SPECIAL AND REGULAR MEETING MINUTES

Date: 4/16/2019
Time: 5:00 p.m.
Senior Center
100 Terminal Ave., Menlo Park, CA 94025

5:00 p.m. Town Hall Open Forum

TH1. Public Comment
- Ron Shepherd suggested that staff reports, when appropriate, have a financial analysis. Shepherd also commented that survey responses could be skewed depending on how the questions are phrased.
- Pamela Jones spoke in support of the town hall meeting in the Belle Haven neighborhood and suggested holding meetings in each of the districts. Jones also requested that a list be complied of all the City's landholdings.
- Jen Wolosin commented on the most recent Complete Streets Commission topic regarding multi-modal lanes.
- Pushpinder Lubana recommended increasing the number of City Council meetings at the senior center and suggested more be included in the park and recreation master plan.
- Rachel Bickerstaff spoke in support of increased City Council meeting at the senior center and to schedule the start time later.
- Vicky Robledo commented that the start time of the open forum is too early and suggested the meeting notice signs be placed on Willow Road. Robledo also commented that the City Council consider a separate master plan for Belle Haven.
- Pat Harris requested restroom facilities at all City parks and more water fountains.
- Terri Epidendio commented on the major traffic issues on Willow Road and spoke in support of bus shelters.
- Rose Bickerstaff expressed concern regarding traffic issues and suggested that more community involvement be addressed for future plans in the Belle Haven neighborhood.
- Lorena Cuffy spoke in support of "no thru traffic" and "no turn" signs on Willow Road.
- Caroline Isaac commented on the amount of increased traffic and construction.
- Curt Conroy spoke to specific ratios of square footage of parks to people and suggested ceasing more office construction.

The City Council took a 10-minute break at 5:34 p.m.

- Deadra Lampkin suggested more advertising and outreach of City Council meetings.
- Jacquie Cebrian commented on the traffic congestion, pedestrian safety, and a "no right turn on red" sign, without time limits, at Hamilton Avenue.
- Diane Baily commented at the change in mobility patterns since the initiation of ConnectMenlo. Baily expressed concerns for sea-level rise and flooding.
- LJ Anderson commented that there is a different standard of care between Menlo Park neighborhoods. Anderson also recommended the Belle Haven pool hours be adjusted to meet the needs of the community.

6:00 p.m. Study Session

SS1. Parks and Rec master plan update – Bayfront and Belle Haven (Attachment)

Community Services Director Derek Schweigart made the presentation (Attachment).
- Deadra Lampkin expressed concerns about the little league district boundaries.
- Betty White had concerns regarding former little league board members and she supports children in the Menlo Park neighborhoods having the opportunity to participate in activities in Menlo Park.
- Vicky Robledo encouraged more Belle Haven resident's participation at City Council meetings and had concerns that changes being proposed are not best for the community.
- Pamela Jones had concerns regarding the stakeholders involved in the process and suggested Facebook village be omitted from the Park and Rec master plan. Jones also commented on the need for connectivity to the senior center and parks.
- Lynne Bramlett suggested projects have financial analysis and provide clear financial information the commissions. Bramlett also suggested a full summary of long-term debt and questioned if there was outstanding debt on the Burgess Pool project. Bramlett requested clarification on City partnerships and commented that Belle Haven have its own master plan. Bramlett suggested that surveys and handouts also be printed in Spanish.
- Pushpinder Lubana suggested removing the term "campus" when referring to the community center and spoke in support of more public feedback.

City Councilmember Carlton suggested having a Spanish translator at the next Belle Haven City Council meeting. City Council directed staff to appoint a Belle Haven resident to the oversight and outreach group and schedule a meeting. Staff also stated that the survey will be translated into Spanish and the deadline for submission extended.

The City Council took a 10-minute break at 6:57 p.m.

7:00 p.m. Regular Session

A.   **Call to Order**

Mayor Mueller called the meeting to order at 7:07 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, Deputy City Clerk Neetu Salwan

C.   **Pledge of Allegiance**

Mayor Mueller led the Pledge of Allegiance

D.   **Presentations and Proclamations**

D1.   Proclamation: Recognizing Vanessa Carlisle

Mayor Mueller read the proclamation and Vanessa Carlisle accepted (Attachment).

D2.   Proclamation: Recognizing Ariel Tinajero

Mayor Mueller read the proclamation and Glafria Garcia (Ariel's mother) accepted (Attachment).

D3.   Proclamation: Recognizing Avery Drake

Mayor Mueller read the proclamation and Avery Drake accepted (Attachment).

D4.   Proclamation: Recognizing Gail Daniels

Mayor Mueller read the proclamation and Gail Daniels accepted (Attachment).

D5.   Proclamation: National Public Safety Telecommunicators Week (April 14 – 20, 2019)

Mayor Mueller read the proclamation and Tracy Weber, Charlie Manning, Karen Cinfio, and Brianna Pocasangre accepted (Attachment).

E.   Public Comment

- Bronwyn Alexander spoke in support of making the Belle Haven sidewalks safer by removal of poles.
- Lynne Bramlett expressed concerns that the public is not being heard and suggested that new ways of communication be developed. Bramlett also commented on the employee survey results and requested the item be returned to the City Council. Bramlett gave the City Council a sample public participation ordinance (Attachment).

F.   Commission/Committee Report

F1.   Consider applicants and make appointments to fill vacancies on the various City commissions and committees (Staff Report #19-066-CC)

- Jacqui Cebrian expressed interest in serving on the Complete Streets Commission.

By acclamation, the City Council directed staff to return City Council policy (#19-0004) increasing the membership of the Finance and Audit Committee from five to seven. The City Council was also a proponent of appointing Peter Ohtaki and Brian Westcott to the Committee at a future meeting.

The City Council made appointments to fill vacancies on the Complete Streets, Environmental Quality, Finance and Audit, Housing, Library, Parks and Recreation, Planning, and Sister City commissions/committees.

Complete Streets Commission:
- Jacqui Cebrian – term expiring April 30, 2023
- John Cromie – term expiring April 30, 2022

Environmental Quality Commission:
- Josie Gaillard
- Rebecca Turley (reappointed)

Finance and Audit Committee:
- Ron Shepherd (reappointed)

Housing Commission:
- Lauren Bigelow – term expiring April 30, 2023
- Curtis Conroy – term expiring April 30, 2021

Library Commission:
- David Erhart
- Kristen Leep (reappointed)

Parks and Recreation Commission:
- Robert Bentley
- Marc Bryman

Planning Commission:
- Chris DeCardy
- Michele Tate

Sister City Committee:
- Brian Gilmer

G.   Consent Calendar

G1.   Accept the City Council meeting minutes for April 9, 2019 (Attachment)

- Lynne Bramlett expressed concern about accuracy of the minutes.

G2.   Approve design for Chilco Street bicycle and pedestrian improvements from Bayfront Expressway to Hamilton Avenue (Staff Report #19-069-CC)

The City Council received clarification that the street sweeping is performed on the City side of the street, which is why the City incurs those costs. Mayor Pro Tem Taylor reaffirmed the need to prioritize pedestrians.

G3.   Adopt the climate and sustainability Resolution No. 6493 approving the Mayor and city clerk to sign on Earth Day (April 22) (Staff Report #19-071-CC)

The City Council received clarification that this action, adopting a resolution, is for policy goals.

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

H. Regular Business

H1.   Approve the Belle Haven neighborhood traffic management plan and implementation program
(Staff Report #19-070-CC)
Associate Transportation Engineer Director Kevin Chen made the presentation.

City Councilmember Carlton expressed concerns for bike safety due to the bulbouts and received clarification on the sharrows safety based on the road classification.
- Jen Wolosin referenced an email and explained that bulbouts decrease the speed of automobiles.
- David Erhart expressed confusion on the criteria for the decisions and recommended prioritizing local pedestrians.
- Pamela Jones spoke in support of the plan and stated it reflected the voice of the community. Jones also requested routes and schedules of Facebook shuttle buses.
- Rose Bickerstaff expressed concerns that Terminal Avenue was not included in the plan.
- Isis spoke in support of adding Terminal Avenue to the plan.
- Terri Epidendio was discouraged that the frontage road at Willow Road was not included in the plan.

The City Council received clarification on Newbridge Street signage, signal operations, and discussed expanding the scope. The City Council directed staff to implement the changes in phases and return to City Council with updates.

ACTION: Motion and second (Carlton/Nash) to approve the Belle Haven neighborhood traffic management plan and implementation program including a phased implementation, evaluation, and without a neighborhood vote, passed unanimously.

H2.   Review and approval of the Belle Haven branch library space needs study report and authorization to issue a request for proposals for architectural conceptual design services
(Staff Report #19-067-CC)

Interim Library Director Sean Reinhart, Assistant Library Services Director Nick Szegda, and Noll and Tam principal architect Trina Goodwin made the presentation.
- Betsy Halaby spoke in support of the space needs study.
- Elyse Stein spoke in support of the space needs study.
- Rachel Bickerstaff spoke in support of the space needs study and retaining the Belle Haven Neighborhood Library Advisory Committee.
- Konstance Kirkendoll spoke in support of the space needs study.
- Sheryl Bims spoke in support of the space needs study and suggested including a new senior and community center in Belle Haven.
- Pushpinder Lubana spoke in support of the space needs study and encouraged expanding the scope.
- Jacqui Cebrian spoke in support of the space needs study.

The City Council discussed site opportunities and considered expanding the scope.

ACTION: Motion and second (Combs/Taylor) to approve the Belle Haven branch library space

needs study report and authorize a request for proposals for architectural conceptual design services, passed unanimously.

I. Informational Items

I1.   Update on the Menlo Gateway development agreement requirements to construct 1) off-site landscape improvements near the project site and 2) capital improvements in Belle Haven and Bedwell Bayfront Park (Staff Report #19-068-CC)

J. City Manager's Report

K. Councilmember Reports

Mayor Mueller announced a joint City Council meeting with the Palo Alto City Council on May 6.

City Councilmember Carlton spoke on Assembly Bill 730 and the City Council directed staff to draft a letter of support. Carlton also commented that customers of Peninsula Clean Energy pay approximately 5 percent less compared to PG&E rates.

L. Adjournment

Mayor Mueller adjourned the meeting at 10:02 p.m.

Judi A. Herren, City Clerk

These minutes were approved at the City Council meeting of May 7, 2019.

PARKS AND RECREATION FACILITIES MASTER PLAN

City Council Study Session – April 16, 2019

OVERVIEW

- Project background
- Vision and goals
- Draft recommendations for Belle Haven and Bayfront Area
- Opportunities and other considerations
- Next steps

COMMUNITY INPUT (CITYWIDE)

- 3 community workshops (80+ attendees)
- 1 Facebook group and live stream (185 views to date)
- 20 intercept activities (2000+ participants)
- 6 focus groups (schools/sports groups/businesses/city programs/city staff/cultural, arts, and community/environmental)
- 4 parks and recreation facility user group meetings
- Online survey (500+ responses)
- 2 presentations to Belle Haven Neighborhood Association
- 18 outreach efforts in the Belle Haven neighborhood – Spring Fair/Farmers Market/Concerts in the Park/Open House/Spec. Events

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VISION AND GOALS

VISION

- Connect Menlo Park through a **sustainable**, **equitable**, and **accessible system** of parks, recreation facilities, and programs that reflect the City's **character**, and encourage **multi-generational interactions**, and support equitable community wellness.

GOALS

- One Menlo Park

- Unique and Distinctive

- Operational Efficiency and Economic Feasibility
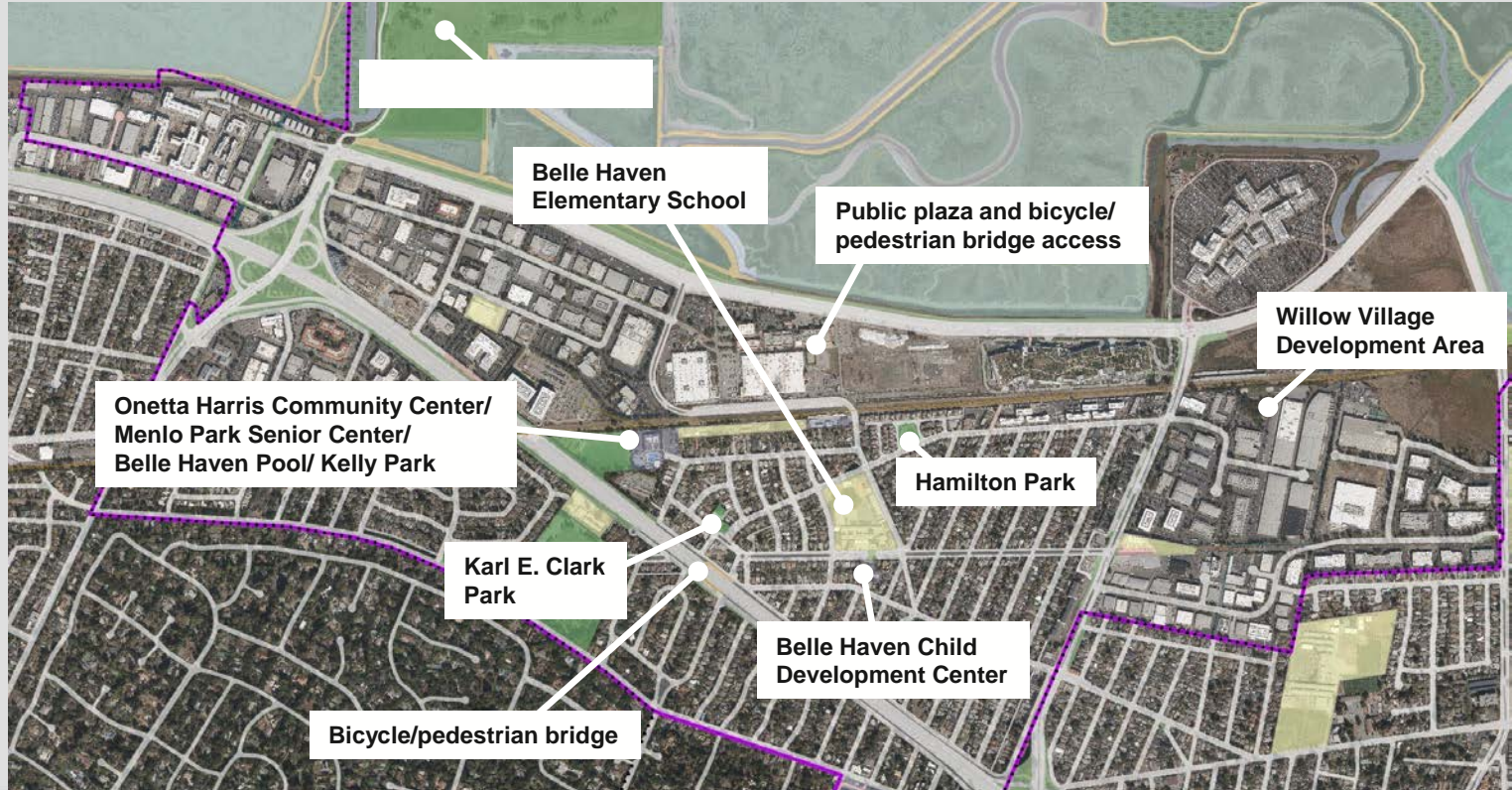
- Creative Solutions

- Environmental Sustainability

menlopark.org/mymenloparks

RECOMMENDATIONS

Belle Haven Elementary School

Public plaza and bicycle/pedestrian bridge access

Willow Village Development Area

Onetta Harris Community Center/ Menlo Park Senior Center/ Belle Haven Pool/ Kelly Park

Hamilton Park

Karl E. Clark Park

Belle Haven Child Development Center

Bicycle/pedestrian bridge

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BELLE HAVEN CAMPUS (ONETTA HARRIS)

Re-imagine a multi-generational, community-centric campus with improved efficiencies that make recreation opportunities accessible and welcoming.

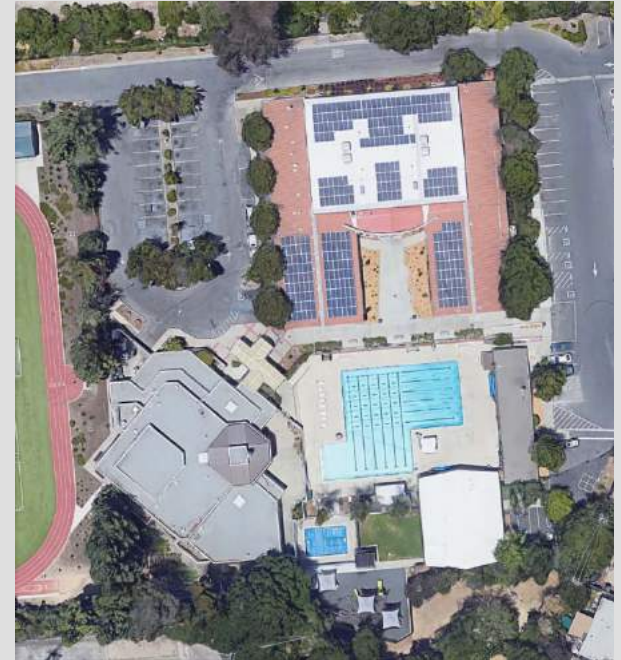# DEVELOP A BUILDING FEASIBILITY PLAN

Option 1 - Major renovation

Option 2 - Selective redevelopment

Option 3 - New building

Things to consider:

- Engage the community
- Understand costs and trade-offs
- What should be included?

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JOSEPH B. KELLY PARK

Enhance access and visibility of the park, promoting it as a destination for wellness – active sports and fitness, as well as community-wide events.

- Wayfinding signage
- Community Events
- Improve Access
- Renovate Landscaping

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Renovate planting and improve green infrastructure features

Improve connections to Senior Center and to Youth Center playground

Improve wayfinding signage and welcoming entry

BELLE HAVEN POOL

Implement the recommendations of the Belle Haven Pool Audit and Master Plan

BELLE HAVEN CHILD DEVELOPMENT CENTER

Look at opportunities to expand the facility to meet critical needs and improve function and use of facility.

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HAMILTON PARK

Add amenities to this neighborhood park to improve comfort and usability, and to serve a wider range of neighborhood users.

- Add Tot-Lot
- Add BBQs and shade for gatherings
- Add more trees
- Enhance bio retention areas

KARL E. CLARK PARK

Celebrate the history and character of the Belle Haven neighborhood by including amenities that support community interaction and education.

- Educational features
- Renovate playground
- Community gathering spaces
- Community garden
- Picnic/BBQ areas

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BEDWELL BAYFRONT PARK

Implement the recommendations of Bedwell Bayfront Master Plan.

RECOMMENDATIONS - ALL PARKS

- Update site furnishings
- Provide storyboards to promote historic, natural and cultural aspects of park where appropriate
- When updating playgrounds use current surface materials requiring less maintenance and promotes accessibility
- Provide dog waste bag dispensers and dog drinking water stations
- Ensure there are sufficient bike racks for projected use
- Identify green infrastructure opportunities
- Provide adequate shade in parks
- Where feasible, provide restrooms in all parks

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BROADER PROGRAM AND POLICY CHANGES

- Institute consistent "One Fee" structure citywide
  - Include scholarships for those with need
  - Provide similar classes and programs at all locations
  - Attract classes and instructors to both recreation campuses
- Increase class flexibility
  - Consider adoption of more drop-in classes, class cards and additional delivery methods
- Provide additional adult and teen programming

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OPPORTUNITIES AND PARTNERSHIPS

- Identify future potential park and facility sites and partnerships, such as Signature Development's Willow Village

- Ensure that planned developments have publicly accessible open space and community amenities

- Work with all project developers and the community to meet community needs

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NEIGHBORHOOD FEEDBACK

- Move from planning to implementation
- Belle Haven Branch Library
- BIG vision for neighborhood
- Location of programs and services
- Traffic and accessibility to parks and facilities

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NEXT STEPS

- Online comment survey open until April 19, 2019
  menlopark.org/parkscomments

- April 24, 2019 – Parks and Recreation Commission study session
- May 16, 2019 – Full plan available for public review
- May 21, 2019 – City Council information item
- May 22, 2019 – Parks and Recreation Commission Meeting
- June 18, 2019 – City Council Meeting

Additional information at city website: menlopark.org/mymenloparks

Follow us on Facebook: facebook.com/groups/mymenloparks

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QUESTIONS

Proclamation

RECOGNIZING VANESSA CARLISLE

WHEREAS, Vanessa Carlisle has been with the City of Menlo Park for over 35 years; and,

WHEREAS, Vanessa Carlisle understand and knows the City inside and out as she has worked both the east and west sides of Menlo Park; and

WHEREAS, Vanessa Carlisle was one of the pioneers who helped establish Onetta Harris Community Center; and,

WHEREAS, Vanessa Carlisle started the Roadrunners AAU program that has helped inner city males to become first class citizens by sending them to college and teaching valuable life lessons; and,

WHEREAS, Vanessa Carlisle coached NFL all-star Davante Adams, a leading example of commitment to the youth; and,

NOW THEREFORE, BE IT PROCLAIMED that I, Ray Mueller, Mayor of the City of Menlo Park, on behalf of the City Council, recognize Vanessa Carlisle and express my sincere gratitude to Vanessa Carlisle for her loyalty and service over the past 35 years.

Ray Mueller, Mayor
April 2019

Proclamation

RECOGNIZING AIREL TINAJERO

WHEREAS, Airel Tinajero is an integral part to the success of the Menlo Park Senior Center; and,

WHEREAS, Airel Tinajero long working days and positive lasting relationships are the reasons why people continue to attend the wonderful events hosted at the senior center; and,

WHEREAS, Airel Tinajero is passionate, loyal, kindhearted and understands the needs of everyone who walks through the senior center doors; and,

NOW THEREFORE, BE IT PROCLAIMED that I, Ray Mueller, Mayor of the City of Menlo Park, on behalf of the City Council, recognize Airel Tinajero on her continuing contribution to the City of Menlo Park.

Ray Mueller, Mayor
April 2019

Proclamation

RECOGNIZING AVERY DRAKE

WHEREAS, Avery Drake is one of the mainstays of Onetta Harris Community Center; and,

WHEREAS, When you visit Onetta Harris Community Center you will most likely get to experience his excellent customer service and welcoming smile; and,

WHEREAS, Avery Drake is the warm, helpful office assistant that greets you when you visit the center; and,

WHEREAS, Avery Drake exemplifies what giving back to your own community looks like; and,

WHEREAS, Avery Drake has been coming to the center since he was in grade school and now he's able to be the face and voice of the community center that he grew up in; and,

NOW THEREFORE, BE IT PROCLAIMED that I, Ray Mueller, Mayor of the City of Menlo Park, on behalf of the City Council, recognize Avery Drake on his continuing contribution to the City of Menlo Park.

Ray Mueller, Mayor
April 2019

CITY OF MENLO PARK

Proclamation

RECOGNIZING GAIL DANIELS

WHEREAS, Gail Daniels recently retired from her position as a Child Care Teacher's Aide for the City of Menlo Park; and,

WHEREAS, over her 30 years as a City employee, Gail Daniels worked at both the Menlo Children's Center and the Belle Haven Child Development Center; and,

WHEREAS, Gail Daniels was always welcoming to any child that walked through her classroom door. Daniels was adored by both parents and children that she worked with. Daniels' pleasant personality will definitely be missed in the preschool programs; and,

WHEREAS, Gail Daniels was always positive and maintained a high level of customer service during her career with the City; and,

WHEREAS, Gail Daniels was an excellent team worker, filling in wherever needed and remained flexible, coming in early and staying late to support program operation; and,

WHEREAS, Gail Daniels retired in September, 2018 but we still see her every now and then as she is also a Belle Haven community resident; and,

WHEREAS, Gail Daniels Gail Daniels has three adult children, all who have worked at some point for the City of Menlo Park. She is now spending her retirement being a full time grandmother to her eight grandchildren; and,

NOW THEREFORE, BE IT PROCLAIMED that I, Ray Mueller, Mayor of the City of Menlo Park, on behalf of the City Council, recognize Gail Daniels and express my sincere gratitude to Gail Daniels for her loyalty and service over the past 30 years.

Ray Mueller, Mayor
April 2019

Proclamation

NATIONAL PUBLIC SAFETY TELECOMMUNICATORS WEEK
APRIL 14 – 20, 2019

WHEREAS, emergencies can occur at any time that require police services; and

WHEREAS, the Communications Dispatchers of the City of Menlo Park Police are responsible for answering and responding to incoming emergency calls from our citizens to help save the lives and property; and

WHEREAS, the Dispatchers are the first and most critical contact our citizens have with emergency services; and

WHEREAS, the Dispatchers of the City of Menlo Park are the vital link to our police officers, monitoring their activities by radio, providing them information and insuring their safety; and

WHEREAS, the safety of our emergency responders is dependent upon the quality and accuracy of information obtained from citizens who telephone the Menlo Park Communications Center; and

WHEREAS, each dispatcher has exhibited compassion, dedication and professionalism during the performance of their job in the past year, enduring the stresses of shift work and long and irregular hours.

NOW, THEREFORE I, Mayor Mueller, on behalf of the City Council of the City of Menlo Park, California, acknowledge the Communications Dispatchers for their dedicated service to our community, and their diligence and professionalism in keeping our City, officers and citizens safe.

Ray Mueller, Mayor
April 2019

E. Lynn Bramle

Draft Municipal Public Participation Ordinance

Produced by the Working Group on Legal Frameworks for Public Participation

Point of Contact: Matt Leighninger, Deliberative Democracy Consortium
(mattl@deliberative-democracy.net; www.deliberative-democracy.net)

Whereas, public participation and collaboration may enhance local government's effectiveness, expand its range of options, improve the quality of its decisions, and enlist the problem-solving capacities of the general public and organizations outside local government, and

Whereas, knowledge and talent are widely dispersed in society, and all benefit when those skills and abilities are directed toward common goals, and

Whereas, public agencies and municipal authorities may collaborate with the general public and state, regional, and local government agencies, tribes, nonprofit organizations, businesses, and other nongovernmental stakeholders to accomplish public work and deliver public services more efficiently and effectively,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF

_____ :

Section 1: Definitions

a) "Public participation," is defined to include "public comment", "public hearing", "public engagement," or "community engagement," includes, but is not limited to, any form of in-person, technology-aided, or online communication that provides for discussion, dialogue, or deliberation among participants, allowing residents to engage meaningfully in the policy process.

b) "Policy process" means any action developing, implementing, or enforcing public policy, including but not limited to identifying and defining a public policy issue, defining the options for a new policy framework, expanding the range of options, identifying approaches for addressing an issue, setting priorities among approaches, selecting from among the priorities, implementing solutions, project management, and assessing the impacts of decisions.

Section 2: Public Participation Policy

a) It is hereby declared a matter of public policy that the active public participation of community members to come together to deliberate and take action on public problems or issues that they themselves have defined as important is a public necessity and is required in the interest of the health, prosperity, safety, and welfare of the community.

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b) The city and its municipal departments may use any process that meets the principles for public participation set forth in Section 3 in addition to notice and comment or public hearings required by law.

c) The city shall adopt and make publicly available a Public Participation Policy to guide the city's use of participation strategies satisfying the principles for public participation set forth in Section 3.

Section 3. Principles for Public Participation

a) The following principles govern the design of public participation:

1. **Inclusive Design**: The design of a public participation process includes input from appropriate local officials as well as from members of intended participant communities. Public participation is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.

2. **Authentic Intent**: A primary purpose of the public participation process is to generate public views and ideas to help shape local government action or policy.

3. **Transparency**: Public participation processes are open, honest, and understandable. There is clarity and transparency about public participation process sponsorship, purpose, design, and how decision makers will use the process results.

4. **Inclusiveness and Equity**: Public participation processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policymaking. Impacts, including costs and benefits, are identified and distributed fairly.

5. **Informed Participation**: Participants in the process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do. Members of the public receive the information they need, and with enough lead time, to participate effectively.

6. **Accessible Participation**: Public participation processes are broadly accessible in terms of location, time, and language, and support the engagement of community members with disabilities.

7. **Appropriate Process**: The public participation process uses one or more engagement formats that are responsive to the needs of identified participant groups; and encourage full, authentic, effective and equitable participation consistent with process purposes. Participation processes and techniques are well-designed to appropriately fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.

8. **Use of Information**: The ideas, preferences, and/or recommendations contributed by community members are documented and given consideration by decision-makers. Local officials communicate decisions back to process

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participants and the broader public, with a description of how the public input was considered and used.

9. **Building Relationships and Community Capacity:** Public participation processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders. This may include relationships with other temporary or ongoing community participation venues.

10. **Evaluation:** Sponsors and participants evaluate each public participation process with the collected feedback and learning shared broadly and applied to future public participation efforts.

Section 4. Public Participation Specialist

The mayor/city manager shall designate a staff member to be the public participation specialist. The city shall provide for training on a regular basis for the public participation specialist and other employees involved in implementing the public participation policy.

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CPS HR ≡ CONSULTING

Survey Report: **City of Menlo Park - Overall**

Responses: 202

Benchmark: Local Government

Question	Negative	Neutral	Positive	Mean	Weight	Gap
I like the kind of work I do	3%	4.5%	92.6%	4.46	5	3
My job makes good use of my skills and abilities	9.4%	6.9%	83.7%	4.2	6	2
I have a choice in deciding how I do my work	9.5%	15%	75.5%	3.92	12	-1
I have opportunities to provide input on decisions that affect my work	12.4%	12.4%	75.1%	3.82	21	-5
I am sufficiently challenged by my work	12.4%	15.4%	72.1%	3.88	7	-1
I know what is expected of me on the job	5.5%	6%	88.6%	4.25	16	-5
My work gives me a feeling of personal accomplishment	6.9%	12.9%	80.2%	4.04	13	1
The work I do is important	1.5%	6.9%	91.6%	4.47	11	2
The work I do is meaningful to me	3.5%	9.4%	87.1%	4.25	8	5
I have a clear understanding of my organization's mission	16.4%	13.9%	69.7%	3.69	31	-19
My organization's mission is important to me	5.1%	17.9%	77%	3.95	28	-5
I know how my work relates to my organization's goals and priorities	9.6%	13.6%	76.8%	3.94	41	-11
My organization is successful at accomplishing its mission	14.9%	25.8%	59.3%	3.56		-21

Question	Negative	Neutral	Positive	Mean	Weight	Gap
People on my team share information with each other	14.5%	10.5%	75%	3.84	13	-8
People on my team work together to find ways to improve	12%	10%	78%	3.91	11	0
People on my team cooperate to get the job done	6%	10.4%	83.6%	4.12		0
People on my team can be relied upon to help when things get difficult in my job	9.5%	12.5%	78%	4.03	6	-3
I am treated with respect by the people I work with	7.4%	12.4%	80.2%	4.07	13	-4
People on my team are accepting of people from different backgrounds	6%	7.5%	86.5%	4.22	29	0
People on my team have the skills necessary to accomplish our goals	9%	10%	81%	4.03	10	-5
On my team, I believe we hire people who can do the job	12.6%	14.1%	73.4%	3.81	14	-5
Overall, my team's work is high quality	7.5%	12.9%	79.6%	4.05		-4
My supervisor keeps me informed about the issues affecting my work	13.3%	14.8%	71.9%	3.89		-1
My supervisor helps me to understand how I contribute to my organization's mission	14.9%	21.4%	63.7%	3.72		-5
My supervisor motivates me to be more effective in my job	17.5%	19%	63.5%	3.7		4
My supervisor provides constructive feedback on my job performance	15.2%	20.8%	64%	3.7		-2
The feedback I receive helps me to improve my performance	14.9%	21%	64.1%	3.75		2
I receive frequent feedback on my performance	25.4%	26.9%	47.7%	3.32		-13

Question	Negative	Neutral	Positive	Mean	Weight	Gap
I think that my performance is evaluated fairly	12.9%	21.1%	66%	3.75		0
My supervisor recognizes when I have done my job well	11%	18%	71%	3.9		-1
My supervisor works effectively with people of different backgrounds	11.7%	12.2%	76%	3.99		-1
My supervisor has good technical skills	13.7%	11.2%	75.1%	3.97		6
My supervisor has good management skills	23.6%	14.6%	61.8%	3.59		0
My supervisor addresses poor performance effectively	21.7%	26.9%	51.4%	3.39		-4
Differences in performance are recognized in a meaningful way	16.8%	35.3%	48%	3.39		-8
My supervisor treats people with respect	12.5%	11%	76.5%	3.99		2
My supervisor responds constructively to workplace conflicts	20.4%	19.9%	59.7%	3.55		-3
My supervisor listens to what I have to say	8.4%	15.3%	76.2%	4.02		-2
My supervisor is open to my ideas	9.5%	15.5%	75%	4		1
My supervisor is considerate of my life outside work	6.1%	18.8%	75.1%	4.12		-2
Overall, I have confidence in the decisions made by my supervisor	14%	15.5%	70.5%	3.88		-1
I believe that the City's management team is sufficiently visible (e.g., can be seen in action)	29.5%	28.4%	42.1%	3.13	12	-21
I believe the actions of the City's management team are consistent with the City's values	15.8%	37.7%	46.4%	3.36	15	-18

Question	Negative	Neutral	Positive	Mean	Weight	Gap
I feel that the City as a whole is managed well	23.7%	28.9%	47.4%	3.25	19	-14
The City keeps me informed about matters that affect me	18.9%	27%	54.1%	3.41	11	-9
When changes are made in the City they are usually for the better	19.3%	44.9%	35.8%	3.17	17	-16
I feel that change is managed well in the City	27%	43.8%	29.2%	3.01	18	-24
Overall, I have confidence in the decisions made by the City's management team	22%	39.3%	38.7%	3.2		-18
I believe that my department's management team is sufficiently visible (e.g., can be seen in action)	16.6%	16.6%	66.8%	3.72	12	4
I believe the actions of my department's management team are consistent with the City's values	7.6%	21.7%	70.7%	3.83	14	7
I feel that my department as a whole is managed well	14.7%	18.3%	67%	3.67	22	6
My department keeps me informed about matters that affect me	12.2%	19.8%	68%	3.77	11	5
When changes are made in my department they are usually for the better	12.4%	34.7%	52.8%	3.52	17	1
I feel that change is managed well in my department	19.3%	27.1%	53.6%	3.44	24	1
I believe that my department's management team will take action on the results from this survey	14.5%	29%	56.5%	3.6		
Overall, I have confidence in the decisions made by my department's management team	12.6%	20.6%	66.8%	3.75		10

Question	Negative	Neutral	Positive	Mean	Weight	Gap
I get the training I need to do my job well	12.5%	18.5%	69%	3.74	8	-4
I get the information I need to do my job well	9.5%	20.9%	69.7%	3.77	17	-7
I am given a real opportunity to improve my skills in my organization	12.1%	17.6%	70.4%	3.78	20	4
Training and development activities I have completed in the past 12 months have helped to improve my performance	9.5%	17.3%	73.2%	3.85	7	12
Training and development activities I have completed while working for my organization are helping me to develop in my career	8.1%	19.9%	72%	3.86	14	9
There are opportunities for me to develop my career in my organization	17.4%	19%	63.6%	3.58	34	7
I have clear work objectives	7%	10.9%	82.1%	3.99	28	-4
I have the resources to do my job well	15.3%	15.8%	68.8%	3.69	9	-13
I have the tools I need to do my job well	11.9%	16.3%	71.8%	3.74	9	-10
I can complete my work during my regular work hours	35.8%	14.4%	49.8%	3.13		-29
I achieve my desired balance between my work life and my private life	22%	20.5%	57.5%	3.37	12	-22
I receive sufficient support and help from my individual workgroup (the people I work with regularly)	6.5%	11.5%	82%	4.11	6	
I receive sufficient support and help from other divisions in my department	12.4%	21.2%	66.3%	3.67	14	
I receive sufficient support and help from other departments	16.7%	25.8%	57.5%	3.47	19	

Question	Negative	Neutral	Positive	Mean	Weight	Gap
I am paid fairly for the work that I do	32.3%	19.4%	48.3%	3.17	17	-15
Compared to people doing a similar job in other organizations, I feel my pay is reasonable	36.3%	18.7%	45.1%	3.09	15	-13
I feel that my pay adequately reflects my performance	43.1%	15.9%	41%	2.95	12	-13
I am satisfied with my total benefits package (e.g., retirement, health insurance)	21.7%	15.7%	62.6%	3.5		-9
I am satisfied with my employment conditions (e.g., vacation/leave options, flexible work arrangements)	16.1%	14.1%	69.8%	3.66	50	-12
I think it is safe to challenge the way things are done in my organization	24.1%	27.2%	48.7%	3.28	7	-14
My opinions count at work	19.1%	22.1%	58.8%	3.54	8	-14
I am trusted to carry out my job effectively	2%	9%	89.1%	4.26	6	-4
I can disclose a suspected violation of any law, rule or regulation without fear	13%	15.1%	71.9%	3.77	8	1
I feel encouraged to come up with new and better ways of doing things	10%	21.5%	68.5%	3.81	4	1
I believe I would be supported if I try a new idea, even if it may not work	15.2%	24.9%	59.9%	3.64	8	-8
I feel valued for the work I do	14.9%	16.4%	68.7%	3.72	11	0
I am treated fairly at work	10.9%	19.4%	69.7%	3.8	11	-9
I think that my organization respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc.)	8.7%	16.3%	75%	3.89	8	-4

Question	Negative	Neutral	Positive	Mean	Weight	Gap
My organization has policies, programs, and practices that support a diverse workplace	7.6%	18.4%	74.1%	3.87	11	-5
My workplace culture supports people to achieve a good work-life balance	19.6%	25.8%	54.6%	3.42	15	-17
I have some really good friendships at work	5.5%	17.1%	77.4%	3.97	3	1
I recommend my organization as a good place to work	10.9%	27.4%	61.7%	3.65		-8
I am proud when I tell others I am part of my organization	5.9%	24.8%	69.3%	3.83		-5
I feel a strong personal attachment to my organization	11.4%	28.2%	60.4%	3.67		-9
My organization inspires me to do the best in my job	12.9%	28.4%	58.7%	3.58		-6
I feel comfortable being myself at work	9.9%	15.3%	74.8%	3.82		-8
My organization motivates me to help achieve its objectives	12.6%	35.2%	52.3%	3.51		-11
				3.73		-436

Jan 16, 2018

AGENDA ITEM J-1
City Manager's Office

STAFF REPORT

City Council

Meeting Date:	6/19/2018
Staff Report Number:	18-125-CC

CITY OF MENLO PARK

Informational Item: **Update on Employee Engagement and Organizational Development Project**

Recommendation

This is an informational item and does not require City Council action.

Policy Issues

The Menlo Park City Council has approved an ambitious workplan in response to a highly engaged community with expectations of excellence. A skilled, engaged and fully staffed workforce enjoying a positive workplace culture is needed to attract and retain the best talent available to meet community expectations and achieve City Council goals. City Council approved employee engagement as a City Council workplan priority in February 2018.

Background

City management has taken the pulse of the City organization through an internally managed annual employee survey for the last 10 years. Recent surveys, as well as an increasing vacancy rate (recently as high as 13 percent of the authorized workforce), indicated a growing sense of disconnect between line level employees, the organizational mission and upper management as well as feelings of "burn out" and other symptoms of low employee engagement. Additionally, even though new positions have been added, on-going vacancies were straining staff resources. The robust local economy continues to drive intense competition for qualified staff and contractors up and down the Peninsula.

Following the 2017 employee survey, the city manager directed the City's management analysts interview staff from across the organization. These interviews further highlighted growing concerns about organizational culture and climate. Given the pressures of numerous projects and high community expectations, it was determined that a more focused employee engagement effort was needed. The pending retirement of the community services director allowed creation of an organizational development project manager to support the exploration of innovative opportunities for staff development, engagement and organizational communication. This effort, which also includes engaging staff in creating an organizational development plan, has been called Menlo PERK (Plan, Engage, Recognize, Konnect.)

The effort began in November 2017 with an assessment of our current level of engagement, which was developed by a well-known expert in employee engagement and director of the Institute for Public Sector Employee Engagement, a unit of CPS HR Consulting (CPS), Robert Lavigna. Sixty-one percent (202) of Menlo Park permanent and temporary employees responded to this engagement baseline survey.

Results indicated that 29 percent of Menlo Park employees were "fully engaged," which is below the federal government, State government and local government benchmarks. The 49 percent of Menlo Park

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employees who are "somewhat engaged" is higher than all benchmarks, suggesting significant potential to improve the fully engaged percentage.

Table 1: Overall engagement			
Agency	Fully engaged	Somewhat engaged	Not engaged
Private sector	44%	35%	21%
Local government	44%	37%	19%
Menlo Park	29%	49%	22%

CPS performed statistical analysis to determine the extent to which each factor measured in the survey influenced the overall Menlo Park engagement score, to reveal the overall workplace areas most likely to have the biggest impact on engagement if maintained or improved. This analysis indicated improvements were needed in employee understanding of and connection to the organizations:

- Mission
- Leadership
- The workplace culture supporting a "good work-life balance"
- "My opinions count at work"
- "I believe I would be supported if I try a new idea, even if it may not work"

Following the release of the survey results, focus groups were conducted by CPS in February 2018 to dig more deeply into staff suggestions for strategies that could improve the issue areas identified in the survey. The final step in the planning process was a series of departmental Action Workshops April 10 - 12 where departmental teams refined the strategies. These strategies have now been assembled into a draft PERK Action Plan that was available for all staff to review in May. The final plan was released to all staff June 15 and implementation of several high priority items has already begun.

Analysis

All staff had the opportunity to participate in a series of six action workshops held in April 2018. A group of representatives from each department during March generated over 1,000 strategy ideas to address the top five goal areas from the surveys and focus groups that had been prioritized. The five key goal areas addressed in the workshops were:

1. Increase opportunities for input on my work
2. More effective communication
3. Increase recognition/appreciation and performance management
4. Implement more effective change management
5. Improve workload management/work-life balance

The 1,000 strategy ideas were consolidated into 23 larger themes that were then prioritized by a group of department representatives and placed into time frames for the final Action Plan. The time frames included:

- Start now
- Start summer 2018
- Start fall 2018

Strategies that did not fall into any of these time frames were still included in the Action Plan, but are designated as future implementation.

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The Action Plan (Attachment A) includes strategies for the following five goals:
1. Improve the efficiency and effectiveness of internal communication through increased employee-supervisor/manager interactions, opportunities for input, manager visibility and information sharing.
2. Provide training and development to boost performance, improve communication and enhance career development opportunities.
3. Implement a recognition and appreciation program to improve morale and retention.
4. Enhance our change management capabilities.
5. Promote work-life balance.

High priority strategies in the "begin now" time frame include:
- Ensuring all "teams" (departments will define teams) have "regular" (also to be defined) meetings
- Ensuring all staff have "regular" one-on-one meetings with their immediate supervisor
- The city manager and executive team will offer more regular informational meeting and other forms of ongoing communication
- The city manager and executive team will regularly visit work sites (schedule to be developed)

Intermediate term strategies to begin in the fall, include:
- Development of an on-site training calendar in response to an internal needs assessment
- Development of a job shadowing program
- Development of internal, departments specific peer-to-peer and supervisor-to-subordinate appreciation methods

Longer-term strategies to begin this winter include:
- Broader use of a project planning tool now in pilot phase
- Process improvements for high impact organization wide processes
- Development of a management team feedback tool
- Update of the telecommute policy
- Clarification of the flexible schedule guidelines

The annual employee survey is anticipated to be conducted again in the late fall and success of the PERK process and initial strategies will be evaluated at that time.

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

Attachments
A. Menlo PERK Action Plan

Report prepared by:
Cherise Brandell, Organizational Development Project Manager

PLAN.ENGAGE.RECOGNIZE.KONNECT

Menlo PERK Action Plan

June, 2018

CONTENTS

CITY MANAGER'S MESSAGE

I am proud to share with you the culmination of almost a year's worth of investment by the employees of Menlo Park's in redefining our culture. This, our organization's strategic plan, will provide an important pathway shifting our culture toward placing a greater emphasis on employee engagement and worker satisfaction.

This effort was initiated last summer when, despite our booming local economy, I began to sense a shift in employee mood. While we struggled to keep pace with hiring quality staff, I failed to realize the impact our vacancies were having on our morale. It was time to act. The Menlo Park Management team, with support of the city council, created Menlo PERK -- Plan, Engage, Recognize and Konnect. The following PERK Action Plan is the result of that effort.

We've tried to make participating in the Menlo PERK planning process fun and easy and I truly appreciate everyone's engagement and candor throughout this effort. I am completely committed to implementing the strategies you have suggested that now appear in this PERK Action Plan. I am looking forward to the management team engaging you in implementing these solutions.

The PERK Action Plan will only be successful if everyone continues to participate. There is no room for bystanders, armchair quarterbacks or backseat drivers in this effort. I am counting on the commitment we have for one another and the dedication we have to the public good we work together to provide to ensure enthusiastic engagement as we implement this Action Plan.

Thank you for all your hard work. The Plan is just the beginning. Now the work begins. I hope I can rely on each of you to embrace and support its implementation

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MENLO PERK ACTION PLAN BACKGROUND

OVERVIEW

MENLO PERK is the City of Menlo Park's effort to improve employee connections to the organization, our work, and our commitment to one another and the community. It includes four components:

PLAN. Develop an organizational plan to guide us in maximizing our talent, happiness, and overall work efforts focused on achieving our mission and embodying our values.

ENGAGE. Using our employee survey results and other engagement tools, establish traditions and programs that will help every employee see how their work fits into the big picture of the organization and start to identify the kind of organizational behaviors needed to create a satisfying and productive work environment.

RECOGNIZE. Find innovative ways to recognize the hard work taking place on a daily basis in the organization, such as development opportunities, social activities, and ways to balance work and life interests.

KONNECT. Find opportunities to work, understand, and communicate more effectively on all levels and across departments.

PROBLEM STATEMENT

City Management has taken the pulse of the City organization through an internally managed annual Employee Survey for the last 10 years. Recent surveys, as well as an increasing vacancy rate (the City currently has 37 vacancies or 13% of the authorized workforce), indicated a growing sense of disconnect between line level employees, the organizational mission and upper management as well as feelings of "burn out" and other symptoms of low employee engagement. Additionally, even though new positions have been added, on-going vacancies are straining remaining staff resources. The robust local economy has introduced intense competition for qualified staff and contractors up and down the Peninsula.

Following the 2017 survey, the City Manager directed the City's team of Management Analysts to conduct a series of representative staff interviews which further highlighted growing concerns about organizational culture and climate. In September 2018, the City's 22-member Management Team met for an intensive two-day facilitated retreat to strengthen the team and discuss challenges and opportunities facing the organization. From that meeting, a priority was placed on exploring the direct impacts of the current robust economy as well as the unprecedented number of projects, both City-run and private, impacting our work culture. Given the pressures of numerous projects and high community expectations, it was determined that a more focused employee survey, done by a consultant skilled in addressing these issues, would be used to provide baseline information and suggest strategies that could be utilized in an employee engagement effort.

PROCESS OVERVIEW

Public sector employee engagement is important. Research by the International Public Management Association for Human Resources has revealed that engaged public sector employees are:

- four times more likely to stay in their current jobs
- five times more likely to recommend their workplaces to others
- five times more likely to be very satisfied with their employer and their work

Research also reveals that engagement is linked to outcomes that are important in the public sector, like achieving strategic goals, stimulating innovation, delivering more responsive customer service, retaining employees, building employee pride, reducing absences, and keeping workplaces safe.

In order to assess the current level of engagement of City of Menlo Park employees, City Manager Alex McIntyre hired Bob Lavigna, a well-known expert in employee engagement and director of the Institute for Public Sector Employee Engagement, a unit of CPS HR Consulting (CPS), to conduct the annual employee survey. In November 2018, all permanent and temporary staff were provided with a personalized link to the survey. The survey included 104 questions in 11 categories, plus 13 demographic questions, including one question asking if the employee plans to stay or leave during the next year. Sixty one percent (202) of Menlo Park permanent and temporary employees responded to the survey.

Results indicated that 29 percent of Menlo Park employees are "fully engaged", which is below Federal, State and Local government benchmarks. The 49 percent of Menlo Park employees who are "somewhat engaged" is higher than all benchmarks, suggesting significant potential to improve the fully engaged percentage. Results also show more than 30 percent of all employees are considering leaving the organization in the next year -- similar to the national benchmark.

CPS performed statistical analysis to determine the extent to which each factor measured in the survey influenced the overall Menlo Park engagement score to reveal the overall workplace areas likely to have the biggest impact on engagement if maintained or improved. This analysis indicated areas to maintain and improve included:

- Employee understanding of and connection to the organization's Mission
- Leadership
- The workplace culture supporting a "good work-life balance"
- "My opinions count at work"
- "I believe I would be supported if I try a new idea, even if it may not work."

Following introduction of the survey, 125 employees participated in small group discussions about what could be done to improve engagement in the organization. Management staff utilized a coffee cart to follow up on that event and have small employee gatherings to encourage survey participation and discussion.

In January 2018, staff were invited to share their ideas about the organization's mission statement and values through input stations in all City buildings. In February, the results of the Survey were presented at an all staff meeting. Summary survey results appear below.

Survey results were processed more fully through focus groups at the end of February (focus group results are also summarized below). The final step in the planning process was Action Workshops held in April where departmental teams met to develop strategies to address the highest priority engagement issues. These strategies make up the key components of this (DRAFT) Action Plan, which will be available for all staff to review in May. The final Plan will be published in June with implementation to begin in July. With roughly six months of implementation time before the next employee survey, we anticipate improvements in engagement scores, although CPS will also be conducting interim "spot polls" to check progress in late summer.

SURVEY RESULTS SUMMARY

Over 200 City Employees took the November, 2017 Employee Survey administered by CPS consulting. Each employee received a confidential link that recorded their unique responses to the 104 questions. Menlo Park's overall engagement scores are:
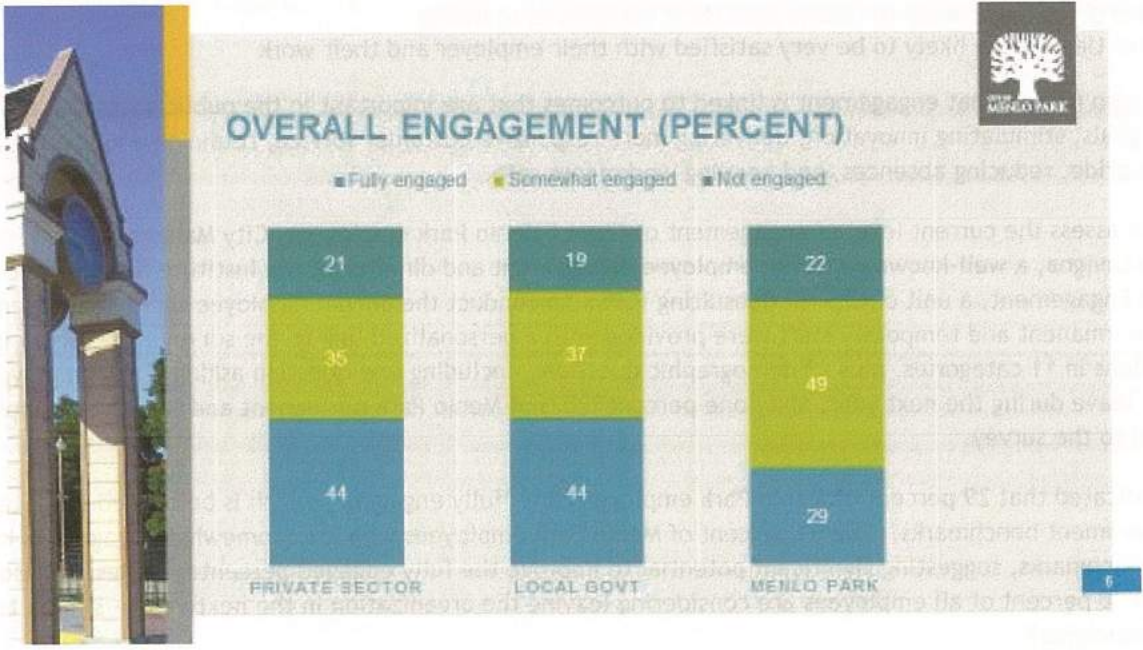
The 104 questions measured 11 different engagement factors. The factor results are:

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These factors were used to determine the highest impact action areas, which included:

DETERMINES HIGHEST IMPACT ACTIONS

- Questions with high impact (key driver) and low score

Category	Question	% positive	Weight
City Leaders	City as a whole is managed well	47	19
Dept Leaders	My dept as a whole is managed well	67	22
City Change	Change is managed well in the City	29	18
Dept Change	Change is managed well in my dept	54	24
City Change	Changes in the City are for the better	36	17
Dept Change	Changes in my dept are for the better	53	17
City Change	Management Team is sufficiently visible	42	20
Org Culture	Culture supports a good work-life balance	55	15

CPS also constructed a matrix illustrating important areas to maintain and improve to increase engagement:

CPS RECOMMENDED FOCUS AREAS

- Areas that, if maintained or improved, are likely to have biggest impact on engagement scores.

Survey results were presented at an all-employee meeting on February 5, 2018. At a luncheon following that meeting employees had an opportunity to rank the high impact areas. The highest priorities were:

1. My workplace culture supports a good work-life balance
2. I have opportunities for input on decisions affecting my work
3. I know how my work relates to our goals and priorities
4. I believe the management team is sufficiently visible
5. I feel that change is managed will in the City
6. When changes are made they are usually for the better

These priorities drove the content of four focus groups which followed.

FOCUS GROUP RESULTS SUMMARY

The purpose of the focus groups was to gain additional specific and actionable activities that could be implemented as part of the Employee Engagement effort. Given the time limits on the sessions, emphasis was on areas for improvement rather than capturing what's working. Accordingly, this summary is centered on potential improvements and is not intended to downplay the good work being done across the organization on a daily basis.

Based on the four focus groups conducted in March, the most common suggestions and highest priority issues identified by participants (regardless of the specific topic under consideration) are the need for more:

- Information sharing and opportunities for input (communication)
- Clear expectations and priorities (leadership)
- Appreciation
- Respect for the workload (work-life balance) and expertise of employees (appreciation / being valued)
- Resources – vacancies filled with high quality performers
- Managerial visibility and accessibility (Managers)
- Proactive coaching and feedback (training and development)
- Process improvements and system updates (change management)

Topic-specific recommendations from the Focus Groups included:

1. **Communication**
   A. Develop a communication plan that covers all stakeholders
   B. Have more frequent meetings to share information, discuss priorities, and explain rationale for changes (fewer, more targeted emails) (includes team, department and all-hands meetings)
   C. Encourage two-way communication to increase buy-in and leverage expertise

2. **Leadership**
   A. Clarify and reinforce the roles and responsibilities of the Council, City Manager, Executive Team, and Subject Matter Experts
   B. Consider resource and workload before accepting new work
   C. Be more transparent regarding communications and changing priorities (also had to do with timeliness and depth of communication)
   D. Be more respectful and supportive of the employees and their expertise
   E. Place a higher value on employee retention

3. **Appreciation / being valued**
   A. More frequent appreciation (thank you's, luncheons, MPTV profiles, newsletter, stipends, bonuses)
   B. Demonstrate more trust – give employees autonomy and a voice in proposed changes
   C. Be aware of the impact of language and how it is interpreted by the audience

4. **Managers**
   A. Be more accessible and visible – make time to interact with employees (say hello, walk and talk, huddles; respond to requests for meetings; block time on calendar for employee meetings; attend team meetings and other events; make site visits to see progress)
   B. Take a proactive approach to coaching – clear expectations and priorities, leverage strengths, joint problem solving rather than blaming (more frequent one-on-ones to build relationships and address issues in a timely manner)
   C. Empower staff through trust, delegation, and autonomy (get input before making decisions and agreeing to new work; involve employees in planning processes to develop their skills)
   D. Recognize time constraints

5. **Work-Life Balance**
   A. Beware of mixed messages: "Don't work late" followed by "make sure the work is done on time"
   B. Fill the vacancies with qualified candidates to absorb the workload
   C. Provide more flexibility in scheduling (update telecommute policy and flex schedule guidelines)
      1. No more "voluntary lunch" meetings / some allowance for attending after hours meetings
   D. Provide more clarity regarding competing priorities

6. **Change Management**
   A. Set realistic expectations – we are not a large, private entity with limitless resources
   B. Use our mission as the criteria for accepting new work
   C. Do a thorough stakeholder analysis to understand all impacted parties and get them involved from the beginning (Friday Morning Bites is helping with this)
   D. Recognize mistakes as learning opportunities; use project debriefs to improve processes

7. **Training and development**
   A. Make training an expected part of the job and set aside time and money to support those efforts (clarify career development paths; hold people accountable for ongoing training)
   B. Encourage cross-training and shadowing to broaden skills and support institutional expertise
   C. Provide managerial training on appreciation, communication, feedback, coaching, and delegation
   D. Provide training for everyone on time management, planning, process improvement

8. **Resources**
   A. Staffing – need vacancies filled to absorb workload (not just temporary employees; Don't assume "over-qualified" candidates are not viable)
   B. Technology – need upgraded systems and buy-in from end users
   C. Time – need realistic deadlines to meet the highest priority needs of our citizens

9. **Engagement**
   A. Fill vacancies faster and more effectively (to avoid turnover and unnecessary disruptions associated with temporary employees)
   B. More accurate and consistent information from Human Resources
   C. Streamline and accelerate the training approval process

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ACTION WORKSHOP RESULTS

All staff had the opportunity to participate in a series of six action workshops held in April, 2018. Over 1000 strategy ideas were generated to address the top five goal areas from the surveys and focus groups that had been prioritized by a group of representatives from each department during March. The five key goal areas addressed in the workshops were:

1. Increase opportunities for input on my work
2. More effective communication
3. Increase recognition/appreciation and performance management
4. Implement more effective change management
5. Improve workload management/work-life balance

Several departments also selected department-specific priority areas based on their department's survey results:

Administrative Services:

- **I receive sufficient support and help from other departments**
- **I can complete my work in a regular work day**
- **I achieve my desired work-life balance**

Community Development

- I get the training I need to do my job well

Community Services

- **I receive sufficient support and help from other departments**
- City processes need improvement

Library

- **People on my team cooperate to get the job done**
- **I believe my department's management team is sufficiently visible**
- **I feel that my department as a whole is managed well**

The 1000+ strategy ideas were consolidated into 23 larger themes. The following chart summarizes the 23 themes and includes the number of mentions for each theme by the goal area for which that solution was suggested.

STRATEGY	1. Input	2.Comm	3.Rec / App	4.Change	5.Balance	Total
Regular "team" meetings	29	30	3	5	3	70
Use multiple communication methods w/ consistent messages	6	18	3	32	1	60
Develop a standard project planning process	3	4	0	47	1	55
Regular One-on-Ones with Supervisor	28	10	7	0	2	47
Management by "walking around"/face-to-face communication	0	16	15	0	0	31
"Ruthless" prioritization	0	1	0	3	27	31
Implement Supervisory/Managerial performance feedback tool to solicit input from employees	11	1	16	0	1	29
All employees have work plans with realistic goals	13	0	9	0	5	27
Fill vacancies/hire more people	0	0	0	0	22	22
Clarify flexible schedule guidelines	0	0	4	0	17	21
Update Telecommute Policy	0	0	0	0	20	20
Implement job shadowing	6	6	2	4	2	20
Implement robust on-site training programs (incl. cross-training)	5	4	3	5	3	20
Increase all-hands informational meetings	4	8	5	3	0	20
Implement performance incentive program	0	0	12	0	6	18
Streamline processes	0	3	0	1	6	10
Improve technology	0	3	0	0	5	8
Increase team (trust) building opportunities	1	4	2	0	1	8
Clearly define promotional pathways	0	0	7	0	0	7
Suggestion box	3	3	0	0	0	6
Recognition/conversation boards	3	3	0	0	0	6
Activity-based social groups	0	0	0	0	2	2
Wellness program	0	0	0	0	1	1

1. Increase opportunities for input on my work
2. More effective communication
3. Increase recognition / appreciation and performance management
4. Implement more effective change management
5. Improve workload management / work-life balance

Keeping in mind the "ruthless prioritization" strategy idea and knowing the organization's limited capacity to work on all 23 items at once, these strategy ideas were then prioritized by the team of departmental representatives who originally chose the five goal areas from the survey and focus group results. Using the same criteria (breadth of organizational impact, opportunity to engage all staff in solution development, measurability of results and degree of organizational control) the department reps grouped the above strategies into three categories:

- Start now
- Start summer 2018
- Start fall 2018

Strategies that did not fall into any of these time frames are still included in the Action Plan, but are designated as Future Implementation.

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MISSION / VALUES

MISSION

A Mission Statement, designed specifically for staff, was developed with employee input during the PERK process:

We ensure the public good.

VALUES

Our values, as determined by staff, are expressed in the way we work:

- We are optimistic
- We build trust
- We are resourceful
- We help one another succeed
- We innovate
- We strive to grow professionally and personally

PERK ACTION PLAN

The PERK Action Plan will only be as successful as people's commitment to taking responsibility for supporting implementation. ALL employees have a role to play in the Plan's success, beyond those listed as Champions for each strategy below.

This Action Plan is arranged by time frames prioritized by a team of representatives from each department (see page 19 for list) and approved by the Executive Team and City Manager.

Each of the prioritized strategies appears in the Plan in the context of its goal area, in order to help link that solution back to the original problem it is designed to address.

- **Goals** – are based on the original "problem" areas identified in the survey and focus groups and define the specific ways in which the City or department will improve employee engagement.
- **Strategies** – are based on the ideas generated in the Action Workshops and reflect "how" the goal will be accomplished over time.
- **Objectives** – are the specific steps that must be accomplished in order to implement or realize the strategies with timelines for completion. Objectives are reviewed regularly and updated quarterly or annually.
- **Stakeholders** – are the individuals and groups that need to be included in refining the strategies or at least need a check in to review the solutions before implementation.
- **Champions** – are the individuals responsible for driving the implementation of each objective.

GOAL SUMMARY

1. Improve the efficiency and effectiveness of internal communication through increased employee-supervisor/manager interactions, opportunities for input, manager visibility and information sharing.
2. Provide training and development to boost performance, improve communication and enhance career development opportunities.
3. Implement a recognition and appreciation program to improve morale and retention.
4. Enhance our change management capabilities.
5. Promote work-life balance.

BEGIN SUMMER, 2018

Goal: Improve the efficiency and effectiveness of internal communication through increased employee-supervisor/manager interactions, opportunities for input, manager visibility and information sharing.

Strategy: Increase managerial/supervisory visibility and accessibility

Objective 1: Supervisors and Managers commit to a Department Meeting Plan to ensure regular interactions

Next step: Department work groups will meet to determine: which teams will meet, the purpose of the meetings and what "regular" means to them. This becomes the Department's Meeting Plan. All participants will be included in providing feedback on the final meeting plan. By September, 2018

Future step: Supervisors and Managers will be encouraged to participate in effective meeting training

Stakeholders: All Staff

Champions: Department Heads

Employee engagement: Participate fully in team meetings, provide input and share information

Objective 2: Supervisors hold "regular" one-on-one meetings

Next step: Department supervisory staff will determine: the purpose of the one-on-ones (ongoing coaching and development should be a high priority), what "regular" means to them and the best way to schedule these meetings. Include with the Department's Meeting Plan (above). All participants will be included in providing feedback on the final meeting plan. By September, 2018

Stakeholders: All Staff

Champions: Department Heads

Employee engagement: Participate fully in one-on-one meetings; ask for a meeting when you need one; provide input and share information

Objective 3: City Manager and Executive Team will offer more regular informational meeting and other forms of ongoing communication

Next step: City Manager will attend department meetings on a rotating basis and will schedule a series of lunch and other open invitation meetings to share information about new projects, change efforts, recognition, etc. with Staff and to solicit input from Staff. The initial, rolling schedule for these ongoing meetings will be published by September, 2018

Future step: Implement internal communication plan to provide clear and consistent messaging in formats that work for Staff (included with scope for existing communication consultant). Due June, 2018

Stakeholders: All Staff

Champions: City Manager/Department Heads

Employee engagement: Participate fully in informational meetings; suggest meetings and topics to the City Manager's Office when needed; provide input and share information

Objective 4: Supervisors and Managers will set aside time each week to visit public-facing Staff, especially those working outside City Hall

Next step: Department Supervisors will develop a tentative schedule of at least once-weekly visits by September, 2018

Stakeholders: All Staff
Champions: Department Heads
Employee engagement: Receive management visits enthusiastically; ask for visits when needed; provide feedback on what you'd like to see accomplished as a result of work site visits

BEGIN FALL, 2018

Goal: Provide training and development to boost performance, improve communication and enhance career development opportunities.

Strategy: Create and publish a training calendar of onsite opportunities emphasizing transferrable skills such as conflict management, meeting management, effective communication, change management and time management.

Objective 1: Formalize and communicate an annual training program and calendar

Next step: HR will conduct a needs analysis including skill and knowledge gaps identified in the PERK process and by departments to determine the highest priority on-site training needs. Needs analysis should include preferred venues, schedule and formats. By October 1.

Future step: Review the list with stakeholders then publish a training calendar (option to include CPS training topics, other available training sources) and provide training. Training to begin January, 2019.

Stakeholders: HR Staff, all Staff

Champions: HR Staff

Employee engagement: Participate fully in trainings, provide feedback and suggest additional topics

Objective 2: Formalize a city-wide job shadowing program

Next step: Continue informal pilots already occurring in some departments (PW, Admin Services). Determine best practices programs in use by other cities and adopt, with input, a Menlo Park program similar to the successful Mentoring Program. Begin implementation by January, 2019

Stakeholders: Analysts, all Staff

Champions: Management Analyst Team

Employee engagement: Participate fully in the program when available, provide feedback for improvement

Goal: Implement a recognition and appreciation program to improve morale and retention

Strategy: Implement authentic and easy to use recognition and appreciation systems

Objective 1: Develop a recognition system that works best for each department/division/work team

Next step: Department teams will meet to determine: what system works best for each division or work group, how to implement, manage and maintain (CPS to provide "best practices"). Suggestions include establishing departmental appreciation boards (or other system - physical or virtual) for co-workers and supervisors to note awesome work by employees. Departments with existing programs (CSD "rock stars") should evaluate effectiveness and tweak as needed. All participants will be included in providing feedback on the final recognition and appreciation plan. Implement by January, 2019

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Future step: City Manager and Executive Team to evaluate City-wide employee recognition program and identify ways to enhance and publicly acknowledge program. By January, 2019

Stakeholders: All Staff

Champions: Department Heads assign departmental champions and teams

Employee engagement: Participate fully in Departmental teams to design program; actively utilize the program when available; provide feedback for improvement

BEGIN WINTER, 2019

Goal: Improve the change management skills of the organization so that new processes and initiatives are rolled out more effectively and efficiently

Strategy: Adopt a standardized project planning process ("tool") to streamline processes and improve communication and efficiency

Objective 1: Continue the pilot process currently in use by Sustainability, Transportation and other divisions

Next step: Carefully choose additional change processes and use the project planning tools where appropriate. Evaluate all current uses

Future step: Adopt the process formally and institutionalize use of the tool – including providing training in change management and use of the tool by July 1, 2019

Stakeholders: All Staff

Champions: Sustainability Staff

Employee engagement: Provide feedback on pilot process tool and help make improvements

Objective 2: Identify process improvements that will have broad organizational benefit and use the standardized process planning tool (above) to change the process

Next step: Work with CPS to develop criteria for process section and ways to identify bottlenecks and opportunities for streamlining. Work with CPS to select a process. By January 1.

Future step: Work through the tool to improve the selected process, document changes, pilot the improvement and revise as needed, communicate the change and provide training. By July 1, 2019

Stakeholders: All Staff

Champions: Department Heads chose the process with support from CPS. Appropriate department then becomes the champion for implementation

Employee engagement: Suggest processes for improvement; Participate fully process changes when they occur, provide input and share information

Goal: Provide training and development to boost performance, improve communication and enhance career development opportunities.

Strategy: Implement Supervisory/Managerial performance feedback tool to solicit input from employees

Objective 1: Pilot performance feedback tool (adapt CPS best-practice model) with Management Team

Next step: CPS will meet with management team to review tool and gather feedback to develop a model for Menlo Park to pilot beginning January 1, 2019 for use in August 2019 evaluations.

Future step: Meet and confer with AFSCME to gauge interest and path forward if desired.

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Stakeholders: HR staff, Management staff
Champions: City Manager, HR staff
Employee engagement: Provide thoughtful and constructive feedback to management staff

Goal: Promote work-life balance

Strategy: Update and formalize policies and processes that allow greater flexibility of scheduling to address issues related to commute distance and local housing costs

Objective 1: Update the Telecommute Policy

Next step: Interested departments (Planning, Engineering and Transportation) will work with HR to review existing policy. By January, 2019

Future step: Review suggested update with stakeholders and refine. Communicate change and provide training as needed. By July 1, 2019

Stakeholders: HR staff, Management staff, Staff from other impacted departments

Champions: CD and PW Department Heads to assign staff to joint jump team

Employee engagement: Participate fully in meetings to improve policy, provide input and share information

Objective 2: Document, clarify and communicate the Flexible Schedule Guidelines

Next step: Interested departments work with HR to review existing approach and guidelines (CPS to facilitate with current best practice examples and other research). By January, 2019

Future step: Review suggested clarification with stakeholders and refine. Communicate change and provide training as needed. By July 1, 2019

Stakeholders: HR staff, Management staff, Staff from other impacted departments

Champions: Department Heads with qualifying staff to assign staff to joint jump team

Employee engagement: Participate fully in meetings to improve policy, provide input and share information

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FUTURE IMPLEMENTATION

Goal: Enhance our change management capabilities

Strategy: Ruthless Prioritization

Current Status: The City Manager works with the Council to narrow the focus for each fiscal year during annual goal setting in January and limits new projects Council members might suggest during the year.

Goal: Provide training and development to boost performance, improve communication and enhance career development opportunities.

Strategy: All employees have work plans with realistic goals (and regular performance evaluations)

Current Status: Some departments may move forward with this strategy. Employees who desire a work plan or an evaluation should develop suggested goals and speak with their supervisor about scheduling.

Strategy: Clearly define promotional pathways

Current Status: Cohort 9 of the Leadership Academy selected this as their capstone project. The completed pathways will be available to all supervisors for use during developmental conversations.

Goal: Improve the efficiency and effectiveness of internal communication through increased employee-supervisor/manager interactions, opportunities for input, manager visibility and information sharing.

Strategy: Suggestion box

Current status: Employees with suggestions should feel free to share their input and ideas with supervisors.

Strategy: Increase team (trust) building opportunities

Current status: Departments will be encouraged to use their "regular meeting" opportunities identified above to increase team building activities.

Goal: Implement a recognition and appreciation program to improve morale and retention

Strategy: Implement a performance incentive program

Current status: This item is subject to collective bargaining agreements and would need to be considered during contract negotiations.

Goal: Enhance our change management capabilities to promote communication, improve work-life balance and create a more responsive and nimble organization

Strategy: Improve technology

Current status: The City's Information Technology Master Plan has been approved by the City Council and is currently budgeted for $8M and will be implemented to improve technology over the next 3 years.

Other ideas mentioned: Activity-based social groups; Wellness program

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PARTICIPANTS

Thanks to everyone who participated in the PERK planning process! And, especially thanks to:

The 202 employees who participated in the Annual Employee Survey from November 15 to December 6, 2017. Your participation helped identify the issues that were limiting Employee Engagement that this Plan would address.

Four Focus Groups were then held March 5-6, 2018 to learn more about the issues identified in the survey. Thanks to these participants for sharing their ideas and thoughts:

Lucinda Abbott	Peter Ibrahim	Mark Muenzer	Sally Salman
Marlon Aumentado	Dimitri Katsaros	Eva Munoz	Neetu Salwan
Theresa Avedian	Marika Kopp	Angela Obeso	Kira Storms
Angelina Banda	Rebecca Lucky	Gary Olson	Ivan Toews
Natalie Bonham	Whitney Loy	Ori Paz	Hugo Torres
Allen Bruce	Katie Meador	Sandy Pimentel	Linda Wacha
Deanna Chow	Nancy Melgar	Jason Poirier	Ashley Walker
Brandon Cortez	Kristen Middleton	Matthew Pruter	Don Weber
Lenka Diaz	Matt Milde	Meghan Revolinsky	Jennifer Wilkins
Aaron Dixon	Arianna Milton	Thomas Rogers	Todd Zeo
Michael Fu	Michelle Morris	Ken Salvail	

A team of Department Representatives then met on April 2, 2018 to prioritize the issues identified in the survey and focus groups that would receive strategies at the Action Workshops. Thanks to these participants for representing their departments and working hard to narrow the focus of our Plan:

Lucinda Abbott, Angelina Banda, Melody Chau, Deanna Chow, Matt Milde, Angela Obeso, Gabriel Ortiz, MJ Salinas-Acker, Sokny Sy, Josh Russell

Six Action Workshops were held April 10 – 12 and April 21. Thanks to staff from ALL Departments who participated.

The entire PERK process was guided by a group of volunteers from the City's Management Team called the Percolators that included: Tony Dixon, Brian Henry, Rebecca Lucky, Justin Murphy, Mark Muenzer, Nikki Nagaya, Nick Pegueros and Derek Schweigart. PERK would not have worked without them.

AND, the guidance and oversight of the Executive Team, including: Dave Bertini, Jim Cogan, Clay Curtin, Arlinda Heineck, Susan Holmer, Mark Muenzer, Justin Murphy, Nick Pegueros and Derek Schweigart was vital in ensuring a quality process and product that would work for the diverse departments and employees of Menlo Park.

Finally, thanks to City Manager Alex McIntyre, whose instincts that something was amiss in the organization and belief that, together, we could find solutions to the issues challenging our engagement, are what made PERK possible.

SUMMARY TIMELINE

Plan ▢   Implement ▢

Strategies	July 2018	Aug	Sept	Oct	Nov	Dec	Jan 2019	Feb	Mar	Apr	May	June
Regular team meetings	Plan	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement
One-on-ones	Plan	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement
Informational meetings with CM and Dept Heads	Plan	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement
Supervisors and Managers visit work sites	Plan	Plan	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement	Implement
In-house training (with published calendar)			Plan	Plan	Plan	Plan	Implement	Implement	Implement	Implement	Implement	Implement
Job shadowing program				Plan	Plan	Plan	Implement	Implement	Implement	Implement	Implement	Implement
Departmental recognition systems				Plan	Plan	Plan	Implement	Implement	Implement	Implement	Implement	Implement
Project planning tool (refine pilot and implement)							Implement	Implement	Implement	Implement	Implement	Implement
Process improvements							Plan	Plan	Plan	Plan	Plan	Implement
Manager performance feedback tool							Plan	Plan	Plan	Plan	Plan	Implement
Update telecommute policy							Plan	Plan	Plan	Plan	Plan	Implement
Clarify flex schedule guidelines							Plan	Plan	Plan	Plan	Plan	Implement

COMMISSION/COMMITTEE APPOINTMENTS

- Application period to fill vacancies and term expirations
  - Opened: Thursday, February 28
  - Closed: Friday, April 5
- City Council interviewed Planning Commission applicants on Tuesday, April 9
- No applications received for Park and Recreation Commission and Sister City Committee
- Voting process:
  - City Clerk to take verbal nominations - one commission/committee at a time
  - Deputy City Clerk to distribute paper ballots to the City Council to cast their vote for nominated applicants
  - Deputy City Clerk to collect votes
  - City Clerk to tally votes and display on screens
  - Repeat same voting process until vacancies are filled

1

BELLE HAVEN NEIGHBORHOOD TRAFFIC CALMING PLAN

April 16, 2019

AGENDA

- Project Initiation
- Plan Development
- Implementation Process
- Ongoing Effort
- City Council Action

PROJECT INITIATION

- Nov. 2016
  - Neighborhood study initiated through Facebook Campus Expansion Project

- Oct. 2017
  - City Council approved Plan scope of work
  - Consultant began Plan development

3

PLAN DEVELOPMENT - OVERVIEW

- ## Nov. - Dec. 2017
  - Data collection

- ## Jan. – Jun. 2018
  - Draft Plan development

- ## Jul. 2018
  - CSC* and community feedback

- ## Sept. – Oct. 2018
  - Draft Plan display at 3 key locations

- ## Dec. 2018
  - CSC* recommendation

*Complete Streets Commission

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PLAN DEVELOPMENT

Existing Belle Haven Neighborhood
Traffic Calming Measures and Control

Legend:
- Schools
- Parks
- Speed Hump
- Median
- Traffic Signal
- A — All Way Stop Sign
- M — Minor Road Stop Sign
- AB — All Way Stop and Bulbout
- T — Traffic Circle
- R — Turning Restriction
- P — Partial Closure
- One-Way Road
- No Thru Traffic Sign

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PLAN DEVELOPMENT - ORIGIN - DESTINATION SURVEY

Weekday evening peak hour

PLAN DEVELOPMENT – FINAL PLAN

PLAN IMPLEMENTATION – OUTSIDE AGENCY COORDINATION

San Francisco
Public Utilities
Commission

8

PLAN IMPLEMENTATION – OTHER COORDINATION

Service Vehicles

PROPOSED IMPLEMENTATION PROGRAM

- Adopt Plan and forgo neighborhood voting process

- Develop 6-month trial design

- Implement measures in City right-of-way

- Collect new data and community feedback

- Forgo neighborhood voting process and develop permanent design

- Implement approved permanent measures

- Implement measures following outside agency approvals

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PLAN IMPLEMENTATION – TRIAL MEASURE EXAMPLES

Bulbout (Middlefield Rd. and Woodland Ave., Menlo Park)

Speed Hump (Carlton Ave., Menlo Park)

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ONGOING EFFORT –
HAMILTON AVE. AT WILLOW RD.
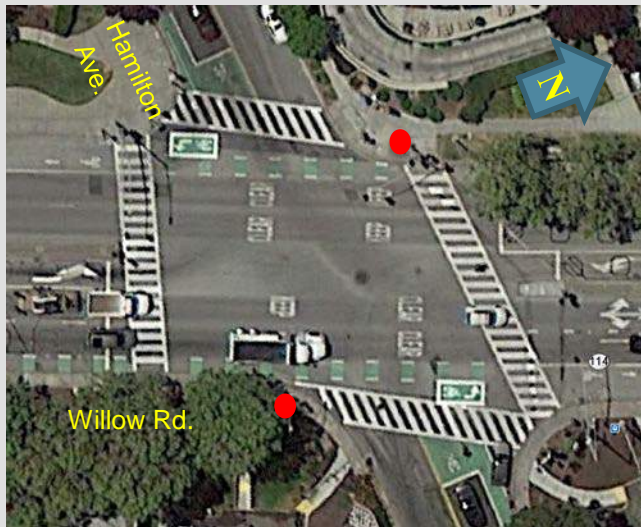
Hamilton Ave. and Willow Rd.

Hamilton Ave. at Willow Rd.
(Southbound)

Existing
Signal Operation

Proposed
Signal Operation

12
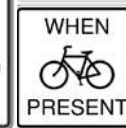
CITY COUNCIL ACTION

- Approve Plan
- Accept Implementation Program
- Adopt a resolution approving removal of on-street parking
- Approve installation of signs on Hamilton Ave. at Willow Rd.

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THANK YOU

BELLE HAVEN BRANCH LIBRARY

MENLO PARK MAIN LIBRARY

BELLE HAVEN BRANCH
LIBRARY – SPACE NEEDS
ASSESSMENT

CITY COUNCIL MEETING
APRIL 16TH, 2019

NOLL
&
TAM
ARCHITECTS

CITY OF
MENLO PARK

PROJECT TEAM

Noll & Tam Architects

Chris Noll
Principal in Charge

Trina Goodwin
Project Architect

Eli Mayerson
Project Manager

Penny Hummel
Library Consultant

City of Menlo Park

Sean Reinhart
Interim Library Services Director

Nick Szegda
Assistant Library Services Director

Morad Fakhrai
Senior Project Manager

STAFF RECOMMENDATIONS

- Review and accept the Belle Haven branch library space needs study and recommended building program

- Direct staff to proceed to the Belle Haven library project's conceptual design phase

- Authorize staff to issue a request for proposals (RFP) for architectural conceptual design services
  - conceptual design and visual renderings of a potential new library facility
  - analysis of location options
  - formal construction cost analysis and estimation

3

BELLE HAVEN POPULATION

LA POBLACIÓN DE BELLE HAVEN

M2 AREA

2040 Population:
Maximum:
12,000 residents
Assumes all planned residential developments are realized.

Minimum:
6,000 residents
Assumes development plan is not fully realized.
(Connect Menlo)

BELLE HAVEN

Current Population:
5,500 residents *(Census Bureau, 2017)*

2040 Projected Population:
6,000 residents *(Connect Menlo)*

Neighborhood is already built out and only minor growth is anticipated.

POPULATION GROWTH IN THE BAYFRONT AREA

BELLE HAVEN BRANCH LIBRARY

Library Card Holders
Ages 13-17
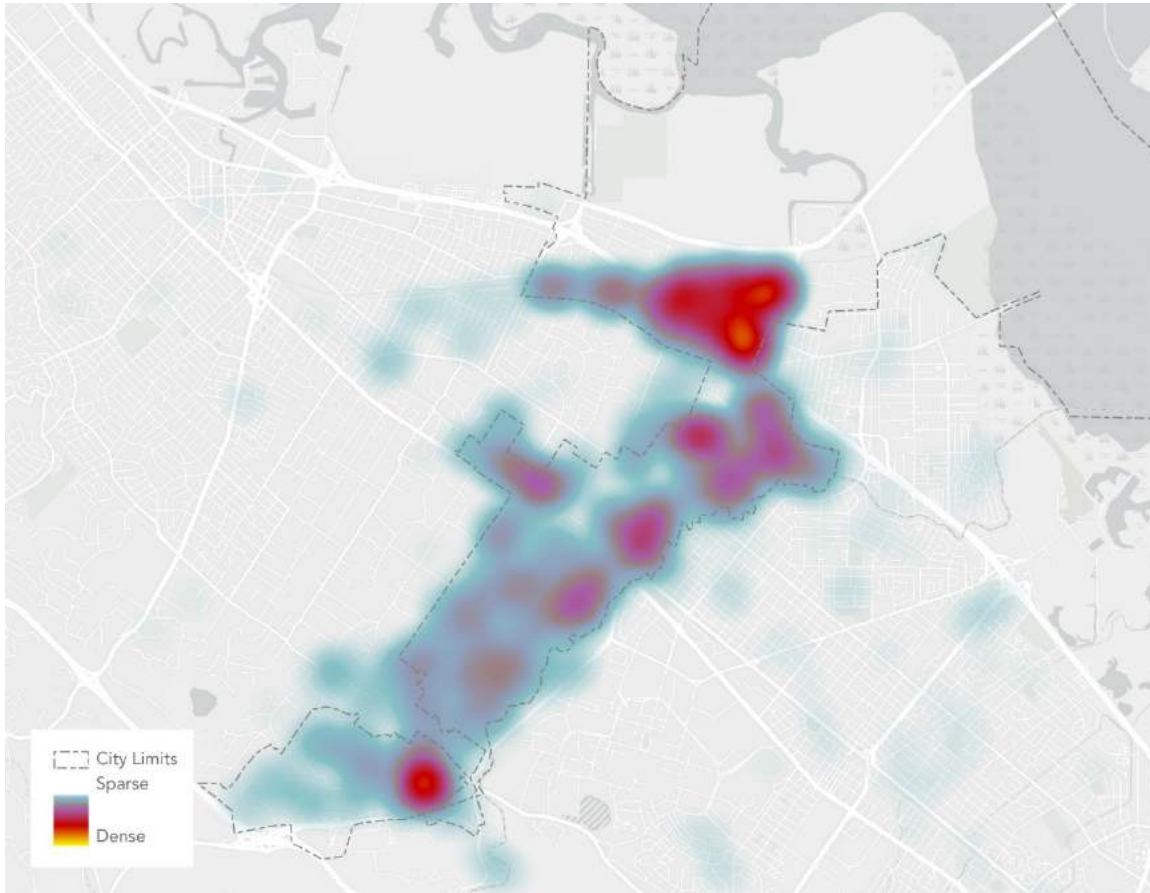
Library Card Holders
Ages 18-24
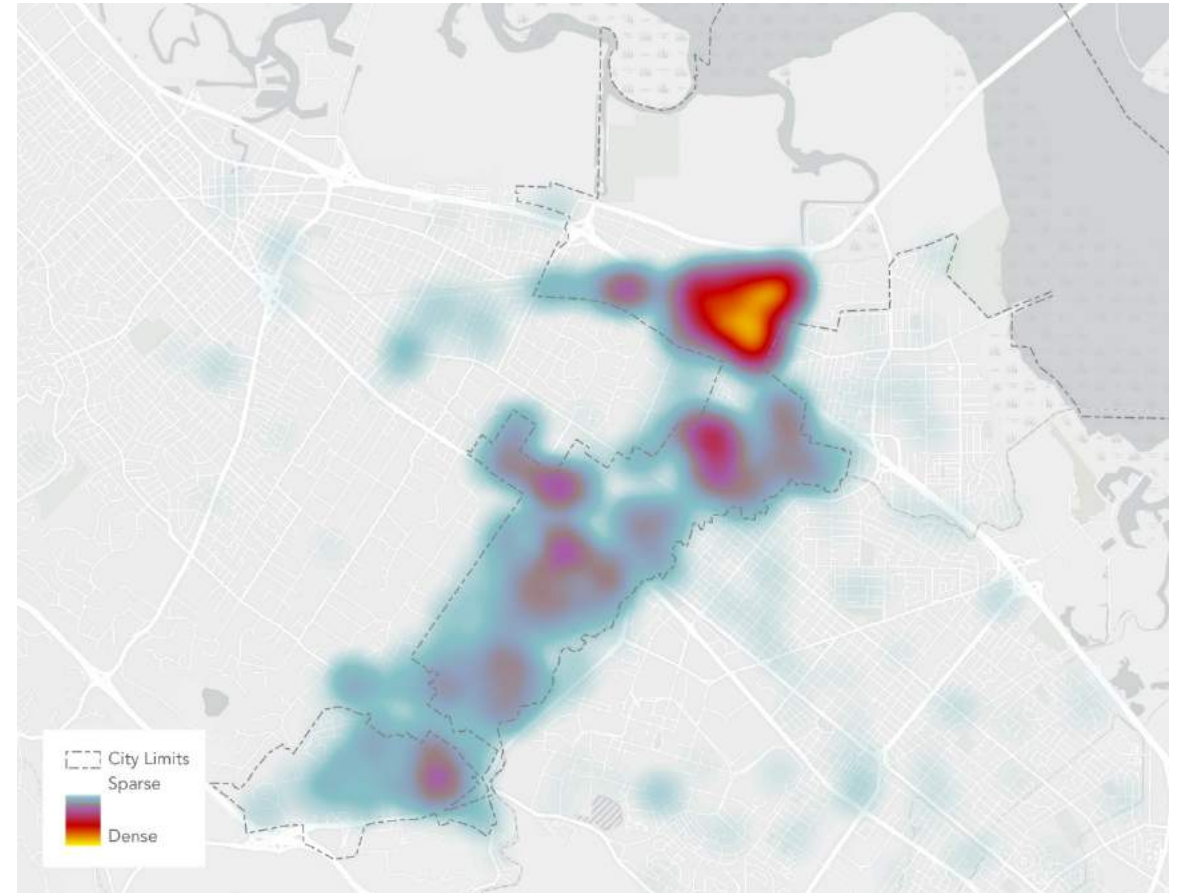
STUDY INPUTS
LOS INSUMOS DE ESTUDIO

Timeline of Study Inputs

Oct 9, 2018
Noll & Tam Architects engaged by City Council

Nov 29-Jan 31, 2018
Citywide Community Survey

Dec 13, 2018
Community Workshop #1

Nov 29-Jan 31, 2018
Citywide Community Survey

Feb 6, 2019
Belle Haven Neighborhood Association Presentation

Feb 25, 2019
Library Commission Review

Mar 18, 2019
Library Commission Review

Apr 16, 2019
City Council Approval

Nov 26-27, 2018
Focus Groups - Round 1

Dec 2018-Jan 2019
Stakeholder Interviews

Jan 15, 2019
City Council reaffirms priority of Belle Haven Project

Jan 28, 2019
Community Workshop #2

Feb 12-13, 2019
Focus Groups - Round 2

Mar 5, 2019
City Council adopts annual Work Plan and priorities

Mar 28, 2019
City Council Review

NOLL & TAM ARCHITECTS STUDY – ONGOING

BELLE HAVEN BRANCH LIBRARY

COMMUNITY INPUT METHODS AND PROCESS

- Citywide resident survey
- Individual stakeholder interviews
- Targeted stakeholder focus groups
- Community workshops
- On-the-street community "intercept" interviews
- Library Commission meetings
- Belle Haven Neighborhood Library Advisory Committee (BHNLAC) members

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Workshops

Two community workshops were held in December 2018 and January 2019, during which residents were able to give feedback during the development of the recommended program.

Focus Groups/Interviews

From November 2018 through February 2019, several stakeholder interviews and two rounds of focus groups took place to gather input from relevant parties.
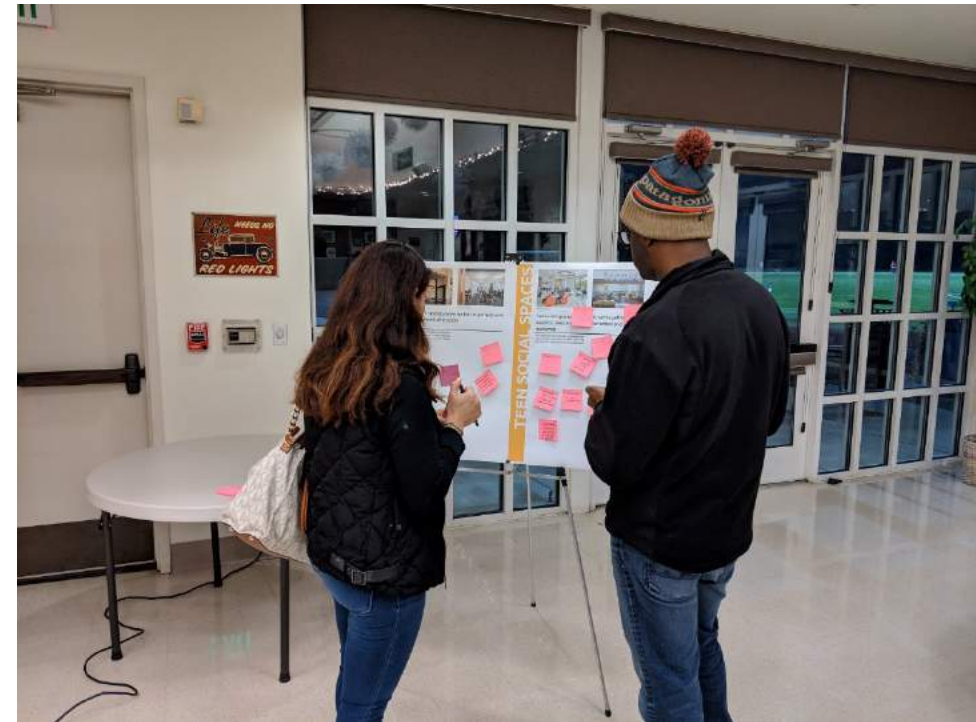
Answer Choices	Responses	
Yes	26.00%	234
No	74.00%	666
	Answered	900
	Skipped	14

Are you a resident of the Belle Haven neighborhood?
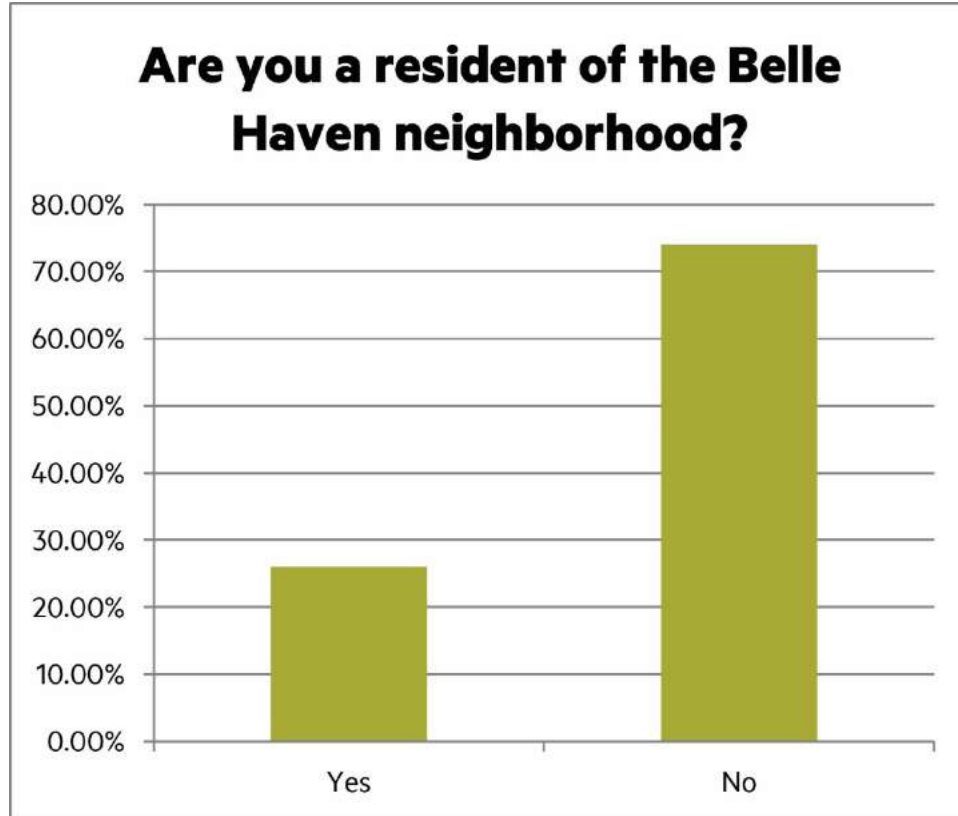
Citywide Survey

While the neighborhood of Belle Haven accounts for approximately 17% of the total population of Menlo Park, 26% of the survey respondents are Belle Haven residents, indicating a strong representation of the community within the survey results.
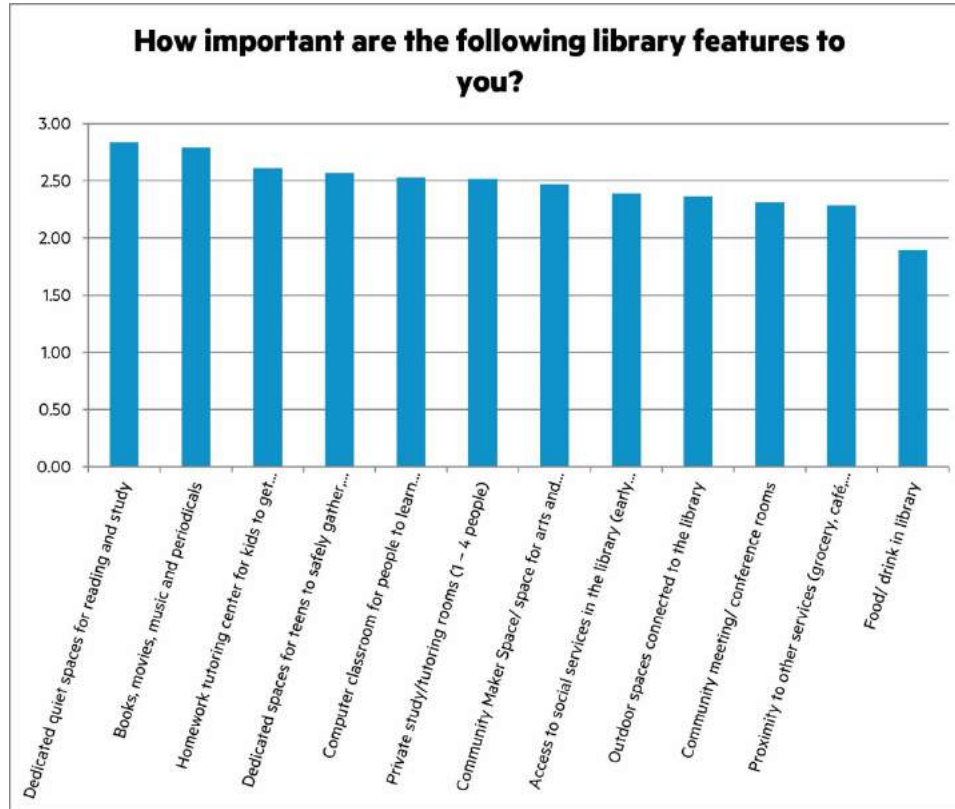
Data from Belle Haven residents only

Citywide Survey-
Community Priorities

The rating scale assigns a point value of 1 for "not at all important"; 2 for "somewhat important"; and 3 for "very important." The preliminary survey results find nearly all of the proposed features to be somewhat or very important except for "Food/drink in the library."
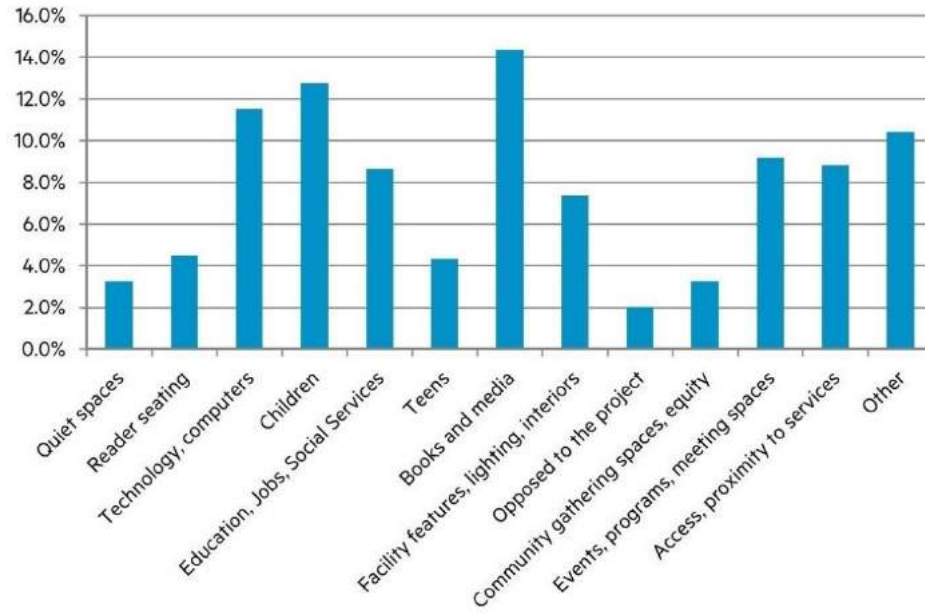
Data from Belle Haven residents only

Citywide Survey-
Community Suggestions

This question is open-ended and respondents are encouraged to write in their thoughts. Staff sorted the responses into loose categories to generate this chart of common themes and suggestions.

Community Program Priorities

- **A flexible, education-focused Community Learning Center space**, suitable for after-school homework tutoring, adult/senior computer skills classes, community makerspace and arts/crafts, English language acquisition programs, and other lifelong learning activities;

- **Substantial community meeting room capacity**, including a dividable 110-seat meeting room and one 10-person conference room;

- **Multiple sound-insulated study rooms** to accommodate small groups of 2-4 people;

- **Dedicated, age-appropriate spaces for young children and their caregivers**, including a dedicated floor space for early childhood education and family literacy programs;

- **A generously-sized, dedicated, sound-insulated space designed specifically for use by teens** during after-school and out-of-school time;

- **Substantially expanded and enhanced seating options for all ages** especially adults and seniors, with a portion dedicated to a quiet reading/study area;

- **Ample public access to digital technology** including 24 in-house public access desktop and laptop computers and opportunities for loaning laptop computers to library users for home/school use outside of the library.

RECOMMENDED PROGRAM
PROGRAMA RECOMENDADO

	Best Practices (range)	Current Belle Haven Library	Recommended Program
Projected Population Served	-	Approx. 6,700	12,000 - 18,000
Approximate Size of Collection (books, media, etc.)	-	13,600 items	14,865 items
Reader Seating			
Quiet Reader Seating Area	-	-	12 seats
General Seating (tables, desks, lounge seating)	-	64 seats	60 seats
Seating per 1,000 People	*4 - 10*	*9.6*	*4 - 6*
Study/Conference Rooms			
2-Seat Study Rooms	-	-	3 rooms
4-Seat Study Rooms	-	-	3 rooms
Conference Room	-	12 seat room*	10 seat room
Community Learning Center (used for homework help, computer labs, etc.)	-	-	24 seat room
Total Seats/Total Rooms	*24 - 48 seats* *3 - 6 rooms*	*12 seats* *1 room*	*52 seats* *8 rooms*
Teen Space	-	400 sf*	820 sf
Storytime Space (floor seating)	30 - 60+ seats	-	30 seats
Large Community Meeting Room	100 - 200+ seats	-	Dividable 110 seats
Public Internet Access Computers	-	15	24 (including 12 laptops)
Approximate Size of Building	-	Approx. 3,500 sf	**12,300 sf**
Square Feet per Capita	0.5 - 1.2	0.52	0.68-1.03

* The current Belle Haven Library conference room is also used as the teen space

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Approximate Size of Building	-	Approx. 3,500 sf	12,300 sf
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PUBLIC SPACES

ENTRY LOBBY
161 SF
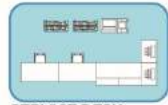
SERVICE DESK
275 SF

ADULT SERVICES
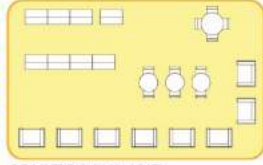
ADULT BOOKS AND MAGAZINES
722 SF

NEW MATERIALS AND MEDIA
54 SF
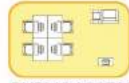
PUBLIC ACCESS COMPUTERS
160 SF
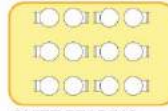
QUIET READING
300 SF

REFERENCE COLLECTION
12 SF

YOUTH SERVICES
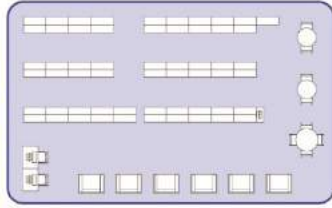
CHILDREN'S AREA
1168 SF
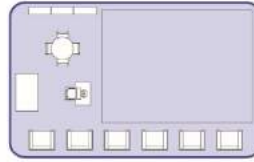
FAMILY SPACE
691 SF
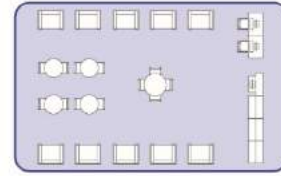
TEEN SPACE
820 SF

MEETING SPACES
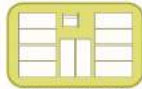
MEETING ROOM STORAGE
201 SF
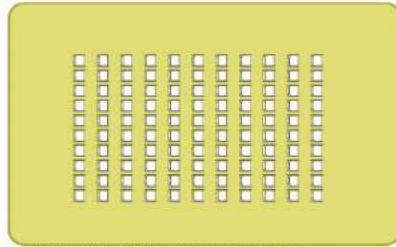
110 SEAT DIVIDABLE MEETING ROOM
1680 SF

GROUP STUDY/TUTORING ROOM
80 SF

GROUP STUDY/TUTORING ROOM
80 SF

GROUP STUDY/TUTORING ROOM
80 SF

GROUP STUDY/TUTORING ROOM
120 SF

GROUP STUDY/TUTORING ROOM
120 SF
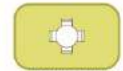
GROUP STUDY/TUTORING ROOM
120 SF
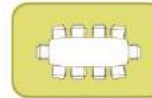
10 SEAT MEETING ROOM
250 SF
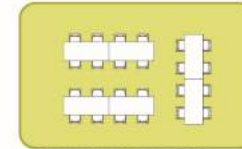
COMMUNITY LEARNING CENTER
600 SF

STAFF SPACES

BRANCH MANAGER OFFICE
100 SF

SERVER ROOM
87 SF
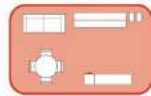
STAFF LOUNGE
222 SF
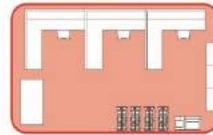
STAFF WORK AREA
469 SF

JANITORIAL CLOSET
35 SF

PROPOSED SERVICES

SERVICIOS PROPUESTOS

PUBLIC SPACES

ENTRY
LOBBY
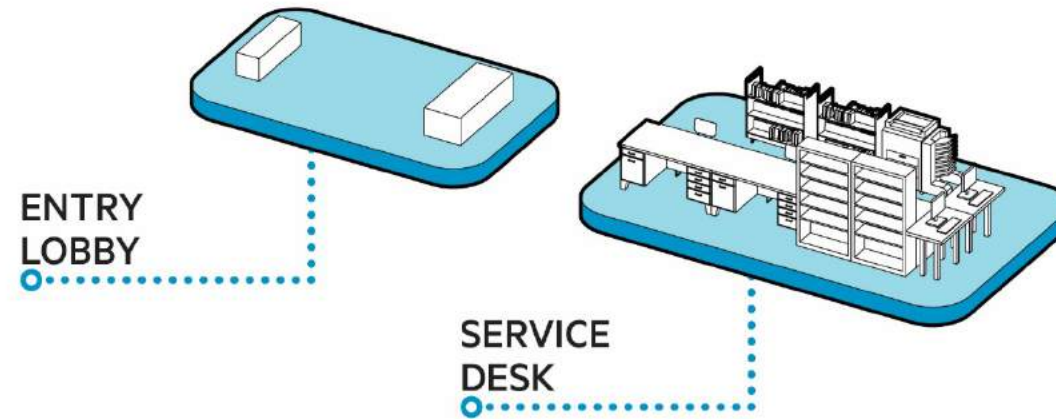
SERVICE
DESK

SANTA CLARA MISSION BRANCH LIBRARY

ADULT SERVICES

ADULT BOOKS & MAGAZINES

NEW MEDIA & MATERIALS

REFERENCE COLLECTION
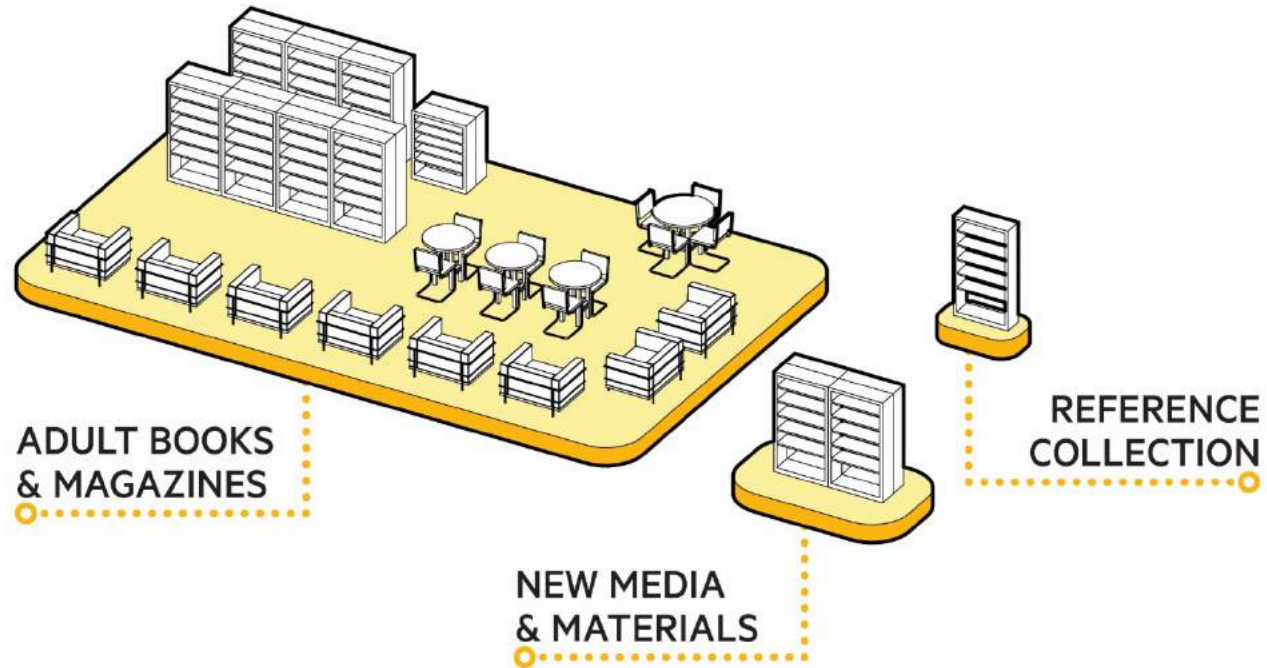
HALF MOON BAY LIBRARY

ADULT SERVICES

PUBLIC ACCESS
COMPUTERS

QUIET
READING
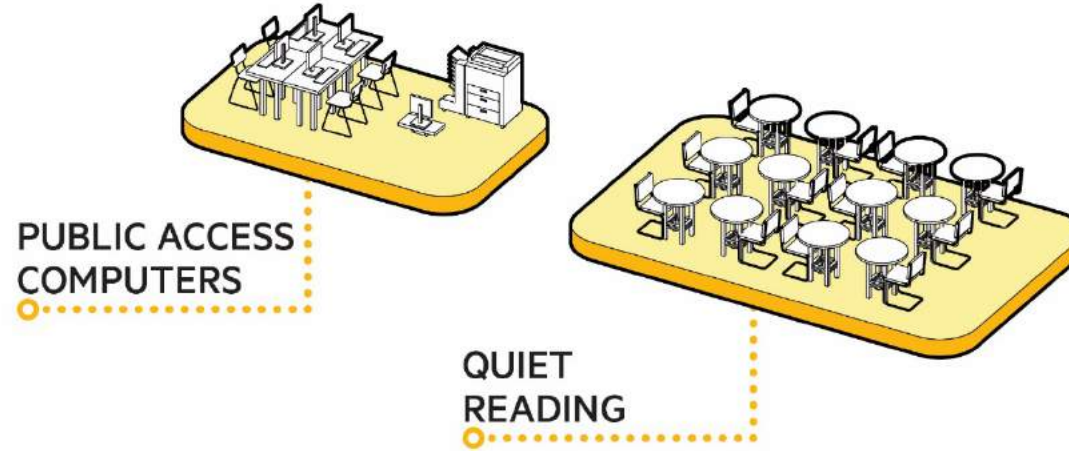
HALF MOON BAY LIBRARY

YOUTH SERVICES

CHILDREN'S
AREA
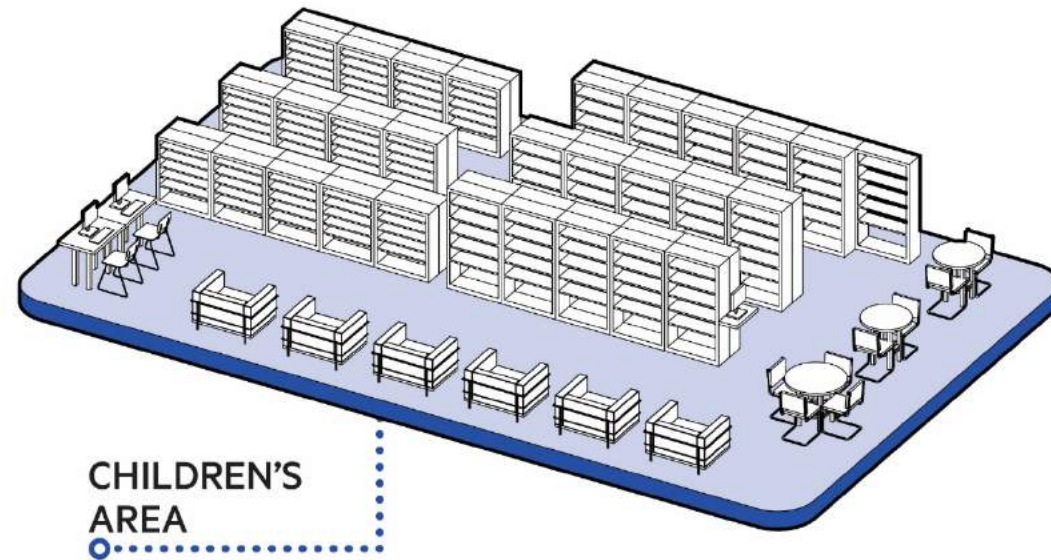
HALF MOON BAY LIBRARY

21st Century Libraries

YOUTH SERVICES

FAMILY
SPACE
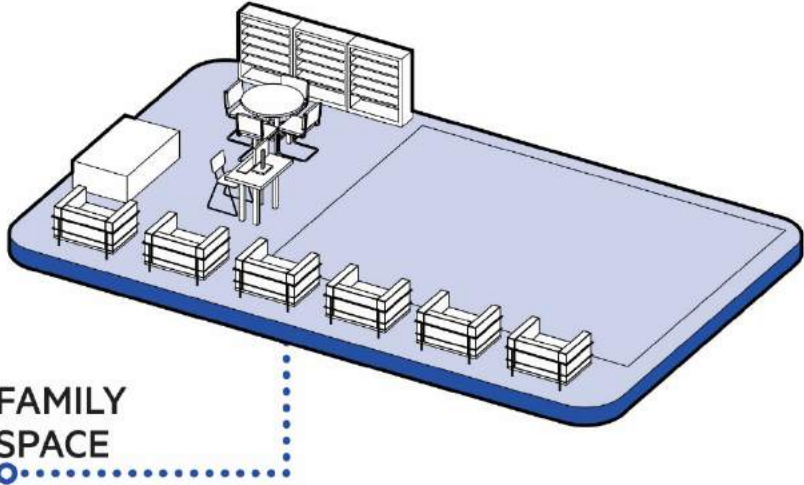
LOS GATOS LIBRARY

YOUTH SERVICES

TEEN
SPACE
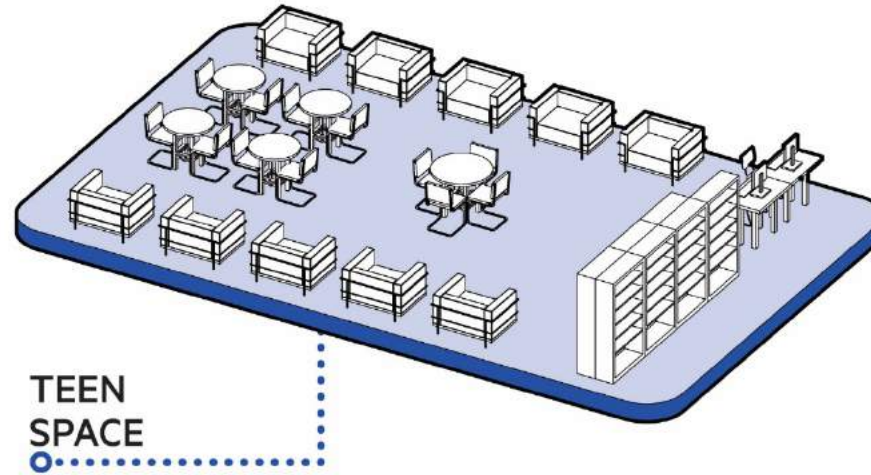
HALF MOON BAY LIBRARY
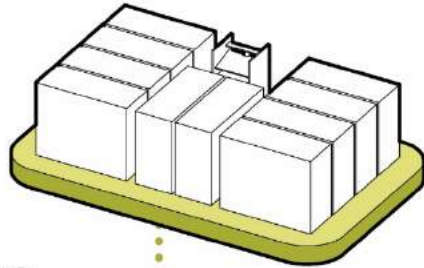
MEETING SPACES

MEETING
ROOM STOR.
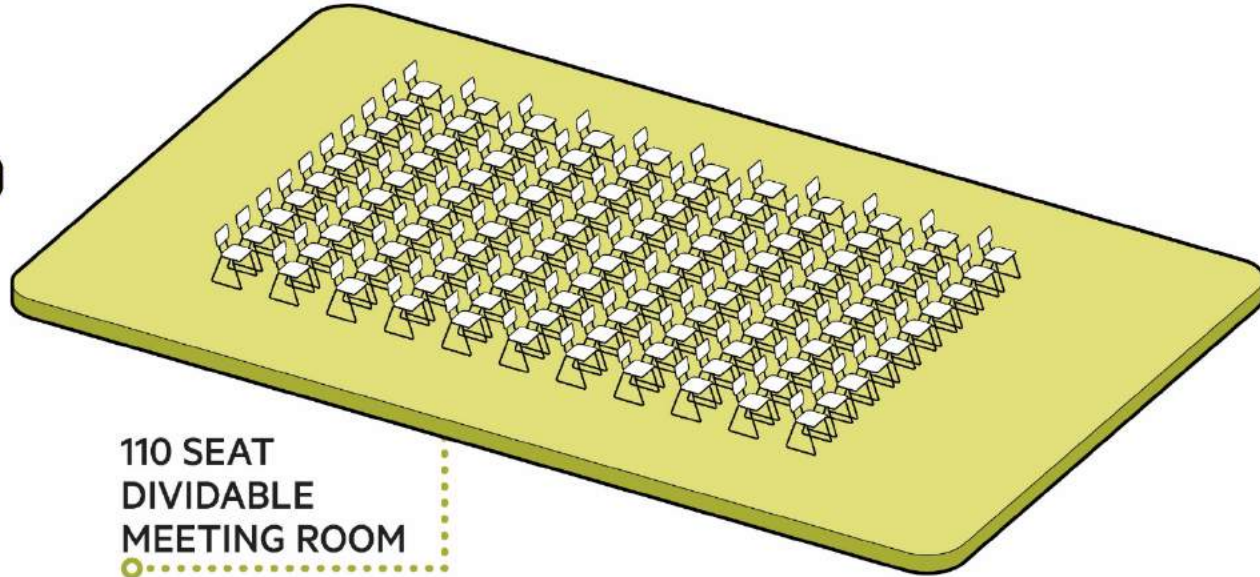
110 SEAT
DIVIDABLE
MEETING ROOM

HALF MOON BAY LIBRARY

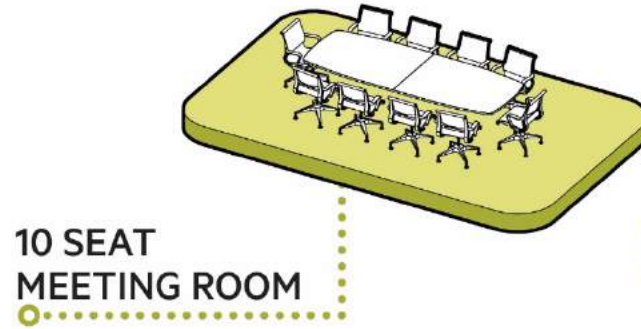# MEETING SPACES
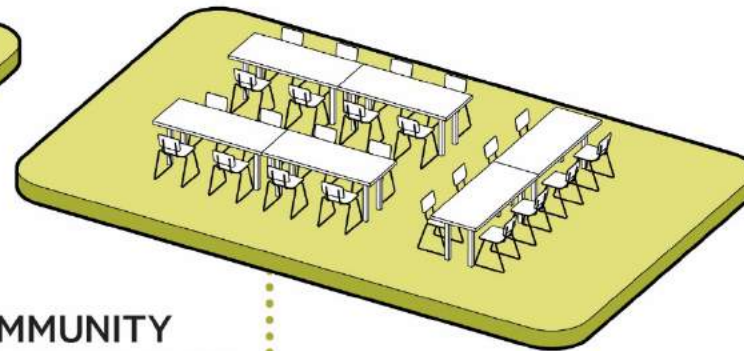

4 SEAT GROUP STUDY/TUTOR

2 SEAT GROUP STUDY/TUTOR
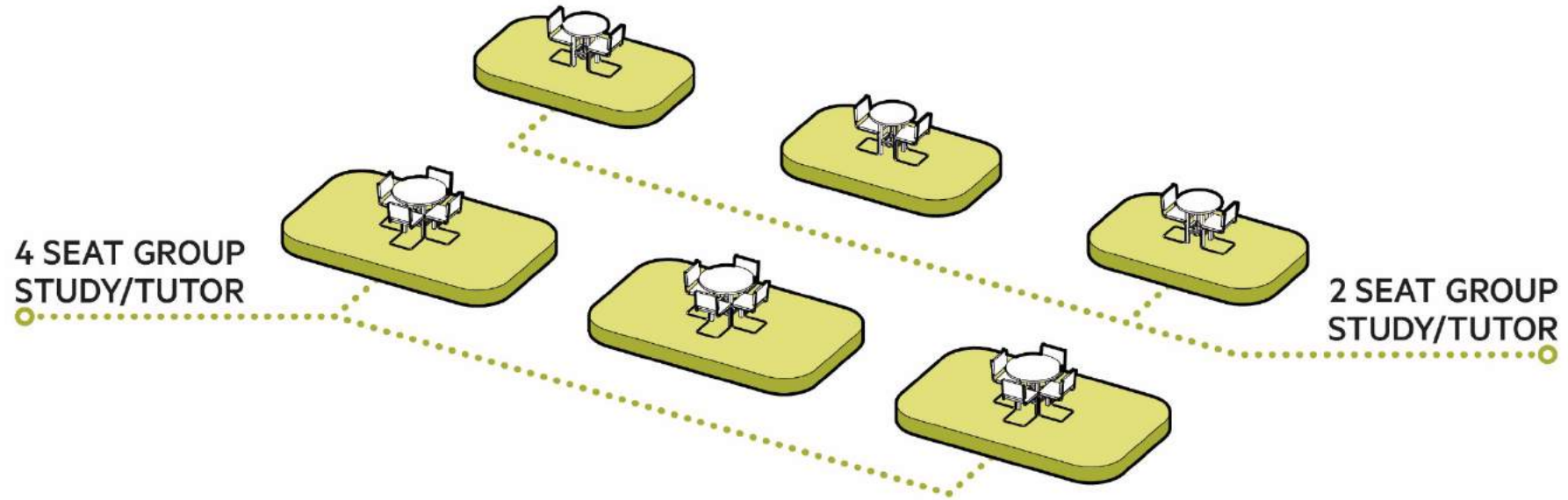
SANTA CLARA MISSION BRANCH LIBRARY

MEETING SPACES

10 SEAT
MEETING ROOM

COMMUNITY
LEARNING CENT.

SAN PABLO COMMUNITY CENTER

STAFF SPACES

SERVICE DESK

SERVER ROOM

STAFF LOUNGE

STAFF WORK AREA

JANITORIAL CLOSET
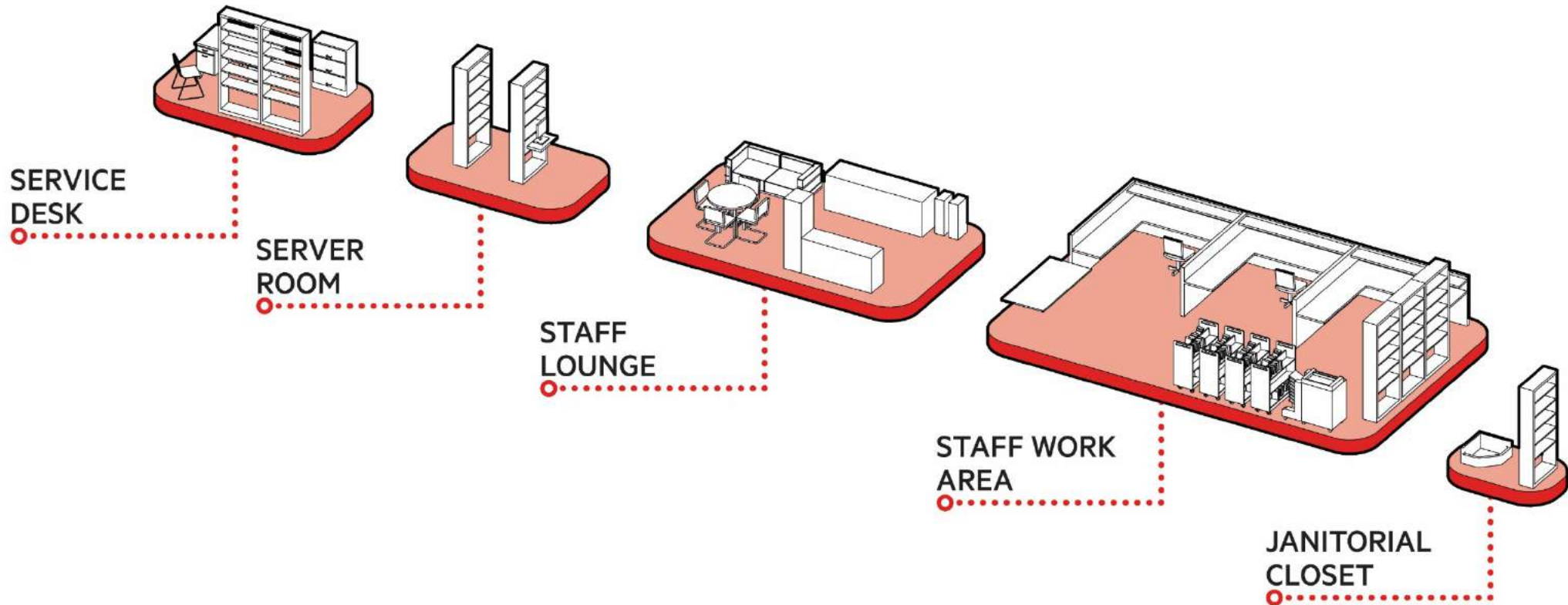
NEXT STEPS
LOS PRÓXIMOS PASOS

STAFF RECOMMENDATIONS

- Accept the Belle Haven branch library space needs study and recommended building program

- Direct staff to proceed to the Belle Haven library project's conceptual design phase

- Authorize staff to issue a request for proposals (RFP) for architectural conceptual design services
  - conceptual design and visual renderings of a potential new library facility
  - analysis of location options
  - formal construction cost analysis and estimation

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