



**SPECIAL MEETING MINUTES – CITY COUNCIL GOAL SETTING**

**Date:** 2/2/2019  
**Time:** 9:00 a.m.  
**City Council Chambers**  
**701 Laurel St., Menlo Park, CA 94025**

**9:00 a.m. Special Meeting**

**A. Call to Order**

Mayor Mueller called the meeting to order at 9:15 a.m.

Mayor Mueller led the Pledge of Allegiance.

**B. Roll Call**

**Present:** Carlton, Combs, Nash, Taylor, Mueller  
**Absent:** None  
**Staff:** Interim City Manager Starla Jerome-Robinson, City Attorney Bill McClure, City Clerk Judi A. Herren, Community Development Director Mark Muenzer, Assistant City Manager Nick Pegueros, Public Works Director Justin Murphy, Police Chief Dave Bertini, Administrative Services Director Lenka Diaz, Assistant to the City Manager Clay Curtin, Interim Library Director Sean Reinhart, Community Services Director Derek Schweigart

**C. Regular Business**

**C1. 2018 work plan review and direction ([menlopark.org/goalsetting](http://menlopark.org/goalsetting))**

Budget and Finance Manager Dan Jacobson made the presentation on the 10-year forecast and budget (Attachment).

- Ron Shepherd spoke in support of the 10-year forecast and encouraged long term forecasting in areas other than finance. Shepherd also expressed concerns on Capital Improvement Projects (CIP) expenditures transparency and pensions.
- Adina Levin spoke about staffing issues hindering transportation projects.
- Lynne Bramlett requested more complete financial and project status details on the CIP's in the annual budget.
- Hayward Robinson spoke in support of staffing prudence and an increase of community involvement.
- Patti Fry commented that focus be put on the quality of life for residents.
- Sheryl Bims requested more information as to where funds are coming from and an increase in transparency.

The City Council discussed staff capacity, being proactive and document procedures, practices and processes.

Assistant City Manager Nick Pegueros made the presentation on the 2018 work plan completion by June 2019 (Attachment).

- Lynne Bramlett requested that items in the 2018 work plan include complete financial and project status details.
- Jen Wolosin requested expanding the scope of staffing for the safe routes project.
- Katie Behroozi requested that the safe routes be institutionalized.
- Manuel Paz Arribas spoke in support of citywide safe routes.
- Karen Grove requested that the City monitor the Stanford General Use Permit project because of the traffic and housing impacts that will result.

The City Council received clarification on the citywide communication program, striping at the Willow Road and Highway 101, Chilco Street streetscaping project, and safe routes as a citywide project.

Assistant City Manager Nick Pegueros made the presentation on the 2018 work plan continuing onto 2019-20 (Attachment).

- Katie Behroozi spoke about expanding the term downtown parking structure to downtown accesses.
- Adina Levin encouraged City Council to look at downtown access not just in the form of parking garage.
- Jen Wolosin spoke in favor of downtown access and to prioritize the transportation impact fees.
- Scott Marshall spoke in favor of the downtown parking structure as a mixed-use building.
- Karen Grove spoke in support of prioritizing renters and tenant relocation assistance.
- Pamela Jones urged City Council to finish what has begun by incorporating new ideas and concepts.
- Diane Bailey spoke in support of retaining the downtown plan update.
- Patti Fry advocated for a study on Middle Avenue crossing study.
- Lynne Bramlett suggested that interconnected projects be prioritized together and complete financial and project status details for each item.
- Fran Dehn requested that the term downtown parking structure be rephrased as downtown parking solution and suggested that the El Camino Real/Downtown specific plan be prioritized.
- Rachel Horst stated that housing, equity, and transportation are all interconnected and should be approached that way.
- Evan Goldin suggested that the downtown parking structure focus on improving access.
- Gregory Faris encouraged a parking solution by Menlo Avenue.

Mayor Mueller and City Attorney McClure were recused.

The City Council came to a consensus to revisit the downtown park options. The El Camino

Real/Downtown specific plan remained as a top priority.

Public Works Director Justin Murphy made the presentation on CIP 2018 transfer to CIP budget (Attachment).

- Terry Abendendio requested that Belle Haven streets and sidewalks be upgraded to a tier 3.
- Steve Haas spoke in support of improvements to both Belle Haven and main library.
- Jen Wolosin spoke in support of citywide safe routes and implementation of a bike/pedestrian network.
- Lynne Bramlett questioned why the main library as a tier 2 and stated the 2017 City satisfaction survey results showed inadequate public support for a bond measure for the project.
- Monica Corman spoke in support of the main and Belle Haven library.
- Elyse Stein spoke in support of the main and Belle Haven library improvements.
- Allan Bedwell had concerns with the implementation of the park and recreation master plan.
- Katie Behroozi spoke in support of Middle Avenue as a safe route.
- Katie Hadrovic spoke in support of the main and Belle Haven library as tier 1.
- Julie Shanson spoke against the tier process and urged for more strategy for transparency and equity.
- Adina Levin commented that the parking garage language should be rephrased as downtown accessibility, safe routes to be citywide, and upgrading the Dumbarton project.
- Fran Dehn stated streets and sidewalks and lighting in parking plazas 1, 7 and 8 should be prioritized.
- Pamela Jones suggested to prioritize traffic and transportation to tier 1.
- Michelle Tate questioned on where we can put housing on city owned properties.

The City Council discussed the restroom improvements at Fremont Park, creation of a public amenities fund, an energy reach code and carbon policy, subregional TMA, and tenant/landlord support.

## C2. 2019 work plan development and prioritization

Assistant City Manager Nick Pegueros made the 2019 work plan requiring city council decision presentation (Attachment).

- Gregory Faris spoke in favor of the West Menlo triangle annexation.
- Jen Wolosin spoke in support of safe routes.
- Pamela Jones spoke in favor of the snack shack, against the charter initiative, and reprioritizing of the El Camino Real corridor study, equity in education joint powers authority, downtown utility undergrounding, high speed rail coordination and environmental review, minimum wage ordinance.
- Lynne Bramlett expressed concerns about the current process for evaluating new CIP projects and suggested a revised process with prioritization with more emphasis on public outreach and input.
- Adina Levin spoke about keeping an eye on high speed rail and the EIR review and to prioritize

the minimum wage ordinance.

- Julie Shanson spoke in support of a minimum wage ordinance, the West Menlo annexation, and encouraged transparent amenities fund.
- Fran Dehn spoke in support of prioritizing downtown underground utility and the restrooms in Fremont Park.
- Terry Abendendio spoke in support of prioritizing education in the Belle Haven neighborhood.
- Katie Behroozi spoke in support of a safer bike route on Middle Avenue and Olive Street.
- Tom Kabat spoke in support reach codes for a new energy code.
- Diane Bailey spoke support for reach code where new buildings can be carbon free.
- Pamela Jones recommend that City Council revisit their mission statement.
- Mila Zelkha spoke in favor of the formation of a TMA focusing on transportation equity.
- Sheryl Bims referenced a Daily Post article regarding the lack of gym availability to members of the public in conjunction with the need for transparency.
- Lynne Bramlett urged the City Council to commit to the process of a community-led 10-year strategic planning effort, improving public outreach, establishing municipal benchmarks, and the prioritization of Belle Haven.
- Karen Grove spoke in support of a lower carbon footprint.
- Jen Wolosin spoke in support of climate change by getting more people on bikes and foot.
- Adina Levin spoke in support of public safety, jobs and housing balance, and a regional TMA.
- Rachel Horst commented on the interconnectedness between transportation, housing, and commercial property.
- Harry Bims spoke on the need for considering prioritizing projects that address multiple areas of concern (e.g., housing and traffic).
- Sue Connley requested more transparency in the process to allow citizens voice in to City government.
- Sateez Kadivar spoke in favor of housing for the missing middle.

The City Council discussed prioritizing teacher housing/pay, a quarterly policy report for new commercial real estate requirements for zero carbon and fossil free, updating the City Council policy manual including a CCIN (City Council email) policy, Middle Avenue and Olive Street bike lanes, Caltrain access, and citywide safe routes.

### C3. City Council procedures manual

The City Council deferred to a later date.

### D. Adjournment

Mayor Mueller adjourned the meeting at 2:45 p.m.

Judi A. Herren, City Clerk

These minutes were approved at the City Council meeting of February 12, 2019.





# 10-YEAR FORECAST

## 2019 City Council Goal Setting





## 10-YEAR FORECAST

- 10-year period following the current year
- Updated methodology in 2018-19 – Finance and Audit Committee
- New assumptions in 2019-20



## ECONOMIC ASSUMPTIONS

- Economic downturn is likely
  - No sooner than 2020-21 fiscal year
  - 91% likelihood over course of forecast
  - No fewer than two years in length, no longer than four, equal likelihood
  - Followed by economic recovery of two-four years
- Educational Revenue Augmentation Fund (ERAF) eventually not returned to City



## MODEL ASSUMPTIONS

- Each component (e.g. property taxes) has the following elements:
  - Base year number
  - Base year change rate
  - Variability in annual change
  - Change over time which modifies base year change rate (trend)
  - Downturn behavior
  - Recovery behavior
- Known information is included (e.g. settled contracts, PERS costs)
- 1,000 trials used with outcome distribution



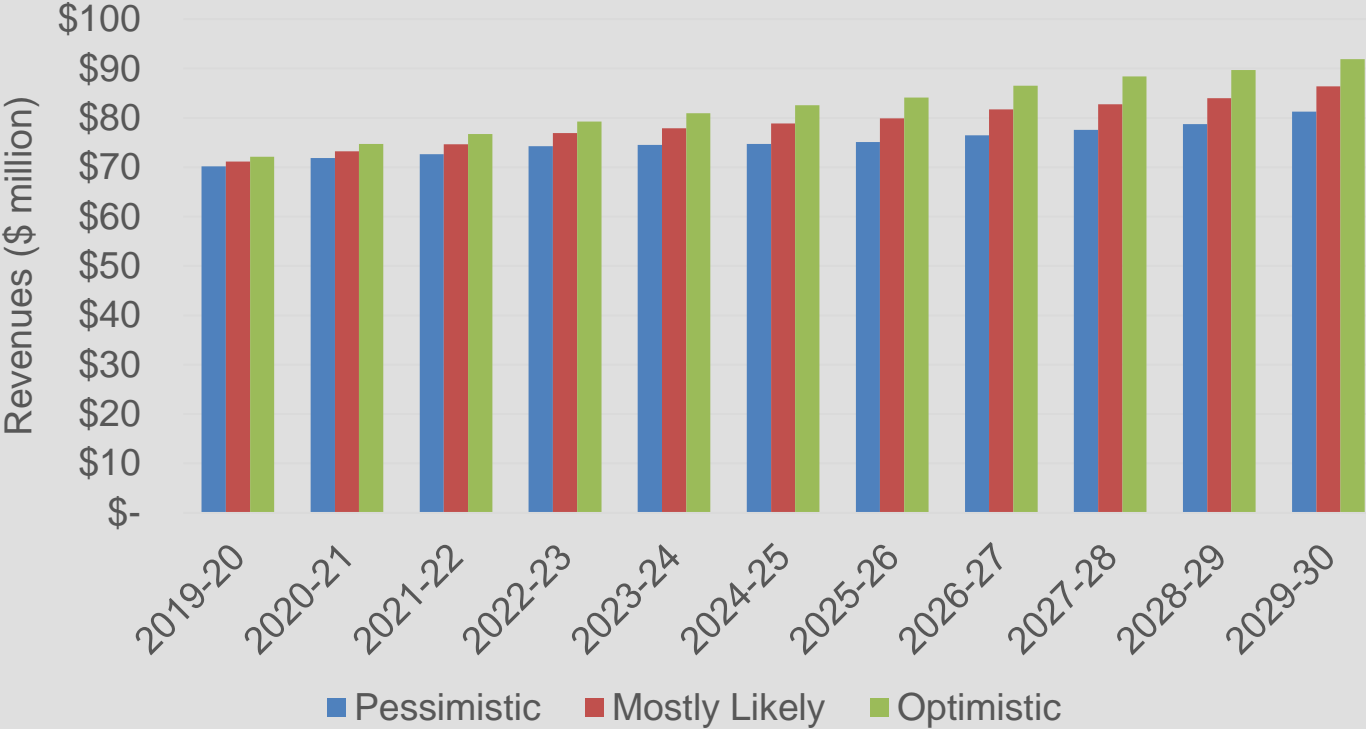


## REVENUE ASSUMPTIONS

Type	Pessimistic	Most likely	Optimistic
Property tax	+2.9%	+6.3%	+9.6%
Sales tax	-1.0%	+0.3%	+1.6%
TOT	-0.4%	+3.0%	+6.4%
Others	-1.0%	+0.3%	+1.6%



# PRELIMINARY RESULTS – REVENUES





## EXPENDITURE ASSUMPTIONS

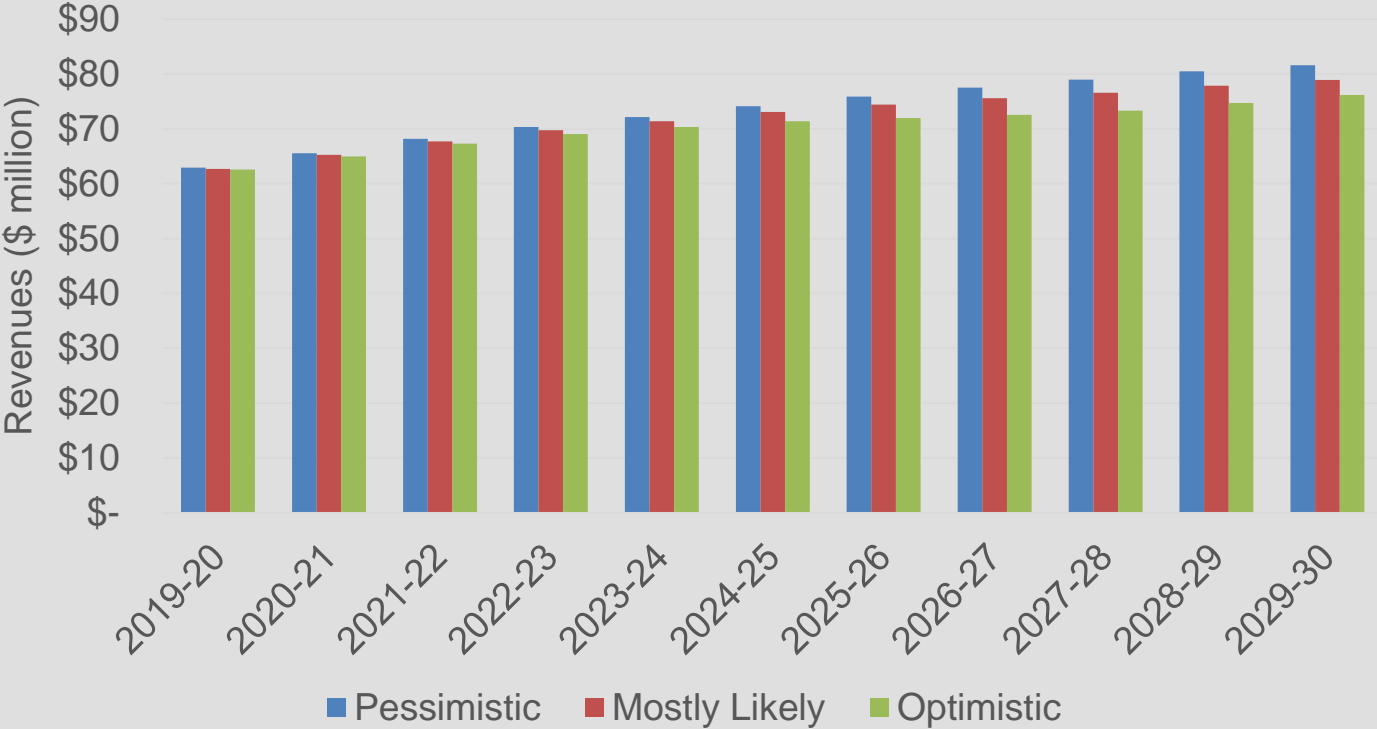
Type	Pessimistic	Most likely	Optimistic
Salaries and wages*	+3.5%	+2.8%	+2.3%
Operating expenses, utilities	+4.3%	+3.0%	+1.7%
Contract services, other	+4.3%	+3.0%	+1.7%

\*First year after expiration of current contracts



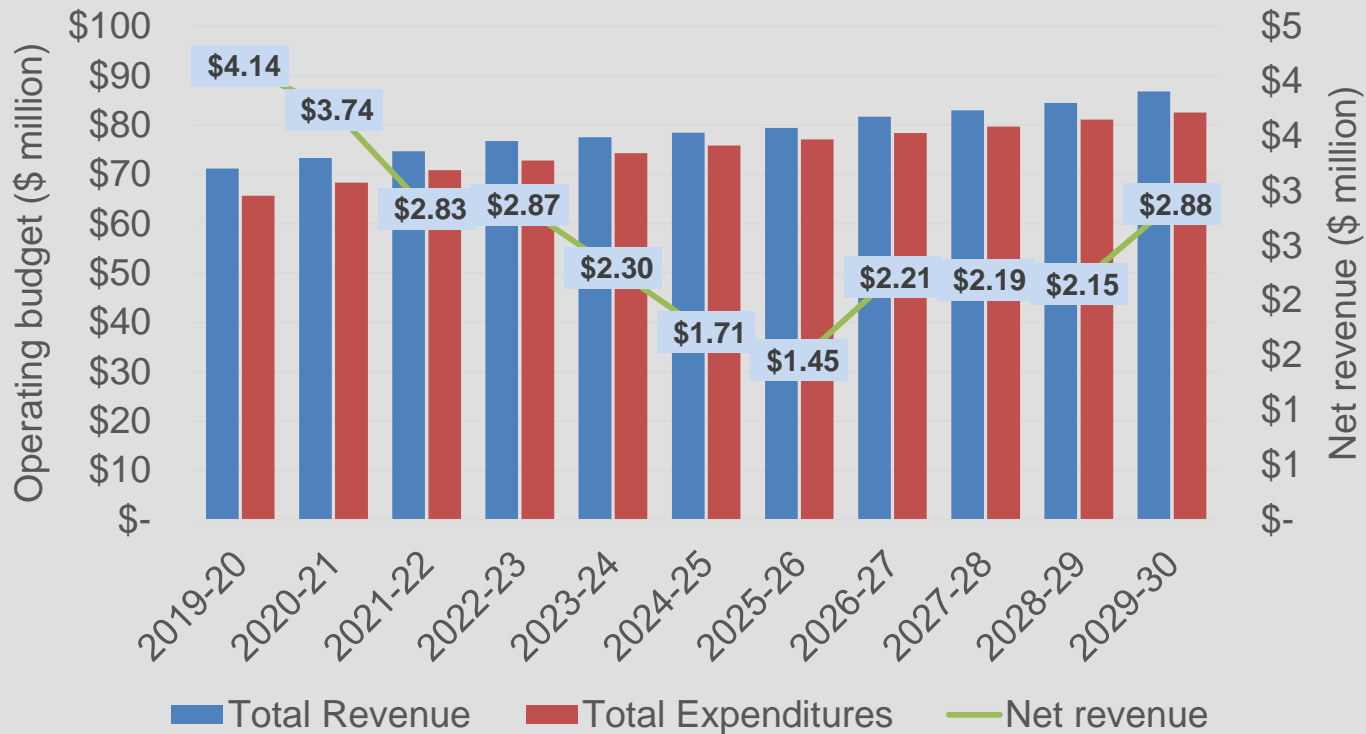


# PRELIMINARY RESULTS – EXPENDITURES





## PRELIMINARY RESULTS – MOST LIKELY





## MODEL DETAIL

- Economic changes (downturn year, downturn length, recovery length) follow uniform distribution
- Growth rate components are normally distributed with base plus accumulated trend as mid-point,  $\sigma$  between 2 and 5
- Downturn distributions are similar, except in case of property tax and salaries and wages (deterministic)
- Recovery change follows log-normal distribution (strictly positive)





# CITY COUNCIL GOAL SETTING MEETING

February 2, 2019

# AGENDA

- Introduction
- 2018 work plan review and direction
  - Public comment approx. 10:15 a.m.
- 2019 work plan development and prioritization
  - Public comment approx. 12:00 p.m.
- Wrap up



## PURPOSE AND OUTCOMES

### Purpose:

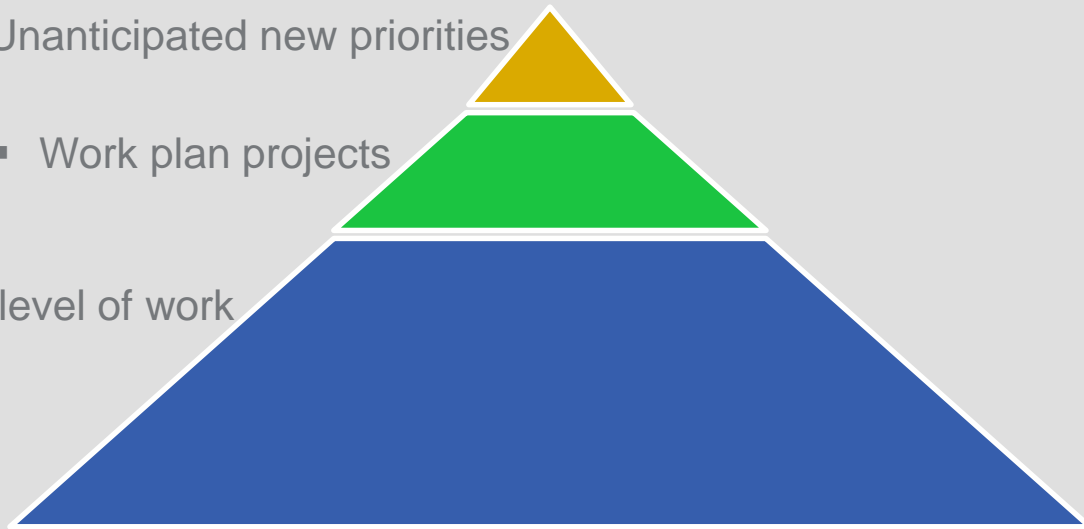
- To provide staff with clear expectations for 2019

### Outcomes:

- February 2<sup>nd</sup>
  - Reconfirm/modify 2018 work plan carryover projects to 2019
  - Identify new projects for 2019
  - Prioritize the 2019 work plan
- February 26<sup>th</sup>
  - Receive a recommended work plan from staff
  - Adopt the 2019 work plan

# CAPACITY

- Unanticipated new priorities
- Work plan projects
- Baseline level of work



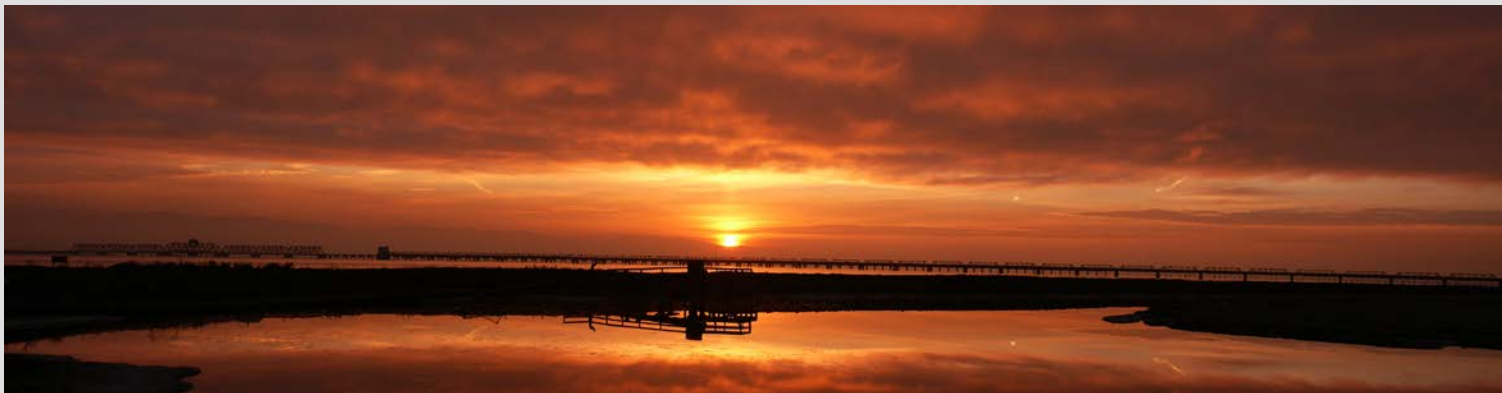


## GROUND RULES

- Acknowledge change
- Don't assume anything; ask for clarity
- Listen
- Be courteous
- Keep it fluid; ask questions
- Create a bike rack for items to take up at another time
- Precision of language
- Targeting a hard stop at 3 PM
  
- Anything Else?

## BEFORE WE BEGIN

- As a City Councilmember or staff member
  - What are you most proud of in 2018?
  - What are you most looking forward to in 2019?





# 10-YEAR FORECAST & BUDGET PRINCIPLES



## 10-YEAR GENERAL FUND FORECAST

- 10-year period following the current year
- Updated methodology in 2018-19 – Finance and Audit Committee
- New assumptions in 2019-20



## ECONOMIC ASSUMPTIONS

- Economic downturn is likely
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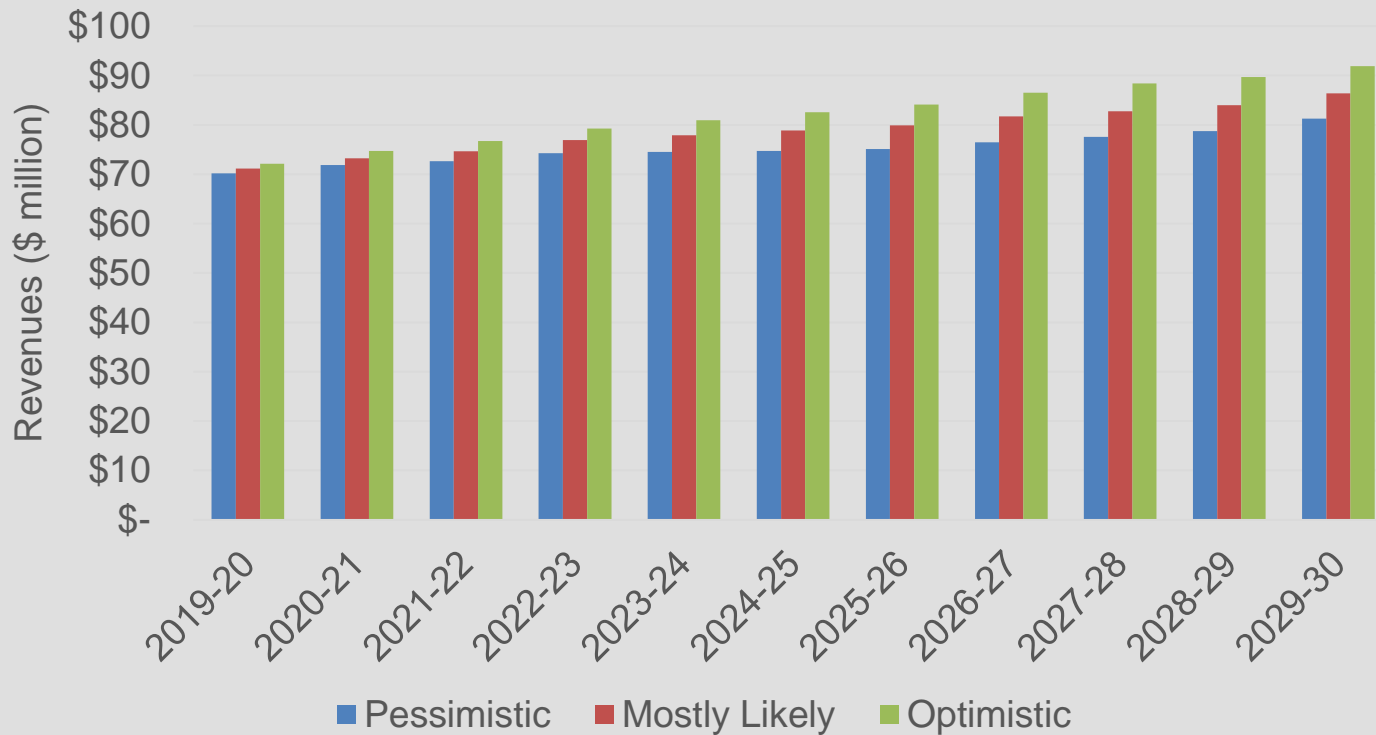
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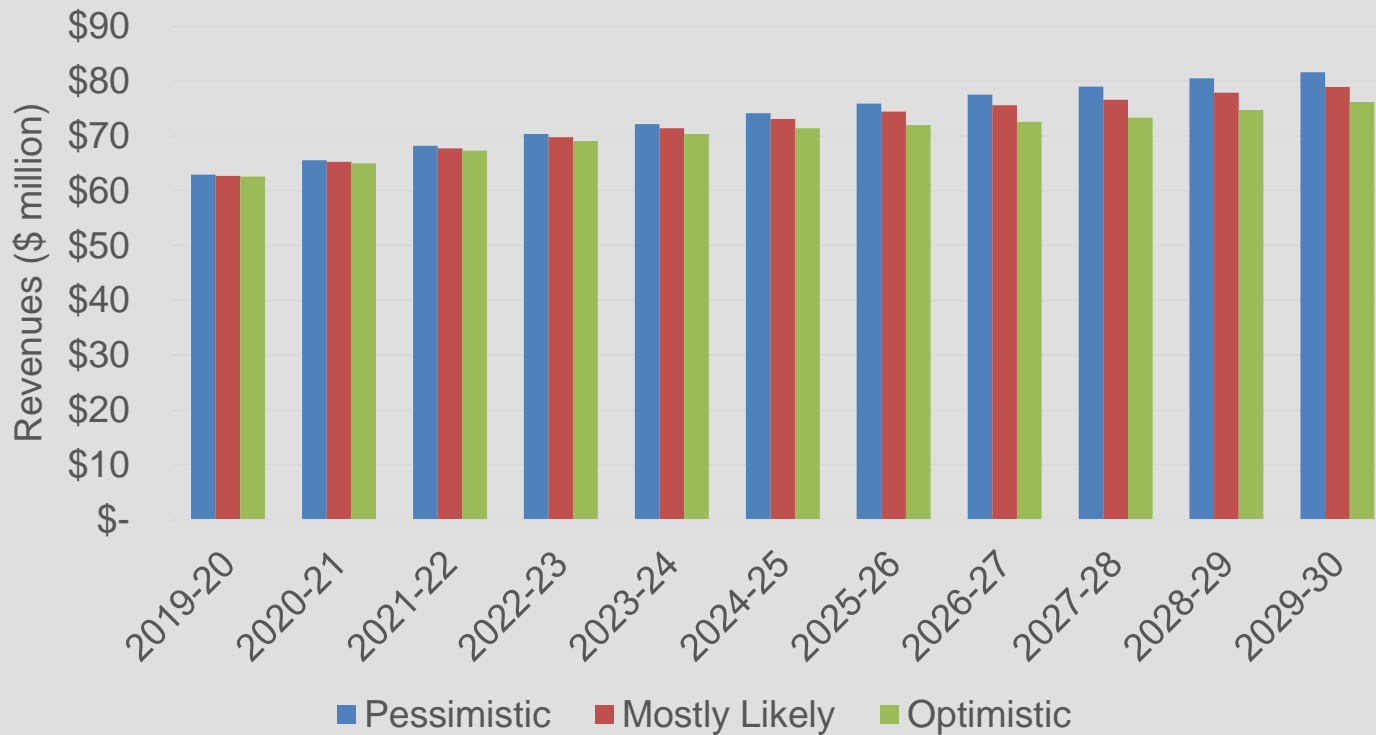


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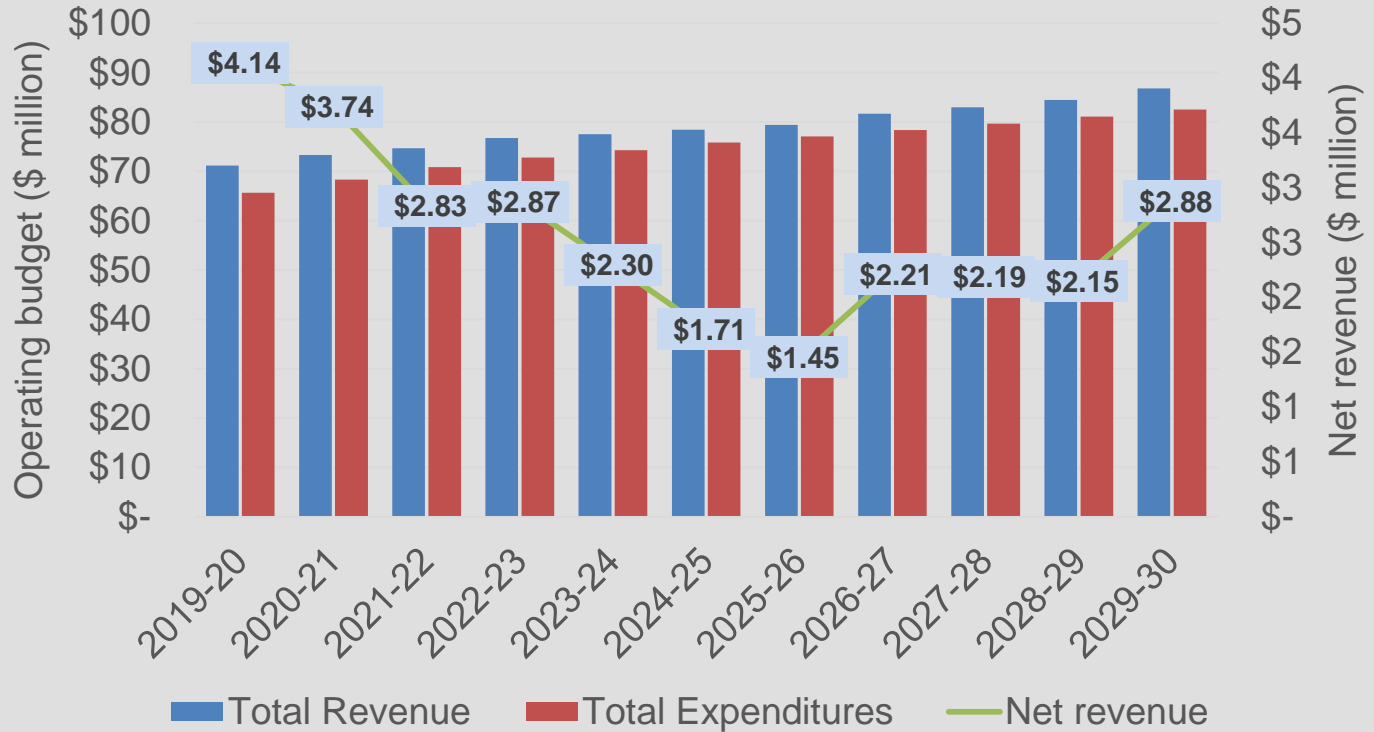
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## 2019-20 BUDGET PRINCIPLES

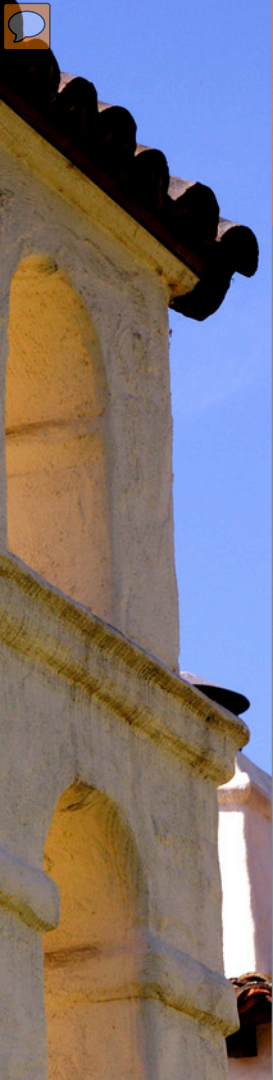
- **Promote the City's long-term fiscal sustainability**
  - Monitor and report on changes in CalPERS liabilities and include those changes in the City's 10-year financial forecast; **actively pursue strategies to reduce pension costs as opportunities arise**
  - Incorporate a budgetary assumption for salary savings resulting from employee vacancies in the current year budget and the 10-year financial forecast
  - Actively pursue revenue enhancements and strive to achieve full cost recovery for all fee-based services, except where the City Council sees a clear public interest in providing a subsidy
  - Find areas, which may include shared services, to provide more efficient use of funds



## 2019-20 BUDGET PRINCIPLES

- **Enhance and maintain core City services and infrastructure**
  - Prioritize City Council adopted initiatives and strategies that contribute to the quality of life in Menlo Park
  - Evaluate one-time revenues for highest and best investment
  - Recognize the benefit of leveraging near term investments for long-term gains in financial sustainability and/or quality of life





## 2019-20 BUDGET PRINCIPLES

- **Manage staff capacity to efficiently deliver services to the community**
  - Invest in new technologies that drive efficiency and productivity
  - Incorporate programs and initiatives that strengthen Menlo Park's standing as an employer of choice to retain and attract highly qualified personnel
  - Proactively manage the loss of institutional knowledge through succession planning efforts including the ability to provide for overlap in critical positions at the discretion of the City Manager

## 2019-20 BUDGET PRINCIPLES

- Communicate the City's financial position
  - Continue to refine the budget document **and provide additional finance-related communication** to enhance the public's access to the City's financial information
  - ~~while also providing for~~ **Document, review, and maintain** proper internal controls over the City's resources **with transparency**

The background image shows a street scene with a "harvest" sign and a "TABAC" sign. The "harvest" sign is a brown oval with white text. The "TABAC" sign is a red circle with white text. There are also some green plants and a person in the background. The image is overlaid with a teal patterned background on the left and a grey bar on the right.

# 2018 WORK PLAN REVIEW & DIRECTION



# PURPOSE AND OUTCOMES

## **Purpose:**

- To provide the City Council an update on the 2018 Work Plan
  - Policy and high outreach project/initiatives
  - Capital Improvement Program (CIP) projects

## **Outcomes:**

- City Council confirms 2018 Work Plan carryover projects and CIP prioritization

## 2018 WORK PLAN OVERVIEW

- Types of projects
  - Policies and programs
  - Studies
  - Infrastructure
- 59 projects
  - 16 completed or estimated to be complete by June 30, 2019
  - 12 continuing into 2019-20 (housing programs broken into two projects)
  - 19 incorporated into 5-year Capital Improvement Program (CIP) budget
  - 12 requiring City Council direction



## TODAY'S PROCESS

- Review completed projects
- Review projects carrying over to 2019-20
- Review the current Capital Improvement Program budget and prioritize
- Discuss projects requiring City Council direction



# 2019 PRIORITIES & PROJECTS



# PURPOSE AND OUTCOMES



## **Purpose:**

- Identify new projects for inclusion in the 2019 work plan

## **Outcomes:**

- City Council identify which priorities and projects should be explored further by staff



## TODAY'S PROCESS



- Review summary of public comment
- Discuss 2019 ideas
- Provide initial prioritization direction



# NEXT STEPS





## NEXT STEPS

- February 26
  - City Council adoption of 2019 work plan
  - City Council adoption of 2019-20 budget principles
- Budget process:
  - March to May – staff prepares budget with adopted 2019 work plan
  - May 16 – City Manager’s proposed budget released
  - May 21 – City Manager’s proposed budget workshop
  - June 4 – City Council budget presentation and public hearing
  - June 18 – City Council Budget adoption
  - July 1 – beginning of budget year
- Quarterly budget and work plan reviews



**THANK YOU**

## 2018 Work Plan Completed as of June 30, 2019

Ref #	2018 Work Plan Item	Lead Department	Completion
1	<b>Top 2018 Priority:</b> Citywide Safe Routes to School Program (Non-infrastructure)	Public Works	Jun-19
2	<b>Top 2018 Priority:</b> District Elections	City Manager's Office	Aug-18
3	<b>Top 2018 Priority:</b> The Guild Theatre - Land Use Entitlement Approval	Community Development	Jun-18
4	Development a Citywide Communications Program	City Manager's Office	Jun-19
5	Cost allocation plan and user fee study	Administrative Services	Jul-18
6	Employee Engagement/Organizational Development	Administrative Services	Jul-18
7	Green Infrastructure Plan	Public Works	Jun-19
8	Jack Lyle Park Restroom	Public Works	Mar-19
9	Library Landscaping	Public Works	Jun-19
10	Organizational Study of the Public Works and Community Development Departments	City Manager's Office	Jun-19
11	Parks and Recreation Facilities Master Plan Update	Community Services	Jun-19
12	Ravenswood Avenue/Caltrain Grade Separation Study	Public Works	Mar-19
13	Revisions to the 2016 California Green Building Standards Code for Electric Vehicle Chargers	Community Development	Oct-18
14	Stanford University 2018 General Use Permit Review	City Manager's Office, Community Development,	Jun-19
15	Water System Master Plan	Public Works	Jul-18
16	Willow Road/U.S. 101 Interchange	Public Works	May-19

## 2018 Work Plan Continuing into 2019-20

Ref #	2018 Work Plan Item	Lead Department
17	<b>Top 2018 Priority:</b> Adopt Transportation Master Plan	Public Works
18	<b>Top 2018 Priority:</b> Plan a Downtown Parking Structure	Community Development
19	<b>Top 2018 Priority:</b> Adopt El Camino Real/ Downtown Specific Plan Update	Community Development
20	Install Chilco Streetscape and Sidewalk	Public Works
21	Conduct Middle Avenue Caltrain Crossing Study	Public Works
22	Create Transportation Management Association	Public Works
23	Plan a New Belle Haven Branch Library	Library
24	Implement Information Technology Master Plan	Administrative Services
25	Adopt Community Zero Waste Plan Ordinances and Policies	City Manager's Office
26	Adopt Heritage Tree Ordinance Update	City Manager's Office
27	Adopt a Market Affordable Housing Preservation Ordinance	Community Development
28	Adopt a Short-term Rental Ordinance	Community Development



**MEMORANDUM**

**Date:** 2/1/2019  
**To:** Starla Jerome-Robinson, City Manager  
**From:** Justin Murphy, Public Works Director  
**Re:** CIP Prioritization

This memo is a follow up item outlined in the January 29, 2019 staff report regarding the 2019 Council policy priorities and work plan (Staff Report #19-018-CC). This memo transmits a comprehensive listing of how staff is prioritizing almost 80 City Council adopted Capital Improvement Program (CIP) projects. The attachment includes annotated tables excerpted from the City Council adopted fiscal year 2018-19 budget for the 5-Year CIP.

Funding for particular CIP projects can be traced back as far as Fiscal Year 2003-2004. Many CIP projects are annual or biannual programs (e.g., Street Resurfacing), and the CIP Budget serves as the tool for funding those programs. Other CIP projects involved multiple phases with funding allocated over multiple years (e.g., Emergency Water Storage/Supply). Assuming that every project that is currently funded is considered a priority, it is then a matter of relative priority. In order to communicate the relativity to help inform the Council's goal setting, staff established a system with three tiers – 1, 2, and 3 – with 1 being the highest relative priority and 3 being the lowest relative priority. Priority considerations are generally based on the following along with available staffing:

- Regulatory compliance
- Public safety
- Preservation of city assets
- Improved efficiencies
- Grant funding timelines
- First in, first out

Staff applied these prioritization tiers to each currently funded projects within the seven established subject matter categories in the CIP Budget. Each category serves as a good proxy for the availability of eligible funding sources and staff skill sets that are required to execute on applicable projects. Projects that are complete as of February 2019 or have not yet been funded are labeled as not applicable (N/A) for terms of the prioritization. The following table summarizes how many projects in are in the various tiers for each category and the applicable pages in the CIP Budget for project descriptions and funding sources.

At the February 2, 2019 goal setting session, staff seeks the City Council's confirmation that the prioritization outlined in this memo reflects the City Council's priorities.



Table 1: Project summary							
Category	CIP budget	Priority			Subtotal	N/A	Total
		Tier 1	Tier 2	Tier 3			
City buildings and systems	113-121	4	3	4	11	5	16
		36%	27%	36%	100%		
Environment	123-126	2	2	1	5	0	5
		40%	40%	20%	100%		
Parks and recreation	127-134	3	3	3	9	5	14
		33%	33%	33%	100%		
Stormwater	135-139	1	4	1	6	1	7
		17%	67%	17%	100%		
Streets and sidewalks	141-148	3	4	3	10	3	13
		30%	40%	30%	100%		
Traffic and transportation	149-158	4	6	6	16	1	17
		25%	38%	38%	100%		
Water	159-163	2	2	1	5	2	7
		40%	40%	20%	100%		
<b>Total</b>		<b>19</b>	<b>24</b>	<b>19</b>	<b>62</b>	<b>17</b>	<b>79</b>

# City Buildings & Systems



## CITY BUILDINGS & SYSTEMS

The City's aging facilities require both regular maintenance and more substantive system replacements. Projects included under the City Buildings and Systems CIP category focus on improvements to existing City-owned facilities and the construction of new buildings. These improvements allow the City to continue to maintain and enhance services to the community.

This category also includes funding for upgrades to the City's systems such as information technology. This category of the CIP is least likely to be eligible for outside funding, with the exception of donations, and therefore is fully funded by transfers from the General Fund.

	Priority	Projected Carryover	2018-19 NEW FUNDS	Future Funding Nees (unfunded)			
				2019-20	2020-21	2021-22	2022-23
<b>CITY BUILDINGS &amp; SYSTEMS</b>							
Belle Haven Youth Center Improvements	Tier 1	-	\$200,000	-	-	-	-
Burgess Pool Lobby Renovation	N/A	-	-	-	125,000	-	-
City Buildings (Minor)	Tier 2	642,930	500,000	500,000	500,000	500,000	500,000
City Buildings HVAC Modifications	Tier 3	125,000	420,000	-	-	-	-
Corporation Yard Master Plan	N/A	-	-	-	-	100,000	-
Cost of Service/Fee Study	N/A	48,187	-	-	-	100,000	-
Facilities Maintenance Master Plan	Tier 3	150,000	-	-	-	-	-
Fire Plans and Equipment Replacement for City Builc	Tier 1	60,442	115,000	-	-	-	-
Furniture Replacement	Tier 3	-	400,000	-	-	-	-
Gate House Fence Replacement	Tier 3	120,000	-	-	-	-	-
Information Technology Master Plan and Implementation	Tier 1	2,940,809	-	1,250,000	1,250,000	1,250,000	1,250,000
Library System Improvement: Belle Haven Branch Li	Tier 1	36,807	450,000	-	-	-	-
Library System Improvement: Main Library	Tier 2	140,220	-	-	-	-	-
Onetta Harris Community Center Gymnasium Floor Replacement	N/A	-	-	300,000	-	-	-
Onetta Harris Community Center Multipurpos Room Renovation	N/A	-	-	150,000	-	-	-
Police Parking Lot Security	Tier 2	31,027	-	-	-	-	-
<b>Subtotal</b>		<b>\$4,295,422</b>	<b>\$2,085,000</b>	<b>\$2,200,000</b>	<b>\$1,875,000</b>	<b>\$1,950,000</b>	<b>\$1,750,000</b>

# Environment



## ENVIRONMENT

The Environment CIP provides for a variety of projects and programs to further the City’s environmental sustainability initiatives, including those in the City Council adopted Climate Action Plan. This category of the CIP is primarily supported by the General Fund. However, initiatives pertaining to solid waste are funded through refuse rates.

	Priority	Projected Carryover	2018-19 NEW FUNDS	Future Funding Nees (unfunded)			
				2019-20	2020-21	2021-22	2022-23
<b>ENVIRONMENT</b>							
Climate Action Plan	Tier 2	\$203,057	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Electric Vehicle Chargers at City Facilities	Tier 2	-	200,000	400,000	-	-	-
Heritage Tree Ordinance Program Evaluation	Tier 1	63,338	-	-	-	-	-
Sea Level Rise Resiliency Plan	Tier 3	-	150,000	-	-	-	-
Trash and Recycling Strategic Plan	Tier 1	59,764	-	-	-	-	-
<b>Subtotal</b>		<b>\$326,159</b>	<b>\$450,000</b>	<b>\$500,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

# Parks & Recreation



## PARKS & RECREATION

The Parks & Recreation CIP provides for a variety of projects and programs to meet the recreational needs of the community. In fiscal year 2018–19, the City anticipates conclusion of a comprehensive Parks & Recreation Master Plan. Based on public input, the Plan will recommend improvements and initiatives to the City’s parks and recreation facilities to continue to meet the needs of the community and program users.

This category of the CIP is primarily supported by the General Fund. However, voter approved Measure T General Obligation authority permits the City to issue a third tranche of debt to help finance the Parks & Recreation Master Plan initiatives. In addition, certain capital projects may qualify to use Recreation In-Lieu impact fees imposed on new development. Finally, due to the relationship of the Bedwell Bayfront Park and the former landfill, certain projects may have access to funds collected through refuse rates to maintain the landfill.

	Priority	Projected Carryover	2018–19 NEW FUNDS	Future Funding Needs (unfunded)			
				2019-20	2020-21	2021-22	2022-23
<b>PARKS &amp; RECREATION</b>							
Aquatic Center Maintenance (annual)	Tier 2	\$99,068	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Bedwell Bayfront Park Collection and Leachate Systems Repair	Tier 1	4,174,123	-	-	-	-	-
Bedwell Bayfront Park Master Plan Implementation	N/A	-	-	4,000,000	-	-	-
Belle Haven Pool Master Plan Implementation	N/A	-	-	370,000	-	-	-
Civic Center Campus Improvements	Tier 3	100,000	-	500,000	500,000	500,000	-
Jack Lyle Park Restroom	N/A	588,146	-	-	-	-	-
Library Landscaping	N/A	436,743	-	-	-	-	-
Park Improvements (Minor)	Tier 2	129,294	200,000	200,000	200,000	200,000	200,000
Park Pathways Repairs	Tier 3	-	200,000	500,000	500,000	500,000	500,000
Park Playground Equipment	Tier 1	1,000,000	-	500,000	550,000	-	-
Parks and Recreation Master Plan Update	Tier 1	187,263	-	-	-	-	-
Sport Field Renovations	N/A	-	-	300,000	300,000	300,000	300,000
Tennis Court Maintenance	Tier 2	120,000	120,000	120,000	120,000	120,000	120,000
Willow Oaks Park Improvements	Tier 3	536,481	375,000	-	-	-	-
<b>Subtotal</b>		<b>\$7,371,118</b>	<b>\$1,295,000</b>	<b>\$6,890,000</b>	<b>\$2,570,000</b>	<b>\$2,020,000</b>	<b>\$1,520,000</b>

# Stormwater



## STORMWATER

The Stormwater CIP consists of projects and programs required to address the impacts of flooding in the watershed and stormwater water quality. These projects involve improvements that address localized drainage issues and larger interagency efforts to address flooding concerns associated with San Francisquito Creek, the Bayfront Canal and the Atherton Channel. In addition, projects in this category may be required to meet National Pollution Elimination Discharge

System (NPDES), an unfunded mandate to minimize debris and pollutants discharged to San Francisco Bay. This category of the CIP is solely supported by the General Fund and future demand for funds is unknown. Other possible funding strategies for these projects include grants, as well as the development of benefit assessment districts that can pay for improvements in specific sections of the City where more investment needs have been identified.

	Priority	Projected Carryover	2018-19 NEW FUNDS	Future Funding Nees (unfunded)			
				2019-20	2020-21	2021-22	2022-23
<b>STORMWATER</b>							
Bayfront Canal and Atherton Channel Flood Protection	Tier 2	\$442,309	-	-	-	-	-
Chrysler Pump Station Improvements	Tier 2	6,027,976	-	-	-	-	-
Green Infrastructure Plan	Tier 1	142,598	100,000	-	-	-	-
San Francisquito Creek Flood Reduction and Restoration	Tier 2	250,000	-	-	-	-	-
San Francisquito Creek Upstream of 101 Flood Protection	Tier 2	120,007	-	-	-	-	-
Stormwater Master Plan	Tier 3	-	350,000	-	-	-	-
Willow Place Bridge Abutment Repairs	N/A	-	-	250,000	-	-	-
<b>Subtotal</b>		<b>\$6,982,890</b>	<b>\$450,000</b>	<b>\$250,000</b>	-	-	-



# Streets & Sidewalks



## STREETS & SIDEWALKS

The Streets and Sidewalks CIP projects maintain and improve the City’s roadways, City-owned parking plazas, and sidewalks. This category of the CIP is supported by a variety of sources including

funds from the State of California, impact fees, parking permit sales, special gas tax levies, and countywide sales tax levies.

STREETS AND SIDEWALKS	Priority	Projected Carryover	2018-19 NEW FUNDS	Future Funding Nees (unfunded)			
				2019-20	2020-21	2021-22	2022-23
Chilco Street and Sidewalk Installation	Tier 1	\$43,120	-	-	-	-	-
Downtown Parking Structure Study	Tier 2	720,718	-	-	-	-	-
Downtown Parking Utility Underground	Tier 3	-	200,000	500,000	-	5,000,000	-
Downtown Streetscape Improvement	Tier 3	303,288	-	100,000	-	-	-
Oak Grove Safe Routes to School and Green Infrastructure	Tier 1	615,000	-	-	-	-	-
Parking Plaza 7 Renovations	N/A	-	-	200,000	2,000,000	-	-
Parking Plaza 8 Renovations	N/A	-	-	200,000	-	2,000,000	-
Santa Cruz and Middle Avenues Resurfacing	Tier 2	212,533	-	2,300,000	-	-	-
Sharon Road Sidewalk Installation	Tier 2	-	935,000	-	-	-	-
Sidewalk Repair Program	Tier 2	7,371	500,000	500,000	500,000	500,000	500,000
Street Resurfacing Project	Tier 1	2,899,424	4,200,000	1,100,000	6,500,000	1,100,000	6,500,000
Welcome to Menlo Park Monument Signs	Tier 3	-	180,000	400,000	-	-	-
Willow Oaks Park Bicycle Connector	N/A	-	-	500,000	-	-	-
<b>Subtotal</b>		<b>\$4,801,454</b>	<b>\$6,015,000</b>	<b>\$5,800,000</b>	<b>\$9,000,000</b>	<b>\$8,600,000</b>	<b>\$7,000,000</b>

# Traffic & Transportation



## TRAFFIC & TRANSPORTATION

The Traffic and Transportation CIP provides for projects that improve multi-modal access and safety and manage the flow of traffic on City streets. Regional projects for which the City is an active partner, such as the Willow Road and US Highway 101 interchange, are also included. This category of the Capital Improvement Plan is supported by a variety of sources including funds from the State of California, impact fees, special gas tax levies, and countywide sales tax levies.

Many of these projects are also supported by funds in the annual operating budget for routine maintenance of traffic signals, signs, and street markings, and for transportation planning efforts, such as the Safe Routes to Schools program. This category is also heavily supported by local, regional and state grant funding opportunities, such as competitive programs for bicycle and pedestrian improvements, railroad safety improvements, and traffic management strategies.

	Priority	Projected Carryover	2018-19 NEW FUNDS	Future Funding Needs (unfunded)			
				2019-20	2020-21	2021-22	2022-23
<b>TRAFFIC &amp; TRANSPORTATION</b>							
Bayfront Expressway, Willow Road & Marsh Road Adaptive Signal	Tier 2	\$266,046	-	-	-	-	-
Carlton Ave, Monte Rosa Dr, & N. Lemon Ave Traffic Calm	Tier 3	125,000	-	-	-	-	-
Dumbarton Rail Corridor Planning Support	Tier 3	20,219	-	-	-	-	-
El Camino Real Crossings Improvements	Tier 3	324,650	-	-	-	-	-
Haven Avenue Streetscape Improvement	Tier 2	706,138	-	-	-	-	-
Middle Avenue Caltrain Crossing Study Design & Construction	Tier 1	463,725	1,100,000	-	9,900,000	-	-
Middlefield Road and Linfield Drive Santa Monica Avenue Crosswalk Improvements	N/A	-	-	80,000	880,000	-	-
Oak Grove, University, Crane Bicycle Improvement Project	Tier 2	66,691	-	-	-	-	-
Pierce Road Sidewalk and San Mateo Drive Bike Route Installation	Tier 2	-	1,007,000	-	-	-	-
Ravenswood Avenue/Caltrain Grade Separation	Tier 1	33,605	-	-	25,000,000	-	-
Traffic Signal Modifications	Tier 3	290,000	350,000	350,000	350,000	350,000	350,000
Transit Improvements	Tier 2	84,577	-	-	-	-	-
Transportation Master Plan	Tier 1	54,157	-	-	-	-	-
Transportation Projects-Minor	Tier 2	75,000	150,000	150,000	150,000	150,000	150,000
Willow Road Transportation Study	Tier 3	159,692	-	-	-	-	-
Willow/101 Interchange	Tier 1	101,721	-	-	-	-	-
Willows Neighborhood Complete streets	Tier 3	300,000	-	-	-	-	-
<b>Subtotal</b>		<b>\$3,071,221</b>	<b>\$2,607,000</b>	<b>\$580,000</b>	<b>\$36,280,000</b>	<b>\$500,000</b>	<b>\$500,000</b>

# Water



## WATER

Water CIP projects improve the delivery of safe drinking water to those residents served by the City’s municipal water service. This category of the CIP is supported by water ratepayers and capacity charges paid by new connections to the water system. Other possible funding strategies for these projects include grants,

the issuance of water revenue bonds, State low interest loans, as well as the development of benefit assessment districts that can pay for improvements in specific sections of the City where more investment needs have been identified.

	Priority	Projected Carryover	2018-19 NEW FUNDS	Future Funding Nees (unfunded)			
				2019-20	2020-21	2021-22	2022-23
<b>WATER</b>							
Automated Water Meter Reading	Tier 3	\$500,000	\$600,000	\$1,800,000	\$1,200,000	\$400,000	-
Emergency Water Storage / Supply	Tier 1	4,195,359	2,000,000	2,800,000	2,800,000	-	-
Fire Flow Capacity Improvements	N/A	-	-	1,000,000	1,000,000	1,000,000	1,500,000
Reservoir No. 2 Roof Replacement	Tier 2	1,490,686	2,650,000	-	-	-	-
Reservoirs #1 & #2 Mixers	Tier 2	114,949	-	-	-	-	-
Urban Water Management Plan	N/A	-	-	140,000	-	-	-
Water Main Replacement Project	Tier 1	1,240,053	600,000	2,050,000	3,600,000	1,800,000	1,800,000
<b>Subtotal</b>		<b>\$7,541,047</b>	<b>\$5,850,000</b>	<b>\$7,790,000</b>	<b>\$8,600,000</b>	<b>\$3,200,000</b>	<b>\$3,300,000</b>

<b>2018 Work Plan Requiring City Council Direction</b>		
<b>Ref #</b>	<b>2018 Work Plan Item</b>	<b>Lead Department</b>
48	Burgess Park Snack Shack	Community Services
49	Charter City Initiative	City Council
50	El Camino Real Corridor Study	Public Works
51	Equity in Education Joint Powers Authority	City Manager's Office
52	Downtown Utility Undergrounding District	Public Works
53	High Speed Rail coordination and environmental review	Public Works
54	Minimum Wage Ordinance	City Manager's Office
55	Sea Level Rise Resiliency Plan	Public Works
56	Single Family Residential Requirements and Guidelines	Community Development
57	Welcome to Menlo Park Monument Signs	Public Works
58	West Menlo Triangle Annexation	City Manager's Office
59	Willows Neighborhood Complete Streets	Public Works