



SPECIAL AND REGULAR MEETING AGENDA

Date: 6/4/2019
Time: 5:00 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.

5:00 p.m. Closed Session (City Hall - “Downtown” Conference Room, 1st Floor)

CL1. Closed session conference with labor negotiators pursuant to Government Code 54957.6 regarding Menlo Park Police Sergeants Association (PSA)

Attendees: City Manager Starla Jerome-Robinson, Assistant City Manager Nick Pegueros, City Attorney Bill McClure, Administrative Services Director Lenka Diaz, Human Resources Manager Theresa DellaSanta

5:30 p.m. Presentations and Proclamations

A. Call To Order

B. Roll Call

C. Pledge of Allegiance

D. Presentations and Proclamations

D1. Certificates of recognition: Menlo Park students who competed in the Bay Area regional spelling bee

D2. Mayors of Menlo Park photo display ceremony

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.

F. Consent Calendar

F1. Accept the City Council meeting minutes for May 13, 14, and 21, 2019 ([Attachment](#))

F2. Waive the competitive bidding process; and authorize the city manager to enter into an agreement

with Cal-West lighting and signal maintenance for traffic signal and street light maintenance services up to annual budgeted amount ([Staff Report #19-116-CC](#))

- F3. Award a construction contract to O'Grady Paving Inc., for the 2019 street resurfacing project and authorize the city manager to enter into an agreement with the county of San Mateo and appropriate additional funds to the project budget ([Staff Report #19-114-CC](#))
- F4. Receive and file an update on the development of the City's green stormwater infrastructure plan ([Staff Report #19-115-CC](#))
- F5. Receive and file an update on the Middle Avenue pedestrian and bicycle rail crossing project ([Staff Report #19-117-CC](#))
- F6. Authorize the city manager to enter into master professional agreements with Kutzman and Associates, Shums Coda Associates, West Coast Consulting, 4LEAF, Inc., Municipal Plan Check Services, Carlson Management Inc, HortScience | Barlett Consulting and John J. Heneghan consulting geotechnical and civil engineer ([Staff Report #19-112-CC](#))
- F7. Authorize the city manager to amend an existing agreement with Baker & Taylor for the purchasing and processing of library materials in an amount not to exceed \$250,000, authorize the option to renew the contract annually for three years, and amend the fiscal year 2018-19 library donations fund budget ([Staff Report #19-113-CC](#))
- F8. Authorize the city manager to renew the joint-use library initiative memorandum of understanding with Ravenswood City School District for the Belle Haven branch library facility and operations ([Staff Report #19-111-CC](#))

G. Public Hearing

- G1. Public Hearing on proposed fiscal year 2019–20 budget and capital improvement plan ([Staff Report #19-118-CC](#))

H. Regular Business

- H1. Approve the prioritization strategy for projects identified as part of the transportation master plan ([Staff Report #19-085-CC](#))
- H2. Adopt pilot program to implement the Institute for Local Government's public engagement framework ([Staff Report #19-098-CC](#))
- H3. Direction to update City Council procedure CC-19-004 "Commissions/Committees Policies and Procedures" for the Finance and Audit Committee and appoint to new members ([Staff Report #19-120-CC](#))

I. Informational Items

- I1. City Council agenda topics: June to August 2019 ([Staff Report #19-119-CC](#))

J. City Manager's Report

K. City Councilmember Reports

L. 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 Council 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.

For appeal hearings, appellant and applicant shall each have 10 minutes for presentations.

If you challenge any of the items listed on this agenda in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City of Menlo Park at, or prior to, the public hearing.

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.

Agendas are posted in accordance with Government Code Section 54954.2(a) or Section 54956. Members of the public can view electronic agendas and staff reports by accessing the City website at menlopark.org/agenda and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at menlopark.org/notifyme. Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 05/30/2019)



SPECIAL MEETING MINUTES – DRAFT

Date: 5/13/2019
Time: 5:30 p.m.
City Hall/Administration Building
701 Laurel St., Menlo Park, CA 94025

5:30 p.m. Closed Session (City Hall - “Downtown” Conference Room, 1st Floor)

Mayor Mueller called the meeting to order at 5:35 p.m.

Public Comment

- Sergeant Jeff Cooley spoke on behalf of the Police Sergeant Association regarding the pay differential between officers and the importance of rank and authority within the police department.
- Lynne Bramlett spoke on the need of adding new diversity goals to the labor agreements (Attachment).

CL1. Closed session conference with labor negotiators pursuant to Government Code §54957.6 regarding labor negotiations with the American Federation of State, County, and Municipal Employees Local 829 (AFSCME) and Confidential employees; Service Employees International Union Local 521 (SEIU); Menlo Park Police Sergeants Association (PSA); Menlo Park Police Officers’ Association (POA); and Unrepresented Management.

Attendees: City Manager Starla Jerome-Robinson, Assistant City Manager Nick Pegueros, City Attorney Bill McClure, Administrative Services Director Lenka Diaz, Labor Attorney Charles Sakai

CL2. Closed session conference with real property negotiators pursuant to Government Code Section 54956.8.
Property: 1283 Willow Road, Menlo Park [APN: 062103640]
Agency Negotiating Parties: City Attorney Bill McClure, City Manager Starla Jerome-Robinson, Deputy City Manager/Public Work Director Justin Murphy
Negotiating Parties: Representatives of MidPen Housing Corporation
Under negotiation: Price and terms of potential purchase of the Property

Adjournment



SPECIAL MEETING MINUTES – DRAFT

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

7:00 p.m. Study Session

A. Call to Order

Mayor Mueller called the meeting to order at 7:01 p.m.

B. Roll Call

Present: Combs, Nash, Taylor, Mueller
Absent: Carlton
Staff: City Manager Starla Jerome-Robinson, City Attorney Bill McClure, City Clerk Judi A. Herren

C. Pledge of Allegiance

Mayor Mueller led the Pledge of Allegiance.

Mayor Muller reordered the agenda.

E. Consent Calendar

Item E4. was continued to May 21.

- 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](#))

ACTION: Motion and second (Combs/Nash) to approve the consent calendar continuing item E4, passed unanimously (4-0-1, Carlton absent).

Items G5 and G6 were continued to May 21.

- 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](#))

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](#))

Sustainability Manager Rebecca Lucky made the presentation (Attachment).

Appellant Judy Rocchio, Peter Edmonds, and Bijan Aalami made a presentation (Attachment).

Applicant Matt Madison made a presentation (Attachment).

- Judy Adams spoke in favor of the appeal.
- Roberta Morris stated the El Camino surface parking lot is empty and can be used for the applicants tenants (Attachments).
- Mark Mitchell spoke in opposition of the appeal.
- Jane Williams spoke in opposition of the appeal.
- Wendy McPherson spoke in opposition of the appeal.
- Charlene Cogan spoke in opposition of appeal.
- Jen Mazzon spoke on the process of finding feasible and reasonable alternatives.
- Rico Rosales spoke in opposition of the appeal.
- Marcum Khouri spoke in opposition of the appeal.
- Margaret Spak spoke in support of the appeal and alternative No. 10.
- Joe Nootbaar spoke about the precedence of new construction fear of landscaping and in opposition of the appeal.
- Mike Moran spoke on safety concerns of pedestrians and bicyclists and in opposition of the appeal.
- Mike Mohrman spoke in opposition of the appeal.
- Scott Marshall spoke on the lack of compromise from both parties and possible redesign to maintain some of the trees.
- Ruth Robertson spoke in support of the appeal.
- Henry Riggs spoke in opposition of the appeal
- Jane David spoke in support of the appeal.

City Council discussed the potential of removing the trees in phases, occupancy disruption for alternative No. 10, and the availability of contractors willing to construct alternative No. 10. The City Council directed the applicant to collaborate with Canopy and replant 76 new trees for the removal of the seven.

ACTION: Motion and second (Taylor/Combs) to deny the appeal and uphold the Environmental Quality Commissions decision to remove seven trees, replant 76 trees (14 onsite, 12 at Burgess Park, and 50 in the Belle Haven neighborhood) through Canopy, waive the appellant fee, and repurpose the removed redwood tree wood, passed unanimously, (4-0-1, Carlton absent).

Items D1, D2, and F2 were continued to May 21.

D. Commission/Committee Report

- D1. Library Commission update and announcements ([Staff Report #19-091-CC](#))
- D2. Complete Streets Commission update
- F2. Approve the prioritization strategy for projects identified as part of the transportation master plan ([Staff Report #19-085-CC](#))
- SS1.** Study session on the transportation impact fee program update ([Staff Report #19-096-CC](#))

Mark Spencer with W-TRANS made the presentation (Attachment).

- Jen Wolosin spoke about levels of measurement.
- Adina Levin spoke in support of the transportation impact fee program and questioned if affordable housing and retail could have a reduced fee.

The City Council discussed the difference between level of service and vehicle miles traveled measurements and which measurement is more beneficial to the City. Staff briefly explained the process of the transportation impact fee program in Palo Alto and the prioritization of how and when projects are funded. The City Council received confirmation that no transportation impact fees are spent without City Council approval.

Item F3 was continued to May 21.

- 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](#))

G7. Little free library pilot incentive program update ([Staff Report #19-094-CC](#))

I. City Manager's Report

J. Councilmember Reports

K. Adjournment

Mayor Mueller adjourned the meeting at 10:32 p.m.

Judi A. Herren, City Clerk



SPECIAL AND REGULAR MEETING MINUTES – DRAFT

Date: 5/21/2019
Time: 5:30 p.m.
City Council Chambers
701 Laurel St., Menlo Park, CA 94025

5:30 p.m. Study Session

A. Call to Order

Mayor Mueller called the meeting to order at 5:31 p.m.

B. Roll Call

Present: Carlton, Combs, 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 Mueller led the Pledge of Allegiance.

SS1. Presentation: Prof. Bennon from Stanford Global Project Center – feasibility of tunnels for rails

Professor Michael Bennon made a presentation.

The City Council discussed the cost and benefits of tunneling, trenching, and grade separation. Also, received clarification on collaboration with Caltran, implications of working around the creek, and length of track factors. Bennon confirmed that diesel trains are not allowed underground and provided an overview of the maintenance costs and responsibility.

- Adina Levin spoke in support of the study session and increased density in downtown, but was also in opposition of tunneling.

SS2. City manager budget presentation

Finance and Budget Manager Dan Jacobson and Management Analyst II Brandon Cortez made a presentation (Attachment).

- Lynne Bramlett suggested that the City Council consider a 2-year budget cycle, had concerns with staffing increases, and requested increased transparency.

The City Council discussed pension liability, hiring of a full-time park ranger, and the budget reflecting City Council priorities and needs of the community. There was clarification given regarding the cost of maintaining the sprinkler system as a regulatory compliance.

City Council took a break at 6:43 p.m.

City Council reconvened at 6:50 p.m.

Items F2 and H1 were continued to June 4.

F2. Award contracts totaling \$511,857 to Towne Ford Sales and Priority 1 Safety for hybrid vehicles and outfitting ([Staff Report #19-106-CC](#))

H1. 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](#))

D. Presentations and Proclamations

D1. Proclamation: Public Works week (May 20 - 26, 2019)

Mayor Mueller read the proclamation and Maintenance Worker I - Streets Maintenance Gary Lundstrom accepted.

D2. Presentation: update on San Francisquito Creek JPA projects

San Francisquito Creek Joint Power Authority Executive Director Len Materman made a presentation (Attachment).

The City Council received clarification on the impacts of sea level rise to the project, viable financing options, and impacts to Webb Ranch.

Public Comment

- Ron Shepherd was discouraged by the lack of discussion during the Finance and Audit Committee meetings and the process of agenda setting (Attachment).
- Soody Tronson spoke on the Finance and Audit Committee charter and suggested additional charges and issues with meeting limitations.
- Lynne Bramlett followed up on an email that evaluated the effectiveness of the role of advisory committees.
- Adina Levin spoke on the cost factors of the San Francisquito Creek JPA and grade separation.

F. Consent Calendar

F1. Adopt Resolution No. 6502, preliminary approval of the engineer's report for the Menlo Park landscaping assessment district, and Resolution No. 6503, intention to order the levy and collection of assessments for the landscaping assessment district for fiscal year 2019-20 ([Staff Report #19-105-CC](#))

Staff confirmed that lists of sidewalk complaints and an inventory of property owners with street trees are maintained.

- F3. Authorize the city manager to execute agreements as required by conditions of approval for the Menlo Gateway project and reimburse fees collected through the construction street impact fee ([Staff Report #19-108-CC](#))

ACTION: Motion and second (Carlton/Taylor) to approve the consent calendar continuing item F2, passed unanimously.

G. Public Hearing

- G1. Consider the Planning Commission's recommendation and approve Resolution No. 6501 to amend and restate conditional development permit for the Sharon Hills development (1-45 Biltmore Lane; 1115-1135 Continental Drive; 2-55 Hallmark Circle; 1-15 Oliver Circle; 2-26 Susan Gale Court; 2300 Tioga Drive; 1200-1371 Trinity Drive) ([Staff Report #19-102-CC](#))

Principal Planner Thomas Rogers made a presentation (Attachment) and corrected the 1-15 Olive Court address.

Applicant Fred Smith resident of Sharon Hills development made a presentation.

- Katherine Glassey spoke in support of the amendment.

Mayor Mueller confirmed support from the community and City Councilmember Combs suggested more similar models be brought to City Council to alleviate the Planning Commission workload.

ACTION: Motion and second (Carlton/Combs) to approve Resolution No. 6501 to amend and restate conditional development permit for the Sharon Hills development (1-45 Biltmore Lane; 1115-1135 Continental Drive; 2-55 Hallmark Circle; 1-15 Oliver Court; 2-26 Susan Gale Court; 2300 Tioga Drive; 1200-1371 Trinity Drive), passed unanimously.

H. Regular Business

- H2. Complete Streets Commission update and approval of the Complete Streets Commission's work plan and the Middle Avenue and Olive Street bike improvements project on a page ([Staff Report #19-086-CC](#))

Associate Transportation Engineer Kevin Chen and Complete Street Commissioner Bill Kirsch made a presentation (Attachment).

- Adina Levin reported on the Complete Streets Commission process for this project.
- Steve Schmidt commented on the nine goals as an essential part of the process and that it is unfortunate the designs accompanied the goals
- Katie Behroozi commented that City Council should make Middle Avenue a complete street.
- Connie Conroy spoke about the history of how the Complete Streets Commission was formed and the need for more public input at Complete Streets Commission meeting.

The City Council expressed concern for the project on a page timeline, selection of preferred alternative, and amount of public outreach to residents on Middle Avenue.

ACTION: Motion and second (Carlton/Combs) to approve the Complete Street Commission's work plan and the Middle Avenue and Olive Street bike improvements project on a page with the following amendments: 1) omission of the selection of a preferred alternative, timeline, activities, and design graphic; 2) update the title to "Middle Avenue and Olive Street Complete Street; 3) removal of "The Complete Streets Commission has developed a proposal (see attached concepts) which includes:" sentence, passed unanimously.

- H3. Adopt Resolution No. 6504 approving the removal of on-street parking on Santa Cruz Avenue between Olive Street and Avy/Orange Avenue and identify a preferred conceptual design to accommodate the installation of bike lanes and sidewalks ([Staff Report #19-109-CC](#))

Mayor Mueller was recused at 9:39 p.m.

Assistant Public Works Director Nikki Nagaya made a presentation (Attachment).

City Council received confirmation of the number of parking spaces to be removed and the replacement of asphalt with cement with the exclusion of 1095 Lemon due to trees. City Council directed staff to increase the sidewalks up to 6-feet where possible and to replace the "no parking" signs with "no stopping" signs.

ACTION: Motion and second (Nash/Carlton) to adopt Resolution No. 6504 approving the removal of on-street parking on Santa Cruz Avenue between Olive Street and Avy/Orange Avenue and identify a preferred conceptual design to accommodate the installation of bike lanes and sidewalks including increasing the sidewalks up to 6-feet where possible and replacing the "no parking" signs with "no stopping" signs, passed unanimously (4-0-1, Mueller recused).

Mayor Mueller returned at 9:53 p.m.

City Council took a break at 9:54 p.m.

City Council reconvened at 10:02 p.m.

- I2. Update on best practices for addressing chronic homelessness ([Staff Report #19-107-CC](#))

- Curt Conroy recommended the previous Flood School site be used for homeless housing.

- H4. Adopt pilot program to implement the Institute for Local Government's public engagement framework ([Staff Report #19-098-CC](#))

Assistant City Manager Nick Pegueros made a presentation (Attachment).

- Lynne Bramlett spoke on the importance of written documents and the ability for the Finance and Audit Committee to also have a project on a page. Bramlett also spoke against the removal of the library system improvements position and in support of measuring public engagement.
- Adina Levin commented on the importance of the "who" the outreach extends to.
- Pamela Jones spoke in support of this being included in the City Council procedure manual and the need to outside-hire new positions.

Item H4. was continued to June 4.

I. Informational Items

- I1. City Council agenda topics: June to August 2019 ([Staff Report #19-104-CC](#))

J. City Manager's Report

K. City Councilmember Reports

City Councilmember Nash reported on the upcoming Stanford general use permit meeting in Palo Alto on May 30 at 6 p.m.

Mayor Mueller reported on a stakeholder meeting for those interested in public art. Mueller also reported out on a new Student Commission for the high schools that will be administered by school staff.

L. Adjournment

Mayor Mueller adjourned the meeting at 10:28 p.m.

Judi A. Herren, City Clerk



STAFF REPORT

City Council
Meeting Date: 6/4/2019
Staff Report Number: 19-116-CC

Consent Calendar: **Waive the competitive bidding process; and authorize the city manager to enter into an agreement with Cal-West lighting and signal maintenance for traffic signal and street light maintenance services up to annual budgeted amount**

Recommendation

Staff recommends that the City Council waive the competitive bidding process; and authorize the city manager to enter into a three year agreement with Cal-West lighting and signal Maintenance (Cal-West) for traffic signal and street light maintenance services up to the annual budgeted amount and authorize an option to renew the contract annually for up to four additional years.

Policy Issues

This project is consistent with the City's circulation element, adopted in 2016, which includes goals of promoting safe and efficient movement of people and goods throughout Menlo Park for residential and commercial purposes.

Background

The City currently maintains 23 traffic signals (including one pedestrian traffic signal), four radar speed feedback signs, six rectangular rapid flashing beacon (RRFB) systems, six in-pavement lighted crosswalk systems, and approximately 2,233 streetlights on public streets, the civic center campus, and the City's public parks. These facilities must be maintained in a safe and efficient manner to ensure the proper operation of the City's transportation and street and park lighting systems.

The City has contracted for streetlight and traffic signal maintenance for many years and does not have the staffing resources, equipment, and appropriate licenses to perform the work internally.

Scope of services

In general, maintenance activities for streetlights, traffic signals and lighting, RRFB systems, radar speed feedback signs, and other City equipment are divided into three categories:

- Preventive maintenance: routine, comprehensive maintenance activities performed on a pre-set schedule to reduce the incidence of outages and malfunctions, reduce complaints, and extend the useful life of the equipment
- Scheduled repair maintenance: repair or replacement of equipment and components that have failed, deteriorated or malfunctioned from normal operation
- Unscheduled and emergency response work: maintenance operations not covered by preventive maintenance or scheduled repairs and could entail repair of damages resulting from traffic collisions, acts

of natural forces (e.g., excessive winds, rain, floods, earthquakes, etc.), vandalism and unexpected construction impacts (roadway excavation and roadway failures.)

Analysis

Currently, Cal-West is under contract with the City of Menlo Park and has provided quality and efficient service to the City since 2009. Cal-West has been awarded the contract the past two times the City has solicited bids. The current contract with Cal-West expires at the end of the current fiscal year. Upon discussions with Cal-West, Cal-West agreed not to raise the current maintenance pricing excluding the labor rates for the next three years. Cal-West must update its labor rates in order to pay its workers the prevailing wage rates established by the State Department of Industrial Relations (DIR.) However, since 2014, Cal-West has never increased its contract rates, including labor rates.

Staff believes that the competitive bidding process should be waived and the contract should be awarded to Cal-West for the following reasons:

1. Cal-West is currently performing the contract efficiently and competently and has served the City of Menlo Park to the satisfaction of staff since 2009. Because of the familiarity of Cal-West with the City's traffic signal and street lighting equipment, having worked with them since 2009, Cal-West has been efficient in addressing signal and streetlight troubles and malfunctions
2. Cal-West was awarded the contract during the past two competitive bids, each time, submitting lower contract rates than the other contractors
3. Cal-West has agreed not to raise its contract rates except the labor rates as required by DIR's prevailing wage rates requirements. The City requires the contractors it hires to pay prevailing wage rates
4. Numerous other cities, including Atherton, Belmont and Redwood City have recently extended their contracts with Cal-West without competitive bidding
5. The rates that Cal-West is charging Menlo Park are either less than or comparable to the rates being paid by other local jurisdictions to Cal-West
6. Staff is not aware of any cities paying lower rates to any other contractor for the services provided by Cal-West

Staff recommends that the City Council determine that soliciting competitive bids in this instance would cause unnecessary expense and not result in any material cost savings. Staff also recommends that the City Council authorize the city manager to execute a service agreement with Cal-West. The term will be for three years with four one-year extensions for potential DIR labor rate increases.

Impact on City Resources

The fiscal year 2019-20 proposed budget for traffic signals and streetlights, funded by Measure A and general fund, would have sufficient funds for these services. The fiscal year 2019-20 proposed budget would add the amount of \$25,000 for streetlight pole painting and would account for the increase in the number of new devices to maintain: from 23 to 25 traffic signals, from 6 RRFBs to 13 RRFBs, replacing all existing in-pavement lighted crosswalk systems, and from 2,233 to 2,270 streetlights. Funding for future years will be requested during the budget process each year and will account for additional devices that can come online during the life of this agreement. The table below reflects the estimated costs of routine maintenance service, scheduled repair maintenance, and unscheduled and emergency response work for 12-months.

Table 1	
Description	Estimated Cost
Street lights	\$69,000
Traffic signals and lighting	\$106,000
Radar speed feedback signs	\$3,000
Rectangular rapid flashing beacon	\$10,000
Streetlight pole painting	\$25,000
Underground service alert	\$4,000
Approximate total cost for 12-months of maintenance	\$217,000

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. None.

Report prepared by:
Rene C. Baile, Associate Transportation Engineer

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

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STAFF REPORT

City Council
Meeting Date: 6/4/2019
Staff Report Number: 19-114-CC

Consent Calendar: **Award a construction contract to O'Grady Paving Inc., for the 2019 street resurfacing project and authorize the city manager to enter into an agreement with the county of San Mateo and appropriate additional funds to the project budget**

Recommendation

Staff recommends that the City Council approve the following action items for the 2019 street resurfacing project:

1. Award a construction contract to O'Grady Paving Inc., for the 2019 street resurfacing project in the amount of \$3,668,588 and approve a contingency in the amount of \$440,231
2. Authorize the city manager to enter into an agreement with county of San Mateo for the alternate site construction locations included in the 2019 street resurfacing project in the amount of \$191,450

Policy Issues

This project is consistent with the city's goal of maintaining and enhancing the city's municipal infrastructure and facilities, extending the life and improving the city's roadway network as well as maintaining a safe infrastructure.

Background

Every two years staff performs a street resurfacing project that improves the condition of selected street sections throughout the City. To select the street sections, the City uses a pavement maintenance system (PMS) for collecting street conditions, analyzing, assessing and administering, in a cost effective manner, available funds for the conservation and rehabilitation of its street network. A PMS is a methodology for planning and used to aid pavement management decisions. PMS software programs model future pavement deterioration due to traffic and weather, and recommend maintenance and repairs to the road's pavement based on the type and age of the pavement and various measures of existing pavement quality.

As part of its PMS the City uses the Metropolitan Transportation Commission (MTC) certified StreetSaver® software pavement management program (PMP.) The program has been found to be effective for maintaining the inventory of the City street network, evaluate and predict pavement conditions, assess maintenance funding to keep City streets at an appropriate level of service. The program is periodically used to update and forecast maintenance needs and develop asphalt maintenance projects. The City is a PMP certified agency.

Under a separate on-call pavement repair contract, work is currently underway to make repairs to failed street sections on Middlefield Road, Ravenswood Avenue, and other locations throughout the City. Additional work is being scoped on Middle Avenue to repair failed asphalt sections this summer.

Analysis

The 2019 street resurfacing project will address maintenance work consisting of roadway preparation, area milling from two to 6-inches deep, overlay at the same depth milled, deep lifting of damaged roadway areas, replacement of striping and markings, repair of tree root damage at roadway and curb and gutter areas, sidewalk repair as needed, and installation of Americans with Disabilities Act (ADA) curb ramps where required at intersections. The project is partially funded from the Senate Bill 1: The Road Repair and Accountability Act of 2017 (SB1.) The streets listed for work are consistent with the streets approved for eligible funds as part of Resolution No. 9491 April 9 (Attachment D.)

The 2019 street resurfacing project also includes the following three street sections considered asphalt reconstruction:

- Hillview Place, a cul-de-sac off Hillview Drive, is included to have full asphalt removal and replacement of existing valley gutter to relieve existing ponding
- Harkins Avenue between Altschul Avenue and City limit with San Mateo County will have full asphalt section reconstruction
- Market Place between Ivy Drive and Alpine Avenue will receive full asphalt depth to base replacement including new and retrofitted ADA compliant curb ramps

The 2019 street resurfacing project is divided into a base bid that includes twenty-one street sections having approximately 4.0 miles in length, or 4.2 percent of the City's street network. Additionally, six more alternate street sections were included in two lists, "Alternate Bid List "A," and "Alternate Bid List "B" (Attachment B.)

Alternate Bid List "A" is composed of two street sections: Bellair Way and Harkins Avenue, adjacent to City and county limits, located in the county of San Mateo. During the development of the project and residents' concern on street conditions, staff contacted the County and asked if there was a desire to participate in improving the street sections at adjacent limits. A field review was performed of the two street sections: Bellair Way and Harkins Avenue for inclusion in the 2019 street resurfacing project. At the field meeting, the county requested to have both street sections included in the project. An agreement with the county would reimburse the City for construction costs associated with those segments.

Alternate Bid List "B" is composed of four additional street segments, which can be awarded if funds are available.

The 2019 street resurfacing project has the potential to improve the street network pavement condition index (PCI.) The project will bring the overall City network from a 79 to 80 PCI, which is considered to be a very good pavement condition rating.

On May 22, three bids were submitted and opened for the 2019 street resurfacing project. Bid results were higher than expected with the lowest bidder submitting a cost 29.6 percent above the engineer's estimate. Staff understands that the higher bid results are due to the fact that construction costs have climbed in recent months influenced by the higher construction activity in the bay area, and contractors' limited availability to engage in new projects. The lowest bidder for the project, O'Grady Paving Inc. submitted a base bid in the amount of \$ 3,144,100. Attachment A provides the bid summary. Staff has worked with O'Grady Paving, Inc. on previous street resurfacing projects and is satisfied with its past performance.

Should the City Council elect not to enter into an agreement with the county to resurface Bellair Way and Harkins Avenue, the actions requested of City Council would be revised to:

1. Award a construction contract to O'Grady Paving Inc., for the 2019 street resurfacing project in the

amount of \$3,477,138 and approve a contingency in the amount of \$417,256.

Impact on City Resources

The construction contract budget for the 2019 street resurfacing project consists of the following:

Table 1: Construction budget	
Item	Amount
Construction contract amount (base bid)	\$3,144,100
Construction contract amount (bid Alternate A)	\$191,450
Construction contract amount (bid Alternate B)	\$333,038
Total construction contract amount	\$3,668,588
Inspection and testing services	\$200,000
Contingency	\$440,231
Total project budget	\$4,308,819
Available funds	\$4,800,000

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. Bid summary
- B. 2019 Street resurfacing project street sections listing
- C. Street work location map
- D. Hyperlink – Resolution No. 9491:
menlopark.org/DocumentCenter/View/21182/H3-20190409-SB1-Road-Repair-CC

Report prepared by:
Rodolfo Ordonez, Associate Engineer

Report reviewed by:
Chris Lamm, Assistant Public Works Director – Engineering



BID SUMMARY

Bid Proposal - 2019 Street Resurfacing Project

Bid Opening: Wednesday, May 22, 2019 at 2:00 pm

Apparent Low Bidder

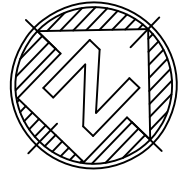
	COMPANY	BASE BID
1	O'Grady Paving, Inc	3,144,100
2	Interstate Grading & Paving, Inc.	3,222,760
3	Granite Construction Company	3,259,300

2019 STREET RESURFACING PROJECT STREET SECTION LISTINGS


BASE BID STREET SECTIONS			
Item No.	STREET NAME	FROM	TO
1	Alma Street	Mielke Drive	Burgess Drive
2	Bieber Avenue	Plumas Avenue	Market Place
3	Bohannon Drive	Campbell Avenue	Marsh Road
4	Bohannon Drive	1110' S of Scott Drive	Campbell Avenue
5	Cathy Place	Wallea Drive	End of Cathy Place
6	Eastridge Avenue	Sharon Park Drive	Monte Rosa Drive
7	Grace Drive	Oakdell Drive	End of Grace Drive
8	Hamilton Avenue	Modoc Avenue	Almanor Avenue
9	Harkins Avenue	City Limit	Altschul Avenue
10	Hillview Place	Hillview Drive	End of Hillview Place
11	Hollyburne Avenue	Bay Road	Van Buren Road
12	Market Place	Ivy Drive	Alpine Avenue
13	Market Place	Ivy Drive	Pierce Road
14	Marsh Road	Bay Road	Bohannon Drive
15	O'Brien Drive	Casey Court	Willow Road
16	San Mateo Drive	Santa Cruz Avenue	Middle Avenue
17	Shirley Way	Gilbert Avenue	End of Shirley Way
18	Sonoma Avenue	Bay Road	Oakwood Place
19	Trinity Drive NB	580' N of Klamath Drive	Tioga Drive
20	Valparaiso Avenue	Cotton Street	Victoria Drive
21	Wallea Drive	San Mateo Drive. S end	San Mateo Drive N end


ALTERNATE "A" STREET SECTIONS			
Item No.	STREET NAME	FROM	TO
1	Harkins Avenue	Alameda de Las Pulgas	City Limits
2	Bellair Way	Avy Avenue	End of Court


ALTERNATE "B" STREET SECTIONS			
Item No.	STREET NAME	FROM	TO
1	Noel Drive	Ravenswood Avenue	Laurel Street
2	Henderson Avenue	Newbridge Street	Ivy Drive
3	Santa Monica Avenue	95 East of San Luis Drive	San Clemente Drive
4	Tioga Drive	Continental Drive	Lassen Drive





LEGEND:

 2 = 2019 - 2-INCH GRIND AND OVERLAY

 3 = 2019 - 3-INCH GRIND AND OVERLAY

 6 = 2019 - 6-INCH GRIND AND OVERLAY

 D = 2019 - DIG-OUT AREAS ONLY

 = CITY LIMITS LINE

X, XX = STREET SECTION PROJECT NUMBER

SAN MATEO COUNTY
WORK LOCATIONS
Bellaire WY
Harkins

2019 STREET RESURFACING PROJECT STREET SECTIONS WORK LOCATION MAP



STAFF REPORT

City Council

Meeting Date:

6/4/2019

Staff Report Number:

19-115-CC

Consent Calendar:

Receive and file an update on the development of the City's green stormwater infrastructure plan

Recommendation

This report provides a status update on the forthcoming green stormwater infrastructure plan (GI Plan.) The GI Plan is a State mandated plan that promotes clean stormwater discharge to the Bay while addressing elements of Menlo Park's transportation and environmental initiatives.

Policy Issues

Development of the GI Plan is consistent with the following general plan goals and programs:

Land use element goal LU-7 and program LU-7.I:

- Goal LU-7: Promote the implementation and maintenance of sustainable development, facilities, and services to meet the needs of Menlo Park's residents, businesses, workers and visitors
- Program LU-7.I: Develop a GI Plan that focuses on implementing citywide projects that mitigate flooding and improve stormwater quality

Circulation element goal CIRC-2 and policy CIRC-2.10:

- Goal CIRC-2: Increase accessibility for the use of streets by pedestrians, bicyclists and transit riders
- Policy CIRC-2.10: Maximize the potential to implement green infrastructure by:
 - Reducing or removing administrative, physical and funding barriers
 - Setting implementation priorities based on stormwater management needs, as well as the effectiveness of improvements and the ability to identify funding
 - Taking advantage of opportunities such as grant funding, routine repaving or similar maintenance projects, funding associated with priority development areas, public private partnerships and other funding opportunities

Background

On January 1, 2016, the Regional Water Quality Control Board adopted a new municipal regional permit obligating cities to develop a GI Plan. Traditional stormwater management sent untreated water into the storm drain system (e.g., gray infrastructure in the form of concrete), which was directly discharged to local water bodies, like the San Francisco Bay. The use of GI advances a shift to more resilient public storm drain infrastructure by prioritizing treatment facilities that store and treat runoff through more natural means of vegetation and soils (e.g., green infrastructure.) Consequently, this results in cleaner discharge to localized waterbodies while mitigating flooding in public right-of-way (ROW.)

The GI Plan considers related transportation and environmental initiatives when identifying green infrastructure opportunities. For example, GI facilities integrate well with green street concepts to enhance

pedestrian safety and traffic calming. Additionally, GI supplements existing landscaped areas to promote a host of benefits including improved air quality and stormwater treatment. These features are referenced in related forthcoming City proposals such as the updated climate action plan, parks and recreational facilities master plan, and transportation master plan.

Staff has also been promoting GI on upcoming projects in the City’s capital improvement and land development programs. Therefore, select frontage, sidewalk, and street retrofits are being analyzed for opportunities to install stormwater treatment facilities where constraints such as space and funding (e.g., CIP budget, private development partnerships, etc.) allow. In addition to the stormwater and safety benefits these devices provide, they can also enhance aesthetics of the street by adding landscaping and vegetation.

Staff provided informational presentations to the Complete Streets Commission (Attachment A) and Environmental Quality Commission March 13 and April 17, respectively. Both commissions received the GI Plan positively, expressed support of its goals, and encouraged incorporation of GI practices on related projects.

Analysis

The City awarded a consultant (EOA, Inc.) to develop the GI Plan in August 2018 (Attachment B.) The consultant was scoped to complete the following tasks:

Table 1: Tasks	
Task	Scope of work
A	Prioritize and map of GI potential and planned projects
B	Generate process for tracking and mapping completed projects
C	Implement overall GI guidelines, standard specifications and design details
D	Develop requirements for design of projects to meet sizing requirements
E	Provide a summary of updates to related planning documents and a work plan for future plans
F	Develop workplan for completion of prioritized projects
G	Evaluate funding options for GI projects
H	Conduct outreach and education with public, staff and elected officials
I	Finalize the GI Plan, inclusive of tasks A through H above

To date all items, with the exception of Task I, have been substantially completed and the City is anticipating receipt of the final GI Plan in June 2019. Staff plans to transmit the GI Plan to the City Council for approval as part of the July 16 agenda. The City Council’s adoption of the GI Plan is a prerequisite for the State’s September 30 submittal deadline.

Since many of the design details in the GI Plan would be applicable to future capital projects, these guidelines could serve as a reference document for the City Council on related projects and initiatives going forward.

Impact on City Resources

City Council has approved a total of \$300,000 for the GI Plan over the adopted fiscal year 2016-17, fiscal year 2017-18 and fiscal year 2018-19 budgets. Development of the GI Plan is not expected to exceed this amount and there is adequate funding to complete its effort.

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. Green infrastructure presentation to the Complete Streets Commission
- B. Hyperlink – August 6, 2018 staff report:
menlopark.org/DocumentCenter/View/18261/G8---Green-Infra-Plan-Award

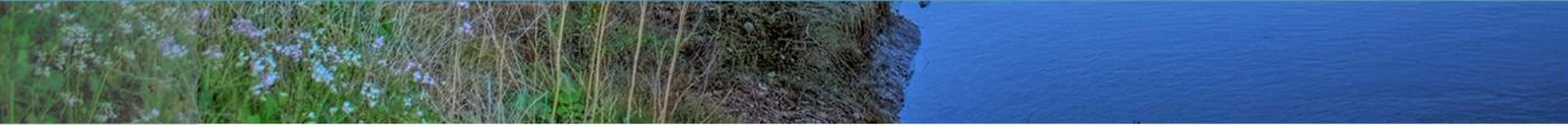
Report prepared by:
Michael Fu, Associate Civil Engineer

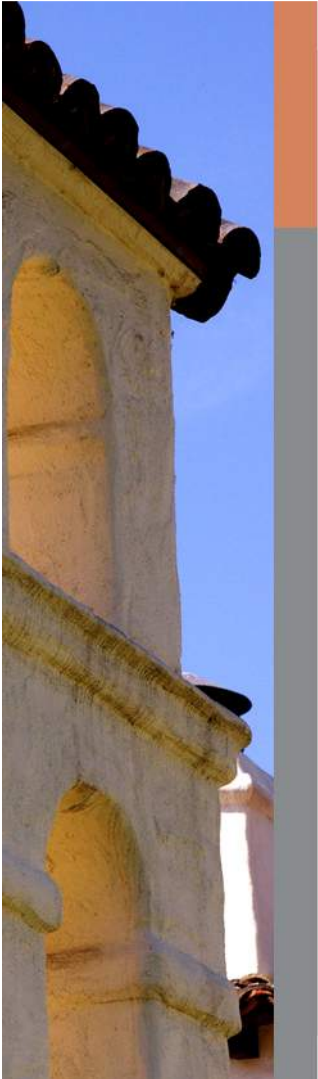
Report reviewed by:
Nicole H. Nagaya, Assistant Public Works Director



GREEN INFRASTRUCTURE (GI)

THE PLAN FOR A SUSTAINABLE FUTURE

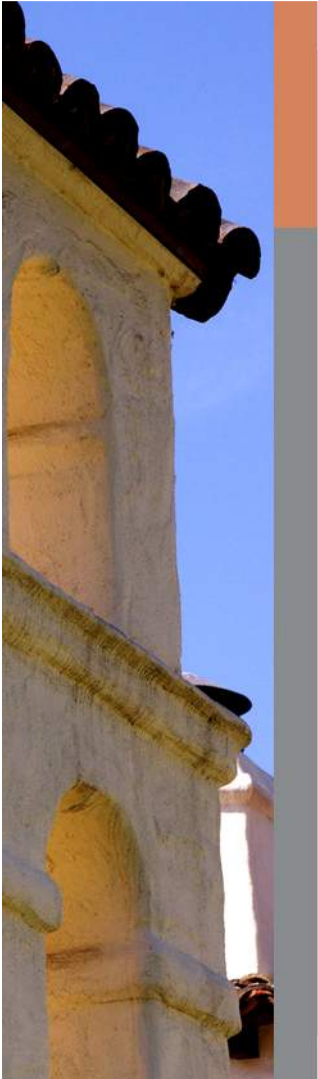




INTRODUCTION

- The City is developing a Green Infrastructure (GI) Plan
- This plan addresses environmental and transportation concerns
- Staff welcomes the Commission's role in promoting GI





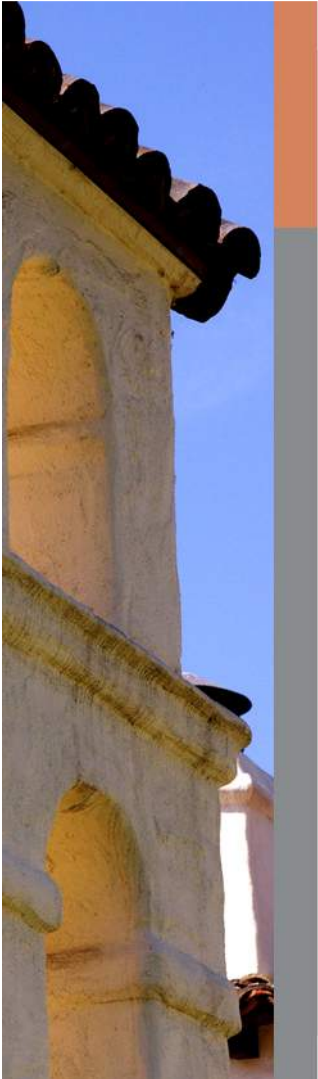
PRESENTATION NARRATIVE

- A Pressing Concern
- The Solution
- Our GI Plan



The background of the slide is a photograph of a tree branch with vibrant green leaves and a single, light green, round fruit. A semi-transparent banner is overlaid across the middle of the image. The banner is divided into two sections: a grey section on the left and a larger orange section on the right. The title "A PRESSING CONCERN" is centered in white, bold, uppercase letters within the orange section.

A PRESSING CONCERN



THE PROBLEM

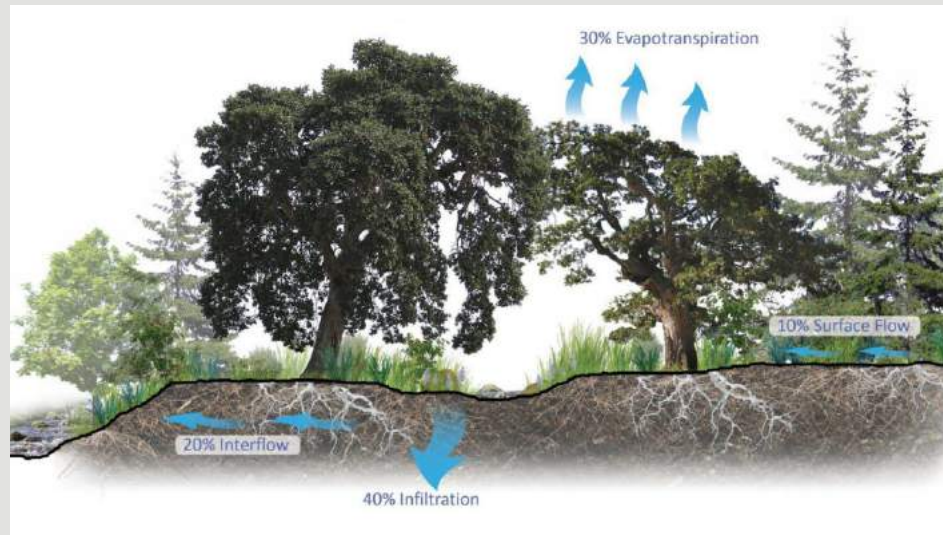
- Untreated runoff is polluting the environment and Bay...





PRE-DEVELOPMENT

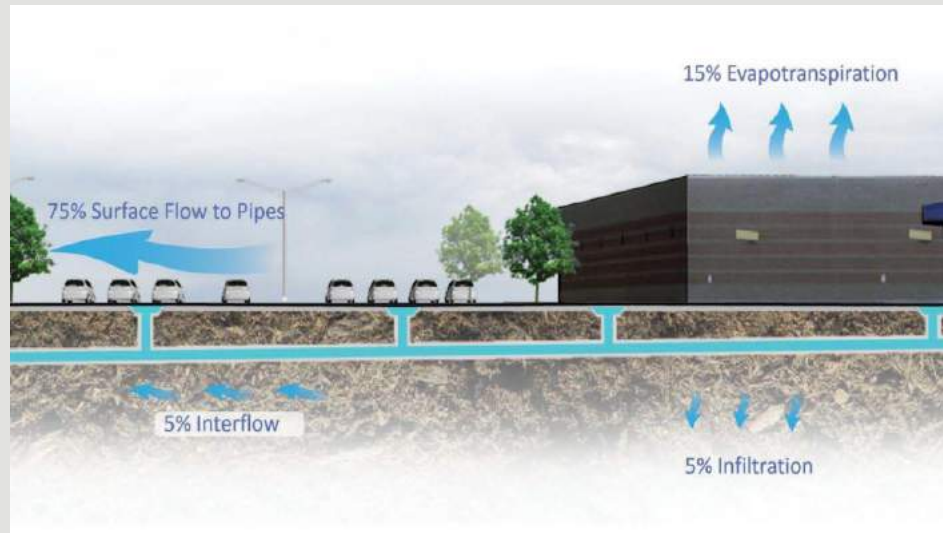
- Runoff is filtered by landscape and absorbed through native soil





POST-DEVELOPMENT

- Impervious area hinders infiltration and increases pollutant loads



HOW ARE WE IMPACTED

- Untreated runoff exacerbates pollution and erosion to the Bay
- Pollutants such as PCBs and mercury contaminate wildlife
- Cities are mandated to take action to address the concern





THE SOLUTION



GREEN INFRASTRUCTURE (GI)

- Our plan for a eco-friendly, sustainable City



WHAT IS GREEN INFRASTRUCTURE (GI)?

- Storm water treatment features that use vegetation and natural processes to mimic Pre-Development conditions.



Example 1: GI planter strip



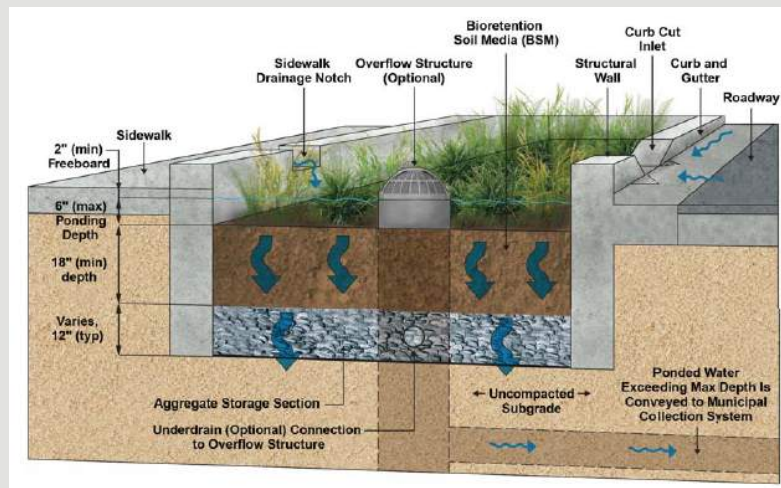
Example 2: Permeable paver w/ swale



Example 3: Bioretention Area

HOW DOES GI WORK?

- Vegetation and special soils treat raw storm water
- Designed to retain storm water and slow runoff

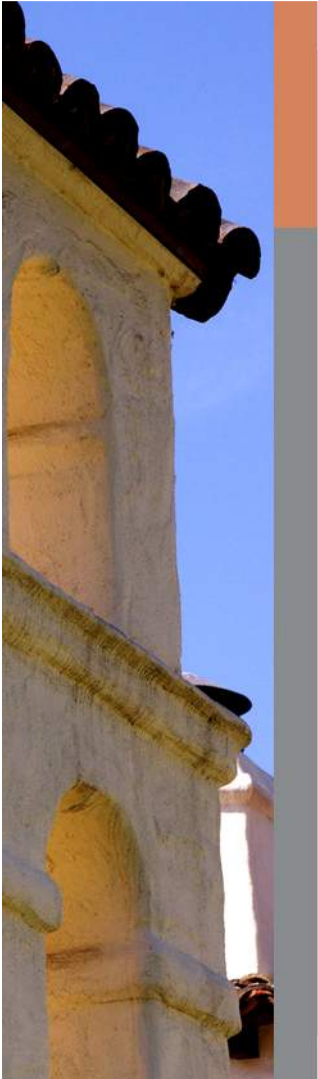




BENEFITS OF GREEN INFRASTRUCTURE

- Promotes groundwater recharge
- Treats pollutants from runoff
- Enhances urban greening
- Mitigates flooding and erosion
- Correlated with traffic safety

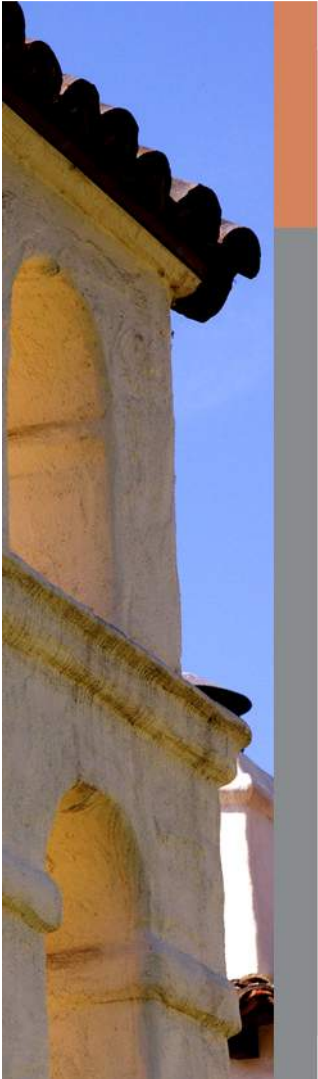




GREEN INFRASTRUCTURE (GI)

- So we can transition from this...





GREEN INFRASTRUCTURE (GI)

- To a more sustainable future!





ADDITIONAL EXAMPLES



CURB EXTENSION

- Provides added buffer between vehicles and pedestrians
- Promotes safer pedestrian crossings and traffic calming



LANDSCAPE BARRIER

- Promotes safety between vehicles and bicycles
- Linear treatment ideal for lengthy street spans (Green Streets)





PERMEABLE PAVING

- Good option where space is constrained
- Utilized in parking lots and low density roads





STORM WATER TREATMENT PLANTERS

- Good option where space is limited (sidewalks, etc.)
- Enhances urban greenery and beautification





BIORETENTION AREA

- Can accommodate select trees to promote urban greenery
- Ideal for parking lots, parks, and wider streets





GREEN ROOF

- Mitigates heat island effect and provides recreation
- Reduces energy usage to promote sustainability





OUR GI PLAN



REGULATORY BACKGROUND

- The NPDES program is delegated to Regional Water Quality Control Boards
- Bay Area's Regional Board issues a Municipal Regional Permit (MRP) to regulate clean storm water
- The latest MRP requires Cities to prepare a master plan for storm water treatment by 9/30/19 (aka **GI Plan**)





GI PLAN – OBJECTIVES

- For public parcels and ROW
- Update City policy
- Prioritize and track projects
- Establish design guidelines, outreach, and funding





GI PLAN – COMPLETED MILESTONES

Council Actions	Adopted
Adopted Budgets(s) FY2016 - 2019	June 2015 – 2018
GI Workplan	May 23, 2017
RFP for GI Plan Consultant	July 3, 2017
Authorize Consultant Contract	August 6, 2018



GI PLAN – UPCOMING MILESTONES

- We welcome your support moving forward!

Deliverable	Target Date
GI Plan – Final Draft	April 2019
Presentation to Council	May 21, 2019
Adoption by Council	July 16, 2019
Submittal to State	Sept 30, 2019



COMPLETE STREETS COMMISSION ROLE

- Integrate GI as part of future Transportation initiatives
- Promote the concept of “no missed opportunities”
- Help promote GI outreach
- Review related GI guidelines and City policies on next slide



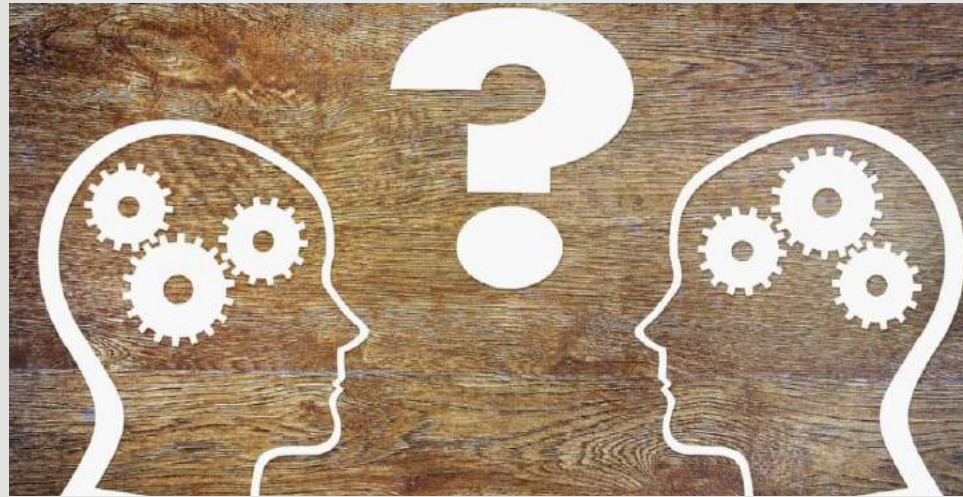


RELATED POLICIES & PLANS

- SMC's Sustainable Streets Guidelines: [Link](#)
- General Plan Update: [Link](#)
- Transportation Master Plan: [Link](#)
- Climate Action Plan: [Link](#)
- Parks and Recreation Facilities Plan: [Link](#)



QUESTIONS?





THANK YOU



STAFF REPORT

City Council

Meeting Date:

6/4/2019

Staff Report Number:

19-117-CC

Consent Calendar:

Receive and file an update on the Middle Avenue pedestrian and bicycle rail crossing project

Recommendation

Receive and file an update on the Middle Avenue pedestrian and bicycle rail crossing project.

Policy Issues

The City Council identified the Middle Avenue pedestrian and bicycle rail crossing project (project) as a high priority project in their 2019 work plan March 12. The project is consistent with policies stated in the 2016 general plan circulation element, the El Camino Real and downtown specific plan and is included in the City's capital improvement program (CIP.) These policies seek to maintain a safe, efficient, attractive, user-friendly circulation system that promotes a healthy, safe and active community and quality of life throughout Menlo Park.

Background

Staff provided an informational update on the project to City Council April 9 (Attachment A.) Since that time, staff has been coordinating closely with Caltrain staff on the design and construction options.

The City Council Rail Subcommittee received a project update April 22. The staff report is included as Attachment B. At the meeting, community members asked questions regarding how the various Ravenswood Avenue railroad crossing study alternatives, including a Caltrain tunnel and a fully elevated rail option, would impact concepts for the Middle Avenue crossing. As requested by the Rail Subcommittee, the analysis section below includes a discussion of these options.

A project community meeting was held May 13. A brief summary of that meeting is included in the analysis section below.

Analysis

The current study is evaluating benefits and challenges of three undercrossing concepts near Middle Avenue, included as Attachment D. Concepts 1 and 3 are both proposed to use a trenching method to install the tunnel portion. This would require the rail tracks to be removed temporarily while the tunnel is installed, putting the rail out of service during the tunnel construction (approximately 2-4 days), but allowing the tunnel to be shallower (approximately 10-11 feet below existing elevations at Alma Street and proposed Middle Plaza.) Concept 2 proposes to install the tunnel with a directional jack and boring method. This would allow the rail tracks to remain in place during installation of the tunnel, however would require the tunnel to be deeper (approximately 20 feet below existing elevations at Alma Street and proposed Middle Plaza). Concepts 1 and 3 have many benefits over concept 2 including a shorter tunnel length, shallower

tunnel depth, more efficient and easy to use ramp alignments on both sides of the tunnel and lower construction cost estimate. Concept 2 has many benefits to Caltrain operations and more flexibility in tunnel construction time periods and durations. Note that there are multiple elements still being reviewed by and coordinated with Caltrain.

As discussed in the City Council informational update April 9, a number of challenges exist to align the timeframe with that of the adjacent Middle Plaza development by Stanford, most notably ongoing coordination needs with Caltrain and their current Peninsula corridor electrification project. City and Caltrain staff have been working together to identify, plan for and overcome a number of risks and challenges to advance delivery of the undercrossing as expeditiously as possible. Construction and operation testing of Caltrain's Peninsula corridor electrification project is expected to continue until revenue service of the electrified system is projected to begin 2022, with installation of the overhead poles and wires anticipated by the end of 2019 or soon after.

Other construction issues to be coordinated with Caltrain include minimizing the construction duration and impacts on service and maintaining operations of service during the trenching, using methods such as keeping one track operational during construction and building the trench in two phases or bussing Caltrain passengers (a "bus bridge") between the Menlo Park and Palo Alto stations during the construction. Staff will continue to work with Caltrain to minimize impacts to the system while advancing and expediting construction as much as feasible.

Construction phasing

City staff's current preferred construction method for the crossing is an open cut-and-trench construction method that would require temporary removal of all existing railroad infrastructure and relocation of utilities at the crossing location. This is currently preferred due to the shallower tunnel requiring shorter ramps and stairs and preferred user experience. In this method, a trench is dug, undercrossing supports are placed, material to cover the trench is restored and train tracks are replaced.

Due to the time constraints, necessary permissions, available resources, required utility work and permit acquisitions, the idea of expediting construction phasing to construct only the tunnel portion before the electrification wires being installed is not feasible. The project team is now re-evaluating the overall project schedule to determine if a design-build construction process is feasible with the goal to complete the construction to align with the opening of the Middle Plaza development. The project team is coordinating with design-build construction specialists to refine the schedule and will continue to provide updates. Ultimately, opening the crossing to the public by completion of Middle Plaza development is still the project's goal.

The efforts spent to date to expedite the construction of the tunnel portion are still applicable to a non-phased approach and helps the project process move along quickly to help meet the completion schedule. Efforts begun to date include coordination on required property acquisition, coordination with Caltrain on environmental review approach, utility location and confirmation, preliminary design and completion of the second community meeting.

Coordination with Ravenswood Avenue railroad crossing options

Staff has been coordinating the Middle Avenue crossing project with the Ravenswood Avenue railroad crossing study, also being performed by the same staff and consultant team. Considerations to coordinate the two projects include determining appropriate pedestrian and bicycle crossing depth to accommodate projected rail elevations for the Ravenswood Avenue railroad crossing study options and construction staging impacts including temporary railroad track location to potentially keep the Middle Avenue crossing open during grade separation construction. Additional evaluations will be performed to analyze if this is

feasible.

Interest in performing detailed analyses of a citywide rail tunnel and variations of a fully raised rail have been expressed. The Ravenswood Avenue railroad crossing project included preliminary evaluations of these options, their feasibility and a scope of work has been drafted to perform a detailed analysis. This draft scope of work has been discussed at previous City Council and Rail Subcommittee meetings. This effort requires additional funds to be appropriated and will come before the City Council at a later date for direction and action.

The citywide tunnel option of the rail corridor would negate the need for a pedestrian and bicycle crossing since the rail would no longer be at ground level. A walkway at existing ground level could be constructed as part of the rail project. Additionally, the City Council received a presentation from professor Bennon of Stanford global project Center May 21 regarding feasibility of tunnels for rails and potential funding mechanisms. In summary, he stated that by undergrounding the rail, there would be the opportunity for development on the land where the rail now exists to help pay for some of the construction of the undergrounding, a method called land value capture. The level of development required to help pay for part of this endeavor would be of a high urban density similar to near the Caltrain station 4th and King streets in San Francisco. As this was a presentation, no direction was given to staff at this meeting.

With a fully elevated rail option over Ravenswood and Oak Grove Avenues, the Middle Avenue crossing could either remain in place or be replaced with a walkway nearer to the existing ground level. Attachment E illustrates the latest rail profiles considered for the fully elevated options, including the approximate location, elevation and size of the Middle Avenue undercrossing. Should this option of grade separation move forward, an at-grade walkway connecting Middle Plaza and Alma Street would be possible, however, this could not be constructed until the grade separation construction.

The best case schedule for the construction of any grade separation project at Ravenswood and Oak Grove avenues is eight years minimum and likely more since no funding has yet been secured for design or construction. Cost estimates prepared as part of prior roject study report work ranges from \$310-380 million.

Right-of-way needs

In addition to coordination with Caltrain on uses within their right-of-way, on the west side of the crossing, the project will require acquisition of a portion of the 700 El Camino Real property to the north (currently shopping center including Big 5 and BevMo.) There is a 52-foot wide rectangular portion of the parcel that extends south between the Stanford owned property and the Caltrain property that must be utilized for the stairs and ramps into the crossing tunnel. Currently this portion of the property is an underutilized parking lot. The yellow shading in Attachment D illustrates the portion of this property necessary for each of the three concepts.

Staff is having on-going discussions with the affected property owner about the project. As part of the process of acquiring the needed portion of this property, staff will return to City Council to seek approval to negotiate, tentatively July 2019.

Tree impacts

In order to construct the project, existing heritage trees and vegetation on both sides of the crossing location will need to be removed. An inventory and detailed evaluation of the tree removals and replacement requirements is in process. There are opportunities for restoring landscaping and trees within the proposed ramp and stair areas on both sides of the tunnel, on which staff anticipates seeking community input as part of future engagement efforts.

Community meeting

The second community meeting for this phase of the project was held Monday, May 13, in the Elm room of the Arrillaga Family Recreation Center. Approximately 25 people attended the meeting that started with an open house style set of boards for attendees to review the three proposed concepts, ask questions and provide feedback. This was followed by a presentation by the project team, questions and another opportunity for the attendees to review and provide feedback on the exhibits.

Feedback received and questions asked generally fell into the following categories: preferred crossing concept, preference of stair and ramp types, safety and security concerns, clarifications on designs and coordination with other projects. Some of the feedback included:

- Shallower tunnel preferred
- Shorter ramps and stairs preferred
- Concerns regarding bicyclists traveling fast and in large groups in same area as pedestrians on ramps

A copy of the presentation is posted on the project webpage (Attachment C) and a summary of the meeting will be posted on the project webpage once it is finalized.

Next steps

City staff will be presenting the current concepts and feedback heard to date to the Complete Streets Commission June 13 for a recommendation on the preferred concept(s.) Staff anticipates bringing forward the options to City Council to select a preferred crossing concept(s) July 16. Negotiations to acquire necessary right-of-way for the project will be brought before City Council for discussion and authorizations in summer 2019.

Upon selection of a preferred crossing location and direction on overall layout, the project team will proceed with completion of the 30 percent design plans and environmental documentation. Staff is also exploring a design-build approach to the next phases of the project to help expedite project delivery. Staff is currently evaluating this possible approach and continues to meet with Caltrain to coordinate and determine the best delivery options. Staff will return to the Rail Subcommittee and City Council with a more detailed update and delivery plan as more information becomes available.

The San Mateo County Transportation Authority (SMCTA) grant was initially identified to expire in July 2018, and has received two time extensions to February 2020. It is critical to keep this schedule on track to ensure the project progresses, and in accordance with the funding agreement that the City is reimbursed the awarded funds from SMCTA.

The key milestones for the next steps of the project are summarized below:

Coordination with Caltrain	On-going
Complete Streets Commission meeting	June 13, 2019
City Council authorize negotiations to acquire right-of-way	July 16, 2019
City Council selects preferred crossing tunnel alignment and layout	July 16, 2019
Completion of environmental documents and 30% design plans (grant scope)	By February 2020
Construction	2021-2022
Goal for undercrossing opening	Concurrent with Middle Plaza occupation, 2022

Impact on City Resources

The project was included in the CIP for fiscal year 2016-17, with a total budget in the amount of \$700,000. Through the Measure A pedestrian and bicycle program grant awarded for this project, the SMCTA will reimburse the City up to \$490,000.

Environmental Review

The project will required a complete review under the California Environmental Quality Act. More information about the environmental review will be provided in the July 2019 report to City Council.

Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting. Additionally, an email notification was sent to the Public Works projects interest list to notify the public about this Informational Item.

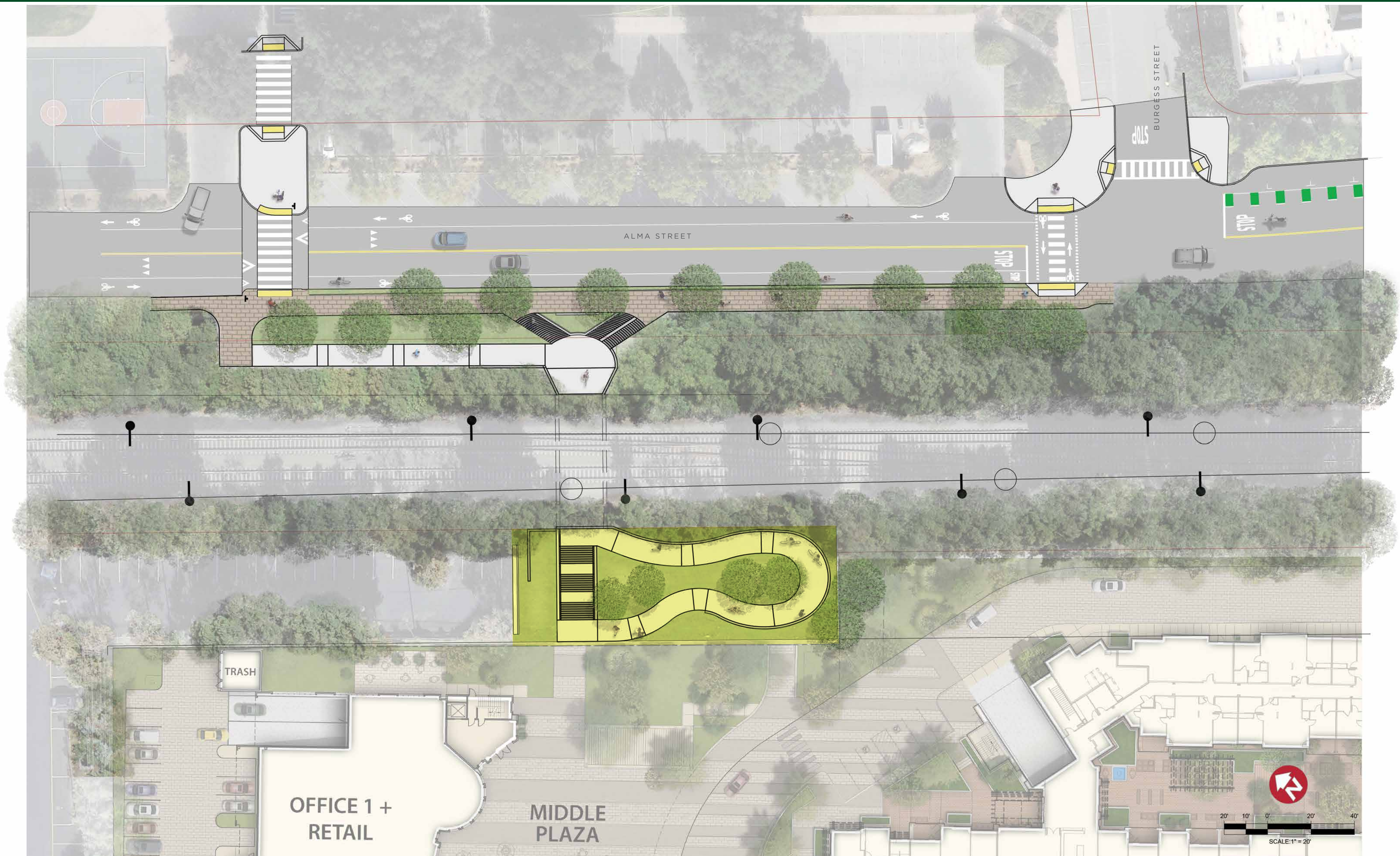
Attachments

- A. Hyperlink – City Council informational update, April 9:
menlopark.org/DocumentCenter/View/21181/K3-20140904-Middle-crossing-CC
- B. Hyperlink – Rail Subcommittee staff report, April 22: menlopark.org/DocumentCenter/View/21356/C1-20190422-Middle-Ave-ped-update-CCRS
- C. Hyperlink – Middle Avenue pedestrian/bicycle crossing: menlopark.org/middlecrossing
- D. Three crossing concepts
- E. Ravenswood Avenue rail crossing, fully elevated over downtown option with Middle Avenue crossing location shown

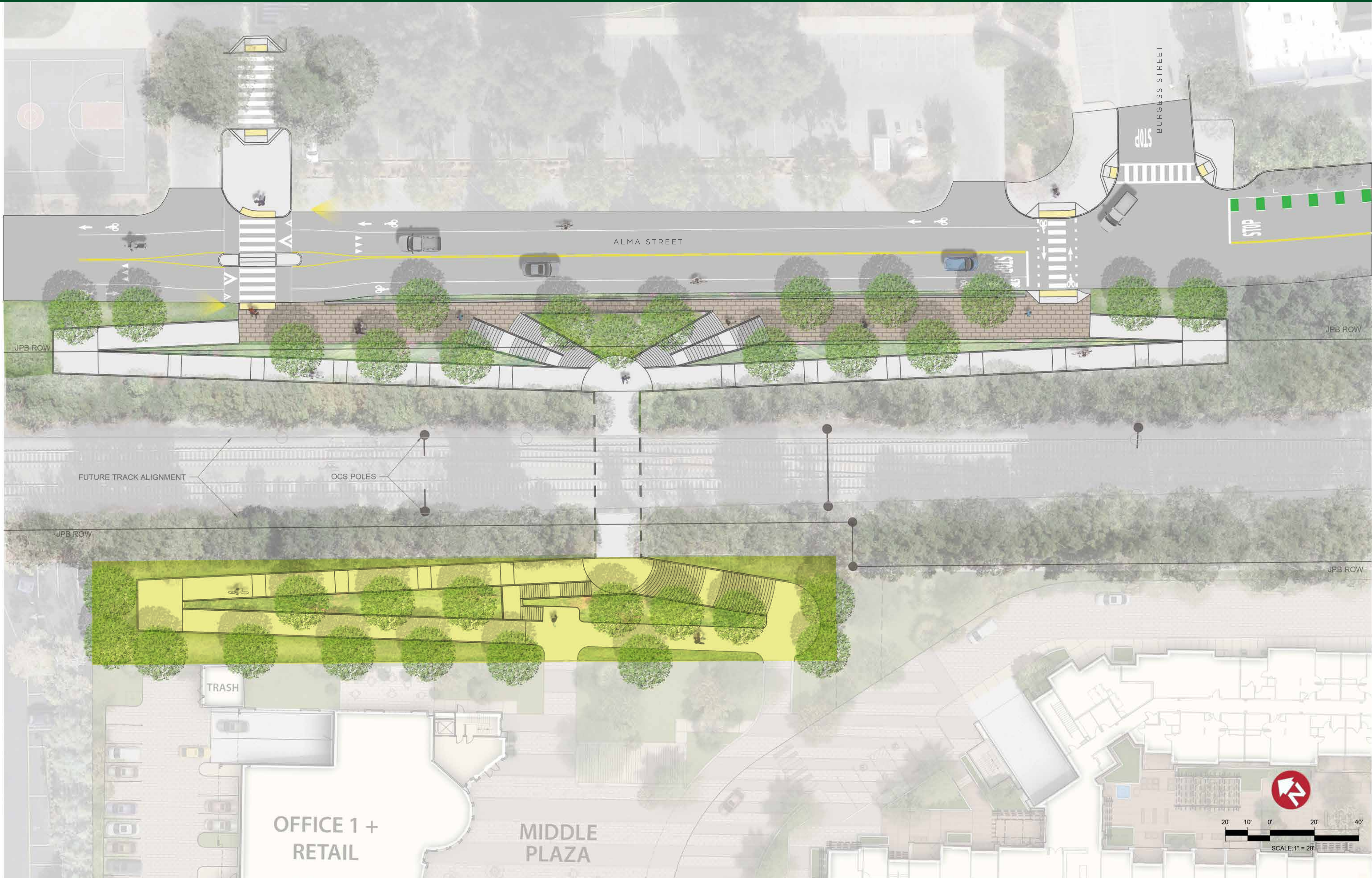
Report prepared by:
Angela R. Obeso, Senior Transportation Engineer

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

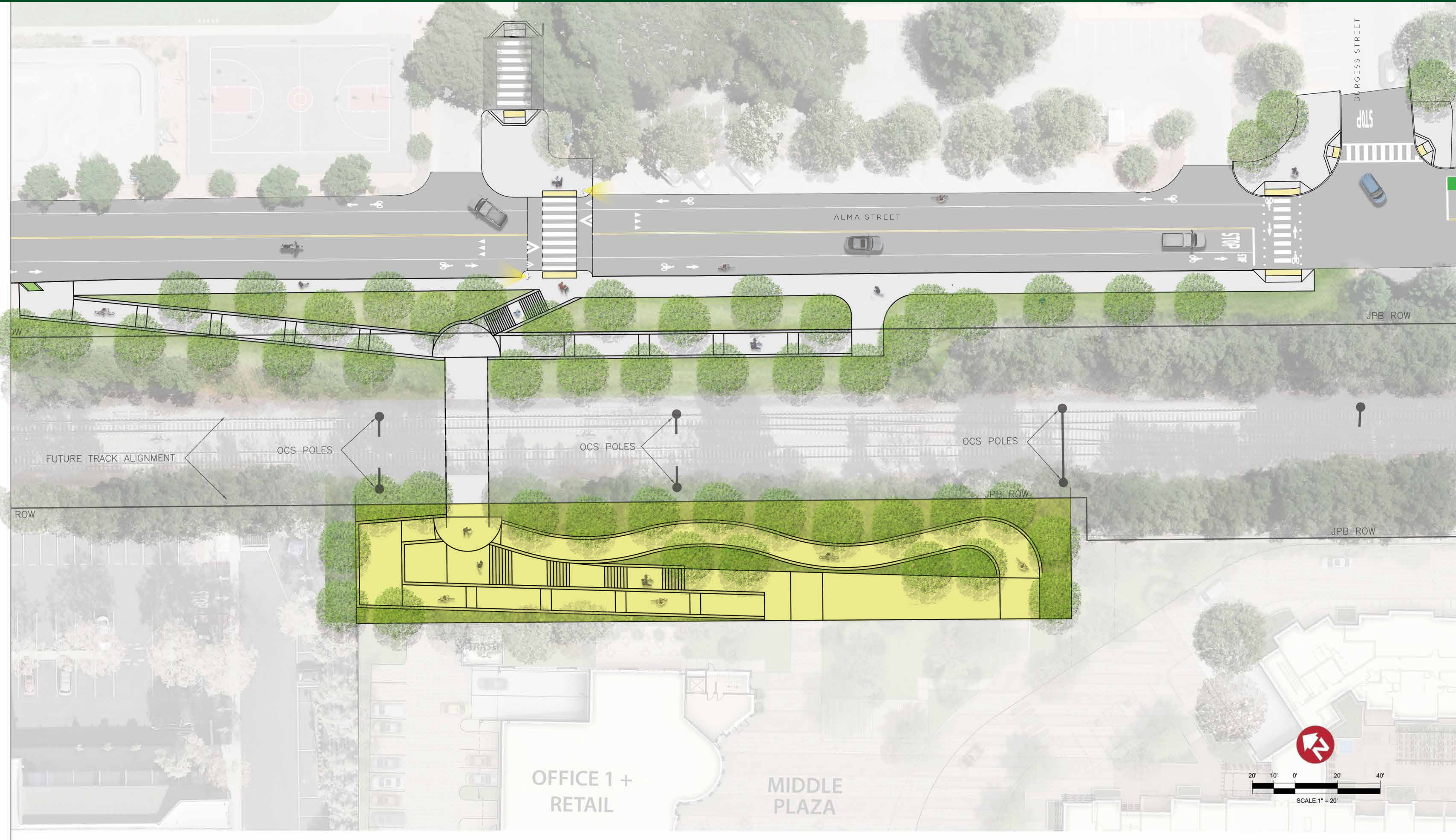
Middle Avenue Undercrossing - Concept 1 Plan



Middle Avenue Undercrossing - Concept 2 Plan

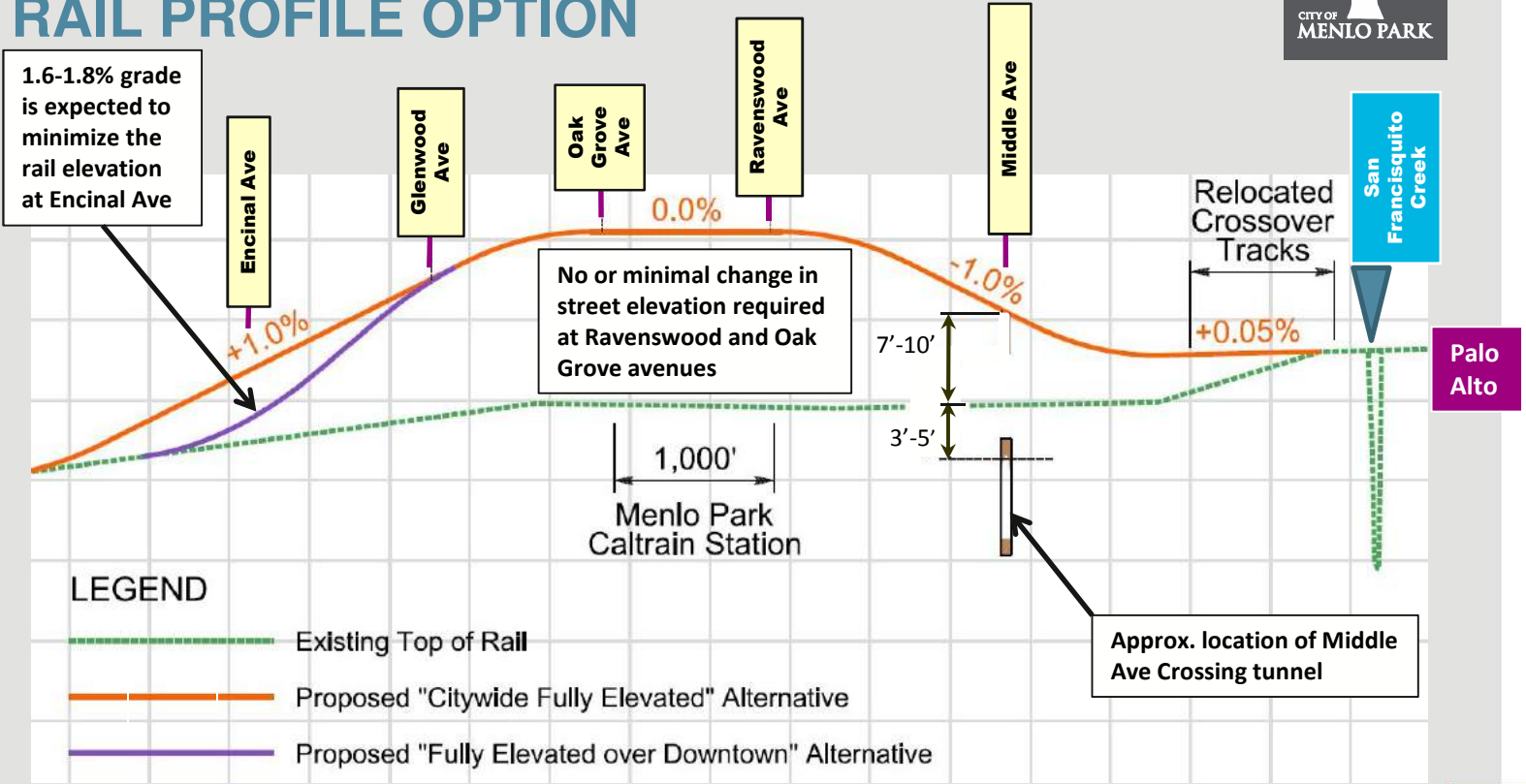


Middle Avenue Undercrossing - Concept 3 Plan





FULLY ELEVATED OVER DOWNTOWN RAIL PROFILE OPTION



Note: Not yet evaluated, shown for illustrative purposes only

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STAFF REPORT

City Council

Meeting Date:

6/4/2019

Staff Report Number:

19-112-CC

Consent Calendar:

Authorize the city manager to enter into master professional agreements with Kutzman and Associates, Shums Coda Associates, West Coast Consulting, 4LEAF, Inc., Municipal Plan Check Services, Carlson Management Inc., HortScience | Barlett Consulting and John J. Heneghan consulting geotechnical and civil engineer

Recommendation

Staff recommends that the City Council authorize the city manager to enter into master professional agreements for five-year periods for the purpose of continuing the following contract services:

1. Plan check and Inspection services: Kutzmann and Associates, Shums Coda Associates, 4LEAF, Inc.
2. Management services: Carlson Management Inc. (inspection and management of Facebook pedestrian bridge)
3. Municipal Plan Check Services
4. Arborist: HortScience | Barlett Consulting
5. Geological plan check services: John J. Heneghan, consulting geotechnical and civil engineer
6. West Coast consulting

Policy Issues

This action is consistent with past practice in which master professional agreements have been established to streamline the request for proposal and purchase requisition process on a per project basis.

Background

The City has utilized contract services through the master professional agreement process to augment City staff on an as-needed basis over the past two decades. The use of master professional agreements establishes continuity with contract personnel that are familiar with the regulations and policies of the City of Menlo Park and helps to streamline the work of the community development building division. City Council authorization is required for the city manager to execute master professional agreements in excess of her financial authority.

The most recent master professional agreements for building contract services were authorized by City Council June 17, 2014, for a five-year period. The City subsequently entered into master professional agreements for a period of five years. Current master professional agreements expire June 30. These agreements supplement staff on an as-needed basis to provide services in a timely manner.

Analysis

The City currently is budgeted for one full-time plan check engineer, two senior building inspectors, three building inspectors (one position currently vacant), one permit manager, four permit technicians, and one office assistant. As part of the draft fiscal year 2019-20 budget, and in recognition of the current high level of development activity, the building division will continue to use contract services as a part of its overall resource management strategy. Specifically, contract plan checkers are used to review plans for large projects that would be time consuming for staff to review without impacting service levels for smaller projects and for their added expertise in reviewing complex mechanical, electrical and plumbing plans. Additionally, contract plan checkers are used to augment staff during busy times to maintain service levels. Master agreements are used with multiple firms in order to ensure prompt plan review turnaround and to take advantage of specialized expertise.

Building inspectors verify construction projects are being built to approved plans, specifications and current City building codes. Inspection services have been significantly impacted due to the ongoing Facebook Campus construction, 1300 El Camino Real (Station 1300), 500 El Camino Real (Stanford Middle Plaza), 506-556 Santa Cruz, 650 Live Oak, 350 Sharon Heights, as well as a significant increase in single-family residential development projects resulting in delays between the day an inspection is requested and the day the inspection is provided. Contract building inspectors are used to augment staff during busy times to maintain service levels. Master agreements with multiple firms are used in order to ensure staff’s ability to find the additional staffing when needed.

Permit technicians process and issue building and encroachment permits in addition to responding to public inquiries and other tasks. Staff’s ability to process the permits in a timely manner was impacted by the increase in development activity. The use of contract services has allowed a return to expected service levels.

In preparation for renewed master agreements, staff emailed a request for qualifications May 1 to the following firms:

Table 1: Itemized fiscal year 2015-16	
Plan check, inspection and permitting	Geologist and arborist
Kutzman and Associates	John J. Heneghan, P.E.
Shums Coda Associates	
4LEAF, Inc.	
Carlson Management, Inc.	HortScience Barlett Consulting
Municipal plan check services	
West Coast Consulting	

Statements of qualifications were submitted by all of the above. Staff is recommending entering into master professional agreements with firms indicated above.

Kutzman, Shums, West coast and Interwest are also in third party plan checklist. Third party plan check firms are used by applicants when there is a need for very fast plan check turnaround times.

All of the firms selected have a long and successful history with the City as consultants. Staff’s request for a five-year term for the master professional agreements is based on these firms consistent quality of service

and competitive costs. The master professional agreements can be terminated through notification as stipulated in the agreement and issue a new request for qualifications if the quality of work or service level is unsatisfactory. A more detailed discussion of the selected firms is provided below.

Plan check, permitting and inspection services

Kutzman and Associates, a SafeBuilt company, has been under contract with the City for more than 20 years. The firm is comprised of licensed structural engineers and certified plans examiners. The typical turn-around time for a large project is 20 days from receipt of plans, 10 days from receipt of plans for most other projects, and five days for review of rechecks. Kutzman and Associates has been the primary plan check consultant for over 20 years because of their consistency in the quality of the plan review and turn-around times.

Shums Coda Associates is comprised of licensed architects, structural engineers and certified building inspectors. The typical turn-around time is 10 days from receipt of plans for most projects, and five days for review of rechecks. Larger projects can take longer depending on the size and level of complexity. Shums Coda Associates has been an approved third party plan check firm for the past nine years, a plan check consultant under a master professional agreement for the last five years, and has provided plan check services on location at City offices. The City also has one contract building inspector from Shums Coda.

4LEAF, Inc., is mostly comprised of certified building inspectors. We currently have two contract building inspectors working through 4LEAF, Inc.

Municipal Code Consultants, while the building division is not actively using this firm two individuals are contract staff in the city manager's office/sustainability division.

Carlson Management Inc. will be inspecting and managing the pedestrian bridge for Facebook. They will also be managing Caltrans portion of this shared bridge.

Geotechnical Plan Check Services, the building division has been using a geotechnical consultant to review the geotechnical component of projects located in the Sharon Heights area of the city, as well as larger residential and commercial projects in the rest of the city. The firm has expert knowledge of the unique geological problems associated with the Sharon Heights area.

Impact on City Resources

The budgeted amount for building contract services proposed in the fiscal year 2019-20 budget is \$1.4 million. The revenues to support the building contract services are fully covered by building permit fees. Expenditures to support building contract services will be proposed in future fiscal year budgets based on the level of building activity in each of those years.

Geotechnical review services are structured as pass-through fees. The fee charged to the applicant by the City is the same as the fee charged to the City by the contractor with the addition of a \$25 administrative fee per project to cover the cost of staff time.

Carlson Management Inc. services are structured as pass-through fees. The fee charged to the Facebook is the same as the fee charged by the Carlson Management Inc. This fee is for a total not to exceed the sum of \$94,000.

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

None.

Report prepared by:

Bana Divshali, P.E., Interim Building Official

Report reviewed by:

Mark Muenzer, Community Development Director



STAFF REPORT

City Council
Meeting Date: 6/4/2019
Staff Report Number: 19-113-CC

Consent Calendar: Authorize the city manager to amend an existing agreement with Baker & Taylor for the purchasing and processing of library materials in an amount not to exceed \$250,000, authorize the option to renew the contract annually for three years, and amend the fiscal year 2018-19 library donations fund budget

Recommendation

Staff recommends that the City Council:

1. Authorize the city manager to amend an existing agreement with Baker & Taylor for the purchase and processing of library materials in an amount not to exceed \$250,000 in each year
2. Authorize the option to renew the contract annually for up to three years
3. Amend the library donations fund budget for fiscal year 2018-19 to appropriate \$75,000 in new special revenue provided by the Friends of the Library and an associated \$75,000 in expenditures

Policy Issues

The requested increase to the contract amount requires City Council approval, and is consistent with City procurement policy. City Council approved the current agreement with Baker & Taylor in February 2017 (Attachment A.)

Background

In December 2016, the library issued a request for quotes from qualified vendors to provide library materials and value-added library services. Baker & Taylor was the vendor selected. Baker & Taylor is a large distributor of books and electronic content and the major vendor used by the library for purchasing materials. They also provide value-added services like the physical processing of books and audio visual items (applying RFID tags, barcodes, stickers and property stamps to purchased items), collection development tools (ordering software and inventory control software), and electronic bibliographic material for the library's catalog. The library currently has an agreement for services with Baker & Taylor not to exceed \$175,000 that was approved by City Council in February 2017. That agreement is currently in effect, and can be renewed annually through 2022.

Analysis

The library department staff have been updating and expanding the collection of materials at the Belle Haven branch library and the main library. The Friends of the Library charitable nonprofit organization has

offered a donation of additional funds toward the purchase of new books and media items for the library collections. This influx of new special revenue funds and expenditures will cause the library to exceed its current authorized expenditure limit of \$175,000 annually with Baker & Taylor. Staff estimates that a new annual expenditure limit of \$250,000 will be sufficient to enhance the library's collections and meet needs with no new impact to the general fund. Authorizing the amendment of the current agreement with Baker & Taylor will allow for continuing efficiencies for the library services department and the finance division. This action requires the City Council to amend the fiscal year 2018-19 library donations fund budget in order to appropriate the \$75,000 additional special revenue provided by the Friends of the Library and the associated \$75,000 in expenditures in fiscal year 2018-19.

Impact on City Resources

There is no financial impact to the general fund associated with this action. Should City Council approve this action, the library donations fund budget will be amended to reflect \$75,000 in new revenue and an equivalent \$75,000 in increased expenditures resulting in no change to end of year fund balance. Due to the timing of this request, the proposed budget for fiscal year 2019-20 does not include this change if approved, but the City Council may elect to include the change during budget adoption or during the midyear review for fiscal year 2019-20. Future fiscal years will incorporate this increase in revenue and expenditures as appropriate.

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. Hyperlink – February 28, 2017 Baker & Taylor staff report from:
menlopark.org/DocumentCenter/View/13038/H6---Purchasing-Library-Materials

Report prepared by:
Nick Szegda, Assistant Director of Library Services

Report reviewed by:
Sean Reinhart, Director of Library Services



STAFF REPORT

City Council

Meeting Date:

6/4/2019

Staff Report Number:

19-111-CC

Consent Calendar:

Authorize the city manager to renew the joint-use library initiative memorandum of understanding with Ravenswood City School District for the Belle Haven branch library facility and operations

Recommendation

Staff recommends that the City Council authorize the city manager to renew the joint-use library initiative memorandum of understanding with Ravenswood City School District for the Belle Haven Branch library facility and operations for 12 additional months through June 30, 2020, with the option to renew for up to two additional 12-month periods and a maximum possible total term of 36 months.

Policy Issues

City Council authorization is required to allow the city manager to enter into agreements.

Background

The Belle Haven Branch library (branch library) is operated by the City of Menlo Park (City.) The branch library is located in the Belle Haven School facility owned by Ravenswood City School District (RCSD.) The City and RCSD executed a joint-use library initiative memorandum of understanding (MOU) to articulate roles and responsibilities regarding the branch library operations and facility. The current MOU is due to expire June 30.

Analysis

Staff recommends extending the current MOU term for 12 additional months through June 30, 2020, with the option to renew for up to two additional 12-month periods and a maximum possible total term of 36 months. This would allow branch library operations to continue in the Belle Haven School facility without interruption. Staff recommends no other changes to the existing MOU at this time. The RCSD board of trustees May 23 authorized the interim superintendent of schools to execute the renewal agreement.

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

Staff Report #: 19-111-CC

environment.

Attachments

None.

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. Renewal agreement
- B. Current agreement

Report prepared by:
Sean Reinhart, Library Services Director



RENEWAL OF THE JOINT-USE LIBRARY INITIATIVE
MEMORANDUM OF UNDERSTANDING (MOU)
BETWEEN RAVENSWOOD CITY SCHOOL DISTRICT
AND CITY OF MENLO PARK

WHEREAS, Ravenswood City School District (“RCSD”) and City of Menlo Park (“City”) desire to renew the existing Joint-Use Library Initiative Memorandum of Understanding (“MOU”) for operations of the Belle Haven Community Library located at 413 Ivy Drive in Menlo Park, California; and,

WHEREAS, the existing MOU is set to expire on June 30, 2019; and,

WHEREAS, RCSD and City mutually desire to extend the term of the MOU for twelve (12) additional months through June 30, 2020, with the option to renew for up to two (2) additional twelve (12) month periods; and,

WHEREAS, RCSD and City mutually desire to make no other changes to the existing MOU at this time, except for term extension noted above;

NOW, THEREFORE, RCSD and City hereby agree to renew the Joint-Use Library Initiative Memorandum of Understanding (“MOU”) for operations of the Belle Haven Community Library for twelve (12) additional months through June 30, 2020, with the option to renew for up to two (2) additional twelve (12) month periods for a maximum possible total term of thirty-six (36) months.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have affixed their hands:

CITY OF MENLO PARK

Starla Jerome-Robinson
City Manager, City of Menlo Park

Date

RAVENSWOOD CITY SCHOOL DISTRICT

Gina Sudaria
Interim Superintendent of Schools

Date



"OUR CHILDREN – OUR FUTURE"

**Ravenswood City School District
Business Services Office**

2120 Euclid Avenue, East Palo Alto, California 94303
(650) 329-2800 Fax (650) 323-9454

Board Members:
Sharifa Wilson, President
Ana Maria Pulido Vice President
Marcelino López, Clerk
Charlie M. Knight, Member
Marielena Gaona-Mendoza, Member

Gloria M. Hernandez-Goff, Ed. D.
Superintendent

**Ravenswood City School District Joint-Use Library Initiative
Memorandum of Understanding (MOU)
July 1, 2017-June 30, 2019**

Purpose

The purpose of this MOU is to articulate roles and responsibilities for the successful collaboration of the Ravenswood School District's (District) Belle Haven School in Menlo Park and the City of Menlo Park (City) Branch Library. The overarching goal of this MOU is to help support the effective operation of the City Branch Library for the benefit of the Menlo Park community and the District students and parents. District and City will work toward operating, maintaining and fostering a learning environment as outlined in the shared responsibilities as defined in this MOU.

This MOU is entered into with reference to the following facts:

District owns and operates the Belle Haven School, which has a library facility and equipment located therein.

City operates and staffs a branch public library at the Belle Haven School, utilizing the District's library facility, which shall hereinafter be referred to as the "joint use library facility."

City and District collaborating to provide services at the joint use library facility at Belle Haven School is in the best interests of the citizens of Menlo Park.

District anticipates utilizing Library Instructional Media Specialist (LIMS) position(s) to assist the school site staff in the joint use library facility by:

1. implementing technology;
2. assisting students in the use of technology and media technology in the learning process;
3. assisting teachers, individuals and/or groups of students in finding and selecting appropriate resource materials, books and other library materials; and
4. promoting the use of technology and media to support learning.

District will be responsible for:

- Hiring, supervising and compensating the Library Instructional Media Specialist (LIMS);
- Hiring, supervising and compensating facilities (custodian and maintenance) employee(s) which the District wishes to provide in the Library;
- Resolving all personnel issues with respect to District employees;

- Providing maintenance of the buildings and grounds housing the joint-use facility, including security, janitorial service, mail, telephone service, all supplies and equipment necessary to operate a school library;
- Assigning LIMS to the City Branch Library from 8:00 to 3:00 each school day;
- Ensuring the safety, beautification and improvements of school premises and other issues, as needed;
- Locking and securing the Library if City library staff are not present in the Branch Library itself when Library is operating as a school library;
- Storing and distributing text books from a location other than the Branch Library facility;
- Requiring all District staff working in the library to sign a non-disclosure agreement with Peninsula Library System in order to have access to the circulation/catalogue system; and
- Requiring all District staff to comply with all Peninsula Library System circulation/cataloging regulations, consistent with City practice.

The City will be responsible for:

- Hiring, supervising and compensating City Library staff including salary and benefits;
- Resolving all personnel related and employment issues with respect to City employees.
- Providing personnel to staff the joint-use library facility during the public access hours of operation as determined by the City;
- Providing training of appropriate District employees of the Library's automated circulation procedures and other applicable policies for management and operation of the joint-use facility;
- Cataloging all library materials and additional materials subsequently purchased;
- Providing computer hardware and software necessary to handle circulation and patron functions, including sufficient on-line public access circulation/catalog terminals to access the library holdings database;
- Providing for the costs related to circulation/catalog computer hardware, software and connecting the computers to specific City or Peninsula Library systems;
- Acquiring children's, young adult and adult materials consistent with interests and needs of residents; and
- Collaborating with District staff, community stakeholders, and partners.

City, District and the Belle Haven Community Library will jointly be responsible for:

- Collaborating to offer library programs and hours of operation that benefits the District students, parents, and community, consistent with the level of funding from the City and the District;
- Participating in program evaluation efforts, including evaluation design, data collection, interpretation and dissemination, as needed;
- Participating in learning community meetings and other partners to discuss progress and lessons learned, as appropriate;
- Developing a common system of operating procedures based largely on the procedures and practices common to the Menlo Park Library but with such minimum deviation as is necessary and mutually agreeable to ensure that the needs of both the school and the public-at-large are satisfactorily met;

- Providing services within the Library-except that City employees will not be responsible to back fill the LIMS duties and LIMS will not be responsible for general librarian duties; and
- Maintaining a clean and inviting City Branch Library.

Payment Dates

- District and the City, will not exchange money or make payments regarding the Branch Library.

Term of MOU

The term of this MOU shall run for two (2) fiscal years starting July 1, 2017 through June 30, 2019, subject to revision and renewal with BOARD approval in subsequent years unless any party to this MOU notifies the other parties, in writing, of its election to terminate the MOU: (a) due to lack of available funds, not less than thirty (30) days prior to the commencement of any fiscal year (i.e., prior to July 1); or (b) for any other reason, not less than sixty (60) days prior to commencement of any fiscal year.

Pursuant to Education Code §17596, in no event shall this CONTRACT exceed a term of five (5) years. Notwithstanding the foregoing, each party hereto shall be obligated to fund its required financial contribution through the effective date of termination of this MOU.

HOLD HARMLESS

- District shall indemnify, hold harmless and defend the City and the City's trustees, officers, employees, and agents from and against every claim, demand and/or liability which may be made by reason of the negligent act(s) or omission(s) of District and/or its employees or agents in their performance of this Memorandum of Understanding. Any right to indemnification shall not apply to acts of willful negligence or illegal actions.
- The City of Menlo Park shall indemnify, hold harmless and defend the District and its trustees, officers, employees and agents from and against every claim, demand and/or liability which may be made by reason of the negligent act(s) or omission(s) of the City of Menlo Park and its employees or agents in their performance of this Memorandum of Understanding.
- In the event of the concurrent negligence of the District and/or its officers and/or employees and the City of Menlo Park, its officers and/or employees, the liability for any and all claims for injuries which arise out of the performance of this contract shall be apportioned under California's Theory of Comparative Negligence" as presently established or as may hereafter be modified.

Amendment of MOU

This MOU contains all of the terms and conditions agreed upon by all of the parties. No amendment or modification shall be valid unless made in writing and signed by all of the parties. No oral understanding or agreement shall be binding.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have affixed their hands.


City of Menlo Park



City Manager

2/15/2018
Date

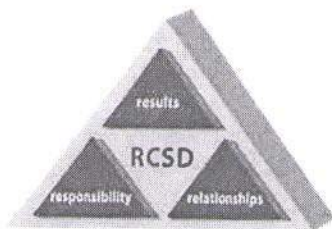
Ravenswood City School District



Dr. Gloria M. Hernandez-Goff
Superintendent

Date

APPROVED OCT 12 2017



"OUR CHILDREN – OUR FUTURE"

Ravenswood City School District
ADMINISTRATIVE OFFICE

2120 Euclid Avenue, East Palo Alto, California 94303
(650) 329-2800 Fax (650) 323-1072

Board Members:
Ana Maria Pulido, President
Sharifa Wilson, Vice President
Marco Chavez, Clerk
Marcelino López, Member
Charlie M. Knight, Member

Dr. Gloria Hernandez-Goff
Superintendent

Date: June 19, 2015
To: Board of Trustees
From: Dr. Gloria M. Hernandez- Goff, Superintendent
Subject: Consideration to approve MOU for Joint-Use Library Initiative with the City of Menlo Park

Summary:

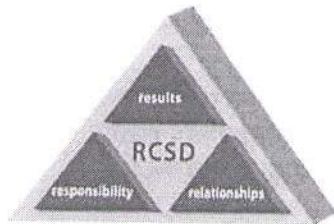
The purpose of this MOU is to articulate roles and responsibilities for the successful collaboration of the Ravenswood School District's (District) Belle Haven School in Menlo Park and the City of Menlo Park (City) Branch Library. The overarching goal of this MOU is to help support the effective operation of the City Branch Library for the benefit of the Menlo Park community and the District students and parents. District and City will work toward operating, maintaining and fostering a learning environment as outlined in the shared responsibilities as defined in this MOU.

Fiscal Impact:

There is no financial impact to the district.

Recommendation:

For the Board to approve MOU



"OUR CHILDREN – OUR FUTURE"

Ravenswood City School District

ADMINISTRATIVE OFFICE

2120 Euclid Avenue, East Palo Alto, California 94303
(650) 329-2800 Fax (650) 323-1072

Board Members:
Ana Maria Pulido, President
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Marco Chavez, Clerk
Marcelino López, Member
Charlie M. Knight, Member

Dr. Gloria Hernandez-Goff
Superintendent

Ravenswood City School District Joint-Use Library Initiative Memorandum of Understanding (MOU) July 1, 2015—June 30, 2017

Purpose

The purpose of this MOU is to articulate roles and responsibilities for the successful collaboration of the Ravenswood School District's (District) Belle Haven School in Menlo Park and the City of Menlo Park (City) Branch Library. The overarching goal of this MOU is to help support the effective operation of the City Branch Library for the benefit of the Menlo Park community and the District students and parents. District and City will work toward operating, maintaining and fostering a learning environment as outlined in the shared responsibilities as defined in this MOU.

This MOU is entered into with reference to the following facts:

District owns and operates the Belle Haven School, which has a library facility and equipment located therein.

City operates and staffs a branch public library at the Belle Haven School, utilizing the District's library facility, which shall hereinafter be referred to as the "joint use library facility."

City and District collaborating to provide services at the joint use library facility at Belle Haven School is in the best interests of the citizen of Menlo Park.

District anticipates utilizing Library Instructional Media Specialist (LIMS) position(s) to assist the school site staff in the joint use library facility by:

1. implementing technology;
2. assisting students in the use of technology and media technology in the learning process;
3. assisting teachers, individuals and/or groups of students in finding and selecting appropriate resource materials, books and other library materials; and
4. promoting the use of technology and media to support learning.

District will be responsible for:

- Hiring, supervising and compensating the Library Instructional Media Specialist (LIMS);
- Hiring, supervising and compensating facilities (custodian and maintenance) employee(s) which the District wishes to provide in the Library;
- Resolving all personnel issues with respect to District employees;
- Providing maintenance of the buildings and grounds housing the joint-use facility, including security, janitorial service, mail, telephone service, all supplies and equipment necessary to operate a school library;
- Assigning LIMS to the City Branch Library from 8:00 to 2:00 each school day;
- Ensuring the safety, beautification and improvements of school premises and other issues, as needed;

- Locking and securing the Branch Library if not present in the Branch Library itself when Branch Library is operating as a school library;
- Storing and distributing text books from a location other than the Branch Library facility;
- Requiring all District staff working in the library to sign a non-disclosure agreement with Peninsula Library System in order to have access to the circulation/catalogue system; and
- Requiring all District staff to comply with all Peninsula Library System circulation/cataloging regulations, consistent with City practice.

The City will be responsible for:

- Hiring, supervising and compensating City Library staff including salary and benefits;
- Resolving all personnel related and employment issues with respect to City employees.
- Providing personnel to staff the joint-use library facility during the public access hours of operation as determined by the City;
- Providing training of appropriate District employees of the Library's automated circulation procedures, and other applicable policies for management and operation of the joint-use facility;
- Cataloging all library materials, and additional materials subsequently purchased by either or both entities;
- Providing computer hardware and software necessary to handle circulation and patron functions, including sufficient on-line public access circulation/catalog terminals to access the library holdings database;
- Providing for the costs related to circulation/catalog computer hardware, software and connecting the computers to specific City or Peninsula Library systems;
- Acquiring children's, young adult and adult materials consistent with interests and needs of residents; and
- Collaborating with District staff, community stakeholders and partners.

City, District and the Belle Haven Community Library will jointly be responsible for:

- Collaborating to offer library programs and hours of operation that benefits the District students, parents and community, consistent with the level of funding from the City and the District;
- Participating in program evaluation efforts, including evaluation design, data collection, interpretation and dissemination, as needed;
- Participating in learning community meetings and other partners to discuss progress and lessons learned, as appropriate;
- Developing a common system of operating procedures based largely on the procedures and practices common to the Menlo Park Library but with such minimum deviation as is necessary and mutually agreeable to ensure that the needs of both the school and the public-at-large are satisfactorily met;
- Providing services within the Library, except that City employees will not be responsible to back fill the LIMS duties and LIMS will not be responsible for general librarian duties; and
- Maintaining a clean and inviting City Branch Library.

Payment Dates

- District and the City, will not exchange money or make payments regarding the Branch Library.

Term of MOU

- The term of this MOU shall run for three (2) fiscal years starting July 1, 2015 through June 30, 2017, unless any party to this MOU notifies the other parties, in writing, of its election to terminate the MOU: (a) due to lack of available funds, not less than thirty (30) days prior to the commencement of any fiscal year (i.e., prior to July 1); or (b) for any

other reason, not less than sixty (60) days prior to commencement of any fiscal year. Notwithstanding the foregoing, each party hereto shall be obligated to fund its required financial contribution through the effective date of termination of this MOU.

HOLD HARMLESS

- A. District shall indemnify, hold harmless and defend the City and the City's trustees, officers, employees and agents from and against every claim, demand and/or liability which may be made by reason of the negligent act(s) or omission(s) of District and/or its employees or agents in their performance of this Memorandum of Understanding. Any right to indemnification shall not apply to acts of willful negligence or illegal actions.
- B. The City of Menlo Park shall indemnify, hold harmless and defend the District and its trustees, officers, employees and agents from and against every claim, demand and/or liability which may be made by reason of the negligent act(s) or omission(s) of the City of Menlo Park and its employees or agents in their performance of this Memorandum of Understanding.
- C. In the event of the concurrent negligence of the District and/or its officers and/or employees and the City of Menlo Park, its officers and/or employees, the liability for any and all claims for injuries which arise out of the performance of this contract shall be apportioned under "California's Theory of Comparative Negligence" as presently established or as may hereafter be modified.

Amendment of MOU

This MOU contains all of the terms and conditions agreed upon by all of the parties. No amendment or modification shall be valid unless made in writing and signed by all of the parties. No oral understanding or agreement shall be binding.

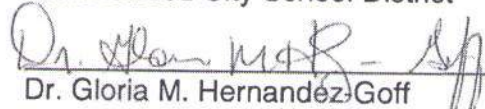
IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have affixed their hands.

City of Menlo Park

Alex D. McIntyre
City Manager

Date

Ravenswood City School District



Dr. Gloria M. Hernandez Goff
Superintendent

Date



STAFF REPORT

City Council Meeting Date: 6/4/2019
Staff Report Number: 19-118-CC

Public Hearing: Public Hearing on proposed fiscal year 2019–20 budget and capital improvement plan

Recommendation

Staff recommends that the City Council hold a public hearing on the proposed fiscal year 2019-20 budget and capital improvement program and provide direction on any desired changes. The City Council's direction will be incorporated into the staff report for the adoption of the fiscal year 2019-20 budget, which is scheduled for June 18.

Policy Issues

A public hearing on the city manager's proposed budget is consistent with the city's budgeting process and represents no changes in city policy. In addition to presenting the financial plan for fiscal year 2019-20, this report also seeks City Council confirmation of its intent to maintain the temporary reduction in utility users' tax rates at the current 1 percent rate.

Background

The city manager's proposed fiscal year 2019-20 budget was presented to the community at the study session held May 21. Before City Council's adoption of the budget, which is scheduled June 18, a public hearing is held to take public comment on the proposed budget and capital improvement program. At the conclusion of the public hearing, the City Council provides direction to staff on key elements of the spending plan for incorporation into a second draft of the proposed budget and City Council consideration June 18. The operating budget was developed using the guidance City Council provided at its February 2, goal setting workshop. The resources necessary to make the stated progress in the City Council's adopted workplan are included in the proposed spending plan. In addition, the capital improvement program was presented to the Planning Commission which found that the 5-year capital improvement program is consistent with the general plan.

Analysis

The total proposed fiscal year 2019-20 budget for all city operations and capital improvement is operationally balanced with a revenue budget of approximately \$169 million and expenditure budget of approximately \$171 million. At the end of the fiscal year, the budget provides for a surplus in the general fund of \$0.10 million and a deficit of \$2.73 million across all funds. The budget includes a number of assumptions for revenue and expenditures which are detailed in the budget document's budget summary section.

General fund

The general fund is the city's most complex operating fund accounting for roughly 41 percent of all financial activity and provides the vast majority of public services to the community. The funds deposited to the general fund are unrestricted and may be appropriated by the City Council to deliver the desired level of public services.

The proposed budget includes general fund revenue and other resources of \$70.04 million and expenditures and other requirements of \$69.94 million. The resulting surplus of \$0.10 million, less any necessary commitments to comply with the City's reserve policy, will be deposited to the City's general fund unassigned fund balance June 30, 2020, if all assumptions come to fruition. One revenue that may shift the general fund revenue budget in a significant manner is excess education revenue augmentation fund (ERAF.) ERAF is money the State withholds from local government property taxes annually to fulfill its obligation to fund education. Once the State distributes ERAF withheld from local agencies, the amount in excess of the requirement is returned to the agency of origin. For fiscal year 2019-20, the budget incorporates the assumption that 100 percent, or \$2.56 million, will be returned to the City. However, staff still consider this to be an at-risk revenue source and if the excess ERAF is not returned to the City, it will cause a substantial impact in operational balance.

The main categories of revenues and expenditures for the general fund, including the main drivers of changes, are outlined below in Table 1. A more detailed discussion of the general fund can be found in the budget summary and discussion section of the budget document.

Table 1: General fund budget summary				
\$ million	2018-19 est. actual	2019-20 Proposed budget	Increase/decrease	Primary driver of change: 2019-20 proposed vs. 2018-19 est. actual
Revenue and other resources				
Property taxes	26.56	28.87	8.7%	8.7% increase in assessed value, 100% of excess ERAF returned
Charges for services	12.09	12.43	2.8%	
Transient occupancy tax	10.05	10.25	2.0%	
Sales tax	5.99	6.36	6.3%	State error artificially lowered FY 2018-19 revenue
Licenses and permits	5.12	4.59	-10.3%	Gap year in development life cycle
Utility users' tax	1.19	1.21	2.0%	
Other	5.59	5.78	3.4%	
Transfers in	0.53	0.55	3.8%	
Total revenue	67.11	70.04	4.4%	
Expenditures and other requirements				
Personnel	38.70	45.31	17.1%	New positions, fewer vacancies, supplemental pension payments
Operating	18.62	21.09	43.8%	Service enhancements, contract staffing
Capital outlay and transfers out	7.56	3.54	-53.1%	Return to baseline capital transfer
Total expenditures	64.88	69.94	7.8%	
Surplus/(deficit)	\$ 2.23	\$ 0.10		

Consistent with prior year budgets, departments initially submitted baseline budgets to the finance division with the message that services levels provided in fiscal year 2018-19 would largely be maintained in fiscal year 2019-20. In their submittal, departments were tasked with identifying only the incremental improvements which provided the greatest benefit to the community, provided cost savings, or were necessary from an inter-agency or regulatory perspective as well as those which would meet the expectations of the City Council 2019 work plan. As the City’s finances for fiscal year 2019-20 became clearer, the city manager evaluated a multitude of requests from departments for inclusion in the fiscal year 2019-20 proposed budget.

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. These changes were first shared with the community in the executive summary provided during the May 14 City Council meeting and subsequently in the May 21 study session. These new budget requests are outlined in the budget message and summarized in the executive summary to the proposed budget (Attachment A.)

On June 4, staff seeks the City Council's direction on the outlined budget proposals. Any modification to the items listed above or any new items not previously outlined will have a corresponding impact on the general fund surplus of \$0.10 million. The City Council should also be reminded that the proposed property tax budget includes the expectation of receiving the full excess ERAF distribution, which differs from previous years but fits with the best information available at the time of budget preparation. As a result, the expectation from previous years of receiving substantial additional property tax distribution midyear is unlikely for fiscal year 2019-20.

Ten-year forecast

The budget document contains a general fund 10-year forecast in order to ascertain whether the budget decisions made for fiscal year 2019-20 are sustainable in the long term given reasonable estimates for future changes, including an economic downturn. This year's ten-year forecast carried on the previous year's stochastic model and producing a variety of outcomes while simultaneously incorporating new information such as the increased likelihood of an economic downturn in the shorter term as well as the eventual loss of all excess ERAF. The average of all results, determined to be the most likely outcome, the City sees a modest surplus in each year, which grows to a substantial surplus in the last year of the forecast, fiscal year 2029-30, as the City's miscellaneous pension plan is fully funded. It is important to note that the projected surplus in the general fund only accounts for the regular transfer to the general CIP fund, but future CIP needs are likely to exceed available revenues and will require additional transfers and reduce this projected surplus.

Fiscal year 2019-20 appropriations limit

The appropriations limit, which was originally established in 1979 by Proposition 4, places a maximum limit on the appropriations of tax proceeds that can be made by the state, school districts and local governments in California. The appropriations limit is set on an annual basis and is revised each year based on population growth and cost of living factors. The purpose of the appropriations limit is to preclude state and local governments from retaining excess revenues, which are required to be redistributed back to taxpayers and schools. California Government Code requires that the City annually adopt an appropriations limit for the coming fiscal year. The City Council will be asked to adopt a resolution that establishes the city's appropriation limit for fiscal year 2019-20 at their meeting June 18. For fiscal year 2019-20, the appropriations limit (Attachment C) is \$65,863,774, while the proceeds of taxes subject to the appropriations limit is \$50,136,659. Therefore, the City is \$15,727,115 million below its appropriations limit for fiscal year 2019-20.

Impact on City Resources

As noted in the previous section, the city's budget is balanced and the detail of revenue and expenditures are included in the city manager's proposed fiscal year 2019-20 budget. Most importantly, however, the city's largest and most active fund, the general fund, is also balanced with a modest \$0.10 million surplus.

Information on the city's other funds, including a description of the fund, fiscal year 2019-20 proposed resources and requirements, and the expected ending fund balance, is included in the budget summary and discussion section of the budget document. In total, requirements for the other funds are expected to exceed resources by \$2.83 million in fiscal year 2019-20. This draw on fund balance is most pronounced in the general capital improvement plan fund, which is expected to have an ending fund balance \$3.22 million

lower than its starting fund balance. This is typical of many capital and special revenue funds which save funds for a number of years as large projects often take more resources than are generated in a single year. For the majority of the City's funds, a deficit year is a regular part of the accumulation and spending cycle.

For some funds, however, the drawdown of fund balance is the result of operating expenditures exceeding dedicated revenue. This is evident in the Bedwell Bayfront Park maintenance fund and the Sharon Hills Park fund, which do not have a dedicated revenue source to fund ongoing maintenance. For these funds that lack ongoing revenue sources, once accumulated fund balance is depleted, the responsibility for maintenance of those facilities will become part of the city's general fund unless a more suitable fund or new funding source is identified.

Environmental Review

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

Public Notice

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

Attachments

- A. Hyperlink – executive summary of the proposed fiscal year 2019–20 budget: menlopark.org/DocumentCenter/View/21546/G4-20190514-CM-proposed-budget-CC
- B. Hyperlink – city manager's proposed fiscal year 2019-20 budget: www.menlopark.org/proposedbudget
- C. Proposed fiscal year 2019–20 appropriations limit work sheet

Report prepared by:
Dan Jacobson, Finance and Budget Manager

Report approved by:
Lenka Diaz, Administrative Services Director

**CITY OF MENLO PARK
APPROPRIATIONS LIMIT
FISCAL YEAR 2019-20**

	<u>AMOUNT</u>	<u>SOURCE</u>
A. LAST YEAR'S LIMIT	\$ 63,244,940	Prior Year
B. ADJUSTMENT FACTORS		
1. Population - City	1.0028	State Department of Finance
2. Inflation	1.0385	State Department of Finance
	1.0414	(B1*B2)
Total Adjustment %	0.0414	(B1*B2-1)
C. ANNUAL ADJUSTMENT	\$ 2,618,834	(B*A)
D. THIS YEAR'S LIMIT	<u>\$ 65,863,774</u>	(A+C)
E. PROCEEDS OF TAXES SUBJECT TO LIMIT		
Property Tax	28,871,314	2019-20 Proposed Budget
Sales Tax	6,361,440	2019-20 Proposed Budget
Other Taxes	13,227,565	2019-20 Proposed Budget
Special Assessments	1,027,077	2019-20 Proposed Budget
Interest Allocation	649,263	2019-20 Proposed Budget
	<u>\$ 50,136,659</u>	
F. AMOUNT UNDER/(OVER) LIMIT	\$ 15,727,115	(D-E)



STAFF REPORT

City Council

Meeting Date:

6/4/2019

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	June 4, 2019
City Council study session of draft TIF program update	June 4, 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 Transportation Master Plan email list Thursday, May 30, 2019, 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

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
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

TRANSPORTATION MASTER PLAN



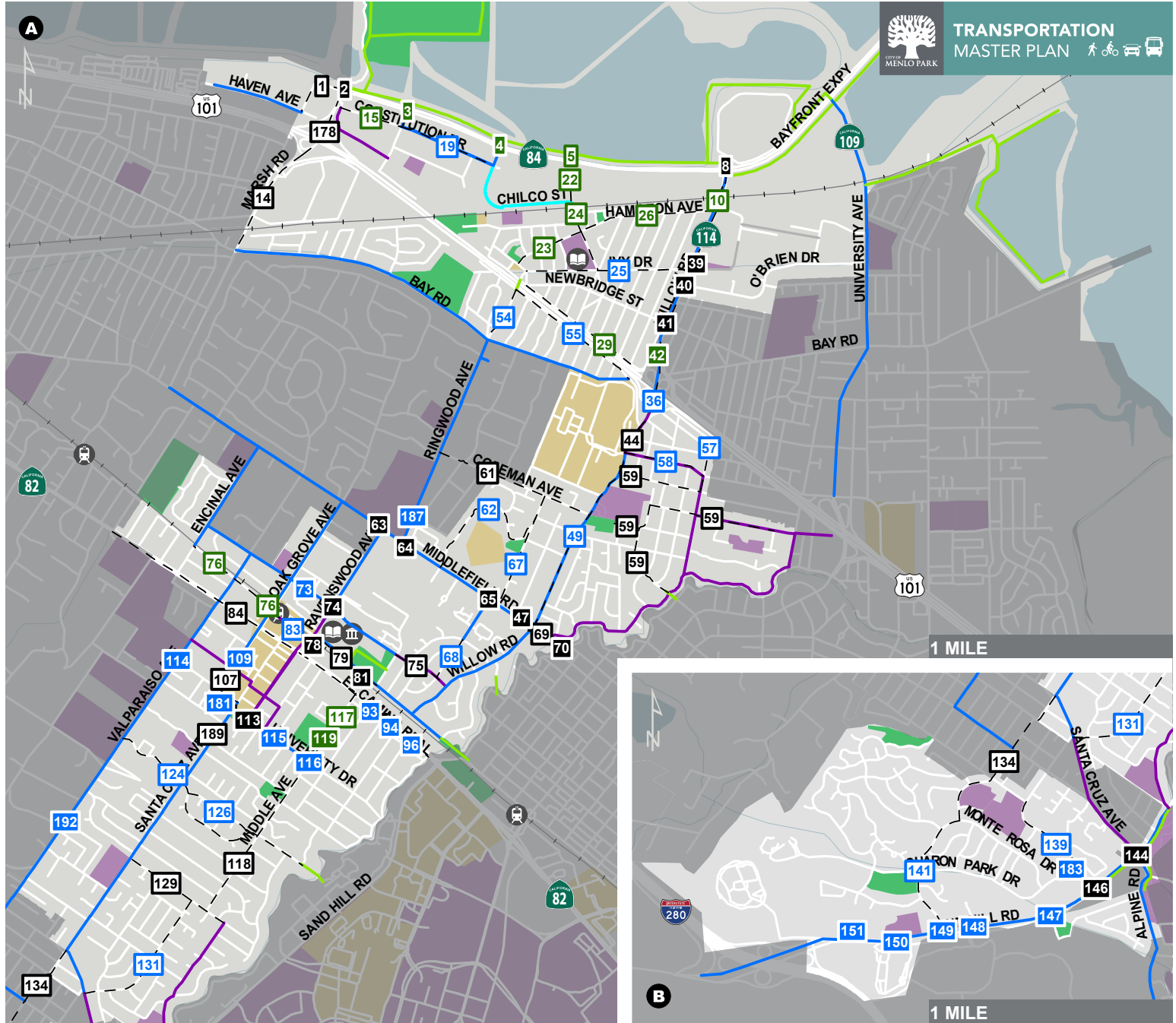
NO.	LOCATION	PROJECT	PROJECT DETAILS	PRIORITIZATION CRITERIA						
				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	TRANSPORTATION SUSTAINABILITY	SCHOOL NEARBY	SENSITIVE POPULATION	GREEN INFRASTRUCTURE
148	Sand Hill Rd & Saga Wy	Sand Hill Rd Corridor Project	<ul style="list-style-type: none"> 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

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
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

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
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

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
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

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
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

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
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

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
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

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
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 THURPUT	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

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
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

TRANSPORTATION MASTER PLAN



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				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	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

TRANSPORTATION MASTER PLAN



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				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

TRANSPORTATION MASTER PLAN



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				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



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				SAFETY	CONGESTION MANAGEMENT	GHG REDUX / PERSON THRUPUT	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



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				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

TRANSPORTATION MASTER PLAN



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				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	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

TRANSPORTATION MASTER PLAN



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				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

TRANSPORTATION MASTER PLAN



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				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

TRANSPORTATION MASTER PLAN



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				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

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
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

TRANSPORTATION MASTER PLAN



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				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:

6/4/2019

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 engagements 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 easy to 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 midstream 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

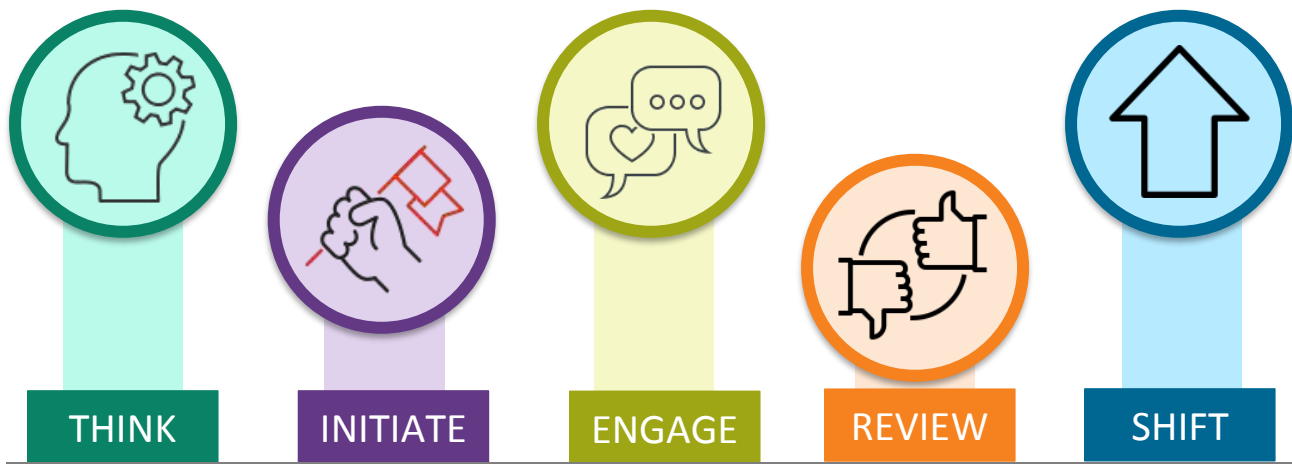
Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

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

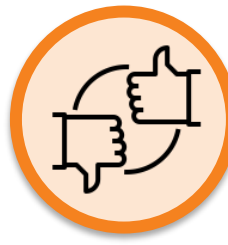
- Implement your plan, prioritizing outreach
- Ensure targeted audiences are represented (authentically) within your plan
 - Double check with local leaders to ensure authentic voices are reached

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

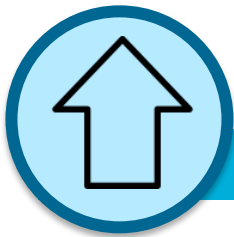
- What worked? What could have gone better? See ILG resources like Rapid Review Worksheets
- Is training needed for any staffers in order to execute more effectively in the future? (e.g. facilitation skills; graphic design; survey question construction; meeting design)

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

The Institute for Local Government's (ILG) 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.

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.

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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

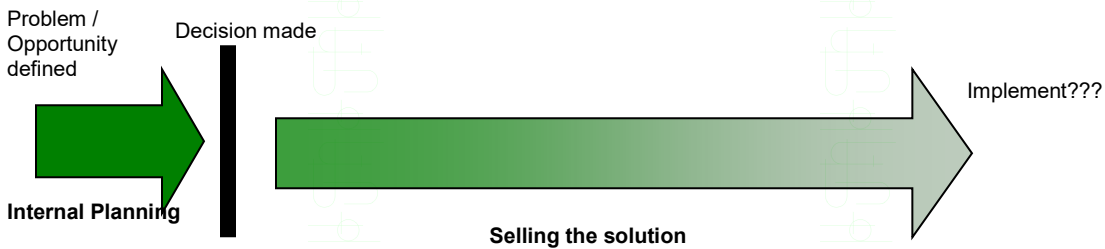
A Key Question:

Will community engagement mean it takes longer to do projects?

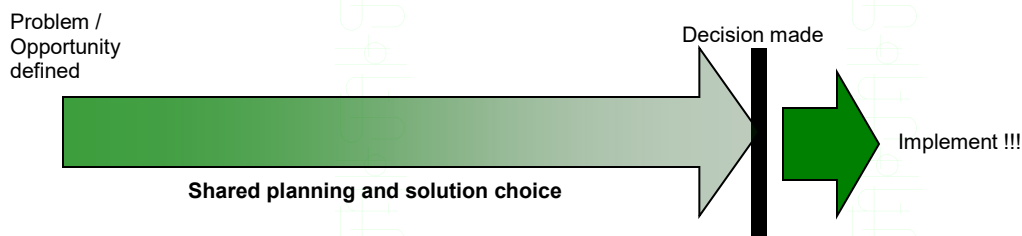
Here's the answer!

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.

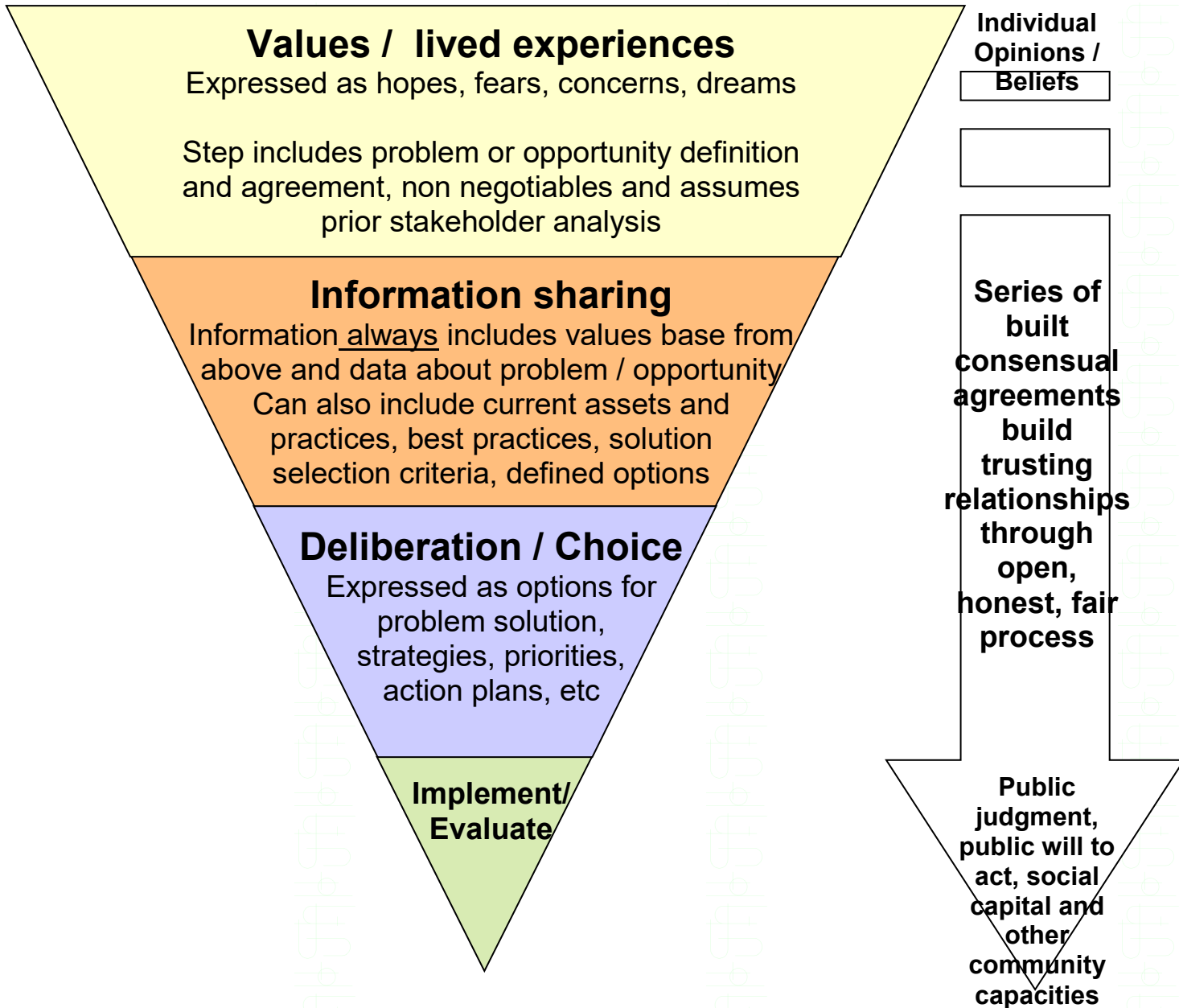
Community engagement processes, if they are to coalesce individual interests and opinions into group judgment and will to act, should always begin with the big picture where public interests, expressed as people's values, adhere in the definition of the problem. This is also the place where broadest 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

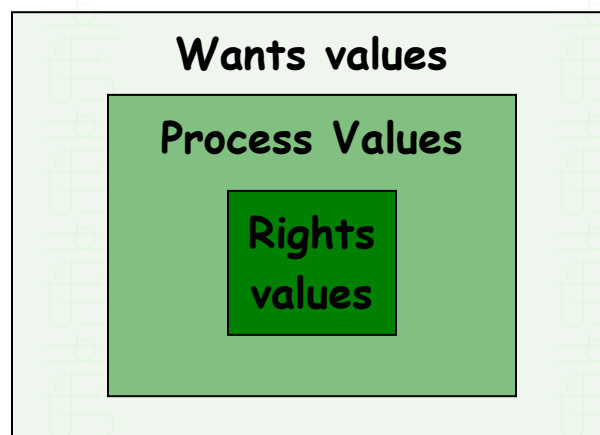
Community engagement processes begin at the top of the sequence by first uncovering the broadest, biggest and most opinion-based level of thinking and information, which we refer to as values but are generally expressed as concerns, hopes and fears, sometimes called “lived knowledge” -- it’s what people 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.

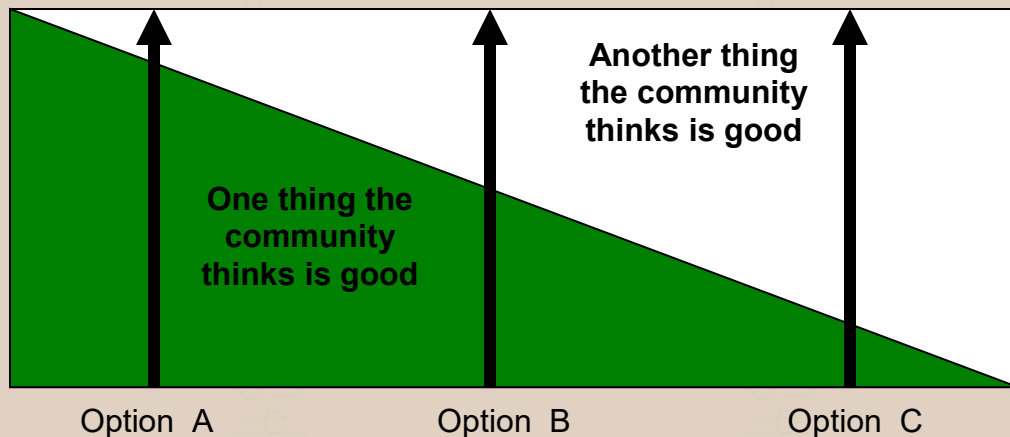


When we get responses to questions throughout our processes, whether verbal or written, we should listen for values. We can do this through listening for consistent preferences, often-used words and recurring themes. We need to make special note if we hear comments that focus on process or rights values, 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

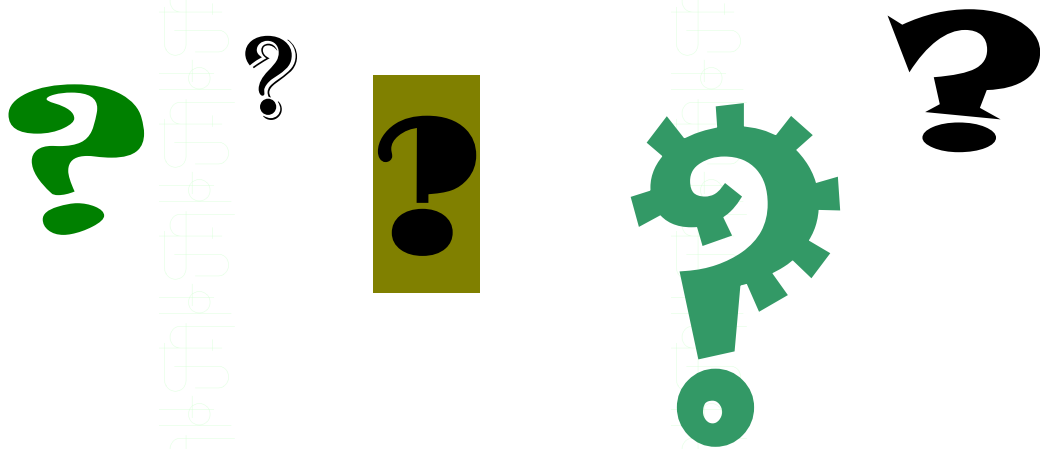
Each step in the sequence of decisions will always include one or more focus questions. A focus question is a tool developed by the Institute for Cultural Affairs that ensures that the purpose of that process step is clear to everyone. We will develop focus questions for each step in the sequence of 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:

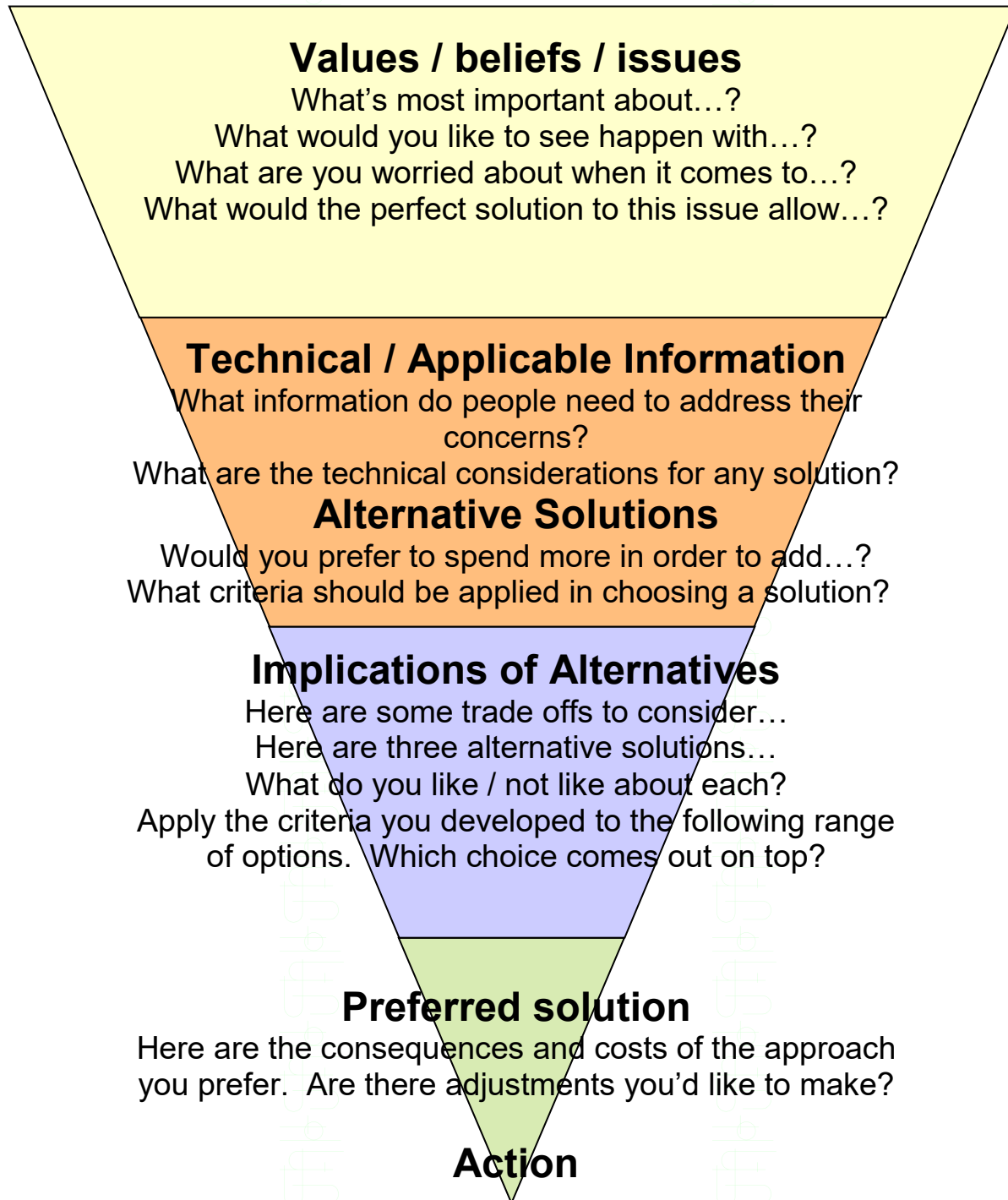
- **Are open ended** – *“List the greatest hopes and concerns you have about this project.....”*
- **Are impossible to answer with a “yes” or a “no”** – *“What suggestions do you have for increasing the safety of school children as they come and go along this roadway?”*
- **Are framed for a positive 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.



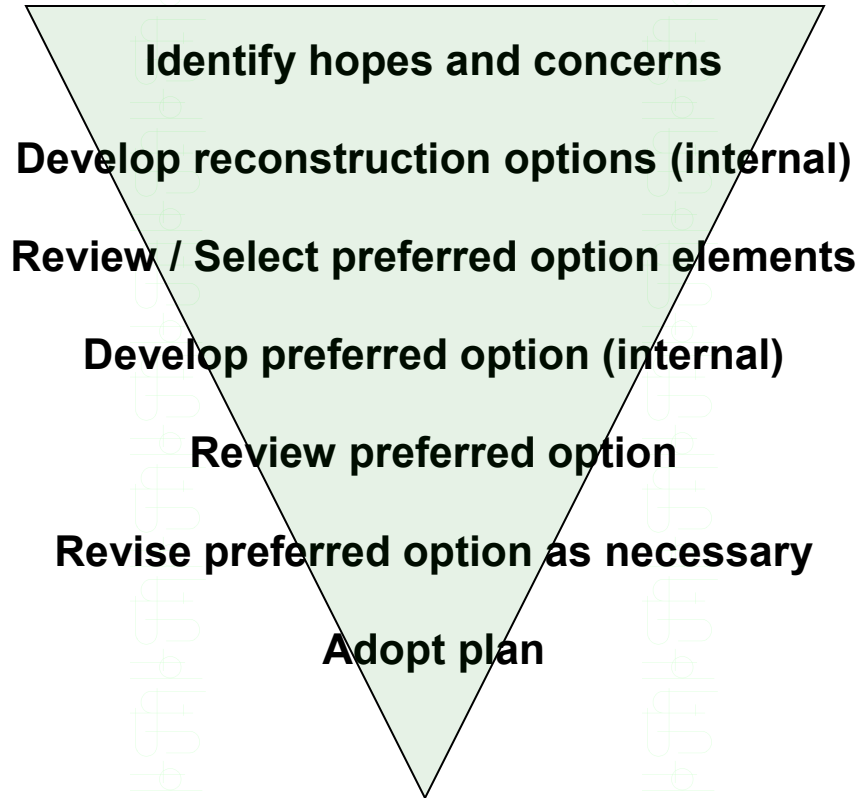
Sequence of Decisions

Typical focus questions



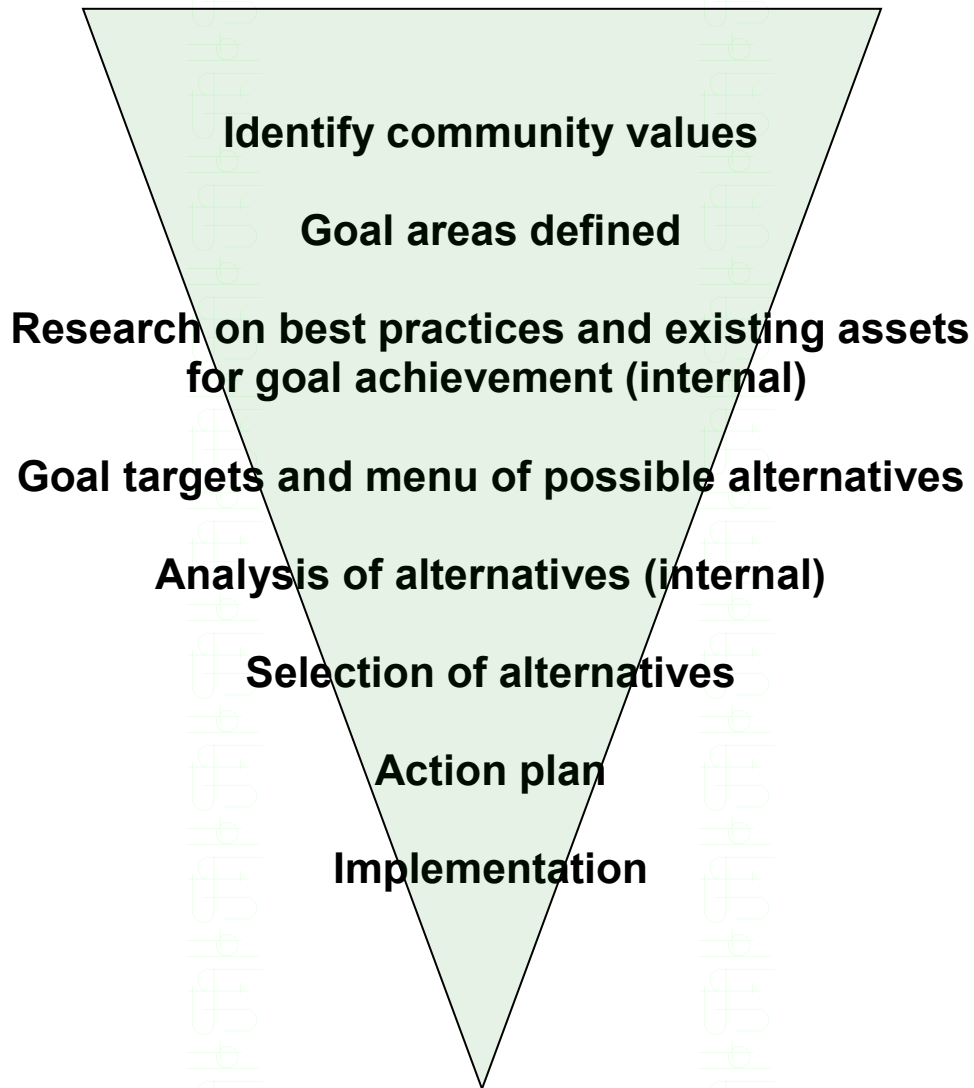
Examples of Sequence of Decisions:

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

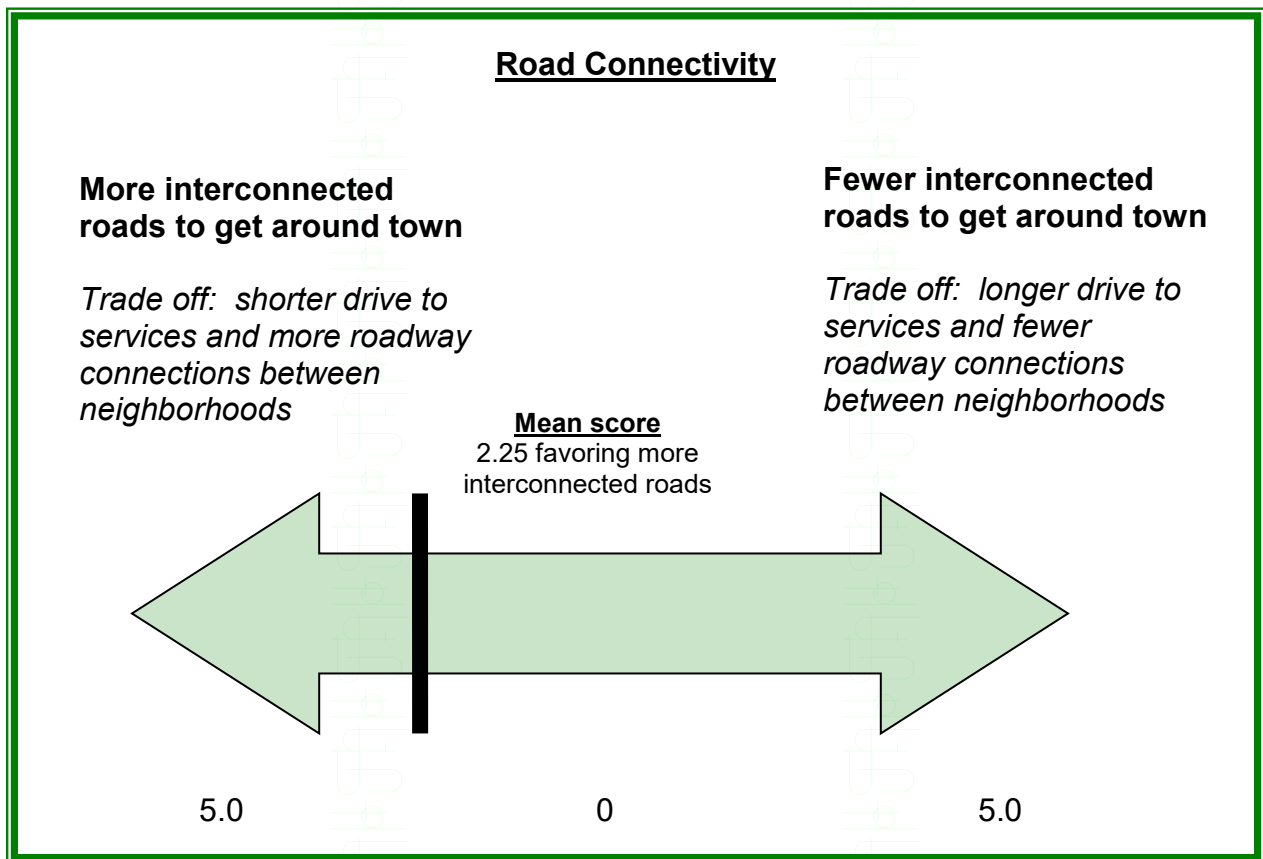
Evaluating Options

- 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:

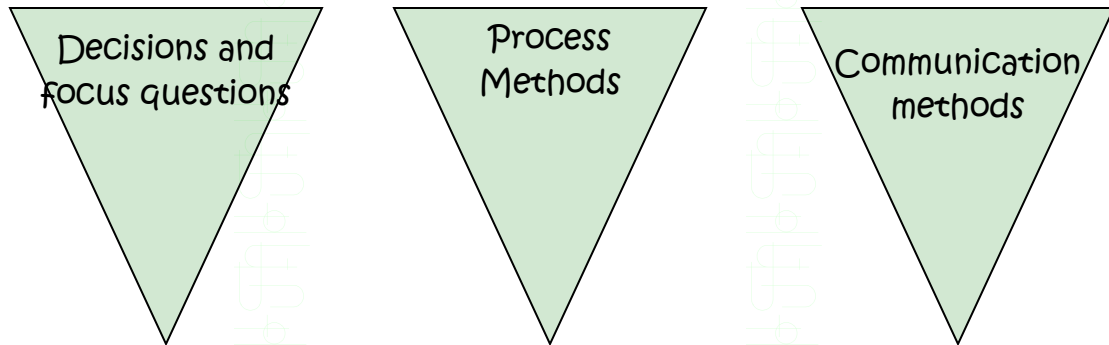
- Serve as a sounding board for plan ideas
- Serve as a liaison to your respective constituencies or the community at large
- Promote participation in planning events to your constituencies and to the community at large
- Attend meetings of the Committee and public planning events; and
- Do your best 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..."

"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 "blindness" 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: 6/4/2019
Staff Report Number: 19-120-CC

Regular Business: **Direction to update City Council procedure CC-19-004 “Commissions/Committees Policies and Procedures” for the Finance and Audit Committee and appoint to new members**

Executive Summary

This regular business item seeks City Council approval of changes to City Council procedure CC-19-004 which establishes the Finance and Audit Committee (FAC) composition and charter. Staff has identified two options to move forward, summarized below and more fully discussed in the analysis section of this report.

The recommendation is that the City Council:

1. Expand the committee size and responsibilities – In this option, the City Council would direct staff to increase the FAC membership from five to seven; take action to appoint Peter Ohtaki and Brian Westcott to two year terms on the FAC expiring May 2021; and amend the FAC charter to provide greater clarity of the FAC’s duties and responsibilities. At their April 16 meeting, the City Council reached consensus to increase the size of the FAC and appoint Peter Ohtaki and Brian Westcott to the new seats. To address frustration expressed by current and past FAC members, staff also recommends updating the FAC charter to expand the role of the FAC with key deliverables and to incorporate general advisory body policies to avoid misunderstanding in the role of an advisory body member.

Or

2. Reorganize the advisory structure for finance and audit functions. Create a new City Council standing subcommittee on budget and audit comprised of Mayor Mueller and Councilmember Combs; create a new City Council advisory body on investments and debt comprised of Peter Ohtaki, Roger Royse, Ron Shepherd, Soody Tronson and Brian Westcott; and direct the new committee to recommend a charter to the City Council for the newly created Investment and Debt Advisory Committee (IDAC.) This option is an alternative that more closely aligns with the practice of neighboring jurisdictions, ensuring that a subcommittee of the City Council remains active in the budget and audit processes while harnessing more transferrable skills of members of the public to advise the City Council on investments. This approach is modeled after the City of San Mateo’s committees’ structure.

Policy Issues

The areas of policy consideration for the requested City Council action are summarized by the following questions:

- Does the FAC require additional members to serve the City Council as an advisory body?
- Does the FAC’s current charter adequately reflect the City Council’s desired role for advice on the city’s finances and annual audit?
- Should the role of advisory bodies be expanded to include operational and administrative matters?

Analysis

The FAC was established in 2008 and is comprised of five members: two City Councilmembers and three Menlo Park residents. Current membership includes Mayor Mueller, City Councilmember Combs, Roger Royse, Ron Shepherd and Soody Tronson. In 2018, the FAC held six public meetings: January 26, March 5, April 20, May 30, July 21 and September 10. The FAC’s October and December meetings were canceled due to lack of a quorum. The challenge of assembling a quorum was attributed to the absence of a regular meeting schedule and the FAC’s tradition of meeting during business hours. In January 2019, the City Council set a regular meeting schedule and time for the FAC (third Wednesday of every quarter at 6 p.m.)

On April 16, as part of the City Council’s annual appointments to fill vacant advisory body seats, it was brought to the City Council’s attention that two highly qualified residents (Messrs. Ohtaki and Westcott) volunteered to serve on the FAC and the idea of increasing the number of residents on the FAC by two was discussed. Given that the April 16 agenda did not provide for City Council action to increase the FAC membership, the City Council directed staff to return with an update to City Council Procedure #19-004-CC.

Increase FAC from five to seven members

The City Council direction to increase the FAC’s membership to seven will further assist in the FAC’s ability to assemble a quorum. In an effort to benchmark the City’s FAC to neighboring jurisdictions, staff surveyed nine cities (Table 1.) As noted in Table 1, two of the nine public agencies surveyed have an advisory body focused on finance and audit that includes public members. Of the two agencies, Atherton and Lost Altos, the survey reveals that neither have voting City Councilmembers on the committees.

Table 1: Similar local advisory bodies by type and membership		
Agency	Advisory body	Membership
Atherton	Audit & Finance Committee	Public (5)
Belmont	Audit Committee	City treasurer (1) and City Councilmembers (2)
Los Altos	Financial Commission	Public (7)
Mountain View	Finance Committee	City Councilmembers (3)
Palo Alto	Finance Committee	City Councilmembers (3)
Redwood City	Finance/Audit Subcommittee	City Councilmembers (3)
San Mateo	Investment Advisory Committee	Public (5) and City Councilmember (1)
San Mateo	City Council Audit and Budget Committee	Mayor (1) and Deputy Mayor (1)
San Carlos	None	
Sunnyvale	None	
Menlo Park	Finance and Audit Committee	Public (3) and City Councilmember (2)

As an alternative to increasing membership of the FAC, the City Council may consider adopting a model similar to the City of San Mateo that places the responsibility of advising on the budget and audit with a subcommittee of the City Council and a separate body comprised of members of the public to advise on investments. If the City Council accepts this alternative, the FAC would be retitled “IDAC. The role of IDAC

will become quite important as the City may look to issue the third tranche of voter approved Measure T bonds for parks and recreation improvements once the Parks and Recreation facilities master plan is accepted by the City Council.

Waive application process and appoint Peter Ohtaki and Brian Westcott

In accordance with City Council direction April 16, the recommendation is to update City Council Procedure #19-004-CC to increase the FAC membership from five to seven and appoint Peter Ohtaki and Brian Westcott (Attachment A.) The City Council policy on selection of advisory body members includes an application period that provides members of the public the opportunity to apply for vacant advisory body positions. The City Council may take action to waive the application process to make appointments to the newly created seats and/or appoint Roger Royse, Ron Shepherd, and Soody Tronson to the newly created IDAC if option B is selected. Alternatively, the City Council may direct staff to open an application period and return in July with an action item to appoint members to the FAC or IDAC.

Update to FAC charter

In response to recent tension between staff and FAC members Shepherd and Tronson, staff recommends that the City Council clarify the FAC's charter. The FAC's work plan as presented to the City Council on April 9, Attachment B, goes substantially beyond the scope of the FAC's current City Council approved charter by recommending changes in operations including investments, budgeting and financial reporting processes, meeting minutes, and information technology infrastructure. The proposed charter amendment clarifies the roles and responsibilities of the FAC to minimize confusion and conflict between advisory body members and staff regarding the scope of the FAC's work. The FAC's current charter, as established by City Council procedure #19-004-CC:

The Finance and Audit Committee is charged primarily to support delivery of timely, clear and comprehensive reporting of the City's fiscal status to the community at large. Specific focus areas include:

- *Review the process for periodic financial reporting to the City Council and the public, as needed*
- *Review financial audit and annual financial report with the City's external auditors*
- *Review of the resolution of prior year audit findings*
- *Review of the auditor selection process and scope, as needed*

The following FAC charter amendment provides sufficient direction to ensure that FAC members have guidance on their role as advisors to the City Council and clarity on their role in city operations. The new charter consolidates existing City Council adopted policy on advisory bodies and expands the role of the FAC with specific deliverables:

The Finance and Audit Committee advises the City Council on the timely, clear and comprehensive reporting of the fiscal status to the community at large using governmental accounting and reporting standards. Specifically, the committee shall advise the City Council on opportunities for improvement to the following:

- *Management's comprehensive annual financial report*
- *The City Council adopted budget*
- *Periodic investment and financial reports*
- *Supplementary reports for the aforementioned documents (e.g. the Budget in Brief as an complement to the City Council adopted budget)*

The Finance and Audit Committee shall transmit their recommendations to the City Council within two months of the issuance of the abovementioned reports for consideration in the subsequent report or document issuance. All recommendations shall be provided to the Finance and Audit Committee's staff liaison and the staff liaison is obligated to transmit the recommendations, unaltered, to the City Council with any analysis necessary for the City Council to provide direction on the recommendations.

In addition to advising on improvements to reporting, the Finance and Audit Committee shall:

- *Receive the annual report from the city's independent auditor and advise the City Council on management's response to audit findings, if any*
- *Advise the City Council on modifications to the city's investment and debt management policies, as necessary*
- *On an annual basis, advise the City Council on improvements to the city's financial transparency online tools*
- *Review and advise on other matters as directed by the City Council*

Finance and Audit Committee members shall not become involved in the administrative or operational matters of city departments. Finance and Audit Committee members may not direct staff to initiate major programs, conduct large studies or establish department policy. Finance and Audit Committee special meeting dates and all agendas shall be set by both the committee chair and the staff liaison according to established City Council policy.

The above recommended charter provides direction to the FAC and does not introduce any new policy considerations. If the City Council desires to have advisory bodies involved in city operations, the roles and responsibilities of advisory bodies must be clearly articulated to ensure that advisory body members avoid conflict with policy set by the majority of the City Council.

Next steps

If the City Council selects option A, the new members will be sworn in and the FAC can convene a special meeting to prepare their proposed work plan, in accordance with the revised charter, for City Council review and approval according to City Council Procedure #CC-19-004.

If the City Council approves option B, the new IDAC members will convene a meeting to prepare a proposed charter for City Council consideration in July or August.

Impact on City Resources

There is no impact on City resources by increasing the size of the FAC as there is no additional staff time requirement. Amending the charter to include focus areas for improvement will have limited impact on City resources as it will require some additional coordination with FAC members but is already included as a staff priority to incrementally improve communication and reporting.

Public Engagement

There was no public engagement process conducted in the preparation of this report. The City Council has established advisory bodies to aid in the City Council's execution of powers vested by the general laws of the State of California. The composition, charter, and role of advisory committees is a governance matter that can only be decided by the City Council.

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. Advisory body applications: Messrs. Ohtaki and Westcott
- B. FAC April 9 presentation to the City Council

Report prepared by:
Nick Pegueros, Assistant City Manager

COMMISSION AND COMMITTEE APPLICATION

City Manager's Office - City Clerk
701 Laurel St., Menlo Park, CA 94025
tel 650-330-6620 fax 650-328-7935



Please type or print clearly. You may attach additional pages, if necessary. This is a public document.

Date: 4/7/19

Commission or committee of interest: Planning or Complete Streets Commissions

Name: Peter Ohtaki

Education: B.A. Harvard, M.B.A. Stanford

Civic affiliations and community activities, including service on other commissions or committees:

Menlo Park City Councilmember 2010-18, Mayor 2013 & 2018 - Served on Finance & Audit and Sister Cities Committees

Menlo Park Fire Protection District Board Director 2007-10

Describe your understanding of the responsibilities of the commission or committee that you are applying for and how your personal community or professional experience relate to these responsibilities:

The Planning Commission reviews commercial and residential projects large and small for use permits and architectural review. The Complete Streets Commission provides input on transportation projects to ensure our streets are safe for multi-modal users - cyclists, pedestrians, and commuters.

I can provide background and insights learned from working on the El Camino Real/Downtown Specific Plan, ConnectMenlo General Plan update, and Housing Element, among others.

Describe why you want to serve on this commission or committee and what you hope to accomplish as a member:

I'd like to continue to make improvements in our community. If selected for the Complete Streets Commission, I'd like to work on preventing cut-through traffic in all of our neighborhoods. If selected for the Planning Commission, I'd like to work on streamlining the residential Use Permit process. As to which commission, I will serve at the discretion of the City Council as to where I can be most helpful.

Signature

04/07/2019

Date

OFFICE USE ONLY:

Application received: _____

Considered by City Council: _____

Considered by City Council: _____

Considered by City Council: _____

If appointed, term ends: _____

Address verified in City Limits (if necessary): By: _____
(Initials)

Appointed: Yes No

Appointed: Yes No

Appointed: Yes No

Personal information:			
Name: Peter Ohtaki		Number of years as a Menlo Park resident: 12+	
Resident address: [REDACTED]	City: Menlo Park	State: CA	Zip: 94025
Mailing address (if different):	City:	State:	Zip:
Phone: [REDACTED]	Email: [REDACTED]		
Business address: [REDACTED]	City: [REDACTED]	State: CA	Zip: 94104
Business phone: [REDACTED]			
Registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
How did you hear about this opportunity:			
<input type="checkbox"/> Local newspaper <input type="checkbox"/> Email <input checked="" type="checkbox"/> City website <input type="checkbox"/> Nextdoor <input type="checkbox"/> Patch.com <input type="checkbox"/> Other _____			
If I am appointed, the City is authorized to post the following information on the city website (please select at least one):	Cellphone:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
	Business phone:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Home phone:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	Email:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

COMMISSION & COMMITTEE APPLICATION

City Clerk
 701 Laurel Street, Menlo Park, CA 94025
 tel 650-330-6620 fax 650-328-7935



Please type or print clearly. You may attach additional pages, if necessary. This is a public document.

Date: April 4, 2019

Commission or Committee of Interest:

Name: Planning Commission

Education: BS. ME / MS ME / PhD Management Science / Post Doc Fellow Business Strategy- Policy (see attached resume)

Civic affiliations and community activities, including service on other commissions or committees:

- Past : Menlo Park Economic Vitality Task Force
 Stanford University : Graduate student housing planning commission
- Sacred Heart Preparatory – Team Parent
 - Lehigh University President's Leadership Council
 - Menlo Park Economic Vitality Task Force
 - Board Member and Youth Coach – Pop Warner Football, AYSO Soccer, Little League Baseball, ASA Softball
- Local Business Owner And CEO

Describe your understanding of the responsibilities of the commission or committee that you are applying for and how your personal community or professional experience relate to these responsibilities:

The Planning Commission supports decisions and makes recommendations to the City Council on a broad range of issues such as land use, environmental, and the changing needs of the city in relationship to the general plan. As a long time resident and business owner in Menlo Park I feel I have benefited from living in Menlo Park. My recent professional work in developing SMART Cities can be applied to the changing needs of Menlo Park and support preparing it for the future. I am also concerned about the opportunities provided to our citizens in the various neighborhoods in the city and how we can create better support for each neighborhood and continue to develop Menlo Park as a model total SMART city for the future. (see attached resume)

Describe why you want to serve on this commission or committee and what you hope to accomplish as a member:

I have had the privilege to live, work, raise a family and create long lasting friendships in Menlo Park over the last 30 years and feel I both want and should contribute back to this city. As a member of the Planning Commission I would like to support decisions that will allow Menlo Park to continue to be the type of city that people want to live and feel it is a privilege to be a citizen. I believe there is work to be done to prepare Menlo Park for the changes that are happening in society and technology. I hope to contribute to the present and future plans for this development.

[Redacted Signature]

Signature

April 4, 2019

Date

OFFICE USE ONLY:	
Application Received: _____	Address Verified in City Limits: <input type="checkbox"/> By: _____ (Initials)
Considered by City Council: _____	Appointed: <input type="checkbox"/> Yes <input type="checkbox"/> No
Considered by City Council: _____	Appointed: <input type="checkbox"/> Yes <input type="checkbox"/> No
Considered by City Council: _____	Appointed: <input type="checkbox"/> Yes <input type="checkbox"/> No
If Appointed Term ends: _____	

Personal Information:			
Name: Brian J. Westcott		Number of years as a Menlo Park resident: 31	
Resident Address: [REDACTED]	City: Menlo Park	State: CA	Zip: 94025
Mailing Address (if different):		City:	State: Zip:
Phone: [REDACTED]	Email: [REDACTED]		
Business Address: [REDACTED]	City: Menlo Park	State: CA	Zip: 94025
Business Phone: [REDACTED]			
Registered Voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
How did you hear about this opportunity:			
<input type="checkbox"/> Newspaper <input type="checkbox"/> Email <input checked="" type="checkbox"/> City's Website <input type="checkbox"/> Nextdoor.com <input type="checkbox"/> Patch.com <input type="checkbox"/> Other _____			
If I am appointed, the City is authorized to post the following information on the City's website:		Cell Phone:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		Business Phone:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		Home Phone:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
		Email:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

PROFESSIONAL PROFILE

Executive leader with over twenty five years of global experience in corporate management and governance, business strategy, innovation, marketing, and strategic management of technology, ranging from Board level policy and management for Fortune 500 companies to CEO of venture backed start-ups. Creative ability to develop high performing businesses by increasing innovation, improving productivity and providing better leadership, management and business processes.

EXPERIENCE

- 2016 – Present** **Intelligent Structures, Inc.** **Founder/ CEO/ Board of Directors**
- Founded Intelligent Structures Inc. an Enterprise Infrastructure Performance Asset Management Platform a sensor to enterprise Cloud SAAS implementation based on an IoT or Industrial Internet platform.
- Created business strategy and successfully executed the development of technology and organization of an enterprise software company
 - IntelliStruct – market introduction and commercial sales
- 2011 – 2015** **PFI Acquisition – Purfresh / IntelliFleet DBA.** **President/ CEO/ Board of Directors**
- CEO of Purfresh / IntelliFleet a venture backed company that provided an enterprise information and control solution for perishable supply chain management through a Cloud SAAS implementation based on an IoT or Industrial Internet platform.
- Created business strategy and successfully executed the transition from a chemical company to an enterprise software company
 - IntelliFleet – market introduction and development of first integrated perishable supply chain enterprise and control software system
 - Improved operating margins, increased revenue (4x) and market share Introduced and closed grower customer contracts,
 - Raised \$8 million venture financing Award: 2014 - Top 20 Most Promising Enterprise Software companies by CIO Review
- 2009 – 2011** **Xecuritas Business Unit / Marsys, Inc.** **President BU / Sr. Vice President**
- President of the Xecuritas Business Unit - a security software and business service company delivering a SAAS based solution.
- Responsible for P&L. Increased market growth rate while improving EBITDA.
 - Developed and upgraded two product lines and a hosted exchange partnership on a cloud based infrastructure.
 - Introduced WEB marketing and improved business processes.
- 2007– 2009** **JDS Uniphase, Inc.** **Vice President / Sr. Director**
- Created business and acquisition strategy for growth of the Advanced Optical Technology Group.
- Negotiated and acquired ABNH (public company/ \$140 million) and managed the post merger integration.
 - Planned and formed the Security System Group of JDSU.
- Developed company wide growth initiative for high performance and continuous improvement through a focus on creating greater innovation, higher organic market share growth, and return on invested capital.
- 2005 - 2007** **Inogen, Inc.** **Chief Operating Officer**
- Chief Operating Officer of Inogen, Inc. a venture backed medical equipment technology company that produces portable oxygen concentrators for the home health care market. On the executive management team and managed software engineering, product engineering, supply chain management, manufacturing, distributors, customer care, quality and regulatory and information technology. Developed a new technology and supply chain strategy for the company and implemented a complete design and start-up of a new product. Public offering 2014
- 1992 to 2005** **WESTT, Inc.** **President /CEO / Chairman /Founder**
- A venture backed company that developed and implemented advanced enterprise and industrial information and control software systems. WESTT was a pioneer in the development of custom electro –mechanical automation subsystems serving the industrial equipment industry. Markets included services to customers in the medical products, food processing, flat-panel and semiconductor equipment industries. High rate of sales growth resulted in being awarded the position of #34 in the Inc. 500 (1997) and #68 the Deloitte and Touche Tech 500 (1997)
- 2000 to 2005** **eInnovate – A WESTT business** an integrated cloud based innovation business process site for product development and supply chain management. Cited in Fortune magazine.
- 1990 to 1992** **A.T. Kearney** **Principal**
- International management consultant for Fortune 500 clients in the area of strategic planning for new technology and innovation, managing the new product development process and integrated supply chain management. Completed projects in corporate transformation and change specifically related to use of information systems, product marketing strategy, managing research and

development, and managing product development and manufacturing. Worked on new client development, marketing and sales for A.T. Kearney developing programs in strategic management of technology.

1980 – 1990

General Electric, Inc.

Management and Engineering

Program Manager at General Electric Corporate Management Development and managed the Integrated New Product and Process Development Program. Worked with Jack Welch (CEO) to develop a corporate program for improved productivity of the innovation and technology delivery process. Led adoption of this program into the Appliance, Power Systems, Medical Product, and Electronics Divisions.

Control Systems Engineer in the Research Development Program at General Electric's Corporate Research and Development Center in the Thermo-Fluids Group. Developed jointly with the Electric Power Research Institute a real-time multivariable digital control system for operation and control of an Advanced Integrated Combined Cycle Coal Gasification System. Project resulted in the first digital multivariate control system for power production with an increase in performance and decrease in potential cost.

Obtained a PhD in Management Science and was a Post Doctoral Research Fellow at the Stanford Graduate School of Business. Encouraged by management of GE to pursue this higher education.

Combustion Engineering - Control System Engineer – Critical Function Monitoring and Control System for Nuclear Power Systems
Bechtel Power Corporation- Resident Control Engineer – Control System Integration on Grand Gulf Nuclear Power Plant

EDUCATION

Stanford Graduate School of Business

Post Doctoral Fellow Business Strategy and Policy

Became the first Post Doctoral Fellow in the Business School specializing in technology and new product business strategy focusing on managing technical innovation in manufacturing and product development. Published numerous case studies through Harvard and Stanford and related articles.

Stanford University

PhD in Management Science

Focused on the areas of technology strategy, business transformation, organizational behavior, production systems, decision analysis and economics and finance. Teaching assistant for the course Engineering Economics. Received an EPRI Fellowship for 4 years to research the economics of innovation related to electric power production. Dissertation focused on *Innovation: Organizational and Technical Factors that Influence Success*

Stanford University

Masters of Science -- Mechanical Engineering / Information Control Systems

Specialized in the areas of Control Systems and Thermo-fluid systems

Lehigh University

Bachelors of Science -- Mechanical Engineering

Graduated with Honors – Award Best Senior Project and Union Carbide Award for Outstanding Engineer

OTHER

2014- Present – Industrial Internet Consortium

Marketing Committee and Director Thought Leadership Council –

2005-2011 Global Fresh Foods

Board Director

Involved with formation and strategy for a technology company developing a solution for the preservation of fresh protein using advanced environmental control. Supported raise of a \$5.3 million venture equity investment.

Awards

- CIO Magazine 2018 – Top 10 SMART City Enterprise Software Platforms - IntelliStruct
- CIO Review 2014 - Top 20 Most Promising Enterprise Software companies
- Tech Inc. 500 Award - 28th Fastest Growing U.S. Technical Company in 1996 (WESTT, Inc)
- Inc. 500 Award - #34 (1996) and Tech 500 #68 in 1997 (WESTT, Inc.)
- Tech Inc. 500 Award for Fastest Growing U.S. Technical Company (1997 and 1998)
- Business Times largest private companies in Bay Area 2000 (WESTT, Inc.)
- Selected as Hero of Manufacturing – Fortune Magazine 1997
- Who's Who in America, The World and Industry and Finance (Marquis -- since 1991)
- A.T. Kearney – Global Management Award (1990)
- General Electric Corporate – Selected as a High Potential Leader (1989)
- General Electric Company Award to Inventors – Three U.S. Patents (1983)

Community Service

- Sacred Heart Preparatory – Team Parent
- Lehigh University President's Leadership Council
- Menlo Park Economic Vitality Task Force
- Board Member and Youth Coach – Pop Warner Football, AYSO Soccer, Little League Baseball, ASA Softball

INTELLIGENT STRUCTURES MAKING BRIDGES TALK - DIGITALLY

By Karan Kariappa



Intelligent Structures combines advanced sensor technology with highly customizable edge computing and cloud-based enterprise software to deliver the critical information owners need to optimize the management of bridges

Brian Westcott,
CEO

For years, bridge managers have dreamt of “smart bridges” – bridges that can tell them exactly what is needed to minimize risk, maximize mobility, and stay within budget. But expensive technology and expertise have made smart bridges an elusive dream. Until now.

Intelligent Structures (IS) is changing the game. “We make bridges talk – digitally,” explains Brian Westcott, CEO of Intelligent Structures. Taking an enterprise IT approach, IS’s innovative platform, IntelliStruct, is designed from the ground up to be both technically advanced and radically economical. With this decision support solution, bridge managers will know the detailed state of their bridges in real time and are able to prescribe precision maintenance, rather than teardown and rebuild. IS’s goal is to extend the useful life of bridges from 50 to over 100 years. This is digital disruption for bridge management, essential to keeping smart cities moving.

Our Bridges are in Trouble

In the US, there are over 600,000 bridges, and a quarter of those bridges are in trouble. US bridges are aging, becoming riskier and more costly. About 10 percent are posted for reduced loads, about 10 percent are classified as structurally deficient, and another 10-12 percent are classified as functionally obsolete, according to the Federal Bridge database.

Traditional methods of bridge management are sorely outdated and inefficient. In 1968, in response to the collapse of the Silver Bridge in West Virginia causing 46 deaths, bridge inspection became mandated by federal act. It has been required that all bridges have biennial (every two years) inspection. The majority of inspections use a visual procedure which is highly variable. For example, in a Federal Study of Inspection reliability 2003, visual inspection ratings varied by up to five points, on a total scale of 10 for the same bridge. Our bridges, and thus our mobility, are at risk. With today’s technology that has so clearly revolutionized other aspects of business and our personal lives; we can and must do better. This is where Intelligent Structures comes in.

The Solution: IS's Enterprise Bridge Performance Management Platform

A confluence of innovations and events has come to the rescue of aging bridges. IS has developed a bridge performance management platform based on Internet of Things (IoT) technology and enterprise cloud architecture: IntelliStruct TM. It gives bridge managers the power to precisely measure bridge performance and manage bridge life cycles to minimize risk and maximize mobility, all within limited budgets. IS expertly leverages technologies such as low-cost sensors, IoT, edge computing, wireless communication, mesh networks, big data analytics, and machine learning to enable "smart bridges".

Smart bridges offer the opportunity to drastically improve the real-time knowledge of the health of a bridge, and precisely manage the bridge for safety, efficiency, and longevity.

Managers can prevent bridge restrictions and closures, and direct budgets for maximum impact. This is imperative as our traffic loads increase, while our infrastructure deteriorates.

"Intelligent Structures combines advanced sensor technology with highly customizable edge computing and cloud-based enterprise software to deliver the critical information owners need to optimize the management of bridges," says Doug Thomson, CTO, Intelligent Structures.



Our bridge monitoring systems help with both real time data on structural behavior, as well as identifying trends and changes over time

Fact-Based Decision Support for Bridge Managers

Intelligent Structures is on the forefront of delivering smart bridge solutions. Leveraging advanced information technology, IS's bridge performance monitoring and decision support platform enables bridge managers make highly informed, fact-based decisions.

Here's how it works:

- Sensors are installed on bridges - measuring strain, acceleration, displacement, temperature, cracks, water height, and/or tilt, depending on the bridge.
- Two-Level Edge Computing: Component level sensor data is collected and analyzed in a set of IS's proprietary I-Bridge wireless modules, then sent through a mesh network to IS's I-Bridge controller that performs additional bridge level analytics. This enables economic wireless transmission to the cloud.
- Cloud-based Analysis is performed by IS's expert analysis engine, creating a dashboard of key metrics and trends for bridge managers, as well as red flag alerts and alarms.
- The Management Dashboard is transmitted to bridge

managers in real time. Managers can easily monitor a single bridge, or a fleet, and see where problems are brewing.

This enables decisions to prioritize bridge issues, precision maintenance plans, and provides fact-based support for the ever-critical repair/rehabilitate/rebuild decisions. The benefit is enormous - bridge managers can more effectively use their limited budgets to keep their bridges safe and open, for longer.

• Machine Learning and big data analytics update and adapt predictive models to anticipate bridge life cycle performance. Future scenarios are assessed to guide optimal bridge operating strategies, thus maximizing life cycle performance.

Everyone Benefits

With smart bridges, everyone benefits: safety and mobility for people and users, and economy for budgets.

With IS, bridge owners have the ability to track key data on the performance of their bridges including a periodic digital signature (performance snapshot), component defect monitoring (for critical components), live load testing, and continuous monitoring. This gives owners the data to enable real-time management, as well as critical optimization of fleet planning and management over a 10-20 year horizon. Bridge owners see returns on implementation of IntelliStruct of over 50 percent IRR for individual bridges as well as application to strategic operations management of their entire fleet of bridges.

"Intelligent Structures has developed a new approach to providing decision support for the management of bridge assets. Their monitoring system for bridges collects real-time data that provides us with information on the structural behavior and is also able to detect any changes in the performance of the structure over time," explains Russ Andruschuk, Executive Director - Structures, Manitoba Infrastructure.

Architect engineers, responsible for bridge design and engineering, leverage IntelliStruct for key data and analysis to support their assessment of bridge performance, and exactly what management actions are required. Growing databases of bridge performance and issues will influence future designs. Bridge inspectors combine the visual inspection information with a measured indicator of bridge state to provide a significantly more accurate assessment of bridge health. Their expertise allows for better assessment of bridge condition. TransSystems, an architect engineering firm and Intelligent Structures partner with a focus on transportation systems, states that measured performance provided by IntelliStruct is the future of the industry.

"Historically, acceptance of Bridge Health Monitoring solutions was limited due to challenges related to installation, durability, data transfer, power supply, and data processing. Intelligent Structures' smart bridge approach provides cost-effective solutions for each of these challenges. Owners now

have a cost-effective option to customize a solution that supports their bridge management decisions. They have real-time access to their bridge monitoring installations through the web. The system provides trend analysis, alerts, and other measures of how their bridge inventory is performing.

Going forward, as more owners recognize the value in real-time monitoring of their bridge inventory to their maintenance and rehabilitation decision making, the industry will expand rapidly," says Lawrence Kirchner, P.E., S.E., Vice President and Senior Associate, TransSystems.

Early Success

IS is already seeing success. A province in Canada that manages over 2000 bridges wanted to incorporate measured bridge performance into their operations. IS implemented their solution on a few bridges as proof of concept, resulting in identification of a key issue with a bridge not functioning as anticipated with overweight vehicles. The return from this information is over 50 percent annually. The customer was impressed with the results and has begun scaling the system to monitor their fleet of bridges. The capability applies equally to bridges owned at the city, state, or national level, and to private operators including railroads.



Changing Management Strategies for Changing Times

Recently, the Federal Highway Administration has issued new requirements for highway and bridge asset management that go into full effect in June 2019. These new requirements involve development and implementation of risk-based asset management plans, minimum standards for bridge and pavement management systems, and periodic evaluations to determine if reasonable alternatives exist to roads, highways or bridges that repeatedly require repair and reconstruction activities. IS's smart bridge platform delivers the measured performance and economic analysis to support these DOT requirements and become the global platform for bridge management. This is the path to a new generation of bridge management strategies.

Smart Bridges: Essential for Smart Cities

"Cities are becoming 'smart cities' by leveraging technology for improved infrastructure efficiency. There are many dimensions of the smart city vision, but a key

element is always mobility. And, bridges are the critical bottleneck in traffic mobility," adds Westcott.

As IS creates smart bridges to improve our existing infrastructure, the technology and data are primed to integrate into a consolidated community infrastructure. This will strengthen a smart city data foundation and offer the next level of benefit: from a smart bridge, to a smart fleet of bridges, to an integrated smart city.

In addition to improving the day-to-day operational efficiency of cities, the smart city vision includes strengthening the resilience of a city to recover from catastrophic events such as earthquakes, tsunamis, and hurricanes. Smart bridges will be stronger, thus better able to withstand a major shock, and the measured performance information will provide critical information to evaluate damage and aid in rapid recovery. Smart bridges will help a city quickly regain mobility after an extreme shock.

Governments and infrastructure managers are reviewing the use of information technology to increase the productivity of their assets. In many cases, this will require an increase in IT budgets. In the case of smart bridges, this IT investment will be offset with high returns from improvements in bridge life

cycles and saving 30-50 percent in the bridge annual budget.

Looking to the future, IS is developing advanced analytics using the data collected to build a database of how different bridges perform. They will apply machine learning to this data to help all bridge designers and managers become more efficient. Even more exciting, this technology has the potential to be applied to other structures such as buildings, parking garages, and dams all over the world.

The Imperative for Change

The industry must change. Bridges are failing, and there is not enough budget to keep up with the current bridge management processes. Innovation is required to do more with less. IS delivers the solution with IntelliStruct. With smart bridge technology, the life of bridges can be extended, and the lifetime cost of operating a bridge can be reduced by 30-50 percent.

"If we don't innovate, in 10 years we'll have autonomous vehicles traveling over crumbling bridges inspected by people using hammers and chains," concludes Westcott. ☐

COMMISSION & COMMITTEE APPLICATION INFORMATION

City Clerk
701 Laurel Street, Menlo Park, CA 94025
tel 650-330-6620 fax 650-328-7935



COMMISSION & COMMITTEE APPLICANTS

Menlo Park welcomes and encourages residents' active participation through serving on a City-appointed Commission or Committee. Commissions examine issues of community interest and make recommendations to the City Council on policy matters. Each commission reviews specific subjects and carries out assignments as directed by the City Council or as prescribed by law. Each Commission establishes a 2-year work plan that is in line with the City Council's goals, which guides the commissions' activities and projects.

The City of Menlo Park currently has eight active advisory bodies, including:

- Bicycle Commission
- Environmental Quality Commission
- Finance and Audit Committee
- Housing Commission
- Library Commission
- Parks and Recreation Commission
- Planning Commission
- Transportation Commission.

TERMS

Terms for most commissions/committees are for a period of four years. Members are limited to two consecutive full terms. If a person is appointed to fill an unexpired term and serves less than two years, that time will not be considered a full term. However, if a person is appointed to fill an unexpired term and serves two years or more, that time will be considered a full term.

A roster of all current members of City commissions, boards and committees and the dates of their terms of office and any current vacancies. This list is updated each year in compliance with the requirements of the Maddy Act, Government Code 54970.

ADDITIONAL INFORMATION

Serving on a commission or committee may require one or two night meetings per month, with each meeting averaging three to four hours. You may also be asked to serve on additional subcommittees. Members are expected to attend all meetings. Attendance at less than two thirds of scheduled meetings may result in removal by the Council. Commissioners are not paid for their volunteer service. General information related to the charge of the commissions and committees and their schedules are shown on the website <http://www.menlopark.org/commissions>. More specific information may be obtained by contacting the staff liaison.

APPOINTMENT PROCESS

The application process may take from six weeks to two months. Vacancies are advertised for approximately 30 days with a specific filing deadline. Deadlines may be extended. Please return your application, along with any attachments, to the City Clerk, at the address listed below. Applications are kept on file for one year. The City Council will review all applications, may contact you individually or may decide to hold interviews. All appointments will be made by nomination and vote of the City Council at a Council meeting. Questions about the application process should be directed to Pamela Aguilar, City Clerk, at (650) 330-6620 or by e-mail at piaguilar@menlopark.org.



FINANCE AND AUDIT COMMITTEE RECOMMENDATIONS TO COUNCIL

Ron Shepherd, Committee Chair



Role of F&A Committee

The F&A Committee is charged primarily to support delivery of timely, clear and comprehensive reporting of the City's fiscal status to the community at large.

Specific focus areas include:

- Review the process for periodic financial reporting to the City Council and the public, as needed;
- Review financial audit and annual financial report with the City's external auditors;
- Review of the resolution of the prior year audit findings;
- Review of the auditor selection process and scope, as needed.

- ❑ **Role of F&A Committee**
- ❑ **Current Status and Recommendations re**
 - **Audit Report**
 - **Investment guidelines**
 - **Capital expenditure reporting protocol and communications**
 - **Financial IT Recommendations**
 - **Pension costs**
 - **Budget document & process**
 - **Consultant/Contractor policies**
 - **FAC meeting schedule**
- ❑ **Future Agenda Items for FAC**

AGENDA

2018 Audit & Reporting Process

❑ STAFF submitted 2018 audit report directly to Council without FAC review

- FAC was not able to identify the issues and make recommendations
- Residents had one Council meeting to ask questions/raise concerns

❑ Recommendation

- Staff submits audit report to FAC before it goes to Council.
- FAC discusses the document at a publicly noticed FAC meeting.

CITY OF MENLO PARK, CALIFORNIA COMPREHENSIVE ANNUAL FINANCIAL REPORT

June 30, 2018

Successor Agency, as of that date. Housing loans are reported as assets in that governmental fund, but all other assets and liabilities are held in trust capacity in a fiduciary fund. Unlike agency funds, trust funds report an "income statement". As such, the activity of the Successor Agency Trust from 2014-15 is reported in the Statement of Changes in Fiduciary Net Position. Because the transferred debt exceeded the transferred assets of the former agency when this trust was established, the fund ended the 2011-12 fiscal year with a negative net position of \$26.64 million. Continued disposition of assets of the former community development agency in led to extraordinary losses in the amount of \$17.15 million in 2012-13 and \$7.37 million in 2013-14. As of June 30, 2018, the fund's net position was a negative \$33.07 million, a positive improvement over the June 30, 2017 net position by \$2.80 million. For additional information on this trust fund, please see Notes 6 and 17 to the financial statements. It is important to note, however, that because the net negative position is primarily a function of long-term liabilities (debt service), which will be paid by future property tax revenues in the former redevelopment project area, there is no impact on the primary government's current or future financial position.

DEBT ADMINISTRATION

As of June 30, 2018, the City's debt obligations were comprised of General Obligation Bonds. The City's two voter approved "Measure T" general obligation bonds had a balance of \$17.48 million as of June 30, 2018. Of this amount, \$7.50 million is outstanding on the 2012 General Obligation Bond refunding and \$9.98 million is outstanding on the 2009 A and 2009 B General Obligation Bonds.

In October 2015, the City's Community Development Agency issued Tax Allocation Refunding Bonds in a par amount of \$60.3 million for the purpose of refunding at lower interest rates outstanding 2006 Las Pulgas Project Tax Allocation Bonds. The original bonds had been issued to finance capital projects of benefit to the Las Pulgas Community Development Project Area. With the dissolution of redevelopment agencies in 2012, this bonded debt is no longer reported in the Government Wide Financial Statements. These obligations are included in Fiduciary Fund Financial Statements. Additional information on the City's long-term debt can be found in Note 6 of this report.

As disclosed in the Notes to Basic Financial Statements, obligation to provide post-closure care of the landfill at established a revenue stream to fund landfill post-closure require the calculation and recording of the liability associated with the reporting of the City's long-term debt, at an estimate

CAPITAL ASSETS

The City's investment in capital assets for its government 2018 amounts to \$372.23 million, net of accumulated depreciation. Capital assets include land, buildings, improvements, machinery and progress. Infrastructure assets are items that are normal as roads, bridges, streets and sidewalks, drainage system

City of Menlo Park 701 Laurel St., Menlo Park, CA 94025 tel 650-321-1000

City of Menlo Park
Notes to Basic Financial Statements, Continued
For the year ended June 30, 2018

6. LONG-TERM DEBT

A. Long-Term Obligations

Summary of changes in long-term debt transactions for the year ended June 30, 2018 was as follows:

	Balance July 1, 2017	Additions	Debt Service	Balance June 30, 2018	Due within one year	Due in more than one year
Governmental Activities						
2009 A General Obligation Bonds	\$ 485,000	\$ --	\$ (75,000)	\$ 410,000	\$ 75,000	\$ 335,000
2009 B General Obligation Bonds	9,362,000	--	(9,362,000)	--	--	9,362,000
2012 General Obligation Bonds	54,078	(2,499)	\$2,480	53,579	--	53,579
2012 General Obligation Refunding Bonds	7,862,000	--	(205,000)	7,657,000	300,000	7,357,000
Fiduciary Activities	(53,422)	--	5,086	(48,336)	--	(48,336)
Total governmental activities	\$ 1,941,656	\$ --	\$ (177,413)	\$ 1,764,243	\$ 375,000	\$ 1,389,243
	Balance	Additions	Debt Service	Balance	Due within	Due in more
	\$2,917			\$3,281	one year	than one year
Fiduciary Activities						
2015 Las Pulgas Project Tax Allocation Bonds	\$ 48,200,000	\$ --	\$ (3,140,000)	\$ 45,060,000	\$ 3,000,000	\$ 42,060,000
2015 Las Pulgas Project Tax Allocation Bonds	7,862,000	--	(629,000)	7,233,000	--	7,233,000
Total fiduciary activities	\$ 56,062,000	\$ --	\$ (3,769,000)	\$ 52,293,000	\$ 3,000,000	\$ 49,293,000

2009 General Obligation Bonds

On July 1, 2009, the City issued a second series of the "Measure T" General Obligation bonds in the amount of \$10,440,000. The financing was used to fund new recreation facilities, specifically, a new gymnasium and new gymnasium center on the Burgess campus. The decision to include Build America Bonds (BABs) in the financing allowed the City to generate an additional \$1,049,000 over the tax exempt bonds. The overall "total issuance cost" for the series was 4.63%.

The Series A (Tax Exempt) Bonds totaled \$1,000,000, the (serial) bonds bear an annual interest of 5% and mature annually from 2010 to 2024 on August 1 in amounts ranging from \$10,000 to \$100,000.

The Series B (Taxable Build America) Bonds totaled \$9,360,000; the (term) bonds bear an annual interest at rates between 6.82% and 7.02% and mature annually from 2025 to 2039 on August 1 in amounts ranging from \$10,000 to \$1,355,000.



Investment Policies & Communication

Current

- City advice from only one investment advisor
- Quarterly investment reports include securities investment type, value and yield
- Residents do not have insight in which industries the City invests

Recommendations

- Split investments between multiple financial advisors to potentially maximize returns
- Add metrics or benchmarks to policy
- Increase transparency by posting easy to find and understand investment information
- Add industries invested in to quarterly investment reports

Capital Expenditure Prioritization and Reporting

1

Approve FAC recommendations in Sept. 10 2018 memo

- **Issue a separate Capital budget document and update it quarterly**
- **Improve Capital Project Prioritization Process**
 - ✓ **Tighten and refine prioritization criteria**
 - ✓ **Include Council priorities and impact to General Plan**
 - ✓ **Include metrics and weights to ensure consistency among the decisions.**
 - ✓ **Create a more representative CIP Committee that includes residents**
 - ✓ **Include project prioritization details in annual budget document**
- **Maintain a running list of Future CIP projects**
- **Add visual information to enable easy digestion of reports**

Supplemental Information

See Staff Report 18-092-CC for more details. While possible lots have been identified, the only use that complies with the current zoning in the parking plazas is at-grade parking or structured parking. Limited staff capacity is causing project delays. By December 31, 2018, staff plans additional community outreach based on City Council direction and City Council funding of next steps.

Funding Sources Schedule

Funding Source	Prior Years	FY 2018 Budget	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year CIP Total	Beyond 5 year CIP	Total
Capital Improvement Fund	N/A									
Bond Measure	N/A									
Transfer from General Fund	N/A									
Total	N/A									

Expenditure Schedule

Project Phase	Prior Years	FY 2018 Budget	FY 2018 Estimate	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year CIP Total	Beyond 5 year CIP	Total
Design	N/A										
Construction	N/A										
Total	N/A										

Operating Impact

This project is not anticipated to impact operating expenses.

Relationship to Council's Work Plan	Relationship to General Plan	Potential Commission/Committee Review
Top six priority for 2018	Relationship to El Camino Real/Downtown Plan	Complete Streets Commission Transportation Master Plan Oversight and Outreach Committee Planning Commission
Environmental Impact Analysis		



Project Number: _____
 Managing Department: Public Works
 New Project Start Date: ____
 Planned Project Completion: ____
 Project's Estimated Total Cost: \$11-46M
 Capital Budget for FY2018: _____
 Project's Percent of FY2018 Capital Budget: _____%

CIP PROJECT PAGES

2

- Public needs ability to find information on each Capital project
- Project Detail Pages need the following information

Project "Snap Shot"

- ✓ Location
- ✓ Managing department
- ✓ Unique project number
- ✓ Initial/Revised Project Start/Completion Date
- ✓ Relevant supplemental information
- ✓ Significant changes (if relevant)
- ✓ Operating impacts (if relevant)
- ✓ Relationship to General Plan
- ✓ Potential Commission/Committee Review

Project Details

- ✓ Project Name
- ✓ Picture
- ✓ Description
- ✓ Justification
- ✓ Funding Source Schedule
- ✓ Expenditure source schedule

Projects without this information should not be approved

Current

- The data is not always current
- The data is limited
- Cannot access financial data real time
- Existing data cannot be analyzed from different angles
- The old and the new data systems are not integrable, making it difficult to process
- Current IT Master Plan does not include Finance
- The current IT Master Plan does not include deliverables or metrics, only activities

Recommendations

- Update Financial IT systems to allow for timely efficient reporting and communication to residents.
- Solution needs to deliver real-time access to data which can be sliced in different ways
- Add Financial IT System update to IT Infrastructure plan
- Expedite Financial IT update to increase efficiencies, reporting, and transparency

Information Technology Infrastructure & Reporting: Delivers Transparency

Approved 2016-2022 Operating and Utilities Annual Budgets (as of Dec 31, 2018)

Revenue

\$3.29 Billion

Approved 2019 Budgeted Revenues

Explore budgeted revenue sources for the City of Edmonton.

Explore Revenue

Expenditures

\$3.27 Billion

Approved 2019 Budgeted Expenditures

Explore budgeted expenditures for the City of Edmonton.

Explore Expenditures

Capital Budget Summary

Approved Capital Budget

\$1.52 Billion

Current Year's Approved Capital Budget

Provides investment in new infrastructure to meet the needs of a growing population and economy, and repairs existing infrastructure to maintain standards Edmontonians expect.

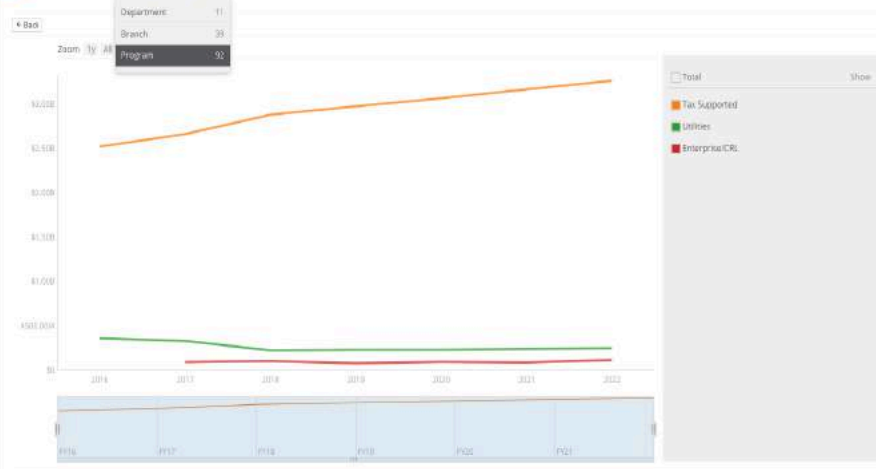
Explore Approved Capital Budget



\$3.29 Billion Revenue 2019 (as of Dec 31, 2018)

Where's it From? How's it spent?

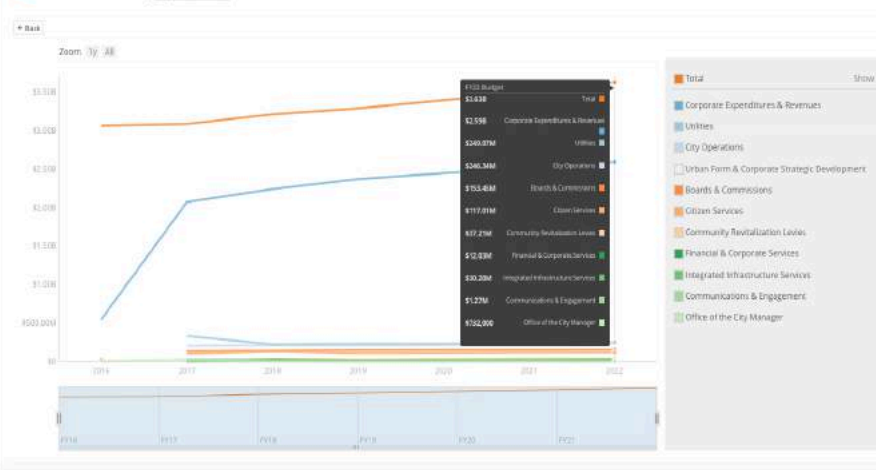
Revenue broken down by Fund



\$3.29 Billion Revenue 2019 (as of Dec 31, 2018)

Where's it From? How's it spent?

Revenue broken down by Department



Open Budget

Expenditures
\$3.27 Billion - 100.00% of all Expenditures

Program
Police Service
\$451.73 Million - 13.83% of all Expenditures

Fund
Tax Supported
\$451.73 Million - 13.83% of all Expenditures

Department
Boards & Commissions
\$451.73 Million - 13.83% of all Expenditures

Branch
Police Service
\$451.73 Million - 13.83% of all Expenditures

\$3.27 Billion Expenditures 2019 (as of Dec 31, 2018)

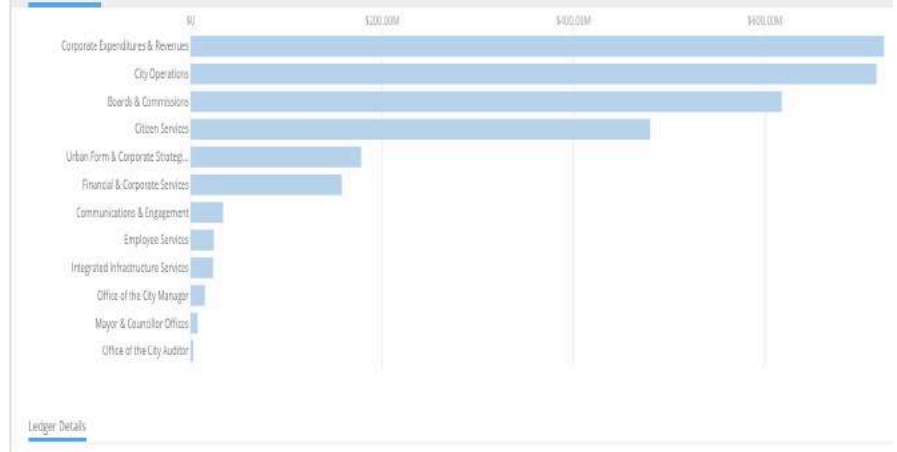
Where's it Going? How's it funded?

Expenditures broken down by Fund



\$2.98 Billion Tax Supported 2019 (as of Dec 31, 2018)

Where's it Going? How's it funded?



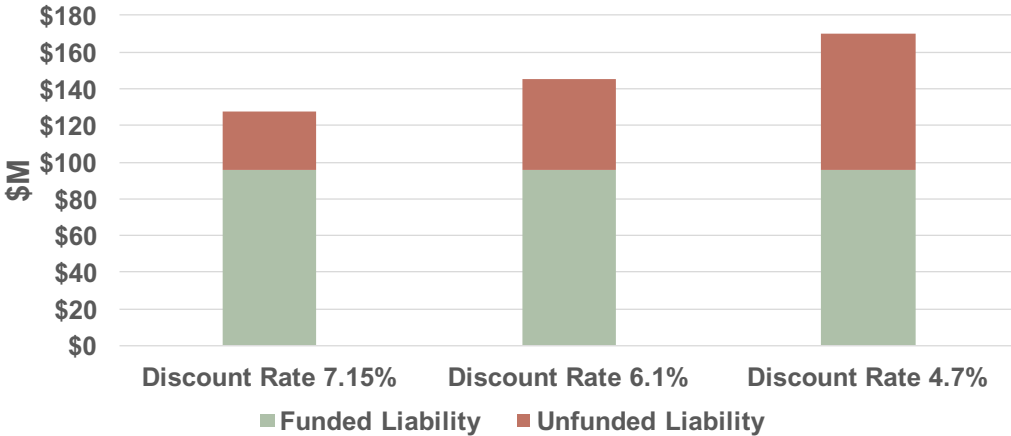
Current

- FAC has concerns about unfunded pension liability and its computation as currently reported
- Unfunded pension liability computed by regulations as established by CalPers greatly understate the actual liability
- Pension-related reports are going directly to Council without first being reviewed by financial professionals serving on the FAC

Recommendations

- Compute liability using realistic discount factors (now 4.7%)
- FAC is provided with the Planned Budget Strategy for Unfunded Pension Liability 19-038-CC, and other similar reports before reports go to Council

City Pension Liability is Affected by Discount Rate



Budget Documents & Process

Current

- Budget document includes wordy sentences, unnecessary commentary and pictures
- Result is a long and difficult-to-follow document that makes it tough to understand the City's financials

Recommendations

- Make report more accessible with better organization and meaningful charts and graphs to present information visually
- Write concisely. Edit more to remove unnecessary words, sentences and irrelevant details
- Remove repetitive and redundant content
- Separate facts from analysis. Avoid generalizations and mixing facts with subjective conclusions
- Make preliminary budgets publically available at the beginning of the calendar year
- Design and implement a budget process that better involves the public

FROM VISION TO FRUITION

The community's vision of the future is coming to fruition and has resulted in a favorable financial position for the City's General Fund in fiscal year 2018-19 and going forward. The budget and analysis in this document reflects staff's best estimate of revenue and expenditures based on information available as of the budget preparation. Staff is mindful that changing economic times can impact key revenues, such as transient occupancy taxes, and staff closely monitors these revenues for early warning signs that may require corrective action in the City's budget.

While the community's vision of the future is a culmination of engaged residents and active business partners, current and past City Council deserve the credit for decisions that have resulted in significant achievements and the City's financial stability. In addition, the Finance and Audit Committee has worked closely with staff to identify areas of improved financial communication such as the revised 10-year forecast model to help the City Council and community make decisions about unfunded obligations such as pension and capital improvements.

	Actuals	Actuals			
DEPARTMENTAL EXPENDITURES (ALL FUNDS)					
Personnel					
Regular salaries	\$938,411	\$895,258			
Temporary salaries	2,701	60,599			
Overtime	755	2,549			
Vacation cash-out	19,009	65,951			
SALARIES AND WAGES SUBTOTAL	\$960,876	\$1,024,357			
CalPERS Pension	155,632	154,631			
Insurances (health, dental, vision, life, medicare)	113,199	122,410			
Workers' Comp, OPEB allocations, other	74,520	47,441			
<bfringe b="" benefits="" subtotal<=""></bfringe>	\$343,351	\$324,482			
PERSONNEL SUBTOTAL	\$1,304,227	\$1,348,839			
Operating					
Operating expense	195,490	309,688	457,221	430,917	458,781
Repairs and maintenance	4,169	3,728	5,775	6,290	5,775
Services	211,810	337,878	762,000	157,510	820,000
Special projects expenditures	1,500	78,764	31,123	16,100	50,087
Travel	28,048	45,174	47,400	42,015	54,150
Utilities	12,940	14,795	15,245	18,264	16,346
OPERATING SUBTOTAL	\$453,957	\$790,026	\$1,318,764	\$671,096	\$1,405,139
non-operating					
Capital (incl. carryover)	-	1,929	5,000	2,000	5,000
NON-OPERATING SUBTOTAL	\$0	\$1,929	\$5,000	\$2,000	\$5,000
EXPENDITURES	\$1,758,183	\$2,140,794	\$2,709,326	\$1,944,976	\$3,397,138
BY FUND					
	\$1,758,183	\$1,772,811	\$2,211,453	\$1,731,054	\$2,739,165
	-	201,809	280,301	150,893	408,084
	-	166,174	217,572	63,029	249,889
	\$1,758,183	\$2,140,794	\$2,709,326	\$1,944,976	\$3,397,138

Consultant/Contractor Policies

- Current

- Awards to Consultant are not searchable and identifiable by residents
- Potential for actual or appearance of conflicts of interest

- Recommendation

- Each consulting contract should be easy to find and details understandable
- Staff post a report on the City's website showing payments to consultants and contractors over \$50,000 cumulative threshold for the fiscal year
- Maintain and post on City's website page a running list of all awarded contracts and their dates, subjects, and sums for the last 10 years
- Consider asking STAFF to annually prepare a summary report for all consulting contracts for the fiscal year

CA 94025

CITY OF MENLO PARK

Agreement #: 002602

AGREEMENT FOR SERVICES BETWEEN
CITY OF MENLO PARK AND IDAX DATA SOLUTIONS

AGREEMENT made and entered into at Menlo Park, California, this 8 day of March, 2019, by and between the CITY OF MENLO PARK, a Municipal Corporation, hereinafter referred to as "CITY," and IDAX DATA SOLUTIONS, hereinafter referred to as "FIRST PARTY."

WITNESSETH:

WHEREAS, CITY desires to retain FIRST PARTY to provide certain professional services for CITY in connection with that certain project called: On-Call Traffic Data Collection Services

WHEREAS, FIRST PARTY is licensed to perform said services and desires to and does hereby undertake to perform said services.

AND, THEREFORE, IN CONSIDERATION OF THE MUTUAL COVENANTS, PROMISES AND CONDITIONS of each of the parties hereto, it is hereby agreed as follows:

SCOPE OF WORK

In consideration of the payment by CITY to FIRST PARTY, as hereinafter provided, FIRST PARTY agrees to perform all the services as set forth in Exhibit "A," Scope of Services.

SCHEDULE FOR WORK

THE SERVICES TO BE PROVIDED BY FIRST PARTY shall be as set forth in Exhibit "A," Scope of Services, and all other reports, to the other reports, accidents and claims.

FIRST PARTY shall provide a "Notice to Proceed" to the City, in, except as otherwise provided in the CITY all project reports and reports of FIRST PARTY's activities.

PROSECUTION OF

FIRST PARTY will be responsible for the work in (the work in the services).

Departmental Summaries		TABLE OF CONTENTS	GIS INDEX	
City Attorney				
OVERVIEW				
Appointed by the City Council, the City Attorney is the chief legal officer of the City performing duties outlined in the Municipal Code as well as other responsibilities required by the City Council. The City Attorney's Office also oversees the efforts of outside counsel for insured tort defense cases and matters requiring specialized legal expertise.		Summary		
FTEs		1.0		
Total requested budget		\$0.04 million		
Funding sources		Enterprise Fund General Fund Internal Service Fund Special Revenue Fund		
CITY ATTORNEY WORKLOAD INDICATORS		2014-15		
		2015-16		
		2016-17		
		2017-18 Est.		
City contracts reviewed	183	185	188	245
City Council meetings attended	40	28	35	37
City ordinances adopted	7	8	21	20
City resolutions adopted	66	60	78	75

FAC meeting schedule

- **Current**

- Due to conflicts of schedule, quorum was not met for several FAC meetings leading to delayed actions

- **Recommendation:**

- Hold regular meetings the third Wednesday of February, May, August and November, following a council meeting
- Hold meetings in evenings
- Hold special meetings as needed

▼ Menlo Park Finance and Audit Committee	
Agenda	
Dec 3, 2018	— Posted Nov 29, 2018 12:00 am December 3, 2018 Finance and Audit Committee Meeting Cancellation Notice
Oct 15, 2018	— Posted Oct 9, 2018 4:37 pm October 15, 2018 Finance and Audit Committee Meeting Cancellation Notice
Sep 10, 2018	— Posted Sep 7, 2018 12:00 am September 10, 2018 Finance and Audit Committee Special Meeting Agenda
Jul 31, 2018	— Posted Mar 8, 2019 10:15 am July 31, 2018 Finance and Audit Committee Special Meeting Agenda
Jul 27, 2018	July 27, 2018 Finance and Audit Committee Meeting Cancellation Notice
May 30, 2018	— Posted Mar 8, 2019 10:14 am May 30, 2018 Finance and Audit Committee Special Meeting Agenda
Apr 20, 2018	— Posted Mar 8, 2019 10:13 am April 20, 2018 Finance and Audit Committee Meeting Agenda
Mar 5, 2018	— Posted Mar 8, 2019 10:13 am March 5, 2018 Finance and Audit Committee Special Meeting Agenda
Jan 26, 2018	— Posted Mar 8, 2019 10:13 am January 26, 2018 Finance and Audit Committee Special Meeting Agenda

Summary



FAC requests that Council approve FAC Recommendations in this presentation

1. Require that major financial reports be reviewed by FAC, at publicly noticed meeting, before they go to Council.
2. Direct the Finance Department to start using at least two investment advisor to maximize City's potential investment earnings.
3. Direct Finance Department to post easy-to-understand investment information at the City's website
4. Approve CIP-related recommendations in Sep 10, 2018 Memo.
5. Expedite the updating of the IT Infrastructure and IT Master Plan
6. Direct Staff to direct the City's actuarial consultant to start computing Pension liability using discount factors of 0%, 2%, 3%, 4% and 5%.
7. Direct Finance Department to follow FAC recommendations for the annual budget document and a process that better involves the public
8. Direct Finance Department post a running list of current and prior awarded consulting contracts in an easy-to-find and search manner



Future FAC Agenda Items

FAC Member Make Up

Current

- Due to potential conflicts in voting position during FAC meetings versus Council meeting, council members may not be able to vote on all issues at FAC meetings

Members

Name	Email	Phone	Term expires
Drew Combs, City Council	Email	650-924-1890	December 10, 2019
Ray Mueller, City Council	Email	650-776-8995	December 10, 2019
Roger Royse	Email	n/a	April 30, 2020
Ron Shepherd	Email	408-526-1112	April 30, 2019
Soody Tronson	Email	650-257-3913	April 30, 2020

Agenda Item

- Consider adding 2 more resident members, for a total of 5, to the FAC
- Consider appointing non-voting Council member liaisons instead of voting members

Committee Meeting Minutes

Current

- Meeting minutes are not published in a timely manner, at times taking months

Agenda Item

- Consider meetings are recorded (audio only) and posted within 1 business day on the Committee web page
- The text of all action minutes, including public comments, are prepared and approved before meeting adjourns



Agendas and minutes

View current agendas and minutes for all boards and commissions. Previous years' agendas and minutes can be found in the [Archive Center](#).

▼ Menlo Park Finance and Audit Committee

2019 -- Only 1 meeting so far (no minutes posted)
2018 -- No missing minutes
2017 - Missing May and January minutes
2016 -- No minutes posted 2015 -- No Minutes posted
2014 -- Only 1 minutes posted (3 meetings)
2013 -- No Minutes posted (2 total meetings)
2012 -- ALL minutes posted
2011 -- 4 meeting minutes not posted
2010 1 minutes missing

Debt Management Policies

Current

- Legal requirements for Debt Management Policy and Debt Management (Gov Code 88550(i))
- City lacks Debt Management Policy
- FAC approved Debt Management Policy on 7/31/2018 and recommended Council review and approve policy at next meeting but it was not on agenda

Agenda Item

- Council discusses and approves a Debt Management Policy that follows legal requirements
- Council reviews reporting of City's long-term debt totals in CAFR 2018 report
- Council considers adding unfunded pension liabilities to appropriations (debt) limit
- Council discusses ways to increase transparency of City's long-term debt and interest paid on debt

CITY COUNCIL POLICY DEBT MANAGEMENT POLICY Policy No. XX-2018-XXXX Effective September 12, 2018

Purpose

This Debt Policy is intended to comply with Government Code Section 88550 and govern all debt undertaken by the City of Menlo Park ("Issuer").

The Issuer hereby recognizes that a fiscally prudent debt policy is required to:

- Maintain the Issuer's sound financial position.
- Ensure the Issuer has the flexibility to respond to changes in future operating expenses.
- Protect the Issuer's credit-worthiness.
- Ensure that all debt is structured in order to protect both current and future constituents of the Issuer.
- Ensure that the Issuer's debt is consistent with the Issuer's planned improvement program or budget, as applicable.

Authority for this Council policy is provided by City Council Resolution #XX, adopted on September 11, 2018. The Debt Policy may be amended by the City Council as it deems appropriate from time to time in the prudent management of the debt of the Issuer. Any approval of debt by the City Council that is not consistent with this Debt Policy shall constitute a waiver of this Debt Policy.

Section I. Purposes for Which Debt May Be Issued

Long-Term Debt. Long-term debt may be issued to finance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and operated by the Issuer.

Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to constituents over multiple years.
- When total debt does not constitute an unreasonable burden to the Issuer and its taxpayers and ratepayers.
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize benefits of a debt restructuring.

Long-term debt financings will not generally be considered appropriate for current operating expenses and maintenance expenses.

Long-term debt financings may be issued subject to the following conditions:

- The debt to be financed must be approved by the City Council.
- The average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the average useful life of the project to be financed by more than 20%.
- The Issuer certifies that sufficient revenues will be available to service the debt through its maturity.
- The Issuer certifies that the issuance of the debt will comply with the applicable state and federal law.

Short-term debt may be issued to provide financing for the Issuer's operational cash flows in order to maintain a positive cash flow balance. Short-term debt may also be used to finance short-lived capital improvements. The Issuer may undertake lease-purchase financing for equipment.

The Issuer may also find it beneficial to issue debt on behalf of other entities in order to further the public purposes of Issuer. In such cases, the Issuer shall determine the financial feasibility of the project to be financed and the financial feasibility of such debt is consistent with the policies set forth herein.

FROM VISION TO FRUITION

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STAFF REPORT

City Council

Meeting Date: 6/4/2019
Staff Report Number: 19-119-CC

Informational Item: City Council agenda topics: June to August 2019

Recommendation

The purpose of this informational item is to provide the City Council and members of the public access to the anticipated agenda items that will be presented to the City Council. The mayor and city manager set the City Council agenda so there is no action required of the City Council as a result of this informational item.

Policy Issues

In accordance with the City Council procedures manual, the mayor and city manager set the agenda for City Council meetings.

Analysis

In an effort to provide greater access to the City Council's future agenda items, staff has compiled a listing of anticipated agenda items, Attachment A, through August 27. The topics are arranged by department to help identify the work group most impacted by the agenda item.

Specific dates are not provided in the attachment due to a number of factors that influence the City Council agenda preparation process. In their agenda management, the mayor and city manager strive to compile an agenda that is most responsive to the City Council's adopted priorities and work plan while also balancing the business needs of the organization. Certain agenda items, such as appeals or State mandated reporting, must be scheduled by a certain date to ensure compliance. In addition, the meeting agendas are managed to allow the greatest opportunity for public input while also allowing the meeting to conclude around 11 p.m. Every effort is made to avoid scheduling two matters that may be contentious to allow the City Council sufficient time to fully discuss the matter before the City Council.

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 agenda topics: June to August 2019

Report prepared by:
Judi A. Herren, City Clerk

City Council, city attorney, city manager

City Council procedure manual

City Council 2019-20 priorities and work plan

Approve public engagement plan for a local minimum wage ordinance effective January 1, 2020

Commission reports: Sister City Committee, Environmental Quality and Parks and Recreation Commissions

Finance and Audit Committee expansion and appointments

Belle Haven Neighborhood Library Advisory Committee charter and appointments

Reach codes

Heritage tree ordinance update

Local minimum wage ordinance

Master agreement contract for zero waste plan and general plan activities

Authorize approval for city participation in the PACE program

Administrative services

Adopt fiscal year 2019-20 budget and capital improvement plan

Fiscal year 2018-19 year-end budget amendments

Community development

Housing Commission 2-year work plan amendments

Cannabis regulations

Master professional agreements for building permitting and inspection contract services

ConnectMenlo study session follow up

El Camino Real/Downtown specific plan biennial review

Architectural control/use permit/major subdivision and below market rate housing agreement

Community services

Contract with the State of California Department of Education for Belle Haven Child Development Center child care reimbursement

Belle Haven Child Development Center self-evaluation report for fiscal year 2018-19

Parks and Recreation master plan

Library

Library Commission update

Agreement for branch library conceptual design, site analysis and preliminary cost estimation services

Police

Safe City update

Agreement for vehicles and outfitting

Public works

Annexation procedure/policies/applications/West Menlo Triangle/Menlo Oaks annexation

Agreement for Bedwell Bayfront park ranger and janitorial services

Agreement for roadway striping and signing services

Menlo Park landscaping assessment district for fiscal year 2019-20

Belle Haven transportation master plan implementation schedule

City's stormwater management program for fiscal year 2019-20

Contract for professional services for a Transportation Management Association feasibility study

Select preferred alternative for the Middle Avenue pedestrian and bicycle rail crossing

Transportation master plan project prioritization strategy

Adopt updated City rail policy and position statement

Adopt the green stormwater infrastructure master plan