value	82,813,097.08
Unrealized gain (loss)	(100,568.84)

<u>Detail of Amortized Cost Basis Return</u>				
	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Corporate Bonds	45,969.60	2,464.94	0.00	48,434.54
Government Agencies	74,114.05	5,884.15	0.00	79,998.20
Government Bonds	18,787.25	4,644.88	0.00	23,432.13
Short Term Bills and Notes	4,308.33	46.23	0.00	4,354.56
Total	143,179.23	13,040.20	0.00	156,219.43

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	2.07	1.14	0.20
Overnight Repo	2.16	1.20	0.21
Merrill Lynch 3m US Treas Bill	2.13	1.16	0.20
Merrill Lynch 6m US Treas Bill	2.25	1.21	0.20
ML 1 Year US Treasury Note	2.48	1.29	0.21
ML 2 Year US Treasury Note	2.61	1.31	0.20
ML 5 Year US Treasury Note	2.73	1.32	0.20

* rates reflected are cumulative

<u>Summary of Amortized Cost Basis Return for the Period</u>	
	Total portfolio
Interest earned	143,179.23
Accretion (amortization)	13,040.20
Realized gain (loss) on sales	0.00
Total income on portfolio	156,219.43
Average daily amortized cost	82,299,964.50
Period return (%)	0.19
YTD return (%)	0.51
Weighted average final maturity in days	381

ACTIVITY AND PERFORMANCE SUMMARY

For the period March 1, 2019 - March 31, 2019

<u>Fair Value Basis Activity Summary</u>		
Opening balance		81,643,566.40
Income received	161,742.70	
Total receipts		161,742.70
Total disbursements		0.00
Interportfolio transfers	826,319.88	
Total Interportfolio transfers		826,319.88
Unrealized gain (loss) on security movements		0.00
Return of capital		0.00
Change in fair value for the period		181,468.10
Ending fair value		82,813,097.08

<u>Detail of Fair Value Basis Return</u>			
	Interest earned	Change in fair value	Total income
Corporate Bonds	45,969.60	47,840.68	93,810.28
Government Agencies	74,114.05	95,847.92	169,961.97
Government Bonds	18,787.25	37,179.50	55,966.75
Short Term Bills and Notes	4,308.33	600.00	4,908.33
Total	143,179.23	181,468.10	324,647.33

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	2.07	1.14	0.20
Overnight Repo	2.16	1.20	0.21
ICE ML 3m US Treas Bill	2.12	1.17	0.22
ICE ML 6m US Treas Bill	2.26	1.27	0.24
ICE ML 1 Year US Treasury Note	2.44	1.61	0.35
ICE ML US Treasury 1-3	2.72	2.29	0.61
ICE ML US Treasury 1-5	3.14	2.96	0.85

* rates reflected are cumulative

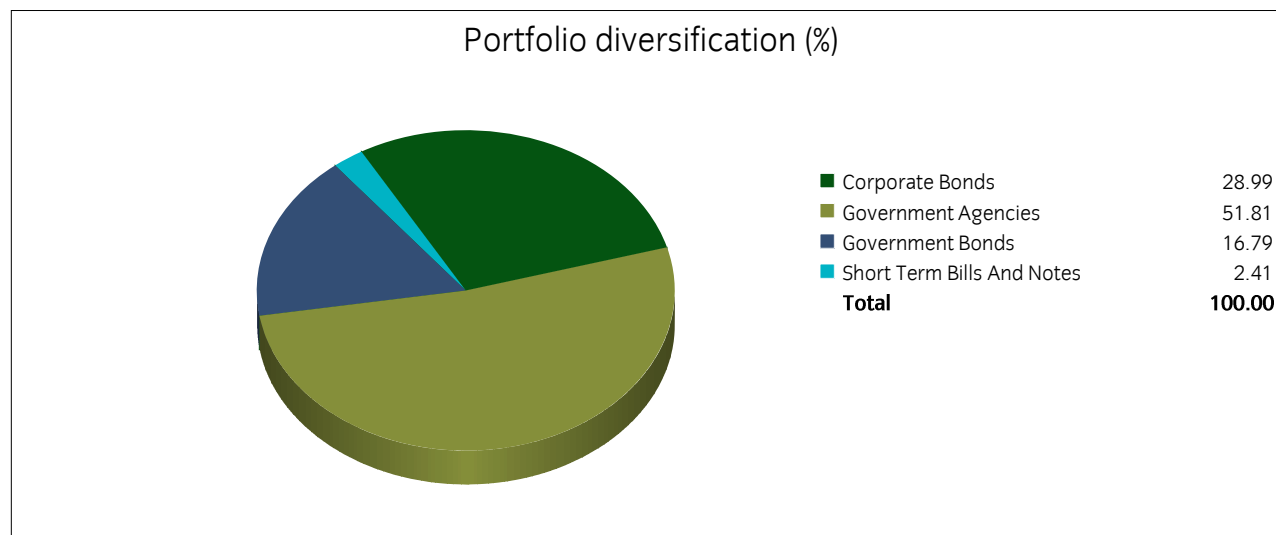
<u>Summary of Fair Value Basis Return for the Period</u>	
	Total portfolio
Interest earned	143,179.23
Change in fair value	181,468.10
Total income on portfolio	324,647.33
Average daily total value *	82,491,290.71
Period return (%)	0.39
YTD return (%)	0.89
Weighted average final maturity in days	381

* Total value equals market value and accrued interest

RECAP OF SECURITIES HELD

As of March 31, 2019

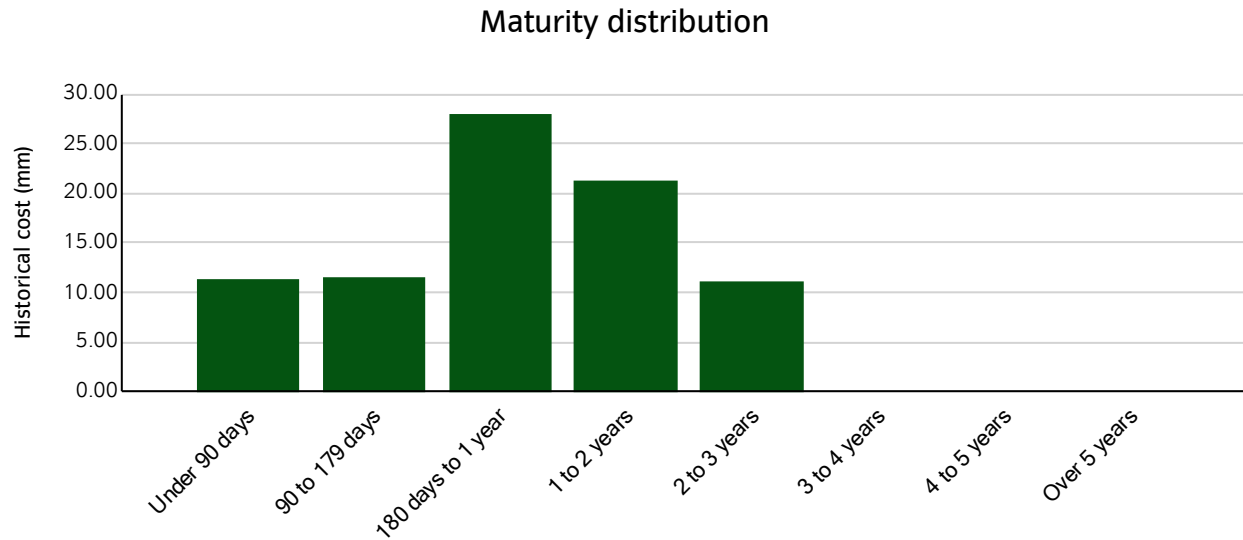
	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Weighted average final maturity (days)	Percent of portfolio	Weighted average effective duration (years)
Corporate Bonds	24,004,742.50	24,013,999.34	23,969,560.58	(44,438.76)	384	28.99	1.01
Government Agencies	42,893,863.67	42,966,234.74	42,945,019.50	(21,215.24)	388	51.81	1.03
Government Bonds	13,898,447.57	13,933,562.82	13,898,397.00	(35,165.82)	395	16.79	1.05
Short Term Bills And Notes	1,999,436.00	1,999,869.02	2,000,120.00	250.98	88	2.41	0.24
Total	82,796,489.74	82,913,665.92	82,813,097.08	(100,568.84)	381	100.00	1.01



MATURITY DISTRIBUTION OF SECURITIES HELD

As of March 31, 2019

Maturity	Historic cost	Percent
Under 90 days	11,272,524.88	13.62
90 to 179 days	11,448,197.07	13.83
180 days to 1 year	27,863,312.37	33.65
1 to 2 years	21,222,137.68	25.63
2 to 3 years	10,990,317.74	13.27
3 to 4 years	0.00	0.00
4 to 5 years	0.00	0.00
Over 5 years	0.00	0.00
	82,796,489.74	100.00



SECURITIES HELD

As of March 31, 2019

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											
0258M0EK1 AMERICAN EXPRESS CREDIT 1.875% 03MAY2019 CALLABLE	1.875	05/03/2019	800,000.00	794,480.00 0.00	799,418.02 529.07	800,000.00 1,128.00	581.98	0.00	1,375.00	6,166.67	0.96
191216BV1 COCA-COLA CO/THE 1.375% 30MAY2019	1.375	05/30/2019	1,000,000.00	993,640.00 0.00	999,521.80 239.09	997,485.00 456.00	(2,036.80)	0.00	1,222.22	4,583.33	1.20
89236TBP9 TOYOTA MOTOR CREDIT CORP 2.125% 18JUL2019	2.125	07/18/2019	1,000,000.00	995,480.00 0.00	998,745.09 348.59	998,591.00 563.00	(154.09)	0.00	1,947.92	4,309.03	1.20
69353REX2 PNC BANK NA 1.45% 29JUL2019 (CALLABLE 29JUN19)	1.450	07/29/2019 06/29/2019	1,000,000.00	991,350.00 0.00	998,755.32 313.78	995,911.00 697.00	(2,844.32)	0.00	1,329.16	2,497.22	1.20
084664CK5 BERKSHIRE HATHAWAY FIN 1.3% 15AUG2019	1.300	08/15/2019	1,500,000.00	1,485,345.00 0.00	1,497,824.15 463.97	1,492,965.00 2,268.00	(4,859.15)	0.00	1,787.50	2,491.67	1.79
24422ESS9 JOHN DEERE CAPITAL CORP 2.3% 16SEP2019	2.300	09/16/2019	1,000,000.00	999,890.00 0.00	999,968.71 5.44	998,324.00 373.00	(1,644.71)	11,500.00	2,108.33	958.33	1.21
713448DJ4 PEPSICO INC 1.35% 04OCT2019	1.350	10/04/2019	1,000,000.00	995,410.00 0.00	998,913.05 177.22	993,941.00 2,834.00	(4,972.05)	0.00	1,237.50	6,637.50	1.20
89236TDH5 TOYOTA MOTOR CREDIT CORP 1.55% 18OCT2019	1.550	10/18/2019	1,000,000.00	994,450.00 0.00	998,772.18 186.03	994,118.00 1,234.00	(4,654.18)	0.00	1,420.84	7,018.06	1.20
48127HAA7 JPMORGAN CHASE & CO 2.2% 22OCT2019	2.200	10/22/2019	1,000,000.00	990,620.00 0.00	996,077.10 582.61	997,170.00 560.00	1,092.90	0.00	2,016.67	9,716.67	1.20
717081EB5 PFIZER INC 1.7% 15DEC2019	1.700	12/15/2019	2,000,000.00	2,003,600.00 0.00	2,001,026.85 (120.80)	1,983,394.00 (1,462.00)	(17,632.85)	0.00	3,116.67	10,011.11	2.42

SECURITIES HELD

As of March 31, 2019

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											
037833CK4 APPLE INC 1.9% 07FEB2020	1.900	02/07/2020	2,000,000.00	1,975,440.00 0.00	1,988,144.78 1,158.49	1,990,654.00 5,052.00	2,509.22	0.00	3,483.33	5,700.00	2.39
594918AY0 MICROSOFT CORP 1.85% 12FEB2020 (CALLABLE 12JAN20)	1.850	02/12/2020 01/12/2020	1,000,000.00	1,005,660.00 0.00	1,001,612.24 (171.52)	995,239.00 2,732.00	(6,373.24)	0.00	1,695.84	2,518.06	1.21
0258M0DT3 AMERICAN EXPRESS CREDIT 2.375% 26MAY2020 (CALLABLE 25APR20)	2.375	05/26/2020 04/25/2020	1,000,000.00	1,003,500.00 0.00	1,001,531.25 (119.32)	996,759.00 3,284.00	(4,772.25)	0.00	2,177.09	8,246.53	1.21
931142CU5 WALMART INC 3.625% 08JUL2020	3.625	07/08/2020	1,500,000.00	1,579,455.00 0.00	1,531,949.42 (2,092.76)	1,523,008.50 3,268.50	(8,940.92)	0.00	4,984.38	12,536.46	1.91
90331HNG4 US BANK NA CINCINNATI 2.05% 23OCT2020 (CALLABLE 23SEP20)	2.050	10/23/2020 09/23/2020	1,725,000.00	1,713,787.50 0.00	1,718,706.24 335.37	1,710,263.33 7,060.43	(8,442.91)	0.00	3,241.56	15,520.21	2.07
02665WCS8 AMERICAN HONDA FINANCE 3.15% 08JAN2021	3.150	01/08/2021	1,000,000.00	1,003,360.00 0.00	1,003,088.88 (145.24)	1,008,177.00 3,244.00	5,088.12	0.00	2,887.50	6,650.00	1.21
17275RBD3 CISCO SYSTEMS INC 2.2% 28FEB2021	2.200	02/28/2021	1,500,000.00	1,485,735.00 0.00	1,486,404.90 591.09	1,490,640.75 5,124.75	4,235.85	0.00	2,750.00	3,025.00	1.79
68389XBA2 ORACLE CORP 2.8% 08JUL2021	2.800	07/08/2021	1,000,000.00	1,000,360.00 0.00	1,000,336.93 (12.36)	1,004,105.00 3,078.00	3,768.07	0.00	2,566.67	6,455.56	1.21
191216AV2 COCA-COLA CO/THE 3.3% 01SEP2021	3.300	09/01/2021	1,000,000.00	1,014,930.00 0.00	1,014,243.19 (490.58)	1,017,168.00 2,949.00	2,924.81	16,500.00	3,025.00	2,750.00	1.23

SECURITIES HELD

As of March 31, 2019

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											
17275RBJ0 CISCO SYSTEMS INC 1.85% 20SEP2021 (CALLABLE 20AUG21)	1.850	09/20/2021	1,000,000.00	978,250.00 (8,479.17)	978,959.24 709.24	981,647.00 3,397.00	2,687.76	9,250.00	1,336.11	565.28	1.18
Total Corporate Bonds			24,025,000.00	24,004,742.50 (8,479.17)	24,013,999.34 2,487.41	23,969,560.58 47,840.68	(44,438.76)	37,250.00	45,709.29	118,356.69	28.99
Government Agencies											
3137EADZ9 FREDDIE MAC 1.125% 15APR2019	1.125	04/15/2019	1,000,000.00	1,005,195.00 0.00	1,000,079.60 (159.19)	999,481.00 1,006.00	(598.60)	0.00	1,031.25	5,187.50	1.21
3134G9LD7 FREDDIE MAC 1.25% 24MAY2019 CALLABLE #0001	1.250	05/24/2019	1,000,000.00	999,250.00 0.00	999,962.78 20.68	998,250.00 840.00	(1,712.78)	0.00	1,145.83	4,409.72	1.21
3137EADG1 FREDDIE MAC 1.75% 30MAY2019	1.750	05/30/2019	2,000,000.00	1,988,778.88 0.00	1,998,025.61 987.20	1,997,786.00 904.00	(239.61)	0.00	3,111.11	11,666.67	2.40
3134G44Y1 FREDDIE MAC 1.25% 24JUN2019 CALLABLE	1.250	06/24/2019	1,000,000.00	988,530.00 0.00	997,984.35 719.87	997,250.00 870.00	(734.35)	0.00	1,145.84	3,368.06	1.19
3130AEJ84 FEDERAL HOME LOAN BANK 2.375% 25JUN2019	2.375	06/25/2019	1,500,000.00	1,500,090.00 0.00	1,500,021.19 (7.48)	1,499,955.00 270.00	(66.19)	0.00	3,265.62	9,500.00	1.81
3135G0L76 FANNIE MAE 1.075% 11JUL2019 CALLABLE	1.075	07/11/2019 04/11/2019	2,000,000.00	1,995,000.00 0.00	1,999,528.48 140.06	1,992,320.00 2,680.00	(7,208.48)	0.00	1,970.84	4,777.78	2.41
3133EJPT0 FEDERAL FARM CREDIT BANK 2.35% 22JUL2019	2.350	07/22/2019	2,000,000.00	1,998,758.00 0.00	1,999,670.37 88.29	2,000,020.00 680.00	349.63	0.00	4,308.33	9,008.33	2.41

SECURITIES HELD

As of March 31, 2019

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% 02AUG2019	0.875	08/02/2019	1,000,000.00	997,960.00 0.00	999,769.56 56.67	994,712.00 1,571.00	(5,057.56)	0.00	802.09	1,434.03	1.21
3137EADM8 FREDDIE MAC 1.25% 02OCT2019	1.250	10/02/2019	2,000,000.00	1,968,300.00 0.00	1,987,539.09 2,053.99	1,987,860.00 2,650.00	320.91	0.00	2,291.67	12,430.56	2.38
3130A9MF5 FEDERAL HOME LOAN BANK 1.125% 03OCT2019 (CALLABLE 10APR19)	1.125	10/03/2019	1,000,000.00	999,000.00 0.00	999,830.24 27.83	993,370.00 1,490.00	(6,460.24)	0.00	1,031.25	5,562.50	1.21
3136G4DA8 FANNIE MAE 1.2% 30DEC2019 (CALLABLE 30JUN19) #0001	1.200	12/30/2019 06/30/2019	1,000,000.00	998,750.00 0.00	999,710.30 32.19	991,120.00 1,680.00	(8,590.30)	0.00	1,066.67	3,000.00	1.21
3133ECEY6 FEDERAL FARM CREDIT BANK 1.45% 11FEB2020	1.450	02/11/2020	2,000,000.00	2,004,900.00 0.00	2,001,304.71 (125.86)	1,984,080.00 4,280.00	(17,224.71)	0.00	2,658.34	4,027.78	2.42
3134GAXC3 FREDDIE MAC 1.25% 28FEB2020 (CALLABLE 28MAY19)	1.250	02/28/2020 05/28/2019	1,500,000.00	1,487,625.00 0.00	1,496,530.77 317.31	1,483,770.00 2,970.00	(12,760.77)	0.00	1,718.75	1,718.75	1.80
3130A12B3 FEDERAL HOME LOAN BANK 2.125% 13MAR2020	2.125	03/13/2020	3,000,000.00	2,976,160.95 0.00	2,981,869.64 1,585.75	2,990,550.00 1,707.00	8,680.36	31,875.00	5,843.75	3,187.50	3.59
3134G3K58 FREDDIE MAC 1.5% 19MAR2020 CALLABLE	1.500	03/19/2020	2,000,000.00	1,976,400.00 0.00	1,989,560.96 897.34	1,982,240.00 3,800.00	(7,320.96)	15,000.00	2,750.00	1,000.00	2.39
3133EJPV5 FEDERAL FARM CREDIT BANK 2.54% 23MAR2020	2.540	03/23/2020	2,000,000.00	1,999,116.00 0.00	1,999,511.66 41.51	2,002,760.00 2,920.00	3,248.34	25,400.00	4,656.67	1,128.89	2.41

SECURITIES HELD

As of March 31, 2019

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											
3136FT5H8 FANNIE MAE 2% 27MAR2020 CALLABLE	2.000	03/27/2020	1,000,000.00	1,011,747.60 0.00	1,004,613.74 (387.71)	995,780.00 1,740.00	(8,833.74)	10,000.00	1,833.33	222.22	1.22
3134G8TY5 FREDDIE MAC 1.42% 30MAR2020 CALLABLE	1.420	03/30/2020	1,000,000.00	997,456.66 0.00	998,996.05 83.66	990,040.00 2,050.00	(8,956.05)	0.00	1,262.22	7,100.00	1.20
3133EJME6 FEDERAL FARM CREDIT BANK 2.5% 27APR2020	2.500	04/27/2020	2,000,000.00	1,996,440.00 0.00	1,997,937.54 159.88	2,003,520.00 5,420.00	5,582.46	0.00	4,583.33	21,388.89	2.41
313370US5 FEDERAL HOME LOAN BANK 2.875% 11SEP2020	2.875	09/11/2020	1,500,000.00	1,500,675.00 0.00	1,500,496.72 (28.60)	1,509,922.50 2,995.50	9,425.78	21,562.50	3,953.12	2,395.83	1.81
3136G0K75 FANNIE MAE 1.625% 09OCT2020 CALLABLE	1.625	10/09/2020	2,000,000.00	1,973,580.00 0.00	1,985,334.10 801.42	1,977,820.00 7,800.00	(7,514.10)	0.00	2,979.17	15,527.78	2.38
3133EKAJ5 FEDERAL FARM CREDIT BANK 2.5% 11FEB2021	2.500	02/11/2021	2,000,000.00	1,998,760.00 0.00	1,998,844.39 51.67	2,006,980.00 7,140.00	8,135.61	0.00	4,583.33	6,944.44	2.41
3130A0XD7 FEDERAL HOME LOAN BANK 2.375% 12MAR2021	2.375	03/12/2021	2,500,000.00	2,493,802.58 (1,484.38)	2,493,906.74 104.16	2,501,675.00 7,872.42	7,768.26	0.00	1,649.30	3,133.68	3.01
313373ZY1 FEDERAL HOME LOAN BANK 3.625% 11JUN2021	3.625	06/11/2021	2,000,000.00	2,048,660.00 0.00	2,045,633.47 (1,730.73)	2,053,686.00 7,814.00	8,052.53	0.00	6,645.84	22,152.78	2.47
3130AADV7 FEDERAL HOME LOAN BANK 2% 03DEC2021 #0000	2.000	12/03/2021	1,000,000.00	984,560.00 0.00	985,408.52 454.57	991,970.00 6,950.00	6,561.48	0.00	1,833.34	6,555.56	1.19

SECURITIES HELD

As of March 31, 2019

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											
3135G0U92 FANNIE MAE 2.625% 11JAN2022	2.625	01/11/2022	2,000,000.00	2,004,368.00 0.00	2,004,164.16 (124.80)	2,018,102.00 15,028.00	13,937.84	0.00	4,812.50	11,666.67	2.42
Total Government Agencies			43,000,000.00	42,893,863.67 (1,484.38)	42,966,234.74 6,059.68	42,945,019.50 95,127.92	(21,215.24)	103,837.50	72,933.49	178,495.92	51.81
Government Bonds											
912828D23 USA TREASURY 1.625% 30APR2019	1.625	04/30/2019	1,000,000.00	1,003,125.00 0.00	1,000,163.33 (168.77)	999,335.00 719.00	(828.33)	0.00	1,391.58	6,778.32	1.21
912828WS5 USA TREASURY 1.625% 30JUN2019	1.625	06/30/2019	1,000,000.00	994,609.38 0.00	999,049.33 323.86	997,773.00 703.00	(1,276.33)	0.00	1,391.58	4,040.06	1.20
912828D80 USA TREASURY 1.625% 31AUG2019	1.625	08/31/2019	1,000,000.00	989,804.69 0.00	996,709.11 666.78	996,211.00 781.00	(498.11)	0.00	1,368.89	1,368.89	1.20
912828F39 USA TREASURY 1.75% 30SEP2019	1.750	09/30/2019	1,000,000.00	1,010,312.50 0.00	1,001,904.33 (322.59)	996,367.00 1,015.00	(5,537.33)	0.00	1,490.38	8,750.00	1.22
912828U32 USA TREASURY 1% 15NOV2019	1.000	11/15/2019	1,000,000.00	981,484.38 0.00	990,093.28 1,341.09	990,977.00 1,758.00	883.72	0.00	856.36	3,756.91	1.19
9128283H1 USA TREASURY 1.75% 30NOV2019	1.750	11/30/2019	1,000,000.00	991,953.13 0.00	996,765.34 410.96	995,469.00 1,406.00	(1,296.34)	0.00	1,490.39	5,817.31	1.20
912828H52 USA TREASURY 1.25% 31JAN2020	1.250	01/31/2020	1,500,000.00	1,492,382.81 0.00	1,497,987.17 203.92	1,485,409.50 3,046.50	(12,577.67)	0.00	1,605.66	3,055.94	1.80
912828UV0 USA TREASURY 1.125% 31MAR2020	1.125	03/31/2020	1,500,000.00	1,485,468.75 0.00	1,494,713.28 447.78	1,481,425.50 4,042.50	(13,287.78)	0.00	1,437.16	8,437.50	1.79

SECURITIES HELD

As of March 31, 2019

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											
912828XE5 USA TREASURY 1.5% 31MAY2020	1.500	05/31/2020	1,000,000.00	1,000,468.75 0.00	1,000,193.76 (14.07)	989,609.00 2,539.00	(10,584.76)	0.00	1,277.47	4,986.26	1.21
9128282Q2 USA TREASURY 1.5% 15AUG2020	1.500	08/15/2020	1,000,000.00	989,648.44 0.00	994,665.13 328.79	987,969.00 3,008.00	(6,696.13)	0.00	1,284.53	1,823.20	1.20
912828WN6 USA TREASURY 2% 31MAY2021	2.000	05/31/2021	2,000,000.00	1,976,412.95 0.00	1,977,918.51 864.30	1,988,204.00 10,470.00	10,285.49	0.00	3,406.59	13,296.70	2.39
912828W55 USA TREASURY 1.875% 28FEB2022	1.875	02/28/2022	1,000,000.00	982,776.79 0.00	983,400.25 483.18	989,648.00 7,421.00	6,247.75	0.00	1,579.48	1,579.48	1.19
Total Government Bonds			14,000,000.00	13,898,447.57 0.00	13,933,562.82 4,565.23	13,898,397.00 36,909.00	(35,165.82)	0.00	18,580.07	63,690.57	16.79
Short Term Bills and Notes											
3133EJSQ3 FEDERAL FARM CREDIT BANK 2.35% 25JUN2019	2.350	06/25/2019	2,000,000.00	1,999,436.00 0.00	1,999,869.02 46.23	2,000,120.00 600.00	250.98	0.00	4,308.33	12,533.33	2.41
Total Short Term Bills and Notes			2,000,000.00	1,999,436.00 0.00	1,999,869.02 46.23	2,000,120.00 600.00	250.98	0.00	4,308.33	12,533.33	2.41
Grand total			83,025,000.00	82,796,489.74 (9,963.55)	82,913,665.92 13,158.55	82,813,097.08 180,477.60	(100,568.84)	141,087.50	141,531.18	373,076.51	100.00

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of March 31, 2019

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												
912828D23	USA TREASURY 1.625%	1.625	04/30/2019		AA+	Aaa	1,000,000.00	1,003,125.00	1.21	999,335.00	1.21	0.09
912828W55	USA TREASURY 1.625%	1.625	06/30/2019		AA+	Aaa	1,000,000.00	994,609.38	1.20	997,773.00	1.20	0.25
912828D80	USA TREASURY 1.625%	1.625	08/31/2019		AA+	Aaa	1,000,000.00	989,804.69	1.20	996,211.00	1.20	0.42
912828F39	USA TREASURY 1.75%	1.750	09/30/2019		AA+	Aaa	1,000,000.00	1,010,312.50	1.22	996,367.00	1.20	0.50
912828U32	USA TREASURY 1%	1.000	11/15/2019		AA+	Aaa	1,000,000.00	981,484.38	1.19	990,977.00	1.20	0.62
9128283H1	USA TREASURY 1.75%	1.750	11/30/2019		AA+	Aaa	1,000,000.00	991,953.13	1.20	995,469.00	1.20	0.66
912828H52	USA TREASURY 1.25%	1.250	01/31/2020		AA+	Aaa	1,500,000.00	1,492,382.81	1.80	1,485,409.50	1.79	0.83
912828UV0	USA TREASURY 1.125%	1.125	03/31/2020		AA+	Aaa	1,500,000.00	1,485,468.75	1.79	1,481,425.50	1.79	1.03
912828XE5	USA TREASURY 1.5%	1.500	05/31/2020		AA+	Aaa	1,000,000.00	1,000,468.75	1.21	989,609.00	1.19	1.14
912828Q2	USA TREASURY 1.5%	1.500	08/15/2020		AA+	Aaa	1,000,000.00	989,648.44	1.20	987,969.00	1.19	1.34
912828WN6	USA TREASURY 2%	2.000	05/31/2021		AA+	Aaa	2,000,000.00	1,976,412.95	2.39	1,988,204.00	2.40	2.09
912828W55	USA TREASURY 1.875%	1.875	02/28/2022		AA+	Aaa	1,000,000.00	982,776.79	1.19	989,648.00	1.20	2.81
Issuer total							14,000,000.00	13,898,447.57	16.79	13,898,397.00	16.78	1.05
Federal Home Loan Banks												
3130AEJ84	FEDERAL HOME LOAN	2.375	06/25/2019		AA+	Aaa	1,500,000.00	1,500,090.00	1.81	1,499,955.00	1.81	0.24
3130A9MF5	FEDERAL HOME LOAN	1.125	10/03/2019		AA+	Aaa	1,000,000.00	999,000.00	1.21	993,370.00	1.20	0.51
3130A12B3	FEDERAL HOME LOAN	2.125	03/13/2020		AA+	Aaa	3,000,000.00	2,976,160.95	3.59	2,990,550.00	3.61	0.98
313370U55	FEDERAL HOME LOAN	2.875	09/11/2020		AA+	Aaa	1,500,000.00	1,500,675.00	1.81	1,509,922.50	1.82	1.40
3130A0XD7	FEDERAL HOME LOAN	2.375	03/12/2021		AA+	Aaa	2,500,000.00	2,493,802.58	3.01	2,501,675.00	3.02	1.89
313373ZY1	FEDERAL HOME LOAN	3.625	06/11/2021		AA+	Aaa	2,000,000.00	2,048,660.00	2.47	2,053,686.00	2.48	2.08
3130AADV7	FEDERAL HOME LOAN	2.000	12/03/2021		AA+	Aaa	1,000,000.00	984,560.00	1.19	991,970.00	1.20	2.58
Issuer total							12,500,000.00	12,502,948.53	15.10	12,541,128.50	15.14	1.39
Federal Farm Credit Banks												
3133EJSQ3	FEDERAL FARM CREDIT	2.350	06/25/2019		AA+	Aaa	2,000,000.00	1,999,436.00	2.41	2,000,120.00	2.42	0.24

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of March 31, 2019

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 Farm Credit Banks												
3133EJPT0	FEDERAL FARM CREDIT	2.350	07/22/2019		AA+	Aaa	2,000,000.00	1,998,758.00	2.41	2,000,020.00	2.42	0.31
3133ECEY6	FEDERAL FARM CREDIT	1.450	02/11/2020		AA+	Aaa	2,000,000.00	2,004,900.00	2.42	1,984,080.00	2.40	0.86
3133EJPV5	FEDERAL FARM CREDIT	2.540	03/23/2020		AA+	Aaa	2,000,000.00	1,999,116.00	2.41	2,002,760.00	2.42	0.97
3133EJME6	FEDERAL FARM CREDIT	2.500	04/27/2020		AA+	Aaa	2,000,000.00	1,996,440.00	2.41	2,003,520.00	2.42	1.05
3133EKAJ5	FEDERAL FARM CREDIT	2.500	02/11/2021		AA+	Aaa	2,000,000.00	1,998,760.00	2.41	2,006,980.00	2.42	1.82
Issuer total							12,000,000.00	11,997,410.00	14.49	11,997,480.00	14.49	0.87
Federal Home Loan Mortgage Corp												
3137EADZ9	FREDDIE MAC 1.125%	1.125	04/15/2019		AA+	Aaa	1,000,000.00	1,005,195.00	1.21	999,481.00	1.21	0.05
3134G9LD7	FREDDIE MAC 1.25%	1.250	05/24/2019		AA+	Aaa	1,000,000.00	999,250.00	1.21	998,250.00	1.21	0.15
3137EADG1	FREDDIE MAC 1.75%	1.750	05/30/2019		AA+	Aaa	2,000,000.00	1,988,778.88	2.40	1,997,786.00	2.41	0.17
3134G44Y1	FREDDIE MAC 1.25%	1.250	06/24/2019		AA+	Aaa	1,000,000.00	988,530.00	1.19	997,250.00	1.20	0.24
3137EADM8	FREDDIE MAC 1.25%	1.250	10/02/2019		AA+	Aaa	2,000,000.00	1,968,300.00	2.38	1,987,860.00	2.40	0.50
3134GAXC3	FREDDIE MAC 1.25%	1.250	02/28/2020	05/28/2019	AA+	Aaa	1,500,000.00	1,487,625.00	1.80	1,483,770.00	1.79	0.90
3134G3K58	FREDDIE MAC 1.5%	1.500	03/19/2020		AA+	Aaa	2,000,000.00	1,976,400.00	2.39	1,982,240.00	2.39	0.96
3134G8TY5	FREDDIE MAC 1.42%	1.420	03/30/2020		AA+	Aaa	1,000,000.00	997,456.66	1.20	990,040.00	1.20	0.98
Issuer total							11,500,000.00	11,411,535.54	13.78	11,436,677.00	13.81	0.52
Federal National Mortgage Association												
3135G0L76	FANNIE MAE 1.075%	1.075	07/11/2019	04/11/2019	AA+	Aaa	2,000,000.00	1,995,000.00	2.41	1,992,320.00	2.41	0.28
3135G0N33	FANNIE MAE 0.875%	0.875	08/02/2019		AA+	Aaa	1,000,000.00	997,960.00	1.21	994,712.00	1.20	0.34
3136G4DA8	FANNIE MAE 1.2%	1.200	12/30/2019	06/30/2019	AA+	Aaa	1,000,000.00	998,750.00	1.21	991,120.00	1.20	0.74
3136FT5H8	FANNIE MAE 2%	2.000	03/27/2020		AA+	Aaa	1,000,000.00	1,011,747.60	1.22	995,780.00	1.20	0.98
3136G0K75	FANNIE MAE 1.625%	1.625	10/09/2020		AA+	Aaa	2,000,000.00	1,973,580.00	2.38	1,977,820.00	2.39	1.49
3135G0U92	FANNIE MAE 2.625%	2.625	01/11/2022		AA+	Aaa	2,000,000.00	2,004,368.00	2.42	2,018,102.00	2.44	2.65
Issuer total							9,000,000.00	8,981,405.60	10.85	8,969,854.00	10.83	1.21

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of March 31, 2019

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)
Cisco Systems Inc												
17275RBD3	CISCO SYSTEMS INC 2.2%	2.200	02/28/2021		AA-	A1	1,500,000.00	1,485,735.00	1.79	1,490,640.75	1.80	1.85
17275RBJ0	CISCO SYSTEMS INC	1.850	09/20/2021		AA-	A1	1,000,000.00	978,250.00	1.18	981,647.00	1.19	2.37
Issuer total							2,500,000.00	2,463,985.00	2.98	2,472,287.75	2.99	2.06
Coca-Cola Co/The												
191216BV1	COCA-COLA CO/THE	1.375	05/30/2019		A+	A1	1,000,000.00	993,640.00	1.20	997,485.00	1.20	0.17
191216AV2	COCA-COLA CO/THE 3.3%	3.300	09/01/2021		A+	A1	1,000,000.00	1,014,930.00	1.23	1,017,168.00	1.23	2.31
Issuer total							2,000,000.00	2,008,570.00	2.43	2,014,653.00	2.43	1.25
Toyota Motor Credit Corp												
89236TBP9	TOYOTA MOTOR CREDIT	2.125	07/18/2019		AA-	Aa3	1,000,000.00	995,480.00	1.20	998,591.00	1.21	0.30
89236TDH5	TOYOTA MOTOR CREDIT	1.550	10/18/2019		AA-	Aa3	1,000,000.00	994,450.00	1.20	994,118.00	1.20	0.54
Issuer total							2,000,000.00	1,989,930.00	2.40	1,992,709.00	2.41	0.42
Apple Inc												
037833CK4	APPLE INC 1.9%	1.900	02/07/2020		AA+	Aa1	2,000,000.00	1,975,440.00	2.39	1,990,654.00	2.40	0.85
Issuer total							2,000,000.00	1,975,440.00	2.39	1,990,654.00	2.40	0.85
Pfizer Inc												
717081EB5	PFIZER INC 1.7%	1.700	12/15/2019		AA	A1	2,000,000.00	2,003,600.00	2.42	1,983,394.00	2.40	0.70
Issuer total							2,000,000.00	2,003,600.00	2.42	1,983,394.00	2.40	0.70
American Express Credit Corp												
0258M0EK1	AMERICAN EXPRESS	1.875	05/03/2019		A-	A2	800,000.00	794,480.00	0.96	800,000.00	0.97	0.09
0258M0DT3	AMERICAN EXPRESS	2.375	05/26/2020	04/25/2020	A-	A2	1,000,000.00	1,003,500.00	1.21	996,759.00	1.20	1.09
Issuer total							1,800,000.00	1,797,980.00	2.17	1,796,759.00	2.17	0.65

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of March 31, 2019

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)
US Bank NA/Cincinnati OH												
90331HNG4	US BANK NA CINCINNATI	2.050	10/23/2020	09/23/2020	AA-	A1	1,725,000.00	1,713,787.50	2.07	1,710,263.33	2.07	1.48
Issuer total							1,725,000.00	1,713,787.50	2.07	1,710,263.33	2.07	1.48
Walmart Inc												
931142CU5	WALMART INC 3.625%	3.625	07/08/2020		AA	Aa2	1,500,000.00	1,579,455.00	1.91	1,523,008.50	1.84	1.23
Issuer total							1,500,000.00	1,579,455.00	1.91	1,523,008.50	1.84	1.23
Berkshire Hathaway Finance Corp												
084664CK5	BERKSHIRE HATHAWAY	1.300	08/15/2019		AA	Aa2	1,500,000.00	1,485,345.00	1.79	1,492,965.00	1.80	0.38
Issuer total							1,500,000.00	1,485,345.00	1.79	1,492,965.00	1.80	0.38
American Honda Finance Corp												
02665WCS8	AMERICAN HONDA	3.150	01/08/2021		A	A2	1,000,000.00	1,003,360.00	1.21	1,008,177.00	1.22	1.70
Issuer total							1,000,000.00	1,003,360.00	1.21	1,008,177.00	1.22	1.70
Oracle Corp												
68389XBA2	ORACLE CORP 2.8%	2.800	07/08/2021		AA-	A1	1,000,000.00	1,000,360.00	1.21	1,004,105.00	1.21	2.17
Issuer total							1,000,000.00	1,000,360.00	1.21	1,004,105.00	1.21	2.17
John Deere Capital Corp												
24422ESS9	JOHN DEERE CAPITAL	2.300	09/16/2019		A	A2	1,000,000.00	999,890.00	1.21	998,324.00	1.21	0.46
Issuer total							1,000,000.00	999,890.00	1.21	998,324.00	1.21	0.46
JPMorgan Chase & Co												
48127HAA7	JPMORGAN CHASE & CO	2.200	10/22/2019		A-	A2	1,000,000.00	990,620.00	1.20	997,170.00	1.20	0.55
Issuer total							1,000,000.00	990,620.00	1.20	997,170.00	1.20	0.55

GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of March 31, 2019

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)
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	1.20	995,911.00	1.20	0.33
Issuer total							1,000,000.00	991,350.00	1.20	995,911.00	1.20	0.33
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	1.21	995,239.00	1.20	0.85
Issuer total							1,000,000.00	1,005,660.00	1.21	995,239.00	1.20	0.85
PepsiCo Inc												
713448DJ4	PEPSICO INC 1.35%	1.350	10/04/2019		A+	A1	1,000,000.00	995,410.00	1.20	993,941.00	1.20	0.51
Issuer total							1,000,000.00	995,410.00	1.20	993,941.00	1.20	0.51
Grand total							83,025,000.00	82,796,489.74	100.00	82,813,097.08	100.00	1.01

SECURITIES PURCHASED

For the period March 1, 2019 - March 31, 2019

Cusip / Description / Broker	Trade date Settle date	Coupon	Maturity/ Call date	Par value or shares	Unit cost	Principal cost	Accrued interest purchased
Corporate Bonds							
17275RBJ0	03/01/2019	1.850	09/20/2021	1,000,000.00	97.83	(978,250.00)	(8,479.17)
CISCO SYSTEMS INC 1.85% 20SEP2021 (CALLABLE 20AUG21)	03/05/2019						
CITIGROUP GLOBAL MARKETS LIMITED							
Total Corporate Bonds				1,000,000.00		(978,250.00)	(8,479.17)
Government Agencies							
3130A0XD7	03/19/2019	2.375	03/12/2021	2,500,000.00	99.75	(2,493,802.58)	(1,484.38)
FEDERAL HOME LOAN BANK 2.375% 12MAR2021	03/21/2019						
WELLS FARGO BANK, N.A.							
Total Government Agencies				2,500,000.00		(2,493,802.58)	(1,484.38)
Grand total				3,500,000.00		(3,472,052.58)	(9,963.55)

SECURITIES SOLD AND MATURED

For the period March 1, 2019 - March 31, 2019

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
Corporate Bonds												
17275RAR3 CISCO SYS INC 2.125% DUE 03-01-2019	03/01/2019 03/01/2019	2.125		(1,470,000.00)	1,486,743.30	1,470,000.00 (22.47)	0.00	1,470,000.00 0.00	0.00	0.00	15,618.75	260.31
Total (Corporate Bonds)				(1,470,000.00)	1,486,743.30	1,470,000.00 (22.47)		1,470,000.00 0.00	0.00	0.00	15,618.75	260.31
Government Agencies												
3130A7L37 FHLB CONS BD DTD 03/17/2016 1.25 03-15-2019	03/15/2019 03/15/2019	1.250		(2,000,000.00)	2,012,100.00	2,000,000.00 (175.53)	0.00	2,000,000.00 720.00	0.00	0.00	12,500.00	1,180.56
Total (Government Agencies)				(2,000,000.00)	2,012,100.00	2,000,000.00 (175.53)		2,000,000.00 720.00	0.00	0.00	12,500.00	1,180.56
Government Bonds												
912828P95 UTD STATES TREAS 1% DUE 03-15-2019	03/15/2019 03/15/2019	1.000		(500,000.00)	496,113.28	500,000.00 79.65	0.00	500,000.00 270.50	0.00	0.00	2,500.00	207.18
Total (Government Bonds)				(500,000.00)	496,113.28	500,000.00 79.65		500,000.00 270.50	0.00	0.00	2,500.00	207.18
Grand total				(3,970,000.00)	3,994,956.58	3,970,000.00 (118.35)		3,970,000.00 990.50	0.00	0.00	30,618.75	1,648.05

TRANSACTION REPORT

For the period March 1, 2019 - March 31, 2019

Trade date Settle date	Cusip	Transaction	Sec type	Description	Maturity	Par value or shares	Realized gain(loss)	Principal	Interest	Transaction total
03/01/2019 03/01/2019	17275RAR3	Income	Corporate Bonds	CISCO SYS INC 2.125% DUE	03/01/2019	1,470,000.00	0.00	0.00	15,618.75	15,618.75
03/01/2019 03/01/2019	17275RAR3	Capital Change	Corporate Bonds	CISCO SYS INC 2.125% DUE	03/01/2019	(1,470,000.00)	0.00	1,470,000.00	0.00	1,470,000.00
03/01/2019 03/05/2019	17275RBJ0	Bought	Corporate Bonds	CISCO SYSTEMS INC 1.85%	09/20/2021	1,000,000.00	0.00	(978,250.00)	(8,479.17)	(986,729.17)
03/01/2019 03/01/2019	191216AV2	Income	Corporate Bonds	COCA-COLA CO/THE 3.3%	09/01/2021	1,000,000.00	0.00	0.00	16,500.00	16,500.00
03/11/2019 03/11/2019	313370US5	Income	Government Agencies	FEDERAL HOME LOAN BANK	09/11/2020	1,500,000.00	0.00	0.00	21,562.50	21,562.50
03/13/2019 03/13/2019	3130A12B3	Income	Government Agencies	FEDERAL HOME LOAN BANK	03/13/2020	3,000,000.00	0.00	0.00	31,875.00	31,875.00
03/15/2019 03/15/2019	3130A7L37	Income	Government Agencies	FHLB CONS BD DTD 03/17/2016	03/15/2019	2,000,000.00	0.00	0.00	12,500.00	12,500.00
03/15/2019 03/15/2019	3130A7L37	Capital Change	Government Agencies	FHLB CONS BD DTD 03/17/2016	03/15/2019	(2,000,000.00)	0.00	2,000,000.00	0.00	2,000,000.00
03/15/2019 03/15/2019	912828P95	Income	Government Bonds	UTD STATES TREAS 1% DUE	03/15/2019	500,000.00	0.00	0.00	2,500.00	2,500.00
03/15/2019 03/15/2019	912828P95	Capital Change	Government Bonds	UTD STATES TREAS 1% DUE	03/15/2019	(500,000.00)	0.00	500,000.00	0.00	500,000.00
03/16/2019 03/16/2019	24422ESS9	Income	Corporate Bonds	JOHN DEERE CAPITAL CORP	09/16/2019	1,000,000.00	0.00	0.00	11,500.00	11,500.00
03/19/2019 03/21/2019	3130A0XD7	Bought	Government Agencies	FEDERAL HOME LOAN BANK	03/12/2021	2,500,000.00	0.00	(2,493,802.58)	(1,484.38)	(2,495,286.96)
03/19/2019 03/19/2019	3134G3K58	Income	Government Agencies	FREDDIE MAC 1.5% 19MAR2020	03/19/2020	2,000,000.00	0.00	0.00	15,000.00	15,000.00
03/20/2019 03/20/2019	17275RBJ0	Income	Corporate Bonds	CISCO SYSTEMS INC 1.85%	09/20/2021	1,000,000.00	0.00	0.00	9,250.00	9,250.00
03/23/2019 03/23/2019	3133EJPV5	Income	Government Agencies	FEDERAL FARM CREDIT BANK	03/23/2020	2,000,000.00	0.00	0.00	25,400.00	25,400.00
03/27/2019 03/27/2019	3136FT5H8	Income	Government Agencies	FANNIE MAE 2% 27MAR2020	03/27/2020	1,000,000.00	0.00	0.00	10,000.00	10,000.00

ADDITIONAL INFORMATION

As of March 31, 2019

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. INA charges 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 INA, 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. INA's investment advisory fees are discussed in Part 2A of its Form ADV.

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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 strategies 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 March 31, 2019

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STAFF REPORT

City Council Meeting Date: 5/14/2019
Staff Report Number: 19-089-CC

Informational Item: Quarterly financial review of general fund operations as of March 31, 2019

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

The quarterly budget-to-actual report is presented to facilitate better understanding of general fund operations and the overall state of the City's current fiscal affairs by the public and the City Council.

Background

In order to provide timely information to City Council and the public, the administrative services department prepares a quarterly report on general fund operations. The report provides a review of general fund revenues and expenditures for the most recently completed quarter of the current fiscal year. These results are presented alongside results from the same time period for the previous year, with material differences being explained in the appropriate section of the staff report.

Analysis

The report, which is included as Table 1 on the following page, was developed to apprise City Council of the year-to-date status of the general fund. It provides year-to-date third quarter comparable data for fiscal years 2017-18 and 2018-19. Information included in this report is intended to highlight some of the critical elements of Table 1 and supplement that information with explanations of significant differences between fiscal years 2017-18 and 2018-19.

Overall, revenues in the general fund for 2018-19 are 8 percent higher when compared to the same period in 2017-18. Year-to-date expenditures are also on track at 86.5 percent of the budget expended. It is important to note that the City's budget cycle is yearly and in order to prepare quarterly reports, a straight-line estimation method is used. As a result, the quarterly adopted budget shown is three quarters of the amended budget rather than representing a budget developed specifically for each month of the fiscal year.

Table 1: March year-to-date (third quarter) budget to actual comparison						
	2017-18			2018-19		
	Amended Budget*	Actuals as of 3/31/17	% of Budget	Amended Budget*	Actuals as of 3/31/18	% of Budget
Revenues						
Property tax	15,635,437	15,023,070	96.08%	19,893,544	16,127,858	81.07%
Charges for services	7,257,558	7,929,373	109.26%	9,381,436	9,620,315	102.55%
Sales tax	4,689,769	4,496,456	95.88%	4,488,789	4,090,473	91.13%
Licenses and permits	5,571,406	5,775,155	103.66%	4,596,060	4,286,852	93.27%
Transient occupancy ax	5,406,750	3,486,651	64.49%	7,537,616	4,836,364	64.16%
Franchise fees	1,535,250	867,943	56.53%	1,535,250	1,009,338	65.74%
Fines	946,800	624,831	65.99%	946,800	804,760	85.00%
Utility users' tax	915,750	839,746	91.70%	908,250	1,038,665	114.36%
Intergovernmental revenue	861,963	963,220	111.75%	796,751	989,103	124.14%
Interest and rental income	673,650	648,667	96.29%	1,075,242	939,765	87.40%
Other	49,532	36,110	72.90%	53,284	31,435	59.00%
Use of assigned fund balance	1,387,500	-	0.00%	866,414	-	0.00%
Total revenues:	44,931,365	40,691,220	90.56%	52,079,436	43,774,929	84.05%
Expenditures						
Police	13,721,018	12,934,149	94.27%	14,854,813	13,626,334	91.73%
Public Works	8,100,777	6,542,493	80.76%	9,427,102	8,001,870	84.88%
Community Services	6,430,339	5,892,414	91.63%	7,344,912	6,515,729	88.71%
Community Development	5,483,320	4,078,287	74.38%	6,262,134	4,492,672	71.74%
Administrative Services	2,137,715	2,273,337	106.34%	2,453,424	2,524,402	102.89%
Library	2,298,790	1,995,995	86.83%	2,673,290	2,481,061	92.81%
City Manager's Office	1,658,590	1,178,838	71.07%	2,114,064	1,330,317	62.93%
City Council	544,310	462,495	84.97%	522,759	514,781	98.47%
City Attorney	465,336	409,123	87.92%	563,038	347,524	61.72%
Non-Departmental	(1,096,550)	70,685	-6.45%	(60,251)	99,714	-165.50%
Total expenditures:	39,743,644	35,837,815	90.17%	46,155,287	39,934,404	86.52%
Transfers						
Transfers in	362,096	241,398	66.67%	395,325	374,807	94.81%
Transfers out	3,758,076	2,495,384	66.40%	5,457,375	5,468,332	100.20%

*The amended budget is calculated as 75 percent of the total amended budget.

Revenue

Table 2 below shows a summary of third quarter budget-to-actual revenues for fiscal years 2017-18 and 2018-19.

Table 2: Revenues						
Revenues	2017-18			2018-19		
	Amended Budget*	Actuals as of 3/31/17	% of Budget	Amended Budget*	Actuals as of 3/31/18	% of Budget
Property tax	15,635,437	15,023,070	96.08%	19,893,544	16,127,858	81.07%
Charges for services	7,257,558	7,929,373	109.26%	9,381,436	9,620,315	102.55%
Sales tax	4,689,769	4,496,456	95.88%	4,488,789	4,090,473	91.13%
Licenses and permits	5,571,406	5,775,155	103.66%	4,596,060	4,286,852	93.27%
Transient occupancy ax	5,406,750	3,486,651	64.49%	7,537,616	4,836,364	64.16%
Franchise fees	1,535,250	867,943	56.53%	1,535,250	1,009,338	65.74%
Fines	946,800	624,831	65.99%	946,800	804,760	85.00%
Utility users' tax	915,750	839,746	91.70%	908,250	1,038,665	114.36%
Intergovernmental revenue	861,963	963,220	111.75%	796,751	989,103	124.14%
Interest and rental income	673,650	648,667	96.29%	1,075,242	939,765	87.40%
Other	49,532	36,110	72.90%	53,284	31,435	59.00%
Use of assigned fund balance	1,387,500	-	0.00%	866,414	-	0.00%
Total revenues:	44,931,365	40,691,220	90.56%	52,079,436	43,774,929	84.05%

*The amended budget is calculated as 75 percent of the total amended budget.

Through the third quarter of fiscal year 2018-19, general fund revenues are up \$3.08 million, which is an 8 percent increase over the same time period in 2017-18. This increase in charges for services is primarily driven by the receipt of full year development agreement payments received at the beginning of the fiscal year. The City has also seen a sizable increase in property tax and transient occupancy tax revenues compared to the prior fiscal year. Sales tax is down slightly from the prior fiscal year through the same period but this largely follows a technical collection and remittance issue with the State of California which resulted in receiving a substantial sales tax payment within the revenue recognition window of fiscal year 2017-18 and the City recorded these revenues in the prior fiscal year upon advice of the City’s independent auditor. Due to commingling of fiscal year 2017-18 and 2018-19 revenues in that remittance, the City anticipates a year-over-year reduction in sales tax for fiscal year 2018-19 and a return to baseline sales tax in fiscal year 2019-20.

Given the seasonality of many revenue sources, the overall revenue picture is on track and there does not appear to be any particular area of concern. For example, property taxes, the City’s largest revenue category, is received primarily in December and April and receipts through three quarters are not equally proportional to the elapsed time in the fiscal year. Additionally, there are also timing delays in sales tax, franchise fees and transient occupancy tax receipts.

Expenditures

The third quarter of the fiscal year’s general fund expenditures budget demonstrated some savings when comparing budget to actual. Expenditures through the third quarter of 2018-19 are up \$4.01 million over the same period in 2017-18, but are lower as a percentage of the amended budget.

The lower than budgeted personnel expenditures are driven in part by the City’s vacancy rate for staff, which results in salary savings when comparing budgeted expenditures to actual expenditures. Of note as an exception, the administrative services department actuals are above budget as a result of an approved over-hire to overlap with the retirement of a long-tenured supervisory level employee multiple mid-year promotions, and a vacancy rate substantially below the citywide average. The City’s budget includes an assumption of some staff vacancy, but the overall actual vacancy is higher and results in some savings above the planned savings. During the annual budget process the City budgets a vacancy factor into the non-departmental personnel budget, which is why a negative amended budget for the 2017-18 and 2018-19 fiscal years is shown.

It is important to note that due to the asynchronous nature of payroll expenditures and the City’s fiscal cycle, the personnel expenditures of the third quarter of 2018-19 understate the actual costs and are not perfectly proportionate to the elapsed percentage of the fiscal year. The net result of this timing effect and the vacancy rate is a modest savings when viewed Citywide.

Table 3: Personnel Expenditures						
Departments	2017-18			2018-19		
	Amended Budget*	Actuals as of 3/31/17	% of Budget	Amended Budget*	Actuals as of 3/31/18	% of Budget
Police	10,804,013	10,418,468	96.43%	12,215,974	11,022,106	90.23%
Public Works	4,375,535	3,791,382	86.65%	4,997,056	4,632,760	92.71%
Community Services	4,490,482	4,302,397	95.81%	5,013,406	4,454,042	88.84%
Community Development	3,407,761	3,067,119	90.00%	3,878,748	2,872,070	74.05%
Administrative Services	1,524,774	1,497,995	98.24%	1,591,682	1,762,351	110.72%
Library	1,567,467	1,395,293	89.02%	1,978,173	1,855,304	93.79%
City Manager's Office	865,378	817,775	94.50%	1,276,753	936,723	73.37%
City Council	132,785	128,875	97.06%	137,859	120,131	87.14%
City Attorney	127,686	122,265	95.75%	125,863	130,225	103.47%
Non-Departmental	(1,391,193)	-	0.00%	(761,782)	17,475	-2.29%
Total expenditures:	25,904,688	25,541,568	98.60%	30,453,731	27,803,187	91.30%

*The amended budget is calculated as 75 percent of the total amended budget.

In non-personnel expenditures, the majority of departments spending levels are consistent with prior year percentages and are not above their allocated budgets with the exception of the budget allocated to the City Council. Actuals greater than amended budget reflect the full-year expenditures of the City’s community funding grant program of \$280,000 which have been fully recorded and will trend lower when compared to the full year budget-to-actuals.

Table 4: Non-personnel Expenditures						
Departments	2017-18			2018-19		
	Amended Budget*	Actuals as of 3/31/17	% of Budget	Amended Budget*	Actuals as of 3/31/18	% of Budget
Police	2,917,004	2,515,681	86.24%	2,638,840	2,604,228	98.69%
Public Works	3,725,242	2,751,111	73.85%	4,430,047	3,369,109	76.05%
Community Services	1,939,857	1,590,017	81.97%	2,331,506	2,061,688	88.43%
Community Development	2,075,559	1,011,168	48.72%	2,383,386	1,620,602	68.00%
Administrative Services	612,940	775,342	126.50%	861,743	762,050	88.43%
Library	731,322	600,702	82.14%	695,117	625,757	90.02%
City Manager's Office	793,212	361,063	45.52%	837,311	393,594	47.01%
City Council	411,525	333,620	81.07%	384,900	394,650	102.53%
City Attorney	337,650	286,858	84.96%	437,175	217,299	49.71%
Non-Departmental	294,643	70,685	23.99%	701,531	84,446	12.04%
Transfers out	3,758,076	2,495,384	66.40%	5,457,375	5,466,125	100.16%
Total expenditures:	17,597,032	12,791,631	72.69%	21,158,931	17,599,548	83.18%

*The amended budget is calculated as 75 percent of the total amended budget.

Overall, there are no areas of great concern regarding actual revenues and expenditures relative to the amended budget as of the end of the third quarter of 2018-19. Areas of note include revenue receipts as they occur.

Impact on City Resources

There is no impact on City resources.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 this agenda item being listed, at least 72 hours prior to the meeting.

Report prepared by:
Brandon Cortez, Management Analyst I

Report reviewed by:
Dan Jacobson, Finance and Budget Manager

Report approved by:
Lenka Diaz, Administrative Services Director

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STAFF REPORT

City Council

Meeting Date: 5/14/2019
Staff Report Number: 19-088-CC

Informational Item: Executive summary of city manager's proposed budget for fiscal year 2019-20

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

The executive summary of the city manager's proposed budget is presented to facilitate transparency in the budget development process.

Background

The development process for the fiscal year 2019-20 budget began in February 2019 with the City Council's goal setting process and has continued throughout the spring of 2019 with departments providing current year estimated actuals, requesting budget amounts for revenues, expenditures and service level enhancements, and resulting in the city manager's proposed budget. On May 21, staff will present the city manager's proposed budget as a study session in lieu of the budget workshop presentation generally held for the public. This modification to the public process provides the City Council with more time to provide feedback on the budget document and direct any changes required before budget adoption.

Analysis

The city manager's proposed budget for fiscal year 2019-20 provides for a spending plan of \$171.9 million across all funds inclusive of all operational and new capital projects and is funded by revenues of \$169.3 million inclusive of transfers and capital carry-over. This results in a deficit of \$2.6 million when considering all funds and reflects the City Council's ambitious work plan, staff's plan to maintain a high level of operational service to the community, and to make substantial progress on capital projects following a number of years of surpluses. The proposed budget is largely a continuation of previous budgets and contains only a modest number of changes to address critical needs and regulatory requirements. In an effort to provide the greatest possible amount of transparency to the City Council and community, each request for a change to the budget is summarized below. Proposed personnel changes include the full-time equivalent (FTE) for each new budget request.

Of particular note in the list below are several major initiatives responsive to community concerns, including:

- Expanded library services and a move from temporary, part-time staff to regular staff, allowing for greater service offerings in the Belle Haven branch library
- Implementation of new budget and financial reporting software, increasing transparency in the City's financial operations

- Accelerated repayment of the City's unfunded pension obligations, resulting in the miscellaneous pension plan being fully funded within 10 years and the safety pension plans being fully funded within 15 years

New budget requests

To meet the ambitious goals outlined by the City Council in their work plan, to meet new regulatory and equipment service life requirements, and to meet the service expectations of the community, the proposed budget includes a number of service level enhancements and new budget requests. In total, the proposed enhancements are composed of increases of \$2.68 million in the general fund, \$0.74 million in the general capital improvement plan (CIP) fund, \$0.15 million in the Bedwell Bayfront Park maintenance fund, \$0.01 million in the Water capital fund, and \$0.02 million in the water operations fund. The most notable increases are:

Accelerated unfunded pension liability payment - \$1,815,033

The City's pension plan with the California Public Employee Retirement System (CalPERS) has an estimated unfunded accrued liability of \$30.4 million for its miscellaneous plan and \$25.9 million for its Tier 1 safety plan as of the beginning of fiscal year 2019-20. By making supplemental payments according to a 10-year amortization schedule for the miscellaneous plan and a 15-year amortization schedule for the Tier 1 safety plan, the City will save an estimated total of \$18.1 million with a net present value of approximately \$8.8 million. In prior years, the City budgeted for 50 percent of the excess educational revenue augmentation fund (excess ERAF) to recognize its uncertain status as a structural revenue source. Using an assumption that the City receives 100 percent of excess ERAF (\$2.56 million in fiscal year 2019-20), the City can fully fund this accelerated payment schedule.

Library staffing mix change - \$284,958

This change represents the second year in a two-year plan to phase-in regular staff and reduce the reliance on temporary staff. Requested staff will support service level enhancements of additional open hours at the Belle Haven branch library, new homework center, Little Free Libraries and work on a new branch library project. The regular staff includes two FTEs in the librarian classification, 1.25 FTEs in the library assistant classification, and a reduction in use of temporary part-time library staff.

Budget and financial transparency initiative - \$193,559

The City's current budget system, Cognos/TM-1, is at the end of its useful life and requires a major upgrade before the fiscal year 2020-21 budget process. Consistent with the City's information technology master plan, and in conjunction with a recommendation from the Finance and Audit Committee to overhaul the City's budgeting processes to improve the public's access to financial data and promote greater public engagement in the budget development process, this budget request includes a three-year initiative to A) replace the core budget and financial database software, B) implement best public sector budgeting practices such as performance measures, C) improve public access to the City's financial data through an online data portal, and D) streamline operations through the implementation of a modern financial management software. In staff's review of this project, and considering the budget preparation calendar for fiscal year 2020-21, the recommendation is to streamline the selection process for a new budget software and select the best of breed for implementation in 2019-20. To ensure implementation success, the recommendation includes two limited-term FTE personnel. An represented manager-level position would have a term of 36 months and would increase the overall FTE count by 1.0 estimated at \$193,559 An analyst level position is also required, however the recommendation is to extend an existing provisional FTE set to expire June 30, 2020. The new expiration for the provisional analyst position would be June 30, 2022, and would not increase existing headcount. . The software and implementation costs for the software replacements are within the available unencumbered information technology master plan project. The City Council will be asked to authorize the city manager to execute an agreement to purchase a best of breed

budgeting software in summer 2019 and implementation of the budgeting software will occur throughout fiscal year 2019-20. In second and third years of this initiative, staff will focus on converting to a new financial management system and continuous improvements to the budget process and documents.

Equipment mechanic - \$118,833

Based on standards published by the National Association of Fleet Administrators (NAFA) and the American Public Works Association (APWA), the City's 222 vehicles and pieces of equipment, due to their type and complexity, represent 303 vehicle equivalent units (VEUs.) Current positions utilize temporary part-time staff and borrow from other maintenance divisions to ensure proper preventive maintenance, and the addition of this position will maintain the responsibility for each FTE at 121 VEUs, close to the recommended best practice number of 90 VEU per FTE.

Senior civil engineer (provisional) - \$91,694

This change adds a limited-term provisional 0.5 FTE senior civil engineer for three years, starting at the beginning of fiscal year 2019-20 and expiring at the end of fiscal year 2021-22, to assist in management of CIP projects and provide supervision within the CIP section. Previous extended vacancies within the section have led to significant backlog of funded projects and deferred maintenance of City facilities and assets which the addition of this position will address, helping to complete necessary projects and provide management of the section.

Contracted park ranger services for Bedwell Bayfront Park - \$150,000

Since 2011, the City has contracted out a janitorial service to maintain the restroom, collect litter and to lock/unlock the front gate at Bedwell Bayfront Park but the contract is expiring at the end of fiscal year 2018-19. As recommended in the Bedwell Bayfront Park master plan, staff is reassessing the reinstatement for park ranger services using the funding provided through the Facebook Campus expansion project development agreement. The tasks to be performed by a contract park ranger will include daily patrol, surveillance, first aid, fire suppression, trail maintenance, litter collection, education and outreach. In addition, the ranger services may include weekend coverage at Kelly Park.

Zero waste implementation contract services - \$0 net cost

In 2017, the City Council authorized collection of an extra \$100,000 via the solid waste rates to implement the zero waste plan. This is in the current City Council work plan, and is funding from the solid waste fund.

For fiscal year 2019-20, the \$100,000 previously collected will be spent on implementing the zero waste post occupancy requirements in ConnectMenlo (\$50,000), updating the solid waste ordinance (\$20,000), updating the construction and demolition ordinance (\$15,000), and implementing other relevant strategies (\$15,000.)

Next-generation tasers - \$21,480

Tasers were adopted by the police department in 2013 and have been utilized by officers responding to incidents since that time. The tasers that the officers are currently using will be rendered obsolete and the current supplier will not maintain the tasers presently used by the department. The department intends to enter into contract with the supplier which would provide officers with next-generation tasers and ensure that the police force has a readily available nonlethal enforcement option.

Next-generation body cameras - \$64,061

Since 2013, law enforcement personnel have worn body cameras when responding to incidents, but the current manufacturer has been acquired by another company and support for the current models is ending. The police department will enter into a contract with the leading supplier of next-generation body cameras in order to continue the additional accountability mechanism enabled by the use of body cameras.

Mobile command vehicle for emergency operations - \$450,000

The police department responds to numerous emergency incidents throughout the year with some of those incidents rising to a level of emergency management, disaster planning or large-scale response requiring additional personnel and resources from multiple agencies. During these incidents, the department requires an adequate facility that can serve as a mobile command vehicle. A mobile unit which serves this purpose will greatly enhance the ability of the department to serve the community during large-scale incidents that require additional strategy and planning from the field.

Peninsula bikeway alternative study - \$50,000

Through the managers' mobility partnership, the City is partnering to initiate a multi-city visioning process to develop a peninsula bikeway, a north to south bicycle route for riders of all ages that traverses the four cities of Redwood City, Menlo Park, Palo Alto and Mountain View. The partnership has applied for a Caltrans grant and funding is needed for the local match portion of the grant. Each city will contribute 25 percent of the local match. This work builds off the interim route identified in 2018, kick-off event held at Burgess Park September 8, 2018, and the upcoming feasibility study.

Fire panel and sprinkler testing services - \$50,000

The National Fire Protection Prevention Association (NFPA) requires all fire panels and sprinkler systems to be tested and inspected on a regular basis. Public works maintains 10 buildings with sprinkler systems, which require annual inspections and testing every five years. The remaining 11 buildings are protected by fire panels, which require annual inspections and testing. This service level enhancement will bring the City into compliance with NFPA standards. The first year costs are estimated to be \$50,000 to achieve compliance, and the inspection costs for each subsequent year is estimated to be \$10,000.

Programming enhancement pilot project - \$40,000

The programming enhancement pilot project will increase class availability at Onetta Harris Community Center (OHCC) incrementally based on seasonal demands for services. Staff anticipates that the pilot project will provide data necessary to identify structural budget changes for community services department programming in the 2020-21 operating budget.

Flood and sea level rise resiliency agency membership - \$40,000

In partnership with the San Mateo County and other cities, an agency has been created to address sea level rise, flooding, coastal erosion and large scale storm infrastructure improvements. The annual city contribution (for the next three years at a minimum and potentially up to five years) will be \$40,000 based on a population tier.

All funds overview

As has been the case in recent years, taxes comprise the bulk of revenue generated and totaling \$52.24 million across all funds. Charges for services represent the second largest category and result from fees charged directly to customers for a variety of services ranging from recreation classes to building permits and total \$40.08 million across all funds. Of note for the fiscal year 2019-20 proposed budget is a substantial increase in intergovernmental revenue, reflecting the anticipated receipt of grants related to the Chrysler pump station and the Middle Avenue undercrossing, resulting in a substantial increase over the current year amended budget. Table 1 below shows proposed budget resources across all funds.

Table 1: All funds revenues			
Revenues	2018-19	2019-20	Percent change
	Amended budget	Proposed budget*	
Property tax	\$ 29,357,034	\$ 31,817,391	8.38%
Charges for services	41,395,567	40,079,230	-3.18%
Sales tax	8,023,052	8,378,440	4.43%
Licenses & permits	6,463,081	4,951,000	-23.40%
Transient occupancy Tax	10,050,155	10,251,565	2.00%
Franchise fees	2,047,000	2,067,466	1.00%
Fines	1,262,400	850,000	-32.67%
Utility users' tax	1,801,000	1,794,743	-0.35%
Intergovernmental Revenue	4,375,434	13,859,600	216.76%
Interest and rental income	1,866,416	2,139,460	14.63%
Other	206,046	66,046	-67.95%
Use of assigned fund balance	35,544,530	49,308,872	38.72%
Total revenues:	\$142,391,714	\$165,563,813	16.27%

*Subject to change.

The largest category of resource requirement across all funds is the capital carry-over, representing work on capital projects started in previous years and continuing forward, with an all funds total of \$49.3 million. As recognition of the fact that the City is a services organization, personnel expenditures are the next largest category, followed by fixed assets and capital outlay, then a variety of services provided by third parties. Across all funds, planned personnel expenditures total \$53.2 million and services total \$14.1 million. All funds expenditures, exclusive of transfers, are shown by category in Table 2 below.

Table 2: All funds expenditures			
Expenditures	2018-19	2019-20	Percent change
	Amended budget	Proposed budget*	
Salaries and wages	\$ 32,998,176	\$ 35,446,125	7.42%
Fringe benefits	15,176,830	17,768,784	17.08%
Operating expense and utilities	11,514,461	11,383,631	-1.14%
Utilities	8,236,650	8,991,486	9.16%
Services	18,331,921	14,146,503	-22.83%
Fixed assets and capital outlay	23,584,192	25,695,799	8.95%
Other	5,030,710	4,962,118	-1.36%
Capital carry-over	27,887,071	49,808,872	78.61%
Total expenditures	\$142,760,010	\$168,203,318	17.82%

*Subject to change.

General fund overview

With respect to the general fund, the City’s largest single fund and recipient of general taxes, revenues total \$70.0 million with taxes representing \$46.7 million of this amount or a respective increase of 4.4 percent and 6.7 percent from the current year’s estimated actual receipts.

In the general fund, responsible for the bulk of operating personnel costs, planned personnel expenditures total \$45.3 million compared to a fiscal year 18-19 amended budget of \$40.6 million, and increases are driven by a combination of newly-proposed positions, planned cost of living adjustments, and, most significantly, the added payment of \$1,815,033 to reduce the city’s unfunded pension liability with CalPERS. General Fund operating expenditures exclusive of transfers total \$21.5 million, a modest 2.5 percent increase over the prior year amended budget in recognition of the planned continuity between the two budgets.

Table 3 below shows the general fund budget comparison between fiscal year 2018-19 amended budget, estimated actuals and the fiscal year 2019-20 proposed budget.

Table 3: General Fund budget comparison			
	2018-19	2018-19	2019-20
	Amended budget	Estimated actuals	Proposed budget*
Revenues			
Property tax	\$ 26,524,725	\$ 26,560,644	\$ 28,871,314
Charges for services	12,508,581	12,086,664	12,429,950
Sales tax	5,985,052	5,985,051	6,361,440
Licenses & permits	6,128,081	5,115,000	4,586,000
Transient occupancy tax	10,050,155	10,050,155	10,251,565
Franchise fees	2,047,000	2,047,000	2,067,466

Fines	1,262,400	1,127,809	850,000
Utility users' tax	1,211,000	1,187,000	1,211,000
Intergovernmental revenue	1,062,334	1,272,039	1,255,000
Interest and rental income	1,433,656	1,083,510	1,544,700
Other	71,046	64,500	66,046
Use of assigned fund balance	1,155,219	-	-
Total revenues:	\$ 69,439,248	\$ 66,579,372	\$ 69,494,481
Expenditures			
Police	\$ 19,806,418	\$ 19,369,768	\$ 21,150,113
Public Works	12,569,470	12,013,882	13,466,013
Community Services	9,793,216	9,147,244	10,249,767
Community Development	8,349,512	7,025,439	8,537,194
Administrative Services	3,271,233	3,615,925	3,605,014
Library	3,564,387	3,197,026	4,113,241
City Manager's Office	2,818,752	1,794,182	2,584,462
City Council	697,013	668,795	679,902
City Attorney	750,717	722,710	707,602
Non-Departmental	(80,334)	46,600	1,668,000
Total expenditures:	\$ 61,540,383	\$ 57,601,571	\$ 66,761,308
Transfers			
Transfers in	527,100	527,100	547,200
Transfers out	7,276,500	7,276,500	3,179,900

*Subject to change.

Summary

A one-year plan, the fiscal year 2019-20 proposed budget represents an incremental step toward meeting the ongoing and future needs of the community. The budget is operationally balanced with a \$0.10 million surplus in the general fund and represents a capital investment of \$23.9 million in new projects. It is important to note that there are a number of projects which must still be planned, funded, and completed well beyond the scope of the plan for this fiscal year. The following outlines next steps in the budget process:

Budget document

Staff will release the city manager’s proposed fiscal year 2019-20 budget Friday, May 17.

Study session

A study session is scheduled for Tuesday, May 21, at 5 p.m. At that time, staff will provide a more detailed review of the City's current year estimated actual finances as well as the budget for fiscal year 2019-20. This is an opportunity for the City Council provide any feedback regarding desired changes to the proposed spending plan.

As part of the budget study session May 21, staff will provide an overview of the CIP budget. The CIP budget is being prepared consistent with the City Council work plan. Upon adoption of the Work plan, staff distributed a memorandum in March to all of the commission members providing an update on the CIP process. The CIP contains approximately 80 distinct capital improvement projects; many carried over from prior years that are underway. New for 2019, staff categorized the approved projects in relative priority establishing tiers within each project category.

Public hearing

The annual public hearing of the budget is scheduled June 4. At that time, staff will present a summary overview of the budget, identify any changes requested by City Council, or adjustments made by staff. The public will have an opportunity to comment on the budget.

Budget adoption

The budget adoption is scheduled June 17. At that time, staff will review changes to the budget document directed by the City Council. The budget must be approved June 17 otherwise a special session is required to adopt a budget before June 30 as required by state law.

Impact on City Resources

There is no impact on City Resources.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

Attachments

None.

Report prepared by:
Dan Jacobson, Finance and Budget Manager

Report approved by:
Lenka Diaz, Administrative Services Director



STAFF REPORT

City Council

Meeting Date: 5/14/2019

Staff Report Number: 19-093-CC

Informational Item: El Camino Real/Downtown specific plan biennial review update

Recommendation

The purpose of this report is to identify where the City Council requested additional information during the presentation at the March 12 City Council hearing on the biennial review of the El Camino Real/Downtown specific plan and to provide an update on pending state legislation applicable to housing in Menlo Park, including the specific plan area. Staff recommends that the City Council use this information to confirm the information requested for additional follow-up by staff.

Policy Issues

The specific plan's ongoing review requirement was established to ensure that it is functioning as intended, as well as to consider the policy-related implications of various plan aspects. The staff-recommended modifications described in the March 12 report are intended to support and enhance the adopted guiding principles and City Council may consider additional modifications and overall policy issues as part of the ongoing review.

The specific plan establishes a maximum allowable net new development cap for the number of residential units and non-residential (commercial) square footage. The implementation of the specific plan has been successful, with approved entitlements reaching 72 percent of the residential cap and 84 percent of the commercial cap. Development in excess of these thresholds requires amending the specific plan and conducting additional environmental review.

Background

The total entitlements approved for net new non-residential square footage has exceeded 80 percent of the maximum permitted square footage by the specific plan environmental impact report (EIR.) Per the requirements of the specific plan, the City Council will need to consider whether it would like to amend the development cap as part of the ongoing biennial review of the El Camino Real/Downtown specific plan. City Council Members, advisory commissions and members of the public have expressed interest in:

- Increasing the housing cap, with an emphasis on affordable housing.
- Enhanced green and sustainable development standards for the plan area.

On March 12, staff presented the biennial review of the El Camino Real/Downtown specific plan. The review included consideration of the maximum allowable development status and other informational updates, and staff requested direction regarding potential modifications to the specific plan. Details on the

process and potential amendments to the specific plan are included in the March 12 staff report (Attachment A.)

Several community members spoke at the March 12 hearing and expressed support for increased housing at all income levels, with an emphasis on affordable housing, possibly located on publicly owned lands, and possible changes to development standards, such as increasing maximum heights and lowering minimum parking requirements, to encourage residential development. Community members also emphasized the desire for enhanced green and sustainable standards within the specific plan area, as well as the need to focus on a sustainable jobs to housing balance.

Analysis

The purpose of this report is to provide initial data that City Council has requested and to confirm those areas where City Council requested additional information that will take more time to collect.

Staff is providing information in response to requests from the City Council on the new residents and new jobs that were projected within the specific plan and information on projects developed at the public benefit level.

Housing and employment data

The estimates within the specific plan included 1,537 new residents and 1,357 new jobs. Additional information is provided in Chapter C of the specific plan. Staff hasn't been able to obtain data on the current number of residents and jobs but will continue to research the availability of such data. If the City Council directs staff to increase the residential and/or commercial caps, the methodology used to determine the original estimates may need to be updated to analyze the projected additional residents and jobs that would result.

Public benefit

A public benefit is a benefit a project provides above and beyond the inherent positive attributes of a project such as increasing vibrancy and redeveloping vacant and underutilized parcels. The 500 El Camino Real project is included in this discussion even though it was developed at the base density level since it will provide public benefits in exchange for vested development rights, secured through a development agreement. A chart showing the specific plan projects that have provided a public benefit and the benefit the project was granted in return is included as Attachment B. It should be noted the attached chart and the examples provided below do not include two pending projects, a proposed mixed-use development at 201 El Camino Real and a proposed hotel at 1704 El Camino Real, proposed at the public benefit level.

For the next meeting on the potential amendments to the specific plan, staff will provide the following additional information:

- An updated chart summarizing the public benefits of approved projects with specifics on the additional square footages or other benefits, such as vested development rights that the projects received in return for providing the public benefits.
- Information on the specific plan preparation fees that have been paid.
- Examples of development at different heights in the specific plan area to provide context on possible

- amendments to allow increased maximum heights in some areas of the specific plan.
- Strategies about how to incentivize affordable housing and retail uses.
- Discussion on the pros and cons of expanding the specific plan boundary.

Pending housing related legislation

The City Council was updated on pending state legislation at a joint meeting with the city councils of Palo Alto and East Palo Alto May 6. Pending legislation, including Senate Bill (SB) 50, may impact development in the specific plan area and possibly achieve some housing related goals without amending the specific plan. SB 50 would add the concept of “equitable communities incentives,” which is similar to State Density Bonus Law in that it provides height, floor area ratio, density, parking and other concessions to qualifying multifamily residential projects which are built in either “job-rich” or “transit-rich” areas. A job-rich housing project is a project where at least two-thirds of the square footage is residential and the project is in an area identified by California Department of Housing and Community Development (HCD) as job-rich based upon indicators such as proximity to jobs, high area median income relative to the region and high-quality public schools. A transit-rich housing project is a project where at least two-thirds of the square footage is residential and the project is located within a half mile radius of a major transit stop or a quarter mile of a high-quality bus corridor (e.g., 15-minute intervals during peak hours.) SB 50 is expected to continue to evolve and staff will monitor this bill and other housing related proposals.

Next steps

Staff will continue to research the requested information related to possible amendments to the Specific Plan and bring back items for City Council discussion and direction, likely in July 2019.

Correspondence

Staff has not received any correspondence as of the writing of this report.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

Attachments

- A. March 12 staff report for the biennial review of the specific plan
- B. Specific plan projects providing a public benefit

Report prepared by:

Corinna Sandmeier, Senior Planner

Staff Report #: 19-093-CC

Report reviewed by:

Mark Muenzer, Community Development Director

Deanna Chow, Assistant Community Development Director



STAFF REPORT

City Council

Meeting Date: 3/12/2019
Staff Report Number: 19-045-CC

Regular Business: Biennial review of the El Camino Real/Downtown Specific Plan and direction on plan amendments

Recommendation

Staff recommends that the City Council complete the biennial review of the El Camino Real/Downtown Specific Plan. The review includes consideration of the maximum allowable development status and other informational updates, and direction regarding potential modifications to the specific plan.

Policy Issues

The specific plan's ongoing review requirement was established to ensure that it is functioning as intended, as well as to consider the policy-related implications of various plan aspects. The staff-recommended modifications described in this report are intended to support and enhance the adopted guiding principles and City Council may consider additional modifications and overall policy issues as part of this review.

As the total entitlements approved for net new non-residential square footage has exceeded 80 percent of the maximum permitted square footage, the City Council should consider whether it would like to amend the development cap. Additionally, interest has been expressed by City Councilmembers, advisory commissions and members of the public in increasing the housing cap, with an emphasis on affordable housing. Significant interest has also been expressed in enhanced green and sustainable development standards for the plan area. If the City Council would like to pursue such standards, the City Council should provide direction on which development regulation(s) should be reviewed. Other potential amendments, including greater flexibility on development standards such as maximum building height, and the long-term changes from the 2015 review, including general hotel incentives, the infrastructure project list, and preserving small businesses and retail uses, need more definition, and if the City Council would like staff to pursue these, the City Council should provide direction.

Background

Vision plan and specific plan development

Between 2007 and 2012, the City conducted an extensive long-range planning project for the El Camino Real corridor and the downtown area. The project started with a visioning project (Phase I: 2007-2008) to identify the core values and goals of the community and to define the structure of the second phase of planning. The specific plan process (Phase II: 2009-2012) was a planning process informed by review of an environmental impact report (EIR) and fiscal impact analysis (FIA). A key specific plan goal was the establishment of a comprehensive, action-oriented set of rules, which would establish much greater clarity

and specificity with regard to development, both with respect to rights as well as requirements.

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 vision and specific plan projects (including staff reports, meeting video, environmental and fiscal review documents, analysis memos, and workshop presentations and summaries) is available on the City's website (Attachment F.)

Initial review (2013)

The initial implementation of the ongoing review requirement occurred in 2013, at which point the Planning Commission and City Council received public input, discussed a wide range of options, and directed that staff prepare formal amendments for the following topics:

- Revise text to clarify that implementation of the "Burgess Park linkage/open space plaza" public space improvement is not dependent on the high speed rail project;
- Eliminate "Platinum LEED Certified Buildings" as a suggested public benefit bonus element; and
- For new medical/dental office uses on El Camino Real, establish an absolute maximum of 33,333 square feet per development project.

Following that direction in late 2013, the formal revisions were presented and approved in October 2014.

2015 biennial review

On October 6, 2015, staff presented the biennial review for the El Camino Real/Downtown Specific Plan to City Council. Several members of the public spoke and voiced concerns over downtown parking and housing primarily, as well as the jobs-housing balance, and retail and funding mechanisms.

On November 17, 2015, the City Council continued discussion of the biennial review, and City Council gave general direction for staff to pursue the short-term and long-term changes to the specific plan outlined in Attachment B. The November 17, 2015 staff report provides more detailed descriptions of the proposed changes.

Due to the large number of individual development projects as well as ongoing staff vacancies, many of the tasks have not been completed. As noted in Attachment B, a public amenity fund has been created, with a current balance of \$1,286,628. The current balance consists of the first half of the Station 1300 public benefit bonus payment (\$1,050,000) and the payment from the 1010-1026 Alma Street project (\$236,628.) The second half of the Station 1300 public benefit bonus payment, consisting of another \$1,050,000, is due before occupancy of the first building (construction for Station 1300 is expected to be completed by fall or winter 2020.) This fund was envisioned for infrastructure and public space improvements in the plan area. Staff is also seeking direction from City Council for additional ways the funds could be utilized.

An ordinance updating the requirements for electric vehicle charging stations was approved by City Council in 2018. Staff has also completed some work related to updating the development standards for setbacks, sidewalks, signage and parking rates. The short-term items that have not been started are text

edits that may not require intensive work. Staff believes the short-term items should be pursued, especially since many require text changes that would most efficiently be done as part of one update.

At the City Council's March 5 meeting, the City Council adopted their 2019 priorities and work plan providing clarification on priorities for staff and consultant resources in 2019. For 2019, as with 2018, the formation of a TMA (traffic management association) is on the City Council work plan. A request for proposal (RFP) for a feasibility study to explore the formation of a TMA in Menlo Park is expected to be released this spring. As part of their work plan development for 2019, the City Council discussed various options to improve parking and accessibility in the downtown area. As part of the work plan discussion, the City Council deprioritized the study of a new downtown parking structure and has asked staff to return with an analysis of parking and accessible issues in the downtown area. Given the status of the City Council's discussion on the parking structure, the parking structure's status as a proposed long term project may change. Other long-term tasks including general hotel incentives, the infrastructure project list, encouraging affordable housing, and preserving small businesses and retail uses, need more definition, and if the City Council would like staff to pursue these, the City Council should provide direction at its March 12 meeting.

Analysis

Maximum allowable development and recent/current development proposals

The specific plan establishes a maximum allowable net new development cap of 680 residential units and 474,000 square feet of non-residential uses, including retail, office and hotel, which was intended to reflect likely development over the specific plan's intended 20-30-year timeframe. Development in excess of these thresholds requires amending the specific plan and conducting additional environmental review.

The specific plan divided the maximum allowable development between residential and non-residential uses, recognizing the particular impacts from residential development (e.g., on schools and parks) while otherwise allowing market forces to determine the final combination of development types over time.

After the granting of entitlements or building permits for 80 percent or more of either the maximum residential units or maximum non-residential square footage, the specific plan allows the City Council to consider whether it wishes to amend the plan or to make no changes in the plan. Any development proposal that would result in either more residences or more commercial development than permitted by the specific plan would be required to apply for an amendment to the specific plan and complete the necessary environmental review.

The project summary table included as Attachment A represents a summary of applications with square footage implications that have been submitted since the specific plan became effective. As the total entitlements approved for net new non-residential square footage has exceeded 80 percent of the maximum permitted square footage, the City Council should consider whether it would like to amend the development cap.

The table does not include applications that only affect the exterior aesthetics of an existing structure. Staff is also aware of other potential infill development proposals throughout the Specific Plan area, but has not received project applications for these proposals and therefore, they are not included in the table.

The following chart shows the total net new residential units and non-residential square footages that have either approved or pending entitlements and/or an issued building permit:

Table 1: Development totals as of March 2019			
Item		Net new res. units	Net new non-res. units
Total entitlements approved *		489	397,785
Percentage of specific plan maximum allowable development		72%	84%
Total entitlements proposed		20	46,413
Percentage of specific plan maximum allowable development		3%	10%
Total entitlements approved and proposed		509	444,198
Percentage of specific plan maximum allowable development		75%	94%
Specific plan maximum allowable development		680	474,000

* Of the total entitlements approved, 458 new net residential units (67 percent of the maximum allowed development) and 352,898 square feet of net new non-residential square footage (74 percent of the maximum allowed development) either has issued building permits, or in the case of 500 El Camino Real, an approved development agreement.

Any increase to the residential or commercial development maximums would require environmental review. Although the type of environmental review would be dependent on how the development caps are modified, the environmental review would likely take at least a year.

Construction was completed on four new residential units at 612 College Avenue in August 2018. Temporary occupancy was granted in September 2018 for the Park James Hotel, a 61-room boutique hotel at 1400 El Camino Real. The specific plan area has also benefited from the redevelopment of existing structures. The Marriott Residence Inn (555 Glenwood Avenue), the Hotel Lucent (727 El Camino Real), renovation and small expansion of a commercial building at 889 Santa Cruz Avenue, and renovation of an existing commercial development at 1149 Chestnut Street have all completed construction. In addition, construction is in progress for the following approved projects:

- 1295 El Camino Real (new mixed-use residential and commercial development)
- 1020 Alma Street (new office building)
- 650 Live Oak Avenue (new office-residential development)
- 133 Encinal Avenue (new townhome-style development)
- Station 1300 (new mixed-use office, residential and retail development)
- 1275 El Camino Real (new mixed-use development)
- Middle Plaza at 500 El Camino Real (new mixed-use office, residential and retail development)
- 1125 Merrill Street (new mixed-use office and residential development)
- 506 Santa Cruz Avenue (new mixed-use retail, office and residential development)
- 556 Santa Cruz Avenue (new mixed-use retail, office and residential development)

Additionally, the following projects have obtained discretionary approvals but have not yet started construction:

- 1540 El Camino Real (new mixed-use office and residential development)
- 949 El Camino Real (Guild Theater renovation and expansion)
- 840 Menlo Avenue (new mixed-use office and residential development)

- 725 Oak Grove Avenue (renovation and small expansion of a commercial building)

Three applications are pending for new mixed-use developments. A proposal for a new mixed-use commercial and residential development at 201 El Camino Real is proposed at the public benefit bonus level. A portion of this project is in the R-3 zoning district, outside of the specific plan, so only the proposed net new square footage and residential units within the plan are included in the project summary table. The remaining two pending projects are proposed at the base density level:

- 706 Santa Cruz Avenue (new mixed-use retail, office and residential development)
- 115 El Camino Real (new mixed-use commercial and residential development)

The only other pending application that includes the addition of square footage is for a proposed Hampton Inn at 1704 El Camino Real, which is proposed at the public benefit bonus level.

Table 1 does not include a proposed project at 1162-1170 El Camino Real as the project is still in the pre-application stage. This proposal consists of redeveloping the site with a three-story, nine-unit residential development and is scheduled for a Planning Commission study session March 11, 2019. Three of the units would be designated as Below Market Rate (BMR) units, with one unit meeting the requirement for this project and two units meeting the requirement for the combined projects at 506 Santa Cruz Avenue, 556 Santa Cruz Avenue, and 1125 Merrill Street per its BMR agreement.

December 2017 City Council meeting

On December 5, 2017, staff presented an information item to the City Council on the specific plan maximum allowable development. The City Council discussed the next steps to be addressed by staff in the biennial update and provided additional feedback on potential amendments to the specific plan, including additional entertainment uses, possibly combined with a mixed-use parking structure, increases to height limits, and an increase to the number of residential units in the specific plan area, especially in the vicinity of the Caltrain station and other transit.

2018 biennial review

On April 17, 2018, staff presented the biennial review. Several members of the public spoke and expressed an interest in applying the sustainability standards that are applied to the new bayfront area zoning districts, increasing residential unit density, and increasing electric vehicle (EV) charging requirements in the specific plan. Additionally, concerns were expressed by community members regarding public benefits, especially related to improvements to bicycle and pedestrian infrastructure.

The City Council directed staff to bring the possible amendments to the Planning Commission, Environmental Quality Commission, Complete Streets Commission and Housing Commission for their review before returning to the City Council for discussion on larger policy issues such as the development caps. Verbal updates were provided to the Environmental Quality Commission at their meeting May 16, 2018, and to the Complete Streets Commission at their meeting June 13, 2018, encouraging these Commissioners to provide individual input at the Planning Commission meeting. The City Council also directed staff to meet with the local school districts and the fire district on the possible amendments. Several City Councilmembers also noted that the Transportation Master Plan (TMP) should be completed before making decisions on the specific plan. Additional comments were made by City Councilmembers

on the following topics:

Entertainment use and parking structures

Several City Councilmembers expressed a continuing desire for a dedicated entertainment use in the specific plan area, possibly combined with a mixed-use parking structure. As discussed earlier regarding the City Council's 2019 priorities and work plan, given the status of the City Council's discussion on the parking structure, the parking structure's status as a proposed long term project may change.

Before March 5, 2019, the Contract City Attorney indicated that assuming the City owns the parking plazas without other private use restrictions, the City can develop them with parking structures and potentially with other non-parking uses, including an entertainment use (due to a conflict of interest with the city attorney, who leases property within the plan area, the City has contracted with a contract city attorney.) It should be noted that the specific plan currently allows for up to two parking structures, which would not require an amendment to the plan. The specific plan provides three possible locations, in parking plazas one through three, for these two structures, as shown on Figure 6 of the specific plan.

Combining a parking structure with other uses would require specific plan amendments, and the contract city attorney has researched this option and indicated the City can change or add uses to the parking plazas, and may sell the plazas, but cannot lease all or a portion of the properties without approval from owners of the properties that paid assessments. However, the City could transfer the parking plazas to an LLC (limited liability company) or nonprofit corporation controlled by the City, which should then be able to pursue redevelopment of the parking plazas to add structured parking and other non-public uses by leasing the plazas to a private developer or other public entity. In addition to determining the desired uses for the parking plazas, funding would need to be determined and parking-related studies would also likely be needed.

Building heights

Several City Councilmembers expressed a desire to increase height limits, especially along Santa Cruz Avenue, to encourage development. Within the specific plan, most of Santa Cruz Avenue is within the downtown (D) sub-district, which has a maximum building height limit of 38 feet. The portions of Santa Cruz Avenue closest to El Camino Real are in the Station Area East (SA E) and Station Area West (SA W) sub-districts, which allow maximum building heights of 60 feet (west of Alma Street) and 48 feet, respectively.

Housing

The City Council stated an interest in increasing the number of residential units in the specific plan area, including BMR and senior housing units. An increase in the number of residential units above 680 units would require an amendment to the specific plan and additional environmental review. The City Council should provide guidance on the geographic location(s) for increased housing, the maximum densities, and the overall residential development cap.

Sustainability standards

Last year the Environmental Quality Commission (EQC) recommended that the downtown specific plan include green design standards that are similar to ConnectMenlo. In May 2018, the City Council amended the climate action plan strategies to pursue the EQC's recommendation between 2018 and 2020. This

would involve conducting an analysis of possible green design standard options that would work for the type of development in downtown. The preferred option would then be presented to City Council if there was direction to update the downtown specific plan.

Retail

Two City Councilmembers also expressed a desire to foster additional retail development, possibly with help from City funds.

Planning Commission study session

On June 18, 2018, the Planning Commission held a study session to consider potential amendments to the specific plan, including possible increases to the maximum allowable development. Several members of the public spoke and expressed a desire to increase housing in the plan area, including affordable housing. Several members of the public also discussed the need to increase sustainability measures, including a better jobs to housing balance to decrease the need for long commutes. Suggestions from members of the public on ways to increase housing included the construction of residential units on City owned land and less strict development standards, such as height limits, in the specific plan.

Planning Commissioners provided comments on the following topics:

Housing

Planning Commissioners stated an interest in increasing the number of residential units in the specific plan area, including affordable housing. One Commissioner suggested increasing the housing cap but requiring affordable housing beyond what is required by the City's BMR ordinance for any housing beyond the current cap. Commissioners also discussed changes in housing needs since the adoption of the specific plan and options to increase residential developments such as reducing or removing parking requirements and possibly amending some specific plan standards including height limits, and requirements for modulations and building profiles.

Commercial uses

While the Planning Commission did not support allowing large office buildings beyond the commercial caps, several Commissioners voiced a desire to foster retail development and possibly allow small retail or other commercial development, which increases the vibrancy of the plan area, beyond the commercial cap. The benefit of commercial development that may pay in-lieu fees for the parking structures and BMR units was also noted.

Residential housing supply

As noted in the above, the City Council, the Planning Commission and many residents, including individual members of the Housing Commission, have expressed a desire to increase the residential housing supply in the specific plan.

The need for residential development has increased since the adoption of the specific plan. It should be noted though that the height limits currently in the plan resulted from public input throughout the process of creating the plan. Regarding Downtown and Santa Cruz Avenue, the first goal of the vision plan was to retain village character, especially in the downtown area. Several projects have recently been approved in the downtown area, including 706 Santa Cruz Avenue, 506 Santa Cruz Avenue, 556 Santa Cruz Avenue,

and 1125 Merrill Street, all with proposals that conform to the current height limitations.

Housing Commission review

On July 11, 2018, the Housing Commission reviewed potential housing-related specific plan amendments. The Housing Commission expressed a desire to increase the residential cap and facilitate housing by potentially reducing or removing parking requirements, increasing height limits, providing additional affordable housing incentives, and allowing a certain level of residential density through an administrative review process. In addition, the Housing Commission expressed an interest in setting aside City-owned property for residential development and possible expansion of the specific plan area boundaries.

Outreach to school and fire districts

Staff reached out to the Menlo Park City School District, the Sequoia Union High School District and the Menlo Park Fire Protection District. The Menlo Park City School District sent a letter with concerns regarding impacts to the school district due to increased school enrollment with the addition of residential units, which would not result in additional funding for the school district as it is a “community funded” district (Attachment D.) City staff met with the school district staff in September 2018. Staff also received an email from The Menlo Park Fire Protection District outlining a number of concerns, including density, height, and massing of structures along El Camino Real and in downtown, and the lack of a water storage backup for downtown that could be critical if existing infrastructure is damaged due to a natural disaster (Attachment E.) Staff did not receive comments from Sequoia Union High School District.

Next steps

As noted in the City Council’s goal setting and priorities, implementing the specific plan review and amendments is a work plan item. As discussed further under the environmental review and impact to City resources sections of this report, potential changes to the specific plan would require consideration under California Environmental Quality Act (CEQA), and staff believes the work required for the specific plan modifications, including the environmental review required for an increase in the development caps, would require contract services and affect the Planning Division’s ability to process other discretionary projects and plans. If the direction is to proceed with amendments to the specific plan, staff would draft the scope of services, timeline and budget and return to City Council for review.

If the plan was not amended and the development maximums were reached, likely within the next few years on the non-residential/commercial cap, then future development proposals would need to apply for individual increases to the development caps. However; it should be noted that the specific plan recognized the strong redevelopment potential for the 500 El Camino Real site, which took up a large percentage of the development maximums, in addition to the 1300 El Camino project. Future projects will likely be much smaller in scale.

Correspondence

Staff has not received any correspondence as of the writing of this report.

Environmental Review

Specific plan program EIR

The specific plan process included detailed review of projected environmental impacts through a program

environmental impact report (EIR), as required by the CEQA. The final EIR was certified along with the final plan approvals in June 2012.

Project-level review under the specific plan

As specified in the specific plan EIR and the CEQA guidelines, program EIRs provide the initial framework for review of discrete projects. Aside from smaller projects that are categorically exempt from CEQA and require no further analysis, most new proposals are required to be analyzed with regard to whether they would have impacts not examined in the program EIR. This typically takes the form of a checklist that analyzes the project in relation to each environmental category in appropriate detail. Depending on the results of such analysis, the City could determine that the program EIR adequately considered the project, or the City could determine that additional environmental review is required.

Regardless of the CEQA review process, all projects must incorporate feasible mitigation measures included in the specific plan EIR's mitigation monitoring program.

CEQA requirements for potential changes to the specific plan

As noted earlier, potential changes to the specific plan would require consideration under CEQA, although this may vary based on the nature and extent of the changes. Based on the experience with the 2014 changes, staff believes that the currently-recommended short-term and text revisions, not the changes to the development caps or other larger policy issues, could potentially be considered under a negative declaration process, as a result of their nature as enhancements to existing Plan objectives. However, this is not certain until the required initial study is conducted. More substantive changes to the specific plan, including increases to the development caps, could require a more extensive review process, with the likely need for an EIR, which typically requires approximately a year to prepare.

Impact on City Resources

As part of the specific plan adoption, an El Camino Real/Downtown Specific Plan preparation fee was approved. This fee is charged to projects adding square footage, to recover the costs associated with the preparation of the specific plan. The current fee is established at \$1.13/square foot for all net new development, and \$484,778 has been collected to date.

Staff believes the work required for the specific plan modifications, including the environmental review required for an increase in the development caps, would require additional contract services that have been approved in the 2018-2019 fiscal year budget, and would likely need to be augmented as part of the 2019-2020 budget.

The preparation of the specific plan in 2012 required staff resources, consultant and contract attorney services, and operating costs (meeting materials, mailing costs, etc.). The total breakdown of project costs is as follows:

Table 2	
Consultant costs:	\$1,191,390
Contract attorney:	\$100,000
Operating costs:	\$25,000
Staff costs:	\$374,850
Total costs:	\$1,691,240

Considering that an increase in the development caps, as well as the proposed changes to the plan, are a smaller project, the cost could potentially be estimated at about a fourth of the specific plan cost. However, this represents a rough estimate for the purposes of discussion, and staff would need to prepare a more formal cost projection once the overall scope of work is 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.

Attachments

- A. Project summary table
- B. Short and long term changes to specific plan
- C. El Camino Real/Downtown specific plan project Map
- D. Letter from Erik Burmeister, Superintendent, Menlo Park City School District
- E. Email from Harold Schapelhouman, Fire Chief, Menlo Park Fire Protection District
- F. Hyperlink: menlopark.org/specificplan

Report prepared by:
Corinna Sandmeier, Senior Planner

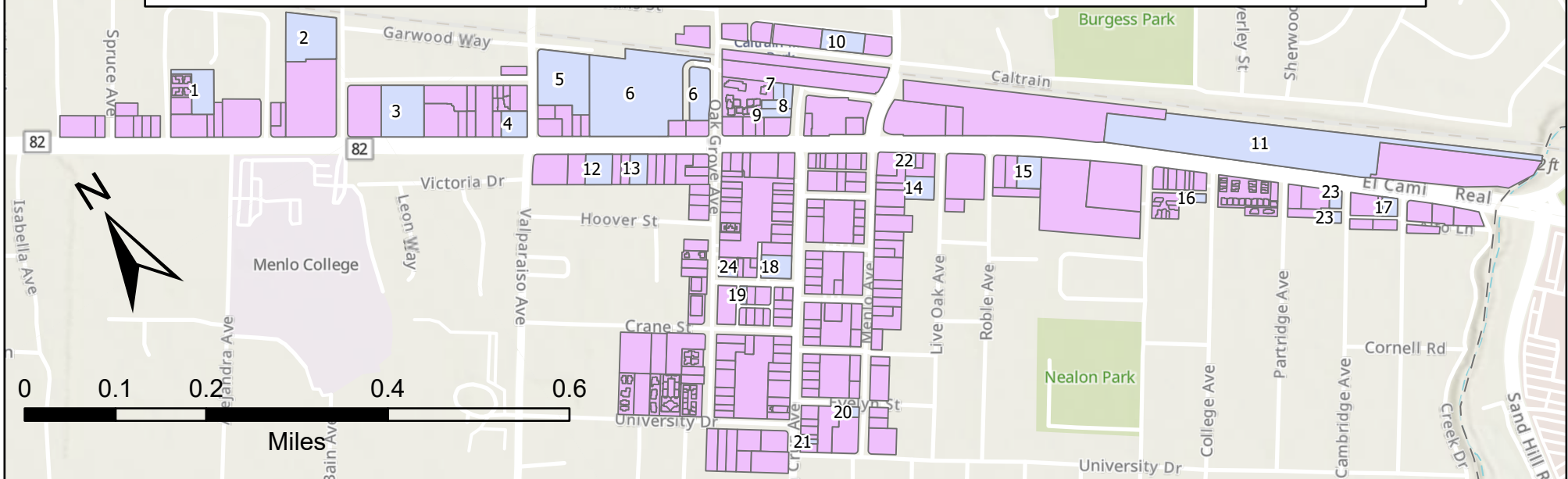
Report reviewed by:
Mark Muenzer, Community Development Director
Deanna Chow, Assistant Community Development Director

Project	Address	Description	Development Level	Entitlement Status	Building Permit Status	Net New Res. Units	Net New Non-Res. SF	Notes Regarding Calculations
Marriott Residence Inn	555 Glenwood Avenue	Conversion of a senior citizens retirement living center to a 138-room limited-service, business-oriented hotel	Public Benefit Bonus	Approved	Issued 11/12/13; Completed 4/30/15	0	71,921	No new square footage was constructed, but the net new vehicle trips associated with the conversion are considered equivalent to the listed square footage
Hotel Lucent	727 El Camino Real	Comprehensive renovation of an existing hotel, including an eight-room expansion	Base	Approved	Issued 5/14/14; Completed 4/10/17	0	3,497	
889 Santa Cruz Ave	889 Santa Cruz Ave	Renovation of an existing commercial building, with small expansion	Base	Approved	Issued on 2/2/17; Completed 10/26/17	0	37	
612 College	612 College Avenue	Demolition of a residence and a commercial warehouse building, and construction of four new residential units	Base	Approved	Issued 9/29/15; Completed 8/13/18	3	-1,620	
1295 El Camino Real	1283-1295 El Camino Real	Demolition of two commercial buildings and construction of a new mixed-use residential and commercial development	Base	Approved	Issued 12/22/2016; Construction in progress	15	-4,474	
1020 Alma St	1010-1026 Alma St	Demolition of existing commercial buildings and construction of new office development	Public Benefit Bonus	Approved	Issued 11/21/16; (Phase 2 issued 10/23/17) Construction in progress	0	15,208	
1400 El Camino Real	1400 El Camino Real	Construction of new 61-room hotel	Public Benefit Bonus	Approved	Issued 11/16/16 (Phase 2 issued 6/15/17); Construction in progress; Temp occupancy granted 9/11/18	0	31,725	
1149 Chestnut Street	1149 Chestnut Street	Renovation of an existing commercial building	Base	Approved	Issued 10/4/16; Completed 2/22/18	0	-536	
1300 El Camino Real	1258-1300 El Camino Real, 550-580 Oak Grove Avenue, and 540-570 Derry Lane	Construction of a new mixed-use office, residential, and retail development	Public Benefit Bonus	Approved	Issued 9/6/17; Construction in progress	183	99,024	The approved SHP 1300 El Camino Real project is credited like an existing building, since it received full CEQA clearance; active square footage also credited
650 Live Oak Ave	650 Live Oak Ave	Demolition of commercial building and construction of new office-residential development	Public Benefit Bonus	Approved	Issued 11/14/17; Construction in progress	15	10,858	Linked with 660 Live Oak Ave proposal, although that parcel is not in the Specific Plan area and as such is not included in this table.
1275 El Camino Real	1275 El Camino Real	Construction of new mixed-use development on a vacant site	Base	Approved	Issued 4/19/18; Construction in progress	3	9,923	
133 Encinal Ave	133 Encinal Ave	Demolition of existing commercial buildings and construction of a new townhome-style development	Base	Approved	Issued 3/24/17; Construction in progress	24	-6,166	
500 El Camino Real	300-550 El Camino Real	Construction of a new mixed-use office, residential, and retail development	Base	Approved	Demo permit issued/other plans under review	215	123,501	
1540 El Camino Real (former Beltramo's)	1540 El Camino Real	Demolition of a retail building and construction of a new mixed-use office and residential development	Base	Approved	n/a	27	17,223	
1125 Merrill St	1125 Merrill St	Demolition of the existing building and construction of a new mixed-use office and residential development	Base	Approved	Demo permit issued/other plans under review	1	2,479	Linked with 506 and 556 Santa Cruz Ave projects, but tallied individually
506 Santa Cruz Ave	502-540 Santa Cruz Ave	Demolition of the existing building and construction of a new mixed-use retail/office/residential development	Base	Approved	Demo permit issued/other plans under review	3	6,090	Linked with 1125 Merrill St and 556 Santa Cruz Ave projects, but tallied individually
556 Santa Cruz Ave	556-558 Santa Cruz Ave	Demolition of the existing building and construction of a new mixed-use retail/office/residential development	Base	Approved	Demo permit issued/other plans under review	-3	4,085	Linked with 1125 Merrill St and 506 Santa Cruz Ave projects, but tallied individually
949 El Camino Real	949 El Camino Real	Renovation of existing Guild Theatre cinema facility into a live entertainment venue	Public Benefit Bonus	Approved	Plans under review	0	6,682	
725 Oak Grove Ave	725 Oak Grove Ave	Renovation and small expansion of an existing commercial building	Base	Approved	n/a	0	1,718	
840 Menlo Avenue	840 Menlo Avenue	Construction of a new mixed-use office and residential development on a vacant parcel	Base	Approved	n/a	3	6,610	
Hampton Inn	1704 El Camino Real	Demolition of existing hotel and construction of a new hotel.	Public Benefit Bonus	Pending	n/a	0	29,228	
706-716 Santa Cruz Avenue	706-716 Santa Cruz Avenue	Demolition of existing commercial building and onstruction of a new mixed-use retail, office, and residential development	Base	Pending	n/a	4	22,731	
115 El Camino Real	115 El Camino Real	Demolition of existing building and construction of a new mixed-use development consisting of commercial space on the first floor, and residential units on the second and third floors	Base	Pending	n/a	4	-6,868	
201 El Camino Real	201 El Camino Real	Demolition of an existing commercial and residential buildings, and construction of new residential/medical office mixed-use building	Public Benefit Bonus	Pending	n/a	12	1,322	
Total Entitlements Approved						489	397,785	
<i>Percentage of Specific Plan Maximum Allowable Development</i>						<i>72%</i>	<i>84%</i>	
Total Entitlements Proposed						20	46,413	
<i>Percentage of Specific Plan Maximum Allowable Development</i>						<i>3%</i>	<i>10%</i>	
Total Entitlements Approved and Proposed						509	444,198	
<i>Percentage of Specific Plan Maximum Allowable Development</i>						<i>75%</i>	<i>94%</i>	
Total Building Permits Issued						243	229,397	
<i>Percentage of Specific Plan Maximum Allowable Development</i>						<i>36%</i>	<i>48%</i>	
Specific Plan Maximum Allowable Development						680	474,000	

Specific Plan Changes and Next Steps		
SHORT-TERM changes by CITY		Status
Public Amenity Fund	Create a Public Amenity Fund for public benefit bonus financial contributions. Monies would go towards Specific Plan transportation-related projects.	Fund Creation Completed: Additional contributions and use considered on an on-going basis
Electric Vehicle Recharging Stations	Incorporate EV charging station requirements in commercial developments.	Completed: City-Wide Ordinance approved in 2018
SHORT-TERM changes needing text/graphic edits only		Status
Rear Setback	Clarify that rear setbacks apply to Specific Plan area boundary.	Preliminary Work Started
Maximum Setbacks	Allow variances to exceed 50% for districts with maximum front and side setbacks.	Work not Started
Sidewalks	Provide sidewalk standards for streets where no such standards exist.	Preliminary Work Started
Affordable Housing Overlay	Add Affordable Housing Overlay citation in Specific Plan text to reflect existing ordinance that already applies. Allows additional density for affordable housing projects up to public benefit bonus level without the need to prepare an economic analysis and Public Benefit Bonus (PBB) study session.	Work not Started
Hotel Incentives (Allow at Public Benefit Bonus FAR)	Allow hotel uses at the Public Benefit Bonus level without the need to prepare an economic analysis and PBB study session.	Work not Started
Transportation Demand Management (TDM) Programs	Update TDM guidelines and applicable documents to be more explicit about TDM programs in the Specific Plan being required to account for all net new trips	Work not Started
Hotel Parking Rate	Clarify that hotel parking rate would be a range (likely between 0.8 to 1.25 spaces per room) determined through case-by-case review.	Preliminary Work Started
Maximum Sign Area for Larger Parcels	Allow more sign area for larger developments.	Preliminary Work Started
SHORT-TERM changes needing text/graphic edits and potentially research/analysis by CONSULTANT		
Personal Improvement Services Parking Rate	Establish a parking rate for personal improvement service uses, and eliminate the need for case-by-case review.	Preliminary Work Started
Parking Rate Changes in Station Area and Station Area Sphere of Influence	Reduce parking rate based on proximity to Caltrain station.	Preliminary Work Started

LONG-TERM changes needing policy decisions by CITY and research/analysis by CONSULTANT		Status
Hotel Incentives (General)	Explore potential incentives for hotel uses.	Work not Started
Infrastructure Project List, Outreach	Compile a list of public benefit infrastructure projects, including fiscal modeling, costs, and funding mechanisms.	Work not Started
Encourage Housing (esp. Affordable Housing)	Explore incentives for creating more affordable housing.	Work not Started (but part of Housing Commission Policy Recommendations)
Parking In Lieu Fees, Parking Reduction	Explore parking in lieu fees to reduce parking requirements, including potentially establishing a Transportation Management Association (TMA).	RFP for a feasibility study to explore the formation of a TMA in Menlo Park is expected to be released this spring
Preserve Small Businesses and Retail Uses	Explore protections and incentives for retaining small businesses and retail uses.	Work not Started
Downtown Parking Structures	Explore feasibility for a parking garage with a non-parking component (i.e., entertainment, mixed-use).	Preliminary Work Started

El Camino Real/Downtown Specific Plan Projects - March 2019



PLN	ID	Address	Project	Land Use Category	Entitlement Status	Net New Residential Units	Net New Non Residential Square Feet
PLN2012-00092	6	1300 El Camino Real	Station 1300	Mixed-use Development	Approved	183	99,024
PLN2012-00095	5	555 Glenwood Ave	Marriott Residence Inn	Commercial Development	Approved	0	71,921
PLN2012-00102	11	300-550 El Camino Real	Middle Plaza	Mixed-use Development	Approved	215	123,501
PLN2013-00012	15	727 El Camino Real	Hotel Lucent	Hotel	Approved	0	3,497
PLN2013-00063	16	612 College Ave	612 College Avenue	Housing Development	Approved	3	-1,620
PLN2014-00002	20	840 Menlo Ave	840 Menlo Ave	Mixed-use Development	Approved	3	6,610
PLN2014-00042	12	1283-1295 El Camino Real	1285 El Camino Real	Mixed-use Development	Approved	15	-4,474
PLN2014-00054	2	133 Encinal Ave	133 Encinal Ave	Housing Development	Approved	24	-6,166
PLN2014-00068	14	650 Live Oak Ave	650 Live Oak Ave	Mixed-use Development	Approved	15	10,858
PLN2014-00087	10	1010-1026 Alma St	1020 Alma St	Commercial Development	Approved	0	15,208
PLN2015-00056	4	1400 El Camino Real	1400 El Camino Real	Commercial Development	Approved	0	31,725
PLN2015-00089	13	1275 El Camino Real	1275 El Camino Real	Mixed-use Development	Approved	3	9,923
PLN2016-00032	19	1149 Chestnut St	1149 Chestnut St	Commercial Development	Approved	0	-536
PLN2016-00076	21	889 Santa Cruz Ave	889 Santa Cruz Ave	Commercial Development	Approved	0	37
PLN2016-00085	1	1704 El Camino Real	Hampton Inn	Hotel	Pending	0	40,004
PLN2016-00111	18	706-716 Santa Cruz Ave	706 Santa Cruz Ave	Mixed-use Development	Pending	4	22,731
PLN2017-00054	3	1540 El Camino Real	1540 El Camino Real	Mixed-use Development	Approved	27	17,223
PLN2017-00096	7	1125 Merrill St	1125 Merrill St	Mixed-use Development	Approved	1	2,479
PLN2017-00097	8	506 Santa Cruz Ave	506 Santa Cruz Ave	Mixed-use Development	Approved	3	6,149
PLN2017-00098	9	556 Santa Cruz Ave	556 Santa Cruz Ave	Mixed-use Development	Approved	-3	4,085
PLN2018-00008	17	115 El Camino Real	115 El Camino Real	Mixed-use Development	Pending	4	-6,868
PLN2018-00019	22	949 El Camino Real	Guild Theatre	Commercial Development	Approved	0	6,682
PLN2018-00061	23	201 El Camino Real	201 El Camino Real	Mixed-use Development	Pending	12	1,322
PLN2018-00075	24	725 Oak Grove Avenue	725 Oak Grove Avenue	Commercial Development	Approved	0	1,718

Menlo Park City School District
 181 Encinal Avenue
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Board of Education
 David Ackerman
 Stacey Jones
 Joan Lambert
 Caroline Lucas
 Terry Thygesen

Superintendent
 Erik Burmeister

Assistant Superintendent
 Jammie Behrendt

Director of Student Services
 Stephanie Sheridan

Chief Business & Operations
 Officer
 Ahmad Sheikholeslami

September 4, 2018

Mark Muenzer
 Community Development Director
 City of Menlo Park
 701 Laurel Street
 Menlo Park, CA 94025

RE: Response to Menlo Park El Camino Real/Downtown Specific Plan Biennial Review

Dear Mr. Mark Muenzer,

Thank you for informing us about the City's plan to review El Camino Real/Downtown Specific Plan and seeking our input. We understand the need for plans to be periodically updated and appreciate the process the City is undertaking.

As a PK-8 elementary district that serves the plan area, Menlo Park City School District will be directly impacted by the developments in El Camino Real/Downtown area and any changes to the El Camino Real/Downtown Specific Plan. MPCSD will need to be included in the conversation and the potential impacts to the school district must be considered by the City Council in their decision making process. We welcome your request to meet in September to further discuss our concerns and to better understand the input process. Please email my assistant Lanita Villasenor (lvillasenor@mpcsd.org) with potential meeting dates and times in September 2018. I hope that City Manager Alex McIntyre will be able to attend and I will also ask my Chief Business and Operations Officer, Ahmad Sheikholeslami, to attend as well.

Our main concern with the current El Camino Real/Downtown Specific Plan and any proposed changes is the level of Maximum Allowable Development for residential units in the plan area. As a "Community Funded" school district, MPCSD does not receive additional funding with increased enrollment. Increased residential units will increase student enrollment. The added fiscal impact from the increased students will not be offset by the additional income generated by new property tax revenue. Since 2012, when the El Camino Real/Downtown Specific Plan was approved and Fiscal Impact Report was prepared many factors have changed. The following additional factors need to be considered by the City:

- The District has seen a higher Student Generation Ratios (SGR) for multi-housing and smaller apartment units than assumed in the Fiscal Impact Study. The District has seen an increase in the SGR with the increased cost of housing and demand for desirable schools with multi-housing and smaller apartment units.
- Actual cost per student have increased to about \$16,000 per student for 2017/18. These increases were not considered in the Fiscal Impact Study, which used the average cost of \$12,121 per student from

2011/12. This is a 32% increase, which greatly outpaces any cost of living adjustments during this period.

- The Fiscal Impact Study did not include the impact of a large portion of the housing being exempt from property tax. The 215 units being constructed by Stanford University will be staff housing and exempt from property tax.
- Another important source of revenue for the District are its parcel tax revenues which accounts for about 16% of the District's revenues. Because many of the new developments are rentals they are considered a single parcel tax, while there may be as many as 200 units in the complex. The current parcel tax rate for 2017/18 is \$1053. The impact from the loss of parcel tax revenues was not considered thoroughly in the Fiscal Impact Study.
- In 2011/12, the District was completing its Measure U Bond program to accommodate its anticipated facilities needs; however, based on actual enrollment growth and planned increases in housing, the District was forced to build a new elementary school and seek an additional \$23 million dollars through Measure W Bond measure.
- Developer fee funds *do not cover* the facility impacts from enrollment growth as is evident by the need to pass multiple bond measures for new facilities.
- The District planned its district wide maximum capacity for 3,200 students and took in consideration the current downtown specific plan. Any further increase in housing will adversely impact capacity to house additional students. The District has no more room to expand its schools without severe impacts to playground space and safely operating a school.
- The increase in enrollment has also impacted the District need for space related to operations, maintenance and transportation. The District has very limited space for the storage and its maintenance, operations and transportation needs that have grown with a larger student population. Any further increases to the student population will further exacerbate the situation.
- The additional 680 units of allowable housing units are all in the Encinal Elementary School boundary area for K-5. While these new units may be in close proximity to the Encinal school, the journey lacks safe walking and biking paths to the school. Key sections of Laurel Avenue and Encinal Avenue near the Encinal School do not even have sidewalks for safe walking paths. There is also no safe passage to cross the El Camino Real for student to Encinal or Hillview School. This lack of biking and walking infrastructure is aggravating an already impacted transportation situation for the local schools. Public benefit dollars from these projects must be geared for major transportation improvements for safe walking and biking to local schools.
- The City should also consider amending its "Public Benefit Bonus and Structured Negotiation" section in the El Camino Real/Downtown Specific Plan for projects that seek adjustment to the base project requirements. The benefits for consideration should include and be given additional weight that provides benefit to the local schools, which they are impacting.
- The El Camino Real/Downtown Specific Plan should gear its housing goals and projects towards a greater housing diversity that includes senior housing and BMR housing for critical government

employees including school staff. Strategic housing planning can provide the City with the needed housing and lessen the impact on local schools.

- The reality is that any increase in housing that doesn't mitigate the financial and facility impacts of increased student enrollment will either result in increased taxes on our shared constituent property owners or a dramatic decrease in educational quality and services that our community has come to appreciate and expect.

I look forward to our conversation on the El Camino Real/Downtown Specific Plan and discussing our concerns in the near future.

Sincerely,



Erik Burmeister
Superintendent

C: Alex McIntyre, Menlo Park City Manager
Deanna Chow, Menlo Park Assistant Community Development Director/Planning
Corinna Sandmeier, Menlo Park Senior Planner
Ahmad Sheikholeslami, MPCSD Chief Business and Operations Officer

From: [Schapelhouman, Harold](#)
To: [Sandmeier, Corinna D](#)
Cc: [Johnston, Jon](#); [Schapelhouman, Harold](#); ["Cremin, Tim"](#); [Kneier, Michelle](#)
Subject: Menlo Park El Camino Real/Downtown Specific Plan Biennial Review - Menlo Park Fire District Update
Date: Monday, September 24, 2018 11:05:24 PM
Attachments: [Menlo Park El Camino Real - Downtown Specific Plan Draft EIR Response August 11, 2010.doc](#)

Hello Corinna

My apologies for the delayed response but today was the first day in many weeks Fire Marshal Johnston and I had time to sit down and review your request and information.

This evening, I went back through my records on what we had sent to the City starting in 2010, when they started this process (See the attached). I do have some updated comments related to how we, as a public safety provider and responder, see this opportunity to comment in 2018. I would be happy to put these in official letter form if needed.

High Speed Rail at grade level and Electrification:

Since there appears to be no turning back from directly placing high density, multi-story, residential housing next to a rail line located at grade level that will be electrified in order to support more frequent and faster rail service, all efforts should be focused on creating a reasonable, safer speed through such a highly populated area. While others blindly and altruistically only see the benefits of this combination of elements, the Fire Rescue Services live in a consequence management driven world where we will need to plan for the worst, hope for the best and consider options like speed reduction as an in-perfect solution to help mitigate potential threats to a new at risk population being placed directly next a high speed rail corridor.

Recommendations: Speed reduction, grade separated crossings, security fencing, frequent rail and bridge inspections along with a Shake Alert monitoring system that can slow or stop trains should be discussed with the Council and Fire Board.

El Camino Real:

We continue to be opposed to lane reductions and bicycle paths on El Camino Real. The realities of more proposed growth and development is that its supports more people and thus vehicle trips in some form. The fact is that the City needs to completely re-open El Camino Real to increase its capacity as a major thoroughfare for the movement of people using passenger vehicles and other larger vehicles that provide goods and services to the community and region. In addition, the synchronization and elimination of some traffic signals will also improve flow and decrease cut through traffic. Not everyone will take the train, walk or ride a bicycle and the use of vehicles is a daily reality for most.

Recommendation: El Camino Real is a Primary Emergency Response Route for First Responders and one of the few ways for the community to access Stanford Hospital and its Trauma Center during times of medical emergency. The Complete Street Tool Box was NOT created with First Responder involvement and it is inadequate and flawed. A recent San Mateo County Traffic Analysis identified that 50% of traffic impacts are related to vehicle accidents, which begs the question why are first responders not being included or involved in these transportation discussions, decisions and groups?

We do not support bike lanes and recommend the roadway be opened up to full capacity.

Building Heights, Density and Water Supply:

We need to closely collaborate, coordinate and review new proposed projects and structure heights (38 to 65 feet) in relationship to massing, street scape features like sidewalks, planters, trees, parking areas, bicycle lanes, access and water supply. Especially in the very tight areas along El Camino Real and in the Down Town Menlo Park areas in the plan. Water Supply infrastructure has improved but the rear parking areas behind Santa Cruz Avenue continue to NOT have water supply or fire hydrants, yet the goal to equip newly sprinklered structures with Fire Department Connections (FDC) that are accessible only to the rear of these structures is operationally problematic and challenging, especially without a more focused and expansive water supply network.

Recommendation: Any increase in heights, massing or occupancy will need to equally be met with improved Firefighter access (Aerial Ladder Truck) and improved water supply accessibility with an improved emergency water supply network concept. The Downtown does not have a water storage backup which could be critical if the existing infrastructure was damaged, or inoperable, due to natural disaster like an earthquake. The tight density of structures could lead to the loss of multiple structures, or an entire block from fire spread, if a fire started.

Fire District Improvements and Future Deployment:

The Fire District has almost finished rebuilding Fire Station 6 in Downtown Menlo Park. This new resilient, modern structure will allow for more Firefighters and equipment to safely operate from this location when needed in the future. Currently, three Firefighters are assigned to a new 2018 Fire Engine. The project should be completed by the end of the year.

The Fire District has just started its process to rebuild Fire Station 4 on the Alameda where it plans to add an Aerial Ladder Truck and four personnel to an already existing three personnel assigned to an Engine Company, once the new Fire Station is completed. This added unit with its unique capability will support emergency operations not only in Sharon Heights, West Menlo and Atherton, but also larger and taller structures proposed within the Down Town Area and El Camino Real corridor.

Recommendation: The Fire District welcomes any discussion with staff or Council on these topics or related to funding necessary to rebuild critical infrastructure, purchase of new apparatus and equipment and increased staffing related to the impacts proposed by this plan and within the broader totality of circumstance associated with growth within all areas of the City of Menlo Park needed to have a large enough effective force.

Thank you

Harold Schapelhouman, Fire Chief

August 11, 2010

Karl Heisler
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I have reviewed the DRAFT Menlo Park El Camino Real / Downtown Specific Plan and all subsequent correspondence related to this proposal.

The Fire District is in support of any type of plan that the City and residents believe improves their quality of life, sustainability and overall safety of the community. As a rule, the District tries not to get in the way of what the community wants to do but rather believes that it should have the ability and necessary time to evaluate proposals based upon impacts to public safety and emergency response.

It has become clear to me that there has been a breakdown in communications between the City and the Fire District during this process somewhere between the "Notice of Preparation" sent out by Thomas Rogers, Associate Planner with the City of Menlo Park dated December 15, 2009 which was never received by the Fire District and the first time that we were made aware of the progress and process of this Draft Environmental Impact Report (DEIR) on July 14, 2010 which consisted of a three page e-mail sent to Fire Marshal Aus.

After our phone conversation on August 4, 2010 I reviewed the e-mail information you sent me, the subsequent 350 page draft plan and what Elizabeth Kanner with your agency had sent Chief Aus on July 14, 2010.

For the purposes of the DEIR the District would like to submit the following information to fully clarify its position for the public record.

Menlo Park Fire Protection District Description and Impacts:

The Menlo Park Fire Protection District (MPFPD) was created in 1916 as an independent Special District that is currently governed by 5 elected officials who over see a Fire Chief that manages the agency. The Fire District provides emergency services consisting of fire, fire prevention, emergency medical, hazardous materials, disaster preparedness and public education as well as other important related emergency services to approximately

93,000 residents of the Town of Atherton, Cities of East Palo Alto and Menlo Park as well as some unincorporated areas of San Mateo County, State Highways 101, 280, 84 (Dumbarton Bridge), San Francisco Bay and Federal facilities located within its boundaries. The Fire District participates in the San Mateo County Automatic Aid, Expanded Alarm and Move and Cover Plans as well as has an Automatic Aid agreement with the City of Palo Alto Fire Department located in Santa Clara County and is finalizing an agreement for Mutual Aid with the City of Fremont Fire Department located in Alameda County.

The Fire District has seven (7) fire stations and one (1) administrative office building that are spread throughout its 33-square-mile service area. As a minimum, each Fire Station is staffed with three personnel and one Fire Engine. Fire Station 1 is up-staffed with three additional personnel who are assigned to the District's only 100 foot aerial ladder truck. A Battalion Chief provides shift supervision for each of the three Fire Battalions bringing the minimum daily emergency staffing to 25 personnel. With 97 designated "safety" positions, the per 1000 resident to firefighter ratio is essentially one firefighter to 1000 residents and facility distribution averages one Fire Station to every 4.7 square miles of area within the Fire District. The total number of full time equivalent employees is 110 consisting of emergency safety and support personnel.

The Fire District responded to over 8,000 calls for emergency service in 2009 of which approximately 62% were emergency medical incidents, 11% were service calls, 9% were good intent calls, 4% were fire calls and 2% were hazardous conditions calls. Dispatch services are provided on a contractual basis by the San Mateo County Public Safety Communications Center (PSC) for all of the Fire agencies in San Mateo County. When a call for service is made PSC dispatches the closest available and appropriate unit or resource regardless of jurisdiction.

Each Engine Company is staffed with at least one advanced life support paramedic and all line suppression personnel are certified as emergency medical technicians (EMT's). Paramedic ambulance transport service is provided under contract between the County of San Mateo and American Medical Ambulance Response (AMR).

The project area identified in the plan is serviced primarily by Menlo Park Fire Station 6 located at 700 Oak Grove Avenue. Station 6 is located within the proposed project area and was built in 1953 and is in need of replacement. On July 31, 2008 the Fire District purchased property behind the Fire Station in order to establish enough functional space to rebuild and modernize the existing facility and to accommodate future growth anticipated by proposed plans like this and additional development elsewhere within the community.

Station 6 is staffed by three personnel assigned to a Fire Engine. Last year the Fire Engine responded to over 1,200 emergency calls for service and was the third busiest Fire Engine in the Fire District and in the top 1/3 of busiest Engine Companies in San Mateo County.

Due to the downturn in the economy, funds have not been allocated to rebuild the Fire Station but it has been established by the Fire Board and Fire Chief as the District's second most important facilities and capital improvement project. Funds have been allocated to conduct a Phase 1 scoping and design of a significantly improved and larger facility which will be able to effectively serve the current and anticipated needs of the community for the next 75 years. Beverly Prior Architects located in San Francisco, California has been retained to conduct this work.

The plan area is also served respectively by Menlo Park Fire Stations 1, 3 and 4. Station 1 is located at 300 Middlefield Road in Menlo Park and is approximately 1.17 miles and 3 minutes away from the plan area, Station 3 is located at 32 Almendral Avenue in Atherton approximately 1.66 miles and 4 minutes away from the plan area and Station 4 is located at 3322 Alameda De Las Pulgas in Menlo Park approximately 2.22 miles and 6 minutes from the plan area.

Under target standards established within the San Mateo County Emergency Medical Services Joint Powers Agreement a time standard of 6.59 minutes has been established for closest medical first response unit and the proposed plan area would not be underserved based upon this standard.

Under Fire first response two standards are referenced within the Fire Community they consist of the Insurance Services Office (ISO) distance standards of 1.5 miles maximum travel distance for Fire Engines and 2.5 miles maximum travel distance for Aerial Ladder Trucks.

In addition the National Fire Protection Association (NFPA) Standard 1710 for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments 2010 edition identifies under section 4.1.2.1 that 240 seconds or less travel time for the arrival of first arriving engine company at a fire suppression incident and 480 seconds or less travel time for the deployment of an initial first alarm assignment at a fire suppression incident including an aerial ladder truck.

Again the proposed plan area does not appear to be underserved given the current distribution of existing resources but several variables do exist which create concerns for the Fire District specifically as it applies to aerial ladder truck response which are material to this plan and may create conditions which could lead to the area being underserved and create impacts to the plan given the 20 – 30 year proposed life span of the document.

Under the current configuration Truck One responds from Fire Station 1 located at 300 Middlefield Road approximately 1.97 miles and 5 minutes away from the farthest point of the plan area and well within the ISO and NFPA standard. However, if the location of the Truck was changed to Fire Station 2 located at 2290 University Avenue in East Palo Alto or Fire Station 77 located at 1467 Chilco Avenue in Menlo Park to accommodate and better serve other proposed development projects such as the Bohannon Gateway

Project and other development in Eastern Menlo Park the Fire District would not be able to adequately maintain acceptable life safety time or distance standards associated with the response of aerial ladder trucks under either standard within the plan area. Even if the District were to replace the existing Fire Engine at Fire Station 6 with an aerial ladder truck which has not been budgeted, the 1950's era fire station was not designed to accommodate a piece of equipment as large as an aerial ladder truck. While the Station is being designed to accommodate an aerial ladder truck, currently no funds are available or have been designated to rebuild the Fire Station due to the economic downturn.

Based upon the "Intensity" section of the plan on page E-20 and identified as section E.3.1, proposed and allowable building heights from 38 – 60 feet with set-backs of up to 20 feet and upper floor massing set-backs which use a 45 degree angle will create tactical operational challenges that can only be mitigated by an aerial ladder truck and essentially create "low rise" multi-story operational issues anytime a structure is over 3 stories in height or beyond the reach of 24 foot ground ladders carried on Fire Engines.

In addition, time delays associated with existing and proposed daily Cal-Train and proposed High Speed Rail schedules and plans along with time specific traffic congestion along the primary response route at El Camino Real and Ravenswood Avenue could further realistically extend response times for the existing resources responding from Fire Station 1 which consists of the 100 foot aerial ladder truck and Battalion Chief who typically serves as the Incident Commander for all Fire District related emergency incidents within the plan area.

The Fire District and the City of Menlo Park have recently agreed to equally fund the cost of a master plan and nexus study aimed at addressing the impacts of mid to high rise development within the City of Menlo Park associated with Aerial Ladder Truck need, proper distribution and potential cost recovery associated with impact fees that can only be authorized by the Menlo Park City Council.

The Fire District believes that this agreement should be referenced in the draft document under Section G.3 Key Actions to implement the specific plan on page B-15, G-14 and specifically page G-20 which lists potential funding sources and impact fees as a bullet point.

Impacts to emergency response and pedestrian safety within the proposed plan area do not appear to be adequately addressed to the satisfaction of the Fire District. For example, the modified "street scapes" appear to increase side walk area along Santa Cruz Avenue which is appealing but would emergency vehicles be able to safely negotiate existing traffic and have room to safely pass other motorists when responding to an emergency along this area? If additional or larger trees were added would the Fire District be able to access existing buildings roof area's with the aerial ladder truck?

Under the plans "Vision Goals" on page A-17 the 12 listed goals adopted by the City Council on July 15, 2008 are progressive and realistic but seem to be lacking one critical

element - Emergency Response, we would suggest adding this element which could say “To not adversely impact or interrupt critical emergency response to the community”.

Chapter G “Implementation” references the relationship of the draft plan to the Menlo Park General Plan on page G-3, specifically it states that under Government Code Section 65451, that a specific plan must include a statement of relationship of the specific plan to the General Plan. An element of cities General Plan is the Seismic Safety and Safety Element document developed in 1976.

While the plan document states “may of the goals and policies in the general plan documents remain relevant, although others may not reflect physical and economic changes in desired futures within the plan area”. The Fire District believes the Seismic Safety and Safety Element Document developed in 1976 is not adequate and I sent an e-mail on June 8, 2010 e-mail to City Manager Glen Rojas offering to “work with the City to update the Seismic Safety and Safety Information”.

Under the “Sustainability” section C-5 on page C-19 many relevant and valuable points are listed with the exception of a critical life safety and sustainability “green” device – Fire Sprinklers!

With over 100 years of available data on these devices which have been proven time after time to significantly reduce the effects of fire and average property loss from one-half to two-thirds in any kind of property where they are used, fire sprinklers preserve property, reduce and minimize the toxic and environmentally damaging affects of dangerous smoke by-products on the environment and most importantly save lives.

As witnessed in two recent “down town” Menlo Park fires in the proposed plan area on Santa Cruz Avenue, very similar fires one with a sprinkler system and the other without resulted in significantly more damage and loss being sustained by the non-sprinklered building than the building where sprinklers had been installed and what of business sustainability after a fire which is not referenced anywhere but is a very real and relevant issue.

Nearly 2/3 of the commercial down-town business District lacks sprinkler systems and this causes additional tactical and operational concerns as the plan proposes to “leverage” existing public-parking plazas with in-fill development or multi-story parking garages listed on page B-12 and other areas of the document that may create access and water supply challenges associated with tactical fire operations in non-sprinklered structures.

In relationship to a proper risk mitigation analysis, page B-11 references focusing higher density development in proximity to the Train Station and directly along the rail corridor. The Fire District fully supports this concept if the average speed of the trains is slowed to mitigate the additional risk created by placing high density populations in close proximity to existing rail lines or if the proposed High Speed Rail system is located in a trench or tunnel.

If the not, the Fire District would offer this word of caution to the City and in relationship to this plan, while rare, the potential for rail derailments always exists, speed mitigation and placement of potential High Speed Rail sub-surface will dramatically reduce the risk to the public especially since the proposed plan encourages placing “residential and public amenities, arranged in a compact manner, in close proximity to transit”.

As a sponsor of one of the Countries National Urban Search and Rescue Teams, the Fire District has trained and worked with other National Responders in our system that have experienced rail emergencies and derailments such as the Metro-Link incident in Southern California first hand. We also recently provided training to members of Japans Rescue Service who have also experienced similar incidents in densely populated urban environments in their country.

The Fire District would be interested in working with the City to establish a realistic risk analysis and management plan section that we would recommend be provided in conjunction with this plan. We are not opposed to the concept but it is our business to see this issue from the complex angle of emergency response. We have long been concerned by this concept perpetuated by Urban Planning which seems to not fully address the potential risk to the public based upon the potentially catastrophic results of a high speed transit incident.

Summary:

The development of the Specific Plan Area and resulting increase in the number of employees, customers, and potential residents would result in an incremental increase in calls for fire, medical and emergency services. The construction and operations of projects could affect the Menlo Park Fire Protection District’s (MPFPD) response times but more than likely would not require additional staff.

Based upon the cumulative affect of other proposed projects within the City as well as the overall potential presented within this plan over a 20 – 30 year time period, the Fire District may need to modify it’s existing emergency unit deployment plan and the location of it’s existing aerial ladder truck and replace an existing engine company at Fire Station 6 with a second aerial truck essentially placing these trucks on the eastern and western sides of the Fire District based upon the potential addition of low and high rise structures and additional density within the City.

Fire Station 6 located at 700 Oakgrove Avenue is located within the proposed plan area and is need of replacement. The Station was built in 1953 and no longer adequately meets the current and future needs of the Fire District or the community we serve. In 2008 the Fire District purchased additional property behind the Station in order to establish enough functional area to be used to support a new, modern, expanded, code compliant and environmental sensitive Fire Station but the economic downturn has postponed this project due to funding challenges. A new station is being designed to accommodate larger apparatus such as an aerial ladder truck. The proposed plan further solidifies the need for

the Fire District and the City to improve this existing hub Fire Station as a corner stone for adequate, timely and centrally located emergency response to the proposed plan area.

Finally, the current tentative agreement between the City and the Fire District to jointly fund a master plan and nexus study aimed at addressing the impacts of mid to high rise development specifically as it applies to the need for and the support of an additional aerial ladder truck and facility to house it should be used as a vehicle for improvement not only for the pending Gateway development but also this plan. The concept of developers who specifically build multi-story structures over three stories in height to pay their “fair share” of the costs to mitigate associated impacts on required changes to Fire District deployment and emergency apparatus configuration seems timely, needs to be included in the DEIR and move forward.

If you have any questions, please don't hesitate to contact me.

Thank You

Harold Schapelhouman, Fire Chief

Project	Address	Description	Development Level	Entitlement Status	Public Benefit Summary
1020 Alma St	1010-1026 Alma St	Demolition of existing commercial buildings and construction of new office development	Public Benefit Bonus	Approved	Public plazas; coffee pavillion (w/ commitment to operate); 2 public EV charging spaces; one-time payment of approx. \$236,000
1300 El Camino Real	1258-1300 El Camino Real, 550-580 Oak Grove Avenue, and 540-570 Derry Lane	Construction of a new mixed-use office, residential, and retail development	Public Benefit Bonus	Approved	\$2,100,000 contribution; 4 extra BMR units; 6 "workforce" units; dog park; sales tax guarantee; incubator/accelerator/co-working marketing
1400 El Camino Real	1400 El Camino Real	Construction of new 61-room hotel	Public Benefit Bonus	Approved	TOT (estimated in 2015 at \$445,000-\$756,000/year)
650 Live Oak Ave	650 Live Oak Ave	Demolition of commercial building and construction of new office-residential development	Public Benefit Bonus	Approved	2 full BMR units (vs. 0.53 required); public plaza
500 El Camino Real	300-550 El Camino Real	Construction of a new mixed-use office, residential, and retail development	Base	Approved	Funding for Middle Ave. crossing and Menlo Park Atherton Educational Foundation, additional BMR units, public plaza
949 El Camino Real	949 El Camino Real	Renovation of existing Guild Theatre cinema facility into a live entertainment venue	Public Benefit Bonus	Approved	Community use of facility for a discounted price
Marriott Residence Inn	555 Glenwood Avenue	Conversion of a senior citizens retirement living center to a 138-room limited-service, business-oriented hotel	Public Benefit Bonus	Approved	TOT (estimated in 2013 at \$669,000/year)

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STAFF REPORT

City Council Meeting Date: 5/14/2019
Staff Report Number: 19-099-CC

Informational Item: **City Council adopted 2019-20 priorities and work plan quarterly update**

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

Staff provides a periodic status report on the City Council's adopted priorities and work plan. The City Council may amend or adjust the adopted work plan at their discretion; however, the budget document reflects the originally adopted priorities and work plan.

Background

On March 5, the City Council adopted its 2019-20 priorities and work plan for the organization. The priorities and work plan are an annual exercise intended to set clear expectations of staff in the preparation of the budget for the upcoming fiscal year. Additionally, the City Council's designation of individual work efforts as "priorities" clarifies that staff may realign limited resources, strategically, to achieve the stated milestones for priority projects. For the 2019-20 priorities and work plan process, staff prepared projects-on-a-page (PoPs) to provide greater transparency around the scope and milestones for all items on the work plan.

Analysis

Attachment A transmits all updates to the City Council adopted priorities and work plan as of May 14. The city manager's proposed 2019-20 budget is substantially complete and incorporates all information known about the impact of adopted priorities and work plan on the City's budget. Attachment A includes updated PoPs. The following provides additional details on the work plan items that do not have a PoP.

Ref No. 14 – minimum wage policy. The City Council received a report requesting direction on the creation of a local minimum wage ordinance for most employers in the city's boundaries. The City Council provided guidance on the topic and staff is working to prepare a PoP and updated project-specific work plan. The item is scheduled to return to the City Council for approval and prioritization June 4.

Ref No. 15 – annexation procedure – West Menlo Triangle and Menlo Oaks. The study session for this date has moved to June 18 due to scheduling conflicts for the organizers in the unincorporated West Menlo Triangle neighborhood. The representatives of the unincorporated neighborhood of Menlo Oaks has also expressed interest in annexation into Menlo Park. Staff has added the neighborhood to the title of the work plan project.

Ref No. 17-19 – Due to movement in earlier study sessions as well as the addition of several unplanned

study sessions, reference numbers 17, 18, and 19 reflect the new study session dates.

Ref No. 20 – Middle Avenue Caltrain access, San Mateo bike bridge, Olive Street. The City Council referred this item to the Complete Streets Commission (CSC) for development of a PoP. The CSC prepared the PoP and staff will return June 4 to amend the adopted work plan if the City Council decides to add the PoP to the 2019-20 work plan at their May 14 meeting.

Ref No. 21 – Energy reach codes and carbon policy. Staff is preparing a draft PoP for this initiative and is awaiting results from the County of San Mateo’s cost-effectiveness study, expected in early June. Once the draft PoP is complete, staff will present the PoP to the Environmental Quality Commission (EQC.) The City Council will consider staff and the EQC’s recommendations to include the project on the 2019-20 work plan.

At this time, there is no action required by the City Council. Attachment B provides links to the City Council’s annual goal setting process and tracks changes to the adopted priorities and work plan.

Impact on City Resources

There is no impact on City Resources.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it 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 72 hours prior to the meeting.

Attachments

- A. City Council adopted 2019-20 priorities and work plan quarterly update, May 14
- B. Hyperlink – City Council goal setting landing page menlopark.org/1499/Goal-setting

Report prepared by:
Nick Pegueros, Assistant City Manager

2019-20 City Council Priorities and Work Plan			
May 14, 2019 update			
Ref #	Project	Lead Department	POP
1	2019 Top Priority: Transportation Master Plan	Public Works	Updated 4/30/19
2	2019 Top Priority: Chilco Street Improvement Project	Public Works	Updated 4/30/19
3	2019 Top Priority: Middle Avenue Pedestrian and Bicycle Rail Crossing	Public Works	Updated 4/30/19
4	2019 Top Priority: Heritage Tree Ordinance Update	City Manager's Office	Updated 5/09/19
5	2019 Top Priority: Belle Haven Branch Library	Library	Updated 5/09/19
6	Formation of a Transportation Management Association	Public Works	Updated 4/30/19
7	ECR/ Downtown Specific Plan Update	Community Development	Updated 4/25/19
8	Market Affordable Housing Preservation	Community Development	Updated 4/25/19
9	Short-term Rental Ordinance	Community Development	Updated 4/25/19
10	Single-Family Residential Design Review	Community Development	Updated 4/25/19
11	Develop and implement near-term downtown parking and access strategies	Community Development / Public Works	Updated 4/30/19
12	Zero Waste Implementation	City Manager's Office	
13	Implement IT Master Plan (Year 2; Land Management)	Administrative Services	
Ref #	Project	Lead Department	2019 Study Session (tentative)
14	Minimum Wage Policy	City Manager's Office	5/7/2019 - complete Preparing PoP
15	Annexation Procedure - West Menlo Triangle & Menlo Oaks	Public Works	5/21/2019 6/18/19
16	Update City Council procedures manual	City Manager's Office	6/4/2019
17	Equity in Education Joint Powers Authority	City Manager's Office	6/18/2019 8/27/19
18	Charter City Initiative	City Manager's Office	7/16/2019 9/10/19
19	Creation of Public Amenities Fund	Administrative Services	8/27/2019 9/24/19
Ref #	Initiative	Lead Department	Refer item to Commission
20	Middle Ave Caltrain access, San Mateo bike bridge, Olive	Public Works	Complete Streets - complete - PoP requires approval
21	Energy reach codes and carbon policy	City Manager's Office	Environmental Quality June 2019
22	Affordable housing	Community Development	Housing Commission

TRANSPORTATION MASTER PLAN

Public Works Department
701 Laurel St., Menlo Park, CA 94025
Kristiann Choy, Senior Transportation Engineer
kmchoy@menlopark.org
tel 650-330-6770



Project Summary

The Transportation Master Plan (TMP) and Transportation Impact Fee (TIF) Program is the highest priority program following the adoption of the ConnectMenlo General Plan Land Use and Circulation Elements in November 2016. The Circulation Element has seven goals and 86 policies and programs that establish the framework for the City's priorities related to multi-modal transportation. The Transportation Master Plan will build from the policy context of the Circulation Element to identify infrastructure projects and strategic programs, then prioritize them for implementation. The Transportation Impact Fee Program will assess the responsibility of new development to help fund the infrastructure projects identified in the Transportation Master Plan, and allow the City to update the Fee Program, which was last updated in 2009.

Key Project Activities and Timeline

1. Project Initiation (January to August 2017):

- Select consultant team and award contract
- Appoint 11-member Transportation Master Plan Oversight and Outreach Committee
- Initiate project

2. Develop Plan Goals (August 2017 to February 2018):

- Conduct community engagement reaching 1000 participants to provide input on goals and priorities
- Develop performance measures and prioritization criteria
- Review existing traffic data and collision history
- Identify four key focus corridors: Bayfront Expressway, Willow Road, El Camino Real, Sand Hill Road

3. Develop Recommendations and TMP (February 2018 to ~~ongoing~~ early 2020)

- Developed ~~ed~~ list and maps of projects
- Solicited ~~ed~~ feedback from TMP Oversight and Outreach Committee and Complete Streets Commission
- ~~Council approval of prioritization strategy on May 14, 2019 and P~~prioritize identified projects
- Prepare and adopt TMP

4. Update Transportation Impact Fee Program (February 2019 to ~~late-fall~~ 2019)

- Identify cost of planned future transportation improvements using project list developed for TMP
- Allocate responsibility of future transportation improvements to existing and new developments
- Establish updated fees for new development projects
- City Council ~~study session on May 14, 2019 and~~ approval of updated fee schedule and ordinance language ~~in fall 2019~~

~~This list of activities and timeline provides general next steps anticipated for the TMP and TIF Update. Staff is currently developing an update to the City Council expected in February 2019 to present a refined scope, schedule and budget to complete this project.~~

Related Existing Policies, Programs, Future Projects

Safe Routes to School, Transportation Demand Management, Transportation Management Association, General Plan Two-Year Review and Update, El Camino Real/Downtown Specific Plan Review and Update, Climate Action Plan, Development Agreements, Managers Mobility Partnership, Parks & Recreation Master Plan, Green Infrastructure Plan

Project Summary

Interdepartmental and community engagement throughout this process is vital to the development of a transportation master plan.

Project Team	Internal Stakeholders	Community Engagement
Kristiann Choy, Transportation Division, Project Lead Kevin Chen, Transportation Division Nikki Nagaya, Assistant Public Works Director W-Trans, Consultant	Sustainability Division, City Manager's Office Housing and Economic Development Division, Community Development Planning Division, Community Development Engineering Division, Public Works Maintenance Division, Public Works Police Department	Transportation Master Plan Oversight and Outreach Committee Complete Streets Commission Community (residents and businesses) Chamber of Commerce Transit Partners – SamTrans, Caltrain Caltrans

CHILCO STREET IMPROVEMENT PROJECT

Public Works Division
 701 Laurel St., Menlo Park, CA 94025
 Michael Fu, Associate Civil Engineer
 mgfu@menlopark.org
 tel 650-330-6706



Project Summary

Public Works is coordinating multimodal transportation and utility improvements along Chilco Street pursuant to the conditions of Facebook's Campus Expansion development. The project will span from Bayfront Expressway to Hamilton Avenue (just south of the rail crossing) and includes critical enhancements for public safety by implementing new infrastructure in the City right of way.

Specifically, the project provides measures to significantly improve pedestrian / bicycle connectivity, traffic calming, stormwater treatment, and streetscape. A detailed description of these key features is listed below:

Key Features:

- Separated sidewalk and bicycle paths to promote connectivity with the Belle Haven neighborhood
- New turn lanes and traffic signals / crosswalks to reduce vehicular congestion and promote safe access to Belle Haven and new development areas
- Landscape features to beautify the unimproved dirt area adjacent to the railroad
- Storm water treatment basins to promote clean runoff and alleviate historic flooding issues
- Street light fixtures to improve nighttime visibility

The project is tentatively scheduled for completion by third quarter of 2019 as summarized in the subsequent section.

Key Project Activities and Timeline

Prior Phases (2016 to late 2018):

- Constructed separated bicycle/pedestrian pathways along north side of Chilco Street between railroad and Constitution Drive.
- Completed utility upgrades.

Activity No. 1: Permit Review (~~In progress~~ April 2019)

- Review and finalized design plans
- City Council ~~approval~~ approved of designs on April 16, 2019

Activity No. 2: Permit issuance (~~tentative April 2019~~ early May 2019)

Activity No. 3: Construct Bayfront to Constitution intersection (tentative June 2019)

- Phase 1 of the project spans between Bayfront Expressway and Constitution Drive and includes adding new turn lanes, sidewalk installation, and signaling the intersection of Chilco Street and Constitution Drive.

Activity No. 4: Construct remaining improvements (tentative Q3 2019)

- Phase 2 of the project will entail construction of new turn lanes, sidewalk installation, bicycle facility enhancements on the south side of Chilco Street between Constitution Drive and Hamilton Avenue.

Related Existing Policies, Programs, Future Projects

Connect Menlo General Plan, Street Tree Plan, Transportation Master Plan, Green Infrastructure Plan, Current and Future Stormdrain Plan, Safe Routes to School Program, Belle Haven School Improvements along Chilco Street

Project Summary

Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:

Project team	Internal Stakeholders	Community Engagement
Theresa Avedian, Senior Civil Engineer Kristiann Choy, Senior Civil Transportation Engineer Michael Fu, Associate Civil Engineer Kevin Chen, Associate Civil Transportation Engineer	Justin Murphy, PW Director <u>Deputy City Manager</u> Chris Lamm, Assistant <u>Public Works</u> Director Nicole Nagaya, Assistant <u>Public Works</u> Director	Community (residents, with emphasis on Belle Haven residents) Complete Streets Commission Belle Haven Neighborhood Association

Facebook, Consultants and Contractors

Kyle Perata, ~~Acting~~ Principal Planner

Middle Avenue Pedestrian and Bicycle Rail Crossing

Public Works Department
 701 Laurel St., Menlo Park, CA 94025
 Angela Obeso, Senior Transportation Engineer
 tel 650-330-6739 | aobeso@menlopark.org



Project Summary

The Middle Avenue Pedestrian and Bicycle Crossing Project will provide a grade separated crossing through the Caltrain Railway, from El Camino Real to Alma Street at Middle Avenue to create a pedestrian and bicycle connection between east and west Menlo Park. The Project is critical to provide greater east-west connectivity, as El Camino Real, in addition to the Caltrain railroad tracks, are both a real and perceived barrier. Long crossing distances make traversing the street on foot inconvenient and this undercrossing would improve connectivity for neighborhoods on both sides of the Caltrain tracks with City amenities, and access to public transit and Downtown Menlo Park.

The current scope of work will result in the completion of the Preliminary Engineering (30% Plans, Specifications, and Estimate package) and Environmental Clearance phases of the project. Final PS&E and construction are not currently included in the scope of work or budget. The preliminary engineering phase will include community outreach that will determine the design of the crossing.

This project ~~must is being~~ coordinated with the City's Ravenswood Avenue Railroad Crossing study in determining if the rail tracks remain at their current elevation or raises to a higher profile. In order to achieve more efficient constructability, the project's schedule must align with Stanford's 500 El Camino Real development project, Middle Plaza, anticipated to be completed in 2022. Staff is also considering options to construct the undercrossing in two phases, with the first phase occurring as soon as fall 2019. Therefore, a timely decision on type of Ravenswood Avenue Railroad crossing is critical in maintaining the below timeline.

Key Project Activities and Timeline

Phase I- Project Planning (April 2017 to May 2017)

- Data Collection and Existing Conditions Report
- Begin Community Engagement

Phase II- Conceptual Designs (May 2017 to ~~June~~ July 2019*)

- Develop conceptual designs to present to community and stakeholders
- Evaluate ~~tion of~~ conceptual designs
- Continue community engagement
- Selection of preferred alternative and determine project construction methods and schedule
- Prepare 30% Plans, Specifications and Estimates (PS&E)

Phase III- Environmental Clearance and Documentation (June 2019 to December 2019)

- Complete environmental analyses
- Draft and Final IS/MNDA Addendum to El Camino Real/Downtown Specific Plan Environmental Impact Report

~~Phase IV- 30% Construction Documents (September 2019 to March 2020)~~

- ~~Prepare 30% Plans, Specifications and Estimates (PS&E)~~

*Schedule shown incorporates an approximate 12 month delay based on additional workload and staff vacancies occurring in late 2017 and 2018.

Related Existing Policies, Programs, Future Projects

El Camino Real/Downtown Specific Plan, General Plan, Transportation Master Plan, Safe Routes to School

Project Summary

Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:

Project Team

Internal Stakeholders

Community Engagement

<p>Morad Fakhrai, Senior Project Manager, Angela Obeso, Senior Transportation- Engineer, Rich Angulo, Assistant Engineer Peter DeStefano, AECOM, Project Manager</p>	<p>Justin Murphy, Public Works Director <u>Deputy City Manager</u> Mark Muenzer, Community Development Director Derek Schweigart, Community Services Director Nikki Nagaya, Assistant Public Works Director <u>Police Department and Menlo Park Fire Protection District</u></p>	<p>Community Meetings Complete Streets Commission Planning Commission Parks & Recreation Commission City Council Stanford's 500 El Camino Real <u>Middle Plaza</u> project team Ravenswood Avenue Railroad Crossing project team</p>
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HERITAGE TREE ORDINANCE UPDATE

City Manager's Office – Sustainability
 701 Laurel St., Menlo Park, CA 94025
 Rebecca Lucky, Sustainability Manager
 rlucky@menlopark.org
 tel 650-330-6765



Project summary

The City of Menlo Park is in the process of updating the Heritage Tree Ordinance. The ordinance regulates removal of trees on private and public property. Over the past several years, concerns arose with development-related appeals, unpermitted removals, and enforcement of tree replacements. As a result, the City Council included reviewing and updating the Heritage Tree Ordinance as part of their 2017 and 2018 work plans. The project is being led by the Sustainability Division of the City Manager's Office, and includes collaboration across various city departments and community stakeholders.

The desired outcome of the ordinance update is to ensure a significant and thriving population of large healthy trees in Menlo Park for public enjoyment and environmental sustainability while balancing property rights and implementation efficiency. The ordinance update will evaluate current issues and successes related to the ordinance and explore options based on evidence and best practices from other communities to achieve the desired outcome.

Key project activities and timeline

Activity No. 1: Project Planning and Data Evaluation (Spring 2018 to Fall 2018)

- Project plan and schedule with consultant
- Formation of a community taskforce
- Data and evidence collection (Menlo Park and other communities)

Activity No. 2: Policy Options Analysis (Fall 2018 to Summer 2019)

- Complete policy options analysis
- Review and recommendation by taskforce and applicable commissions
- City Council study session on preferred option

Activity No. 3: Draft Ordinance and Adoption (Summer 2019 to Winter 2019)

- Refine preferred option and draft ordinance update
- Community wide engagement of draft ordinance
- Final policy review and recommendation by taskforce and applicable commissions
- City Council adoption

Activity No. 4: Implementation Roll-out (January to July 2020)

- Implementation plan, education materials, revisions to standard operating procedures and forms

Related existing policies, programs, future projects

Urban Forest Master Plan, Climate Action Plan, Street Tree Master Plan

Key people

Interdepartmental and community engagement throughout this process is vital to the meaningful update and the successful implementation of this ordinance.

Project team	Internal stakeholders	Community Task Force
Rebecca Lucky, Sustainability Manager, Candise Almendral, Project Contractor Gordon Mann, CalTLC Project Contractor Christian Bonner, City Arborist Deanne Ecklund, Contract Arborist Thomas Rogers, Principal Planner Ivan Toews, Engineering Technician I AddieRose Mayer, PCRC, Project Contract Facilitator	Bill McClure, City Attorney Ren LaFrance , Assistant Community Development Director Brian Henry, Public Works Superintendent	Catherine M. Carlton, City Council Sally Cole, Resident, experience with appeals Drew Combs, Planning Commission <u>City Councilmember</u> Jen Judas, Resident Kimberly LeMieux, Developer Tom LeMieux, Developer/Real Estate Scott Marshall, Environmental Quality Commission Catherine Martineau, Environmental Non-profit Carolyn Ordonez, Landscape Architect Horace Nash, Resident, experience with appeals Sally Sammut Johnson, Resident, experience with permit and appeals

BELLE HAVEN BRANCH LIBRARY PROJECT

Library Department - Administration
 800 Alma St., Menlo Park, CA 94025
 Sean S. Reinhart, ~~Interim Director of~~ Library Services Director
 tel 650-330-2510 | email ssreinhart@menlopark.org



Project Summary

Description. The Belle Haven Branch Library project is the first and highest-priority component of the overall Library System Improvements Project which contains ~~three~~two major components:

- Priority 1: New Belle Haven Branch Library. Develop and implement a comprehensive plan to design, finance, construct and operate a new public library facility to replace the Belle Haven Branch Library currently located on the Belle Haven School campus.
- Priority 2: Overall library system improvements. Identify and overall improvements to current library systems, facilities, services and operations to ensure the continuous provision of high-quality, modern and safe library facilities for Menlo Park residents pending the development of new facilities.

Process. The Belle Haven Branch Library project is being implemented at City Council's direction with advice and recommendations from the Library Commission, and incorporates broad-based community input, current and relevant data, expert consultation, financing options and mechanisms including potential public-private partnerships, best practices and future trends in municipal library services, and Menlo Park community needs in all aspects of the project.

Purpose and Goals. Multiple studies have concluded that the current Belle Haven Branch Library facility is insufficient to meet community needs now and into the future, and should be replaced. The project's primary goal is to design, finance, and construct a new branch library facility to replace the existing Belle Haven Branch Library.

Key Project Activities and Timeline **** All dates are tentative/ proposed and are subject to change ****

Phase I – Initial Study, Assessment, and Community Input (January 2017 to April 2019)

- *Belle Haven Neighborhood Library Needs Assessment: June 2018 – completed*
- *Belle Haven Library Space Needs Study: March 2019 – in progress*

Phase II – ~~Preliminary~~ Conceptual Design (June 2019 to June 2020)

- *Issue RFP/ RFQ and award contract for architectural design services – Belle Haven Branch Library – June 2019*
- *Initiate ~~preliminary~~ conceptual design including site options and preliminary cost estimates, using broad-based community and public engagement: September 2019*
- *Develop potential financing options and mechanisms including potential public/private partnerships: December 2019*

Phase III – Design Development and Financing (January 2020 to December 2021)

- *City Council evaluate and identify construction financing options: January 2020*
- *Undertake and complete schematic and final design work using broad-based community and public engagement: April 2020 to February 2022*

Phase IV – Construction (April 2021 – August 2025)

- *Advertise for bids and award contracts for facility construction: April 2022*
- *Undertake and complete construction and commissioning work: August 2022 to August 2025*

Phase V – Operations and Certifications (August 2025 and forward)

- *Initiate operations in new facility: August 2025*
- *Secure and maintain appropriate and desired building certifications and/or awards, i.e. LEED, Net Zero Energy, architectural awards, etc.*

Related Existing Policies, Programs, Future Projects

Menlo Park Library Strategic Plan 2019-2020 Update; Library Commission Two-Year Work Plan 2019-2020; Operational and Administrative Review of the Library Department, 2015; Belle Haven Neighborhood Library Needs Assessment, 2018; Belle Haven Library Space Needs Study, 2019.

Project Summary

Project Team	Internal Stakeholders	Community Stakeholders / Partners
Sean Reinhart, Interim Library Services Director Nick Szegda, Assistant Library Services Director Morad Fakhrai, Senior Project Manager (PW) Noll & Tam Architects	Justin Murphy, Public Works Director <u>Deputy City Manager</u> Derek Schweigart, Community Services Director Lenka Diaz, Administrative Services Director Library Department staff team Library volunteer corps	Library patrons and community members Library Commission Menlo Park Library Foundation Current/ former BHNLC members Private sector partners

FORMATION OF A TRANSPORTATION MANAGEMENT ASSOCIATION

Public Works Department
 701 Laurel St., Menlo Park, CA 94025
 Nicholas Yee, Transportation Demand Management Coordinator
 ngyee@menlopark.org
 tel 650-330-6754



Project Summary

The City of Menlo Park is exploring the feasibility of forming a Transportation Management Association (TMA). The primary goal of a TMA is to collaborate and pool resources together between businesses and organizations to reduce the impacts of commuter congestion and greenhouse gases for a more livable and sustainable community. A TMA can provide bulk transit passes at a lower cost, shuttle services to multiple employers, and biking/walking incentives. The first step in forming a TMA involves undertaking an options analysis to determine which type of TMA will fit the needs and aspirations of the community. Four options plus a no change option will be evaluated: large businesses; small businesses; citywide; and sub-regional. Establishing a TMA will provide cost effective, convenient, and greater opportunities for all Menlo Park commuters to access alternatives to driving alone.

Key Project Activities and Timeline

Activity No. 1 (February 2018 to Spring 2019):

- Gathered initial feedback from City Council and target stakeholders (Bohannon, Facebook, Tarlton)
- Gathered feedback, gauge community interest, and hire consultant to conduct TMA options analysis
- Reached out to regional cities to begin talks of partnerships and alliances
- Initiated consultant services; request for proposal released on April 18, 2019

Activity No. 2 (Spring 2019 to Summer 2020):

- Citywide survey of commuter habits by Consultant
- Focus groups with large, small businesses, other stakeholders to chart milestones and updates
- Coordinate with Manzanita Talks, sub-regional TMA exploration effort led by Joint Venture Silicon Valley
- Options analysis completed by Consultant and presented to City Council at a study session
- City Council selects option to pursue

Activity No. 3 (2020)

- Wider community engagement on preferred City Council option
- Refine option based on communitywide feedback and further needed analysis
- City Council action to initiate establishment of a TMA
- Develop implementation and monitoring plan

Activity No. 4 (2021-2022)

- Establish TMA, then begin transitioning TMA into an independent entity, with minimal advisement from the City
- Monitor and report progress to City Council and make changes when applicable

Related Existing Policies, Programs, Future Projects

City of Menlo Park Bike Share, Development Agreements, Managers Mobility Partnership, Parks & Rec Master Plan, Safe Routes to School, Transportation Demand Management, Transportation Master Plan

Project Summary

Interdepartmental and community engagement throughout this process is vital to the establishment and the successful implementation of a transportation management association.

Project Team	School and District Employer Partners	Community Stakeholders and Partner Agencies
Nicholas Yee, Transportation Division, Project Lead Rebecca Lucky, Sustainability Division, Sustainability Manager Kyle Perata, Planning Division, Senior Principal Planner Tom Smith, Planning Division, Associate Planner	Bohannon Companies Downtown businesses Facebook, Inc. Greenheart Land Company Small businesses SRI International Stanford University Sobrato Organization Tarlton Properties, Inc.	Chamber of Commerce Complete Streets Commission Commute.org Environmental Quality Commission Home/property owners Managers Mobility Partnership Mountain View, Palo Alto TMAs Real Estate Developers Redwood City TMA (Future)

Michael Noce, Housing and Economic Development Division, Management Analyst Consultant, TBD	VA Palo Alto Health Care System	Regional Cities School Districts (Four in Menlo Park)
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EL CAMINO REAL/DOWNTOWN SPECIFIC PLAN UPDATE

Community Development – Planning
 701 Laurel St., Menlo Park, CA 94025
 Corinna Sandmeier, Senior Planner
 Deanna Chow, Assistant Community Development Director/Planning
 tel 650-330-6726 | email cdsandmeier@menlopark.org



Project Summary		
<p>In 2012 the City Council unanimously approved the El Camino Real/Downtown Specific Plan. The initial implementation of the Ongoing Review requirement occurred in 2013 and the Planning Commission and City Council directed staff to prepare formal amendments on several topics, which were adopted in 2014. In 2015, staff presented the second biennial review and received direction from the Council on further changes to the Specific Plan. Although work has begun on drafting those revisions, the work has been delayed due to staffing resources and other project priorities. In late 2017 and into early 2018, the City Council asked staff to bring any potential plan amendments to the Planning Commission, Environmental Quality Commission, Complete Streets Commission and Housing Commission for their review prior to returning to the City Council for a discussion on larger policy issues such as increasing the commercial and residential development caps (the commercial/non-residential cap has almost exceeded its limit). City Council also directed staff to receive feedback from the local school districts and the Menlo Park Fire Protection District regarding the potential amendments to the Plan and have since received their input. Future topics for consideration include potential entertainment uses, mixed-use parking structures (addressed in a separate document), increased building heights, density and floor area ratios, enhanced sustainability standards, and fostering additional retail development.</p> <p>The desired project outcome is to ensure that the Specific Plan continues to reflect the core principles of the plan and values of the community, and guides attractive, vibrant and appropriate development along the El Camino Real Corridor and in Downtown. Depending on the desired changes to the Plan, significant staff resources as well as consultant services (e.g. design, environmental, and legal as the City Attorney has a conflict of interest) will be required.</p>		
Key Project Activities and Timeline		
<p><u>Phase I - Project Planning (1st – 2nd quarter 2019/March 2019)</u></p> <ul style="list-style-type: none"> • Conduct City Council review and receive direction on proposed amendments • <u>Tentatively scheduled for the City Council conducted a meeting on</u> -March 12, 2019-<u>City Council meeting</u> • <u>Info item tentatively scheduled for May 14</u> <p><u>Phase II – (3rd Quarter 2019)</u></p> <ul style="list-style-type: none"> • <u>City Council meeting to provide direction on Specific Plan changes</u> <p><u>Phase III - (4th 2nd Quarter 2019)</u></p> <ul style="list-style-type: none"> • <u>Assuming City Council direction to update/revise plan, staff would return during this timeframe to discuss a project scope, budget, timeline and additional resource allocation (Consultants/Possible RFP)</u> • <u>Initiate community outreach and commence likely environmental review</u> <p><u>Phase III – (3rd-4th Quarter 2019)</u></p> <ul style="list-style-type: none"> • <u>Initiate community outreach and commence likely environmental review</u> 		
Related Existing Policies, Programs, Future Projects		
General Plan, Zoning Ordinance, Green Building Ordinance, Climate Action Plan		
Project Summary		
Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key individuals:		
Project Team	Internal Stakeholders	Community Engagement

<p>Corinna Sandmeier, Senior Planner Deanna Chow, Asst. Community Development Director <u>Rhonda Coffman</u>, Deputy Community Development Director (TBD) Consultant Team Goldfard & Lipman, Consulting City Attorney</p>	<p>Mark Muenzer, Community Development Director Nikki Nagaya, Asst. Public Works Director Thomas Rogers, Principal Planner Rebecca Lucky, Sustainability Manager</p>	<p>City Council Subcommittee Advisory Committee - TBD</p>
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MARKET AFFORDABLE HOUSING PRESERVATION

Community Development – Housing and Economic Development
701 Laurel St., Menlo Park, CA 94025

Mark Muenzer, Community Development Director

Rhonda Coffman, Deputy Community Development Director (TBD)

tel 650-330-6614709 | email memuenzer|rcoffman@menlopark.org



Project Summary

On January 10, 2017, the City Council held a study session and considered 15 enhanced housing policies to address the local housing crisis. Staff presented potential policies that have been commonly used or considered in other cities and at that time, the City Council referred these to the Housing Commission. One of the proposals included updates to the BMR Guidelines and BMR agreements to encourage or provide for partnerships between the City and nonprofit housing developers to leverage BMR funding for the purchase, deed restriction and preservation of market affordable housing units. This would ensure that tenancy is restricted to occupants who qualify for affordable housing.

The Housing Commission also recommended looking at the possibility of a provision for “tenants first right of refusal” and including these types of projects in future Notice of Funding Availability (NOFA) publications, similar to what is done in Oakland and San Francisco.

Key Project Activities and Timeline

Phase I – Project scoping and data collection (1st-2nd Quarter 2019)

- Determine the scope of the project ~~and contact community stakeholders~~
- Evaluate current ~~market and evaluate potential feasibility with potential nonprofit housing organizations and other financial and real estate professionals housing stock to gauge potential financial feasibility~~
- ~~Hold community meetings~~

Phase II - (2nd - 3rd Quarter 2019)

- ~~Gather data on existing units and identify the potential nonprofit housing partners~~
- ~~Conduct outreach to community stakeholders and hold community meetings as necessary~~

Phase III - (4th Quarter 2019)

- ~~If determined feasible, recommend a P~~ proposed draft ordinance for City Council consideration

Related Existing Policies, Programs, Future Projects

BMR Guidelines, Nexus Fee Study

Project Summary

Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:

Project Team	Internal Stakeholders	Community Engagement
<p><u>Rhonda Coffman</u>, Deputy Community Development Director (TBD) Mike Noce, Management Analyst II City Attorney's Office</p>	<p>Mark Muenzer, Community Development Director Lenka Diaz, Administrative Services Director <u>Deanna Chow, Assistant Community Development Director</u> Dan Jacobson, Finance and Budget Manager</p>	<p>Landlords Tenants Nonprofit housing developers Real estate brokers and agents Housing organizations and social service organizations</p>

SHORT-TERM RENTAL ORDINANCE

Community Development – Housing and Economic Development
701 Laurel St., Menlo Park, CA 94025

~~Mark Muenzer, Community Development Director~~

~~Rhonda Coffman, Deputy Community Development Director (TBD)~~

tel 650-330-6709614 | email ~~memuenzer|rcoffman~~@menlopark.org



Project Summary

On January 10, 2017, the City Council held a study session and considered 15 enhanced housing policies to address the local housing crisis. Staff presented potential policies that have been commonly used or considered in other cities and at that time, the City Council referred these to the Housing Commission. One of the proposals included adoption of an ordinance to regulate short-term lodging/vacation rentals. A short term residential rental typically refers to:

- a furnished dwelling unit or a furnished bedroom in a dwelling unit
- rented for a short duration such as one night or one week
- almost always for 30 days or less.

In some cases, operators could be renting out a couch or air mattress, while in other cases they may be renting out multiple rooms within a dwelling to different people. Common names used for these rentals include vacation home rental, short-term vacation rental, short-term rental (STR), executive suites and apartment hotel. They are often advertised online or through apps such as AirBnB or VRBO. Short-term rentals generally accommodate visitors or temporary residents as opposed to permanent residents. They are different from hotels in that they usually occur in buildings designed and approved for residential purposes.

In Menlo Park, current estimates put the number of short-term rentals at between 250-500 units. The policy decisions have both housing and revenue implications and the issue needs to be reviewed comprehensively with extensive public outreach and input from community stakeholders.

Key Project Activities and Timeline

Phase I – Project scoping and data collection (1st-2nd Quarter 2019)

- Determine the scope of the project ~~and contact community stakeholders~~
- ~~Gather data on existing units (residence and building type, operator presence, length of each stay, number of total stays, transient occupancy tax and business license requirements, zoning considerations, etc.)~~
- ~~Agree on a shared definition of what is a short-term rental and what potential impacts to consider in any regulation~~
- ~~Hold community meetings~~

Phase II - (2nd - 3rd Quarter 2019)

- ~~Gather data on existing units (residence and building type, operator presence, length of each stay, number of total stays, transient occupancy tax and business license requirements, zoning considerations, etc.)~~
- ~~Draft a definition for short-term rentals and identify potential impacts to consider in any regulation~~
- ~~Conduct outreach to community stakeholders to encourage input during Housing Commission meetings~~
- ~~Prepare draft ordinance terms~~

Phase III - (4th Quarter 2019)

- ~~Propose~~ draft ordinance for City Council consideration

Related Existing Policies, Programs, Future Projects

Business license, transient occupancy tax collection

Project Summary

Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:

Project Team

Internal Stakeholders

Community Engagement

<p><u>Rhonda Coffman</u>, Deputy Community Development Director (TBD) Mike Noce, Management Analyst II Dan Jacobson, Finance and Budget Manager Kristen Middleton, Management Analyst II City Attorney's Office <u>Consultants</u></p>	<p>Nick Pegueros, Assistant City Manager Lenka Diaz, Administrative Services Director Mark Muenzer, Community Development Director Dave Bertini, Police Chief <u>Deanna Chow, Assistant Community Development Director</u></p>	<p>Landlords Hotel operators Chamber of Commerce Multifamily housing operators (Anton Menlo, Elan Menlo, etc.) Housing organizations and home-sharing providers Short-term lodging companies (Airbnb, VRBO, HomeAway, etc.) Consumer protection agency/organizations</p>
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SINGLE-FAMILY RESIDENTIAL DESIGN REVIEW

Community Development – Planning
 701 Laurel St., Menlo Park, CA 94025
 Deanna Chow, Assistant Community Development Director/Planning
 tel 650-330-6733 | email dmchow@menlopark.org



Project Summary		
<p>The current Zoning Ordinance identifies the various triggers for single-family residential review, and differentiates between standard and non-standard lots as well as conforming and nonconforming structures. This project would evaluate and update the Zoning Ordinance requirements for single-family residential developments. The potential creation of new design guidelines to create a more predictable and expeditious process while providing a method for encouraging high-quality design in new and renovated/expanded residences could be a component of the updated standards. This project has been identified on the Council's work plan during the past several years. Due to competing priorities and staffing resources, work has yet to commence.</p>		
Key Project Activities and Timeline		
<p><u>Phase I - Project Planning (4th Quarter 2019)</u></p> <ul style="list-style-type: none"> Conduct joint Planning Commission and City Council Study Session to receive input and direction on scope of work <p><u>Phase II- (1st-2nd Quarter 2020)</u></p> <ul style="list-style-type: none"> Prepare project scope, budget and timeline for review and approval by the Council <p><u>Phase III- (2nd-3rd Quarter 2020)</u></p> <ul style="list-style-type: none"> Initiate community outreach 		
Related Existing Policies, Programs, Future Projects		
Zoning Ordinance, General Plan		
Project Summary		
<p>Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:</p>		
Project Team	Internal Stakeholders	Community Engagement
<p>Planning Division Consultant Team</p>	<p><u>Building Division</u> <u>Mark Muenzer, Community Development Director</u> <u>Rhonda Coffman, Deputy Community Development Director/Housing</u> <u>Housing Division</u> <u>Assistant Community Development Director/Building</u> Engineering Division Sustainability Division City Attorney's Office</p>	<p>City Council Subcommittee Advisory Committee Single-Family Residential Property <u>Owners</u></p>

DEVELOP AND IMPLEMENT NEAR-TERM DOWNTOWN PARKING AND ACCESS STRATEGIES

Public Works Department
 701 Laurel St., Menlo Park, CA 94025
 Nikki Nagaya, Assistant Public Works Director - Transportation
 nhnagaya@menlopark.org
 tel 650-330-6770



Project Summary		
<p>The City has received an increasing amount of feedback noting the lack of available parking during peak time periods since time limits were extended in 2015 and on-street parking was removed on Oak Grove Avenue and University Drive near downtown in 2017. The purpose of this project is to evaluate the current occupancy levels of the downtown parking plazas and on-street parking, identify strategies to improve a customer’s parking experience downtown, and advance near-term strategies for implementation. Strategies that may be explored include, but are not limited to, reversion to two-hour free parking limits, expansion of paid-parking options (e.g., to all off-street parking plazas), identification of off-site parking for employees downtown, modifications to the permit parking program, and consideration of new and/or emerging technologies to simplify a user’s experience. This effort will be closely coordinated with the efforts to consider a parking structure downtown, as well as consideration of undergrounding utilities and renovations to parking plazas 7 and 8.</p>		
Key Project Activities and Timeline		
<p><u>1. Evaluate Historical and Current Data (Spring/summer 2019):</u></p> <ul style="list-style-type: none"> • Initiate consultant services • Review historical parking occupancy data collected in 2015 (pre- and post-time limit changes) and 2017 (pre- and post-installation of Oak Grove, University, Crane Bicycle Improvement project) • Collect and evaluate current (spring 2019) parking occupancy data <p><u>2. Review and Adopt Downtown Parking Goals (Late sSummer 2019):</u></p> <ul style="list-style-type: none"> • Host City Council study session to review adopted downtown parking measures of effectiveness established in November 2015 and consider any necessary revisions • Outline proposed scope of work, including engagement strategy, and schedule for next steps <p><u>3. Develop Strategy, Recommendations and Implementation Plan (Fall 2019):</u></p> <ul style="list-style-type: none"> • Identify scope of possible modifications, timeline for implementation, and funding needs • Review and recommendation of strategy and implementation plan by Complete Streets and Planning Commissions • Review and approval of strategy and implementation plan by City Council 		
Related Existing Policies, Programs, Future Projects		
<p>Transportation Demand Management, Transportation Management Association, El Camino Real/Downtown Specific Plan Review and Update, Climate Action Plan, Green Infrastructure Plan, Downtown Parking Structure Study, Downtown Parking Utility Underground, and Parking Plaza 7 and 8 Renovations</p>		
Project Summary		
<p>Interdepartmental and community engagement throughout this process is vital to the development of a transportation master plan.</p>		
Project Team	Internal Stakeholders	Community Engagement
<p>Transportation staff, TBD Nikki Nagaya, Assistant Public Works Director Consultant, TBD</p>	<p>Police Department Housing and Economic Development Division, Community Development Planning Division, Community Development Engineering & Maintenance Divisions, Public Works</p>	<p>Complete Streets Commission Planning Commission Community (residents and businesses) Chamber of Commerce</p>

Zero Waste Implementation

City Manager's Office– Sustainability
 701 Laurel St., Menlo Park, CA 94025
 Rebecca Lucky, Sustainability Manager
 tel 650-330-6768 | email [rlucky@menlopark.org]



Project Summary

The City Council adopted a Zero Waste Plan in 2017, which includes an ambitious goal to achieve zero waste by 2035. Implementation involves addressing two areas of waste management: (1) reducing waste that is generated in the community and (2) reducing waste that is sent to the landfill through increased recycling and composting. Waste is already a complex and challenging issue to manage from the generation to final disposal. It involves infrastructure, contracts and multiple stakeholders to process/dispose, community values, and behavioral compliance. While it is one of the most difficult environmental areas to regulate, it is one area where local government has the most leverage for improving environmental sustainability. *The desired outcome of this project is to deliver various programs and policies that will achieve the zero waste goal set by City Council by 2035.*

It will take 16 years and likely much longer for the City to achieve this goal with current staff capacity. There is no dedicated staff position for zero waste. Only one to two projects or programs can realistically be evaluated per year, and those projects take an additional one to two years to implement, delaying working on new zero waste initiatives.

Key Project Activities and Timeline

Given that this is a project over a 16 years, requiring capacity to not only develop policy but to administer policy and programs afterwards, the following benchmarks need to be achieved:

- 70% diversion from landfill AND 5.0 pounds of waste generated per person/employee per day (PPD) by 2023.
- 75% diversion AND 4.0 PPD by 2026.
- 80% diversion AND 3.5 PPD by 2029.
- 85% diversion AND 2.0 PPD by 2032.
- 90% diversion AND 0.5 PPD by 2035.

2019-2021 Plan Activities

- Establishing zero waste rules and enforcement for new development in the Bayfront Neighborhood
- Installation and conversion of drinking fountains to hydration stations throughout the city to reduce single use beverage containers by promoting reusable bottles.
- City Environmental Purchasing Policy
- Achieving Zero Waste at City Hall

2021-2023 Planned Activities

- Achieving zero waste at all city facilities through (Environmental Purchasing Policy, providing infrastructure, changing building occupant, users, and janitorial behavioural practices)
- Extending the zero waste rules and compliance in the Bayfront Neighborhood to existing and new development citywide through updates to the Solid Waste Ordinance and Construction and Demolition Ordinance

2023-2025 Planned Activities

- Requiring all events in the city to be Zero Waste
- New policy and program for take-out food ware to reduce or increase preferable recycling

Related Existing Policies, Programs, Future Projects

Climate Action Plan, Zero Waste Plan, Solid Waste Ordinance, Construction and Demolition Ordinance, California Building Codes, Franchise Agreement with Recology

Project Summary

Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:

Project Team	Internal Stakeholders	Community Engagement
Led by the Sustainability Office, but implemented by multiple departments and divisions	Community Development Department Community Services Department Public Works Department Police Department Human Resourced Department	Community (businesses and residents) South Bayside Waste Management Authority (SBWMA/Rethink Waste) Recology Chamber of Commerce

INFORMATION TECHNOLOGY MASTER PLAN

Administrative Services – Information Technology
 701 Laurel St., Menlo Park, CA 94025
 Gene Garces, Information Technology Manager
 ggarces@menlopark.org
 tel 650-330-6675



Project Summary

The City Council's 2015 and 2016 Work Plan identified a significant need to develop a comprehensive Information Technology Master Plan (ITMP) to serve as a multi-year road map for the development, implementation and utilization of technology in a coordinated effort organization-wide. Working with consultants, the ITMP identified dozens of key technology initiatives and an approximation of their capital and additional staffing resource costs. These initiatives range from improvements in the areas of network and systems infrastructure to critical business systems applications.

The desired outcome with the implementation of the ITMP is to improve the City's overall technology posture thereby allowing staff to deliver modern and more efficient public services to the community. Not only will city staff benefit from efficiencies created with upgraded technology systems, but public services are enhanced by offering more self-service, transparent, online access to various city services and information. As technology continually evolves, the ITMP will adapt not only to technology changes, but to city business and community needs as well.

Key Project Activities and Timeline

Activity No. 1: Network and System Infrastructure Enhancements (Winter 2017 to Winter 2020)

- Upgrade internal and external networking components and services
- Introduce systems and network operations and monitoring platforms
- Upgrade applications, database and security management platforms

Activity No. 2: Land Management System Replacement (Fall 2018 to Fall 2019)

- Work with vendor and consultants on business analysis and needs assessment
- Initiate application configuration, testing and systems integration
- Application training for staff and system launch

Activity No. 3: GIS Enterprise Upgrade (Winter 2018 to Fall 2019)

- Redesign existing ESRI GIS systems environment
- Configure new enterprise application features and functionality
- Create and rollout enhance GIS-related services to staff and the community

Activity No. 4: Operations and Asset Management System Implementation (February 2019 to July 2019)

- Work with vendor on business analysis and needs assessment
- Initiate application configuration, testing and systems integration
- Application training for staff and system launch

Activity No. 5: Electronic Document Management System Software Selection (Fall 2019 to Spring 2020)

- Work with department staff on needs assessment and application requirements
- Reach out to other cities or agencies for best-in-class product recommendations
- Work with product and service vendors on preliminary product evaluation
- Present to Council findings and staff recommendations

Related Existing Policies, Programs, Future Projects

Online permitting; operations and asset management; Water and Storm Water Master Plans; data transparency initiative; records retention policy; and technology-related policies

Key people

Interdepartmental and community engagement throughout this process is vital to the meaningful and successful execution of this project. An initial assessment of the project has identified the following key people:

Project team	Internal stakeholders	Community Engagement
Lead and supervisory Information Technology Division staff will coordinate work with project-relevant department staff, and bring consultants and vendors in as needed	City Department Directors City Manager City Attorney	City Information Technology staff will assist as needed with communication to the community on changes that affect their use of City services.



STAFF REPORT

City Council

Meeting Date:

5/14/2019

Staff Report Number:

19-094-CC

Informational Item:

Little free library pilot incentive program update

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

The little free library pilot incentive program is included in the Library Commission's two-year work plan.

Background

Little free libraries (LFL's) are "take a book, return a book" free book exchanges popularized by the nonprofit organization Little Free Library. LFL's typically take the form of a small wooden box of books mounted on a post in front of a home or business where passerby can easily access the books. The vast majority of LFL's are installed on private property and maintained by sponsoring community members whom Little Free Library refers to as "stewards."

Studies have consistently shown that young children who have access to books in the home achieve markedly higher literacy levels later in life. According to the Children's Literacy Foundation, 61 percent of low-income families do not have age-appropriate books in their homes. Increasing access to books and encouraging a lifelong love of reading, especially among children, are core values of Menlo Park library.

Various community stakeholders, including residents and members of the Library and Parks and Recreation Commissions have expressed interest in increasing access to books throughout Menlo Park and especially where there is need for additional literacy supports for children, including by providing incentives for the installation of LFL's throughout the community.

At its November 19, 2018 regular meeting¹, the Library Commission voted to recommend implementation of the LFL's pilot incentive program. The incentive program is designed encourage Menlo Park residents to install and maintain LFL's on their properties by providing financial incentives (mini-grants) that will cover 100 percent of the up-front installation costs at no charge to the resident. In exchange, participating residents are required sign a written pledge to keep the LFL on their property, curate the LFL's collection of books, and keep the LFL in good condition.

At its December 17, 2018 regular meeting², the Library Commission voted to recommend the program's application eligibility and selection criteria.

¹ Hyperlink: https://www.menlopark.org/AgendaCenter/ViewFile/Agenda/_11192018-3185

² Hyperlink: https://www.menlopark.org/DocumentCenter/View/20296/Staff-report_LC_2018-12-17_selection_criteria_little-free-libraries

The Menlo Park Library Foundation and Friends of Menlo Park Library nonprofit organizations donated \$5,000 each (\$10,000 total) to support the incentive program. This provided sufficient funding to acquire approximately 20-25 LFL boxes and carry out the program.

Analysis

The pilot incentive program began accepting applications from Menlo Park residents in January. A total of 25 eligible applications were received. Because sufficient funding was available from the Menlo Park Library Foundation and Friends of Menlo Park Library donations, all 25 applicants were selected for participation in the program. All participants are Menlo Park residents. One participant voluntarily withdrew from the program after the selections were announced. The 24 remaining participants are spread evenly throughout Menlo Park, as shown in the map in Attachment A.

A brief welcome and orientation luncheon for program participants will be held at 11 a.m. Saturday, May 18, at the main library. City Council members are welcomed and encouraged to attend the luncheon and meet the program participants. The event will include a “ribbon-cutting” of a demonstration LFL box and group photo.

The LFL boxes will be installed in front of the 24 participants’ homes by the public works department in late May and early June.

Impact on City Resources

There is no substantive impact to City resources related to this program’s activities. The Menlo Park Library Foundation and Friends of Menlo Park Library nonprofit organizations donated \$5,000 each (\$10,000 total) which provided sufficient funding to acquire the LFL boxes and carry out the incentive program.

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15061(b)(3) as it is a minor 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 72 hours prior to the meeting.

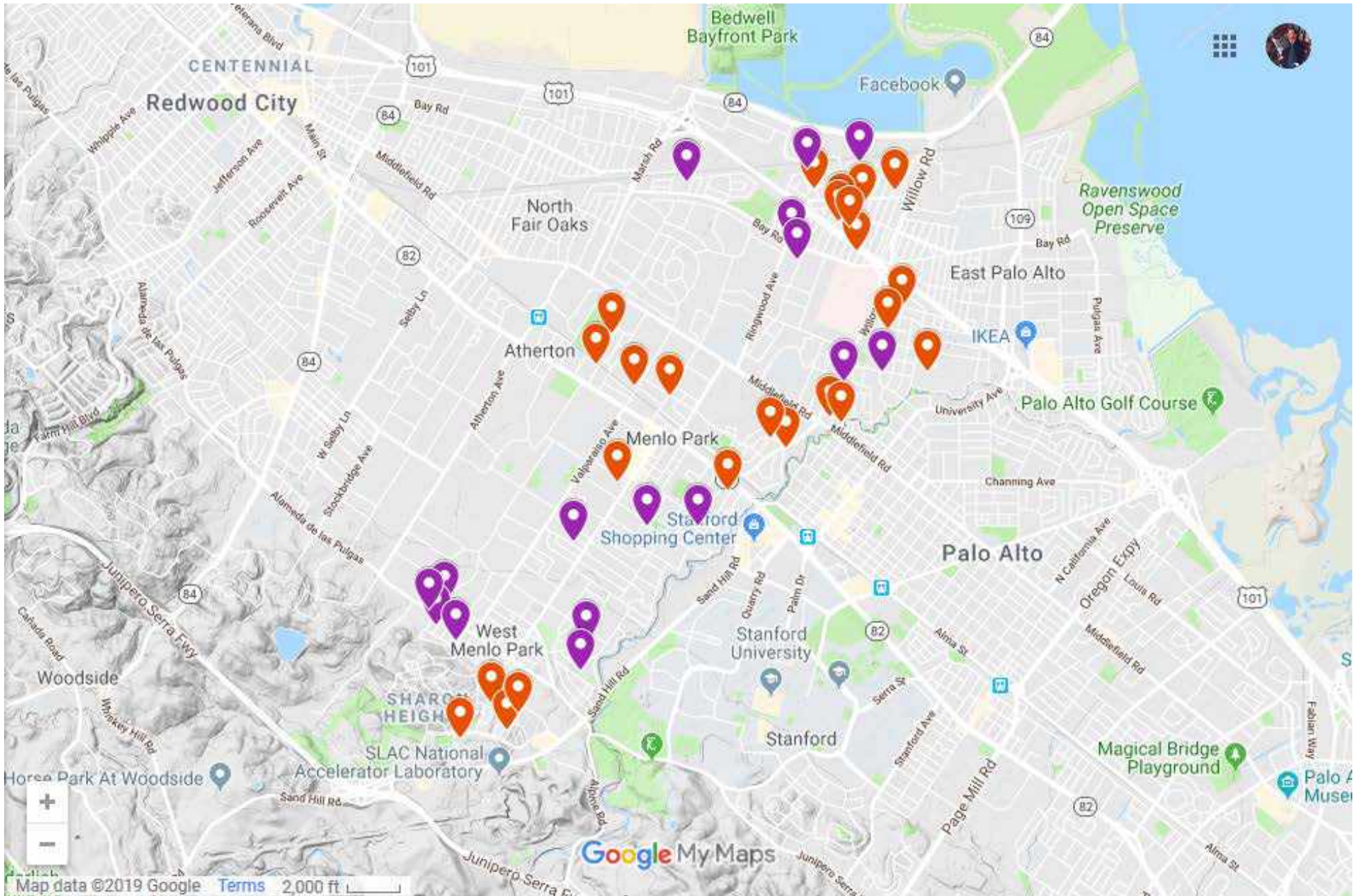
Attachments

A. Map of LFL’s in Menlo Park

Report prepared by:
Nick Szegda, Assistant Library Services Director

Report recommended by:
Sean S. Reinhart, Library Services Director

ATTACHMENT A. Map of little free library (LFL) locations in Menlo Park. Red pins indicate the approximate locations of 24 new LFL boxes to be installed during the little free library pilot incentive program. Blue pins indicate the locations of 16 pre-existing LFL's, according to the website <https://littlefreelibrary.org/>.



List of participating Menlo Park residents in the LFL pilot incentive program.

Name	Address
Angela Jaime	Berkeley Ave, Menlo Park, CA 94025
Anjali Bisaria	Hamilton Ave, Menlo Park, CA 94025
Christine Arnould and Gaetan Castelein	Sunset Ln, Menlo Park, CA 94025
Christopher Tong	Theresa Ct, Menlo Park, CA 94025
Dagan McLennan	O'Keefe St, Menlo Park, CA 94025
Elizabeth Blandford	Monte Rosa Dr, Menlo Park, CA 94025
Erin Cooke	Cambridge Ave, Menlo Park, CA 94025
George Yang	Madera Ave, Menlo Park, CA 94025
Heather Goudey	Clover Ln, Menlo Park, CA 94025
JoAnne Goldberg	East Creek Dr, Menlo Park, CA 94025
Julie Johnson	Sevier Ave, Menlo Park, CA 94025
Laura Moon	Eastridge Ave, Menlo Park, CA 94025
Mansi Shah	Laurel St, Menlo Park, CA 94025
Mary Jane Gertz	Berkeley Ave, Menlo Park, CA 94025
Mary Sanderson	Haight St, Menlo Park, CA 94025
Nami Turner	Woodland, Menlo Park, CA 94025
Nicholas Taylor	Mills Ct, Menlo Park, CA 94025
Norayma Dunn	Windermere Ave, Menlo Park, CA 94025
Patrick Deloulay	Arden Rd, Menlo Park, CA 94025
Patti Shavelson	Johnson St, Menlo Park, CA 94025
Randi and Larry Bethel	Monte Rosa Dr, Menlo Park, CA 94025
Rich Dvorak	Willow Rd, Menlo Park, CA 94025
Todd Stiers	Windermere Ave, Menlo Park, CA 94025
William Mitch	Oak Ct, Menlo Park, CA 94025