



REGULAR MEETING AGENDA

Date: 8/11/2020

Time: 5:00 p.m.

Closed Session: Teleconference

Regular Meeting Location: [Joinwebinar.com](https://www.joinwebinar.com) – ID# 518-684-435

NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE

On March 19, 2020, the Governor ordered a statewide stay-at-home order calling on all individuals living in the State of California to stay at home or at their place of residence to slow the spread of the COVID-19 virus. Additionally, the Governor has temporarily suspended certain requirements of the Brown Act. For the duration of the shelter in place order, the following public meeting protocols will apply.

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- How to participate in the meeting
 - Submit a written comment online:
menlopark.org/publiccommentAugust11*
 - Record a comment or request a call-back when an agenda topic is under consideration:
Dial 650-474-5071*
 - Access the regular meeting real-time online at:
[joinwebinar.com](https://www.joinwebinar.com) – Regular Meeting ID 518-684-435
 - Access the regular meeting real-time via telephone (listen only mode) at:
(562) 247-8422
Regular Meeting ID 370-642-582 (# – no audio pin)
*Written and recorded public comments and call-back requests are accepted up to 1 hour before the meeting start time. Written and recorded messages are provided to the City Council at the appropriate time in their meeting. Recorded messages may be transcribed using a voice-to-text tool.
- Watch special meeting:
 - Cable television subscriber in Menlo Park, East Palo Alto, Atherton, and Palo Alto:
Channel 26
 - Online:
menlopark.org/streaming

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the webinar, please check the latest online edition of the posted agenda for updated information (menlopark.org/agenda).

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Closed Session (Teleconference)

A. Call To Order

B. Roll Call

C. Closed Session

Public Comment on these items will be taken before adjourning to Closed Session.

- C1. Closed session conference with real property negotiators pursuant to Government Code Section 54956.8.

Property: 700-800 El Camino Real, Menlo Park (APN: 071-333-200)

Agency Negotiating Parties: Heather Gould, City Manager Starla Jerome-Robinson, Deputy City Manager Justin Murphy, Public Works Director Nikki Nagaya, Senior Project Manager Morad Fakhrai

Negotiating Parties: Menlo Station Development Under negotiation: Price and terms of payment

Regular Meeting (Joinwebinar.com – ID# 518-684-435)

D. Call To Order

E. Roll Call

F. Report from Closed Session

G. Public Comment

Under "Public Comment," the public may address the City Council on any subject not listed on the agenda. Each speaker may address the City Council once under public comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The City Council cannot act on items not listed on the agenda and, therefore, the City Council cannot respond to non-agenda issues brought up under public comment other than to provide general information.

H. Presentations and Proclamations

- H1. Proclamation: Recognizing The 75th Anniversary of the Atomic Bombings of Hiroshima and Nagasaki, Japan and Menlo Park-Bizen Peace Week ([Attachment](#))

[Web form public comment received on item H1.](#)

- H2. Presentation: UC Berkeley on the housing inventory and local supply study from the Facebook Campus expansion project development agreement

I. Consent Calendar

- I1. Accept the City Council meeting minutes for June 23 and July 14, 2020 ([Attachment](#))

J. Regular Business – no staff presentations

- J1. Adopt Resolution No. 6578 authorizing the permanent installation of turn restrictions in the Willows neighborhood ([Staff Report #20-168-CC](#))
- J2. Approve the 2020-21 investment policy for the City and the former Community Development Agency of Menlo Park ([Staff Report #20-167-CC](#))
- J3. Update the City Council and public on COVID-19 health emergency and the City's response ([Attachment](#))

K. Regular Business

- K1. Approve Resolution No. 6577 to amend all City salary schedules adopted on or after December 11, 2016 to add City Councilmembers ([Staff Report #20-166-CC](#))
- K2. Adopt fiscal year 2020-21 City Council priorities and work plan ([Staff Report #20-169-CC](#))

L. Informational Items

- L1. City Council agenda topics: August 2020 to October 2020 ([Staff Report #20-165-CC](#))
- L2. Update on the Downtown street closure and temporary outdoor use permit pilot program ([Staff Report #20-170-CC](#))

[Web form public comment on L2.](#)

- L3. Update on Facebook campus expansion project development agreement requirement to prepare a housing inventory and local supply study ([Staff Report #20-171-CC](#))

M. City Manager's Report

N. City Councilmember Reports

O. Adjournment

At every regular meeting of the City Council, in addition to the public comment period where the public shall have the right to address the City Council on any matters of public interest not listed on the agenda, members of the public have the right to directly address the Council on any item listed on the agenda at a time designated by the chair, either before or during the City Council's consideration of the item.

At every special meeting of the City Council, members of the public have the right to directly address the City Council on any item listed on the agenda at a time designated by the chair, either before or during consideration of the item.

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

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

Any writing that is distributed to a majority of the City Council by any person in connection with an agenda item is a public record (subject to any exemption under the Public Records Act) and is available by request by emailing the city clerk at jaherren@menlopark.org. Persons with disabilities, who require auxiliary aids or services in attending or participating in City Council meetings, may call the City Clerk's Office at 650-330-6620.

Agendas are posted in accordance with Government Code Section 54954.2(a) or Section 54956. Members of the public can view electronic agendas and staff reports by accessing the City website at menlopark.org/agenda and can receive email notification of agenda and staff report postings by subscribing to the "Notify Me" service at menlopark.org/notifyme. Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 8/6/2020)

PROCLAMATION

RECOGNIZING THE 75TH ANNIVERSARY OF THE ATOMIC BOMBINGS OF HIROSHIMA AND NAGASAKI, JAPAN AND MENLO PARK-BIZEN PEACE WEEK

WHEREAS, the mornings of August 6 and August 9 in Japan in the year 2020 mark the 75th anniversary of the atomic bombings of Hiroshima and Nagasaki, respectively; and

WHEREAS, the end of World War II shortly after the bombings ushered in an era of continual peace between the United States of America and Japan; and

WHEREAS, in 1956 President Dwight D. Eisenhower with great foresight created organizations like Sister Cities International to carry out the mission of achieving peace through mutual respect, understanding, and cooperation between peoples around the world; and

WHEREAS, visible proof of this long lasting peaceful relationship between our two countries is present right here in our own city where we have enjoyed a wonderfully enriching cross-cultural relationship with our sister city, Bizen, since 2015; and

WHEREAS, the peaceful relationship between the United States of America and Japan is widespread in that there are over 455 sister city/state relationships that have been recorded between our two countries, including the groundbreaking relationship between Saint Paul, Minnesota and Nagasaki, Japan, which was the first postwar sister city relationship with the United States and an Asian city; and

WHEREAS, bell ringing has long played a role in the United States, representing peace, and in Japan, where New Year bell ringing marks a new era, and the United States and Japan together have ushered in a new perpetual era of peace.

NOW THEREFORE, BE IT PROCLAIMED that I, Cecilia Taylor, Mayor of the City of Menlo Park, on behalf of the City Council, hereby recognize the week of August 5 through August 12, 2020, as the "Menlo Park-Bizen Peace Week" and all people in both cities are urged to commemorate the occasion by participating in a bell ringing ceremony, either individually at home, virtually, or in some safe public area taking care to observe all public health orders and advisories.

DocuSigned by:

Cecilia Taylor

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Cecilia Taylor, Mayor
August 2020

Agenda item H1
Judy Adams, resident

I strongly support Mayor Taylor's initiative and council for the eloquent proclamation commemorating the 75th anniversary of Hiroshima and Nagasaki, and strengthening the peaceful connection with our Sister City, Bizen, Japan, especially this year as the pandemic has cut off the opportunity of our young people to visit the city.

Her proclamation is part of a series since Mayor Ohtaki on Aug 6, 2018, Hiroshima Day presented me with the proclamation joining Mayors for Peace; and Mayor Taylor's May 2020 proclamation recognizing and honoring the goals of "Back from the Brink" organization, both of which have the goal of a world free of nuclear weapons, and now her August proclamation for Peace Week.

All three proclamations address the need for global peaceful relations among nations, and in this last proclamation, ringing bells to usher in "a new perpetual era of peace," as Americans used to do on Armistice day, Nov. 11. Two of the proclamations specific state the resolve to "build a world free of nuclear weapons."

We hope residents extend Peace Week through the end of August by visiting the community art installation downtown, outside the Art Ventures gallery on Santa Cruz Ave), of more than 1000 paper cranes made by volunteers, which includes 350 peace cranes from the people of Ehime, Japan (participants received a gift of some of the 1" cranes from Japan). A gift of the paper peace cranes will be made from to the Consul-General of Japan at and the Cultural Center in San Francisco. For now the under 3 minute video of the display can be viewed online at <https://www.facebook.com/PPAWILPF>.

and in the future, on YouTube, Vimeo and other sites.

(spoken time under 3 minutes)



SPECIAL AND REGULAR MEETING MINUTES – DRAFT

Date: 6/23/2020

Time: 4:30 p.m.

Closed Session: Teleconference

Special Meeting Location: [Joinwebinar.com](https://www.joinwebinar.com) – ID# 933-154-779

NOVEL CORONAVIRUS, COVID-19, EMERGENCY ADVISORY NOTICE

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- How to participate in the meeting
 - Submit a written comment online:
menlopark.org/publiccommentJune23*
 - Record a comment or request a call-back when an agenda topic is under consideration:
Dial 650-474-5071*
 - Access the special meeting real-time online at:
[joinwebinar.com](https://www.joinwebinar.com) – Special Meeting ID 933-154-779
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Closed Session (Teleconference)

A. Call To Order

Mayor Taylor called the meeting to order at 4:35 p.m.

B. Roll Call

Present: Carlton, Combs, Nash, Mueller, Taylor
Absent: None
Staff: City Manager Starla Jerome-Robinson, Assistant City Manager Nick Pegueros, Interim City Attorney Cara Silver, Labor Negotiator Charles Sakai

C. Closed Session

C1. Closed session conference with labor negotiators pursuant to Government Code §54957.6 regarding labor negotiations with the American Federation of State, County, and Municipal Employees Local 829 (AFSCME) and Confidential employees; Service Employees International Union Local 521 (SEIU); Menlo Park Police Sergeants Association (PSA); Menlo Park Police Officers' Association (POA); and Unrepresented Management Attendees: City Manager Starla Jerome-Robinson, Assistant City Manager Nick Pegueros, Interim City Attorney Cara Silver, Labor Negotiator Charles Sakai.

No reportable actions.

C2. Public employment (Gov. Code section 54957.) City Attorney recruitment

No reportable actions.

Mayor Taylor adjourned to the special session.

Special Session ([Joinwebinar.com](https://www.joinwebinar.com) – ID# 933-154-779)

A. Call To Order

Mayor Taylor called the meeting to order at 5:26 p.m.

B. Roll Call

Present: Carlton, Combs, Nash, Mueller, Taylor
Absent: None
Staff: City Manager Starla Jerome-Robinson, Interim City Attorney Cara Silver, City Clerk Judi A. Herren

C. Public Comment

[Web form public comment received on item C \(Attachment\).](#)

- Leah Elkins spoke in support of the safe storage ordinance for firearms.
- Amy Baggott spoke in support of more diversity in the police department and investing in the community.
- Maya Sewald spoke in support of the Telephone Town Hall meeting.
- Zoe Sharkey spoke on concerns of the conduct at the June 18, 2020 City Council meeting.
- Dixie Blumshine spoke in support of the Black Lives Matter movement.

D. Consent Calendar

City Councilmember Nash pulled items D4. and D5.

Mayor Taylor pulled items D2.

City Councilmember Carlton pulled item D6.

- D1. Accept the City Council meeting minutes for April 21, 2020 ([Attachment](#))
- D2. Adopt Resolution No. 6562 calling and giving notice of holding a General Municipal Election for two City Council seats in districts 3 and 5, requesting that the City Council consolidate the election with the Presidential General Election to be held November 3, 2020, and contracting with the San Mateo County Chief Elections Officer and Assessor-County Clerk-Recorder for election services ([Staff Report #20-132-CC](#))

The City Council discussed the need for a sunshine ordinance.

- D3. Waive second reading and adopt Ordinance No. 1065 regulating the placement and appearance of newsracks within Menlo Park ([Staff Report #20-134-CC](#))
- D4. Authorize the city manager to execute a contract amendment with Hello Housing for the administration of below market rate housing programs and loan servicing not to exceed \$125,000 and extend the term of the agreement through December 31, 2020 ([Staff Report #20-135-CC](#))

The City Council received clarification on the contract terms.

- D5. Authorize the city manager to enter into a contract with LSA Associates, Inc., to prepare an environmental impact report for the proposed mixed-use project at 165 Jefferson Drive (Menlo Flats project) for the amount of \$169,140 and future augments as may be necessary to complete the environmental review for the proposed project ([Staff Report #20-136-CC](#))

The City Council discussed the process for environmental impact reports and the “call-up policy” for large and/or impactful projects. The City Council received clarification on the effects on the timeline from SB330 and public hearings.

ACTION: Motion and second (Nash/ Combs) to approve items D4. and D5., including the review of the final Environmental Impact Report to the City Council, passed unanimously.

- D6. Approve the revised transportation impact analysis guidelines incorporating the vehicle miles traveled thresholds previously adopted by the City Council ([Staff Report #20-139-CC](#))

The City Council discussed the handout received (Attachment)

ACTION: Motion and second (Carlton/ Combs) to approve the revised transportation impact analysis guidelines incorporating the vehicle miles traveled thresholds previously adopted by the City Council as provided in the handout, passed 3-2 (Nash and Taylor dissenting).

- D7. Review and confirm the need for continuing the local emergency ([Staff Report #20-140-CC](#))

ACTION: Motion and second (Carlton/ Combs) to approve the consent calendar excluding items D4., D5., and D6., passed unanimously.

The City Council adjourned to closed session regarding labor negotiations at 6 p.m.

The City Council reconvened to the special session at 7:31 p.m.

Report from Closed Session

No reportable actions.

E. Public Hearing

- E1. Adopt Resolution No. 6566 overruling protests, ordering the improvements, confirming the diagram and ordering the levy and collection of assessments for Landscaping Assessment District for fiscal year 2020-21 ([Staff Report #20-137-CC](#))

Senior Civil Engineer Theresa Avedian made the presentation (Attachment).

Mayor Taylor opened the public hearing.

Mayor Taylor closed the public hearing.

ACTION: Motion and second (Nash/ Combs) to adopt Resolution No. 6566 overruling protests, ordering the improvements, confirming the diagram and ordering the levy and collection of assessments for Landscaping Assessment District for fiscal year 2020-21, passed unanimously.

- E2. Adopt Resolution No. 6567 to collect the regulatory fee at the existing rates to implement the City's storm water management program for fiscal year 2020-21 ([Staff Report #20-138-CC](#))

Assistant Public Works Director Chris Lamm made the presentation.

Mayor Taylor opened the public hearing.

Mayor Taylor closed the public hearing.

ACTION: Motion and second (Nash/ Combs) to adopt Resolution No. 6567 to collect the regulatory fee at the existing rates to implement the City’s storm water management program for fiscal year 2020-21, passed unanimously.

- E3. Adopt Resolution No. 6565 to abandon public right-of-way and public utility easements adjacent to and within 100-110 Terminal Avenue ([Staff Report #20-133-CC](#))

Senior Civil Engineer Theresa Avedian made the presentation (Attachment).

Mayor Taylor opened the public hearing.

Mayor Taylor closed the public hearing.

ACTION: Motion and second (Carlton/ Nash) to adopt Resolution No. 6565 to abandon public right-of-way and public utility easements adjacent to and within 100-110 Terminal Avenue, passed unanimously.

F. Regular Business

- F1. Update the City Council and public on COVID-19 health emergency and the City’s response ([Attachment](#))

City Manager Starla Jerome-Robinson introduced the item.

The City Council discussed field closures and the closure of Santa Cruz Avenue. The City Council received clarification on City services as well as how neighboring jurisdictions are handling street closures.

- F2. Approve resolutions: adopting the fiscal year 2020–21 budget and appropriating funds; establishing the appropriations limit for fiscal year 2020–21; establishing a consecutive temporary tax percentage reduction in the utility users’ tax rates through September 30, 2021; amending the salary schedule effective July 21, 2019; and establishing citywide salary schedule effective July 5, 2020 ([Staff Report #20-141-CC](#))

City Manager Starla Jerome-Robinson introduced the item.

Assistant Administrative Services Director Dan Jacobson made the presentation (Attachment).

- Lynn Bramlett had questions on cost-of-living increases, bid award transparency, and special revenue funds. Bramlett spoke in support of reducing management.
- Julie Shanson spoke in support of reinstating Onetta Harris Community Center employees.
- Caitlyn Marianacci spoke in support of decreasing the police department budget and funding the community services.
- Pamela Jones spoke in support of funding staff that provide services to the community.
- Adina Levin spoke in support of reinstating Onetta Harris Community Center employees and decreasing the police department budget.
- Kevin Gallagher spoke in support of decreasing the police department budget.
- Alexander Kats (Attachment).

The City Council discussed the use of reserves to balance the budget. The City Council received clarification on the number of full-time equivalent employee layoffs.

ACTION: Motion and second (Mueller/ Combs) to allocate \$1 million from reserves to a contingency line item under the general fund for needs as they come up related to social justice, equity, land use and planning, environmental climate action plan, issues related to the police department and other potential expenses not included in this budget, failed 2-3 (Carlton, Nash, and Taylor dissenting).

The City Council received clarification on the ordinance language related to Resolution No. 6570.

ACTION: Motion and second (Mueller/ Carlton) to rescind mobile command station purchase, passed unanimously.

The City Council took a break at 10:16 p.m.

The City Council reconvened at 10:23 p.m.

The City Council had consensus around drafting a letter for the Mayor's signature to San Mateo County regarding a teacher training component in conjunction with City run childcare facilities.

ACTION: By acclamation, the City Council directed staff to draft a letter for the Mayor's signature to San Mateo County regarding a teacher training component in conjunction with City run childcare facilities.

The City Council received clarification on award authority, bid requirements, and the process to amend the budget in the future.

ACTION: Motion and second (Combs/ Carlton) to approve Resolutions Nos. 6568, 6569, 6570, 6571, and 6572: adopting the fiscal year 2020–21 budget and appropriating funds; establishing the appropriations limit for fiscal year 2020–21; establishing a consecutive temporary tax percentage reduction in the utility users' tax rates through September 30, 2021; amending the salary schedule effective July 21, 2019; and establishing citywide salary schedule effective July 5, 2020, passed unanimously.

Items F3. and F4. were combined.

F3. Ratify side letter of agreement between the City and American Federation of State, County, and Municipal Employees Local 829 to defer agreed upon across the board salary adjustments scheduled for July 2020 ([Staff Report #20-123-CC](#))

F4. Ratify side letter of agreement between the City and Service Employees International Union Local 521 to defer agreed upon across the board salary adjustments scheduled for July 2020 ([Staff Report #20-124-CC](#))

Assistant City Manager Nick Pegueros made the presentation for items F3. and F4.

- Henry Riggs requested clarification on compliance of Measure L and the side letters and deferring an increase on the management level.

ACTION: By acclamation, the City Council extended the meeting past 11 p.m.

The City Council received clarification on the agreements, pension liability, and outside counsel costs.

ACTION: Motion and second (Mueller/ Carlton) to accept items F3. and F4., passed unanimously.

G. Informational Items

G1. City Council agenda topics: July 2020 to August 2020 ([Staff Report #20-129-CC](#))

H. City Manager's Report

None.

I. City Councilmember Reports

Mayor Taylor reported on expanding police reporting, revisiting the City model, and reduction of management staff.

City Councilmember Nash reported on addressing public safety and reforms.

J. Adjournment

Mayor Taylor adjourned the meeting at 11:17 p.m.

Judi A. Herren, City Clerk



SPECIAL AND REGULAR MEETING MINUTES – DRAFT

Date: 7/14/2020

Time: 5:00 p.m.

Regular and Special Meeting Location: Joinwebinar.com – ID# 303-493-835

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menlopark.org/publiccommentJuly14*
 - Record a comment or request a call-back when an agenda topic is under consideration:
Dial 650-474-5071*
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Special Session ([Joinwebinar.com](https://www.joinwebinar.com) – ID# 303-493-835)

A. Call To Order

Mayor Taylor called the meeting to order at 5:07 p.m.

B. Roll Call

Present: Carlton, Combs, Nash, Mueller, Taylor

Absent: None

Staff: City Manager Starla Jerome-Robinson, Interim City Attorney Cara Silver, City Clerk Judi A. Herren

C. Public Comment

[Web form public comment for item C. \(Attachment\)](#).

None.

D. Study Session

The City Council continued item D1. to the July 16, 2020 City Council meeting.

~~D1. Provide direction to select Transportation Management Association models for further study
([Staff Report #20-148-CC](#)) – moved to July 16, 2020.~~

E. Consent Calendar

City Councilmember Carlton pulled items E4., E5., and E7.

City Councilmember Nash pulled items E2. and E6.

Mayor Taylor pulled item E3.

E1. Accept the City Council meeting minutes for May 22, 26, and 28, 2020 ([Attachment](#))

ACTION: Motion and second (Nash/ Carlton) to accept the City Council meeting minutes for May 22, 26, and 28, 2020, passed unanimously.

E2. Adopt Resolution No. 6573 notifying Peninsula Library System Joint Powers Authority of City of Menlo Park's intent to withdraw effective July 1, 2021 ([Staff Report #20-145-CC](#))

The City Council received clarification on the advantages and disadvantages of withdrawing from the Peninsula Library System. The City Council had consensus for City Councilmember Mueller to discuss the withdrawal with other elected officials serving on the Joint Powers Authority. Interim City Attorney Cara Silver clarified that the Joint Powers Authority governing board is comprised of library

directors and not elected officials.

ACTION: Motion and second (Carlton/ Combs) to adopt Resolution No. 6573 notifying Peninsula Library System Joint Powers Authority of City of Menlo Park's intent to withdraw effective July 1, 2021 and ask City Councilmember Mueller to discuss the withdrawal with other elected officials, passed 3-2 (Mueller and Nash dissenting).

- E3. Adopt Resolution No. 6564 submitting to the voters a ballot measure authorizing amendment of the City's transient occupancy tax to allow the collection of an additional one percent pursuant to the 2016 Facebook campus expansion development agreement ([Staff Report #20-143-CC](#))

The City Council received clarification on the 2020 and 2022 election timelines and costs and the guaranteed amount in the development agreement.

ACTION: Motion and second (Carlton/ Nash) to postpone this item until 2022 in time for consideration for the 2022 election, passed 4-1 (Combs dissenting).

- E4. Approve Resolution No. 6574 to re-authorize a \$5,000 minimum penalty for heritage tree violations until a new penalty schedule is adopted ([Staff Report #20-146-CC](#))

City Councilmember Mueller was recused and exited the meeting at 6:06 p.m.

The City Council received clarification on the past and best practices for levying penalties.

ACTION: Motion and second (Carlton/ Combs) approve Resolution No. 6574 with updated language including carrying over current penalties and a not to exceed amount of \$5,000, passed 3-1-1 (Nash dissenting and Mueller recused).

City Councilmember Mueller rejoined the meeting at 6:21 p.m.

- E5. Authorize the Mayor to sign a letter of support for CARES funding for Caltrain ([Staff Report #20-147-CC](#))

The City Council received clarification on CARES funding.

ACTION: Motion and second (Nash/ Carlton) to authorize the Mayor to sign a letter of support for CARES funding for Caltrain, passed unanimously.

- E6. Award a construction contract to EPS, Inc. dba Express Plumbing for the hydration station project ([Staff Report #20-144-CC](#))

The City Council received clarification between the traditional fountain and hydration station maintenance, funding and contract changes.

ACTION: Motion and second (Combs/ Mueller) to award a construction contract to EPS, Inc. dba Express Plumbing for the hydration station project included in base bid and Alternate B, passed 4-1 (Nash dissenting).

- E7. Approve waiver of late penalties for transient occupancy tax collected between January 1, 2020 and June 30, 2020, if remitted by October 31, 2020 and receipts are reported to the City monthly ([Staff Report #20-149-CC](#))

The City Council received clarification on the communication and engagement with the hotel operators.

ACTION: Motion and second (Combs/ Carlton) to approve waiver of late penalties for transient occupancy tax collected between January 1, 2020 and June 30, 2020, if remitted by October 31, 2020 and receipts are reported to the City monthly, passed 4-1 (Nash dissenting).

The City Council took a break at 6:44 p.m.

The City Council reconvened at 7:09 p.m.

F. Regular Business

- F1. Receive and file the Environmental Quality Commission's 2030 climate action plan and adopt Resolution No. 6575 to adopt the climate action plan as amended with staff's implementation strategy ([Staff Report #20-152-CC](#))

[Web form public comment for item F1 \(Attachment\).](#)

Sustainability Manager Rebecca Lucky introduced the item.

Environmental Quality Commissioners (EQC) Ryann Price and Josie Gaillard made the presentation ([Attachment](#)).

- Adina Levin spoke in support of the climate action plan.
- Jen Wolosin spoke in support of the climate action plan.
- Dashiell Leads spoke in support of the climate action plan.
- Janelle London spoke in support of the climate action plan.
- Scott Marshall spoke in support of the climate action plan.
- Karen Grove spoke in support of the climate action plan.
- Bruce Naegel spoke in support of the climate action plan.
- Kevin Gallagher spoke in support of the climate action plan.
- Norma R. spoke in support of the climate action plan.

The City Council discussed working with stakeholders and the community. The City Council received clarification on pending litigation on other cities REACH Codes. The City Council had consensus around updating the language regarding "exploring conversion of 95 percent" as opposed to 100 percent electric conversion by 2030.

ACTION: Motion and second (Combs/ Nash) to adopt Resolution No. 6575 to adopt the 2030 Climate Action Plan as amended with staff's implementation strategy that would initiate work this year on three of the six actions which are No. 1 (existing building electrification), No. 3 (electric vehicle infrastructure), and No. 5 (greenhouse gas free municipal operations); and update action No. 1 to reflect exploring options to

convert 95% of existing buildings to electric by 2030; and for Environmental Quality Commission to prepare advice in partnership with staff on how to accomplish the remaining three actions (No. 2, 4, and 6) this year (Attachment).

- F2. Add institutionalized bias reform as a top priority for City staff in 2020-21 and provide input to staff on how to address police ([Staff Report #20-150-CC](#))

[Web form public comment for item F2. \(Attachment\).](#)

Assistant City Manager Nick Pegueros introduced the item.

- Lynn Bramlett spoke on concerns with the process as presented and offered suggestions.
- Adina Levin spoke in support of training and partnerships.
- Karen Grove spoke in support of police department reforms.
- Pamela Jones suggested the reports be prepared by experts.
- Norma R. spoke in support of reallocating the police beat 4 to other services within the City.
- Edwin Magana-Lopez spoke on concerns of a Menlo Park police officer.
- Kevin Gallagher commented that “racism” should be included in the agenda title and supported police funding reallocated to other City services.
- Aram James spoke on concerns regarding the interim and standing police chief recruitment.

The City Council discussed the Senate Bill’s addressed in the staff report. The City Council provided direction to the city manager on the police chief recruitment process and directed staff to return on August 11 with more information on the institutional bias project.

The City Council continued items F2. and G1. to the July 16, 2020 City Council meeting.

G. Informational Items

- G1. City Council agenda topics: July 2020 to September 2020 ([Staff Report #20-142-CC](#))

City Manager's Report

None.

H. City Councilmember Reports

None.

I. Adjournment

Mayor Taylor adjourned the meeting at 10:52 p.m.

Judi A. Herren, City Clerk



STAFF REPORT

City Council

Meeting Date:

8/11/2020

Staff Report Number:

20-168-CC

Regular Business:

Adopt Resolution No. 6578 authorizing the permanent installation of turn restrictions in the Willows neighborhood

Recommendation

Staff recommends that the City Council adopt Resolution No. 6578 (Attachment A) authorizing the permanent installation of the turn restrictions installed in the Willows neighborhood in 2017. The turn restrictions, shown on the map in Attachment B, included:

- No right turns from Chester Street, Durham Street and O'Keefe Street to Willow Road, 3 p.m. – 7 p.m. on weekdays (except Sam Trans, school buses and bicycles)
- No left turn from Woodland Avenue to Baywood Avenue, 3 p.m. – 7 p.m. weekdays

Policy Issues

This project is consistent with the City's circulation element (CIRC-2.5,) adopted in 2016, which includes goals of promoting safe, multimodal streets, and minimizing cut-through and high-speed traffic that diminishes the quality of life in Menlo Park's residential neighborhoods.

Background

In 2017, Caltrans began construction on a reconfiguration of the U.S. 101/Willow Road interchange in Menlo Park in addition to other construction projects along the U.S. 101 corridor.

On December 5, 2017, staff prepared a report (Attachment C) to City Council giving an update on the U.S. 101/Willow Road interchange construction and the impacts it was having on the neighborhood. At that time, the City Council approved a resolution authorizing staff to implement vehicle turn restrictions at four intersections during the afternoon peak hours, on a trial base, to discourage cut-through traffic in the Willows neighborhood. The City Council also directed staff to return with a final recommendation after construction is completed and the effectiveness of the turn restrictions is evaluated. The U.S. 101/Willow Road interchange was completed in August 2019. This staff report gives an update on the effectiveness the turn restrictions have had on discouraging cut-through traffic in the Willows neighborhood.

Analysis

In September 2019, staff hired Parisi Transportation Consulting (Parisi) to conduct an analysis and evaluate the effectiveness of the temporary turn restrictions installed in the Willows neighborhood.

As part of this exercise, Parisi compared traffic volume and turning movement count data in key areas of the Willows neighborhood and administered a public survey to gauge public opinion on the vehicle turn restrictions. The following is a summary of their report. Their complete report, including comments from the

public survey, is included as Attachment D.

Summary of traffic volume changes and data collection

Based on the data collected before and after the implementation of the turn restrictions, the turn restrictions have reduced the numbers of vehicles in the evening peak time period driving through the Willows neighborhood en route to Willow Road.

Data from the 2017 and 2019 intersection turn movement counts indicate that prior to the implementation of the turn restrictions, more than 200 vehicles turned right from Durham Street onto Willow Road during the evening peak hour. This single movement in the evening peak period accounted for approximately 16 percent of total daily volume on Durham Street between Willow Road and Laurel Avenue. After the turn restrictions were put in place, fewer than 20 drivers were observed making this movement during the evening peak hour, suggesting a compliance rate of over 90 percent.

Total daily traffic volumes in the northbound direction toward Willow Road decreased between 2017 and 2019 on Chester and Durham Streets with a corresponding increase of daily traffic volumes in the southbound direction. However, daily northbound and southbound volumes on O'Keefe Street increased. By comparison, Gilbert Avenue, which does not currently have right-turn turn restrictions and which runs parallel to the three streets that do, experienced an increase of 23 vehicles (66 percent increase to 58 vehicles in 2019) in the numbers of vehicles in the PM peak hour turning right onto Willow Road. This increase represents approximately 12 percent of the 201 vehicles that no longer make this PM peak hour movement from Durham Street to Willow Road between 2017 and 2019.

There is not enough data to conclusively indicate whether the left turn restriction from Woodland Avenue to Baywood Avenue reduced the number of vehicles traveling through the Willows neighborhood or if the reductions were due to traffic pattern adjustments following completion of construction of the U.S. 101/Willow Road interchange. However, data suggests that the turn restrictions may have been effective in reducing vehicle volumes in the Willows neighborhood from Willow Road. Prior to the turn restrictions being installed, about 330 vehicles turned right from Willow Road onto Middlefield Road during the PM peak hour. After the turn restrictions were installed, about 200 vehicles were observed making this movement during the PM peak hour. Additionally, the numbers of vehicles turning right from Willow Road on to Durham Street and Gilbert Avenue are relatively small. This overall decrease in traffic is likely due to a combination of the turn restrictions, completing construction of the interchange, diversion of traffic to other routes, and the installation of traffic calming devices and speed humps on Marmona Drive, McKendry Drive and Blackburn Avenue in 2018.

Summary of public survey

An online survey was conducted between January 17 and February 3, 2020 to gauge public opinion on the turn restrictions. Postcards advertising the survey were mailed to residents in the neighborhood including areas of East Palo Alto between the Menlo Park city limits and Manhattan Avenue. Notifications were posted to social media platforms, including NextDoor, Twitter and Facebook. A total of 417 responses were received. Nearly all the respondents stated that they lived in the neighborhood (96 percent), and in the 94025 ZIP code (93 percent.) Approximately 80 percent of respondents expressed positive feedback to the turn restrictions and 73 percent want them to remain permanently.

A summary of public responses to key survey questions are presented below in Table 1.

Table 1: Public responses to key survey questions	
Key survey questions	Public responses
Are you aware of the turn restrictions that were installed in December 2017?	All but one (>99%) of the respondents stated they were aware of the turn restrictions.
Did you change your typical traveling patterns as a result of the turn restrictions?	About two-thirds (64%) of respondents stated that they had changed their typical traveling patterns as a result of the turn restrictions, while about one-third (34%) stated that they had not.
Prior to the installation of the turn restrictions, you thought cut-through traffic in the Willows neighborhood was: [A serious problem] [A moderate problem] [A minor problem] [Not a problem].	A strong majority (88%) of respondents stated they thought cut-through traffic in the Willows Neighborhood was a “Serious Problem” (76%) or “Moderate Problem” (13%) prior to the installation of the turn restrictions.
I think the turn restrictions have resulted in a [very/somewhat] [neutral] [positive/negative] impact on the neighborhood.	A strong majority (81%) stated they thought the turn restrictions had resulted in a “Very Positive” (63%) or “Somewhat Positive” (18%) impact on the neighborhood.
I think the turn restrictions provide [significantly/slightly] [about the same amount of] [more/less] benefits than drawbacks for vehicle circulation.	A strong majority (79%) stated they thought the turn restrictions provide “Significantly More” (66%) or “Slightly More” (13%) benefits than drawbacks for vehicle circulation.
Do you think the turn restrictions should remain in place permanently?	A strong majority (73%) stated that they thought the turn restrictions should remain in place permanently.
“Please describe how the turn restrictions changed your typical traveling patterns or provide any other thoughts you have on the turn restrictions.”	<p>A total of 326 respondents provided written responses to this open-ended question. The main themes from responses to this question were:</p> <ul style="list-style-type: none"> • The turn restrictions have improved quality of life for neighborhood residents, reduced perceived cut-through traffic, and improved safety for people walking and biking. • Turn restrictions have increased individual daily travel times to and from Highway 101 for some respondents. Of these responses, roughly half reported that the inconvenience is a worthy trade-off for the reduced traffic volumes in the neighborhood. The remaining responses indicated that the added time and inconvenience is frustrating for them. • The turn restrictions are not adequately enforced by Menlo Park Police. • Exemptions should be made from the turn restrictions for neighborhood residents and/or bicyclists. • The intersection of Woodland Avenue and Blackburn Avenue has poor visibility. There is an existing 15 MPH advisory speed sign southbound, but not northbound. • It’s likely that a higher volume of vehicles now turn left from Woodland Avenue to Blackburn Avenue during the PM peak hour. • Intersections on Willow Road are frequently blocked.

Complete Streets Commission

On July 8, staff brought this item before the Complete Streets Commission for their review and recommendations. Approximately 12 residents spoke at the virtual meeting, 10 were in favor of keeping the restrictions in permanently, while one spoke against it and another spoke about how the restrictions have increased their time to exit the neighborhood and questioned whether the restrictions were still needed. Most noted that although the restrictions have made it more inconvenient to get out of the neighborhood, the trade-off for the reduced traffic was worth it.

A request to exempt bicycles from the turn restrictions was discussed by the Complete Streets Commissioners. Staff estimates the cost to remove and replace the existing “except buses” signs with updated, custom signs to be approximately \$3,000. The Complete Streets Commission voted unanimously to recommend that City Council make the turn restrictions permanent with the addition of the bicycle exemption. No bicyclists were cited for a right-turn violation throughout the duration of the trial installation.

Conclusion

After the evaluation of vehicle volume changes throughout the Willows neighborhood, the results of the public opinion survey and the Complete Streets Commission’s recommendation to the City Council, staff recommends that the City Council adopt a resolution authorizing the permanent installation of the turn restrictions installed in the Willows neighborhood in 2017. The turn restrictions, shown on the map in Attachment B, included:

- No right turns from Chester Street, Durham Street and O’Keefe Street to Willow Road, 3 p.m. – 7 p.m. on weekdays (except Sam Trans, school buses and bicycles)
- No left turn from Woodland Avenue to Baywood Avenue, 3 p.m. – 7 p.m. weekdays

Given the effectiveness of the turn restrictions and the fact that the “no thru traffic” signs are not enforceable; staff recommends removing the temporary “no thru traffic” signs mounted on A-frame signs.

Impact on City Resources

Measure A funds to furnish and install the additional signs (\$3,000) are available in the adopted fiscal year 2020-21 operating budget for the signing and striping program.

Environmental Review

Environmental clearance for the Willow Road-US 101 Interchange project was obtained by Caltrans November 25, 2013. The proposed recommendations were initially approved as modifications to the existing roadway network for safety for use during construction and were categorically exempt (section 15301(f)) under the California Environmental Quality Act (CEQA.)

Since construction has now been completed, the permanent installation of turn restriction signs is categorically exempt under Class 1 (Existing Conditions) and Class 4 (Minor Modifications) of the current State of California Environmental Quality Act Guidelines.

Public Notice

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

Additional notification to the community was achieved by sending more than 2000 postcards to all residents within the area bounded by Willow Rd, Middlefield Rd, Woodland Avenue, Manhattan Avenue and US-101, which includes both Menlo Park and East Palo Alto.

Attachments

- A. Resolution No. 6578
- B. Map of the turn restrictions
- C. Hyperlink – December 5, 2017 staff report: menlopark.org/DocumentCenter/View/16113/H1---Willow101?bidId
- D. Memorandum evaluating temporary turn restrictions

Report prepared by:
Richard F. Angulo, Assistant Engineer

Report reviewed by:
Kristiann Choy, Acting Transportation Manager

RESOLUTION NO. 6578

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK
AUTHORIZING THE INSTALLATION OF TURN RESTRICTIONS IN THE
WILLOWS NEIGHBORHOOD**

WHEREAS, regional commute traffic accessing the Dumbarton Bridge (State Route 84) has resulted in significant cut-through traffic concerns in Menlo Park neighborhoods; and,

WHEREAS, the California Department of Transportation (Caltrans) began construction of the US 101/Willow Road interchange in May 2017; and,

WHEREAS, construction modifications at the US 101/Willow Road interchange had exacerbated these cut-through traffic concerns; and,

WHEREAS, the Willows neighborhood requested the City Council install immediate modifications to alleviate the traffic concerns; and,

WHEREAS, the City Council adopted a resolution to temporarily install turning restrictions in the Willows neighborhood in December 2017; and,

WHEREAS, the California Department of Transportation (Caltrans) completed construction of the US 101/Willow Road interchange in August 2019; and,

WHEREAS, the City completed an evaluation of the temporary turn restrictions in late 2019 and early 2020 and found the majority of neighborhood residents supported retaining them and they were effective in reducing cut-through traffic in the neighborhood; and,

WHEREAS, at its July 2020 meeting the Complete Streets Commission recommended unanimously the City Council make the temporary turning restrictions in the Willows neighborhood permanent; and,

WHEREAS, the City of Menlo Park, acting by and through its City Council, having considered and been fully advised in the matter and good cause appearing therefore.

NOW, THEREFORE, BE IT RESOLVED, the City Council of Menlo Park does hereby authorize the permanent installation of the following traffic signs at the locations identified below:

1. No right turns from Chester Street, Durham Street and O'Keefe Street to Willow Road, 3-7 p.m. on weekdays (except Sam Trans, school buses and bicycles)
2. No left turn from Woodland Avenue to Baywood Avenue, 3-7 p.m. weekdays

I, Judi A. Herren, City Clerk of Menlo Park, do hereby certify that the above and foregoing City Council Resolution was duly and regularly passed and adopted at a meeting by said City Council on the eleventh day of August, 2020, by the following votes:

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AYES:

NOES:

ABSENT:

ABSTAIN:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this eleventh day of August, 2020.

Judi A. Herren, City Clerk

Turn Restrictions in the Willows Neighborhood

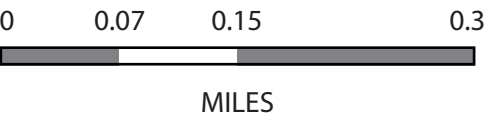


No right turns from Chester Street, Durham Street and O'Keefe Street to Willow Road, 3-7 p.m. Weekdays (except Sam Trans and school buses)

No left turns from Woodland Avenue to Baywood Avenue, 3-7 p.m. Weekdays

LEGEND

- No Right Turn
- No Left Turn
- Schools
- Parks
- Commercial Area
- Veterans Hospital
- City Limits



Memo

To: Rich Angulo and Kevin Chen, City of Menlo Park
From: Josh Handel and Patrick Golier, Parisi Transportation Consulting
Date: February 26, 2020
Subject: Menlo Park Willows Neighborhood – Recommendations on Permanency of Four Turning Restrictions

The purpose of this memo is to evaluate the effectiveness of four vehicle turning restrictions that were installed at intersections in the Willows neighborhood in Menlo Park in late 2017, and to provide a recommendation as to whether those turn restrictions should remain in place permanently or be removed.

As part of this exercise Parisi Transportation Consulting (Parisi) compared traffic volume and turning movement count data in the Willows neighborhood collected in February, March, as well as in April of 2017, and March and April of 2019, and administered a public survey to gauge opinion on the vehicle turn restrictions.

Maps and tables that summarize the 2017 and 2019 traffic volume data and the survey data are provided in the Appendix.

EXECUTIVE SUMMARY

Vehicle volumes throughout the Willows neighborhood and the results of a public opinion survey were evaluated to determine the effectiveness of the existing afternoon intersection turn restrictions and make recommendations on the permanency of the restrictions. Based on the changes in traffic volumes and the positive survey response, it is recommended that the existing turn restrictions remain in place permanently.

The changes in traffic volumes between 2017 and 2019 show overwhelming compliance with the restrictions with minimal impacts on other neighborhood streets. Additionally, a strong majority of survey respondents feel that the turn restrictions have had a positive impact on the neighborhood, that volumes of cut-through traffic had been a serious problem prior to the installation of the turn restrictions, and that the turn restrictions should remain in place permanently.

BACKGROUND

In May 2017 Caltrans began construction on a reconfiguration of the U.S. 101/Willow Road interchange in Menlo Park in addition to other construction projects along the U.S. 101 corridor. The traffic congestion and neighborhood impacts related to the project resulted in the implementation of vehicle turn restrictions at four intersections by the City of Menlo Park during the afternoon peak hours to discourage cut-through traffic in the Willows neighborhood. Traffic counts collected in 2017 data took place prior to the installation of the turn restrictions in the neighborhood and before construction had begun on the U.S. 101 interchange. The 2019 data was collected after the turning restrictions were installed, toward the end of the interchange construction project.

The restricted turns (illustrated on Appendix A) included:

- No right turns from Chester Street, Durham Street and O'Keefe Street to Willow Road, 3–7 p.m. on weekdays (except Sam Trans and school buses)
- No left turns from Woodland Avenue to Baywood Avenue, 3–7 p.m on weekdays

CHANGES IN VEHICLE VOLUMES, 2017 TO 2019

The following section provides a summary of the changes in daily vehicle volumes on selected streets within the Willows neighborhood (illustrated in Figure 2) and vehicle turn volumes at four intersections (illustrated in Figure 3). In addition, daily traffic volumes are summarized in Table 1, and PM peak-hour intersection volumes are summarized in Table 2.

Chester Street, Durham Street, and O'Keefe Street

Table 1 provides details of daily (24-hour weekday) traffic volumes on Chester, Durham and O'Keefe Streets, and Table 2 provides intersection turn movement data at the Durham Street/Willow Road intersection in the weekday afternoon peak hour.

Table 1: Daily Traffic Volumes on Chester, Durham and O'Keefe Streets

	Northbound			Southbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Chester St. (Willow to Laurel)	1,293	930	-28%	1,455	1,362	-6%	2,748	2,292	-17%
Durham St. (Willow to Laurel)	926	799	-14%	413	454	+10%	1,339	1,253	-6%
O'Keefe St. (Willow to Laurel)	992	1,087	+10%	972	984	+1%	1,964	2,071	+5%

Source: City of Menlo Park

Table 2: PM Peak Hour Intersection Traffic Volumes at Durham Street/Willow Road

	Northbound or Eastbound			Southbound or Westbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Durham Street (at Willow Road)	236	44	-81%	64	34	-47%	300	78	-74%
Right-turn from Durham Street to Willow Road (prohibited in 2019 data)	218	17	-92%	-	-	-	218	17	-92%
Willow Road (at Durham Street)	470	1,042	+122%	694	569	-18%	1,164	1,611	+38%
Right-turn from Willow Road to Durham Street	5	4	-20%	-	-	-	5	4	-20%

Source: City of Menlo Park

Chester, Durham and O'Keefe Streets provide access to/from Willow Avenue and represent the locations where right-turn restrictions were implemented. Between 2017 and 2019, total daily vehicle volumes decreased on Chester Street and Durham Street, but volumes increased on O'Keefe Street, including in the northbound direction.

Intersection turn movement data indicates that the turn restrictions were successful in reducing PM peak hour traffic on Durham Street, the only street with turn restrictions where intersection turn movement data was collected. Data also indicates that traffic did not divert to parallel Gilbert Avenue as a result of the implementation of the turn restrictions, as shown in Table 3.

More specifically (volumes have been rounded to nearest 100):

- Northbound volumes on **Chester Street** (towards Willow Road) decreased by 28% from approximately 1,300 per day in 2017 to 900 per day in 2019. Southbound volumes remained stable (observed volumes were within 10% of 2017 count). Total daily volume on Chester Street decreased as well, from approximately 2,700 vehicles per day in 2017 to 2,300 in 2019. Intersection turn movement counts were not taken at the Chester Street/Willow Avenue intersection so numbers of drivers who comply with the existing turn restrictions is unknown at this time.
- Northbound volumes on **Durham Street** decreased by 14% from 900 per day in 2017 to 800 per day in 2019. Volumes in the southbound direction did not change (observed volumes were within 10% of 2017 count). Total daily volume in both 2017 and 2019 was approximately 1,300.
- Vehicles turning right from **Durham Street** to Willow Road in the PM peak hour decreased from approximately 200 to 20. This movement is currently prohibited from 3-7pm, suggesting that roughly 90% of drivers comply with the turn restrictions.

- Northbound volumes on **O'Keefe Street** rose 10% from approximately 1,000 to 1,100 per day. Southbound volumes remained stable at approximately 1,000 vehicles per day. Total daily volume in 2019 was approximately 2,100 versus 2,000 in 2017. Intersection turn movement counts were not taken at the O'Keefe Street/Willow Avenue intersection so numbers of drivers who comply with the existing turn restrictions is unknown at this time.

Gilbert Avenue

Table 3 provides details of daily (24-hour weekday) traffic volumes on Gilbert Avenue, and Table 4 provides intersection turn movement data at the Gilbert Avenue/Willow Road intersection in the weekday afternoon peak hour.

Table 3: Daily Traffic Volumes on Gilbert Avenue

	Northbound			Southbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Gilbert Ave (Willow to Pope)	2,044	2,148	+5%	1,619	1,937	+20%	3,663	4,085	+12%

Source: City of Menlo Park

Table 4: PM Peak Hour Intersection Traffic Volumes at Gilbert Avenue/Willow Road

	Northbound or Eastbound			Southbound or Westbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Gilbert Avenue (at Willow Road)	211	183	-13%	87	50	-43%	298	233	-22%
Right-turn from Gilbert Avenue to Willow Road	35	58	+66%	-	-	-	35	58	+66%
Right-turn from Willow Road to Gilbert Avenue	37	63	+70%	-	-	-	37	63	+70%
Willow Road (at Gilbert Avenue)	285	722	+153%	699	721	+3%	984	1443	+47%

Source: City of Menlo Park

Gilbert Avenue, which runs parallel to Chester, Durham and O'Keefe Streets but does not restrict right-turns to Willow Avenue, experienced a 12% increase in daily vehicle volumes between 2017 to 2019, from approximately 3,700 vehicles per day to 4,100. This represents a smaller percentage increase of daily vehicle volumes than on parallel O'Keefe Street.

- While northbound traffic volumes on Gilbert Avenue increased only slightly between 2017 and 2019, southbound volumes increased by 20%.
- In addition, the numbers of vehicles making a right turn from Gilbert Avenue to Willow Road in the PM peak hour increased by 66%, though this only represents a total of 58

vehicles in 2019, versus 35 in 2017. This indicates that large numbers of drivers may not have changed their route to bypass the turn restrictions on the parallel streets.

- With this said, daily vehicle volumes on Gilbert Avenue are substantially higher than on parallel Chester, Durham and O’Keefe Streets. For example, Gilbert Avenue currently carries almost 226% more vehicles per day than Durham Street, 97% more than on O’Keefe Street and 78% more than on Chester Street.

Woodland Avenue

Table 5 provides details of daily traffic volumes on Woodland Avenue. Intersection turn movement counts were not conducted at an intersection on Woodland Avenue.

Table 5: Daily Traffic Volumes on Woodland Avenue

	Northbound or Eastbound			Southbound or Westbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Woodland Ave. (Middlefield to Pope)	790	1198	+52%	439	947	+116%	1,229	2145	+75%

Source: City of Menlo Park

Woodland Avenue is another street that provides access to the Willows neighborhood from the surrounding collector and arterial road networks. A left-turn restriction was implemented on Baywood Avenue from Woodland Avenue as part of the Highway 101 construction mitigation project, though turn movement counts at this intersection was not collected.

- Total vehicle volume per day on Woodland Avenue between Middlefield Road and Pope Street increased by 75% between 2017 and 2019, from approximately 1,200 to 2,100 per day.
- Northbound volumes on Woodland Avenue, toward Willow Road via Middlefield Road, increased by 52% between 2017 and 2019, and southbound volumes increased by 116%.

Willow Road

Table 6 provides details of daily traffic volumes on Willow Road, and Table 7 provides intersection turn movement data at the Middlefield Road intersection with Willow Road.

Table 6: Daily Traffic Volumes on Willow Road

	Northbound or Eastbound			Southbound or Westbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Willow Rd. (Middlefield to Gilbert)	9,122	11,043	+21%	11,748	11,919	+1%	20,870	22,962	+10%
Willow Rd. (Gilbert to Coleman)	13,455	12,139	-10%	13,588	11,886	-13%	27,043	24,025	-11%
Willow Rd. (Coleman to Durham)	10,872	12,446	+14%	13,040	13,108	+1%	23,912	25,554	+7%
Willow Rd. (Durham to Bay)	14,841	14,621	-1%	11,823	14,243	+20%	26,664	28,864	+8%

Source: City of Menlo Park

Table 7: PM Peak Hour Intersection Traffic Volumes at Willow Road/Middlefield Road

	Northbound			Southbound			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Middlefield Road (at Willow Road)	761	724	-5%	659	707	+7%	1420	1431	+1%
Willow Road (at Middlefield Road)	400	431	+8%	813	735	-10%	1213	1166	-4%
Right-turn from Willow Road to Middlefield Road	334	203	-39%	-	-	-	334	203	-39%

Source: City of Menlo Park

Willow Road is an arterial road running east/west within the City of Menlo Park and that provides access to U.S. Highway 101 and the Dumbarton Bridge, among other destinations. Total weekday daily volume on Willow Road ranges from approximately 23,000 near Middlefield Road to 29,000 near the Highway 101 interchange. Traffic volumes along the corridor remained largely unchanged between 2017 and 2019.

The numbers of vehicles turning off Willow Road to some of the key side streets either decreased (at Middlefield Road) or represent a relatively small number of vehicles. This indicates that congestion on Willow Road may not be a factor for drivers in seeking a shorter route through the Willows neighborhood:

- Vehicles turning right from Willow Road to Middlefield Road in the PM peak hour decreased 39% between 2017 and 2019, from approximately 300 to 200.
- Vehicles turning right from Willow Road to Gilbert Avenue in the PM peak hour (Table 4) increased 70%, from 37 to 68.

- The number of vehicles turning right from Willow Road to Durham Street in the PM peak hour (Table 2) is minimal; only 4 vehicles were observed making this movement in 2019 versus 5 in 2017.

SUMMARY OF TRAFFIC VOLUME CHANGES AND DATA COLLECTION RECOMMENDATIONS

Based on the data collected before and after the implementation of the turn restrictions, the turn restrictions have reduced the numbers of vehicles in the PM peak time period driving through the Willows neighborhood en route to Willow Road.

- Data from the 2017 and 2019 intersection turn movement counts indicate that prior to the implementation of the turn restrictions, more than 200 vehicles turned right from Durham Street onto Willow Road during the PM peak hour. This single movement in the PM peak period accounted for approximately 16% of total daily volume on Durham Street between Willow Road and Laurel Avenue. After the turn restrictions were put in place, fewer than 20 drivers were observed making this movement during the PM peak hour, suggesting a compliance rate of over 90%.
- Total daily traffic volumes in the northbound direction toward Willow Road decreased between 2017 and 2019 on Chester and Durham Streets with a corresponding increase of daily traffic volumes in the southbound direction. However, daily northbound and southbound volumes on O'Keefe Street increased.
- By comparison, Gilbert Avenue, which does not currently have right-turn turn restrictions and which runs parallel to the three streets that do, experienced a 66% increase in the numbers of vehicles in the PM peak hour turning right onto Willow Road. That said, only a total of 58 vehicles made this movement in the PM peak hour in 2019, which represents an increase of 23 vehicles from 2017. This increase represents approximately 12% of the 201 vehicles that no longer make this PM peak hour movement from Durham Street to Willow Road between 2017 and 2019.

There is not enough data to conclusively indicate whether the left turn restriction from Woodland Avenue to Baywood Avenue reduced the numbers of vehicles traveling through the Willows neighborhood. However, data suggests that the turn restrictions may have been effective in reducing vehicle volumes in the Willows neighborhood from Willow Road:

- Prior to the turn restrictions being installed, about 330 vehicles turned right from Willow Road onto Middlefield Road during the PM peak hour. After the turn restrictions were installed, about 200 vehicles were observed making this movement during the PM peak hour.
- Additionally, the numbers of vehicles turning right from Willow Road on to Durham Street and Gilbert Avenue are relatively small.

We recommend the City collect PM peak-hour turning movement counts at the intersection of Baywood Avenue and Woodland Avenue. While no data is available at this location prior to the turn restriction being installed, the volume of vehicles entering the neighborhood here from both northbound and southbound Woodland Avenue could be informative. Additionally, there may be merit in conducting additional traffic counts throughout the neighborhood now that construction of the interchange is complete, and more drivers in the area may have resumed using their previous routes.

SUMMARY OF PUBLIC SURVEY

An online survey was conducted between January 17th and February 3rd, 2020 to gauge public opinion on the turn restrictions. Postcards advertising the survey were mailed to residents in the neighborhood and notifications were posted to official City social media platforms, including NextDoor, Twitter, and Facebook. A total of 417 responses were received. Nearly all the respondents stated that they lived in the neighborhood (96%), and in the 94025 ZIP code (93%).

Respondents were asked the following questions:

Are you aware of the turn restrictions that were installed in December 2017?

- All but one (>99%) of the respondents stated they were aware of the turn restrictions.

Did you change your typical traveling patterns as a result of the turn restrictions?

- About two-thirds (64%) of respondents stated that they had changed their typical traveling patterns as a result of the turn restrictions, while about one-third (34%) stated that they hadn't.

Prior to the installation of the turn restrictions, you thought cut-through traffic in the Willows neighborhood was: [A serious problem] [A moderate problem] [A minor problem] [Not a problem].

- A strong majority (88%) of respondents stated they thought cut-through traffic in the Willows Neighborhood was a "Serious Problem" (76%) or "Moderate Problem" (13%) prior to the installation of the turn restrictions.

I think the turn restrictions have resulted in a [very/somewhat] [neutral] [positive/negative] impact on the neighborhood.

- A strong majority (81%) stated they thought the turn restrictions had resulted in a "Very Positive" (63%) or "Somewhat Positive" (18%) impact on the neighborhood.

I think the turn restrictions provide [significantly/slightly] [about the same amount of] [more/less] benefits than drawbacks for vehicle circulation.

- A strong majority (79%) stated they thought the turn restrictions provide "Significantly More" (66%) or "Slightly More" (13%) benefits than drawbacks for vehicle circulation.

Do you think the turn restrictions should remain in place permanently?

- A strong majority (73%) stated that they thought the turn restrictions should remain in place permanently.

“Please describe how the turn restrictions changed your typical traveling patterns or provide any other thoughts you have on the turn restrictions.”

A total of 326 respondents provided written responses to this open-ended question. The responses are provided in Appendix G. The main themes from responses to this question were:

- The turn restrictions have improved quality of life for neighborhood residents, reduced perceived cut-through traffic, and improved safety for people walking and biking.
- Turn restrictions have increased individual daily travel times to and from Highway 101 for some respondents. Of these responses, roughly half reported that the inconvenience is a worthy trade-off for the reduced traffic volumes in the neighborhood. The remaining responses indicated that the added time and inconvenience is frustrating for them.
- The turn restrictions are not adequately enforced by Menlo Park Police.
- Exemptions should be made from the turn restrictions for neighborhood residents and/or bicyclists.
- The intersection of Woodland Avenue and Blackburn Avenue has poor visibility:
 - There is an existing 15 MPH advisory speed sign southbound, but not northbound.
 - It's likely that a higher volume of vehicles now turn left from Woodland Avenue to Blackburn Avenue during the PM peak hour.
- Intersections on Willow Road are frequently blocked.

RECOMMENDATIONS FOR SIGNAGE IMPROVEMENTS BASED ON SURVEY FEEDBACK

In order to address some of the feedback received by survey respondents, the following signs are recommended to be installed:

- Install R10-7 (DO NOT BLOCK INTERSECTION) signage on Willow Road at the intersections of Willow Road and Gilbert Avenue, Willow Road and Coleman Avenue, and Willow Road and Durham Street.
- Install R118 (EXCEPT BIKES) signage below the four existing turn restrictions signs at Chester Street, Durham Street, O’Keefe Street, and Baywood Avenue.
- Install W1-5 and W13-1P (curve advisory and advisory turning speed) of 15 MPH on Woodland Avenue 200’ east of Blackburn Avenue (similar to the existing signage south/west of the intersection).

CONCLUSION

Evaluation of the changes in vehicle volumes throughout the Willows neighborhood and the results of the public opinion survey indicates that the intersection turn restrictions should remain in place permanently.

Additionally, the following has been recommended:

- To provide continued insight into the rate of compliance with the restrictions, we recommend the City collect PM peak-hour turning movement counts at the intersection of Baywood Avenue and Woodland Avenue. While no data is available at this location prior to the turn restriction being installed, the volume of vehicles entering the neighborhood here from both northbound and southbound Woodland Avenue could be informative. Additionally, there may be merit in conducting additional traffic counts throughout the neighborhood now that construction of the interchange is complete, and more drivers in the area may have resumed using their previous routes.
- To help address a variety of issues identified by comments from the survey, additional supplemental signage is recommended to be installed at several locations throughout the Willows neighborhood.

Appendices A-G

Turn Restrictions in the Willows Neighborhood



No right turns from Chester Street, Durham Street and O'Keefe Street to Willow Road, 3-7 p.m. Weekdays (except Sam Trans and school buses)

No left turns from Woodland Avenue to Baywood Avenue, 3-7 p.m. Weekdays

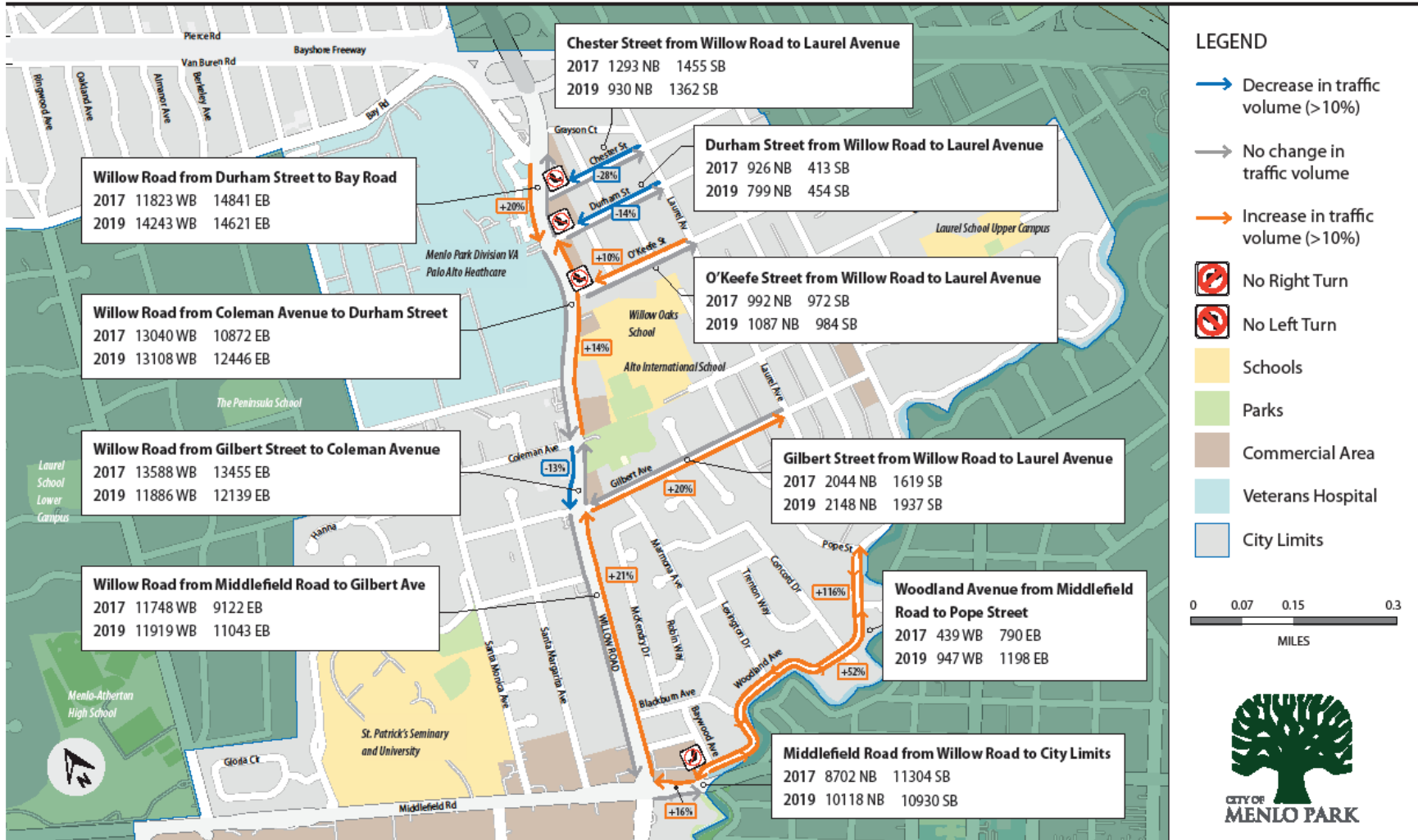
LEGEND

- No Right Turn
- No Left Turn
- Schools
- Parks
- Commercial Area
- Veterans Hospital
- City Limits



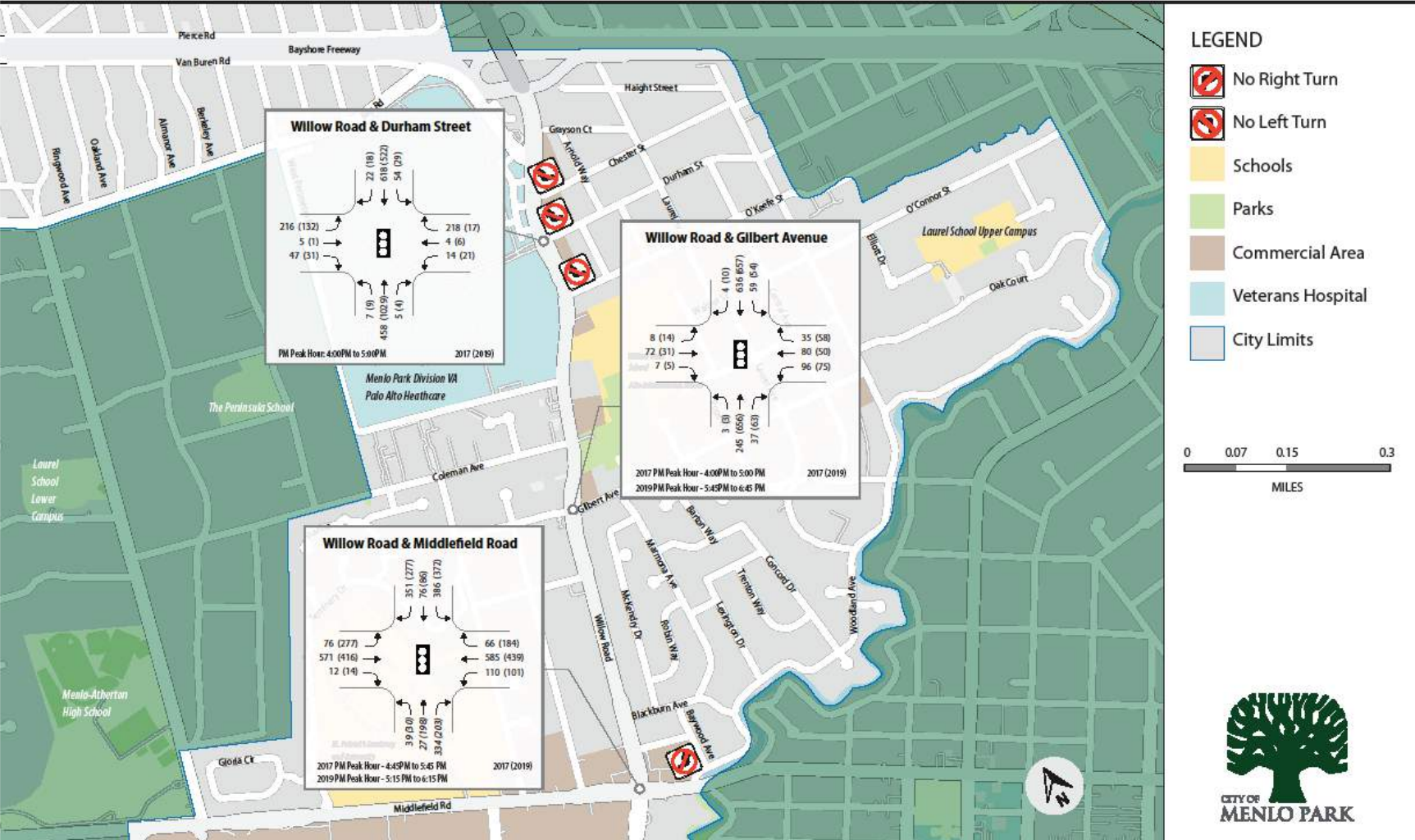
Appendix A: Turn Restrictions

The Willows Neighborhood: Change in Daily Traffic Volumes (2017 – 2019)



Appendix B: Change in Daily Traffic Volumes

The Willows Neighborhood: PM Peak Hour Traffic Volumes (2017 & 2019)



Appendix C: PM Peak Hour Traffic Volumes

Appendix D: Daily Traffic Volumes

	N/B or E/B			S/B or W/B			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Chester St. (Willow to Laurel)	1,293	930	-28%	1,455	1,362	-6%	2,748	2,292	-17%
Durham St. (Willow to Laurel)	926	799	-14%	413	454	+10%	1,339	1,253	-6%
O'Keefe St. (Willow to Laurel)	992	1,087	+10%	972	984	+1%	1,405	2,071	+47%
Gilbert St. (Willow to Pope)	2,044	2,148	+5%	1,619	1,937	+20%	3,663	4,085	+12%
Middlefield Rd. (Willow to City Limit)	8,702	10,118	+16%	11,304	10,930	-3%	20,006	21,048	+5%
Willow Rd. (Middlefield to Gilbert)	9,122	11,043	+21%	11,748	11,919	+1%	20,870	22,962	+10%
Willow Rd. (Gilbert to Coleman)	13,455	12,139	-10%	13,588	11,886	-13%	27,043	24,025	-11%
Willow Rd. (Coleman to Durham)	10,872	12,446	+14%	13,040	13,108	+1%	23,912	25,554	+7%
Willow Rd. (Durham to Bay)	14,841	14,621	-1%	11,823	14,243	+20%	26,664	28,864	+8%
Woodland Ave. (Middlefield to Pope)	790	1,198	+52%	439	947	+116%	1,229	2,145	+75%

Source: City of Menlo Park

Appendix E: PM Peak Hour Intersection Traffic Volumes

	N/B or E/B			S/B or W/B			Total		
	2017	2019	% ▲	2017	2019	% ▲	2017	2019	% ▲
Durham Street (at Willow Road)	236	44	-81%	64	34	-47%	300	78	-74%
Right-turn from Durham Street to Willow Road (prohibited in 2019 data)	218	17	-92%	-	-	-	218	17	-92%
Willow Road (at Durham Street)	470	1042	+122%	694	569	-18%	1164	1611	+38%
Right-turn from Willow Road to Durham Street	5	4	-20%	-	-	-	5	4	-20%
Gilbert Avenue (at Willow Road)	211	183	-13%	87	50	-43%	298	233	-22%
Right-turn from Gilbert Avenue to Willow Road	35	58	+66%	-	-	-	35	58	+66%
Right-turn from Willow Road to Gilbert Avenue	37	63	+70%	-	-	-	37	63	+70%
Willow Road (at Gilbert Avenue)	285	722	+153%	699	721	+3%	984	1443	+47%
Middlefield Road (at Willow Road)	761	724	-5%	659	707	+7%	1420	1431	+1%
Willow Road (at Middlefield Road)	400	431	+8%	813	735	-10%	1213	1166	-4%
Right-turn from Willow Road to Middlefield Road	334	203	-39%	-	-	-	334	203	-39%

Source: City of Menlo Park

Appendix F: Survey Data



Willow Road Turn Restriction Survey

416
Total
Responses

416 Completed Responses

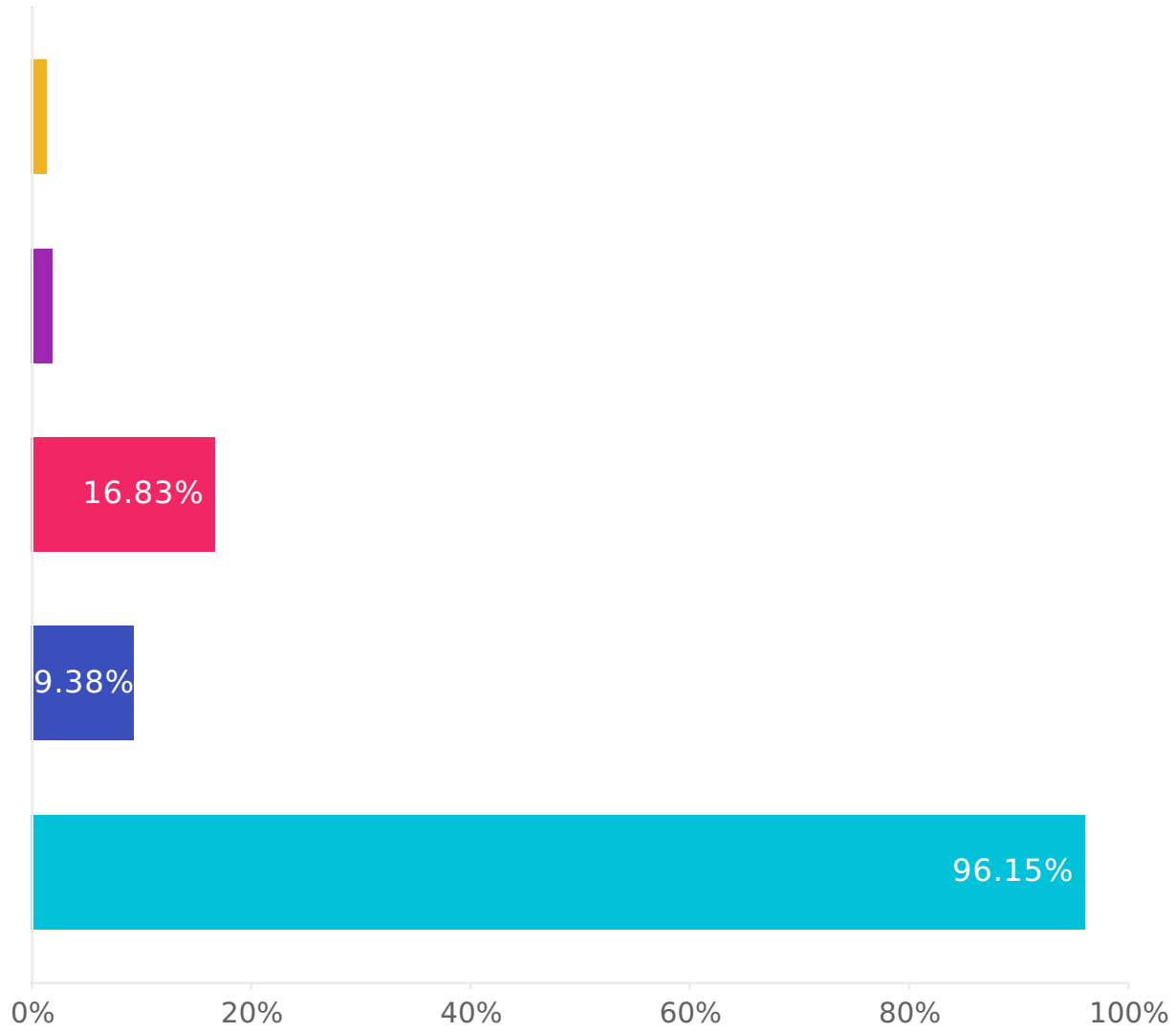
0 Partial Responses

1086
Survey Visits

Q1

Check all that apply:

Answered: 416 Skipped: 0



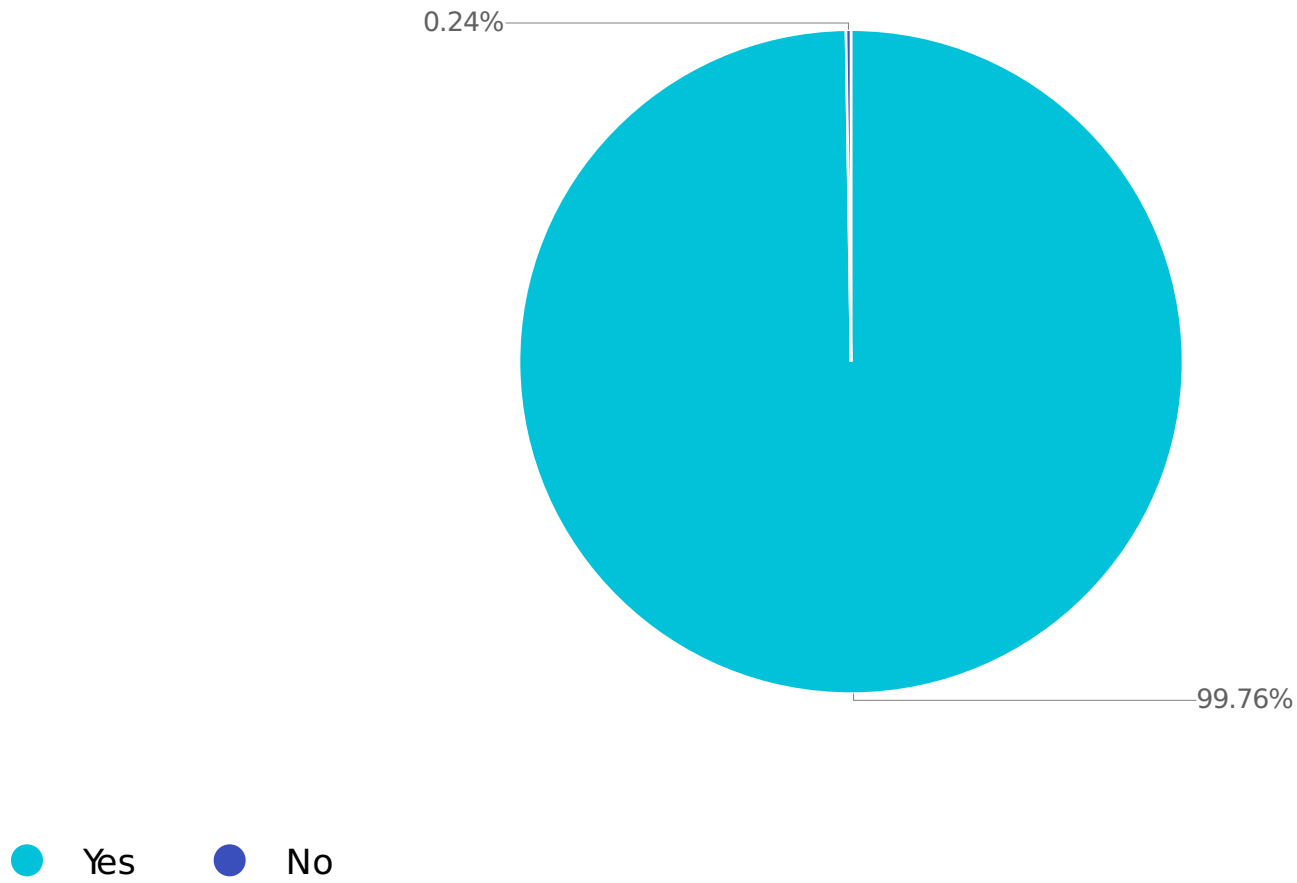
- I live in the neighborhood
- I work in the neighborhood
- My child goes to school in the neighborhood
- I do not live in the neighborhood, but I patronize businesses, services, or parks there, or visit friends or family there
- Other (Please specify):

Choices	Response percent	Response count
I live in the neighborhood	96.15%	400
I work in the neighborhood	9.38%	39
My child goes to school in the neighborhood	16.83%	70
I do not live in the neighborhood, but I patronize businesses, services, or parks there, or visit friends or family there	1.92%	8
Other (Please specify):	1.44%	6

Q2

Are you aware of the turn restrictions that were installed in December 2017?

Answered: 416 Skipped: 0

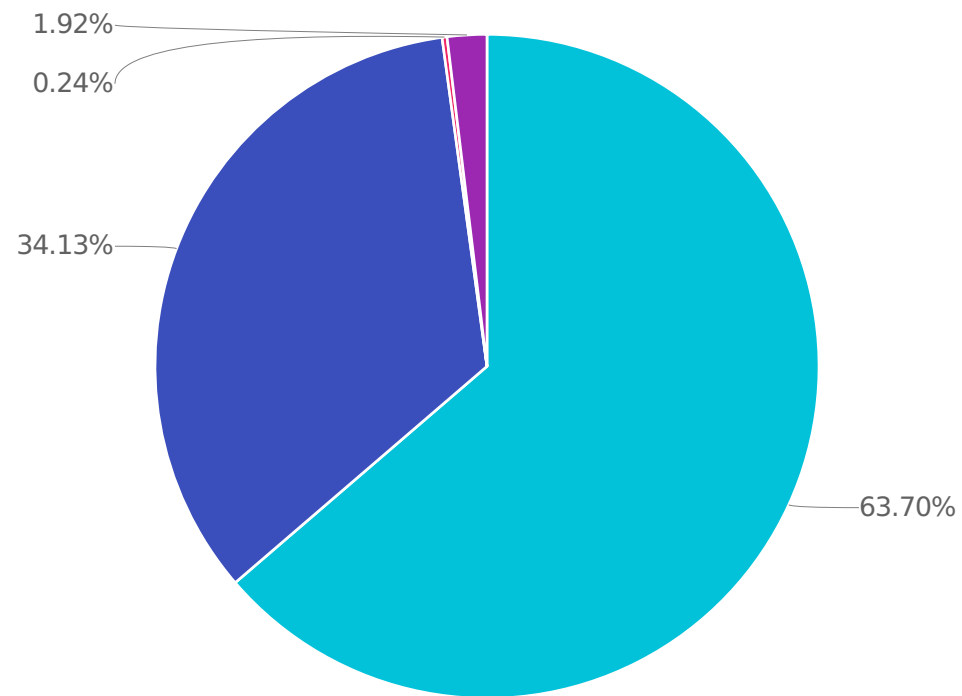


Choices	Response percent	Response count
Yes	99.76%	415
No	0.24%	1

Q3

Did you change your typical traveling patterns as a result of the turn restrictions?
(describe using question #8)

Answered: 416 Skipped: 0



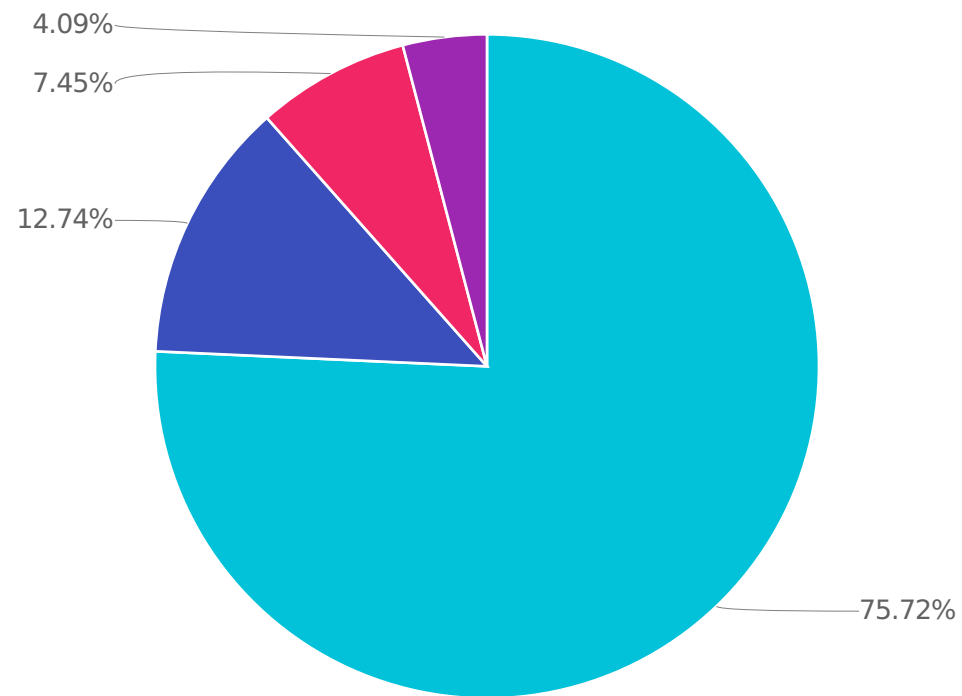
● Yes ● No ● I don't know ● I don't drive

Choices	Response percent	Response count
Yes	63.70%	265
No	34.13%	142
I don't know	0.24%	1
I don't drive	1.92%	8

Q4

Prior to the installation of the turn restrictions, you thought cut-through traffic in the willows neighborhood was:

Answered: 416 Skipped: 0



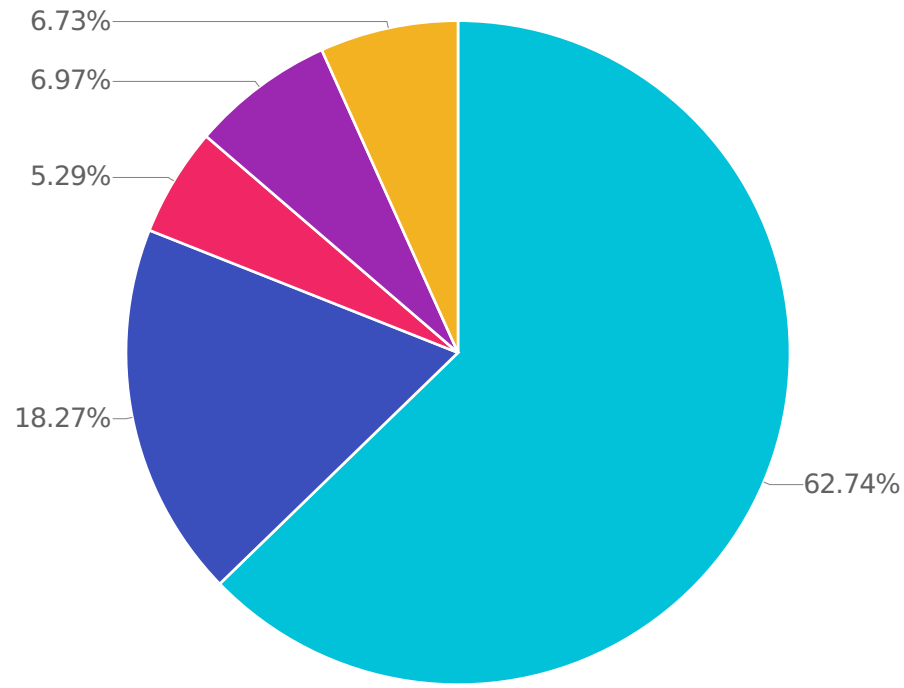
- A serious problem
- A moderate problem
- A minor problem
- Not a problem

Choices	Response percent	Response count
A serious problem	75.72%	315
A moderate problem	12.74%	53
A minor problem	7.45%	31
Not a problem	4.09%	17

Q5

I think the turn restrictions have resulted in a ____ impact on the neighborhood.

Answered: 416 Skipped: 0



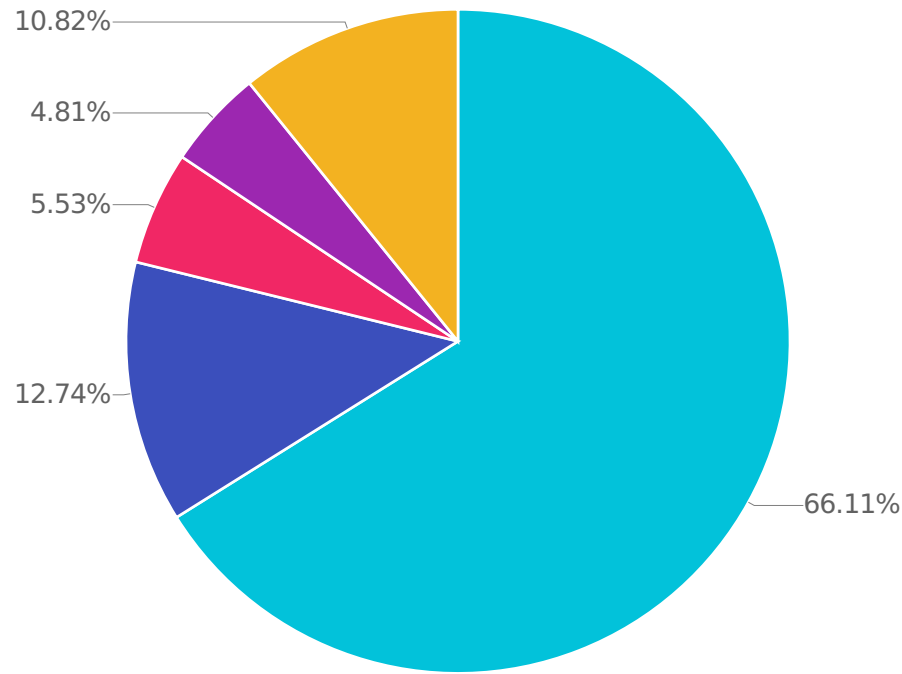
- Very positive
- Somewhat positive
- Neutral
- Somewhat negative
- Very negative

Choices	Response percent	Response count
Very positive	62.74%	261
Somewhat positive	18.27%	76
Neutral	5.29%	22
Somewhat negative	6.97%	29
Very negative	6.73%	28

Q6

I think the turn restrictions provide _____ benefits than drawbacks for vehicle circulation.

Answered: 416 Skipped: 0



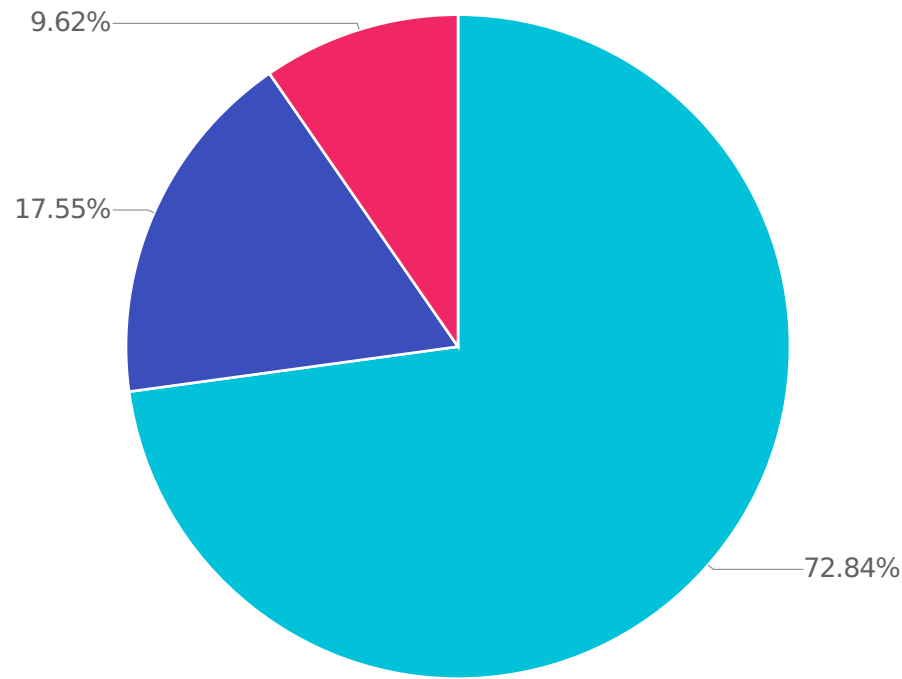
- Significantly more
- Slightly more
- About the same amount of
- Slightly less
- Significantly less

Choices	Response percent	Response count
Significantly more	66.11%	275
Slightly more	12.74%	53
About the same amount of	5.53%	23
Slightly less	4.81%	20
Significantly less	10.82%	45

Q7

Do you think the turn restrictions should remain in place permanently?

Answered: 416 Skipped: 0



● Yes ● No ● Some should stay, some should go (describe using question #8)

Choices	Response percent	Response count
Yes	72.84%	303
No	17.55%	73
Some should stay, some should go (describe using question #8)	9.62%	40

Q8

Please describe how the turn restrictions changed your typical traveling patterns, or provide any other thoughts you have on the turn restrictions:

Answered: 325 Skipped: 91

Q9

What is your home ZIP code?

Answered: 413 Skipped: 3

Please describe how the turn restrictions changed your typical traveling patterns, or provide any other thoughts you have on the turn restrictions:

Answered: 325 Skipped: 91

1. They have dramatically improved quality of life in the Willows! Please make them permanent!
2. When construction was going on at willow and 101 it was crazy how much traffic went through the neighborhood. Once the construction ended, it was back to normal and I think that the signs should be removed at this point.
3. A pain to have to go to Gilbert to make a right turn after 3:00 but worth it to the neighborhood.
4. Majority of the problem was during the 101 construction. The benefits need to be re-evaluated. Congestion on Willow Road is still impacted. Problem is due to traffics from PA. We don't want the cut thru in the Willows neighbors. But we don't want Willow Road to bare all the burden. Please perform a vehicle count and use data to evenly distribute the traffic wisely now that construction is complete.
5. I live on Central Ave and before the turn restrictions were in place my street was like a freeway with cut through cars sometimes driving 50mph making it very dangerous. Since the turn restrictions went in that cut through traffic has been significantly reduced. The few times I have been inconvenienced in the afternoon by not being able to turn right on Willow from the three streets with the turn restrictions are a small price to pay for the safety of my kids and family and the other families in the neighborhood. Please keep the turn restrictions in place and make them permanent!
6. I feel trapped in my neighborhood due to the restrictions. I do not leave after 3:00 because I can not get back to my house on Central Av without having to sit on Willow Rd in traffic. There should be a sticker or some ID for the people living in the Willows to be able to still make left turns into the Willows without getting included in the traffic issue on Willow Rd from 3-7 pm
7. I will go to University to get onto 101s or give myself a few extra minutes to drive to Gilbert to turn onto willow when getting onto 101N.
8. N/A. Did not change normal pattern.
9. I work from home, but it is much better now on Central Avenue, it was crazy before ...
10. I avoided driving into/ leaving the neighborhood during those times.
11. Turn restrictions have significantly reduced speeds in our neighborhood. In addition, cut thru traffic has been MUCH MUCH less.
12. I live in the willows and have had to make several changes to my travel patterns when going anywhere on 101 in the afternoon/early evening. I now go to university if I'm going south, and have to get creative if I'm going north, depending on the traffic.
13. The real problem is that there is no good routes from El Camino to 101 or 280 in Menlo Park or Palo Alto. All the new construction around Kepler's, etc will make the problem worse. Bite the bullet and widen Willow? The turn restrictions are a not going to solve the gridlock.
14. I just try to do errands before 3 pm or go out by 3 pm. If Willows traffic is very bad I go out the back way and return that way. It has been wonderful. We got our neighborhood back with our organizing efforts and the efforts of the MP City Council and the MP Police Department. Please KEEP THE CHANGES. Before, traffic jammed every street as late as 9 pm, we couldn't get in or pull out of our driveways, horns honked and blared continuously, people yelled at and swore at each other, cars drove on sidewalks to try to get by, they ignored stop signs, bicyclists' rights were ignored, children walking home were endangered, and, finally, a gun was drawn when drivers of two cars at the Chester-Willow intersection got into a road rage fight. We are on that corner and it was brutal. All of it was upsetting and frightening and especially troubling; and I was home with pneumonia for that entire period. The signs and their enforcement and the deflector signs have done wonders; and Waze has apparently reprogrammed so that vehicles no longer cut through the neighborhood. But if you take them down, Waze will reprogram again and it will all return. That will lead to more complaints, housing depreciation, people selling up and moving, and public disturbance. It is the difference between night and day, and we all thank the City Council and the P.D. SO MUCH!! Keep the signs up!!

15. I have to drop down to Gilbert to get to Willow to go right now BUT it is absolutely worth it It takes hardly any more time and the benefit of traffic not stacked up in front of our home or cars racing down our street when it's not clogged are HUGE Please keep these They work!
16. They haven't. I'm on the other side of the Willows, and they're not in my commute direction.
17. I live on Bay Road so we need to make a right on Willow to take my son home when picking him up from Laurel Upper Campus. Now that the construction is complete, I don't see why the restriction needs to remain in place.
18. My wife and I were not sure if the restrictions applied to Willows residents or just through traffic. The only bad situation I can think of is having been in stand still traffic, backed up past the Marmona stop sign for about 5 minutes on Gilbert Street, right when school gets out, (3:20PM) but other than that, it has not seemed difficult or a hardship to use the required streets to get to Willow Road. It might have put more traffic onto Woodland heading toward University though. As a resident, I would never try to get to the 101 by using O'Connor/Woodland between 4:30-5:30.
19. I believe the turn restrictions onto Willow Rd and leaving the neighborhood should remain, but the "No left turns from Woodland Avenue to Baywood Avenue, 3-7 p.m. weekdays" should go. The "No Left" from Woodland to Baywood restricts movement into the neighborhood, which forces residents to find round-about ways get home. We have to choose between 1) getting caught up in and worsening Willow Rd. rush hour traffic or 2) creating more traffic on Woodland and then having to make often blind left turns back into the neighborhood. Either way, we then have to snake around the neighborhood to get to our houses. With less people needing to cut through and the "No Right" limitations deterring it even further, cutting off just one entrance to the neighborhood seems unnecessary.
20. The congestion in the Willows neighborhood prior to the turn restrictions made it nearly impossible for to reach my home on Arnold Way during peak commute times. After the restrictions were put in place, I was able access my home and travel safely around the neighborhood.
21. This is difficult to evaluate without any further empirical evidence. We have no serious traffic problems now but if removed, what will happen? Did Waze change to create the improvement? Will they change back? How much enforcement is happening? If made permanent, will the signage be made better?
22. The turn restrictions have truly eliminated cut-through traffic. It used to be that we could not drive to our house due to traffic. We had to park a block or two away and walk home with groceries, etc. The only bummer is that as Willows residents, we also cannot make a left hand turn from Durham or Chester between 3:00 and 7:00pm. If there is any way we could retain that choice as residents (perhaps a special sticker on our inside windshield or rear window?), that would be really good. Thank you
23. If we are traveling out of home during the restricted hrs, we had to take slight detour. But this slight inconvenience totally outweighs the trouble.
24. Travel time increased, fuel consumption increased, local traffic density did not get affected. Current restrictions are not obeyed by other drivers and are not enforced by police.
25. I worry that traffic will still cut through over time as enforcement may not be strong
26. It is not right that I may not turn right out of my own neighborhood during the week. I am forced to take traffic patterns that are out of my way and laborious.
27. It has been frustrating a few times to have to change my commute path, however I live on Woodland and it's really frustrating how many people use it for cut through. Sometimes it gets so blocked up I can't even go home in my car without waiting 15-20 min. The restrictions help especially when people zoom through at high speeds in a neighborhood with many families and young children.

28. Hi. I've lived on the corner of Arnold Way at Durham (the Arnold Way closer to Willow) since 2008 and the turn restrictions have made a huge difference. Before the turn restrictions, there were often evenings when I couldn't get in/out of my driveway. The idling cars, the honking, the headlights all negatively impacted our family in our own home. Although drivers believed they were taking a "short cut" some would end up getting so frustrated by the long lines that they'd start driving on the wrong side of the street to find another "short cut." There was one night in particular that was especially scary: my daughter and I were standing on the corner of Arnold and Durham and a driver on Durham was so angry he peeled out and turned on to Arnold so fast he came up and over the curb and almost hit us. I have photos that I will forward. Please please keep the restrictions in place, from both safety standpoint and to help ensure quality of life in our neighborhood.
29. I live on OKeefe so need to drive West several blocks before I can enter Willow to travel East to enter highway. It does add time to the trip (especially if Willow is busy) however, I believe that occasional inconvenience is acceptable especially when seeing the tremendous reduction of traffic congestion in our neighborhood as a result of the turn restrictions. I hope we make permanent.
30. On Friday evenings, when I want to go from my home to 101, I have to travel south to the University on ramps. This is difficult enough to make me not want to even go out Friday nights. However, I am willing to bear the cost as neighborhood traffic on Durham, O'Keefe and Chester look nightmarish on a daily basis for residents that lived on those streets.
31. Life was a nightmare here before the no turn signs were installed. We were prisoners here during evening commute. PLEASE keep the signs!
32. I occasionally drive from Woodland to Baywood between the hours of 3 and 7pm. During those restricted hours, I go beyond Baywood and take a left on the next street. It's not a big deal at all.
33. It costs me more time and money to get the kids from daycare. And it is not good for the environment since I have to drive more miles, longer time. And it is still impossible to turn right on green light on Gilbert since it is so packed by cars there.
34. Have to go 1/2 block away from the highway to be able to go on the highway.
35. I would consider it ok to make the current restrictions the plan of record, then have a trial with them removed now that the construction is complete.
36. I live on Chester St. right near Willow Rd., so the traffic in front of my house before the restrictions was AWFUL; obviously I was really grateful for the turn restrictions- THANK YOU! However it is inconvenient for me to drive all the way south to the University on-ramp to get on 101, especially if am headed north...So perhaps you could try removing the restrictions on a trial basis. Since the construction is done, maybe the cut-through traffic won't be such a problem...Then if the cut-through traffic problem recurs, you could re-start the turn restrictions. Thank you so much for listening to the Willows residents and instituting the restrictions, and for asking for our input now!!
37. I no longer turn right onto Willow off of any street other than Gilbert during the posted hours. Frankly, though, I just try not to go on Willow during commute hours anyways. It would be nice if Willows residents could make the right turns anytime.
38. we live in the neighborhood and while they were good during construction of the overpass, they are no longer needed. we did have to change our normal driving patterns from our neighborhood to get to 101 and that was an inconvenience.
39. Turn restrictions help a great deal during the congested/rush hours. I do not see any cut-through traffic in the Willows outside rush hours. I believe having the restrictions outside current times would only give negative impact to the neighborhood traffic without the benefit of lowering the amount of traffic. On the contrary - it will make Gilbert#Willow crossing much more congested. Thank you
40. I live on Chester St. If I need to get onto 101 south I go to University Ave along Green St, West Bayshore, to Woodlawn. This is okay. If I need to go to 101 north or MP Post Office I have to go all the way to Gilbert and then Willow Rd - this requires me to backtrack - okay. I try to leave before 3 pm if I need to do this. When I enter my neighborhood I either enter through Woodlawn from Middlefield (Menlo Park) or Chaucer from Palo Alto. Both okay. I rarely use Willow Rd anymore.

41. The majority of my driving is not impeded by the restrictions. I have noted that at times the traffic still is backed up.
42. There should also be a "no left turn" from Middlefield Rd onto Woodland 3-7pm Mon-Fri. It would help if the turn restrictions were actually enforced. The heaviest traffic impact came from the use of the Waze App to route drivers through the neighborhood to avoid Willow and University. Our household still tries to avoid entering or exiting the Willows neighborhood on a car or bike at this time because the traffic is so horrendous.
43. I live in the neighborhood. When I come home from Willow Market, I turn left on Woodland, then immediately left on Baywood. Except now I don't since it is restricted from 3-6, which is no problem, I just continue on Woodland. Thank you for setting up these restrictions. I live on Gilbert and the kids that go to Upper Laurel campus walk/ride their bike down my street on their way to/from school. I think the restrictions (in addition to their general benefits of tamping down through traffic in the neighborhood) have made it safer and more congenial for the children going to school.
44. Please enable willows residents to bypass the No Right Turn restrictions onto Willow, or at least enable one street (near 101) for north willows residents to turn right to get out. Where this is most problematic is getting kids to after school activities. There are lots of parents/kids living in this neighborhood and times are quite rushed and this restriction makes it more difficult/rushed for parents.
45. When I go out in the evening, it is easier to use the University on-ramp. Please make these modifications permanent, or at least ensure that mapping programs like Waze and googlemaps THINK they are permanent. (Unrelated to traffic patterns: You would have gotten slightly better data if you allowed the plus-4 in the zip code field.)
46. The no left turn on Baywood is probably the most inconvenient but this is also where I saw a lot of cut through traffic coming into the Willows.
47. Residence living closer to 101 have to drive up to Gilbert to make a right turn on Willow Road. Willow Road is often backed up and during peak hours and school hours Gilbert backups too with drivers trying to make a right onto Willow towards 101. This causes cars to backup on Gilbert blocking the left and straight turn lane. This adds significant time to get out of the neighborhood.
48. I rarely need to go that way at the times when the turn restrictions are in place. My biggest challenge has been remembering them on the odd day I do head that direction. So, while I am a fan and do think they should stay, I have a feeling this is going to bite me and I am going to get a ticket someday.
49. Occasionally I have to alter my driving. I drive straight through rather than turning. I would prefer if willows residents could have a pass that allows them to turn.
50. If necessary. They helped the cut-through traffic which was a problem, though have also made it inconvenient for me to leave my home in the evening. If there were alternative ways to reduce cut-through traffic without making it hard for residents to get out of the neighborhood that would be even better.
51. During rush hour, the current turn restrictions force me to use Gilbert for right turns onto Willow Road rather than using Okeefe. Enforcement of right turn restrictions onto Willow Road is non-existent. Over the last 12 months there has been a significant increase in traffic making right turns onto Willow Road despite the turn restrictions. Once again, there are cars lining up to make right turns onto Willow Road prior to 7PM M-F. The issue is most often seen at Chester and Willow Road.
52. The turn restrictions made an incredible difference in quality of life in the Willows neighborhood: - Reduced cut through traffic - Less noise and pollution - People on affected streets now able to get in and out their driveway during rush hour - Less speeding on streets like Marmona and Central - Safer streets for kids biking from school - Being able to walk your neighborhood safely at night without having to pass long line of commuter cars, trucks and delivery vans with idling engines trying to get to 101 - Less incidence of road rage
53. the restriction help keep commuter traffic out of neighborhood and helps relieve congestion

54. I live in the neighborhood on O'Keefe Street. My work hours require that I leave the neighborhood to travel on Highway 101 at 6pm. The left turn restrictions add time and frustration to my commute attempting to exit onto Willow Road to enter Highway 101. My experience is that the Left Turn Restrictions haven't reduced cut-through traffic, they have merely moved the traffic to other streets. This enhances the quality of life for those who live on Chester Rd. near Willow, from 3-7pm, but causes increased frustration for those of us who need to access Willow Rd. during those times from within the neighborhood. I now have to backtrack to Gilbert Rd. and sit in much longer traffic to make my way to Highway 101. It can add up to 8-10 minutes to my modest commute some evenings! I feel like I am getting trapped in the Willows neighborhood during commute hours -- it is suffocating!
55. I live on O'keefe and Central. To get out of the neighborhood and go towards the 101 during the turn restriction I have to drive in the opposite direction to Gilbert which adds time to my trip, adds unnecessary greenhouse gasses because of the extra distance, and seems to add to the overall traffic on Willow. Please remove the turn restrictions.
56. Result from temporary turn restrictions was too much traffic and too much speeding on Gilbert.
57. the high cut through traffic posed a significant danger to the children getting home from school in the willows neighborhood. In addition there was a significant impact on air quality in the willows. Also the first responder response time was much longer as they could not get through traffic.
58. I live near Walnut and Laurel. If I want to go north on 101 during 3-7 pm, I rarely try to access 101 via Willow. Generally, I cross Willow at Gilbert, drive on Ringwood and Bay, and try to get on 101 at Marsh.
59. I think we should wait to make them permanent until the Chaucer/Pope street bridge work is complete. These turn restrictions brought significantly more traffic to the southern part of the Willows along Woodland and O'Connor/Walnut. Just last week, we had traffic backed up in front of our house for 3 nights, once until nearly 7:00 pm. We may need additional or different signage during the bridge construction, and patterns may change again when it is finished. I vote to keep the current restrictions as TEMPORARY until we see the final flow-through in this neighborhood. Also, you may get many votes to make them permanent now because the number of folks in the neighborhood who are still having traffic problems is fewer, basically for those who live south of Pope and west of Durham. And what about a No Right Turn for the intersection of Woodland and Pope? We only had a No Thru Traffic sign, and that only for a short amount of time. A No Right Turn would keep drivers on Willow and University, which are supposed to be the main thoroughfares in this area anyway. Please don't ignore this section of the Willows. Thanks.
60. I live on Central Ave and had to drive further to get to my 7PM soccer games across the freeway via Willow because I could not turn onto Willow from O'Keefe.
61. I continue on Woodland instead of turning left on Baywood.
62. I live in the Willows, for context. Change: I sometimes try to leave before 3pm so I can turn onto Willow if I know I need to go out toward 101. Honestly, sometimes I still make the right turn onto Willow Rd if I'm short on time with fingers crossed and the rationale that I live here and should be able to get in and out efficiently. Some Stay/Go: I'm not sure picking stay/go streets is helpful for the people who live on the "stay" streets, we have friends on all the Willow outlet streets. I wish that for people who live in the Willows, we can have a direct way out without risk of penalty. I live on Elm St and I typically take Laurel up to Chester to get onto Willow toward the 101. I'm not sure if at this point it's the signs, or that construction is done, or that Waze and Google Maps doesn't seem to route people through the neighborhood anymore that resulted in less traffic through the neighborhood. Without being able to attribute the reduced traffic to the signs, I would do a test without the signs for a period long enough to compare results now (that construction is done and Waze/Google issue seems resolved), and then decide whether they should be permanent or not.
63. I'm mainly impacted by the Woodland Baywood restriction- have to go a little further to get onto my street (Marmona). It seems to help.
64. Right turn from Chester into Willow should be allowed.
65. Should allow turns on Durham as it has a traffic light. Restrictions on all three streets just moves traffic down to Gilbert. Doesn't reduce any traffic just transfers it to another street.

66. I'm typically coming into the neighborhood at that time of day, not leaving it. So, with a few exceptions, I haven't had to change my driving patterns at all. It has GREATLY reduced both the volume and speed of traffic that, pre- turn restrictions, would barrel down Central, barely stopping at the 2 way intersection at Central and O'Keefe. I would see daily, near collisions at this intersection. With the turn restrictions in place, I've seen an aprox 90% reduction in traffic. These turn restrictions need to remain permanent, at least until the next big downturn in the economy, which generally decimates traffic volumes.
67. I am forced to use Gilbert to make my right turn on to Willow if I head that way during rush hour. That takes me a little longer. Being retired I usually avoid that during rush hour.
68. Significantly reduced my commute home on days I work outside of the neighborhood as cut through traffic is re-routed Less aggressive driving on neighborhood streets Less congestion in the neighborhood. All very positive benefits!
69. I avoid travel on or across Willow Rd between 3 and 7. If I have to travel north on 101, I turn onto Willow at Gilbert. To travel south on 101, I take Bay Rd to University. Both could take 15+ minutes to reach 101 if traffic is bad. Immediately after 7 pm, traffic turning right onto Willow from Chester sometimes backs up 3 or 4 blocks. Not as bad as before turn restrictions, but a sign that such backups would resume starting at 3 pm if restrictions were lifted. I don't know if the temporary "No Thru Traffic" sign at Chaucer St bridge is enforced. It does seem to have an effect, or backups on Gilbert would be worse.
70. We don't turn right onto Willows from O'Keefe & Durham on weekdays 3-7pm anymore. It is a minor inconvenience that is COMPLETELY WORTHWHILE for the better safety for all children walking these neighborhood + yes adults too + and we have seen better flow of traffic instead of worsening if traffic on Willows. Based on what we observed closely last 18 months, this household believes that making these signs permanent is a win-win for all. Please do make them permanent!
71. I live on Central Ave., and before the restrictions, cut-through traffic was a huge problem, not just in terms of traffic, but more importantly, in terms of public safety due to speeding, not stopping at stop signs, etc. The turn restrictions have made things MUCH better, and the benefits definitely outweigh any cost.
72. In the evenings, I commute from South San Francisco back to the Willows. Before the turn restrictions went into place it was very difficult to drive south on Laurel St to my house because of the wall of cars heading north. When I needed to get around a parked car I had to wait for someone heading north to stop and let me move into their lane since the street is not wide enough for two lane traffic when cars are parked at the curb.
73. They made a big improvement in reducing traffic.
74. I don't actually follow the turn restrictions. I rarely turn onto Willows during 3-7pm on weekdays since I come from the other direction to and from work. But on the occasional time that I have to make a turn there, I do it anyway despite the restrictions. I'm not convinced that the restrictions have reduced traffic through the neighborhood during rush hour
75. We live on Baywood Avenue, so we can no longer turn left onto our own street in the afternoon on weekdays, so during the time the turn restrictions are in effect, we need to drive around the block to reach our home. We have mostly gotten used to this arrangement, and the inconvenience is better than the previous cuthrough traffic. However, there is still a big need for enforcement. We witness many cars turning left where it is prohibited, and we believe that many of these cars are owned by people who live in the Willows (ironically). Please send us some enforcement during the hours that the "no turn" is in effect. Thank you.
76. before the turn restrictions, we had some significant traffic jams (!!) in our street due to all social media apps like waze (non-local traffic / cut-through traffic). Also, rush hour afternoon traffic was speeding like maniacs, etc. Non of this was really due to the willow/101 construction project, but due to social media apps directing the traffic through the Willows. Since the restrictions have been put in place, traffic has dramatically improved (reduced). It has sometimes an impact on me as I can not take a right turn out of my street. However, I am more than happy to exit my neighborhood via a different route. The positives of these restrictions far outweigh the negatives and therefore I am strongly supporting making these turn-restrictions permanent!

77. I ignore them on occasion. I live in East Palo Alto, but it is sometimes necessary to eschew the University Ave access in favor of Willow Road. The Willow Road interchange may have provided more benefit than the turn restrictions. The primary culprits are the commuters from across the bridge and they seem to bring very bad driving habits to the area. Turn restrictions are a workaround, not a solution. The solutions are to reduce the number of single driver cars, enhance the transit options to serve communities rather than pocketbooks, bring jobs closer to affordable housing, and more.
78. I think all streets should share the burden of the cut through traffic, so all streets should have the restrictions removed
79. Safer for kids in the area.
80. I live on Chester St, first block off of Willow, the last turn before the 101 interchanges. Before the restrictions were in place, we'd have traffic back up past our house, making it impossible to access our driveway without sitting and waiting in line for 20 minutes. This was not every day before the interchange construction started. After construction started, it was backed up every day, sometimes two or three blocks long. The only change I would make to make things easier for people in the neighborhood would be to officially exempt residents from the turn restrictions - which may be hard to implement. Failing that, I'd leave them in place.
81. The turn restrictions have brought the neighborhood back to an actual neighborhood where you can cross the street, get in and out of the driveway without fear of getting in an accident, and cars are not idling in front of the house or speeding through. It has brought peace and comfort back to living here in the Willows. I am very happy with the turn restrictions and definitely want to keep them in place!
82. Before the turn restrictions, I had to park 3-7 blocks from my home, and walk the rest of the way, then retrieve my car late at night. This significantly impacted my ability to spend time with my family. If I didn't do this, I would spend an extra 30-45 minutes driving the last mile to my home. I live at 820 Laurel Avenue in Menlo Park. The traffic was also terrible before the construction began, only then it was bad about once every week or two, not every night. Still not acceptable. With the restrictions, we've sometimes had to go the long way when we needed to travel out of the neighborhood during the hours the restrictions are in effect. But this is far better than having to fight the cut through traffic every night. My children have also nearly been hit by angry drivers making erratic U turns and trying to avoid the traffic while biking home from school or to a friend's home. Please, please keep the turn restrictions in place.
83. There should be an option to make a right turn on Willow for those coming from the neighborhood that does not require people living close to 101 to go back all the way to Gilbert.
84. My life is defined from the time I get up until 3:00pm. I don't drive at night and need all business hours to come and go before dark. I live at Chester and Menalto, 3 blocks from the freeway exits. Driving an extra mile to Gilbert and sitting there for 20 minutes just to get back to where I started is a waste of gas and time because there is nothing at Gilbert to prevent cars, buses and trucks from sitting in the intersection. When the light changes, no one goes anywhere because the intersection is blocked. Making a left turn at Gilbert requires driving in wrong way traffic to get in the turn lane to Middlefield; even then, there's no guarantee you can turn left. We are landlocked from 3:00 - 7:00 and I have no confidence that emergency vehicles could even get to my street because they would be blocked at the Gilbert intersection. If Gilbert is the only way out of the neighborhood, traffic should not be allowed to sit in the intersection. The no turn on Chester should be changed to no through traffic like the signs at Pope. Preventing the cut through traffic has eliminated quality of life for people who live here and pay property taxes. The current solution has favored traffic passing through on Willow over the rights of homeowners who also need to use the freeway. Please give seniors their life back with access to the freeway at least until 5:00PM and post signage at Gilbert to relieve the blockage.
85. We live on Marmona Drive. On weekdays between 3pm and 7pm, I do not turn on Baywood from Woodland, rather turning on one of the subsequent streets to get to Marmona Drive. This is a slight inconvenience but totally worth it. I would say this turn restriction SIGNIFICANTLY REDUCED cut-through traffic BEFORE the speed bumps were implemented. I like the turn restriction. I really dislike the speed bumps.
86. I use alternate roads or walk, less traffic going through the area is a positive, that I support
87. To pickup my kid from school I'm now using Gilbert to cross willow

88. In order to respect the no left turn rule, I enter Willow road from Gilbert, which only adds a few minutes. The turn restrictions have made such a difference!! I do not think the cut through traffic increase was a result of the Willow interchange construction. I the restrictions they will always be necessary as people will do anything to avoid traffic jams on 101. Cut through traffic has always been a problem but it has gotten worse because of apps like Waze Please put dividers in the center of the 101 exit ramps so that people going east to Dumbarten Bridge don't block the lanes when they use the west bound exit lane to try and cut into the east bound lane.
89. I usually turn on to Baywood and then Marmona when driving home but during the restricted hours I now need to continue on Woodland. On the rare occasion where I need to head east on Willow between 3-7pm, I do have to go out of my way and backtrack to Gilbert to make a right hand turn on Willow. But I feel the benefits to the neighborhood with the new turn restrictions far outweigh the minor inconvenience. Please keep these turn restrictions permanent and ensure they are enforced!!
90. It was dangerous crossing the street and i had to park my car 2 blocks away so that i could leave easily after work
91. I just drove down to the streets where I could make a legal turn took all of 3 minutes When we had no signals I COULD NOT EVEN GET OUT OF MY DRIVEWAY and at times could not GET INTO MY DRIVEWAY so 3 minutes is a small price to pay
92. I live on Baywood Ave. Instead of coming down Baywood Ave from Woodland, I circled around Woodland to Blackburn then turned left onto Baywood to get home. It took about 1 more minute. The minimal extra time is definitely worth the reduction of traffic and speed of cars coming down Baywood Ave. that I've noticed. Definitely keep the no left turn sign, but if we can move the no left hand turn sign down a bit lower, then more cars would see the sign. Some of the cars that do still turn left don't see the sign. Or can we possibly illuminate the sign or make it more visible? It has definitely been effective in reducing both the amount of cars and speed of cars driving on our street. Very happy with the sign.
93. Unsure about #7. The largest problem for me is that the restrictions prevent my typical route for leaving the neighborhood (any one of the three right turns onto Willow) if I'm going out for the evening. Having only University Avenue as a way to get to 101 can lead to 20 minutes or more to get out of the neighborhood. If my destination doesn't require 101, I go through the neighborhood (last thing my neighbors want!) to then go through Menlo or Palo Alto on city streets.
94. Coming from south, I used to turn left on woodland into neighborhood. Now I need to go to willow and turn right at Gilbert, which is a bit more congested.
95. I live on Chester St. and could not get home sometimes due to lines of cars. I don't normally go out after I arrive home from work, but when I do I try to wait for 7 PM so I can turn right on Willow to get to 101. For the most part our neighborhood traffic has diminished greatly. I am happy. In recent time I have noticed some drivers returning to their old habits. I feel the signs should stay. Now if could stop all the drivers that use our driveway to make u-turns that would be terrific. Please leave the restrictions.
96. As a devoted bicycle rider my one concern is when coming from Palo Alto across Middlefield and onto Woodland. Between 3 and 7 on weekdays it is illegal for me to turn left onto Baywood. It is also very unsafe for me to continue further on Woodland until I can legally make a left turn to enter the neighborhood at Blackburn. I live on Trenton and prefer to take the "side streets" rather than Woodland when on my bike. Could a sign be added to the no left turn at Baywood that bicycles are excepted? This is already the case on Clover Lane when entering from Willow Road and it is very nice to get off Willow as soon as possible.
97. the streets are safer for the kids since the turn restrictions
98. I would like to see tags for affected residents to exempt them from these restrictions. Question # 6 is confusing. The point is the restrictions have significantly improved The traffic problem.
99. Week nights I used to come home down Baywood. I'm happy to make the accommodation to eliminate the cut through traffic.
100. With right turns restricted and cut through traffic reduced, I am able to turn left from O'Keefe or Durham to get to local Menlo Park destinations on days when rush hour is backed up.

101. When I need to get to 101 after 3 p.m., I have to go over to Gilbert to make the right, instead of doing it from one of the streets with the turn restrictions. It has not been a big deal at all to make that change. And it sure beats having tons of cars speeding down Central (where I live) and backing up traffic on those side streets.
102. Thank you! I live on Durham and it's wonderful. Pls make it permanent.
103. I live on O'Keefe and the turn restrictions has significantly decreased crazy cut through traffic on my street. Thank you, thank you, thank you for doing this. We appreciate it.
104. The no left turns from Woodland Avenue is a huge inconvenience. Our entire family travels that route back and forth (multiple times a day during 3pm - 7pm) from our home and now we have to risk turning left on Blackburn (which is situated near a blind curved area and people speed on Woodland). Extremely dangerous alternative routing for the neighborhood. The only other option is to continue waiting in traffic until we can turn right on Willow and then right on Blackburn which adds additional commute time and a huge inconvenience with four children. If we had known that the neighborhood would prevent home owners from driving back and forth from their homes during certain times of the day, we would have probably taken that information into consideration before purchasing our home. This specific turn restriction has been a painful experience and a huge inconvenience.
105. I am not inconvenienced much by the turn restrictions to the point that I want them removed. They keep the commute traffic from overrunning our neighborhood.
106. The turn restrictions changed my travel patterns slightly when occasionally leaving my house between 3-7. I am willing to adjust to the change. Keeping the restrictions in place has and will keep streets free of traffic congestion, enabling residences to drive to their home instead of parking and walking for blocks. Also It will enable emergency vehicles to enter our neighborhood when residency need fast and swift help! I strongly support the restrictions to stay in place!!!
107. The turn restrictions have not had any material impact on my typical traveling pattern. However, the turn restrictions have significantly reduced the volume of traffic during commute hours in our neighborhood. When comparing the June 2017 traffic data to the May 2018 data, the reduction in the number of cars on Baywood, Clover and Marmona is dramatic. The speeds on these streets have also come down dramatically. In a nutshell, the solution worked and should be made permanent. It is a cost-effective, low impact solution to a significant quality of life and safety issue for the neighborhood. The data is clear and indisputable. Make the signage permanent.
108. We could not even reach home after picking up kids (from school) in the afternoon due to the cut through traffic. My wife routinely had to park our car several blocks away and walk the kids home. We had to go back in the night to get our car back. I find the turn restrictions do not cause a problem for us when we leave home in the afternoons as we can drive down to University Ave. This has helped immensely and I hope the city council makes the turn restrictions permanent.
109. It would be better if Willows resident's were allowed to make turns onto Willow road by displaying a sticker that could be provided to residents. Also, the cut-thru traffic was not caused by the construction project. It was caused by Waize and other traffic routing apps. When the restrictions went in, Waize no longer directed traffic through the neighborhood streets. If the restrictions are lifted, the traffic crisis will undoubtedly return.
110. Left turn from Woodland Ave to Baywood Ave has never been an issue from my observation.
111. I reside in the Willows. Sometimes carrying capacity is reduced, and commuters will have to queue for the bridge. I was astonished to find that some evenings there is simply no way to traverse local roads to my home, due to bridge traffic spreading out to queue on all minor roads as well as major arteries. The turn restrictions encourage rational queueing. Menlo Park cannot increase bridge capacity, but it can ensure the orderly flow of traffic through its jurisdiction, so the roads adequately serve both local and pass-through traffic.
112. keep restrictions only during certain hours. 4pm-7pm

113. Previous to the restriction I would routinely drive along Chester and turn right onto Willow. Now I must drive through the neighborhood back up as far as Gilbert to get onto Willow, adding distance and contributing to more local traffic, but this is not the real problem. The flow of extra traffic flow into Willow Rd upstream (west) from the 101 interchange causes significant extra congestion along the section of Willow heading East, so a 15 min jam forms there at times. There are other ways to prevent a pile up at the end of Chester, and presumably other streets. For instance the traffic lights across at Bay street, and even the VA could be extended to include a turn filter into and out of Chester. Anyway much of the time there is no queue there, but there are still the turn restrictions. Feeding traffic in close to the interchange would help prevent the back up along Willow. The turn restrictions should be eliminated or at least modified for local traffic, and some other methods of restricting/calming cut through traffic employed. On a related topic, also note the signage and lane marking for the new signals at the interchange are somewhat confusing and I see people making mistakes all the time. People turn right from the 101S off ramp onto Willow on red despite the small and distant "no right turn on red" sign on the far side traffic lights. Similarly when turning from Willow heading East onto 101N people cross the red traffic lights on Willow, because they see the green right turn filter arrows for the right turn onto the 101S ramp, and they think it applies to the next lane over for the right turn onto the northbound ramp also, which I believe is not intended.
114. I cannot get across Willow Road or to the freeway without a significant increase in travel time after I return home from work. I believe residents of the willows should have a sticker on their car that allows them to turn right during those hours.
115. The turn restrictions gave us the neighborhood back. Prior to the restrictions, I could not get out of my driveway (I live on Chester) during commute hours. I would park my car on another street and set appointments for the morning or mid-morning hours. It was so miserable. Once the restrictions were in place and periodic enforcement took place, traffic went away. It is slightly inconvenient to find a way out when the restrictions are in place but I will live with it!
116. Now traffic is better on Willow rd so take the signs off!
117. we like the no turn signs and the speed bumps and the yield sign at Blackburn and Baywood. thank you.
118. This change really sucked
119. I do think the restrictions helped neighborhood gridlock tremendously, however I would not be averse to a trial without them now that the 101 interchange construction is complete.
120. The cut through traffic caused a Danville based man to have road rage and get out of his car and wave a gun around. He was approximately 1 1/2 blocks from an after school care facility. We cannot allow traffic back in our neighborhood again resulting in violent behavior in neighborhood with so many young children around. The right turn restrictions on Chester, O'Keefe and Durham have brought peace back into the neighborhood and residents now feel safe enough to allow the children to ride their bikes and walk their dogs. Please do not allow this neighborhood's atmosphere to change by allowing the commute traffic again.
121. In order to pick my child up from after-school sports in RWC, I have to drive on Laurel Avenue from Chester street all the way to Gilbert and then all the way down Willow to get to the freeway to get to 101. Now there is no traffic back-up on Willow, so the turn restrictions are unnecessary. And they prevent neighbors from getting to the freeway. Also, can we PLEASE get rid of the right turn restrictions onto and off the freeway at Willow! The lights are really long and we all sit there like sheep waiting for them to change and NO ONE is going through the intersection to prevent a right turn. Furthermore, the paving on 101 is horrible. Does the contractor think they are finished? Please get the paving smoothed out. Also the construction debris at the end of Laurel has been sitting there forever. Can they take it away?
122. Unsure about Woodland - Baywood Chester - Willow and O'keefe - Willow: very good and should remain. Since there is no light protected turns at these intersections the backups can be very detrimental to these streets. Durham - Willow: Likely good and should remain, but this turn is protected by the stoplight and so should be investigated for removal from the program. Recommend quietly removing the restriction and monitoring the result. There needs to be a way for residents to access 101 in the afternoon without backtracking all the way to Gilbert - Willow. The restrictions will need to be revisited in the future if the University Circle additional office building and if the Woodland Park Apartment rebuilds take place, as the traffic impact on Woodland - University will be staggering and will lead to pattern shifts, perhaps back into this area.

123. The cut through traffic makes it unsafe for neighborhood drivers and our children. It also makes it extremely difficult for us to drive in/out of our own neighborhood during the peak traffic hours. We need traffic measures to restrict non-residents driving through the Willows neighborhood.
124. I think the turn restrictions have been very beneficial. They were essential during the overpass construction. But I believe they have continued to provide a lot of value since the construction has completed. I believe the turn restrictions have kept pass-through traffic through our neighborhood low, which I am happy about. That lets neighborhood residents drive to and from their home more easily during afternoon rush hour. But in addition, pass-through drivers often drive fast and in an unsafe manner. I have young children and think about their safety when it comes to cars driving down our street. I feel that my children are much safer without the pass-through drivers.
125. Please leave the turn restrictions in place, also would be nice if menlo PD would enforce at least once a week
126. If going North, I try to leave before 3. If it's between 3-6, I go to Gilbert to access Willow Road. It's a small inconvenience and worth it.
127. I have to drive extra 20 to 30 minutes because of the no left turn It is causing traffic where I join back again
128. I live on Chester St. and I love the new turn restrictions. Prior to the restrictions, there were times I could not enter or exit my driveway. It was not safe for my kids to be in front of the house - cars were racing by to get to Willow Rd. THANK YOU for finding a solution.
129. I live on Okeefe Street. It effected my pattern highly - in negative way. I have to go to use Gilber Street = I spend more time on the road, spend more gas and create more pollution. If I see the effect of the no right turn sign? NO. There are still cars ignoring the signs, cut-through the neighborhood. So overall, people cutting-through still do it and I am being PUNISHED to live here. This is what you were looking for? Well done!! And what about Menlo Park police and cars turning right during week between 3-7? Well, police car parks at Chester and Willow, police man stands in the intersection (Wednesday at 5:30pm). There are (2) cars on Chestnut, turning right. And policeman is doing what? Standing there. Again, well done. Should I also ignore the turn restriction because cut-through traffic do it? Why there is no exception for local traffic? Buses and school buses are not using most of those no right turn roads anyway.
130. While the turn restrictions onto Willow actually impact me negatively (I have to go to Gilbert and backtrack on Willow towards 101, which is ridiculous), I avoid travel around the area between 3 and 7 as much as possible. I am fortunate to work from home, though, and know it is a luxury many don't have. In general, the traffic this area is out of control and there needs to be an area-wide, drastic makeover of transportation. Tinkering around the edges results in solutions that benefit some at a cost to others, and will do nothing to help with the overall frustrations peninsula residents have with commuting.
131. We decreased our use of Baywood road to get into the neighborhood. We feel that the restrictions have been helpful, but there has not been enough enforcement to make a huge difference. Our recommendation is to keep them but to do serious enforcement, especially on Baywood. That is where we have seen consistent violations. Thank you.
132. I live on Clover Lane. To get home from Middlefield, I turn onto Woodland and then continue past Baywood to Blackburn. Residents on the Marmona-Woodland portion of Blackburn have seen a massive uptick in traffic of Willows residents. I don't believe the no left turn on Baywood is needed any longer because restricting the output at the 101 end of the neighborhood has forced vehicles to drive elsewhere.
133. These turn restrictions offer slightly better traffic flow on the designated streets. But no attention given to Woodland to University or O'Connor to Woodland, to exit neighborhood to University and 101. Perhaps that is work in progress, if so please advise ?! We are facing added congestion with the EPA development that includes Manhattan and University Circle.

134. My 'non-restricted time' / old route of travel to get on the freeway was along Chester and make a right on Willow to 101. Since the restriction, when I go to pick up my son in RWC at daycare I have to either take Middlefield past MA H.S. or travel up to Gilbert and deal with the entire Willow traffic jam. (A 30-45 min travel when it normally takes 2 min to get on 101 from my house) I understand the traffic nightmare that use to be present along Chester prior and during the overpass construction and am happy to see that alleviated, but the current restriction becomes a pain for the residents more than the people who cut through just to avoid traffic along Willow. I wish there was some way to give out parking permits/ resident tags that would allow local residents in the area to bypass the restriction. I understand it only takes seeing one person do it to make everyone think it is ok. I think a 6 month trial run without the turn restriction along Willow should be done. This would give an the city and residents time to see if the Willow construction has fixed the problem, or if the bypass traffic comes back to the area. I do however believe the no left from Woodland to Baywood should stay in place. It discourages the 'cut-the-corner' mentality there which creates considerable more traffic at the start of the Willow commute.
135. We live at the corner of Blackburn and Woodland -- so we are only affected by the no left on Baywood. Instead of turning on Baywood, I just keep going on Woodland. We have no problem with the restriction to not turn left on Baywood. We also appreciate the new YIELD sign at Baywood and Marmona. People have used that awkward street intersection as a through-way, speeding through without looking left or right. I know the traffic in other sections of the Willows has been much worse.
136. I now have to use Gilbert to get to the freeway during the restricted hours. I don't have to do this very often, so it has little impact on me. 1) It would be good if there was some way of letting Willows residents turn while still making it illegal for others. 2) People still turn from Durham, Chester or O'Keefe during the no-turn hours. Has there ever been any enforcement of the restrictions or is it only signage?
137. I hate having to exit the neighborhood via University when heading North on 101 between 3 and 7.
138. N/A
139. I work at the corner of Chester and Willow Road. Due to the restrictions, I have to drive way out of my way to be able to get back on Willow or drive through back road all the way to University to be able to get back on the 101
140. There is an unavoidable amount traffic that needs to move via University Ave. and Willow Rd. during commute times. That traffic flows in such a way as to attempt to maximize the amount of flow, which means some of it comes through the Willows. The entrances onto Willow and from Woodland to University act like valves on that flow. The current restrictions close the valve onto Willow, which has to result in more traffic on Woodland. This was reasonable during construction of the interchange at Willow and 101, but since that is complete, the Willow valve should be reopened, if only to create a more fair distribution of traffic. Also, the requirement to use University to get to 101 North during 3-7pm is a significant aggravation when leaving my house during that time.
141. I had to alter my "get to 101 n/s plans during peak hours when no right turn is allowed onto Willow; I either drive a few blocks up to Gilbert to enter Willow there, or I drive over to University via Bayshore if traffic isn't backed up there.
142. Before they were out in place I couldn't turn into my driveway because of the traffic, my kids were not allowed outside, and it made the neighborhood louder and more dangerous.
143. I live near the Okeefe/Willow intersection, and it took me 45min to get from Willow Rd back to my house every night. This caused serious issues for me and my family. Please keep these turn restrictions for our quality of life in the neighborhood.
144. I think all turn restrictions should apply to everyone with the exception of neighborhood traffic (neighbors should be able to make turns if their house is right there).
145. I usually turn left onto Baywood from Woodland. Did not change because I assumed the restrictions did not apply to local residents who live in that immediate area (which I do). I would maintain the restriction at Baywood but allow passage for local residents.
146. Just had to be thoughtful about my route between 3-7. Not a big deal for me as I don't drive often from my home during those hours.

147. remove durham restriction maybe?
148. I live on Durham st and prior to the turn restrictions, I couldn't even get into my drive way during rush hour. I had to wait in 20 minute traffic just to drive three blocks to get to my own home. Instead, I would have to park 3 blocks away, carry my 2.5 year old, while pregnant all the way home. It was atrocious. Not to mention unsafe. If there had been an emergency, there is no way an ambulance or firetruck would have had access.
149. I live on Durham and the cut through traffic when the Willow interchange lights were added was devastating - every evening I had to park 3-4 blocks from my home and then carry my toddler (and anything else, groceries, etc) the rest of the way. I would set an alarm at 9PM for when the traffic died down to go back out and put my car in the driveway. I witnessed numerous incidents of road rage, including a woman who would not let me back out of my own driveway to pick my kid up from daycare. The benefits of people cutting through the Willows are zero - it does not allow more cars onto the 101; rather, it worsens traffic for those vehicles who stay on Willow Road. Thank you for keeping the right turn restrictions intact!
150. In order to reach 101 I would normally take Chester to Willow. Now I can't do that any longer and I have to go on Menalto to Gilbert and then take Willow -- where I'm stuck in traffic - to 101. It would be great if residents could get out of their neighborhood via Durham and Chester. May be have a sticker on the car? After all stickers work for "residential" parking in many communities, where residents get treated differently than the rest of the world. Why not have the same for right-turns out of our neighborhood?
151. Residents in Willow should have a placard in vehicle that allows them as exceptions to make the turn.
152. Hasn't changed my traveling pattern and it hasn't changed the traffic flow noticeably at all.
153. Change for me: I cannot turn left onto Baywood from Woodland when driving home to our house near the intersection of Baywood and Blackburn. Thoughts on restrictions: I have noticed fewer cars speeding down Baywood towards our house at rush hour and am pleased with the change.
154. It required me to take a longer route to my own home, but the drastic reduction in traffic is well worth the extra drive for me during traffic hours.
155. We live on O'Connor and our afternoon commute now takes significantly longer due to have to go all the way back to Gilbert in order to turn on Willow eastbound. These temporary traffic regulations hurt residents, which are now locked into our neighborhood. There's got to be a way to fix the traffic issue on a more holistic level, e.g. by studying the larger flows and choke points and working with Palo Alto. For instance, the "Willows cut-through" is a consequence of traffic on University being blocked by traffic not draining fast enough onto Dumbarton Bridge, thus blocking traffic heading north on 101. Synchronizing traffic lights to maximize drain across Dumbarton Bridge, would likely solve the problem to a significant extent. Reducing the speed limit on Dumbarton Bridge and its tributaries as traffic increases could help increase the flow rate/capacity over the bridge. (Autobahns in Bavaria do this with great success, for instance. The reason slower uniform speeds result in better flow is because drivers brake faster than they accelerate, thus exacerbating jams.)
156. I'd like to see the window changed to 4-7pm.
157. Prior to the restrictions it became a nightmare with people blocking garage driveways while waiting to access Willow. Many times my daughter who is now living in my house had to call the police to get out or into her own home on Durham Street. Palo Alto has created a variety of conveniences for Palo Alto residents in blocking access to 101 at the expense of Menlo Park. It is time for the MP City Council to likewise protect our residents in this formerly lovely neighborhood.
158. #3-When the turn restrictions were implemented, I began to pay attention so as not to drive during the restricted hours. #6-While it is true that there is less cut through traffic, travel by residents is negatively affected. #7-I'd like to suggest that the turn restriction at Willow and Durham (at the light at the entrance to the VA Hospital) be removed.
159. I have to time my travel out of the neighborhood. Would like to have sticker (or equivalent) for Willows residence.

160. There seems to be minimal enforcement, so there is some "cheating", particularly at the Chester turn. But overall they've seemed very effective at preventing what we used to refer to as "carmageddon" when the entire neighborhood would be backed up with cars (preventing residents from reaching their homes) whenever the Dumbarton had an issue.
161. as a cyclist, the traffic was a severe problem, and these rules in place are incredibly important
162. I just went down one more street to turn onto Blackburn, then onto McKendry where I live.
163. We take a karate class in Belle Haven and missed the class more than once because it took us over an hour to get over 101 from our house. After the turn restrictions, traffic has been better and we are able to leave our neighborhood most times of the day. I still anticipate long waits on Willow but at least our neighborhood isn't full of cars and lines of cars at every corner. Our residential street had turned into what looked like a freeway before the restrictions.
164. I mostly turn right on Willow Road from Blackburn. If I need to go to Middlefield Road I go to Baywood and turn right.
165. I think the neighborhood--my neighborhood--should be protected from cut-through traffic. I don't drive much, preferring to get around on a bike almost all the time so the restrictions didn't really affect me, but I don't like all the idling cars lining up, especially on Woodland Avenue. The signs that declare no through traffic are a complete joke. I would support blockages on Woodland Ave to stop evening commuters from using that street to avoid University Avenue to get to the bridge from Palo Alto. Palo Alto needs to take responsibility for all the traffic impacts from its jobs centers. It shouldn't be Menlo Park neighborhoods that have to relieve the load from Palo Alto.
166. It provides little benefits to the back streets of Willow Rd and drove more congestion to the already busy Willow Rd.
167. To get to 101 South, sometimes I enter the freeway at University Ave. Since University is often jammed up, I frequently take residential streets through Palo Alto to get to the Oshman JCC. Occasionally I have had to go to Gilbert from my house near O'Keefe to get to the Dumbarton or 101 North. One time I took Gilbert to Ringwood to Bay Road to Marsh to get to 101 North when Willow was a parking lot (maybe from an accident). The turn restrictions are at most a minor inconvenience for me. While I expect the cut-through traffic was primarily related to the construction, traffic within the neighborhood is fine now. I don't see a reason to remove the restrictions. It ain't broke, don't "fix" it. It would probably take considerable work (by the public) to bring them back if they were removed.
168. When traveling to soccer practice @ Kelly Park, for example, we'll go out Gilbert, instead of going down to O'Keefe. Traffic was insanely bad before these turn restrictions were put in. It wasn't unusual to see 5 cars backed up at the stop sign at Central @ Gilbert, and there was a constant stream of traffic in the hours around rush hour. I never would have guessed what a huge difference the turn restrictions have made. It's amazing.
169. Not really answering your question, I'd like you to consider more cut through traffic/cars from Palo Alto Way-Chaucer in Palo Alto. May be work with Palo Alto to increase signs on Chaucer/Palo Alto Way. There is a "no right turn on red "sign as cars exit the 101 onto Willow Road. Could that sign be enlarged, so car drivers can't miss it?
170. I ned to drive several blocks from my home to Laurel Avenue to Gilbert to turn onto Willow Road (between 3-7 pm). Te only change I would recommend is either give Willows residents stickers allowing right turn lane turns during restricted hours. Also, change the time restrictions from 3-7 to 4-7 PM.
171. I live on Clover Lane. To access my home from Middlefield, I turn left (from Woodland) on Blackburn now. So, the impact of my traffic was diverted from Baywood to Blackburn. I don't know how the neighbors on Blackburn feel about the additional traffic. My observation is that the No Left Turn sign at Baywood is frequently ignored. I don't know how much of that is through traffic to bypass the Willow/Middlefield intersection, versus people who live in the Willows' immediate neighborhood who are impatient with the redirect. If we leave the sign, I would like to see more enforcement of the No Left Turn sign. Thanks for the survey and the ability to give feedback.
172. Remove the temp. on ground signs.

173. I would appreciate an exception to the no left turn from Woodland to Baywood for residents of nearby streets. I live on McKendry, and the restriction requires an unwelcome detour to get home if I am coming from Middlefield.
174. The turn restrictions have made the willows a much safer place to walk and live. I am highly support keeping them in place.
175. I live on Chester. There are regular times I leave the house to take my child to practice around 6 pm. I have to travel to the University/101 on ramp instead of using Chester/Willow to get to 101. Although this is an inconvenience I believe it's worth it since we no longer have traffic backups on Chester. Thanks.
176. Before the signs there was a complete back up of cars in my neighborhood. I couldn't even get to my house. I would often need to park outside my neighborhood, walk in to my house and then go back late at night to get my car. The back up was so bad I couldn't even get to my house
177. I live on Menalto, between O'Keefe and Durham. If I need to get to 101 (or even just to Bay Road to drive home my son's friends who live near Flood Park), I have to drive all the way up Central to Gilbert. Then I cross Willow, drive down Santa Monica to Coleman, then to Ringwood, and finally to Bay. This is quite an inconvenience. I believe it would make sense for all -- residents and potential "commuters" who might be tempted to cut through the Willows -- to remove the turn restriction on ONLY Durham (where there is a traffic light). It makes sense to keep the restrictions on Gilbert and O'Keefe. Another option is to give local residents bumper stickers to allow them to make the turns (someone mentioned that this was discriminatory, but I can't understand why/how this might be the case. People who live in SF have special parking passes, which does not seem discriminatory -- seems like the same type of issue in my eyes.)
178. I live in the Willows and typically head west toward Menlo Park and not East so it does not impact me and my family much. It is a hassle when I do need to head that direction but I am willing to allow extra time so I can go a different way.
179. Need to restrict left turn from EPA to Oconor
180. I find the signs offensive, as if we live in a privileged, gated community. Excess traffic is a byproduct of poor urban planning (not enough access to Dumbarton, not enough convenient public transportation, lots of corporate growth driving commuters into the area. By restricting turn access we're just pushing the burden into another neighborhood. Neighbors may say the restrictions have reduced traffic but the construction is also complete, so how do we determine the impact of one vs. the other?
181. When going east on Willow I now need to travel to Gilbert where before I would use O'Keefe or Durham. However this is better than not being able to get into our out of my house for hours each afternoon or having my vehicle damaged when parked on the street by cars trying to squeeze through streets narrowed by stopped traffic trying to turn East on Willow. I also believe this has had the benefit of reducing speeding and stop sign running on Central and Laurel by cars sprinting to get to the dumbarton bridge as fast as they can and disregarding safety to do so.
182. Drive out of the neighborhood from Gilroy
183. Not a big deal. We've seen much less traffic.
184. The turn restrictions need to be enforced on a regular basis. Cut through traffic still makes these turns. I regularly see right turns between 3-7pm at the intersection of Durham and Willow — I use the light to make a left hand turn to get to Coleman to pick my daughter up at Laurel lower campus. It's a joke that so many vehicles each day get away with still cutting through. Same is true at the 76 gas station and O'Keefe. People are regularly making the right hand turn or worse — just pulling through the gas station to avoid the stop sign and make the right hand turn. Additionally, the No Thru Traffic signs should be made permanent and expanded to the other entrances to the Willows — particularly at the East Palo Alto border on O'Connor and Woodland.
185. when I have to leave the neighborhood in the evening, I have to go to University, but that only happens about once a week.

186. I occasionally have to find alternative ways out of the neighborhood due to the turn restrictions. But I am happy to have that occasional inconvenience in exchange for the lack of congestion in front of our house. Prior to the changes there were many days when I couldn't get to my house on Chester street when driving home during the afternoon commute and had to park up to half a mile away on the street, walk home, and then walk back to get my car and drive it home hours later when the traffic in front of my house dissipated. There were also many occasions when I couldn't leave my driveway during the afternoon commute because of the traffic that was backed up on Chester street in front of my house. Life is MUCH better with the new turning restrictions!
187. Prior to the restrictions, there were days that we could not get to our house on Chester. There was traffic on our street backed onto and down Menalto with people trying to turn onto Willow. Some days we were trapped and could not back out of our driveway. The traffic was so bad, I did not let my daughter ride her bike or scooter during commute times. People were frustrated and often ignoring pedestrians walking in the neighborhood. There was this hectic chaotic energy during that time and it definitely felt less safe. On bad traffic days, our daughters bus from Hillview Middle School could take 90 min. One day, it took almost two hours. Since the restrictions, there have been almost no traffic issues in our neighborhood. You get the occasional person trying to turn but never more than a couple cars. I also noticed the flow of traffic on Willow is much better. Normally, it would start getting backed up at Middlefield around 4. Now, it's usually flowing normally most days. Even when there is an accident, it still moves much better than before. The restrictions have really changed our quality of life. We have lived in the Willows for 17 years and the traffic was making us want to move. You have us our neighborhood back. Please do not remove them.
188. When I am rarely at home during the day I have to proceed up to Middlefield to get on Willow to access 101 versus being able to get on right from my street. That being said, having reduced traffic through neighborhood far outweighs this impact. Do not remove the turn restrictions!
189. A little pain for a lot of gain
190. The only change to travel pattern is need to 'backtrack' to Gilbert in order to get onto Willow Rd heading toward 101 during the restriction times. Living in the so-called 'lower Willows', this is a very minor change. The traffic changes have allowed me to get to my home during heavy rush-hour traffic because congestion is reduced. I guess this is another change in my travel patterns – I'm no longer reluctant to commute to my own home during rush hour periods.
191. The turn restrictions haven't changed my driving patterns that much as I avoid going east on Willow during rush hour as much as possible since the traffic is ridiculous. They have kept the neighborhood from all the cut through traffic that occurred before the restrictions and which became more and more of a nuisance and very dangerous.
192. No turn from O'Keefe should stay since it is a somewhat major and busy street. Allow turn from either Chester or Durham and keep the other a no turn. Although traffic can begin at 3:00 p.m. on some days, it seems too early to start the no turn restrictions. I believe 4 to 7 p.m. is a better compromise.
193. Traffic on willow road is a huge issue, but is not new. Trying to cross willow road on Gilbert going towards Santa Monica can be difficult because of cars turning right toward 101 from Gilbert. We think that the lights at Willow and Gilbert need better regulation. Many cars run the red light on Willow and are stopped in the intersection preventing any Gilbert traffic from crossing the intersection or turning right. Even buses have gotten caught in the intersection and no one can go anywhere. This has gotten worse since the no right turn restrictions on the other streets.
194. It takes me 10 minutes longer to get to 101 northbound from my house on Chester during restrictions. There are less delays in general since the construction completed. The restrictions may not be needed.
195. We live on Oak Court so the turn restrictions do not affect us much. We think they should stay in place and have seen how they benefit the neighborhood overall. However the amount of cut through traffic on Woodland during the evening commute last week meant it took 20 minutes for us to get from our home, onto the freeway which is normally a one or two minute drive if we catch the light or not.

196. I live on Central Avenue. Before the turn restrictions were implemented, I used to travel to Willow Road heading east via O'Keefe, Durham or Chester. I now use Gilbert to get to Willow Road during the weekday 3-7pm hours.
197. Most importantly I have people dropping off and picking up young kids at my house at peak eve traffic time. If the restrictions came off, Chester st would be blocked as before and people wouldn't be able to pick up their kids near my house. I myself used to have to park 6 blocks away coming home from work and walk home. I am handicapped and obviously that's a burden.
198. Was a major inconvenience as someone living in the neighborhood when i needed to go East on Willow.
199. I don't think people followed the restrictions
200. I live near Baywood & Blackburn and don't mind driving a little extra to get home in late afternoon. I've seen much less traffic in our neighborhood. I also like the speed bumps as people drive slower.
201. I live on the corner of Blackburn & Marmona. When I go to Woodland & Blackburn and I have to make a left turn into Blackburn I have to pray that there is not a car coming around the curve. There is not a clear view from the on coming cars. It is right on a blind view because of all the trees and bushes right on that curve. Please send some one over to check out what I am talking about. This way you can see what I am talking about. Maybe they can have some of the trees removed so we can have a better view of the on coming cars.
202. I think these restrictions work best when enforced.
203. I live on Durham Street. The traffic before was horrendous and I think the restrictions should stay in place. However, I think residents who live on the affected streets should be exempt. We should be given a placard to display from our rear-view mirror, or some such option, so that we can turn from our own street onto Willow.
204. As a near 50 year resident I feel the restrictions have little effect on cut through traffic. Our street, Menalto, continues to be busy. For me, obeying the restriction just makes things more difficult.
205. The Baywood Turn restriction is causing us to go to woodland Rd to turn into our neighborhood. It's a dangerous turn at a blind spot. Only other option is to go on willow road and risk spending 10+ minutes to go 1000 feet.
206. The next step should be to address the backup on Woodland Ave during evening commute hours.
207. A large part of the traffic that would be on these streets are people that want to cut ahead of the traffic on willow. Not fair to the people stuck on Willow all the way back to Middlefield, but those streets near the interchange would act as a reservoir to make it less of a nightmare at Middlefield. Which scenario is worse for everybody? I don't have enough info. Menlo's desire to have single lane streets on Willow and Sand Hill were not forward thinking enough to handle today's traffic and now there are no good solutions. And it is going to get worse.
208. When possible rescheduled trips to times that did not coincide with restrictions. Became more aware of behavior of other drivers.
209. The impact was minimal. We couldn't make a left on Baywood but could in Blackburn. I just drove one more block up and turned. I think it helped calm traffic quite a bit.
210. I now have to drive west to go east. Depending on the day it can add 15-30 min to my drive to Kelly field. I prefer this to a constant flow of cut thru traffic. The drivers speed and are aggressive when the traffic builds. It's not safe for pedestrians and residents.
211. I live just off Chester, so when I want to go south on 101 during the restrictions, I either have to drive to a legal right turn in the Willows, or go over the the University Ave entrance to 101. This is a VERY minor inconvenience for the ability to actually get to my home. Prior to the restrictions, traffic in the Willows (close to 101) was SO bad that I would sometimes have to park 5-6 blocks away and walk home due to backups. The backup would often go from Willow Rd all the way to Menalto on Chester, Durham, and more. It was insane to have to deal with that.

212. The signs cut off traffic wanting to go in different ways
213. Oh I hate that they start at 3pm! Normally if I go to 101 from my home near the end of Menalto at Woodland, I drive up Central to Durham to Willow. I go occasionally around 3. If I am one minute after, I have to go to Gilbert, and take Willow all the way to 101. But I am just being selfish. I try to avoid commute times entirely, as they are a nightmare anywhere close to Willow or University. The no turn restrictions need to stay in place for the residents who live on those streets - so they can get to their own homes. Even if there were no cut through drivers, just the residents having to turn onto Willow from the Willows - or worse, from Woodland onto University, it is awful for residents who can't get home. My daughter gets stuck in the Woodland traffic often going home to her place. If I need to travel southbound, I take Chaucer then Channing through downtown Palo Alto, up to Alma, and avoid 101 entirely. As they plan on demolishing the Pope/Chaucer bridge, and rebuilding it to be more "flood safe" - I hope to move to the Coast for a couple years and miss that mess entirely. There will be no back way out of the Willows then, until the new (ugly but required) bridge is in.
214. It sometimes takes several minutes to get up (from down near 101/Durham) to Gilbert (which is also backed up), and then to sit in Willow traffic just to get back to Durham, and that's before getting to 101 as needed! I hated the cut through traffic but I hate adding in 15-20 mins to get 101 as well.
215. I live on Woodland between Menalto and University Circle. I need to drive NORTH to San Mateo at 5:30pm on weekdays. Because of the "no right turn" restrictions onto Willow from Chester etc, my choices are: 1- take Gilbert to Willow, and then sit in backed up traffic on Willow to get to the freeway on ramp = 20 minutes 2- take Woodland towards University Ave/University Circle, and then sit in backed up traffic on Woodland to get to the 101 on ramp = 20 minutes 3- take Menalto to Chester to Willow and hope I don't get caught = 5 minutes
216. I think the one at Woodland and Baywood should go
217. I live on Clover Lane and commute from across Menlo Park. Previously I would turn from Middlefield onto Woodland Ave. then left on Baywood Ave and left onto Clover, where I live. Now between 3-7pm I turn from Middlefield onto Woodland, then go past Baywood then left on Blackburn, left on Baywood and right on Clover. It probably adds 1 minute to my commute home and I'm happy to make the minor detour. Alternatively, on some occasions from 3-7pm I'll go down Willow, turn aright on Blackburn, Right on Baywood and right on Clover.
218. The turn restrictions haven't significantly impacted my commute, but I see less traffic in the neighborhood. Specifically on Marmona because of the turn restriction on Middlefield, and on to Willow Road near 101 because of the turn restriction that prevents 101 bound traffic from traversing the neighborhood.
219. It would be good if willows residents could be allowed to make the right turn so we can leave our homes to take kids to activities etc. It doesn't need to be a formal program, just an understanding with police and city that residents (cars registered in willows neighborhood or drivers has drivers license with willows address) would not be ticketed or tickets would be dismissed.
220. I very much appreciate and value these new turn restrictions and believe they help protect our neighborhood. I do think it's cut down on the cut through traffic. I hope they remain.
221. Stay off willow unless must go to 101
222. I live close to the turn restrictions and it was impossible to get to my home before the turn restrictions. Please DO NOT remove them.

223. This was installed when the overpass was being worked on which closed lanes and as a result during that time traffic was backing up in the neighborhoods, it should have been temporary from the start, it is stupid that someone who has lived in the area for over 35 years has to take a longer route to get somewhere due to this... This turn restriction was needed at a time, but not now, but to have no right turn at THREE INTERSECTIONS ON WILLOW (Durham, Okeefe, and Chester) is stupid. Durham has a light and should allow right turn traffic no matter the time of day. ALSO the traffic problem is still a issue, wonder if it was really worth doing that overpass and adding two extra stop lights? I'll tell you what the real issue is, some of the damn traffic lights along Willow are out of sync between the 101 overpass and Bayfront Expy allowing not enough cars to go through at a time. Also those two turn signals on the overpass that are on the overhang pole confuse a lot of people as they think there are two turn lanes... Anyway, if two had to stay keep the ones at Okeefe and Chester, and get rid of the one at Durham as it has a traffic light there. I remember people where grateful when those went in saying how it helped, but guess what? Schools had just gotten out at the time for summer so thus there where a lot less cars on the road and school events. Sincerely, a very annoyed residence.
224. The left turn from Woodland to Baywood is no longer taken during hours of restriction. We make most trips by bike and largely avoid car trips during commute hours. A positive step would be square the corner of Central & Pope, now a large radius curve that encourages high-speed right turns onto Central. That entire intersection back to the Pope Chaucer bridge is too wide. Expanding the boulevard strips and planting more trees would be welcome. Consider closing P/C permanently, which would eliminate the need for turn restrictions, is another possibility
225. Turn restrictions are fine and I plan my time around them. I am more concerned now about Pope Chaucer bridge being closed for a year. It would be nice to have a temporary pedestrian and bike bridge in place as trike is mostly how I go to Palo Alto. In fact I would be fine if it were removed and no driving bridge replacement. But pedestrian/bike would be a great improvement and our flood risk would be positively impacted.
226. I have to drive an extra two blocks but it feels much safer in our neighborhood without all the traffic cutting through.
227. We are willing to go out of our way to keep these restrictions. Before their installation, Central Ave had heavy and fast traffic. The stop sign at Gilbert has helped. The traffic now increases at 7pm because drivers have adapted to the restrictions. Speed bumps may no longer be necessary on Central but the curb radius at central and Pope should be square to slow down RT hand turns.
228. It is not often I have to leave the house and turn right on Willow between 3-7pm on weekdays, but I occasionally go up to Gilbert to turn right onto Willow or, less commonly, over to Woodland to turn left onto University. While the turn restrictions are a slight hassle on those occasions, they have significantly reduced cut-through traffic in the neighborhood. I do note, however, that they have not eliminated it - I do see a steady trickle of cars breaking the law and turning right every time I pass Chester, Durham, and O'Keefe on the way to pick up my child at Laurel Elementary.
229. I had to slightly change where I turned on the way home and my route but well worth it to help this neighborhood from the terrible traffic. I will add that I think there is a much larger problem here that Menlo Park needs to address which is traffic congestion overall and allowing Menlo Park to be Stanford and Facebooks' playgrounds...
230. It has significantly reduced cut-through traffic on narrow streets that can't handle large amount of traffic or people leaving Willow to drive through the Willows to cut back into Willow further down. As someone who turns off Willow Road unto Chester between 4-6 it has made my life easier. Now how to do resolve the backup on Willow Road every night?
231. Not a big deal for me to go a little out of the way. Appreciate less traffic in the neighborhood, especially as my child bikes to/from Laurel Upper Campus.
232. Minor inconvenience to me and I see the benefits of much less traffic.
233. I have to travel one block out of my way to get home now and don't mind as this has severely improved the amount of cut-through traffic in the neighborhood. I hope these can just be made permanent!

234. Willow Road is congested enough, eliminating these cut through would increase traffic even more so. And enforcing these turns would be a nightmare. Specifically turning right and cutting out of the neighborhood onto willow from Chester and the other two streets there. How would you pull somebody over once they turn and are already on the highway ramp, especially during rush hour?
235. There used to be long lines of cars but now the throughout in the Willows is much better
236. I live closer to Middlefield, so my regular turn to Willow road East was always at Gilbert.
237. In the couple of months before the turn-restrictions were put in place t cut-through traffic got so bad that the neighborhood was simply not livable. During that time I once spend about 20 minutes waiting in traffic to go about half a block, from the corner of Central and Durham to my home at 216 Durham. I seriously wondered if I would be able to sell my house. Make no mistake, the turn restrictions are inconvenient, but compared to the existential threat for the neighborhood due to the cut-through traffic before the restrictions were adopted, the truncates restrictions are without a doubt much, much, much the lesser "evil."
238. I must use University. And get stuck in the Woodland traffic .
239. We live near Durham and Willow. We frequently go out in the evening, and are prevented from turning right from Durham onto Willow (our most efficient way to get to 101.) Getting around this restriction is a very big problem and a severe delay. The object of these restrictions is to curtail cutting through the neighborhood, which caused terrible gridlock in the Willows neighborhood during overpass construction. Now that constructions is finished, perhaps the gridlock would not recur. On the other hand, completion of the new overpass does nothing to reduce the backup on Willow Rd that occurs as a result of traffic congestion around the Facebook area and the backup of cars trying to cross the Dumbarton Bridge. If the turn restrictions are to remain, I suggest that "neighborhood" car stickers be created and issued to all residents north of Gilbert Ave to show that rather than cutting through, they are initiating journeys from within the neighborhood. Cars displaying the neighborhood stickers would be exempt from tickets for violating the Willows turn restrictions.
240. I swim at Belle Haven pool weekday afternoons after 3pm. I now leave before 3 pm to go to the pool. Works for me!! My home is on the 600 block of Central Avenue. Traffic used to be just awful prior to turn restriction. Now, traffic is tolerable!
241. We live on the 700 block of Laurel Ave, and I work from home. With the turn restrictions, it is very inconvenient getting from our home to 101 during the restricted hours, which I frequently need to do. Instead of driving down Laurel, taking a left onto Chester and then a right onto Willow, I have to either go through the neighborhood all the way over to University (which is often very backed up) to get to 101 to go south, or I have to go back down through the Willows to Gilbert to take a right onto Willow and then sit in Willow traffic to get to 101 going north. The restrictions made a hugely positive impact in virtually eliminating cut-through traffic in the Willows. But I'd like to see an exception made for those who live in the neighborhood so we can get out of our neighborhood more easily. How about a "Willows resident" sticker for our cars that will allow us to be exempted from these turn restrictions, while leaving them in place for non-residents?
242. Obviously the congestion on willow road is the main problem and the cut through traffic is just a symptom. I would love to see Menlo Park attempt to solve the main problem.
243. I mostly changed my travel times because the right turn onto Willow at Gilbert around 3 pm meant a lineup to enter Willow road thus a longer commute. Before the turn restrictions the backup in front of our house lasted for hours and we couldn't even get in or out of the driveway unless one of the adults in the house was willing to play traffic cop to the lineup of cars out front (Laurel Avenue). We would have to park blocks away. The cars cutting through the neighborhood were going super fast. I would hear the cars zip by while I was inside my house with the doors and windows closed! I was just waiting to hear a loud crash or hear of an accident. My sons drive now and they do mention the right turn limitations onto Willow times to be an inconvenience. They would prefer the turn limitations would start at 4pm instead of at 3 pm.
244. Traffic patterns have returned to acceptable conditions for residential streets in a residential neighborhood.

245. If I need to go southbound 101 in late afternoon, I illegally turn right from Chester onto Willow. Since the turn restrictions went into effect, I have not seen the horrendous lines of cars in the neighborhood. However, now that construction is complete I'm leaning toward lifting them.
246. East Palo Alto neighbor (Donohoe St.) here. Since the turn restrictions went in, a bumper-to-bumper stream of traffic has funneled down Woodland and out via University during evening rush time. This has made it (literally) impossible to exit the neighborhood in less than half an hour. Except for a brief period at their inception, right turn restrictions on O'Keefe, Durham, and Chester have never been enforced. It is particularly infuriating when we follow the rules, drive eleven blocks out of our way (down to Gilbert from Menalto x Durham vs straight out on Chester) and -- on our way down twenty minutes of gridlock to the freeway -- encounter literally dozens of cars making illegal right turns in front of us.
247. Dumbarton corridor traffic conditions continue to put pressure on neighborhood traffic. Just on Friday, January 17 evening Woodland and merging streets like Manhattan and Euclid were completely clogged. Keeping the turn restrictions would at least have Waze and other map apps comply and avoid showing alternate routes through the neighborhood. The main concerns are: Delays in reaching a medical emergency in the neighborhood Bad air quality from idling cars
248. I couldn't get home before the restrictions. My driveway was blocked daily. People in their cars were distraught and angry which made unsafe for children and any pedestrian.
249. Willow road traffic to 101 is bad during peak hours The city council should continue to find solutions to this problem
250. Instead of turning right on the restricted streets to get onto Willow between 3-7 I drive to Gilbert to turn right at the light. It may take awhile but the wait is nothing compared to waiting an hour some days to just get from the freeway to my home.
251. The turn restrictions did not change my traveling patterns, but they did have an immediate beneficial effect on the traveling patterns of drivers cutting through the Willows to avoid congestion on Willow Road and University Avenue. That congestion still occurs, as was evident this past Friday evening (January 17, 2020). While the expansion of the 101 Interchange at Willow Road has helped reduce backup, it certainly has not eliminated those backups. And nothing appears to have eliminated backups on University, which on Friday 1/17 produced a convoy of private shuttle buses coming through the Willows neighborhood from University.. Development on El Camino will obviously make this much worse and more dangerous. We need to do more, not less - stop signs and speed bumps on Central, Menalto, Laurel and Pope would instantly change the routing algorithms of WAZE and Google Maps, which are obviously causing this problem.
252. 1) For question #3: We don't turn left from Woodland onto Baywood (between 3-7pm). Not a big deal. 2) I still see cars turn onto Baywood from Woodland (during the restricted hours) and then onto Blackburn so they can turn right onto Willow Rd to avoid the Middlefield-Willows intersection.
253. The new forced turn onto Blackburn is dangerous. Cars come whipping around that corner and someone turning onto Blackburn is going to get seriously hurt. I don't want to keep putting myself in danger because someone thinks the traffic pattern is slightly alleviated.
254. Longer wait at Gilbert to turn right onto Willow. I support keeping the restrictions on turning right to Willow from Durham during the peak commute times of 3 PM to 7 PM. The temporary signs for no cut-through are helpful but unenforceable. I see tech shuttles cut through from Chaucer to Gilbert all the time. If there is a way to get Waze to not route drivers through the neighborhood that would be the most important step.
255. Harder to get to 101 from the neighborhood — but that is significantly better than being completely grid-locked in the neighborhood and unable to go anywhere. It would be nice to have an exception from the right-turn restrictions for locals or something.
256. We ignore the restrictions when we need to leave our house to turn right onto Willow Rd, regardless of time of day (for good or for bad....) so we admit to flaunting the policy. Now we can leave our house any time of day whereas, we could not leave our neighborhood during commute hours prior to the restrictions as our street was blocked. As thankful retirees our traffic demands are quite small and flexible. Willow Road is a busy commute artery and we have the luxury now of avoiding the worst times. It would be interesting to see the changes if the restrictions were removed now that the 101 interchange construction is complete.

257. these restrictions have completely changed our lives for the positive. before, we could not even get out of our neighborhood (and sometimes even our own driveway). it was a nightmare and we felt like prisoners. once we had to park more than 6 blocks away and walk home with small children. please make these restrictions permanent!
258. The turn restrictions have had little impact on me; I simply don't turn left onto Baywood from Woodland during the 3-7pm hours. (I continue on Woodland and turn at Blackburn to get to Marmona Drive.) I have noticed that the left turn restriction is largely ignored (walking toward Willow Road a couple of days ago I saw every second or third car turn left onto Baywood from Woodland at about 4pm). Local residents possibly assume that the restriction doesn't apply to them and others clearly ignore the sign. If this restriction is made permanent, which I hope it will be, the sign should be larger, notice should be sent to Willows residents that the restriction DOES apply to us, and it should be enforced. Otherwise the restriction won't continue to be useful in lessening cut through traffic. I would click on Very Positive above if this restriction were actually enforced.
259. It is hard to tell until the restrictions are lifted. Maybe a 3 month trial with no restrictions. If we keep them in place, I suggest adjusting the time to 4-7pm not on holidays.
260. Traffic is everybody's problem. The more neighborhoods cut themselves off from the rest of the world, the harder it is for everyone to get around. Trying to shut off cross-traffic through the Willows like this feels like more than a little bit of NIMBY-ism to me.
261. They seemed to have lessened the problems in our neighborhood. Although without regular enforcement they start to be ignored. It would be nice to have some restrictions on the University side of the Willows as well. O'Connor St. and Woodland are inundated with cut through traffic trying to get onto 101 or across the bridge. At times it makes it impossible to return home. Residents have taken to driving in the opposite lane and cutting into their driveways.
262. I'm typically at work in San Jose during the restricted hours, so I'm not currently affected. However, I am near retirement age, and as such will be affected after I retire and I want to leave the neighborhood via Willow for any evening activities. My only current option is to leave via University Ave. It has taken me over 20 minutes at times to get to 101 from my house on O'Connor St. It stands to reason that the turn restrictions force more traffic onto Woodland towards University. The turn restrictions were ostensibly put in place due to the bottleneck created by the interchange construction at Willow and 101. Since that project is now completed, balance should be restored between traffic exiting the neighborhood at Willow and University.
263. Frequently need to leave the neighborhood to access 101 during the turn restriction hours. it requires driving through the neighborhood and making multiple turns to access a right turn area. We also sometimes illegally turn right. My perception is that the construction didn't account for the issues related to cut through traffic but rather online map systems like ways that encouraged people to cut through the neighborhood. if we can get those online services to redirect traffic I think that is a better solution to the problem.
264. They help with the cut through traffic.
265. As a resident, I very much appreciate being able to get to my home after work in a timely manner. It is a bit of a pain to be unable to leave the neighborhood easily between 3 and 7. Consider allowing right turns at Durham possibly?
266. No change, reduced cut-through traffic

267. I live on Arnold, a block off Willow and close to 101. I believe that the turn restrictions are a solution to a problem that no longer exists. I'm also worried that by the way you've worded the survey you're encouraging people to think about the initial traffic that caused the problem, not the situation as it exists now. The initial conditions that prompted the installation of the no-right-turn signs on Willow definitely merited action. There were days when I couldn't get out of my driveway. On the other hand, as a software contractor working out of my home who sometimes needed to get to San Francisco in the evenings, the signs created a different problem. I live - quite intentionally - near the on ramp to 101. In order to legally get to 101 I'd have to drive 3/4 of a mile to Willow and Gilbert, and then deal with 20-30 minutes of traffic on Willow to essentially drive past my house to get on to 101. Fucking nightmare. When people initially said 'oh, the traffic on Willow is just everyone figuring out the new traffic patterns on the bridge and it will sort itself out', I was skeptical. But I noticed that as the months wore on, traffic on Willow did seem to subside. I now work on-site and am no longer around to see what's happening on Willow in the evenings, but the question remains - if Willow is no longer generating the kind of traffic that caused the need for the signs, why do the people who live and work in the area still have to deal with the problems they cause?
268. Have definitely noticed a lot less cut through traffic. Much happier with the restrictions in place.
269. The turn restrictions were put in place by the city council in response to a grassroots neighborhood effort. The neighborhood lobbied the city council almost unanimously due to the IMPOSSIBLE conditions that resulted for residents from the traffic congestion and the flood of CUT THRU traffic that completely clogged willows neighborhood streets. As a result of the turn restrictions, it is now possible to drive into the neighborhood after work. As a result of the turn restrictions, one no longer has to park in the V.A. and walk home. As a result of the turn restrictions, one can take ones children to after school events and actually return home afterwards. As a result of the turn restrictions, road rage incidents have not occurred. As a result of the turn restrictions, Facebook buses travelling to/from Caltrain no longer traverse the neighborhood streets. SEVERE congestion occurs when there is a blockage (e.g. accident) on 101 North or South, or on the eastbound Dumbarton corridor. The intersection works at 101 and Willow have done NOTHING to address this root cause of congestion on Willow Rd -- and the neighborhood congestion is latent for this reason. If the turn restrictions are removed, GOOGLE, WAYS, etc will again direct large volumes of traffic onto neighborhood streets. Please leave the turn restrictions in place. Don't mess with something that is working.
270. Before the restrictions the number of cars coursing through the neighborhood was at time staggering. I assume many of them were using Waze, which led them through the neighborhood as a way to avoid the Willow back-up. By having the restrictions in place, I think Waze does not show the route as an option. When I travel through the Willow intersections close to 101, I don't see a police presence discouraging drivers to make right turns on Willow, I think it's that people rely on Waze, and it isn't leading people through the area any longer. If for no other reason, maintaining the restriction will probably keep people out of The Willows due to the Waze factor alone. I strongly support keeping the restrictions in place. Thank you for asking our opinion.
271. There was a serious concern that if there was an emergency and emergency vehicles needed to get down our street, they would not be able to. Before the turn restrictions were in place there would be day's where we would need to park two blocks away and walk home because of the traffic backed up on my street. Please keep these turn restrictions in place.....
272. I live on okeefe and am directly impacted. The inconvenience of going to Gilbert to turn right on willow is 100% worth it. The streets are safer for our kids with the reduced cut through traffic. The no right turns keeps the traffic on the highways and main roads as they should. Before the restrictions the cut through traffic was so bad I could not even get in or out of my driveway without waiting several minutes and then barely eking between parked cars. It would be ridiculous to remove the restriction.
273. Need to go farther up Woodland to come back around into Chester.
274. Not being able to turn out of my own neighborhood is very frustrating. It's important to eliminate cut-through traffic. The traffic prior to this restriction was horrible. I couldn't get to my own home. However, residents should not have to endure this limitation. I think residents should have placards that allow for turning. CAR PLACARDS would be fair.
275. after the first year of construction I have not seen a traffic issue. I'm retired and I have been making illegal turns to reach 101 from my house regularly.

276. They were needed initially when construction was underway. Now that the bridge is finished, they are no longer needed.
277. Before the restrictions, Central Ave was a dangerous road -- commuters driving very fast, gridlock for hours so people drove in the wrong lane, and the commuters were nasty -- I had trouble getting out of my driveway. Since the restrictions, there are very few problems, although traffic is heavier than it was say 10 years ago.
278. The left turn restrictions create big back-logs on Willow Street and Middlefield Ave. They do not alter the amount of traffic going to and from Hwy 101 and Hwy 84. They are seldom enforced and thus drivers ignore them. They create more problems for people traveling on Willow and Middlefield.
279. I used to turn left on Baywood in the afternoon, now I go down to Blackburn, Lexington, or Concord—It's not a problem for me. The restrictions appear to have significantly reduced cut-through traffic which was a big problem given the now terrible backup on Willow Road.
280. The "turn restrictions" have posed very minor inconveniences. Planning my errands via 101 prior to 3 p.m. has been NO problem. Prior to the restrictions, the gawkers, the honking horns and exhaust fumes - for 2+ hours, several times a week - was extremely unpleasant and stressful. If there is a reason why these restrictions cannot be made permanent, I would like to know.
281. Have to travel farther to Gilbert to turn right on to Willow during restricted hours. Frequently inconvenienced by restriction at Woodland/Baywood as well
282. I think that some provision should be made for resident to be able to navigate out of impacted zone..... but the traffic is significantly less than before. prior to changes there would be long lines of cars on Central, Laurel and Pope Streets. But residents should be held prisoners. PLEASE! Perhaps a sticker or other identifying label could be employed.
283. Noticeably less rush hour traffic in front of our house on Woodland Avenue.
284. I have been driving on woodland ave more than driving through the Willows. I also take Woodland to the Chaucer bridge to get to Palo Alto instead of trying to make a left turn out of Woodland onto Middlefield Rd. due to so much traffic.
285. Leaving my home for an afternoon/evening outing is horrible. I am forced to travel toward Chaucer then get on Willow or University as I am not allowed to use my neighborhood street of Chester to turn right onto Willow. Local traffic should be permitted to use local streets.
286. They returned quiet to our streets. We no longer have speeders down marmona and cut through traffic on woodland.
287. before the turn restricctions, more than once I just parked blocks from my house and walked home since the traffic was backed up so far.
288. I bike and noticed less traffic
289. Even though I live in the neighborhood (on Willows Rd) I paid attention to the restrictions and stopped cutting through the neighborhood when traffic was backed up on Willow Rd. I used to come in via the Chaucer bridge or turn on Woodland just before the Willow Market and make my way to Gilbert. I can watch the backup building on Willow out of my home office window every afternoon and evening and I am thankful that its not backing up into the neighborhood streets where children play and bile to and from the schools in the area. It was more dangerous before the restrictions were put in. - Steve Taffee
290. Late afternoon access to 101 had to be modified. Problem I see is no police enforcement leads to scofflaws
291. Consider removing the turn restriction from the light at Durham. It's a HORRIBLE intersection that could seriously benefit from the restriction, but it is essentially ignored. Unfortunately, because there is only extremely rare enforcement here (or at Chester, for that matter, though the scofflaws are less frequent at Chester), it seems ridiculous to leave it in place for Durham (unless, even better, if police enforcement happened on a very regular basis, at least 3-4 times a month, preferably even more).

292. Unless you police it's not working I go 6 blocks from Haight to be able to turn right to get to Willow when I see cars driving thru from Chester Durham to get to Willow I have seen cop cars on Willow see cars turn onto Willow at times I a resident is restricted and nothing has been done Give the people living in the neighborhood a pass and not inconvenience us Even worse the keep clear areas are not obeyed You need to give the people who pay property taxes and ticket the out of towners I avoid travel during these times and if I have to cut thru the donut shop to get to Willow We need to take the restriction off
293. I avoid turning into willows from Chester during the forbidden hours but would prefer letting people from the Willows neighborhood turn right on Willow road still.
294. It hasn't affected my driving patterns. Getting out and back into the neighborhood using Willow Road remains a very serious problem from about 3pm - 7pm on weekdays but often on weekends as well.
295. Before the turn restrictions (particularly those pertaining to right turns onto Willow Road) were put in place, life in the Willows neighborhood had become a nightmare. After the restrictions were implemented, it took a while for traffic through the Willows neighborhood to calm down. Once traffic did calm down, normal life in this neighborhood resumed. I am grateful that Menlo Park instituted the restrictions and strongly recommend that the restrictions remain in place.
296. Once the restrictions were provided my Central Ave. no longer experienced hundreds of cars using it as a cut-through. The bulk of the cars came in the morning and then again beginning in the early afternoon for 5-6 hours. Yes, please continue to implement the restrictions. If I need to travel to Hwy. 101 after 3:00 I use Gilbert to Willow and join the other cars moving slowly.
297. I have altered my traffic pattern for driving as a result of the turn restrictions. It has made simple trips throughout the afternoon more difficult and to take longer than needed. Majority of our travel needs in the afternoon involve heading in the East Bound direction on Willow Rd. Having the opportunity for residents to be granted permit exceptions to the restriction could be beneficial. I do feel that the restrictions have had tremendous positive impacts for the neighborhood. Small adjustments to the program and minor improvements or modifications to the restrictions would help to make the turn restrictions stronger and better. A permit for residents closest to Willow Rd would be welcome to help allow for improved travel during the from 3-7pm restriction period.
298. One minor drawback is that residents of the Willows have a harder time accessing 101 from their home because of turn restrictions. I understand we cannot have restrictions that only apply to non-residents. I live on Chester St and have to drive to Gilbert Avenue to make a right turn Willow Road and assume Gilbert Avenue residents see a higher volume of traffic. However, I want to stress out that there was 1 hour traffic jam in on my street every night before the turn restrictions were enforced, and I wouldn't want to go back to that situation again. Regarding my own travel patterns, I now feel like I can drive home from Palo Alto through regular neighborhood streets (Pope/Central mainly) whereas this was never an option during evening commute hours because of the constant traffic congestion on my street. Chester St is particularly targeted by non-Willows resident because it's the access to Willows closest to the freeway. I would actually support closing off access to Menalto from Chester St but I figure this proposal would not go anywhere, the traffic would simply move to another street.
299. Before the restrictions on a few days traffic was backed up so far on O'Keefe St and was so slow to move that we were unable to reach our own driveway (traveling West towards Willow. We parked our car blocks away and walked the remainder. It was bad and then got to absurd proportions.
300. I changed my travel patterns by using Gilbert during restricted hours instead of turning right onto Willow Rd from Durham or O'Keefe. I also don't turn left onto Woodland/Baywood from Middlefield during the restricted hours. These have not been an inconvenience and are well worth the benefit of reduced cut-through traffic. Please make all the existing turn restrictions permanent. Yes, there are still people who cut-through and who illegally turn where they aren't supposed to, so it would be great to have more enforcement, but overall it's been a very positive change.
301. Traffic is still terrible, but at this point, anything has to be better than nothing. I live on Pope Street and there are times of the day I have difficulty backing out of my driveway onto Pope. I think the people that live on Gilbert have it worse...

302. I work on Willow if I want to go to 101 I have to take the streets to the south and take University. The four season hotel traffic light give the employees preference sometimes I have to wait 30 minutes just to take 101 south or north and drive about 10 blocks instead 2 blocks cause I can't take Willow rd. I work in a retail store and the customer say they don't want to come to Willow cause they can get a ticket and they rather go to University ave. After the bridge construction the traffic goes faster. I don't think the city have to keep the restrictions to Willow.
303. I live on Durham St. at the junction with Central. Prior to the turn restrictions, there was gridlock in front of our house at about 4-6 pm. At peak rush hour, it was even difficult to get a car out of our driveway, and could take literally more than 30 minutes to escape to Willow Road. The turn restrictions solved this problem completely. Please keep them in place, this is a remarkable example of big success of a simple idea in government!
304. Huge impact for cut-through traffic. Minor inconvenience.
305. On Friday 1/17 at 5 pm I saw fifteen cars lined up on Chester to make the illegal right turn onto Willow Road. I can't tell if the restrictions are working, since I don't see any inforcement of the "no turn" signs. I am assuming WAYZ is still routing people through the Willows neighborhood, over our protests, and in violation of the "no cut thru traffic" signs. Traffic is still bad in the Willows, especially in the afternoon due to cut-thru commuters.
306. The restricted left turn on Baywood prevents people speeding down Baywood and crossing the centerline if Blackburn as they continue speeding on Marmona.
307. I live on O'Connor Street which also receives a lot of cut through traffic. However, the traffic restrictions definitely lessened the "carmagedon" we sometimes experience on our street.
308. We had cars backed up for 3-4 blocks to turn on willow road before these restrictions were put in place. It has been very effective in retaining our quality of life in the Willows! Thank you!
309. Rather than turning right from Okeefe St or Durham Street onto Willow Rd, we use the intersection at Gilbert Street, or do not drive during the 3-7 timeframe. We have however noticed that the majority of the traffic that drives down Okeefe Street and Durham Street during the 3-7 timeframe DOES turn right into Willow Road, and this restriction is not currently being enforced.
310. My only concern is that I still see many people making right turns during the restricted times. I believe there should be more enforcement. That said, I think the improvement is still substantial and I strongly approve.
311. willow Rd commuters are finally *NOT* cutting through Marmona Dr. Please KEEP such turning restriction. As a side note, POLICE should enforce more such turn restrictions as I am observing a lot of violators that are not resident of Marmona or neighboring streets.
312. I live on O'Keefe Street between Arnold and Laurel. Getting home after work had become hugely problematic with backups that sometimes were blocks long on O'Keefe. Since cars have become accustomed to the turn restrictions there have been no backups. PLEASE MAKE THEM PERMANENT!
313. I love the turn restrictions! And your analysis of WHY they were installed is incorrect. I spoke at counsel along with my neighbors at the time because there was 5 plus hours of traffic circulating around my home on the corner of Arnold and Chester causing a big safety issue for my children and health issue due to the hours of idling car exhaust pumped into the air and into the homes in our neighborhood. This was not because of the overpass construction it was due to the years of cut through traffic that was ALLOWED to persist due to our city not limiting it appropriately and failing to protect our families and children. We actually moved because of it. So sad.
314. THIS CITY NEEDS TO ADDRESS THE ENTIRE WILLOWS TRAFFIC CUTTHROUGH PROBLEM. WOODLAND AVENUE MAX TRAFFIC LOAD IS SUPPOSED TO BE 1250 VPD, NOW IS DOUBLE THAT. GET TO WORK ON FIXING THE PROBLEMS ON WHAT SHOULD BE A LOCAL STREET, BUT WHICH HAS BEEN TURNED INTO A MAJOR THOROUGHFARE!!! WHAT ARE PLANS TO COMBAT EVEN MORE TRAFFIC WHEN LOWER WOODLAND APARTMENTS ARE RAZED TO MAKE ROOM FOR HIGH DENSITY DEVELOPMENT??? STOP PROPOSING EX-POST-FACTO SOLUTIONS AND GET TO WORK FIXING REAL PROBLEMS AND ANTICIPATED ONES!!! DOES THIS CITY SERVE DEVELOPERS & ABAG, OR THE RESIDENTS?? YOU CAN CONTACT ME AT rswilson1@att.net.

315. Reading signs makes drivers react to that sign and make impulsive turns which could be more dangerous than they were supposed to do.
316. It is very inconvenient. . . . I often have to drive east on Woodland Road past Baywood (where I normally turn) to take the Blackburn left hand turn. After living on my street for 37 years, if I do not make an intentional choice to focus on the sign, my habit of making a left onto Baywood kick's in. I have had to stop suddenly to avoid making the left turn and instead proceed along Woodland to Blackburn. I have only actually turned 2 or 3 times onto Baywood since the sign went up. However, Woodside to Baywood to my street is my everyday, multiple times a day route home. I have still not completely adjusted even with all the time that has passed since sign went up. I will support keeping the sign if you believe it is a significant deterrent to speeding/cross-cut traffic. Letting you know that from my perspective the benefits do not significantly out-pace the inconveniences.
317. Since I live in the neighborhood, I'm not sure if I'm allowed to turn left from Woodland to Baywood. During rush hour, it can be a difference of 5 minutes or more to get to my house if I can't make that turn. Maybe it could say "local traffic only" or something like that? Also, since I don't drive very often, I don't really know how much impact the restriction made, but it subjectively seems that there is less car traffic on my street (McKendry Dr)
318. Traffic in my neighborhood was a nightmare before the restrictions. Rude and downright dangerous driving became a big problem. It was difficult to cross Woodland, even at crosswalks, because of the steady stream of commute traffic. I was unable to visit friends in the 400 block of O'Keefe because of gridlock in the area. The traffic count on Woodland remains high, but tolerable. The gridlock on Chester, Durham, and O'Keefe has been largely eliminated. I can not imagine in going back to the gridlock conditions that existed before the turn restrictions. Please no retreat from the existing restrictions!
319. The turn restrictions have been positive to the neighbor. Streets are now free of traffic, for the most part, and it is safer to enjoy the neighborhood without the commuting traffic affecting outdoor activities.
320. Turn restrictions are part of the larger apparent effort to frustrate the ability of drivers to move through areas as expeditiously as possible. To the extent these efforts are curtailed, traffic on major arterials becomes increasingly bottlenecked. This results in increased driver frustration and the consequent greater likelihood that drivers will run lights, fail to completely stop at stop signs, become involved in road rage incidents as well as have to endure a longer commute. All the people own the streets, not just residents in a neighborhood. I live on Woodland which has the greatest amount of cut through traffic in the Willows, but it lasts for only a short time during maximum commute time. Having worked in law enforcement for over 40 years, I've seen constant calls by neighborhoods for traffic calming, road diets and other impediments to the free movement of traffic. Because traffic flows like water seeking the path of least resistance, cut through traffic actually mitigates traffic overall. Efforts to thwart that flow does just the opposite. And as an aside, no, people are not going to take the bus.
321. I can no longer take the most direct route to my home from Middlefield from 3 to 7. The new route probably takes about 2 minutes longer, maybe less. It's worth it for the deterrent effect that it has on cut-through traffic.
322. Very noticeable positive impact in traffic, based on informal observations on Gilbert, Central, Laurel and Pope. Very little impact in my own personal travel patterns. Occasionally I have to change how to approach Willow from Gilbert, but that's about it. Please make the changes permanent.
323. The turn restrictions have reduced cut through traffic. This cut through traffic sometimes causes gridlock in front of my Woodland Ave. home.
324. I can't use Willow to get to 101 when traffic congested on Willow— during evening commute and when M-A students leave school. I now use Woodland to access 101 at University or Embarcadero during peak traffic. However, it has made a significant difference to the many residents of those 3 streets that feed onto Willow. I find the no left turn off Woodland at Baywood to be useless, as it only benefits a very few homes since you have directed traffic onto the next left turn taking traffic back to Marmona. Therefore, you have just moved the traffic to the next street, made it way more difficult for legitimate neighborhood traffic, and you have not impacted the traffic using Marmona to get to Gilbert, which seemed to be the reason you did it. And there are no more than 10 homes that benefit from that.

325. I don't have strong feelings on the turn restrictions, since I'm not affected by them - but question 7 doesn't offer a "don't know" or "don't care" option; so I had to use an answer that doesn't quite fit. I see an increase in what I assume is cut-through traffic on Gilbert - interestingly, crossing from north (seminary side) to south rather than the other way around. Traffic on Willow is still a mess at commute times, and those times are becoming ever longer; but the now-finished construction of the overpass seems to have done some good.



STAFF REPORT

City Council

Meeting Date:

8/11/2020

Staff Report Number:

20-167-CC

Regular Business:

Approve the 2020-21 investment policy for the City and the former Community Development Agency of Menlo Park

Recommendation

Staff recommends that the City Council accepts the Finance and Audit Committee's (Committee) recommendation to approve the 2020-21 investment policy for the City and the former Community Development Agency of Menlo Park.

Policy Issues

The investment policy provides guidelines for investing City and former Agency funds in accordance with State of California Government Code Section 53601 et seq.

Background

The investment of funds by a California local agency, including the types of securities in which an agency may invest, is governed by the California Government Code. The law requires that the legislative body of each agency adopt an investment policy, which may add further limitations than those established by the State. In addition, an agency's investment policy must be reviewed annually, and any changes must be adopted at a public meeting. The City of Menlo Park has had such a policy in place since 1990. The investment policy was last reviewed and updated by the City Council August 20, 2019.

Annual adoption of the City's investment policy provides an opportunity to regularly review the policy to ensure its consistency with the overall objectives of safety, liquidity and yield, as well as its relevance to current law and economic trends. Early in each fiscal year, the City's investment adviser (Insight Investment) reviews the policy to ensure it is kept up to date and in compliance with applicable State statutes. Insight also makes recommendations for strategic changes to the investment policy to position the City's portfolio to maximize yield while maintaining safety and liquidity.

The annual review of the City's investment policy provides the opportunity to make modifications to reflect changes in the investment environment. The types of modifications will vary but are often focused on providing greater diversification to maintain a safe and liquid investment portfolio. Further, the annual review is also a good time to clarify certain terms, remove ambiguity in the policy language, and better reflect changes in current market trading technologies.

Analysis

The Finance and Audit Committee met July 15, and reviewed the City's investment policy previously adopted August 20, 2019, at which time the Committee made the recommendation to adopt the policy

without any recommended changes. Though not a substantive change, the policy format was modified for consistency with other City policy documents.

Public Notice

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

Attachments

- A. Finance and Audit Committee-recommended investment policy for the City and the former Community Development Agency of Menlo Park

Report prepared by:

Dan Jacobson, Assistant Administrative Services Director

City of Menlo Park investment policy

Policy No. CC-16-001

Last adopted August 20, 2019

PROPOSED Effective 08/12/2020**Purpose**

The City of Menlo Park (the “City”), incorporated in 1927, is located between San Francisco and Oakland on the North, and San Jose on the South. The City is governed by five members elected to City Council (the “Council”.) Effective November 2018, the City began the transition from at-large elections to by-district elections. Three of the five councilmembers were elected by-district in November 2018. Two of the five councilmembers were elected at-large in November 2016 to four-year terms expiring in 2020. The transition to by-district elections will be complete in November 2020.

The Council has adopted this Investment Policy (the “Policy”) in order to establish the investment scope, objectives, delegation of authority, standards of prudence, reporting requirements, internal controls, eligible investments and transactions, diversification requirements, risk tolerance, and safekeeping and custodial procedures for the investment of the unexpended funds of the City. All such investments will be made in accordance with the Policy and with applicable sections of the California Government Code.

This Policy was endorsed and adopted by the City Council of the City of Menlo Park on the twentieth of August 2019. It replaces any previous investment policy or investment procedures of the City.

Scope

The provisions of this Policy shall apply to all financial assets of the City and the Community Development Agency of Menlo Park as accounted for in the City’s comprehensive annual financial report, with the exception of bond proceeds, which shall be governed by the provisions of the related bond indentures or resolutions.

All cash shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance in the investment portfolio. Investment income shall be distributed to the individual funds on a quarterly basis.

Objectives

The City’s funds shall be invested in accordance with all applicable municipal codes and resolutions, California statutes, and Federal regulations, and in a manner designed to accomplish the following objectives, which are listed in priority order:

1. Preservation of capital and protection of investment principal.
2. Maintenance of sufficient liquidity to meet anticipated cash flows.
3. Attainment of a market value rate of return.
4. Diversification to avoid incurring unreasonable market risks.

Delegation of authority

The management responsibility for the City's investment program is delegated annually by the Council to the chief financial officer (the "CFO") pursuant to California Government Code Section 53607. The City's administrative services Director serves as the CFO. In the absence of the CFO, the finance and budget manager is authorized to conduct investment transactions. The CFO may delegate the authority to conduct investment transactions and to manage the operation of the investment portfolio to other specifically authorized staff members. The CFO shall maintain a list of persons authorized to transact securities business for the City. No person may engage in an investment transaction except as expressly provided under the terms of this Policy.

The CFO shall develop written administrative procedures and internal controls, consistent with this Policy, for the operation of the City's investment program. Such procedures shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees of the City.

The City may engage the support services of outside investment advisors in regard to its investment program, so long as it can be clearly demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources.

Prudence

The standard of prudence to be used for managing the City's investments shall be California Government Code Section 53600.3, the prudent investor standard which states, "When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency."

The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally without risk and that the investment activities of the City are a matter of public record. Accordingly, the City recognizes that occasional measured losses may occur in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security is in the best long-term interest of the City.

The CFO and authorized investment personnel acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that the deviations from expectations are reported in a timely fashion to the Council and appropriate action is taken to control adverse developments.

Ethic and conflicts of interest

Elected officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees and investment officials shall disclose to the city manager any business interests they have in financial institutions that conduct business with the City and they shall subordinate their personal investment transactions to those of the City. In addition, the city manager, the assistant city manager and the administrative services director shall file a Statement of Economic Interests each year pursuant to California Government Code Section 87203 and regulations of the Fair Political Practices Commission.

Authorized securities and transactions

All investments and deposits of the City shall be made in accordance with California Government Code Sections 16429.1, 53600-53609 and 53630-53686, except that, pursuant to California Government Code Section 5903(e), proceeds of bonds and any moneys set aside or pledged to secure payment of the bonds may be invested in securities or obligations described in the ordinance, resolution, indenture, agreement, or other instrument providing for the issuance of the bonds.

Any revisions or extensions of these code sections will be assumed to be part of this Policy immediately upon being enacted. However, in the event that amendments to these sections conflict with this Policy or past City investment practices, the City may delay adherence to the new requirements when it is deemed in the best interest of the City to do so. In such instances, after consultation with the City's attorney, the CFO will present a recommended course of action to the Council for approval.

The City has further restricted the eligible types of securities and transactions as follows:

1. United States treasury bills, notes, bonds, or strips with a final maturity not exceeding five years from the date of trade settlement.
2. Federal agency debentures, federal agency mortgage-backed securities, and mortgage-backed securities with a final maturity not exceeding five years from the date of trade settlement.
3. Federal instrumentality (government-sponsored enterprise) debentures, discount notes, callable securities, step-up securities, and mortgage-backed securities with a final maturity not exceeding five years from the date of trade settlement. Subordinated debt may not be purchased.
4. Medium-term notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. Medium-term notes shall have a final maturity not exceeding five years from the date of trade settlement and shall be rated at least "A" or the equivalent by a nationally recognized statistical ratings organization (NRSRO), at the time of purchase.
5. Negotiable certificates of deposit with a maturity not exceeding five years from the date of trade settlement, in state or nationally chartered banks or savings banks that are insured by the FDIC, subject to the limitations of California Government Code Section 53638. Certificates of Deposits may be purchased only from financial institutions that meet the credit criteria set forth in the section of this Investment Policy, "Selection of Banks and Savings Banks." Depending on their maturity, Negotiable Certificates of Deposit shall have a short-term rating of at least A-1+ or the equivalent by a NRSRO at the time of purchase.
6. Non-negotiable certificates of deposit and savings deposits with a maturity not exceeding five years from the date of trade settlement, in FDIC insured state or nationally chartered banks or savings banks that qualify as a depository of public funds in the State of California as defined in California Government Code Section 53630.5. Deposits exceeding the FDIC insured amount shall be secured pursuant to California Government Code Section 53652.
7. Municipal and State obligations:
 - A. Municipal bonds with a final maturity not exceeding five years from the date of trade settlement. Such bonds include registered treasury notes or bonds of any of the 50 United States and bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the states. Such obligations must be rated at least "A", or the equivalent, by a NRSRO at the time of purchase.

- B. In addition, bonds, notes, warrants, or other evidences of indebtedness of any local agency in California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency, or by a department, board, agency, or authority of the local agency. Such obligations must be rated at least "A", or the equivalent, by a NRSRO at the time of purchase.
8. Prime commercial paper with a maturity not exceeding 270 days from the date of trade settlement with the highest ranking or of the highest letter and number rating as provided for by a NRSRO. The entity that issues the commercial paper shall meet all of the following conditions in either sub-paragraph A. or sub-paragraph B. below:
- A. The entity shall (1) be organized and operating in the United States as a general corporation, (2) have total assets in excess of \$500 million, and (3)
- B. The entity shall (1) be organized within the United States as a special purpose corporation, trust, or limited liability company, (2) have program-wide credit enhancements, including, but not limited to, over collateralization, letters of credit or surety bond, and (3) have commercial paper that is rated at least "A-1" or the equivalent or higher by a NRSRO.
9. Eligible banker's acceptances with a maturity not exceeding 180 days from the date of trade settlement, issued by a national bank with combined capital and surplus of at least \$250 million, whose deposits are insured by the FDIC, and whose senior long-term debt is rated at least "A" or the equivalent by a NRSRO at the time of purchase.
10. Repurchase agreements with a final termination date not exceeding 30 days collateralized by the U.S. Treasury obligations, Federal Agency securities, or Federal Instrumentality securities listed in items #1 through #3 above, with the maturity of the collateral not exceeding five years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the City's approved Master Repurchase Agreement. The purchased securities shall have a minimum market value including accrued interest of 102% of the dollar value of the funds borrowed. Collateral shall be held in the City's custodian bank, as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily.
- Repurchase Agreements shall be entered into only with banks and with broker/dealers who are recognized as Primary Dealers with the Federal Reserve Bank of New York, or with firms that have a primary dealer within their holding company structure. Repurchase agreement counterparties shall execute a City approved Master Repurchase Agreement with the City. The CFO shall maintain a copy of the City's approved Master Repurchase Agreement along with a list of the banks and broker/dealers who have executed same.
11. State of California's Local Agency Investment Fund (LAIF), pursuant to California Government Code Section 16429.1.
12. Money market funds registered under the Investment Company Act of 1940 which (1) are "no-load" (meaning no commission or fee shall be charged on purchases or sales of shares); (2) have a constant daily net asset value per share of \$1.00; (3) invest only in the securities and obligations authorized in this Policy and (4) have a rating of at least "AAA" or the equivalent by at least two NRSROs.

Securities that have been downgraded to a level that is below the minimum ratings described herein may be sold or held at the City's discretion.

It is the intent of the City that the foregoing list of authorized securities and transactions be strictly interpreted. Any deviation from this list must be preapproved by resolution of the City Council.

Investment diversification

The City shall diversify its investments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Nevertheless, the asset allocation in the investment portfolio should be flexible depending upon the outlook for the economy, the securities markets, and the City's anticipated cash flow needs.

Securities shall not exceed the following maximum limits as a percentage of the total portfolio:

Type of security	Maximum percentage of the total portfolio
U.S. Treasury obligations	100%
Federal agency securities	100%†
Federal instrumentality securities†	100% †
Repurchase agreements	100%
Local government investment pools	100%
Aggregate amount of Certificates of deposit, negotiable and non-negotiable	25%
Aggregate amount of prime commercial paper*	25%
Aggregate amount of money market funds *	20%
Aggregate amount of municipal bonds*	30%
Aggregate amount of eligible banker's acceptances*	15%
Aggregate amount of medium-term notes*	30%

† No more than 20% of the City's total portfolio shall be invested in mortgage-backed securities.

*No more than 5% of the City's total portfolio shall be invested in any one issuer/financial institution and/or its affiliates.

Portfolio maturities and liquidity

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities. The City will not invest in securities maturing more than five years from the date of trade settlement unless the Council has, by resolution, granted authority to make such an investment at least three months prior to the date of investment. The sole maturity distribution range shall be from zero to five years from the date of trade settlement.

Selection of broker/dealers

The CFO shall maintain a list of broker/dealers approved for investment purposes, and it shall be the policy of the City to purchase securities only from those authorized firms. To be eligible, a firm must be licensed by the State of California as a broker/dealer as defined in Section 25004 of the California Corporations Code.

The City may engage the services of investment advisory firms to assist in the management of the portfolio and investment advisors may utilize their own list of approved Broker/Dealers. The list of approved firms shall be provided to the City on an annual basis or upon request.

In the event that an external investment advisory firm is not used in the process of recommending a particular transaction, each authorized broker/dealer shall be required to submit and annually update a City approved Broker/Dealer Information Request form which includes the firm's most recent financial statements. The CFO shall maintain a list of the broker/dealers that have been approved by the City, along with each firm's most recent broker/dealer Information Request form.

The City may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in Item 8 of the authorized securities and transactions section of this Policy.

Competitive transactions

Each investment transaction shall be competitively transacted with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

If the City is offered a security for which there is no other readily available competitive offering, the CFO will then document quotations for comparable or alternative securities.

Selection of banks and savings banks

The CFO shall maintain a list of authorized banks and savings banks that are approved to provide banking services for the City. To be eligible to provide banking services, a financial institution shall qualify as a depository of public funds in the State of California as defined in California Government Code Section 53630.5 and must be a member of the FDIC. The City shall utilize SNL Financial Bank Insight ratings to perform credit analyses on banks seeking authorization. The analysis shall include a composite rating and individual ratings of liquidity, asset quality, profitability and capital adequacy. Annually, the CFO shall review the most recent credit rating analysis reports performed for each approved bank. Banks that in the judgment of the CFO no longer offer adequate safety to the City shall be removed from the City's list of authorized banks. Banks failing to meet the criteria outlined above, or in the judgment of the CFO no longer offer adequate safety to the City, will be removed from the list. The CFO shall maintain a file of the most recent credit rating analysis reports performed for each approved bank. Credit analysis shall be performed on a semi-annual basis.

Safekeeping and custody

The CFO shall select one or more financial institutions to provide safekeeping and custodial services for the City, in accordance with the provisions of Section 53608 of the California Government Code. Custodian banks will be selected on the basis of their ability to provide services for the City's account and the competitive pricing of their safekeeping related services. The CFO shall maintain a file of the credit rating analysis reports performed semi-annually for each approved financial institution. A Safekeeping Agreement approved by the City shall be executed with each custodian bank prior to utilizing that bank's safekeeping services.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. All securities shall be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities purchased by the City will be delivered by book entry and will be held in third-party safekeeping by a City approved custodian bank, or its Depository Trust Company (DTC) participant account.

Portfolio performance

The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the City's investments shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the portfolio's actual weighted average effective maturity. When comparing the performance of the City's portfolio, its rate of return will be computed net of all fees and expenses.

Portfolio review and reporting

Credit criteria and maximum percentages listed in this section refer to the credit of the issuing organization and/or maturity at the time the security is purchased. The City may, from time to time, be invested in a security whose rating is downgraded below the minimum ratings set forth in this Policy. In the event a rating drops below the minimum allowed rating category for that given investment type, the administrative services director shall notify the city manager and/or designee and recommend a plan of action. Appropriate documentation of such a review, along with the recommended action and final decision shall be retained for audit.

Quarterly, the CFO shall submit to the Council a report of the investment earnings and performance results of the City's investment portfolio. The report shall include the following information:

1. Investment type, issuer, date of maturity, par value and dollar amount invested in all securities, and investments and monies held by the City;
2. A description of the funds, investments and programs;
3. A market value as of the date of the report (or the most recent valuation as to assets not valued monthly) and the source of the valuation;
4. A statement of compliance with this Investment Policy or an explanation for not-compliance; and
5. A statement of the ability to meet expenditure requirements for six months, as well as an explanation of why money will not be available if that is the case.

Policy review

This investment policy shall be adopted by resolution of the Council annually. It shall be reviewed at least annually to ensure its consistency with the overall objectives of preservation of principal, liquidity, yield and diversification and its relevance to current law and economic trends. Any amendments to the Policy shall be reviewed by the City's Finance/Audit Committee prior to being forwarded to the Council for approval.

Procedure history

Action	Date	Notes
Policy approval		

DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER EMERGENCY ORDER NO.1

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (the “Health Officer”) declared a local health emergency throughout San Mateo County related to the novel coronavirus (“COVID-19”);

WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended this declaration of local health emergency;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, the San Mateo County Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directs all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorizes individuals to leave their residences only for certain “Essential Activities,” Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place;

WHEREAS, on March 19, 2020, Governor Newsom issued Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors; and

WHEREAS, the Governor empowered local cities to take actions to preserve and protect the health and safety of their communities in light of their own circumstances;

WHEREAS, building construction requires regular inspection services to ensure that completed work complies with both issued permits and applicable building standards and waiving such inspections increases the risk of defective and unsafe construction;

WHEREAS, the City has extremely limited construction inspection services and protective gear to prevent inspectors from contaminated job sites and the Federal and State governments have requested that such protective gear be preserve for essential health workers;

WHEREAS, the Council desires to do what it can to help slow the spread of COVID-19, reduce the load on local hospitals and emergency rooms, prevent unnecessary deaths and preserve construction inspection services and the related administrative resources for the most critical projects;

WHEREAS, the Council also recognizes that housing is indeed a priority for our community and the region, but the immediacy of curbing the current health emergency must take precedence to prevent further spread of the virus;

WHEREAS, the Council desires to resume housing construction at the earliest opportunity; and

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency.

NOW, THEREFORE, the City Manager does hereby make the following order:

1. Effective immediately and until this order is terminated by the City Manager, all construction activity in the City of Menlo Park shall be temporarily suspended.
2. The City Manager will regularly review the need for this order to be in place and may elect to modify it should local circumstances or applicable law change.
3. Upon approval of the City Manager, construction activity in the government facilities and water and wastewater systems sector may be performed provided adequate social distancing mitigation measures can be achieved during both construction and inspection work.
4. The City Manager or designee may authorize limited exceptions to Section 1 of this order to protect life, health or safety provided they are consistent with Executive Order No. N-33-20 and/or subsequent applicable State or County orders.

Dated: 3/23/2020

DocuSigned by:
Starla Jerome Robinson
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City Manager

**CITY OF MENLO PARK DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER
EMERGENCY ORDER NO. 2**

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood, though it is highly contagious;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (“Health Officer”) declared a local health emergency throughout San Mateo County related to COVID-19;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, the Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County; WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended the declaration of a local health emergency;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic and empowered the Director of Emergency Services to take all necessary actions;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directs all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorizes individuals to leave their residences only for certain “Essential Activities”, “Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place Order;

WHEREAS, Government Code Section 8634 empowers the Director of Emergency Services to promulgate orders and regulations necessary to provide for the protection of life and property;

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to

make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency.

WHEREAS, on March 19, 2020, Governor Newsom issued Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;

WHEREAS, the Governor empowered local cities to take actions to preserve and protect the health and safety of their communities in light of their own circumstances;

WHEREAS, the City Council desires to do what it can to help slow the spread of COVID-19, reduce the load on local hospitals and emergency rooms, prevent unnecessary deaths, and preserve limited resources in order to allocate them to the most critical projects; and

NOW, THEREFORE, the City Manager as the Director of Emergency Services does hereby make the following order:

1. Public Facilities Closures. For the duration of the local emergency, the following public facilities shall be closed to the public: City Hall; Arrillaga Family Recreation Center; Arrillaga Family Gymnasium; Arrillaga Family Gymnastics Center; Burgess Pool; Belle Haven Pool; Onetta Harris Community Center; Menlo Park Senior Center; Menlo Park Main Library and Belle Haven Branch Library; all public restrooms and playgrounds located in all public parks; Burgess Park skate park; all public tennis courts, and all public basketball courts.

2. Effective date. This order shall be effective immediately and shall terminate upon the earlier of (1) Director of Emergency Services order or (2) cessation of local emergency.

3. Enforcement. This order shall be enforceable as a misdemeanor as provided in Menlo Park Municipal Code Section 2.44.110.

Dated: 3/27/2020

DocuSigned by:

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 Director of Emergency Services

Approved as to form:

DocuSigned by:

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 Interim City Attorney

**CITY OF MENLO PARK DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER
EMERGENCY ORDER NO. 3**

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood, though it is highly contagious;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (“Health Officer”) declared a local health emergency throughout San Mateo County related to COVID-19;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, the Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County;
WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended the declaration of a local health emergency;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic and empowered the Director of Emergency Services to take all necessary actions;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directs all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorizes individuals to leave their residences only for certain “Essential Activities”, “Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place Order;

WHEREAS, Government Code Section 8634 empowers the Director of Emergency Services to promulgate orders and regulations necessary to provide for the protection of life and property;

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to

make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency.

WHEREAS, on March 19, 2020, Governor Newsom issued Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;

WHEREAS, on March 31, the County Health Officer extended the Shelter in Place order to May 3 and issued additional restrictions regarding construction activity, recreational activity and other essential services;

WHEREAS, the Governor empowered local cities to take actions to preserve and protect the health and safety of their communities in light of their own circumstances;

WHEREAS, the City Council desires to do what it can to help slow the spread of COVID-19, reduce the load on local hospitals and emergency rooms, prevent unnecessary deaths, and preserve limited resources in order to allocate them to the most critical projects; and

NOW, THEREFORE, the City Manager as the Director of Emergency Services does hereby make the following order:

1. Public Facilities Closures. During the pendency of the local emergency, the following additional public facilities shall be closed to the public: Bedwell Bayfront Park (including trails, parking lot and other areas).
2. Effective date. This order shall be effective immediately and shall terminate upon the earlier of (1) Director of Emergency Services order or (2) cessation of local emergency.
3. Enforcement. This order shall be enforceable as a misdemeanor as provided in Menlo Park Municipal Code Section 2.44.110.

Dated: 4/17/2020

DocuSigned by:
Starla Jerome Robinson
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 Director of Emergency Services

Approved as to form:

DocuSigned by:
Cara E. Silver
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 Interim City Attorney

DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER EMERGENCY ORDER NO.4

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (the “Health Officer”) declared a local health emergency throughout San Mateo County related to the novel coronavirus (“COVID-19”);

WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended this declaration of local health emergency;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, the San Mateo County Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directs all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorizes individuals to leave their residences only for certain “Essential Activities,” Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place;

WHEREAS, on March 19, 2020, Governor Newsom issue Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;

WHEREAS, on March 23, 2020, the Director issued the City of Menlo Park Director of Emergency Services/City Manager Order (“Order”) No. 1 temporarily suspending all construction activity in the City of Menlo Park. The Order was based in part on the City’s lack of personal protective gear (PPE) to protect its employees from the spread of the COVID 19 virus, the lack of established construction project safety protocols and the inability of adequate supervision and deployment of building inspectors;

WHEREAS, recognizing the need to continue to limit the transmission of COVID-19, on April 29, 2020, the County Health Officer ordered the shelter-in-place to continue through May 31, 2020. However, the order also allows some businesses to open that could not operate under the

previous order and allows some low-risk activities to resume (e.g. outdoor businesses, landscapers and gardeners). Specifically, with regard to construction, the order allows for construction so long as the project complies with specific safety protocols;

WHEREAS, given the County of San Mateo’s recent publication of construction project safety protocols, to the extent the city is able to provide sufficient PPE and building inspector personnel, the City Manager would like to re-activate construction activity in the city with a phased in approach giving priority to projects that were already scheduled for an inspection the first week of the shut down (3/16 - 3/20), existing projects that have been granted emergency status, any project that effects the livability of the house (water heater, furnace, plumbing repair, sewer main, water piping, etc.) and other single family residential projects and public works projects. Thereafter providing the city has adequate PPE and inspector capacity it would begin scheduling inspections for multi-family and commercial projects starting; and

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency.


NOW, THEREFORE, the Director of Emergency Services does hereby make the following order:

1. Effective 11:59 p.m. on May 3, 2020 Order Number 1 is hereby rescinded and superseded by this Order No. 4.
2. Construction activity in the City will be permitted to resume provided it complies with the applicable construction project safety protocol published in the County of San Mateo Health Officer Order dated April 29, 2020.
3. The City Manager reserves the right to modify this order if any of the following conditions occur:
 - a. The City is not able to secure adequate PPE for its building inspectors;
 - b. The City is not able to provide sufficient building inspectors to satisfy the demand;
 - c. Construction projects are not complying with the required safety protocols;
 - d. The number of COVID 19 cases increases significantly;
 - e. Other operational constraints make building inspection unsafe or infeasible.

Dated: 5/1/2020

DocuSigned by:

 6BD907BD261744C...
 City Manager

Approved as to Form:
 DocuSigned by:

 CD6C53C794F6491...
 Interim City Attorney

DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER EMERGENCY ORDER NO.5

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (the “Health Officer”) declared a local health emergency throughout San Mateo County related to the novel coronavirus (“COVID-19”);

WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended this declaration of local health emergency;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, the San Mateo County Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directs all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorizes individuals to leave their residences only for certain “Essential Activities,” Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place;

WHEREAS, on March 19, 2020, Governor Newsom issue Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;

WHEREAS, on March 23, 2020, the Director issued the City of Menlo Park Director of Emergency Services/City Manager Order (“Order”) No. 1 temporarily suspending all construction activity in the City of Menlo Park. The Order was based in part on the City’s lack of personal protective gear (PPE) to protect its employees from the spread of the COVID 19 virus, the lack of established construction project safety protocols and the inability of adequate supervision and deployment of building inspectors;

WHEREAS, recognizing the need to continue to limit the transmission of COVID-19, on April 29, 2020, the County Health Officer ordered the shelter-in-place to continue through May 31, 2020. However, the order also allows some businesses to open that could not operate under the

previous order and allows some low-risk activities to resume (e.g. outdoor businesses, landscapers and gardeners). In addition, the April 29 order allows additional outdoor recreation activity to resume provided it conforms with the social distancing and health/safety protocols contained in the order and other restrictions established by the entity that manages such area to reduce crowding and risk of transmission of COVID-19; and

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency.

NOW, THEREFORE, the Director of Emergency Services does hereby make the following order:

1. Effective 7:00 a.m. on May 9, 2020, Order Number 3 is hereby rescinded and superseded by this Order No. 5.
2. Bedwell Bayfront Park shall be open to the public subject to social distancing and health/safety protocols established by the City Manager.
3. The City Manager reserves the right to modify this order if any of the following conditions occur:
 - a. Park users are not following the social distancing and health/safety protocols established by the City Manager;
 - b. The City is not able to provide sufficient monitors to ensure the safe use of the park;
 - c. The number of COVID 19 cases increases significantly; and
 - d. Other operational constraints make park opening unsafe or infeasible.

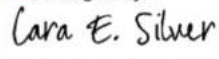
Dated: 5/8/2020

DocuSigned by:

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 City Manager

Approved as to Form:

DocuSigned by:

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 Interim City Attorney

DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER EMERGENCY ORDER NO.6

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (the “Health Officer”) declared a local health emergency throughout San Mateo County related to the novel coronavirus (“COVID-19”);

WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended this declaration of local health emergency;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, the San Mateo County Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directs all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorizes individuals to leave their residences only for certain “Essential Activities,” Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place;

WHEREAS, on March 19, 2020, Governor Newsom issued Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;

WHEREAS, on March 23, 2020, the Director issued the City of Menlo Park Director of Emergency Services/City Manager Order (“Order”) No. 1 temporarily suspending all construction activity in the City of Menlo Park. The Order was based in part on the City’s lack of personal protective gear (PPE) to protect its employees from the spread of the COVID 19 virus, the lack of established construction project safety protocols and the inability of adequate supervision and deployment of building inspectors;

WHEREAS, recognizing the need to continue to limit the transmission of COVID-19, on April 29, 2020, the County Health Officer ordered the shelter-in-place to continue through May 31, 2020. However, the order also allows some businesses to open that could not operate under the

previous order and allows some low-risk activities to resume (e.g. outdoor businesses, landscapers and gardeners). In addition, the April 29 order allows additional outdoor recreation activity to resume provided it conforms with the social distancing and health/safety protocols contained in the order and other restrictions established by the entity that manages such area to reduce crowding and risk of transmission of COVID-19; and

WHEREAS, on June 4, 2020, the County Health Officer modified the Shelter In Place order to eliminate the May 31, 2020 expiration and to expand the list of permitted activities. In particular County Health Order No. c19-5e – Appendix C-2 allowed additional activities that included indoor and outdoor pools, outdoor recreation areas, and outdoor shared recreation facilities may be opened, provided they are actively monitored and managed. Subsequently, the County of San Mateo issued additional guidelines to assist in re-opening public pools.

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency.

NOW, THEREFORE, the Director of Emergency Services does hereby make the following order:

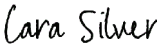
1. Effective 7:00 a.m. on June 10, 2020, Order Number 2 is hereby modified and superseded by this Order No. 6.
2. Burgess Pool and Belle Haven Pool may re-open to the public.
3. The City Manager reserves the right to modify this order.

Dated: 6/10/2020

DocuSigned by:

 6BD907BD261744C...
 City Manager

Approved as to Form:

DocuSigned by:

 CD6C53C794F6491...
 Interim City Attorney

DIRECTOR OF EMERGENCY SERVICES/CITY MANAGER EMERGENCY ORDER NO.7

WHEREAS, the Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named “COVID-19” is a serious public health threat;

WHEREAS, a complete clinical picture of this respiratory disease is not yet fully understood;

WHEREAS, on March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (“Health Officer”) declared a local health emergency throughout San Mateo County related to COVID-19;

WHEREAS, on March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;

WHEREAS, on March 10, 2020, the San Mateo County Board of Supervisors ratified and extended the declaration of local health emergency;

WHEREAS, the Health Officer issued a statement on March 10, 2020, that evidence exists of widespread community transmissions of COVID-19 in San Mateo County;

WHEREAS, on March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;

WHEREAS, on March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the COVID-19 world pandemic;

WHEREAS, on March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;

WHEREAS, on March 16, 2020, the Health Officer issued an order that, among other things, directed all individuals currently living within San Mateo County to shelter in their place of residence (“Shelter-in-Place Order”), and authorized individuals to leave their residences only for certain “Essential Activities,” Essential Governmental Functions,” or to operate “Essential Businesses,” all as defined in the Shelter-in Place Order;

WHEREAS, on March 19, 2020, Governor Newsom issue Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;

WHEREAS, on April 29, 2020, the Health Officer modified the Shelter-In-Place to continue through May 31, 2020, but allowed some businesses to open and some low-risk activities to resume, subject to social distancing and health/safety protocols;

WHEREAS, the State prepared a resilience roadmap to safely reopening that identifies four stages to reopening: stage 1 (safety and preparedness), stage 2 (lower risk workplaces), stage 3 (higher risk workplaces), and stage 4 (end of stay at home order) and has identified that the state is currently in stage 2;

WHEREAS, on June 4, 2020, the Health Officer further modified the Shelter-In-Place order to eliminate the May 31, 2020 expiration and to expand the list of permitted activities to include indoor and outdoor pools, outdoor recreation areas, and outdoor shared recreation facilities that are actively monitored and managed;

WHEREAS, on June 17, 2020, to be consistent with the state’s resilience roadmap, the Health Officer issued a new order that rescinded the Shelter-In-Place Order, subject to continued adherence to face covering requirements;

WHEREAS, during the existence of this local emergency, pursuant to Municipal Code Chapter 2.44, the City Manager as Director of Emergency Services is empowered to make and issue rules and regulations on matters reasonably related to the protection of life and property in the City of Menlo Park as affected by such emergency.

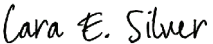
NOW, THEREFORE, the Director of Emergency Services does hereby make the following order:

1. Effective 7:00 a.m. on June 25, 2020, Order Number 2 is hereby modified and superseded by this Order No. 7.
2. In addition to those public facilities opened by Order No. 6, the following public facilities may re-open to the public: Burgess Park skate park; all public tennis courts, and all public basketball courts and public restrooms associated with re-opened facilities.
3. Facility users shall adhere to applicable State and County required social distancing precautions, including but not limited to wearing face covering.
4. The City Manager reserves the right to modify this order.

Dated: 6/24/2020

DocuSigned by:

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 City Manager

Approved as to Form:
 DocuSigned by:

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 Interim City Attorney



STAFF REPORT

City Council
Meeting Date: 8/11/2020
Staff Report Number: 20-166-CC

Regular Business: **Approve Resolution No. 6577 to amend all City salary schedules adopted on or after December 11, 2016 to add City Councilmembers**

Recommendation

Staff recommends that the City Council approve a resolution to amend all City salary schedules previously adopted on or after December 11, 2016 to add City Councilmembers.

Policy Issues

The recommendation does not represent any change to existing City policy. In accordance with the City personnel rules and regulations, the City Council is required to adopt changes to the City's salary schedule.

Background

The City is required to report employee earnings to the California Public Employees Retirement System (CalPERS,) and verify those earnings, as requested, upon an employee's retirement. Verification includes submission of City Council adopted salary schedules reflecting employees' maximum base salary earnings.

CalPERS completed an audit in March 2020 and informed the City that it must amend all prior salary schedules in effect on or after July 1, 2017, to include City Councilmembers. This would affect salary schedules adopted December 11, 2016 through July 7, 2019. This action simply modifies the previously approved salary schedules to reflect this change and does not include any changes to pay for City Councilmembers or staff.

Analysis

To correct a clerical omission and provide CalPERS with the information necessary to accurately account for employee earnings and process retirements based on City Council approved MOU (memorandum of understanding) provisions and the Menlo Park Municipal Code, ministerial amendments to previously adopted salary schedules are required. The salary schedules and resolutions to be amended are provided in Table 1:

Table 1: Salary schedules to be amended		
Resolution No.	City Council approval date	Effective date of salary schedule
6355 (revision 6420)	December 6, 2016 (revision 1/23/18)	December 11, 2016
6381 (revision 6420)	April 4, 2017 (revision 1/23/2018)	April 16, 2017
6396 (revision 6420)	June 20, 2017 (revision 1/23/2018)	July 9, 2017
6402 (revision 6420)	September 26, 2017 (revision 1/23/2018)	October 1, 2017
6411 (revision 6420)	October 17, 2017 (revision 1/23/2018)	October 29, 2017
6426	March 13, 2018	April 1, 2018
6450	June 19, 2018	July 8, 2018
6454	August 6, 2018	August 6, 2018
6459	August 28, 2018	August 28, 2018
6481	January 29, 2019	January 6, 2019
6482	January 29, 2019	February 3, 2019
6506	June 18, 2019	July 7, 2019

Impact on City Resources

There is no impact on City resources.

Environmental Review

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

Public Notice

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

Attachments

A. Resolution No. 6577 amending City salary schedules

Report prepared by:
Barbara Tong, Management Analyst I

Report reviewed by:
Dan Jacobson, Assistant Administrative Services Director

RESOLUTION NO. 6577

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MENLO PARK
AMENDING SALARY SCHEDULES BETWEEN DECEMBER 11, 2016 AND
JULY 7, 2019**

WHEREAS, pursuant to the Personnel System Rules, the City Manager prepared a Compensation Plan; and

WHEREAS, salaries for City Councilmembers are set by Menlo Park Municipal Code section 2.04.160 but not previously included on salary schedules;

NOW, THEREFORE BE IT RESOLVED, that the City of Menlo Park, acting by and through its City Council, having considered and been fully advised in the matter and good cause appearing therefore do hereby establish the following compensation provisions in accordance with the City's Personnel System rules.

BE IT FURTHER RESOLVED that any previous enacted compensation provisions approved and included as follows:

1. City of Menlo Park Salary Schedule approved December 6, 2016 [Exhibit A], in Resolution No. 6355, and revised on January 23, 2018, Resolution No. 6420;
2. City of Menlo Park Salary Schedule approved April 4, 2017 [Exhibit B], in Resolution No. 6381, and revised on January 23, 2018, Resolution No. 6420;
3. City of Menlo Park Salary Schedule approved June 20, 2017 [Exhibit C], in Resolution No. 6396, and revised on January 23, 2018, Resolution No. 6420;
4. City of Menlo Park Salary Schedule approved September 26, 2017 [Exhibit D], in Resolution No. 6402, and revised on January 23, 2018, Resolution No. 6420;
5. City of Menlo Park Salary Schedule approved October 17, 2017 [Exhibit E], in Resolution No. 6411, and revised on January 23, 2018, Resolution No. 6420;
6. City of Menlo Park Salary Schedule approved March 13, 2018 [Exhibit F], in Resolution No. 6426;
7. City of Menlo Park Salary Schedule approved June 19, 2018 [Exhibit G], in Resolution No. 6450;
8. City of Menlo Park Salary Schedule approved August 6, 2018 [Exhibit H], in Resolution No. 6454;
9. City of Menlo Park Salary Schedule approved August 28, 2018 [Exhibit I], in Resolution No. 6459;
10. City of Menlo Park Salary Schedule approved January 29, 2019 [Exhibit J], in Resolution No. 6481;

11. City of Menlo Park Salary Schedule approved January 29, 2019 [Exhibit K], in Resolution No. 6482;

12. City of Menlo Park Salary Schedule approved June 18, 2019 [Exhibit L], in Resolution No. 6506;

and subsequent amendments, including the compensation provisions shall be superseded by this Resolution.

BE IT FURTHER RESOLVED that the changes contained herein shall be effective as noted on each amended salary schedule.

I, Judith Herren, City Clerk of Menlo Park, do hereby certify that the above and foregoing Council Resolution was duly and regularly passed and adopted at a meeting by said Council on the eleventh day of August, 2020, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Official Seal of said City on this eleventh day of August, 2020.

Judith Herren, City Clerk

City of Menlo Park
PROPOSED Salary Schedule effective December 11, 2016

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 74,645	\$ 78,378	\$ 82,297	\$ 86,412	\$ 90,733
Accountant II	\$ 81,758	\$ 85,623	\$ 89,662	\$ 93,974	\$ 98,453
Accounting Assistant I	\$ 52,934	\$ 55,443	\$ 58,003	\$ 60,713	\$ 63,522
Accounting Assistant II	\$ 58,003	\$ 60,713	\$ 63,522	\$ 66,491	\$ 69,611
Administrative Assistant	\$ 58,177	\$ 60,895	\$ 63,713	\$ 66,691	\$ 69,820
Administrative Services Director	\$ 146,206	Open Range			\$ 182,756
Assistant City Manager	\$ 154,402	Open Range			\$ 203,616
Assistant Community Development Director	\$ 115,283	Open Range			\$ 150,619
Assistant Community Services Director	\$ 117,939	Open Range			\$ 147,424
Assistant Engineer	\$ 90,030	\$ 94,320	\$ 98,830	\$ 103,548	\$ 108,481
Assistant Library Services Director	\$ 117,939	Open Range			\$ 147,424
Assistant Planner	\$ 81,571	\$ 85,407	\$ 89,501	\$ 93,766	\$ 98,245
Assistant Public Works Director	\$ 128,099	Open Range			\$ 160,124
Assistant to the City Manager	\$ 100,848	Open Range			\$ 126,060
Associate Civil Engineer	\$ 101,021	\$ 105,857	\$ 110,903	\$ 116,261	\$ 121,893
Associate Engineer	\$ 95,465	\$ 100,035	\$ 104,804	\$ 109,867	\$ 115,189
Associate Planner	\$ 89,501	\$ 93,766	\$ 98,245	\$ 102,946	\$ 107,873
Associate Transportation Engineer	\$ 105,857	\$ 110,903	\$ 116,261	\$ 121,893	\$ 127,799
Branch Library Manager	\$ 86,019	\$ 90,118	\$ 94,427	\$ 98,936	\$ 103,648
Building Custodian	\$ 52,881	\$ 55,388	\$ 57,945	\$ 60,652	\$ 63,459
Building Inspector	\$ 86,717	\$ 90,887	\$ 95,219	\$ 99,771	\$ 104,535
Business Manager	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Child Care Teacher I	\$ 47,317	\$ 49,463	\$ 51,703	\$ 54,059	\$ 56,616
Child Care Teacher II	\$ 52,881	\$ 55,388	\$ 57,945	\$ 60,652	\$ 63,459
Child Care Teacher's Aide	\$ 35,501	\$ 37,107	\$ 38,786	\$ 40,523	\$ 42,312
City Attorney	n/a	Set by contract			\$ 108,000
City Clerk	\$ 97,715	Open Range			\$ 122,143
City Councilmember	n/a	Set by Menlo Park Municipal Code			\$ 7,680
City Manager	n/a	Set by contract			\$ 217,500
Code Enforcement Officer	\$ 74,597	\$ 78,123	\$ 81,808	\$ 85,743	\$ 89,829
Communications and Records Manager	\$ 103,648	\$ 108,678	\$ 113,898	\$ 119,390	\$ 125,132
Communications Dispatcher	\$ 75,641	\$ 79,217	\$ 82,954	\$ 86,943	\$ 91,087
Communications Training Dispatcher	\$ 79,217	\$ 82,954	\$ 86,943	\$ 91,087	\$ 95,442
Community Development Director	\$ 146,010	Open Range			\$ 182,511
Community Development Technician	\$ 63,442	\$ 66,379	\$ 69,481	\$ 72,741	\$ 76,159
Community Service Officer	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Community Services Director	\$ 148,007	Open Range			\$ 185,008
Construction Inspector	\$ 81,808	\$ 85,743	\$ 89,829	\$ 94,124	\$ 98,618
Contracts Specialist	\$ 65,504	\$ 68,584	\$ 71,760	\$ 75,166	\$ 78,774
Custodial Services Supervisor	\$ 60,848	\$ 63,664	\$ 66,639	\$ 69,766	\$ 73,044
Deputy City Clerk	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Engineering Services Manager/City Engineer	\$ 128,099	Open Range			\$ 160,124
Engineering Technician I	\$ 68,194	\$ 71,352	\$ 74,739	\$ 78,326	\$ 82,029
Engineering Technician II	\$ 76,449	\$ 80,046	\$ 83,810	\$ 87,828	\$ 92,013
Equipment Mechanic	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Executive Assistant	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234	\$ 79,819
Executive Assistant to the City Mgr	\$ 70,764	Open Range			\$ 86,013
Facilities Maintenance Technician I	\$ 56,616	\$ 59,223	\$ 62,030	\$ 64,947	\$ 67,955
Facilities Maintenance Technician II	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Finance and Budget Manager	\$ 115,260	Open Range			\$ 145,860
Gymnastics Instructor	\$ 37,882	\$ 39,596	\$ 41,384	\$ 43,231	\$ 45,219
Housing & Economic Development Manager	\$ 110,963	Open Range			\$ 138,704
Human Resources Manager	\$ 115,260	Open Range			\$ 145,860
Human Resources Technician	\$ 61,465	\$ 64,373	\$ 67,247	\$ 70,528	\$ 73,845
Information Technology Manager	\$ 115,260	Open Range			\$ 145,860
Information Technology Specialist I	\$ 64,528	\$ 67,755	\$ 71,143	\$ 74,701	\$ 78,437
Information Technology Specialist II	\$ 71,697	\$ 75,066	\$ 78,597	\$ 82,293	\$ 86,239
Information Technology Supervisor	\$ 85,680	\$ 95,236	\$ 100,248	\$ 105,525	\$ 111,078
Junior Engineer	\$ 72,627	\$ 76,258	\$ 80,071	\$ 84,075	\$ 88,279
Librarian I	\$ 63,459	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234
Librarian II	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808	\$ 85,743

City of Menlo Park
PROPOSED Salary Schedule effective December 11, 2016

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Library Assistant I	\$ 49,463	\$ 51,703	\$ 54,059	\$ 56,616	\$ 59,223
Library Assistant II	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Library Assistant III	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,108
Library Clerk	\$ 34,674	\$ 36,242	\$ 37,882	\$ 39,596	\$ 41,384
Library Page	\$ 25,437	\$ 26,586	\$ 27,790	\$ 29,048	\$ 30,363
Library Services Director	\$ 142,396	Open Range			\$ 177,995
Literacy Program Manager	\$ 73,044	\$ 76,480	\$ 80,076	\$ 83,915	\$ 87,914
Maintenance Worker I	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Maintenance Worker II	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180
Management Analyst I	\$ 78,311	\$ 82,227	\$ 86,339	\$ 90,656	\$ 95,189
Management Analyst II	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Office Assistant	\$ 48,579	\$ 50,794	\$ 53,093	\$ 55,609	\$ 58,177
Parking Enforcement Officer	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Permit Manager	\$ 101,804	\$ 106,675	\$ 111,781	\$ 117,109	\$ 122,767
Permit Technician	\$ 63,442	\$ 66,378	\$ 69,481	\$ 72,741	\$ 76,158
Plan Check Engineer	\$ 101,983	\$ 106,865	\$ 111,959	\$ 117,368	\$ 123,053
Planning Technician	\$ 72,741	\$ 76,158	\$ 79,741	\$ 83,491	\$ 87,494
Police Chief	\$ 157,760	Open Range			\$ 197,199
Police Commander	\$ 141,984	Open Range			\$ 177,480
Police Corporal	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Officer	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Records Specialist	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180
Police Recruit	n/a	Hourly Rate			\$ 35.9707
Police Sergeant	\$ 111,391	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396
Principal Planner	\$ 108,070	\$ 114,836	\$ 120,332	\$ 126,068	\$ 130,322
Program Aide/Driver	\$ 33,964	\$ 35,501	\$ 37,107	\$ 38,786	\$ 40,523
Program Assistant	\$ 48,386	\$ 50,592	\$ 52,881	\$ 55,388	\$ 57,945
Property and Court Specialist	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Public Works Director	\$ 149,976	Open Range			\$ 187,468
Public Works Superintendent	\$ 113,254	Open Range			\$ 141,528
Public Works Supervisor - City Arborist	\$ 90,006	\$ 94,321	\$ 98,815	\$ 103,536	\$ 108,490
Public Works Supervisor - Facilities	\$ 90,646	\$ 94,992	\$ 99,518	\$ 104,273	\$ 109,262
Public Works Supervisor - Fleet	\$ 92,088	\$ 96,503	\$ 101,101	\$ 105,931	\$ 110,999
Public Works Supervisor - Park	\$ 85,682	\$ 89,789	\$ 94,068	\$ 98,562	\$ 103,278
Public Works Supervisor - Streets	\$ 85,682	\$ 89,789	\$ 94,068	\$ 98,562	\$ 103,278
Recreation Aide	\$ 32,494	\$ 33,964	\$ 35,501	\$ 37,107	\$ 38,786
Recreation Coordinator	\$ 63,664	\$ 66,639	\$ 69,766	\$ 73,044	\$ 76,480
Recreation Leader	\$ 25,437	\$ 26,586	\$ 27,790	\$ 29,048	\$ 30,363
Recreation Supervisor	\$ 78,375	\$ 82,072	\$ 86,019	\$ 90,118	\$ 94,427
Red Light Photo Enforcement Specialist	\$ 69,542	\$ 72,809	\$ 76,234	\$ 79,819	\$ 83,646
Revenue and Claims Manager	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Senior Building Inspector	\$ 97,327	\$ 101,983	\$ 106,865	\$ 111,959	\$ 117,368
Senior Civil Engineer	\$ 111,260	\$ 116,635	\$ 122,286	\$ 128,211	\$ 134,458
Senior Communications Dispatcher	\$ 82,954	\$ 86,943	\$ 91,087	\$ 95,442	\$ 99,998
Senior Engineering Technician	\$ 82,029	\$ 85,899	\$ 90,030	\$ 94,320	\$ 98,830
Senior Equipment Mechanic	\$ 74,759	\$ 78,406	\$ 82,094	\$ 85,896	\$ 89,972
Senior Facilities Maintenance Technician	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Senior Librarian	\$ 82,072	\$ 86,019	\$ 90,118	\$ 94,427	\$ 98,936
Senior Library Page	\$ 34,674	\$ 36,242	\$ 37,882	\$ 39,596	\$ 41,384
Senior Maintenance Worker	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Senior Management Analyst	\$ 100,685	Open Range			\$ 121,374
Senior Office Assistant	\$ 53,093	\$ 55,609	\$ 58,177	\$ 60,895	\$ 63,713
Senior Planner	\$ 98,245	\$ 102,946	\$ 107,873	\$ 113,015	\$ 118,475
Senior Police Records Specialist	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Senior Program Assistant	\$ 58,762	\$ 61,508	\$ 64,395	\$ 67,420	\$ 70,592
Senior Recreation Leader	\$ 30,363	\$ 31,736	\$ 33,173	\$ 34,674	\$ 36,242
Senior Sustainability Specialist	\$ 73,692	\$ 77,217	\$ 80,913	\$ 84,770	\$ 88,865
Senior Transportation Engineer	\$ 111,260	\$ 116,635	\$ 122,286	\$ 128,211	\$ 134,458
Senior Water System Operator	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Sustainability Manager	\$ 92,114	\$ 96,521	\$ 101,141	\$ 105,962	\$ 111,081
Sustainability Specialist	\$ 63,459	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234

City of Menlo Park
 PROPOSED Salary Schedule effective December 11, 2016

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Transportation Demand Management Coordinator	\$ 83,646	\$ 87,631	\$ 91,818	\$ 96,211	\$ 100,816
Transportation Manager	\$ 128,099	Open Range			\$ 160,124
Water Quality Specialist	\$ 72,809	\$ 76,234	\$ 79,819	\$ 83,646	\$ 87,631
Water System Operator II	\$ 63,381	\$ 66,315	\$ 69,414	\$ 72,671	\$ 76,085
Water System Supervisor	\$ 86,768	\$ 90,903	\$ 95,246	\$ 99,803	\$ 104,580

City of Menlo Park
Salary Schedule - Effective 4/16/2017

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Accountant I	\$ 74,645	\$ 78,378	\$ 82,297	\$ 86,412	\$ 90,733
Accountant II	\$ 81,758	\$ 85,623	\$ 89,662	\$ 93,974	\$ 98,453
Accounting Assistant I	\$ 52,934	\$ 55,443	\$ 58,003	\$ 60,713	\$ 63,522
Accounting Assistant II	\$ 58,003	\$ 60,713	\$ 63,522	\$ 66,491	\$ 69,611
Administrative Assistant	\$ 58,177	\$ 60,895	\$ 63,713	\$ 66,691	\$ 69,820
Administrative Services Director	\$ 146,206		Open Range		\$ 182,756
Assistant City Manager	\$ 154,402		Open Range		\$ 203,616
Assistant Community Development Director	\$ 115,283		Open Range		\$ 150,619
Assistant Community Services Director	\$ 117,939		Open Range		\$ 147,424
Assistant Engineer	\$ 90,030	\$ 94,320	\$ 98,830	\$ 103,548	\$ 108,481
Assistant Library Services Director	\$ 117,939		Open Range		\$ 147,424
Assistant Planner	\$ 81,571	\$ 85,407	\$ 89,501	\$ 93,766	\$ 98,245
Assistant Public Works Director	\$ 128,099		Open Range		\$ 160,124
Assistant to the City Manager	\$ 100,848		Open Range		\$ 126,060
Associate Civil Engineer	\$ 101,021	\$ 105,857	\$ 110,903	\$ 116,261	\$ 121,893
Associate Engineer	\$ 95,465	\$ 100,035	\$ 104,804	\$ 109,867	\$ 115,189
Associate Planner	\$ 89,501	\$ 93,766	\$ 98,245	\$ 102,946	\$ 107,873
Associate Transportation Engineer	\$ 105,857	\$ 110,903	\$ 116,261	\$ 121,893	\$ 127,799
Branch Library Manager	\$ 86,019	\$ 90,118	\$ 94,427	\$ 98,936	\$ 103,648
Building Custodian	\$ 52,881	\$ 55,388	\$ 57,945	\$ 60,652	\$ 63,459
Building Inspector	\$ 86,717	\$ 90,887	\$ 95,219	\$ 99,771	\$ 104,535
Business Manager	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Child Care Teacher I	\$ 47,317	\$ 49,463	\$ 51,703	\$ 54,059	\$ 56,616
Child Care Teacher II	\$ 52,881	\$ 55,388	\$ 57,945	\$ 60,652	\$ 63,459
Child Care Teacher's Aide	\$ 35,501	\$ 37,107	\$ 38,786	\$ 40,523	\$ 42,312
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 97,715		Open Range		\$ 122,143
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	n/a		Set by contract		\$ 217,500
Code Enforcement Officer	\$ 74,597	\$ 78,123	\$ 81,808	\$ 85,743	\$ 89,829
Communications and Records Manager	\$ 103,648	\$ 108,678	\$ 113,898	\$ 119,390	\$ 125,132
Communications Dispatcher	\$ 75,641	\$ 79,217	\$ 82,954	\$ 86,943	\$ 91,087
Communications Training Dispatcher	\$ 79,217	\$ 82,954	\$ 86,943	\$ 91,087	\$ 95,442
Community Development Director	\$ 146,010		Open Range		\$ 182,511
Community Development Technician	\$ 63,442	\$ 66,379	\$ 69,481	\$ 72,741	\$ 76,159
Community Service Officer	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Community Services Director	\$ 148,007		Open Range		\$ 185,008
Construction Inspector	\$ 81,808	\$ 85,743	\$ 89,829	\$ 94,124	\$ 98,618
Contracts Specialist	\$ 65,504	\$ 68,584	\$ 71,760	\$ 75,166	\$ 78,774
Custodial Services Supervisor	\$ 60,848	\$ 63,664	\$ 66,639	\$ 69,766	\$ 73,044
Deputy City Clerk	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Engineering Services Manager/City Engineer	\$ 128,099		Open Range		\$ 160,124
Engineering Technician I	\$ 68,194	\$ 71,352	\$ 74,739	\$ 78,326	\$ 82,029
Engineering Technician II	\$ 76,449	\$ 80,046	\$ 83,810	\$ 87,828	\$ 92,013
Enterprise Applications Support Specialist	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Equipment Mechanic	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Executive Assistant	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234	\$ 79,819
Executive Assistant to the City Mgr	\$ 70,764		Open Range		\$ 86,013
Facilities Maintenance Technician I	\$ 56,616	\$ 59,223	\$ 62,030	\$ 64,947	\$ 67,955
Facilities Maintenance Technician II	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Finance and Budget Manager	\$ 115,260		Open Range		\$ 145,860
Gymnastics Instructor	\$ 37,882	\$ 39,596	\$ 41,384	\$ 43,231	\$ 45,219
Housing & Economic Development Manager	\$ 110,963		Open Range		\$ 138,704
Human Resources Manager	\$ 115,260		Open Range		\$ 145,860
Human Resources Technician	\$ 61,465	\$ 64,373	\$ 67,247	\$ 70,528	\$ 73,845
Information Technology Manager	\$ 115,260		Open Range		\$ 145,860
Information Technology Specialist I	\$ 64,528	\$ 67,755	\$ 71,143	\$ 74,701	\$ 78,437
Information Technology Specialist II	\$ 71,697	\$ 75,066	\$ 78,597	\$ 82,293	\$ 86,239
Information Technology Supervisor	\$ 85,680	\$ 95,236	\$ 100,248	\$ 105,525	\$ 111,078
Junior Engineer	\$ 72,627	\$ 76,258	\$ 80,071	\$ 84,075	\$ 88,279
Librarian I	\$ 63,459	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234
Librarian II	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808	\$ 85,743
Library Assistant I	\$ 49,463	\$ 51,703	\$ 54,059	\$ 56,616	\$ 59,223
Library Assistant II	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Library Assistant III	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,108
Library Clerk	\$ 34,674	\$ 36,242	\$ 37,882	\$ 39,596	\$ 41,384
Library Page	\$ 25,437	\$ 26,586	\$ 27,790	\$ 29,048	\$ 30,363
Library Services Director	\$ 142,396		Open Range		\$ 177,995
Literacy Program Manager	\$ 73,044	\$ 76,480	\$ 80,076	\$ 83,915	\$ 87,914
Maintenance Worker I	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Maintenance Worker II	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180
Management Analyst I	\$ 78,311	\$ 82,227	\$ 86,339	\$ 90,656	\$ 95,189
Management Analyst II	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Office Assistant	\$ 48,579	\$ 50,794	\$ 53,093	\$ 55,609	\$ 58,177
Parking Enforcement Officer	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947

City of Menlo Park
Salary Schedule - Effective 4/16/2017

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Permit Manager	\$ 101,804	\$ 106,675	\$ 111,781	\$ 117,109	\$ 122,767
Permit Technician	\$ 63,442	\$ 66,378	\$ 69,481	\$ 72,741	\$ 76,158
Plan Check Engineer	\$ 101,983	\$ 106,865	\$ 111,959	\$ 117,368	\$ 123,053
Planning Technician	\$ 72,741	\$ 76,158	\$ 79,741	\$ 83,491	\$ 87,494
Police Chief	\$ 157,760	Open Range			\$ 197,199
Police Commander	\$ 141,984	Open Range			\$ 177,480
Police Corporal	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180
Police Recruit	n/a	Hourly Rate			\$ 36
Police Sergeant	\$ 111,391	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396
Police Sergeant (2184 hours)	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396	\$ 142,166
Principal Planner	\$ 108,070	\$ 114,836	\$ 120,332	\$ 126,068	\$ 130,322
Program Aide/Driver	\$ 33,964	\$ 35,501	\$ 37,107	\$ 38,786	\$ 40,523
Program Assistant	\$ 48,386	\$ 50,592	\$ 52,881	\$ 55,388	\$ 57,945
Property and Court Specialist	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Public Works Director	\$ 149,976	Open Range			\$ 187,468
Public Works Superintendent	\$ 113,254	Open Range			\$ 141,528
Public Works Supervisor - City Arborist	\$ 90,006	\$ 94,321	\$ 98,815	\$ 103,536	\$ 108,490
Public Works Supervisor - Facilities	\$ 90,646	\$ 94,992	\$ 99,518	\$ 104,273	\$ 109,262
Public Works Supervisor - Fleet	\$ 92,088	\$ 96,503	\$ 101,101	\$ 105,931	\$ 110,999
Public Works Supervisor - Park	\$ 85,682	\$ 89,789	\$ 94,068	\$ 98,562	\$ 103,278
Public Works Supervisor - Streets	\$ 85,682	\$ 89,789	\$ 94,068	\$ 98,562	\$ 103,278
Recreation Aide	\$ 32,494	\$ 33,964	\$ 35,501	\$ 37,107	\$ 38,786
Recreation Coordinator	\$ 63,664	\$ 66,639	\$ 69,766	\$ 73,044	\$ 76,480
Recreation Leader	\$ 25,437	\$ 26,586	\$ 27,790	\$ 29,048	\$ 30,363
Recreation Supervisor	\$ 78,375	\$ 82,072	\$ 86,019	\$ 90,118	\$ 94,427
Red Light Photo Enforcement Specialist	\$ 69,542	\$ 72,809	\$ 76,234	\$ 79,819	\$ 83,646
Revenue and Claims Manager	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Senior Accountant	\$ 94,022	\$ 98,467	\$ 103,112	\$ 108,071	\$ 113,221
Senior Building Inspector	\$ 97,327	\$ 101,983	\$ 106,865	\$ 111,959	\$ 117,368
Senior Civil Engineer	\$ 111,260	\$ 116,635	\$ 122,286	\$ 128,211	\$ 134,458
Senior Communications Dispatcher	\$ 82,954	\$ 86,943	\$ 91,087	\$ 95,442	\$ 99,998
Senior Engineering Technician	\$ 82,029	\$ 85,899	\$ 90,030	\$ 94,320	\$ 98,830
Senior Equipment Mechanic	\$ 74,759	\$ 78,406	\$ 82,094	\$ 85,896	\$ 89,972
Senior Facilities Maintenance Technician	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Senior Librarian	\$ 82,072	\$ 86,019	\$ 90,118	\$ 94,427	\$ 98,936
Senior Library Page	\$ 34,674	\$ 36,242	\$ 37,882	\$ 39,596	\$ 41,384
Senior Maintenance Worker	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Senior Management Analyst	\$ 100,685	Open Range			\$ 121,374
Senior Office Assistant	\$ 53,093	\$ 55,609	\$ 58,177	\$ 60,895	\$ 63,713
Senior Planner	\$ 98,245	\$ 102,946	\$ 107,873	\$ 113,015	\$ 118,475
Senior Police Records Specialist	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Senior Program Assistant	\$ 58,762	\$ 61,508	\$ 64,395	\$ 67,420	\$ 70,592
Senior Recreation Leader	\$ 30,363	\$ 31,736	\$ 33,173	\$ 34,674	\$ 36,242
Senior Sustainability Specialist	\$ 73,692	\$ 77,217	\$ 80,913	\$ 84,770	\$ 88,865
Senior Transportation Engineer	\$ 111,260	\$ 116,635	\$ 122,286	\$ 128,211	\$ 134,458
Senior Water System Operator	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Sustainability Manager	\$ 92,114	\$ 96,521	\$ 101,141	\$ 105,962	\$ 111,081
Sustainability Specialist	\$ 63,459	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234
Transportation Demand Management Coordinator	\$ 83,646	\$ 87,631	\$ 91,818	\$ 96,211	\$ 100,816
Transportation Manager	\$ 128,099	Open Range			\$ 160,124
Water Quality Specialist	\$ 72,809	\$ 76,234	\$ 79,819	\$ 83,646	\$ 87,631
Water System Operator II	\$ 63,381	\$ 66,315	\$ 69,414	\$ 72,671	\$ 76,085
Water System Supervisor	\$ 86,768	\$ 90,903	\$ 95,246	\$ 99,803	\$ 104,580

City of Menlo Park
Salary Schedule - Effective 7/9/2017

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Accountant I	\$ 74,645	\$ 78,378	\$ 82,297	\$ 86,412	\$ 90,733
Accountant II	\$ 81,758	\$ 85,623	\$ 89,662	\$ 93,974	\$ 98,453
Accounting Assistant I	\$ 52,934	\$ 55,443	\$ 58,003	\$ 60,713	\$ 63,522
Accounting Assistant II	\$ 58,003	\$ 60,713	\$ 63,522	\$ 66,491	\$ 69,611
Administrative Assistant	\$ 58,177	\$ 60,895	\$ 63,713	\$ 66,691	\$ 69,820
Administrative Services Director	\$ 146,206		Open Range		\$ 182,756
Assistant City Manager	\$ 154,402		Open Range		\$ 203,616
Assistant Community Development Director	\$ 115,283		Open Range		\$ 150,619
Assistant Community Services Director	\$ 117,939		Open Range		\$ 147,424
Assistant Engineer	\$ 90,030	\$ 94,320	\$ 98,830	\$ 103,548	\$ 108,481
Assistant Library Services Director	\$ 117,939		Open Range		\$ 147,424
Assistant Planner	\$ 81,571	\$ 85,407	\$ 89,501	\$ 93,766	\$ 98,245
Assistant Public Works Director	\$ 128,099		Open Range		\$ 160,124
Assistant to the City Manager	\$ 100,848		Open Range		\$ 126,060
Associate Civil Engineer	\$ 101,021	\$ 105,857	\$ 110,903	\$ 116,261	\$ 121,893
Associate Engineer	\$ 95,465	\$ 100,035	\$ 104,804	\$ 109,867	\$ 115,189
Associate Planner	\$ 89,501	\$ 93,766	\$ 98,245	\$ 102,946	\$ 107,873
Associate Transportation Engineer	\$ 105,857	\$ 110,903	\$ 116,261	\$ 121,893	\$ 127,799
Branch Library Manager	\$ 86,019	\$ 90,118	\$ 94,427	\$ 98,936	\$ 103,648
Building Custodian	\$ 52,881	\$ 55,388	\$ 57,945	\$ 60,652	\$ 63,459
Building Inspector	\$ 86,717	\$ 90,887	\$ 95,219	\$ 99,771	\$ 104,535
Business Manager	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Child Care Teacher I	\$ 47,317	\$ 49,463	\$ 51,703	\$ 54,059	\$ 56,616
Child Care Teacher II	\$ 52,881	\$ 55,388	\$ 57,945	\$ 60,652	\$ 63,459
Child Care Teacher's Aide	\$ 35,501	\$ 37,107	\$ 38,786	\$ 40,523	\$ 42,312
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 97,715		Open Range		\$ 122,143
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	n/a		Set by contract		\$ 217,500
Code Enforcement Officer	\$ 74,597	\$ 78,123	\$ 81,808	\$ 85,743	\$ 89,829
Communications and Records Manager	\$ 103,648	\$ 108,678	\$ 113,898	\$ 119,390	\$ 125,132
Communications Dispatcher	\$ 75,641	\$ 79,217	\$ 82,954	\$ 86,943	\$ 91,087
Communications Training Dispatcher	\$ 79,217	\$ 82,954	\$ 86,943	\$ 91,087	\$ 95,442
Community Development Director	\$ 146,010		Open Range		\$ 182,511
Community Development Technician	\$ 63,442	\$ 66,379	\$ 69,481	\$ 72,741	\$ 76,159
Community Service Officer	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Community Services Director	\$ 148,007		Open Range		\$ 185,008
Construction Inspector	\$ 81,808	\$ 85,743	\$ 89,829	\$ 94,124	\$ 98,618
Contracts Specialist	\$ 65,504	\$ 68,584	\$ 71,760	\$ 75,166	\$ 78,774
Custodial Services Supervisor	\$ 60,848	\$ 63,664	\$ 66,639	\$ 69,766	\$ 73,044
Deputy City Clerk	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Engineering Services Manager/City Engineer	\$ 128,099		Open Range		\$ 160,124
Engineering Technician I	\$ 68,194	\$ 71,352	\$ 74,739	\$ 78,326	\$ 82,029
Engineering Technician II	\$ 76,449	\$ 80,046	\$ 83,810	\$ 87,828	\$ 92,013
Enterprise Applications Support Specialist	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Equipment Mechanic	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Executive Assistant	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234	\$ 79,819
Executive Assistant to the City Mgr	\$ 70,764		Open Range		\$ 86,013
Facilities Maintenance Technician I	\$ 56,616	\$ 59,223	\$ 62,030	\$ 64,947	\$ 67,955
Facilities Maintenance Technician II	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Finance and Budget Manager	\$ 115,260		Open Range		\$ 145,860
Gymnastics Instructor	\$ 37,882	\$ 39,596	\$ 41,384	\$ 43,231	\$ 45,219
Housing & Economic Development Manager	\$ 110,963		Open Range		\$ 138,704
Human Resources Manager	\$ 115,260		Open Range		\$ 145,860
Human Resources Technician	\$ 61,465	\$ 64,373	\$ 67,247	\$ 70,528	\$ 73,845
Information Technology Manager	\$ 115,260		Open Range		\$ 145,860
Information Technology Specialist I	\$ 64,528	\$ 67,755	\$ 71,143	\$ 74,701	\$ 78,437
Information Technology Specialist II	\$ 71,697	\$ 75,066	\$ 78,597	\$ 82,293	\$ 86,239
Information Technology Supervisor	\$ 85,680	\$ 95,236	\$ 100,248	\$ 105,525	\$ 111,078
Junior Engineer	\$ 72,627	\$ 76,258	\$ 80,071	\$ 84,075	\$ 88,279
Librarian I	\$ 63,459	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234
Librarian II	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808	\$ 85,743
Library Assistant I	\$ 49,463	\$ 51,703	\$ 54,059	\$ 56,616	\$ 59,223
Library Assistant II	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Library Assistant III	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,108
Library Clerk	\$ 34,674	\$ 36,242	\$ 37,882	\$ 39,596	\$ 41,384
Library Page	\$ 25,437	\$ 26,586	\$ 27,790	\$ 29,048	\$ 30,363
Library Services Director	\$ 142,396		Open Range		\$ 177,995
Literacy Program Manager	\$ 73,044	\$ 76,480	\$ 80,076	\$ 83,915	\$ 87,914
Maintenance Worker I	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947
Maintenance Worker II	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180
Management Analyst I	\$ 78,311	\$ 82,227	\$ 86,339	\$ 90,656	\$ 95,189
Management Analyst II	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Office Assistant	\$ 48,579	\$ 50,794	\$ 53,093	\$ 55,609	\$ 58,177
Parking Enforcement Officer	\$ 54,059	\$ 56,616	\$ 59,144	\$ 62,030	\$ 64,947

City of Menlo Park
Salary Schedule - Effective 7/9/2017

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Permit Manager	\$ 101,804	\$ 106,675	\$ 111,781	\$ 117,109	\$ 122,767
Permit Technician	\$ 63,442	\$ 66,378	\$ 69,481	\$ 72,741	\$ 76,158
Plan Check Engineer	\$ 101,983	\$ 106,865	\$ 111,959	\$ 117,368	\$ 123,053
Planning Technician	\$ 72,741	\$ 76,158	\$ 79,741	\$ 83,491	\$ 87,494
Police Chief	\$ 157,760	Open Range			\$ 197,199
Police Commander	\$ 141,984	Open Range			\$ 177,480
Police Corporal	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 59,144	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180
Police Recruit	n/a	Hourly Rate			\$ 36
Police Sergeant	\$ 111,391	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396
Police Sergeant (2184 hours)	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396	\$ 142,166
Principal Planner	\$ 108,070	\$ 114,836	\$ 120,332	\$ 126,068	\$ 130,322
Program Aide/Driver	\$ 33,964	\$ 35,501	\$ 37,107	\$ 38,786	\$ 40,523
Program Assistant	\$ 48,386	\$ 50,592	\$ 52,881	\$ 55,388	\$ 57,945
Property and Court Specialist	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Public Works Director	\$ 149,976	Open Range			\$ 187,468
Public Works Superintendent	\$ 113,254	Open Range			\$ 141,528
Public Works Supervisor - City Arborist	\$ 90,006	\$ 94,321	\$ 98,815	\$ 103,536	\$ 108,490
Public Works Supervisor - Facilities	\$ 90,646	\$ 94,992	\$ 99,518	\$ 104,273	\$ 109,262
Public Works Supervisor - Fleet	\$ 92,088	\$ 96,503	\$ 101,101	\$ 105,931	\$ 110,999
Public Works Supervisor - Park	\$ 85,682	\$ 89,789	\$ 94,068	\$ 98,562	\$ 103,278
Public Works Supervisor - Streets	\$ 85,682	\$ 89,789	\$ 94,068	\$ 98,562	\$ 103,278
Recreation Aide	\$ 32,494	\$ 33,964	\$ 35,501	\$ 37,107	\$ 38,786
Recreation Coordinator	\$ 63,664	\$ 66,639	\$ 69,766	\$ 73,044	\$ 76,480
Recreation Leader	\$ 25,437	\$ 26,586	\$ 27,790	\$ 29,048	\$ 30,363
Recreation Supervisor	\$ 78,375	\$ 82,072	\$ 86,019	\$ 90,118	\$ 94,427
Red Light Photo Enforcement Specialist	\$ 69,542	\$ 72,809	\$ 76,234	\$ 79,819	\$ 83,646
Revenue and Claims Manager	\$ 89,498	\$ 93,802	\$ 98,273	\$ 102,972	\$ 107,888
Senior Accountant	\$ 94,022	\$ 98,467	\$ 103,112	\$ 108,071	\$ 113,221
Senior Building Inspector	\$ 97,327	\$ 101,983	\$ 106,865	\$ 111,959	\$ 117,368
Senior Civil Engineer	\$ 111,260	\$ 116,635	\$ 122,286	\$ 128,211	\$ 134,458
Senior Communications Dispatcher	\$ 82,954	\$ 86,943	\$ 91,087	\$ 95,442	\$ 99,998
Senior Engineering Technician	\$ 82,029	\$ 85,899	\$ 90,030	\$ 94,320	\$ 98,830
Senior Equipment Mechanic	\$ 74,759	\$ 78,406	\$ 82,094	\$ 85,896	\$ 89,972
Senior Facilities Maintenance Technician	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Senior Librarian	\$ 82,072	\$ 86,019	\$ 90,118	\$ 94,427	\$ 98,936
Senior Library Page	\$ 34,674	\$ 36,242	\$ 37,882	\$ 39,596	\$ 41,384
Senior Maintenance Worker	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Senior Management Analyst	\$ 100,685	Open Range			\$ 121,374
Senior Office Assistant	\$ 53,093	\$ 55,609	\$ 58,177	\$ 60,895	\$ 63,713
Senior Planner	\$ 98,245	\$ 102,946	\$ 107,873	\$ 113,015	\$ 118,475
Senior Police Records Specialist	\$ 62,030	\$ 64,947	\$ 67,955	\$ 71,180	\$ 74,597
Senior Program Assistant	\$ 58,762	\$ 61,508	\$ 64,395	\$ 67,420	\$ 70,592
Senior Recreation Leader	\$ 30,363	\$ 31,736	\$ 33,173	\$ 34,674	\$ 36,242
Senior Sustainability Specialist	\$ 73,692	\$ 77,217	\$ 80,913	\$ 84,770	\$ 88,865
Senior Transportation Engineer	\$ 111,260	\$ 116,635	\$ 122,286	\$ 128,211	\$ 134,458
Senior Water System Operator	\$ 67,947	\$ 71,180	\$ 74,597	\$ 78,123	\$ 81,808
Sustainability Manager	\$ 110,963	Open Range			\$ 138,704
Sustainability Specialist	\$ 63,459	\$ 66,425	\$ 69,542	\$ 72,809	\$ 76,234
Transportation Demand Management Coordinator	\$ 83,646	\$ 87,631	\$ 91,818	\$ 96,211	\$ 100,816
Transportation Manager	\$ 128,099	Open Range			\$ 160,124
Water Quality Specialist	\$ 72,809	\$ 76,234	\$ 79,819	\$ 83,646	\$ 87,631
Water System Operator I	\$ 57,932	\$ 60,527	\$ 63,212	\$ 66,335	\$ 69,422
Water System Operator II	\$ 63,381	\$ 66,315	\$ 69,414	\$ 72,671	\$ 76,085
Water System Supervisor	\$ 86,768	\$ 90,903	\$ 95,246	\$ 99,803	\$ 104,580

City of Menlo Park
Salary Schedule - Effective 10/1/2017

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Accountant I	\$ 77,631	\$ 81,513	\$ 85,589	\$ 89,868	\$ 94,362
Accountant II	\$ 85,028	\$ 89,048	\$ 93,248	\$ 97,733	\$ 102,391
Accounting Assistant I	\$ 55,051	\$ 57,661	\$ 60,323	\$ 63,142	\$ 66,063
Accounting Assistant II	\$ 60,323	\$ 63,142	\$ 66,063	\$ 69,151	\$ 72,395
Administrative Assistant	\$ 60,504	\$ 63,331	\$ 66,262	\$ 69,359	\$ 72,613
Administrative Services Director	\$ 152,054		Open Range		\$ 190,066
Assistant City Manager	\$ 160,578		Open Range		\$ 211,761
Assistant Community Development Director	\$ 119,894		Open Range		\$ 156,644
Assistant Community Services Director	\$ 122,657		Open Range		\$ 153,321
Assistant Engineer	\$ 93,631	\$ 98,093	\$ 102,783	\$ 107,690	\$ 112,820
Assistant Library Services Director	\$ 122,657		Open Range		\$ 153,321
Assistant Planner	\$ 84,834	\$ 88,823	\$ 93,081	\$ 97,517	\$ 102,175
Assistant Public Works Director	\$ 133,223		Open Range		\$ 166,529
Assistant to the City Manager	\$ 104,882		Open Range		\$ 131,102
Associate Civil Engineer	\$ 105,062	\$ 110,091	\$ 115,339	\$ 120,911	\$ 126,769
Associate Engineer	\$ 99,284	\$ 104,036	\$ 108,996	\$ 114,262	\$ 119,797
Associate Planner	\$ 93,081	\$ 97,517	\$ 102,175	\$ 107,064	\$ 112,188
Associate Transportation Engineer	\$ 110,091	\$ 115,339	\$ 120,911	\$ 126,769	\$ 132,911
Building Custodian	\$ 54,996	\$ 57,604	\$ 60,263	\$ 63,078	\$ 65,997
Building Inspector	\$ 90,186	\$ 94,522	\$ 99,028	\$ 103,762	\$ 108,716
Business Manager	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Child Care Teacher I	\$ 49,210	\$ 51,442	\$ 53,771	\$ 56,221	\$ 58,881
Child Care Teacher II	\$ 54,996	\$ 57,604	\$ 60,263	\$ 63,078	\$ 65,997
Child Care Teacher's Aide	\$ 36,921	\$ 38,591	\$ 40,337	\$ 42,144	\$ 44,004
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 101,624		Open Range		\$ 127,029
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	n/a		Set by contract		\$ 217,500
Code Enforcement Officer	\$ 77,581	\$ 81,248	\$ 85,080	\$ 89,173	\$ 93,422
Communications and Records Manager	\$ 107,794	\$ 113,025	\$ 118,454	\$ 124,166	\$ 130,137
Communications Dispatcher	\$ 78,667	\$ 82,386	\$ 86,272	\$ 90,421	\$ 94,730
Communications Training Dispatcher	\$ 82,386	\$ 86,272	\$ 90,421	\$ 94,730	\$ 99,260
Community Development Director	\$ 151,850		Open Range		\$ 189,811
Community Development Technician	\$ 65,980	\$ 69,034	\$ 72,260	\$ 75,651	\$ 79,205
Community Service Officer	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Community Services Director	\$ 153,927		Open Range		\$ 192,408
Construction Inspector	\$ 85,080	\$ 89,173	\$ 93,422	\$ 97,889	\$ 102,563
Contracts Specialist	\$ 68,124	\$ 71,327	\$ 74,630	\$ 78,173	\$ 81,925
Custodial Services Supervisor	\$ 63,282	\$ 66,211	\$ 69,305	\$ 72,557	\$ 75,966
Deputy City Clerk	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Engineering Services Manager/City Engineer	\$ 133,223		Open Range		\$ 166,529
Engineering Technician I	\$ 70,922	\$ 74,206	\$ 77,729	\$ 81,459	\$ 85,310
Engineering Technician II	\$ 79,507	\$ 83,248	\$ 87,162	\$ 91,341	\$ 95,694
Enterprise Applications Support Specialist	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Equipment Mechanic	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Executive Assistant	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283	\$ 83,012
Executive Assistant to the City Mgr	\$ 73,595		Open Range		\$ 89,454
Facilities Maintenance Technician I	\$ 58,881	\$ 61,592	\$ 64,511	\$ 67,545	\$ 70,673
Facilities Maintenance Technician II	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Finance and Budget Manager	\$ 119,870		Open Range		\$ 151,694
Gymnastics Instructor	\$ 39,397	\$ 41,180	\$ 43,039	\$ 44,960	\$ 47,028
Housing & Economic Development Manager	\$ 115,402		Open Range		\$ 144,252
Human Resources Manager	\$ 119,870		Open Range		\$ 151,694
Human Resources Technician	\$ 63,924	\$ 66,948	\$ 69,937	\$ 73,349	\$ 76,799
Information Technology Manager	\$ 119,870		Open Range		\$ 151,694
Information Technology Specialist I	\$ 68,854	\$ 72,297	\$ 75,912	\$ 79,709	\$ 83,695
Information Technology Specialist II	\$ 76,504	\$ 80,098	\$ 83,866	\$ 87,810	\$ 92,020
Information Technology Supervisor	\$ 89,107	\$ 99,045	\$ 104,258	\$ 109,746	\$ 115,521
Junior Engineer	\$ 75,532	\$ 79,308	\$ 83,274	\$ 87,438	\$ 91,810
Librarian I	\$ 65,997	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283
Librarian II	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080	\$ 89,173
Library Assistant I	\$ 51,442	\$ 53,771	\$ 56,221	\$ 58,881	\$ 61,592
Library Assistant II	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Library Assistant III	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 73,952
Library Clerk	\$ 36,061	\$ 37,692	\$ 39,397	\$ 41,180	\$ 43,039
Library Page	\$ 26,454	\$ 27,649	\$ 28,902	\$ 30,210	\$ 31,578
Library Services Director	\$ 148,092		Open Range		\$ 185,115
Literacy Program Manager	\$ 75,966	\$ 79,539	\$ 83,279	\$ 87,272	\$ 91,431
Maintenance Worker I	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Maintenance Worker II	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027
Management Analyst I	\$ 81,443	\$ 85,516	\$ 89,793	\$ 94,282	\$ 98,997
Management Analyst II	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Office Assistant	\$ 50,522	\$ 52,826	\$ 55,217	\$ 57,833	\$ 60,504

City of Menlo Park
Salary Schedule - Effective 10/1/2017

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Parking Enforcement Officer	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Permit Manager	\$ 105,876	\$ 110,942	\$ 116,252	\$ 121,793	\$ 127,678
Permit Technician	\$ 65,980	\$ 69,033	\$ 72,260	\$ 75,651	\$ 79,204
Plan Check Engineer	\$ 106,062	\$ 111,140	\$ 116,437	\$ 122,063	\$ 127,975
Planning Technician	\$ 75,651	\$ 79,204	\$ 82,931	\$ 86,831	\$ 90,994
Police Chief	\$ 164,070	Open Range			\$ 205,087
Police Commander	\$ 147,663	Open Range			\$ 184,579
Police Corporal	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027
Police Recruit	n/a	Hourly Rate			\$ 74,819
Police Sergeant	\$ 111,391	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396
Police Sergeant (2184 hours)	\$ 116,960	\$ 122,808	\$ 128,949	\$ 135,396	\$ 142,166
Principal Planner	\$ 112,393	\$ 119,429	\$ 125,145	\$ 131,111	\$ 135,535
Program Aide/Driver	\$ 35,323	\$ 36,921	\$ 38,591	\$ 40,337	\$ 42,144
Program Assistant	\$ 50,321	\$ 52,616	\$ 54,996	\$ 57,604	\$ 60,263
Property and Court Specialist	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Public Works Director	\$ 155,975	Open Range			\$ 194,967
Public Works Superintendent	\$ 117,784	Open Range			\$ 147,189
Public Works Supervisor - City Arborist	\$ 93,606	\$ 98,094	\$ 102,768	\$ 107,677	\$ 112,830
Public Works Supervisor - Facilities	\$ 94,272	\$ 98,792	\$ 103,499	\$ 108,444	\$ 113,632
Public Works Supervisor - Fleet	\$ 95,772	\$ 100,363	\$ 105,145	\$ 110,168	\$ 115,439
Public Works Supervisor - Park	\$ 89,109	\$ 93,381	\$ 97,831	\$ 102,504	\$ 107,409
Public Works Supervisor - Streets	\$ 89,109	\$ 93,381	\$ 97,831	\$ 102,504	\$ 107,409
Recreation Aide	\$ 33,794	\$ 35,323	\$ 36,921	\$ 38,591	\$ 40,337
Recreation Coordinator	\$ 66,211	\$ 69,305	\$ 72,557	\$ 75,966	\$ 79,539
Recreation Leader	\$ 26,454	\$ 27,649	\$ 28,902	\$ 30,210	\$ 31,578
Recreation Supervisor	\$ 81,510	\$ 85,355	\$ 89,460	\$ 93,723	\$ 98,204
Red Light Photo Enforcement Specialist	\$ 72,324	\$ 75,721	\$ 79,283	\$ 83,012	\$ 86,992
Revenue and Claims Manager	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Senior Accountant	\$ 97,783	\$ 102,406	\$ 107,236	\$ 112,394	\$ 117,750
Senior Building Inspector	\$ 101,220	\$ 106,062	\$ 111,140	\$ 116,437	\$ 122,063
Senior Civil Engineer	\$ 115,710	\$ 121,300	\$ 127,177	\$ 133,339	\$ 139,836
Senior Communications Dispatcher	\$ 86,272	\$ 90,421	\$ 94,730	\$ 99,260	\$ 103,998
Senior Engineering Technician	\$ 85,310	\$ 89,335	\$ 93,631	\$ 98,093	\$ 102,783
Senior Equipment Mechanic	\$ 77,749	\$ 81,542	\$ 85,378	\$ 89,332	\$ 93,571
Senior Facilities Maintenance Technician	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Senior Librarian	\$ 85,355	\$ 89,460	\$ 93,723	\$ 98,204	\$ 102,893
Senior Maintenance Worker	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Senior Management Analyst	\$ 104,712	Open Range			\$ 126,229
Senior Office Assistant	\$ 55,217	\$ 57,833	\$ 60,504	\$ 63,331	\$ 66,262
Senior Planner	\$ 102,175	\$ 107,064	\$ 112,188	\$ 117,536	\$ 123,214
Senior Police Records Specialist	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Senior Program Assistant	\$ 61,112	\$ 63,968	\$ 66,971	\$ 70,117	\$ 73,416
Senior Recreation Leader	\$ 31,578	\$ 33,005	\$ 34,500	\$ 36,061	\$ 37,692
Senior Sustainability Specialist	\$ 76,640	\$ 80,306	\$ 84,150	\$ 88,161	\$ 92,420
Senior Transportation Engineer	\$ 115,710	\$ 121,300	\$ 127,177	\$ 133,339	\$ 139,836
Senior Water System Operator	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Sustainability Manager	\$ 115,402	Open Range			\$ 144,252
Sustainability Specialist	\$ 65,997	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283
Transportation Demand Management Coordinator	\$ 86,992	\$ 91,136	\$ 95,491	\$ 100,059	\$ 104,849
Water Quality Specialist	\$ 75,721	\$ 79,283	\$ 83,012	\$ 86,992	\$ 91,136
Water System Operator I	\$ 60,249	\$ 62,948	\$ 65,740	\$ 68,988	\$ 72,199
Water System Operator II	\$ 65,916	\$ 68,968	\$ 72,191	\$ 75,578	\$ 79,128
Water System Supervisor	\$ 90,239	\$ 94,539	\$ 99,056	\$ 103,795	\$ 108,763

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step D)
Accountant I	\$ 77,631	\$ 81,513	\$ 85,589	\$ 89,868	\$ 94,362
Accountant II	\$ 85,028	\$ 89,048	\$ 93,248	\$ 97,733	\$ 102,391
Accounting Assistant I	\$ 55,051	\$ 57,661	\$ 60,323	\$ 63,142	\$ 66,063
Accounting Assistant II	\$ 60,323	\$ 63,142	\$ 66,063	\$ 69,151	\$ 72,395
Administrative Assistant	\$ 60,504	\$ 63,331	\$ 66,262	\$ 69,359	\$ 72,613
Administrative Services Director	\$ 152,054		Open Range		\$ 190,066
Assistant City Manager	\$ 160,578		Open Range		\$ 211,761
Assistant Community Development Director	\$ 119,894		Open Range		\$ 156,644
Assistant Community Services Director	\$ 122,657		Open Range		\$ 153,321
Assistant Engineer	\$ 93,631	\$ 98,093	\$ 102,783	\$ 107,690	\$ 112,820
Assistant Library Services Director	\$ 122,657		Open Range		\$ 153,321
Assistant Planner	\$ 84,834	\$ 88,823	\$ 93,081	\$ 97,517	\$ 102,175
Assistant Public Works Director	\$ 133,223		Open Range		\$ 166,529
Assistant to the City Manager	\$ 115,402		Open Range		\$ 144,252
Associate Civil Engineer	\$ 105,062	\$ 110,091	\$ 115,339	\$ 120,911	\$ 126,769
Associate Engineer	\$ 99,284	\$ 104,036	\$ 108,996	\$ 114,262	\$ 119,797
Associate Planner	\$ 93,081	\$ 97,517	\$ 102,175	\$ 107,064	\$ 112,188
Associate Transportation Engineer	\$ 110,091	\$ 115,339	\$ 120,911	\$ 126,769	\$ 132,911
Building Custodian	\$ 54,996	\$ 57,604	\$ 60,263	\$ 63,078	\$ 65,997
Building Inspector	\$ 90,186	\$ 94,522	\$ 99,028	\$ 103,762	\$ 108,716
Business Manager	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Child Care Teacher I	\$ 49,210	\$ 51,442	\$ 53,771	\$ 56,221	\$ 58,881
Child Care Teacher II	\$ 54,996	\$ 57,604	\$ 60,263	\$ 63,078	\$ 65,997
Child Care Teacher's Aide	\$ 36,921	\$ 38,591	\$ 40,337	\$ 42,144	\$ 44,004
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 115,402		Open Range		\$ 144,252
City Councilmember	n/a	Set by Menlo Park Municipal Code			\$ 7,680
City Manager	n/a		Set by contract		\$ 232,890
Code Enforcement Officer	\$ 77,581	\$ 81,248	\$ 85,080	\$ 89,173	\$ 93,422
Communications and Records Manager	\$ 107,794	\$ 113,025	\$ 118,454	\$ 124,166	\$ 130,137
Communications Dispatcher	\$ 78,667	\$ 82,386	\$ 86,272	\$ 90,421	\$ 94,730
Communications Training Dispatcher	\$ 82,386	\$ 86,272	\$ 90,421	\$ 94,730	\$ 99,260
Community Development Director	\$ 151,850		Open Range		\$ 189,811
Community Development Technician	\$ 65,980	\$ 69,034	\$ 72,260	\$ 75,651	\$ 79,205
Community Service Officer	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Community Services Director	\$ 153,927		Open Range		\$ 192,408
Construction Inspector	\$ 85,080	\$ 89,173	\$ 93,422	\$ 97,889	\$ 102,563
Contracts Specialist	\$ 68,124	\$ 71,327	\$ 74,630	\$ 78,173	\$ 81,925
Custodial Services Supervisor	\$ 63,282	\$ 66,211	\$ 69,305	\$ 72,557	\$ 75,966
Deputy City Clerk	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Engineering Services Manager/City Engineer	\$ 133,223		Open Range		\$ 166,529
Engineering Technician I	\$ 70,922	\$ 74,206	\$ 77,729	\$ 81,459	\$ 85,310
Engineering Technician II	\$ 79,507	\$ 83,248	\$ 87,162	\$ 91,341	\$ 95,694
Enterprise Applications Support Specialist	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Equipment Mechanic	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Executive Assistant	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283	\$ 83,012
Executive Assistant to the City Mgr	\$ 73,595		Open Range		\$ 89,454
Facilities Maintenance Technician I	\$ 58,881	\$ 61,592	\$ 64,511	\$ 67,545	\$ 70,673
Facilities Maintenance Technician II	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Finance and Budget Manager	\$ 119,870		Open Range		\$ 151,694
Gymnastics Instructor	\$ 39,397	\$ 41,180	\$ 43,039	\$ 44,960	\$ 47,028
Housing & Economic Development Manager	\$ 115,402		Open Range		\$ 144,252
Human Resources Manager	\$ 119,870		Open Range		\$ 151,694
Human Resources Technician	\$ 63,924	\$ 66,948	\$ 69,937	\$ 73,349	\$ 76,799
Information Technology Manager	\$ 119,870		Open Range		\$ 151,694
Information Technology Specialist I	\$ 68,854	\$ 72,297	\$ 75,912	\$ 79,709	\$ 83,695
Information Technology Specialist II	\$ 76,504	\$ 80,098	\$ 83,866	\$ 87,810	\$ 92,020
Information Technology Supervisor	\$ 89,107	\$ 93,045	\$ 97,258	\$ 101,746	\$ 106,521
Junior Engineer	\$ 75,532	\$ 79,308	\$ 83,274	\$ 87,438	\$ 91,810
Librarian I	\$ 65,997	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283
Librarian II	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080	\$ 89,173
Library Assistant I	\$ 51,442	\$ 53,771	\$ 56,221	\$ 58,881	\$ 61,592
Library Assistant II	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Library Assistant III	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 73,952
Library Clerk	\$ 36,061	\$ 37,692	\$ 39,397	\$ 41,180	\$ 43,039
Library Page	\$ 26,454	\$ 27,649	\$ 28,902	\$ 30,210	\$ 31,578
Library Services Director	\$ 148,092		Open Range		\$ 185,115
Literacy Program Manager	\$ 75,966	\$ 79,539	\$ 83,279	\$ 87,272	\$ 91,431
Maintenance Worker I	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Maintenance Worker II	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027
Management Analyst I	\$ 81,443	\$ 85,516	\$ 89,793	\$ 94,282	\$ 98,997
Management Analyst II	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Office Assistant	\$ 50,522	\$ 52,826	\$ 55,217	\$ 57,833	\$ 60,504

Classification Title	Annual Salaries based on 2080 hours per year					Maximum (Step D)
	Minimum (Step A)	Step B	Step C	Step D		
Parking Enforcement Officer	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545	
Permit Manager	\$ 105,876	\$ 110,942	\$ 116,252	\$ 121,793	\$ 127,678	
Permit Technician	\$ 65,980	\$ 69,033	\$ 72,260	\$ 75,651	\$ 79,204	
Plan Check Engineer	\$ 106,062	\$ 111,140	\$ 116,437	\$ 122,063	\$ 127,975	
Planning Technician	\$ 75,651	\$ 79,204	\$ 82,931	\$ 86,831	\$ 90,994	
Police Chief	\$ 164,070	Open Range			\$ 205,087	
Police Commander	\$ 147,663	Open Range			\$ 184,579	
Police Corporal	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878	
Police Officer	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275	
Police Officer (2184 hours)	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889	
Police Records Specialist	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	
Police Recruit	n/a	Hourly Rate			\$ 74,819	
Police Sergeant	\$ 114,733	\$ 120,469	\$ 126,493	\$ 132,817	\$ 139,458	
Police Sergeant (2184 hours)	\$ 120,469	\$ 126,493	\$ 132,817	\$ 139,458	\$ 146,431	
Principal Planner	\$ 112,393	\$ 119,429	\$ 125,145	\$ 131,111	\$ 135,535	
Program Aide/Driver	\$ 35,323	\$ 36,921	\$ 38,591	\$ 40,337	\$ 42,144	
Program Assistant	\$ 50,321	\$ 52,616	\$ 54,996	\$ 57,604	\$ 60,263	
Project Manager I	\$ 99,284	\$ 104,036	\$ 108,996	\$ 114,262	\$ 119,797	
Project Manager II	\$ 109,212	\$ 114,440	\$ 119,896	\$ 125,688	\$ 131,776	
Property and Court Specialist	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581	
Public Works Director	\$ 155,975	Open Range			\$ 194,967	
Public Works Superintendent	\$ 117,784	Open Range			\$ 147,189	
Public Works Supervisor - City Arborist	\$ 93,606	\$ 98,094	\$ 102,768	\$ 107,677	\$ 112,830	
Public Works Supervisor - Facilities	\$ 94,272	\$ 98,792	\$ 103,499	\$ 108,444	\$ 113,632	
Public Works Supervisor - Fleet	\$ 95,772	\$ 100,363	\$ 105,145	\$ 110,168	\$ 115,439	
Public Works Supervisor - Park	\$ 89,109	\$ 93,381	\$ 97,831	\$ 102,504	\$ 107,409	
Public Works Supervisor - Streets	\$ 89,109	\$ 93,381	\$ 97,831	\$ 102,504	\$ 107,409	
Recreation Aide	\$ 33,794	\$ 35,323	\$ 36,921	\$ 38,591	\$ 40,337	
Recreation Coordinator	\$ 66,211	\$ 69,305	\$ 72,557	\$ 75,966	\$ 79,539	
Recreation Leader	\$ 26,454	\$ 27,649	\$ 28,902	\$ 30,210	\$ 31,578	
Recreation Supervisor	\$ 81,510	\$ 85,355	\$ 89,460	\$ 93,723	\$ 98,204	
Red Light Photo Enforcement Specialist	\$ 72,324	\$ 75,721	\$ 79,283	\$ 83,012	\$ 86,992	
Revenue and Claims Manager	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204	
Senior Accountant	\$ 97,783	\$ 102,406	\$ 107,236	\$ 112,394	\$ 117,750	
Senior Accounting Assistant	\$ 66,355	\$ 69,456	\$ 72,669	\$ 76,066	\$ 79,635	
Senior Building Inspector	\$ 101,220	\$ 106,062	\$ 111,140	\$ 116,437	\$ 122,063	
Senior Civil Engineer	\$ 115,710	\$ 121,300	\$ 127,177	\$ 133,339	\$ 139,836	
Senior Communications Dispatcher	\$ 86,272	\$ 90,421	\$ 94,730	\$ 99,260	\$ 103,998	
Senior Engineering Technician	\$ 85,310	\$ 89,335	\$ 93,631	\$ 98,093	\$ 102,783	
Senior Equipment Mechanic	\$ 77,749	\$ 81,542	\$ 85,378	\$ 89,332	\$ 93,571	
Senior Facilities Maintenance Technician	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080	
Senior Librarian	\$ 85,355	\$ 89,460	\$ 93,723	\$ 98,204	\$ 102,893	
Senior Library Assistant	\$ 67,661	\$ 70,962	\$ 74,299	\$ 77,741	\$ 81,348	
Senior Maintenance Worker	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080	
Senior Management Analyst	\$ 104,712	Open Range			\$ 126,229	
Senior Office Assistant	\$ 55,217	\$ 57,833	\$ 60,504	\$ 63,331	\$ 66,262	
Senior Planner	\$ 102,175	\$ 107,064	\$ 112,188	\$ 117,536	\$ 123,214	
Senior Police Records Specialist	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581	
Senior Program Assistant	\$ 61,112	\$ 63,968	\$ 66,971	\$ 70,117	\$ 73,416	
Senior Recreation Leader	\$ 31,578	\$ 33,005	\$ 34,500	\$ 36,061	\$ 37,692	
Senior Sustainability Specialist	\$ 76,640	\$ 80,306	\$ 84,150	\$ 88,161	\$ 92,420	
Senior Transportation Engineer	\$ 115,710	\$ 121,300	\$ 127,177	\$ 133,339	\$ 139,836	
Senior Water System Operator	\$ 72,508	\$ 75,864	\$ 79,410	\$ 83,136	\$ 87,041	
Sustainability Manager	\$ 115,402	Open Range			\$ 144,252	
Sustainability Specialist	\$ 65,997	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283	
Transportation Demand Management Coordinator	\$ 86,992	\$ 91,136	\$ 95,491	\$ 100,059	\$ 104,849	
Water Quality Specialist	\$ 75,721	\$ 79,283	\$ 83,012	\$ 86,992	\$ 91,136	
Water System Operator I	\$ 60,249	\$ 62,948	\$ 65,740	\$ 68,988	\$ 72,199	
Water System Operator II	\$ 65,916	\$ 68,968	\$ 72,191	\$ 75,578	\$ 79,128	
Water System Supervisor	\$ 90,239	\$ 94,539	\$ 99,056	\$ 103,795	\$ 108,763	

City of Menlo Park
Salary Schedule - Effective 4/1/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 77,631	\$ 81,513	\$ 85,589	\$ 89,868	\$ 94,362
Accountant II	\$ 85,028	\$ 89,048	\$ 93,248	\$ 97,733	\$ 102,391
Accounting Assistant I	\$ 55,051	\$ 57,661	\$ 60,323	\$ 63,142	\$ 66,063
Accounting Assistant II	\$ 60,323	\$ 63,142	\$ 66,063	\$ 69,151	\$ 72,395
Administrative Assistant	\$ 60,504	\$ 63,331	\$ 66,262	\$ 69,359	\$ 72,613
Administrative Services Director	\$ 152,054		Open Range		\$ 215,426
Assistant City Manager	\$ 160,578		Open Range		\$ 236,969
Assistant Community Development Director	\$ 119,894		Open Range		\$ 172,341
Assistant Community Services Director	\$ 122,657		Open Range		\$ 172,341
Assistant Engineer	\$ 93,631	\$ 98,093	\$ 102,783	\$ 107,690	\$ 112,820
Assistant Library Services Director	\$ 122,657		Open Range		\$ 172,341
Assistant Planner	\$ 84,834	\$ 88,823	\$ 93,081	\$ 97,517	\$ 102,175
Assistant Public Works Director	\$ 133,223		Open Range		\$ 172,341
Assistant to the City Manager	\$ 115,402		Open Range		\$ 150,798
Associate Civil Engineer	\$ 105,062	\$ 110,091	\$ 115,339	\$ 120,911	\$ 126,769
Associate Engineer	\$ 99,284	\$ 104,036	\$ 108,996	\$ 114,262	\$ 119,797
Associate Planner	\$ 93,081	\$ 97,517	\$ 102,175	\$ 107,064	\$ 112,188
Associate Transportation Engineer	\$ 110,091	\$ 115,339	\$ 120,911	\$ 126,769	\$ 132,911
Building Custodian	\$ 54,996	\$ 57,604	\$ 60,263	\$ 63,078	\$ 65,997
Building Inspector	\$ 90,186	\$ 94,522	\$ 99,028	\$ 103,762	\$ 108,716
Business Manager	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Child Care Teacher I	\$ 49,210	\$ 51,442	\$ 53,771	\$ 56,221	\$ 58,881
Child Care Teacher II	\$ 54,996	\$ 57,604	\$ 60,263	\$ 63,078	\$ 65,997
Child Care Teacher's Aide	\$ 36,921	\$ 38,591	\$ 40,337	\$ 42,144	\$ 44,004
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 115,402		Open Range		\$ 150,798
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	n/a		Set by contract		\$ 232,890
Code Enforcement Officer	\$ 77,581	\$ 81,248	\$ 85,080	\$ 89,173	\$ 93,422
Communications and Records Manager	\$ 107,794	\$ 113,025	\$ 118,454	\$ 124,166	\$ 130,137
Communications Dispatcher	\$ 78,667	\$ 82,386	\$ 86,272	\$ 90,421	\$ 94,730
Communications Training Dispatcher	\$ 82,386	\$ 86,272	\$ 90,421	\$ 94,730	\$ 99,260
Community Development Director	\$ 151,850		Open Range		\$ 215,426
Community Development Technician	\$ 65,980	\$ 69,034	\$ 72,260	\$ 75,651	\$ 79,205
Community Service Officer	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Community Services Director	\$ 153,927		Open Range		\$ 215,426
Construction Inspector	\$ 85,080	\$ 89,173	\$ 93,422	\$ 97,889	\$ 102,563
Contracts Specialist	\$ 68,124	\$ 71,327	\$ 74,630	\$ 78,173	\$ 81,925
Custodial Services Supervisor	\$ 63,282	\$ 66,211	\$ 69,305	\$ 72,557	\$ 75,966
Deputy City Clerk	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Engineering Services Manager/City Engineer	\$ 133,223		Open Range		\$ 172,341
Engineering Technician I	\$ 70,922	\$ 74,206	\$ 77,729	\$ 81,459	\$ 85,310
Engineering Technician II	\$ 79,507	\$ 83,248	\$ 87,162	\$ 91,341	\$ 95,694
Enterprise Applications Support Specialist	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Equipment Mechanic	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Executive Assistant	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283	\$ 83,012
Executive Assistant to the City Mgr	\$ 73,595	\$ 77,274	\$ 81,138	\$ 85,195	\$ 89,454
Facilities Maintenance Technician I	\$ 58,881	\$ 61,592	\$ 64,511	\$ 67,545	\$ 70,673
Facilities Maintenance Technician II	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Finance and Budget Manager	\$ 119,870		Open Range		\$ 161,570
Gymnastics Instructor	\$ 39,397	\$ 41,180	\$ 43,039	\$ 44,960	\$ 47,028
Housing & Economic Development Manager	\$ 115,402		Open Range		\$ 150,798
Human Resources Manager	\$ 119,870		Open Range		\$ 161,570
Human Resources Technician	\$ 63,924	\$ 66,948	\$ 69,937	\$ 73,349	\$ 76,799
Information Technology Manager	\$ 119,870		Open Range		\$ 161,570
Information Technology Specialist I	\$ 68,854	\$ 72,297	\$ 75,912	\$ 79,709	\$ 83,695
Information Technology Specialist II	\$ 76,504	\$ 80,098	\$ 83,866	\$ 87,810	\$ 92,020
Information Technology Supervisor	\$ 94,329	\$ 99,045	\$ 104,258	\$ 109,746	\$ 115,521
Junior Engineer	\$ 75,532	\$ 79,308	\$ 83,274	\$ 87,438	\$ 91,810
Librarian I	\$ 65,997	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283
Librarian II	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080	\$ 89,173
Library Assistant I	\$ 51,442	\$ 53,771	\$ 56,221	\$ 58,881	\$ 61,592
Library Assistant II	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Library Assistant III	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 73,952
Library Clerk	\$ 36,061	\$ 37,692	\$ 39,397	\$ 41,180	\$ 43,039
Library Page	\$ 26,454	\$ 27,649	\$ 28,902	\$ 30,210	\$ 31,578
Library Services Director	\$ 148,092		Open Range		\$ 215,426
Literacy Program Manager	\$ 75,966	\$ 79,539	\$ 83,279	\$ 87,272	\$ 91,431
Maintenance Worker I	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Maintenance Worker II	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027
Management Analyst I	\$ 81,443	\$ 85,516	\$ 89,793	\$ 94,282	\$ 98,997
Management Analyst II	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Office Assistant	\$ 50,522	\$ 52,826	\$ 55,217	\$ 57,833	\$ 60,504

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
Salary Schedule - Effective 4/1/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Parking Enforcement Officer	\$ 56,221	\$ 58,881	\$ 61,510	\$ 64,511	\$ 67,545
Permit Manager	\$ 105,876	\$ 110,942	\$ 116,252	\$ 121,793	\$ 127,678
Permit Technician	\$ 65,980	\$ 69,033	\$ 72,260	\$ 75,651	\$ 79,204
Plan Check Engineer	\$ 106,062	\$ 111,140	\$ 116,437	\$ 122,063	\$ 127,975
Planning Technician	\$ 75,651	\$ 79,204	\$ 82,931	\$ 86,831	\$ 90,994
Police Chief	\$ 164,070	Open Range			\$ 236,969
Police Commander	\$ 147,663	Open Range			\$ 215,426
Police Corporal (2080 hours)	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer (2080 hours)	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,988	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 61,510	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027
Police Recruit	n/a	Hourly Rate			\$ 74,819
Police Sergeant (2080 hours)	\$ 114,733	\$ 120,469	\$ 126,493	\$ 132,817	\$ 139,458
Police Sergeant (2184 hours)	\$ 120,469	\$ 126,493	\$ 132,817	\$ 139,458	\$ 146,431
Principal Planner	\$ 112,393	\$ 119,429	\$ 125,145	\$ 131,111	\$ 135,535
Program Aide/Driver	\$ 35,323	\$ 36,921	\$ 38,591	\$ 40,337	\$ 42,144
Program Assistant	\$ 50,321	\$ 52,616	\$ 54,996	\$ 57,604	\$ 60,263
Project Manager	\$ 99,284	\$ 104,036	\$ 108,996	\$ 114,262	\$ 119,797
Senior Project Manager	\$ 109,212	\$ 114,440	\$ 119,896	\$ 125,688	\$ 131,776
Property and Court Specialist	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Public Works Director	\$ 155,975	Open Range			\$ 215,426
Public Works Superintendent	\$ 117,784	Open Range			\$ 161,570
Public Works Supervisor - City Arborist	\$ 93,606	\$ 98,094	\$ 102,768	\$ 107,677	\$ 112,830
Public Works Supervisor - Facilities	\$ 94,272	\$ 98,792	\$ 103,499	\$ 108,444	\$ 113,632
Public Works Supervisor - Fleet	\$ 95,772	\$ 100,363	\$ 105,145	\$ 110,168	\$ 115,439
Public Works Supervisor - Park	\$ 89,109	\$ 93,381	\$ 97,831	\$ 102,504	\$ 107,409
Public Works Supervisor - Streets	\$ 89,109	\$ 93,381	\$ 97,831	\$ 102,504	\$ 107,409
Recreation Aide	\$ 33,794	\$ 35,323	\$ 36,921	\$ 38,591	\$ 40,337
Recreation Coordinator	\$ 66,211	\$ 69,305	\$ 72,557	\$ 75,966	\$ 79,539
Recreation Leader	\$ 26,454	\$ 27,649	\$ 28,902	\$ 30,210	\$ 31,578
Recreation Supervisor	\$ 81,510	\$ 85,355	\$ 89,460	\$ 93,723	\$ 98,204
Red Light Photo Enforcement Specialist	\$ 72,324	\$ 75,721	\$ 79,283	\$ 83,012	\$ 86,992
Revenue and Claims Manager	\$ 93,078	\$ 97,554	\$ 102,204	\$ 107,091	\$ 112,204
Senior Accountant	\$ 97,783	\$ 102,406	\$ 107,236	\$ 112,394	\$ 117,750
Senior Accounting Assistant	\$ 66,355	\$ 69,456	\$ 72,669	\$ 76,066	\$ 79,635
Senior Building Inspector	\$ 101,220	\$ 106,062	\$ 111,140	\$ 116,437	\$ 122,063
Senior Civil Engineer	\$ 115,710	\$ 121,300	\$ 127,177	\$ 133,339	\$ 139,836
Senior Communications Dispatcher	\$ 86,272	\$ 90,421	\$ 94,730	\$ 99,260	\$ 103,998
Senior Engineering Technician	\$ 85,310	\$ 89,335	\$ 93,631	\$ 98,093	\$ 102,783
Senior Equipment Mechanic	\$ 77,749	\$ 81,542	\$ 85,378	\$ 89,332	\$ 93,571
Senior Facilities Maintenance Technician	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Senior Librarian	\$ 85,355	\$ 89,460	\$ 93,723	\$ 98,204	\$ 102,893
Senior Library Assistant	\$ 67,661	\$ 70,962	\$ 74,299	\$ 77,741	\$ 81,348
Senior Maintenance Worker	\$ 70,665	\$ 74,027	\$ 77,581	\$ 81,248	\$ 85,080
Senior Management Analyst	\$ 104,712	\$ 109,686	\$ 114,896	\$ 120,411	\$ 126,229
Senior Office Assistant	\$ 55,217	\$ 57,833	\$ 60,504	\$ 63,331	\$ 66,262
Senior Planner	\$ 102,175	\$ 107,064	\$ 112,188	\$ 117,536	\$ 123,214
Senior Police Records Specialist	\$ 64,511	\$ 67,545	\$ 70,673	\$ 74,027	\$ 77,581
Senior Program Assistant	\$ 61,112	\$ 63,968	\$ 66,971	\$ 70,117	\$ 73,416
Senior Recreation Leader	\$ 31,578	\$ 33,005	\$ 34,500	\$ 36,061	\$ 37,692
Senior Sustainability Specialist	\$ 76,640	\$ 80,306	\$ 84,150	\$ 88,161	\$ 92,420
Senior Transportation Engineer	\$ 115,710	\$ 121,300	\$ 127,177	\$ 133,339	\$ 139,836
Senior Water System Operator	\$ 72,508	\$ 75,864	\$ 79,410	\$ 83,136	\$ 87,041
Sustainability Manager	\$ 115,402	Open Range			\$ 150,798
Sustainability Specialist	\$ 65,997	\$ 69,082	\$ 72,324	\$ 75,721	\$ 79,283
Transportation Demand Management Coordinator	\$ 86,992	\$ 91,136	\$ 95,491	\$ 100,059	\$ 104,849
Water Quality Specialist	\$ 75,721	\$ 79,283	\$ 83,012	\$ 86,992	\$ 91,136
Water System Operator I	\$ 60,249	\$ 62,948	\$ 65,740	\$ 68,988	\$ 72,199
Water System Operator II	\$ 65,916	\$ 68,968	\$ 72,191	\$ 75,578	\$ 79,128
Water System Supervisor	\$ 90,239	\$ 94,539	\$ 99,056	\$ 103,795	\$ 108,763

Approved City of Menlo Park
Salary Schedule - Effective 7/8/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 79,960	\$ 83,959	\$ 88,157	\$ 92,565	\$ 97,193
Accountant II	\$ 87,579	\$ 91,719	\$ 96,046	\$ 100,665	\$ 105,463
Accounting Assistant I	\$ 56,703	\$ 59,391	\$ 62,133	\$ 65,036	\$ 68,045
Accounting Assistant II	\$ 62,133	\$ 65,036	\$ 68,045	\$ 71,225	\$ 74,567
Administrative Assistant	\$ 62,319	\$ 65,231	\$ 68,249	\$ 71,439	\$ 74,791
Administrative Services Director	\$ 156,616	Open Range			\$ 221,889
Assistant City Manager	\$ 165,395	Open Range			\$ 244,078
Assistant Community Development Director	\$ 123,491	Open Range			\$ 177,511
Assistant Community Services Director	\$ 126,336	Open Range			\$ 177,511
Assistant Engineer	\$ 96,440	\$ 101,036	\$ 105,867	\$ 110,921	\$ 116,205
Assistant Library Services Director	\$ 126,336	Open Range			\$ 177,511
Assistant Planner	\$ 87,379	\$ 91,488	\$ 95,873	\$ 100,442	\$ 105,240
Assistant Public Works Director	\$ 137,220	Open Range			\$ 177,511
Assistant to the City Manager	\$ 118,864	Open Range			\$ 155,322
Associate Civil Engineer	\$ 108,214	\$ 113,394	\$ 118,799	\$ 124,539	\$ 130,572
Associate Engineer	\$ 102,262	\$ 107,157	\$ 112,266	\$ 117,690	\$ 123,390
Associate Planner	\$ 95,873	\$ 100,442	\$ 105,240	\$ 110,276	\$ 115,554
Associate Transportation Engineer	\$ 113,394	\$ 118,799	\$ 124,539	\$ 130,572	\$ 136,898
Building Custodian	\$ 56,646	\$ 59,332	\$ 62,071	\$ 64,970	\$ 67,977
Building Inspector	\$ 92,891	\$ 97,358	\$ 101,999	\$ 106,875	\$ 111,978
Business Manager	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Child Care Teacher I	\$ 50,686	\$ 52,985	\$ 55,384	\$ 57,908	\$ 60,647
Child Care Teacher II	\$ 56,646	\$ 59,332	\$ 62,071	\$ 64,970	\$ 67,977
Child Care Teacher's Aide	\$ 38,029	\$ 39,749	\$ 41,548	\$ 43,408	\$ 45,325
City Attorney	n/a	Set by contract			\$ 120,000
City Clerk	\$ 118,864	Open Range			\$ 155,322
City Councilmember	n/a	Set by Menlo Park Municipal Code			\$ 7,680
City Manager	n/a	Set by contract			\$ 232,890
Code Enforcement Officer	\$ 79,908	\$ 83,685	\$ 87,633	\$ 91,848	\$ 96,225
Communications and Records Manager	\$ 111,028	\$ 116,416	\$ 122,008	\$ 127,891	\$ 134,041
Communications Dispatcher	\$ 81,027	\$ 84,857	\$ 88,860	\$ 93,133	\$ 97,572
Communications Training Dispatcher	\$ 84,857	\$ 88,860	\$ 93,133	\$ 97,572	\$ 102,237
Community Development Director	\$ 156,406	Open Range			\$ 221,889
Community Development Technician	\$ 67,959	\$ 71,105	\$ 74,428	\$ 77,920	\$ 81,582
Community Service Officer	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Community Services Director	\$ 158,545	Open Range			\$ 221,889
Construction Inspector	\$ 87,633	\$ 91,848	\$ 96,225	\$ 100,826	\$ 105,640
Contracts Specialist	\$ 70,168	\$ 73,467	\$ 76,869	\$ 80,518	\$ 84,383
Custodial Services Supervisor	\$ 65,180	\$ 68,197	\$ 71,384	\$ 74,733	\$ 78,245
Deputy City Clerk	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Engineering Services Manager/City Engineer	\$ 137,220	Open Range			\$ 177,511
Engineering Technician I	\$ 73,049	\$ 76,432	\$ 80,060	\$ 83,903	\$ 87,869
Engineering Technician II	\$ 81,892	\$ 85,745	\$ 89,777	\$ 94,081	\$ 98,564
Enterprise Applications Support Specialist I	\$ 86,436	\$ 90,758	\$ 95,296	\$ 100,060	\$ 105,063
Enterprise Applications Support Specialist II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Equipment Mechanic	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Executive Assistant	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662	\$ 85,502
Executive Assistant to the City Mgr	\$ 75,802	\$ 79,593	\$ 83,572	\$ 87,751	\$ 92,137
Facilities Maintenance Technician I	\$ 60,647	\$ 63,440	\$ 66,447	\$ 69,571	\$ 72,793
Facilities Maintenance Technician II	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Finance and Budget Manager	\$ 123,467	Open Range			\$ 166,417
GIS Coordinator I	\$ 83,887	\$ 88,082	\$ 92,486	\$ 97,111	\$ 101,966
GIS Coordinator II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Gymnastics Instructor	\$ 40,579	\$ 42,415	\$ 44,331	\$ 46,309	\$ 48,439
Housing & Economic Development Manager	\$ 118,864	Open Range			\$ 155,322
Human Resources Manager	\$ 123,467	Open Range			\$ 166,417
Human Resources Technician	\$ 65,841	\$ 68,956	\$ 72,035	\$ 75,550	\$ 79,103
Information Technology Manager	\$ 123,467	Open Range			\$ 166,417
Information Technology Specialist I	\$ 70,920	\$ 74,466	\$ 78,190	\$ 82,100	\$ 86,206
Information Technology Specialist II	\$ 78,799	\$ 82,501	\$ 86,382	\$ 90,444	\$ 94,781
Information Technology Supervisor	\$ 97,159	\$ 102,017	\$ 107,386	\$ 113,038	\$ 118,987
Junior Engineer	\$ 77,798	\$ 81,688	\$ 85,772	\$ 90,061	\$ 94,564
Librarian I	\$ 67,977	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662
Librarian II	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633	\$ 91,848
Library Assistant I	\$ 52,985	\$ 55,384	\$ 57,908	\$ 60,647	\$ 63,440
Library Assistant II	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Library Assistant III	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,171
Library Clerk	\$ 37,143	\$ 38,822	\$ 40,579	\$ 42,415	\$ 44,331
Library Page	\$ 27,248	\$ 28,479	\$ 29,769	\$ 31,116	\$ 32,525
Library Services Director	\$ 152,535	Open Range			\$ 221,889
Literacy Program Manager	\$ 78,245	\$ 81,925	\$ 85,777	\$ 89,890	\$ 94,173
Maintenance Worker I	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Maintenance Worker II	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248

Annual Salaries based on 2080 hours per year except where set by contract or noted

Approved City of Menlo Park
Salary Schedule - Effective 7/8/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Management Analyst I	\$ 83,887	\$ 88,082	\$ 92,486	\$ 97,111	\$ 101,966
Management Analyst II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Office Assistant	\$ 52,038	\$ 54,411	\$ 56,873	\$ 59,568	\$ 62,319
Parking Enforcement Officer	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Permit Manager	\$ 109,052	\$ 114,270	\$ 119,740	\$ 125,447	\$ 131,508
Permit Technician	\$ 67,959	\$ 71,104	\$ 74,428	\$ 77,920	\$ 81,580
Plan Check Engineer	\$ 109,244	\$ 114,474	\$ 119,930	\$ 125,725	\$ 131,814
Planning Technician	\$ 77,920	\$ 81,580	\$ 85,419	\$ 89,436	\$ 93,724
Police Chief	\$ 168,993	Open Range			\$ 244,078
Police Commander	\$ 152,093	Open Range			\$ 221,889
Police Corporal (2080 hours)	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer (2080 hours)	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,988	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248
Police Recruit	n/a	Hourly Rate			\$ 74,819
Police Sergeant (2080 hours)	\$ 118,175	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642
Police Sergeant (2184 hours)	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642	\$ 150,824
Principal Planner	\$ 115,765	\$ 123,012	\$ 128,900	\$ 135,044	\$ 139,601
Program Aide/Driver	\$ 36,382	\$ 38,029	\$ 39,749	\$ 41,548	\$ 43,408
Program Assistant	\$ 51,831	\$ 54,194	\$ 56,646	\$ 59,332	\$ 62,071
Project Manager	\$ 102,262	\$ 107,157	\$ 112,266	\$ 117,690	\$ 123,390
Property and Court Specialist	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Public Works Director	\$ 160,654	Open Range			\$ 221,889
Public Works Superintendent	\$ 121,318	Open Range			\$ 166,417
Public Works Supervisor - City Arborist	\$ 96,414	\$ 101,037	\$ 105,851	\$ 110,908	\$ 116,214
Public Works Supervisor - Facilities	\$ 97,100	\$ 101,755	\$ 106,604	\$ 111,697	\$ 117,041
Public Works Supervisor - Fleet	\$ 98,645	\$ 103,374	\$ 108,299	\$ 113,473	\$ 118,902
Public Works Supervisor - Park	\$ 91,783	\$ 96,182	\$ 100,766	\$ 105,580	\$ 110,631
Public Works Supervisor - Streets	\$ 91,783	\$ 96,182	\$ 100,766	\$ 105,580	\$ 110,631
Recreation Aide	\$ 34,808	\$ 36,382	\$ 38,029	\$ 39,749	\$ 41,548
Recreation Coordinator	\$ 68,197	\$ 71,384	\$ 74,733	\$ 78,245	\$ 81,925
Recreation Leader	\$ 27,248	\$ 28,479	\$ 29,769	\$ 31,116	\$ 32,525
Recreation Supervisor	\$ 83,955	\$ 87,916	\$ 92,144	\$ 96,534	\$ 101,150
Red Light Photo Enforcement Specialist	\$ 74,493	\$ 77,993	\$ 81,662	\$ 85,502	\$ 89,602
Revenue and Claims Manager	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Senior Accountant	\$ 100,716	\$ 105,478	\$ 110,454	\$ 115,766	\$ 121,282
Senior Accounting Assistant	\$ 68,346	\$ 71,539	\$ 74,849	\$ 78,348	\$ 82,024
Senior Building Inspector	\$ 104,257	\$ 109,244	\$ 114,474	\$ 119,930	\$ 125,725
Senior Civil Engineer	\$ 119,182	\$ 124,939	\$ 130,993	\$ 137,340	\$ 144,031
Senior Communications Dispatcher	\$ 88,860	\$ 93,133	\$ 97,572	\$ 102,237	\$ 107,118
Senior Engineering Technician	\$ 87,869	\$ 92,015	\$ 96,440	\$ 101,036	\$ 105,867
Senior Equipment Mechanic	\$ 80,082	\$ 83,989	\$ 87,939	\$ 92,012	\$ 96,378
Senior Facilities Maintenance Technician	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Senior Information Technology Specialist	\$ 85,774	\$ 90,063	\$ 94,566	\$ 99,294	\$ 104,259
Senior Librarian	\$ 87,916	\$ 92,144	\$ 96,534	\$ 101,150	\$ 105,980
Senior Library Assistant	\$ 69,691	\$ 73,091	\$ 76,528	\$ 80,073	\$ 83,788
Senior Maintenance Worker	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Senior Management Analyst	\$ 107,854	\$ 112,977	\$ 118,343	\$ 124,024	\$ 130,016
Senior Office Assistant	\$ 56,873	\$ 59,568	\$ 62,319	\$ 65,231	\$ 68,249
Senior Planner	\$ 105,240	\$ 110,276	\$ 115,554	\$ 121,062	\$ 126,910
Senior Police Records Specialist	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Senior Program Assistant	\$ 62,946	\$ 65,887	\$ 68,980	\$ 72,220	\$ 75,618
Senior Project Manager	\$ 112,488	\$ 117,873	\$ 123,493	\$ 129,458	\$ 135,730
Senior Recreation Leader	\$ 32,525	\$ 33,996	\$ 35,535	\$ 37,143	\$ 38,822
Senior Sustainability Specialist	\$ 78,939	\$ 82,715	\$ 86,674	\$ 90,806	\$ 95,192
Senior Transportation Engineer	\$ 119,182	\$ 124,939	\$ 130,993	\$ 137,340	\$ 144,031
Senior Water System Operator	\$ 74,683	\$ 78,140	\$ 81,792	\$ 85,630	\$ 89,652
Sustainability Manager	\$ 118,864	Open Range			\$ 155,322
Sustainability Specialist	\$ 67,977	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662
Transportation Demand Management Coordinator	\$ 89,602	\$ 93,870	\$ 98,355	\$ 103,061	\$ 107,994
Water Quality Specialist	\$ 77,993	\$ 81,662	\$ 85,502	\$ 89,602	\$ 93,870
Water System Operator I	\$ 62,056	\$ 64,837	\$ 67,713	\$ 71,058	\$ 74,365
Water System Operator II	\$ 67,894	\$ 71,037	\$ 74,356	\$ 77,845	\$ 81,502
Water System Supervisor	\$ 92,946	\$ 97,375	\$ 102,028	\$ 106,909	\$ 112,026

Proposed City of Menlo Park
Salary Schedule - Effective 8/6/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 79,960	\$ 83,959	\$ 88,157	\$ 92,565	\$ 97,193
Accountant II	\$ 87,579	\$ 91,719	\$ 96,046	\$ 100,665	\$ 105,463
Accounting Assistant I	\$ 56,703	\$ 59,391	\$ 62,133	\$ 65,036	\$ 68,045
Accounting Assistant II	\$ 62,133	\$ 65,036	\$ 68,045	\$ 71,225	\$ 74,567
Administrative Assistant	\$ 62,319	\$ 65,231	\$ 68,249	\$ 71,439	\$ 74,791
Administrative Services Director	\$ 156,616		Open Range		\$ 221,889
Assistant Administrative Services Director	\$ 123,491		Open Range		\$ 177,511
Assistant City Manager	\$ 165,395		Open Range		\$ 244,078
Asst. Comm. Development Director - Building	\$ 123,491		Open Range		\$ 177,511
Asst. Comm. Development Director - Housing	\$ 123,491		Open Range		\$ 177,511
Asst. Comm. Development Director - Planning	\$ 123,491		Open Range		\$ 177,511
Assistant Community Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Engineer	\$ 96,440	\$ 101,036	\$ 105,867	\$ 110,921	\$ 116,205
Assistant Library Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Planner	\$ 87,379	\$ 91,488	\$ 95,873	\$ 100,442	\$ 105,240
Assistant Public Works Director	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Engineering	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Maintenance	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Transportation	\$ 137,220		Open Range		\$ 177,511
Assistant to the City Manager	\$ 118,864		Open Range		\$ 155,322
Associate Civil Engineer	\$ 108,214	\$ 113,394	\$ 118,799	\$ 124,539	\$ 130,572
Associate Engineer	\$ 102,262	\$ 107,157	\$ 112,266	\$ 117,690	\$ 123,390
Associate Planner	\$ 95,873	\$ 100,442	\$ 105,240	\$ 110,276	\$ 115,554
Associate Transportation Engineer	\$ 113,394	\$ 118,799	\$ 124,539	\$ 130,572	\$ 136,898
Building Custodian	\$ 56,646	\$ 59,332	\$ 62,071	\$ 64,970	\$ 67,977
Building Inspector	\$ 92,891	\$ 97,358	\$ 101,999	\$ 106,875	\$ 111,978
Business Manager	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Child Care Teacher I	\$ 50,686	\$ 52,985	\$ 55,384	\$ 57,908	\$ 60,647
Child Care Teacher II	\$ 56,646	\$ 59,332	\$ 62,071	\$ 64,970	\$ 67,977
Child Care Teacher's Aide	\$ 38,029	\$ 39,749	\$ 41,548	\$ 43,408	\$ 45,325
City Attorney	n/a		Set by contract*		\$ 120,000
City Clerk	\$ 118,864		Open Range		\$ 155,322
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	n/a		Set by contract*		\$ 266,267
Code Enforcement Officer	\$ 79,908	\$ 83,685	\$ 87,633	\$ 91,848	\$ 96,225
Communications and Records Manager	\$ 111,028	\$ 116,416	\$ 122,008	\$ 127,891	\$ 134,041
Communications Dispatcher	\$ 81,027	\$ 84,857	\$ 88,860	\$ 93,133	\$ 97,572
Communications Training Dispatcher	\$ 84,857	\$ 88,860	\$ 93,133	\$ 97,572	\$ 102,237
Community Development Director	\$ 156,406		Open Range		\$ 221,889
Community Development Technician	\$ 67,959	\$ 71,105	\$ 74,428	\$ 77,920	\$ 81,582
Community Service Officer	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Community Services Director	\$ 158,545		Open Range		\$ 221,889
Construction Inspector	\$ 87,633	\$ 91,848	\$ 96,225	\$ 100,826	\$ 105,640
Contracts Specialist	\$ 70,168	\$ 73,467	\$ 76,869	\$ 80,518	\$ 84,383
Custodial Services Supervisor	\$ 65,180	\$ 68,197	\$ 71,384	\$ 74,733	\$ 78,245
Deputy City Clerk	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Deputy City Manager	\$ 160,654		Open Range		\$ 221,889
Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Engineering Services Manager/City Engineer	\$ 137,220		Open Range		\$ 177,511
Engineering Technician I	\$ 73,049	\$ 76,432	\$ 80,060	\$ 83,903	\$ 87,869
Engineering Technician II	\$ 81,892	\$ 85,745	\$ 89,777	\$ 94,081	\$ 98,564
Enterprise Applications Support Specialist I	\$ 86,436	\$ 90,758	\$ 95,296	\$ 100,060	\$ 105,063
Enterprise Applications Support Specialist II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Equipment Mechanic	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Executive Assistant	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662	\$ 85,502
Executive Assistant to the City Mgr	\$ 75,802	\$ 79,593	\$ 83,572	\$ 87,751	\$ 92,137
Facilities Maintenance Technician I	\$ 60,647	\$ 63,440	\$ 66,447	\$ 69,571	\$ 72,793
Facilities Maintenance Technician II	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Finance and Budget Manager	\$ 123,467		Open Range		\$ 166,417
GIS Coordinator I	\$ 83,887	\$ 88,082	\$ 92,486	\$ 97,111	\$ 101,966
GIS Coordinator II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Gymnastics Instructor	\$ 40,579	\$ 42,415	\$ 44,331	\$ 46,309	\$ 48,439
Housing & Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Housing Manager	\$ 118,864		Open Range		\$ 155,322
Human Resources Director	\$ 156,616		Open Range		\$ 221,889
Human Resources Manager	\$ 123,467		Open Range		\$ 166,417
Human Resources Technician	\$ 65,841	\$ 68,956	\$ 72,035	\$ 75,550	\$ 79,103
Information Technology Manager	\$ 123,467		Open Range		\$ 166,417
Information Technology Specialist I	\$ 70,920	\$ 74,466	\$ 78,190	\$ 82,100	\$ 86,206
Information Technology Specialist II	\$ 78,799	\$ 82,501	\$ 86,382	\$ 90,444	\$ 94,781
Information Technology Supervisor	\$ 97,159	\$ 102,017	\$ 107,386	\$ 113,038	\$ 118,987
Internal Services Manager	\$ 123,467		Open Range		\$ 166,417
Junior Engineer	\$ 77,798	\$ 81,688	\$ 85,772	\$ 90,061	\$ 94,564
Librarian I	\$ 67,977	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662
Librarian II	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633	\$ 91,848

Annual Salaries based on 2080 hours per year except where set by contract or noted

Proposed City of Menlo Park
Salary Schedule - Effective 8/6/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Library Assistant I	\$ 52,985	\$ 55,384	\$ 57,908	\$ 60,647	\$ 63,440
Library Assistant II	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Library Assistant III	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,171
Library Clerk	\$ 37,143	\$ 38,822	\$ 40,579	\$ 42,415	\$ 44,331
Library Page	\$ 27,248	\$ 28,479	\$ 29,769	\$ 31,116	\$ 32,525
Library Services Director	\$ 152,535	Open Range			\$ 221,889
Library Services Manager	\$ 123,467	Open Range			\$ 166,417
Literacy Program Manager	\$ 78,245	\$ 81,925	\$ 85,777	\$ 89,890	\$ 94,173
Maintenance Worker I	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Maintenance Worker II	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248
Management Analyst I	\$ 83,887	\$ 88,082	\$ 92,486	\$ 97,111	\$ 101,966
Management Analyst II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Office Assistant	\$ 52,038	\$ 54,411	\$ 56,873	\$ 59,568	\$ 62,319
Parking Enforcement Officer	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Permit Manager	\$ 109,052	\$ 114,270	\$ 119,740	\$ 125,447	\$ 131,508
Permit Technician	\$ 67,959	\$ 71,104	\$ 74,428	\$ 77,920	\$ 81,580
Plan Check Engineer	\$ 109,244	\$ 114,474	\$ 119,930	\$ 125,725	\$ 131,814
Planning Technician	\$ 77,920	\$ 81,580	\$ 85,419	\$ 89,436	\$ 93,724
Police Chief	\$ 168,993	Open Range			\$ 244,078
Police Commander	\$ 152,093	Open Range			\$ 221,889
Police Corporal (2080 hours)	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer (2080 hours)	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,988	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248
Police Recruit	n/a	Hourly Rate			\$ 74,819
Police Sergeant (2080 hours)	\$ 118,175	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642
Police Sergeant (2184 hours)	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642	\$ 150,824
Principal Planner	\$ 115,765	\$ 123,012	\$ 128,900	\$ 135,044	\$ 139,601
Program Aide/Driver	\$ 36,382	\$ 38,029	\$ 39,749	\$ 41,548	\$ 43,408
Program Assistant	\$ 51,831	\$ 54,194	\$ 56,646	\$ 59,332	\$ 62,071
Project Manager	\$ 102,262	\$ 107,157	\$ 112,266	\$ 117,690	\$ 123,390
Property and Court Specialist	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Public Works Director	\$ 160,654	Open Range			\$ 221,889
Public Works Superintendent	\$ 121,318	Open Range			\$ 166,417
Public Works Supervisor - City Arborist	\$ 96,414	\$ 101,037	\$ 105,851	\$ 110,908	\$ 116,214
Public Works Supervisor - Facilities	\$ 97,100	\$ 101,755	\$ 106,604	\$ 111,697	\$ 117,041
Public Works Supervisor - Fleet	\$ 98,645	\$ 103,374	\$ 108,299	\$ 113,473	\$ 118,902
Public Works Supervisor - Park	\$ 91,783	\$ 96,182	\$ 100,766	\$ 105,580	\$ 110,631
Public Works Supervisor - Streets	\$ 91,783	\$ 96,182	\$ 100,766	\$ 105,580	\$ 110,631
Recreation Aide	\$ 34,808	\$ 36,382	\$ 38,029	\$ 39,749	\$ 41,548
Recreation Coordinator	\$ 68,197	\$ 71,384	\$ 74,733	\$ 78,245	\$ 81,925
Recreation Leader	\$ 27,248	\$ 28,479	\$ 29,769	\$ 31,116	\$ 32,525
Recreation Supervisor	\$ 83,955	\$ 87,916	\$ 92,144	\$ 96,534	\$ 101,150
Red Light Photo Enforcement Specialist	\$ 74,493	\$ 77,993	\$ 81,662	\$ 85,502	\$ 89,602
Revenue and Claims Manager	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Senior Accountant	\$ 100,716	\$ 105,478	\$ 110,454	\$ 115,766	\$ 121,282
Senior Accounting Assistant	\$ 68,346	\$ 71,539	\$ 74,849	\$ 78,348	\$ 82,024
Senior Building Inspector	\$ 104,257	\$ 109,244	\$ 114,474	\$ 119,930	\$ 125,725
Senior Civil Engineer	\$ 119,182	\$ 124,939	\$ 130,993	\$ 137,340	\$ 144,031
Senior Communications Dispatcher	\$ 88,860	\$ 93,133	\$ 97,572	\$ 102,237	\$ 107,118
Senior Engineering Technician	\$ 87,869	\$ 92,015	\$ 96,440	\$ 101,036	\$ 105,867
Senior Equipment Mechanic	\$ 80,082	\$ 83,989	\$ 87,939	\$ 92,012	\$ 96,378
Senior Facilities Maintenance Technician	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Senior Information Technology Specialist	\$ 85,774	\$ 90,063	\$ 94,566	\$ 99,294	\$ 104,259
Senior Librarian	\$ 87,916	\$ 92,144	\$ 96,534	\$ 101,150	\$ 105,980
Senior Library Assistant	\$ 69,691	\$ 73,091	\$ 76,528	\$ 80,073	\$ 83,788
Senior Maintenance Worker	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Senior Management Analyst	\$ 107,854	\$ 112,977	\$ 118,343	\$ 124,024	\$ 130,016
Senior Office Assistant	\$ 56,873	\$ 59,568	\$ 62,319	\$ 65,231	\$ 68,249
Senior Planner	\$ 105,240	\$ 110,276	\$ 115,554	\$ 121,062	\$ 126,910
Senior Police Records Specialist	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Senior Program Assistant	\$ 62,946	\$ 65,887	\$ 68,980	\$ 72,220	\$ 75,618
Senior Project Manager	\$ 112,488	\$ 117,873	\$ 123,493	\$ 129,458	\$ 135,730
Senior Recreation Leader	\$ 32,525	\$ 33,996	\$ 35,535	\$ 37,143	\$ 38,822
Senior Sustainability Specialist	\$ 78,939	\$ 82,715	\$ 86,674	\$ 90,806	\$ 95,192
Senior Transportation Engineer	\$ 119,182	\$ 124,939	\$ 130,993	\$ 137,340	\$ 144,031
Senior Water System Operator	\$ 74,683	\$ 78,140	\$ 81,792	\$ 85,630	\$ 89,652
Sustainability Manager	\$ 118,864	Open Range			\$ 155,322
Sustainability Specialist	\$ 67,977	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662
Transportation Demand Management Coord.	\$ 89,602	\$ 93,870	\$ 98,355	\$ 103,061	\$ 107,994
Transportation Director	\$ 160,654	Open Range			\$ 221,889
Transportation Manager	\$ 123,467	Open Range			\$ 166,417
Water Quality Specialist	\$ 77,993	\$ 81,662	\$ 85,502	\$ 89,602	\$ 93,870

Annual Salaries based on 2080 hours per year except where set by contract or noted

Proposed City of Menlo Park
 Salary Schedule - Effective 8/6/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Water System Operator I	\$ 62,056	\$ 64,837	\$ 67,713	\$ 71,058	\$ 74,365
Water System Operator II	\$ 67,894	\$ 71,037	\$ 74,356	\$ 77,845	\$ 81,502
Water System Supervisor	\$ 92,946	\$ 97,375	\$ 102,028	\$ 106,909	\$ 112,026

Annual Salaries based on 2080 hours per year except where set by contract or noted

* Salary set by City Council contract, not to exceed maximum salary

Resolution No.6454

City of Menlo Park
Salary Schedule - Effective 8/28/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 79,960	\$ 83,959	\$ 88,157	\$ 92,565	\$ 97,193
Accountant II	\$ 87,579	\$ 91,719	\$ 96,046	\$ 100,665	\$ 105,463
Accounting Assistant I	\$ 56,703	\$ 59,391	\$ 62,133	\$ 65,036	\$ 68,045
Accounting Assistant II	\$ 62,133	\$ 65,036	\$ 68,045	\$ 71,225	\$ 74,567
Administrative Assistant	\$ 62,319	\$ 65,231	\$ 68,249	\$ 71,439	\$ 74,791
Administrative Services Director	\$ 156,616		Open Range		\$ 221,889
Assistant Administrative Services Director	\$ 123,491		Open Range		\$ 177,511
Assistant City Manager	\$ 165,395		Open Range		\$ 244,078
Assistant Community Development Director	\$ 123,491		Open Range		\$ 177,511
Assistant Community Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Engineer	\$ 96,440	\$ 101,036	\$ 105,867	\$ 110,921	\$ 116,205
Assistant Library Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Planner	\$ 87,379	\$ 91,488	\$ 95,873	\$ 100,442	\$ 105,240
Assistant Public Works Director	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Engineering	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Maintenance	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Transportation	\$ 137,220		Open Range		\$ 177,511
Assistant to the City Manager	\$ 118,864		Open Range		\$ 155,322
Associate Civil Engineer	\$ 108,214	\$ 113,394	\$ 118,799	\$ 124,539	\$ 130,572
Associate Engineer	\$ 102,262	\$ 107,157	\$ 112,266	\$ 117,690	\$ 123,390
Associate Planner	\$ 95,873	\$ 100,442	\$ 105,240	\$ 110,276	\$ 115,554
Associate Transportation Engineer	\$ 113,394	\$ 118,799	\$ 124,539	\$ 130,572	\$ 136,898
Building Custodian	\$ 56,646	\$ 59,332	\$ 62,071	\$ 64,970	\$ 67,977
Building Inspector	\$ 92,891	\$ 97,358	\$ 101,999	\$ 106,875	\$ 111,978
Business Manager	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Child Care Teacher I	\$ 50,686	\$ 52,985	\$ 55,384	\$ 57,908	\$ 60,647
Child Care Teacher II	\$ 56,646	\$ 59,332	\$ 62,071	\$ 64,970	\$ 67,977
Child Care Teacher's Aide	\$ 38,029	\$ 39,749	\$ 41,548	\$ 43,408	\$ 45,325
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 118,864		Open Range		\$ 155,322
City Councilmember	n/a	Set by Menlo Park Municipal Code			\$ 7,680
City Manager	n/a		Set by contract		\$ 232,005
Code Enforcement Officer	\$ 79,908	\$ 83,685	\$ 87,633	\$ 91,848	\$ 96,225
Communications and Records Manager	\$ 111,028	\$ 116,416	\$ 122,008	\$ 127,891	\$ 134,041
Communications Dispatcher	\$ 81,027	\$ 84,857	\$ 88,860	\$ 93,133	\$ 97,572
Communications Training Dispatcher	\$ 84,857	\$ 88,860	\$ 93,133	\$ 97,572	\$ 102,237
Community Development Director	\$ 156,406		Open Range		\$ 221,889
Community Development Technician	\$ 67,959	\$ 71,105	\$ 74,428	\$ 77,920	\$ 81,582
Community Service Officer	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Community Services Director	\$ 158,545		Open Range		\$ 221,889
Construction Inspector	\$ 87,633	\$ 91,848	\$ 96,225	\$ 100,826	\$ 105,640
Contracts Specialist	\$ 70,168	\$ 73,467	\$ 76,869	\$ 80,518	\$ 84,383
Custodial Services Supervisor	\$ 65,180	\$ 68,197	\$ 71,384	\$ 74,733	\$ 78,245
Deputy City Clerk	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Deputy City Manager	\$ 160,654		Open Range		\$ 221,889
Deputy Comm. Dev. Director - Housing	\$ 123,467		Open Range		\$ 166,417
Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Engineering Services Manager/City Engineer	\$ 137,220		Open Range		\$ 177,511
Engineering Technician I	\$ 73,049	\$ 76,432	\$ 80,060	\$ 83,903	\$ 87,869
Engineering Technician II	\$ 81,892	\$ 85,745	\$ 89,777	\$ 94,081	\$ 98,564
Enterprise Applications Support Specialist I	\$ 86,436	\$ 90,758	\$ 95,296	\$ 100,060	\$ 105,063
Enterprise Applications Support Specialist II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Equipment Mechanic	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Executive Assistant	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662	\$ 85,502
Executive Assistant to the City Mgr	\$ 75,802	\$ 79,593	\$ 83,572	\$ 87,751	\$ 92,137
Facilities Maintenance Technician I	\$ 60,647	\$ 63,440	\$ 66,447	\$ 69,571	\$ 72,793
Facilities Maintenance Technician II	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Finance and Budget Manager	\$ 123,467		Open Range		\$ 166,417
GIS Coordinator I	\$ 83,887	\$ 88,082	\$ 92,486	\$ 97,111	\$ 101,966
GIS Coordinator II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Gymnastics Instructor	\$ 40,579	\$ 42,415	\$ 44,331	\$ 46,309	\$ 48,439
Housing & Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Housing Manager	\$ 118,864		Open Range		\$ 155,322
Human Resources Director	\$ 156,616		Open Range		\$ 221,889
Human Resources Manager	\$ 123,467		Open Range		\$ 166,417
Human Resources Technician	\$ 65,841	\$ 68,956	\$ 72,035	\$ 75,550	\$ 79,103
Information Technology Manager	\$ 123,467		Open Range		\$ 166,417
Information Technology Specialist I	\$ 70,920	\$ 74,466	\$ 78,190	\$ 82,100	\$ 86,206
Information Technology Specialist II	\$ 78,799	\$ 82,501	\$ 86,382	\$ 90,444	\$ 94,781
Information Technology Supervisor	\$ 97,159	\$ 102,017	\$ 107,386	\$ 113,038	\$ 118,987
Internal Services Manager	\$ 123,467		Open Range		\$ 166,417

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
Salary Schedule - Effective 8/28/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Junior Engineer	\$ 77,798	\$ 81,688	\$ 85,772	\$ 90,061	\$ 94,564
Librarian I	\$ 67,977	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662
Librarian II	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633	\$ 91,848
Library Assistant I	\$ 52,985	\$ 55,384	\$ 57,908	\$ 60,647	\$ 63,440
Library Assistant II	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Library Assistant III	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,171
Library Services Director	\$ 152,535	Open Range			\$ 221,889
Library Services Manager	\$ 123,467	Open Range			\$ 166,417
Literacy Program Manager	\$ 78,245	\$ 81,925	\$ 85,777	\$ 89,890	\$ 94,173
Maintenance Worker I	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Maintenance Worker II	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248
Management Analyst I	\$ 83,887	\$ 88,082	\$ 92,486	\$ 97,111	\$ 101,966
Management Analyst II	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Office Assistant	\$ 52,038	\$ 54,411	\$ 56,873	\$ 59,568	\$ 62,319
Parking Enforcement Officer	\$ 57,908	\$ 60,647	\$ 63,355	\$ 66,447	\$ 69,571
Permit Manager	\$ 109,052	\$ 114,270	\$ 119,740	\$ 125,447	\$ 131,508
Permit Technician	\$ 67,959	\$ 71,104	\$ 74,428	\$ 77,920	\$ 81,580
Plan Check Engineer	\$ 109,244	\$ 114,474	\$ 119,930	\$ 125,725	\$ 131,814
Planning Technician	\$ 77,920	\$ 81,580	\$ 85,419	\$ 89,436	\$ 93,724
Police Chief	\$ 168,993	Open Range			\$ 244,078
Police Commander	\$ 152,093	Open Range			\$ 221,889
Police Corporal (2080 hours)	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer (2080 hours)	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,988	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 63,355	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248
Police Recruit	n/a	Hourly Rate			\$ 74,819
Police Sergeant (2080 hours)	\$ 118,175	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642
Police Sergeant (2184 hours)	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642	\$ 150,824
Principal Planner	\$ 115,765	\$ 123,012	\$ 128,900	\$ 135,044	\$ 139,601
Program Aide/Driver	\$ 36,382	\$ 38,029	\$ 39,749	\$ 41,548	\$ 43,408
Program Assistant	\$ 51,831	\$ 54,194	\$ 56,646	\$ 59,332	\$ 62,071
Project Manager	\$ 102,262	\$ 107,157	\$ 112,266	\$ 117,690	\$ 123,390
Property and Court Specialist	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Public Works Director	\$ 160,654	Open Range			\$ 221,889
Public Works Superintendent	\$ 121,318	Open Range			\$ 166,417
Public Works Supervisor - City Arborist	\$ 96,414	\$ 101,037	\$ 105,851	\$ 110,908	\$ 116,214
Public Works Supervisor - Facilities	\$ 97,100	\$ 101,755	\$ 106,604	\$ 111,697	\$ 117,041
Public Works Supervisor - Fleet	\$ 98,645	\$ 103,374	\$ 108,299	\$ 113,473	\$ 118,902
Public Works Supervisor - Park	\$ 91,783	\$ 96,182	\$ 100,766	\$ 105,580	\$ 110,631
Public Works Supervisor - Streets	\$ 91,783	\$ 96,182	\$ 100,766	\$ 105,580	\$ 110,631
Recreation Coordinator	\$ 68,197	\$ 71,384	\$ 74,733	\$ 78,245	\$ 81,925
Recreation Supervisor	\$ 83,955	\$ 87,916	\$ 92,144	\$ 96,534	\$ 101,150
Red Light Photo Enforcement Specialist	\$ 74,493	\$ 77,993	\$ 81,662	\$ 85,502	\$ 89,602
Revenue and Claims Manager	\$ 95,870	\$ 100,481	\$ 105,270	\$ 110,304	\$ 115,570
Senior Accountant	\$ 100,716	\$ 105,478	\$ 110,454	\$ 115,766	\$ 121,282
Senior Accounting Assistant	\$ 68,346	\$ 71,539	\$ 74,849	\$ 78,348	\$ 82,024
Senior Building Inspector	\$ 104,257	\$ 109,244	\$ 114,474	\$ 119,930	\$ 125,725
Senior Civil Engineer	\$ 119,182	\$ 124,939	\$ 130,993	\$ 137,340	\$ 144,031
Senior Communications Dispatcher	\$ 88,860	\$ 93,133	\$ 97,572	\$ 102,237	\$ 107,118
Senior Engineering Technician	\$ 87,869	\$ 92,015	\$ 96,440	\$ 101,036	\$ 105,867
Senior Equipment Mechanic	\$ 80,082	\$ 83,989	\$ 87,939	\$ 92,012	\$ 96,378
Senior Facilities Maintenance Technician	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Senior Information Technology Specialist	\$ 85,774	\$ 90,063	\$ 94,566	\$ 99,294	\$ 104,259
Senior Librarian	\$ 87,916	\$ 92,144	\$ 96,534	\$ 101,150	\$ 105,980
Senior Library Assistant	\$ 69,691	\$ 73,091	\$ 76,528	\$ 80,073	\$ 83,788
Senior Maintenance Worker	\$ 72,785	\$ 76,248	\$ 79,908	\$ 83,685	\$ 87,633
Senior Management Analyst	\$ 107,854	\$ 112,977	\$ 118,343	\$ 124,024	\$ 130,016
Senior Office Assistant	\$ 56,873	\$ 59,568	\$ 62,319	\$ 65,231	\$ 68,249
Senior Planner	\$ 105,240	\$ 110,276	\$ 115,554	\$ 121,062	\$ 126,910
Senior Police Records Specialist	\$ 66,447	\$ 69,571	\$ 72,793	\$ 76,248	\$ 79,908
Senior Program Assistant	\$ 62,946	\$ 65,887	\$ 68,980	\$ 72,220	\$ 75,618
Senior Project Manager	\$ 112,488	\$ 117,873	\$ 123,493	\$ 129,458	\$ 135,730
Senior Sustainability Specialist	\$ 78,939	\$ 82,715	\$ 86,674	\$ 90,806	\$ 95,192
Senior Transportation Engineer	\$ 119,182	\$ 124,939	\$ 130,993	\$ 137,340	\$ 144,031
Senior Water System Operator	\$ 74,683	\$ 78,140	\$ 81,792	\$ 85,630	\$ 89,652
Sustainability Manager	\$ 118,864	Open Range			\$ 155,322
Sustainability Specialist	\$ 67,977	\$ 71,154	\$ 74,493	\$ 77,993	\$ 81,662
Transportation Demand Management Coord.	\$ 89,602	\$ 93,870	\$ 98,355	\$ 103,061	\$ 107,994
Transportation Director	\$ 160,654	Open Range			\$ 221,889
Library Services Manager	\$ 123,467	Open Range			\$ 166,417

City of Menlo Park
 Salary Schedule - Effective 8/28/2018

Classification Title	Annual Salaries based on 2080 hours per year				
	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Water Quality Specialist	\$ 77,993	\$ 81,662	\$ 85,502	\$ 89,602	\$ 93,870
Water System Operator I	\$ 62,056	\$ 64,837	\$ 67,713	\$ 71,058	\$ 74,365
Water System Operator II	\$ 67,894	\$ 71,037	\$ 74,356	\$ 77,845	\$ 81,502
Water System Supervisor	\$ 92,946	\$ 97,375	\$ 102,028	\$ 106,909	\$ 112,026

City of Menlo Park
Salary Schedule - Effective 01/06/2019

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 80,759	\$ 84,798	\$ 89,038	\$ 93,490	\$ 98,165
Accountant II	\$ 88,455	\$ 92,637	\$ 97,006	\$ 101,672	\$ 106,517
Accounting Assistant I	\$ 57,270	\$ 59,984	\$ 62,754	\$ 65,686	\$ 68,725
Accounting Assistant II	\$ 62,754	\$ 65,686	\$ 68,725	\$ 71,937	\$ 75,313
Administrative Assistant	\$ 62,942	\$ 65,883	\$ 68,932	\$ 72,154	\$ 75,539
Administrative Services Director	\$ 156,616		Open Range		\$ 221,889
Assistant Administrative Services Director	\$ 123,491		Open Range		\$ 177,511
Assistant City Manager	\$ 165,395		Open Range		\$ 244,078
Assistant Community Development Director	\$ 123,491		Open Range		\$ 177,511
Assistant Community Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Engineer	\$ 97,405	\$ 102,046	\$ 106,925	\$ 112,030	\$ 117,367
Assistant Library Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Planner	\$ 88,253	\$ 92,403	\$ 96,832	\$ 101,447	\$ 106,292
Assistant Public Works Director	\$ 137,220		Open Range		\$ 177,511
Assistant to the City Manager	\$ 118,864		Open Range		\$ 155,322
Associate Civil Engineer	\$ 109,296	\$ 114,528	\$ 119,987	\$ 125,784	\$ 131,877
Associate Engineer	\$ 103,285	\$ 108,229	\$ 113,389	\$ 118,866	\$ 124,624
Associate Planner	\$ 96,832	\$ 101,447	\$ 106,292	\$ 111,379	\$ 116,709
Associate Transportation Engineer	\$ 114,528	\$ 119,987	\$ 125,784	\$ 131,877	\$ 138,267
Asst. Public Works Director - Engineering	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Maintenance	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Transportation	\$ 137,220		Open Range		\$ 177,511
Building Custodian	\$ 57,213	\$ 59,925	\$ 62,691	\$ 65,620	\$ 68,657
Building Inspector	\$ 93,820	\$ 98,332	\$ 103,019	\$ 107,943	\$ 113,098
Business Manager	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Child Care Teacher I	\$ 51,193	\$ 53,515	\$ 55,938	\$ 58,487	\$ 61,254
Child Care Teacher II	\$ 57,213	\$ 59,925	\$ 62,691	\$ 65,620	\$ 68,657
Child Care Teacher's Aide	\$ 38,409	\$ 40,147	\$ 41,963	\$ 43,842	\$ 45,778
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 118,864		Open Range		\$ 155,322
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	\$ 192,785		Open Range		\$ 266,267
Code Enforcement Officer	\$ 80,707	\$ 84,522	\$ 88,509	\$ 92,766	\$ 97,187
Communications and Records Manager	\$ 112,138	\$ 117,580	\$ 123,228	\$ 129,169	\$ 135,382
Communications Dispatcher	\$ 81,837	\$ 85,706	\$ 89,749	\$ 94,065	\$ 98,548
Communications Training Dispatcher	\$ 85,706	\$ 89,749	\$ 94,065	\$ 98,548	\$ 103,260
Community Development Director	\$ 156,406		Open Range		\$ 221,889
Community Development Technician	\$ 68,639	\$ 71,816	\$ 75,172	\$ 78,699	\$ 82,397
Community Service Officer	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Community Services Director	\$ 158,545		Open Range		\$ 221,889
Construction Inspector	\$ 88,509	\$ 92,766	\$ 97,187	\$ 101,834	\$ 106,696
Contracts Specialist	\$ 70,870	\$ 74,202	\$ 77,638	\$ 81,323	\$ 85,227
Custodial Services Supervisor	\$ 65,832	\$ 68,879	\$ 72,098	\$ 75,481	\$ 79,027
Deputy City Clerk	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Deputy City Manager	\$ 160,654		Open Range		\$ 221,889
Deputy Comm. Dev. Director - Housing	\$ 123,467		Open Range		\$ 166,417
Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Engineering Services Manager/City Engineer	\$ 137,220		Open Range		\$ 177,511
Engineering Technician I	\$ 73,780	\$ 77,197	\$ 80,861	\$ 84,742	\$ 88,748
Engineering Technician II	\$ 82,711	\$ 86,603	\$ 90,675	\$ 95,022	\$ 99,550
Enterprise Applications Support Specialist I	\$ 87,300	\$ 91,665	\$ 96,248	\$ 101,061	\$ 106,114
Enterprise Applications Support Specialist II	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Equipment Mechanic	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Executive Assistant	\$ 71,866	\$ 75,238	\$ 78,773	\$ 82,478	\$ 86,357
Executive Assistant to the City Mgr	\$ 76,560	\$ 80,388	\$ 84,408	\$ 88,628	\$ 93,058
Facilities Maintenance Technician I	\$ 61,254	\$ 64,074	\$ 67,111	\$ 70,267	\$ 73,521
Facilities Maintenance Technician II	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Finance and Budget Manager	\$ 123,467		Open Range		\$ 166,417
GIS Coordinator I	\$ 84,726	\$ 88,962	\$ 93,411	\$ 98,082	\$ 102,986
GIS Coordinator II	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Gymnastics Instructor	\$ 40,985	\$ 42,839	\$ 44,774	\$ 46,772	\$ 48,923
Housing & Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Housing Manager	\$ 118,864		Open Range		\$ 155,322
Human Resources Director	\$ 156,616		Open Range		\$ 221,889
Human Resources Manager	\$ 123,467		Open Range		\$ 166,417
Human Resources Technician	\$ 66,500	\$ 69,646	\$ 72,755	\$ 76,305	\$ 79,894
Information Technology Manager	\$ 123,467		Open Range		\$ 166,417
Information Technology Specialist I	\$ 71,629	\$ 75,211	\$ 78,972	\$ 82,921	\$ 87,068
Information Technology Specialist II	\$ 79,587	\$ 83,326	\$ 87,246	\$ 91,349	\$ 95,729
Information Technology Supervisor	\$ 98,130	\$ 103,037	\$ 108,460	\$ 114,169	\$ 120,177

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
Salary Schedule - Effective 01/06/2019

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Internal Services Manager	\$ 123,467		Open Range		\$ 166,417
Junior Engineer	\$ 78,576	\$ 82,504	\$ 86,630	\$ 90,962	\$ 95,510
Librarian I	\$ 68,657	\$ 71,866	\$ 75,238	\$ 78,773	\$ 82,478
Librarian II	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509	\$ 92,766
Library Assistant I	\$ 53,515	\$ 55,938	\$ 58,487	\$ 61,254	\$ 64,074
Library Assistant II	\$ 58,487	\$ 61,254	\$ 63,989	\$ 67,111	\$ 70,267
Library Assistant III	\$ 63,989	\$ 67,111	\$ 70,267	\$ 73,521	\$ 76,933
Library Services Director	\$ 152,535		Open Range		\$ 221,889
Library Services Manager	\$ 123,467		Open Range		\$ 166,417
Literacy Program Manager	\$ 79,027	\$ 82,745	\$ 86,635	\$ 90,789	\$ 95,115
Maintenance Worker I	\$ 58,487	\$ 61,254	\$ 63,989	\$ 67,111	\$ 70,267
Maintenance Worker II	\$ 63,989	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010
Management Analyst I	\$ 84,726	\$ 88,962	\$ 93,411	\$ 98,082	\$ 102,986
Management Analyst II	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Office Assistant	\$ 52,558	\$ 54,955	\$ 57,442	\$ 60,164	\$ 62,942
Parking Enforcement Officer	\$ 58,487	\$ 61,254	\$ 63,989	\$ 67,111	\$ 70,267
Permit Manager	\$ 110,143	\$ 115,413	\$ 120,937	\$ 126,702	\$ 132,823
Permit Technician	\$ 68,639	\$ 71,815	\$ 75,172	\$ 78,699	\$ 82,396
Plan Check Engineer	\$ 110,337	\$ 115,619	\$ 121,130	\$ 126,982	\$ 133,133
Planning Technician	\$ 78,699	\$ 82,396	\$ 86,273	\$ 90,330	\$ 94,661
Police Chief	\$ 168,993		Open Range		\$ 244,078
Police Commander	\$ 152,093		Open Range		\$ 221,889
Police Corporal (2080 hours)	\$ 99,412	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836
Police Corporal (2184 hours)	\$ 104,383	\$ 109,602	\$ 115,082	\$ 120,836	\$ 126,878
Police Officer (2080 hours)	\$ 92,369	\$ 96,987	\$ 101,836	\$ 106,928	\$ 112,275
Police Officer (2184 hours)	\$ 96,988	\$ 101,836	\$ 106,928	\$ 112,274	\$ 117,889
Police Records Specialist	\$ 63,989	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010
Police Recruit	n/a		Hourly Rate		\$ 74,819
Police Sergeant (2080 hours)	\$ 118,175	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642
Police Sergeant (2184 hours)	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642	\$ 150,824
Principal Planner	\$ 116,922	\$ 124,242	\$ 130,189	\$ 136,394	\$ 140,997
Program Aide/Driver	\$ 36,746	\$ 38,409	\$ 40,147	\$ 41,963	\$ 43,842
Program Assistant	\$ 52,349	\$ 54,736	\$ 57,213	\$ 59,925	\$ 62,691
Project Manager	\$ 103,285	\$ 108,229	\$ 113,389	\$ 118,866	\$ 124,624
Property and Court Specialist	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Public Works Director	\$ 160,654		Open Range		\$ 221,889
Public Works Superintendent	\$ 121,318		Open Range		\$ 166,417
Public Works Supervisor - City Arborist	\$ 97,379	\$ 102,047	\$ 106,909	\$ 112,017	\$ 117,377
Public Works Supervisor - Facilities	\$ 98,071	\$ 102,773	\$ 107,670	\$ 112,814	\$ 118,212
Public Works Supervisor - Fleet	\$ 99,631	\$ 104,408	\$ 109,382	\$ 114,608	\$ 120,091
Public Works Supervisor - Park	\$ 92,700	\$ 97,144	\$ 101,773	\$ 106,635	\$ 111,738
Public Works Supervisor - Streets	\$ 92,700	\$ 97,144	\$ 101,773	\$ 106,635	\$ 111,738
Recreation Coordinator	\$ 68,879	\$ 72,098	\$ 75,481	\$ 79,027	\$ 82,745
Recreation Supervisor	\$ 84,795	\$ 88,795	\$ 93,065	\$ 97,500	\$ 102,162
Red Light Photo Enforcement Specialist	\$ 75,238	\$ 78,773	\$ 82,478	\$ 86,357	\$ 90,498
Revenue and Claims Manager	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Senior Accountant	\$ 101,724	\$ 106,533	\$ 111,558	\$ 116,923	\$ 122,495
Senior Accounting Assistant	\$ 69,030	\$ 72,255	\$ 75,598	\$ 79,131	\$ 82,844
Senior Building Inspector	\$ 105,299	\$ 110,337	\$ 115,619	\$ 121,130	\$ 126,982
Senior Civil Engineer	\$ 120,374	\$ 126,189	\$ 132,303	\$ 138,713	\$ 145,472
Senior Communications Dispatcher	\$ 89,749	\$ 94,065	\$ 98,548	\$ 103,260	\$ 108,189
Senior Engineering Technician	\$ 88,748	\$ 92,935	\$ 97,405	\$ 102,046	\$ 106,925
Senior Equipment Mechanic	\$ 80,883	\$ 84,828	\$ 88,818	\$ 92,932	\$ 97,342
Senior Facilities Maintenance Technician	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Senior Information Technology Specialist	\$ 86,632	\$ 90,964	\$ 95,512	\$ 100,287	\$ 105,302
Senior Librarian	\$ 88,795	\$ 93,065	\$ 97,500	\$ 102,162	\$ 107,040
Senior Library Assistant	\$ 70,387	\$ 73,822	\$ 77,294	\$ 80,873	\$ 84,626
Senior Maintenance Worker	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Senior Management Analyst	\$ 108,932	\$ 114,107	\$ 119,527	\$ 125,264	\$ 131,316
Senior Office Assistant	\$ 57,442	\$ 60,164	\$ 62,942	\$ 65,883	\$ 68,932
Senior Planner	\$ 106,292	\$ 111,379	\$ 116,709	\$ 122,272	\$ 128,180
Senior Police Records Specialist	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Senior Program Assistant	\$ 63,575	\$ 66,546	\$ 69,670	\$ 72,943	\$ 76,374
Senior Project Manager	\$ 113,613	\$ 119,052	\$ 124,728	\$ 130,753	\$ 137,087
Senior Sustainability Specialist	\$ 79,728	\$ 83,542	\$ 87,541	\$ 91,714	\$ 96,144
Senior Transportation Engineer	\$ 120,374	\$ 126,189	\$ 132,303	\$ 138,713	\$ 145,472
Senior Water System Operator	\$ 75,430	\$ 78,922	\$ 82,610	\$ 86,486	\$ 90,549
Sustainability Manager	\$ 118,864		Open Range		\$ 155,322
Sustainability Specialist	\$ 68,657	\$ 71,866	\$ 75,238	\$ 78,773	\$ 82,478

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
 Salary Schedule - Effective 01/06/2019

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Transportation Demand Management Coord.	\$ 90,498	\$ 94,809	\$ 99,339	\$ 104,092	\$ 109,074
Transportation Director	\$ 160,654	Open Range			\$ 221,889
Transportation Manager	\$ 123,467	Open Range			\$ 166,417
Water Quality Specialist	\$ 78,773	\$ 82,478	\$ 86,357	\$ 90,498	\$ 94,809
Water System Operator I	\$ 62,677	\$ 65,485	\$ 68,390	\$ 71,768	\$ 75,109
Water System Operator II	\$ 68,573	\$ 71,747	\$ 75,100	\$ 78,624	\$ 82,317
Water System Supervisor	\$ 93,875	\$ 98,349	\$ 103,048	\$ 107,978	\$ 113,146

City of Menlo Park
Salary Schedule - Effective 02/03/2019

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 80,759	\$ 84,798	\$ 89,038	\$ 93,490	\$ 98,165
Accountant II	\$ 88,455	\$ 92,637	\$ 97,006	\$ 101,672	\$ 106,517
Accounting Assistant I	\$ 57,270	\$ 59,984	\$ 62,754	\$ 65,686	\$ 68,725
Accounting Assistant II	\$ 62,754	\$ 65,686	\$ 68,725	\$ 71,937	\$ 75,313
Administrative Assistant	\$ 62,942	\$ 65,883	\$ 68,932	\$ 72,154	\$ 75,539
Administrative Services Director	\$ 156,616		Open Range		\$ 221,889
Assistant Administrative Services Director	\$ 123,491		Open Range		\$ 177,511
Assistant City Manager	\$ 165,395		Open Range		\$ 244,078
Assistant Community Development Director	\$ 123,491		Open Range		\$ 177,511
Assistant Community Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Engineer	\$ 97,405	\$ 102,046	\$ 106,925	\$ 112,030	\$ 117,367
Assistant Library Services Director	\$ 126,336		Open Range		\$ 177,511
Assistant Planner	\$ 88,253	\$ 92,403	\$ 96,832	\$ 101,447	\$ 106,292
Assistant Public Works Director	\$ 137,220		Open Range		\$ 177,511
Assistant to the City Manager	\$ 118,864		Open Range		\$ 155,322
Associate Civil Engineer	\$ 109,296	\$ 114,528	\$ 119,987	\$ 125,784	\$ 131,877
Associate Engineer	\$ 103,285	\$ 108,229	\$ 113,389	\$ 118,866	\$ 124,624
Associate Planner	\$ 96,832	\$ 101,447	\$ 106,292	\$ 111,379	\$ 116,709
Associate Transportation Engineer	\$ 114,528	\$ 119,987	\$ 125,784	\$ 131,877	\$ 138,267
Asst. Public Works Director - Engineering	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Maintenance	\$ 137,220		Open Range		\$ 177,511
Asst. Public Works Director - Transportation	\$ 137,220		Open Range		\$ 177,511
Building Custodian	\$ 57,213	\$ 59,925	\$ 62,691	\$ 65,620	\$ 68,657
Building Inspector	\$ 93,820	\$ 98,332	\$ 103,019	\$ 107,943	\$ 113,098
Business Manager	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Child Care Teacher I	\$ 51,193	\$ 53,515	\$ 55,938	\$ 58,487	\$ 61,254
Child Care Teacher II	\$ 57,213	\$ 59,925	\$ 62,691	\$ 65,620	\$ 68,657
Child Care Teacher's Aide	\$ 38,409	\$ 40,147	\$ 41,963	\$ 43,842	\$ 45,778
City Attorney	n/a		Set by contract		\$ 120,000
City Clerk	\$ 118,864		Open Range		\$ 155,322
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	\$ 192,785		Open Range		\$ 266,267
Code Enforcement Officer	\$ 80,707	\$ 84,522	\$ 88,509	\$ 92,766	\$ 97,187
Communications and Records Manager	\$ 112,138	\$ 117,580	\$ 123,228	\$ 129,169	\$ 135,382
Communications Dispatcher	\$ 81,837	\$ 85,706	\$ 89,749	\$ 94,065	\$ 98,548
Communications Training Dispatcher	\$ 85,706	\$ 89,749	\$ 94,065	\$ 98,548	\$ 103,260
Community Development Director	\$ 156,406		Open Range		\$ 221,889
Community Development Technician	\$ 68,639	\$ 71,816	\$ 75,172	\$ 78,699	\$ 82,397
Community Service Officer	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Community Services Director	\$ 158,545		Open Range		\$ 221,889
Construction Inspector	\$ 88,509	\$ 92,766	\$ 97,187	\$ 101,834	\$ 106,696
Contracts Specialist	\$ 70,870	\$ 74,202	\$ 77,638	\$ 81,323	\$ 85,227
Custodial Services Supervisor	\$ 65,832	\$ 68,879	\$ 72,098	\$ 75,481	\$ 79,027
Deputy City Clerk	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Deputy City Manager	\$ 160,654		Open Range		\$ 221,889
Deputy Comm. Dev. Director - Housing	\$ 123,467		Open Range		\$ 166,417
Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Engineering Services Manager/City Engineer	\$ 137,220		Open Range		\$ 177,511
Engineering Technician I	\$ 73,780	\$ 77,197	\$ 80,861	\$ 84,742	\$ 88,748
Engineering Technician II	\$ 82,711	\$ 86,603	\$ 90,675	\$ 95,022	\$ 99,550
Enterprise Applications Support Specialist I	\$ 87,300	\$ 91,665	\$ 96,248	\$ 101,061	\$ 106,114
Enterprise Applications Support Specialist II	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Equipment Mechanic	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Executive Assistant	\$ 71,866	\$ 75,238	\$ 78,773	\$ 82,478	\$ 86,357
Executive Assistant to the City Mgr	\$ 76,560	\$ 80,388	\$ 84,408	\$ 88,628	\$ 93,058
Facilities Maintenance Technician I	\$ 61,254	\$ 64,074	\$ 67,111	\$ 70,267	\$ 73,521
Facilities Maintenance Technician II	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Finance and Budget Manager	\$ 123,467		Open Range		\$ 166,417
GIS Coordinator I	\$ 84,726	\$ 88,962	\$ 93,411	\$ 98,082	\$ 102,986
GIS Coordinator II	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Gymnastics Instructor	\$ 40,985	\$ 42,839	\$ 44,774	\$ 46,772	\$ 48,923
Housing & Economic Development Manager	\$ 118,864		Open Range		\$ 155,322
Housing Manager	\$ 118,864		Open Range		\$ 155,322
Human Resources Director	\$ 156,616		Open Range		\$ 221,889
Human Resources Manager	\$ 123,467		Open Range		\$ 166,417
Human Resources Technician	\$ 66,500	\$ 69,646	\$ 72,755	\$ 76,305	\$ 79,894
Information Technology Manager	\$ 123,467		Open Range		\$ 166,417
Information Technology Specialist I	\$ 71,629	\$ 75,211	\$ 78,972	\$ 82,921	\$ 87,068
Information Technology Specialist II	\$ 79,587	\$ 83,326	\$ 87,246	\$ 91,349	\$ 95,729
Information Technology Supervisor	\$ 98,130	\$ 103,037	\$ 108,460	\$ 114,169	\$ 120,177

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
Salary Schedule - Effective 02/03/2019

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Internal Services Manager	\$ 123,467		Open Range		\$ 166,417
Junior Engineer	\$ 78,576	\$ 82,504	\$ 86,630	\$ 90,962	\$ 95,510
Librarian I	\$ 68,657	\$ 71,866	\$ 75,238	\$ 78,773	\$ 82,478
Librarian II	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509	\$ 92,766
Library Assistant I	\$ 53,515	\$ 55,938	\$ 58,487	\$ 61,254	\$ 64,074
Library Assistant II	\$ 58,487	\$ 61,254	\$ 63,989	\$ 67,111	\$ 70,267
Library Assistant III	\$ 63,989	\$ 67,111	\$ 70,267	\$ 73,521	\$ 76,933
Library Services Director	\$ 152,535		Open Range		\$ 221,889
Library Services Manager	\$ 123,467		Open Range		\$ 166,417
Literacy Program Manager	\$ 79,027	\$ 82,745	\$ 86,635	\$ 90,789	\$ 95,115
Maintenance Worker I	\$ 58,487	\$ 61,254	\$ 63,989	\$ 67,111	\$ 70,267
Maintenance Worker II	\$ 63,989	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010
Management Analyst I	\$ 84,726	\$ 88,962	\$ 93,411	\$ 98,082	\$ 102,986
Management Analyst II	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Office Assistant	\$ 52,558	\$ 54,955	\$ 57,442	\$ 60,164	\$ 62,942
Parking Enforcement Officer	\$ 58,487	\$ 61,254	\$ 63,989	\$ 67,111	\$ 70,267
Permit Manager	\$ 110,143	\$ 115,413	\$ 120,937	\$ 126,702	\$ 132,823
Permit Technician	\$ 68,639	\$ 71,815	\$ 75,172	\$ 78,699	\$ 82,396
Plan Check Engineer	\$ 110,337	\$ 115,619	\$ 121,130	\$ 126,982	\$ 133,133
Planning Technician	\$ 78,699	\$ 82,396	\$ 86,273	\$ 90,330	\$ 94,661
Police Chief	\$ 168,993		Open Range		\$ 244,078
Police Commander	\$ 152,093		Open Range		\$ 221,889
Police Corporal (2080 hours)	\$ 105,377	\$ 110,646	\$ 116,178	\$ 121,987	\$ 128,086
Police Corporal (2184 hours)	\$ 110,645	\$ 116,178	\$ 121,987	\$ 128,086	\$ 134,490
Police Officer (2080 hours)	\$ 97,911	\$ 102,806	\$ 107,946	\$ 113,344	\$ 119,012
Police Officer (2184 hours)	\$ 102,807	\$ 107,947	\$ 113,343	\$ 119,011	\$ 124,962
Police Records Specialist	\$ 63,989	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010
Police Recruit	n/a		Hourly Rate		\$ 79,308
Police Sergeant (2080 hours)	\$ 118,175	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642
Police Sergeant (2184 hours)	\$ 124,083	\$ 130,287	\$ 136,802	\$ 143,642	\$ 150,824
Principal Planner	\$ 116,922	\$ 124,242	\$ 130,189	\$ 136,394	\$ 140,997
Program Aide/Driver	\$ 36,746	\$ 38,409	\$ 40,147	\$ 41,963	\$ 43,842
Program Assistant	\$ 52,349	\$ 54,736	\$ 57,213	\$ 59,925	\$ 62,691
Project Manager	\$ 103,285	\$ 108,229	\$ 113,389	\$ 118,866	\$ 124,624
Property and Court Specialist	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Public Works Director	\$ 160,654		Open Range		\$ 221,889
Public Works Superintendent	\$ 121,318		Open Range		\$ 166,417
Public Works Supervisor - City Arborist	\$ 97,379	\$ 102,047	\$ 106,909	\$ 112,017	\$ 117,377
Public Works Supervisor - Facilities	\$ 98,071	\$ 102,773	\$ 107,670	\$ 112,814	\$ 118,212
Public Works Supervisor - Fleet	\$ 99,631	\$ 104,408	\$ 109,382	\$ 114,608	\$ 120,091
Public Works Supervisor - Park	\$ 92,700	\$ 97,144	\$ 101,773	\$ 106,635	\$ 111,738
Public Works Supervisor - Streets	\$ 92,700	\$ 97,144	\$ 101,773	\$ 106,635	\$ 111,738
Recreation Coordinator	\$ 68,879	\$ 72,098	\$ 75,481	\$ 79,027	\$ 82,745
Recreation Supervisor	\$ 84,795	\$ 88,795	\$ 93,065	\$ 97,500	\$ 102,162
Red Light Photo Enforcement Specialist	\$ 75,238	\$ 78,773	\$ 82,478	\$ 86,357	\$ 90,498
Revenue and Claims Manager	\$ 96,829	\$ 101,486	\$ 106,323	\$ 111,407	\$ 116,725
Senior Accountant	\$ 101,724	\$ 106,533	\$ 111,558	\$ 116,923	\$ 122,495
Senior Accounting Assistant	\$ 69,030	\$ 72,255	\$ 75,598	\$ 79,131	\$ 82,844
Senior Building Inspector	\$ 105,299	\$ 110,337	\$ 115,619	\$ 121,130	\$ 126,982
Senior Civil Engineer	\$ 120,374	\$ 126,189	\$ 132,303	\$ 138,713	\$ 145,472
Senior Communications Dispatcher	\$ 89,749	\$ 94,065	\$ 98,548	\$ 103,260	\$ 108,189
Senior Engineering Technician	\$ 88,748	\$ 92,935	\$ 97,405	\$ 102,046	\$ 106,925
Senior Equipment Mechanic	\$ 80,883	\$ 84,828	\$ 88,818	\$ 92,932	\$ 97,342
Senior Facilities Maintenance Technician	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Senior Information Technology Specialist	\$ 86,632	\$ 90,964	\$ 95,512	\$ 100,287	\$ 105,302
Senior Librarian	\$ 88,795	\$ 93,065	\$ 97,500	\$ 102,162	\$ 107,040
Senior Library Assistant	\$ 70,387	\$ 73,822	\$ 77,294	\$ 80,873	\$ 84,626
Senior Maintenance Worker	\$ 73,513	\$ 77,010	\$ 80,707	\$ 84,522	\$ 88,509
Senior Management Analyst	\$ 108,932	\$ 114,107	\$ 119,527	\$ 125,264	\$ 131,316
Senior Office Assistant	\$ 57,442	\$ 60,164	\$ 62,942	\$ 65,883	\$ 68,932
Senior Planner	\$ 106,292	\$ 111,379	\$ 116,709	\$ 122,272	\$ 128,180
Senior Police Records Specialist	\$ 67,111	\$ 70,267	\$ 73,521	\$ 77,010	\$ 80,707
Senior Program Assistant	\$ 63,575	\$ 66,546	\$ 69,670	\$ 72,943	\$ 76,374
Senior Project Manager	\$ 113,613	\$ 119,052	\$ 124,728	\$ 130,753	\$ 137,087
Senior Sustainability Specialist	\$ 79,728	\$ 83,542	\$ 87,541	\$ 91,714	\$ 96,144
Senior Transportation Engineer	\$ 120,374	\$ 126,189	\$ 132,303	\$ 138,713	\$ 145,472
Senior Water System Operator	\$ 75,430	\$ 78,922	\$ 82,610	\$ 86,486	\$ 90,549
Sustainability Manager	\$ 118,864		Open Range		\$ 155,322
Sustainability Specialist	\$ 68,657	\$ 71,866	\$ 75,238	\$ 78,773	\$ 82,478

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
 Salary Schedule - Effective 02/03/2019

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Transportation Demand Management Coord.	\$ 90,498	\$ 94,809	\$ 99,339	\$ 104,092	\$ 109,074
Transportation Director	\$ 160,654	Open Range			\$ 221,889
Transportation Manager	\$ 123,467	Open Range			\$ 166,417
Water Quality Specialist	\$ 78,773	\$ 82,478	\$ 86,357	\$ 90,498	\$ 94,809
Water System Operator I	\$ 62,677	\$ 65,485	\$ 68,390	\$ 71,768	\$ 75,109
Water System Operator II	\$ 68,573	\$ 71,747	\$ 75,100	\$ 78,624	\$ 82,317
Water System Supervisor	\$ 93,875	\$ 98,349	\$ 103,048	\$ 107,978	\$ 113,146

City of Menlo Park
Salary Schedule - Effective xx/xx/xxxx

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Accountant I	\$ 82,778	\$ 86,918	\$ 91,264	\$ 95,827	\$ 100,619
Accountant II	\$ 90,666	\$ 94,952	\$ 99,432	\$ 104,213	\$ 109,180
Accounting Assistant I	\$ 58,702	\$ 61,484	\$ 64,323	\$ 67,328	\$ 70,443
Accounting Assistant II	\$ 64,323	\$ 67,328	\$ 70,443	\$ 73,736	\$ 77,196
Administrative Assistant	\$ 64,516	\$ 67,530	\$ 70,655	\$ 73,958	\$ 77,428
Administrative Services Director	\$ 160,531		Open Range		\$ 227,436
Assistant Administrative Services Director	\$ 126,578		Open Range		\$ 181,949
Assistant City Manager	\$ 169,530		Open Range		\$ 250,180
Assistant Community Development Director	\$ 126,578		Open Range		\$ 181,949
Assistant Community Services Director	\$ 129,495		Open Range		\$ 181,949
Assistant Engineer	\$ 99,840	\$ 104,597	\$ 109,598	\$ 114,831	\$ 120,301
Assistant Library Services Director	\$ 129,495		Open Range		\$ 181,949
Assistant Planner	\$ 90,459	\$ 94,713	\$ 99,253	\$ 103,983	\$ 108,950
Assistant Public Works Director	\$ 140,650		Open Range		\$ 181,949
Assistant to the City Manager	\$ 121,835		Open Range		\$ 159,205
Associate Civil Engineer	\$ 112,028	\$ 117,391	\$ 122,987	\$ 128,929	\$ 135,174
Associate Engineer	\$ 105,867	\$ 110,935	\$ 116,223	\$ 121,838	\$ 127,740
Associate Planner	\$ 99,253	\$ 103,983	\$ 108,950	\$ 114,163	\$ 119,627
Associate Transportation Engineer	\$ 117,391	\$ 122,987	\$ 128,929	\$ 135,174	\$ 141,724
Asst. Public Works Director - Engineering	\$ 140,650		Open Range		\$ 181,949
Asst. Public Works Director - Maintenance	\$ 140,650		Open Range		\$ 181,949
Asst. Public Works Director - Transportation	\$ 140,650		Open Range		\$ 181,949
Building Custodian	\$ 58,643	\$ 61,423	\$ 64,259	\$ 67,261	\$ 70,373
Building Inspector	\$ 96,166	\$ 100,790	\$ 105,594	\$ 110,642	\$ 115,925
Business Manager	\$ 99,250	\$ 104,023	\$ 108,981	\$ 114,192	\$ 119,643
Child Care Teacher I	\$ 52,473	\$ 54,852	\$ 57,337	\$ 59,949	\$ 62,785
Child Care Teacher II	\$ 58,643	\$ 61,423	\$ 64,259	\$ 67,261	\$ 70,373
Child Care Teacher's Aide	\$ 39,369	\$ 41,150	\$ 43,012	\$ 44,938	\$ 46,922
City Attorney	n/a		Set by contract		\$ 132,000
City Clerk	\$ 121,835		Open Range		\$ 159,205
City Councilmember	n/a		Set by Menlo Park Municipal Code		\$ 7,680
City Manager	\$ 197,605		Open Range		\$ 272,924
Code Enforcement Officer	\$ 82,725	\$ 86,635	\$ 90,722	\$ 95,086	\$ 99,617
Communications and Records Manager	\$ 114,941	\$ 120,520	\$ 126,308	\$ 132,399	\$ 138,766
Communications Dispatcher	\$ 83,883	\$ 87,848	\$ 91,993	\$ 96,416	\$ 101,012
Communications Training Dispatcher	\$ 87,848	\$ 91,993	\$ 96,416	\$ 101,012	\$ 105,841
Community Development Director	\$ 160,316		Open Range		\$ 227,436
Community Development Technician	\$ 70,355	\$ 73,612	\$ 77,052	\$ 80,667	\$ 84,457
Community Service Officer	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,936	\$ 82,725
Community Services Director	\$ 162,509		Open Range		\$ 227,436
Construction Inspector	\$ 90,722	\$ 95,086	\$ 99,617	\$ 104,380	\$ 109,363
Contracts Specialist	\$ 72,641	\$ 76,057	\$ 79,579	\$ 83,356	\$ 87,357
Custodial Services Supervisor	\$ 67,478	\$ 70,601	\$ 73,900	\$ 77,368	\$ 81,003
Deputy City Clerk	\$ 75,350	\$ 78,936	\$ 82,725	\$ 86,635	\$ 90,722
Deputy City Manager	\$ 164,671		Open Range		\$ 227,436
Deputy Comm. Dev. Director - Housing	\$ 126,553		Open Range		\$ 170,578
Economic Development Manager	\$ 121,835		Open Range		\$ 159,205
Engineering Services Manager/City Engineer	\$ 140,650		Open Range		\$ 181,949
Engineering Technician I	\$ 75,624	\$ 79,126	\$ 82,883	\$ 86,860	\$ 90,967
Engineering Technician II	\$ 84,779	\$ 88,768	\$ 92,942	\$ 97,398	\$ 102,039
Enterprise Applications Support Specialist I	\$ 89,483	\$ 93,957	\$ 98,655	\$ 103,587	\$ 108,767
Enterprise Applications Support Specialist II	\$ 99,250	\$ 104,023	\$ 108,981	\$ 114,192	\$ 119,643
Equipment Mechanic	\$ 75,350	\$ 78,936	\$ 82,725	\$ 86,635	\$ 90,722
Executive Assistant	\$ 73,663	\$ 77,119	\$ 80,742	\$ 84,540	\$ 88,516
Executive Assistant to the City Mgr	\$ 78,474	\$ 82,398	\$ 86,518	\$ 90,844	\$ 95,385
Facilities Maintenance Technician I	\$ 62,785	\$ 65,676	\$ 68,789	\$ 72,024	\$ 75,359
Facilities Maintenance Technician II	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,936	\$ 82,725
Finance and Budget Manager	\$ 126,553		Open Range		\$ 170,578
GIS Coordinator I	\$ 86,844	\$ 91,186	\$ 95,746	\$ 100,534	\$ 105,561
GIS Coordinator II	\$ 99,250	\$ 104,023	\$ 108,981	\$ 114,192	\$ 119,643
Gymnastics Instructor	\$ 42,010	\$ 43,910	\$ 45,893	\$ 47,941	\$ 50,146
Housing & Economic Development Manager	\$ 121,835		Open Range		\$ 159,205
Housing Manager	\$ 121,835		Open Range		\$ 159,205
Human Resources Director	\$ 160,531		Open Range		\$ 227,436
Human Resources Manager	\$ 126,553		Open Range		\$ 170,578
Human Resources Technician	\$ 68,162	\$ 71,387	\$ 74,574	\$ 78,213	\$ 81,891
Information Technology Manager	\$ 126,553		Open Range		\$ 170,578
Information Technology Specialist I	\$ 73,419	\$ 77,091	\$ 80,946	\$ 84,994	\$ 89,245
Information Technology Specialist II	\$ 81,576	\$ 85,410	\$ 89,427	\$ 93,632	\$ 98,122
Information Technology Supervisor	\$ 100,584	\$ 105,613	\$ 111,171	\$ 117,023	\$ 123,181

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
Salary Schedule - Effective xx/xx/xxxx

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Internal Services Manager	\$ 126,553		Open Range		\$ 170,578
Junior Engineer	\$ 80,540	\$ 84,567	\$ 88,796	\$ 93,236	\$ 97,898
Librarian I	\$ 70,373	\$ 73,663	\$ 77,119	\$ 80,742	\$ 84,540
Librarian II	\$ 78,936	\$ 82,725	\$ 86,635	\$ 90,722	\$ 95,086
Library Assistant I	\$ 54,852	\$ 57,337	\$ 59,949	\$ 62,785	\$ 65,676
Library Assistant II	\$ 59,949	\$ 62,785	\$ 65,588	\$ 68,789	\$ 72,024
Library Assistant III	\$ 65,588	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,856
Library Services Director	\$ 156,348		Open Range		\$ 227,436
Library Services Manager	\$ 126,553		Open Range		\$ 170,578
Literacy Program Manager	\$ 81,003	\$ 84,813	\$ 88,801	\$ 93,058	\$ 97,493
Maintenance Worker I	\$ 59,949	\$ 62,785	\$ 65,588	\$ 68,789	\$ 72,024
Maintenance Worker II	\$ 65,588	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,936
Management Analyst I	\$ 86,844	\$ 91,186	\$ 95,746	\$ 100,534	\$ 105,561
Management Analyst II	\$ 99,250	\$ 104,023	\$ 108,981	\$ 114,192	\$ 119,643
Office Assistant	\$ 53,872	\$ 56,329	\$ 58,878	\$ 61,668	\$ 64,516
Parking Enforcement Officer	\$ 59,949	\$ 62,785	\$ 65,588	\$ 68,789	\$ 72,024
Permit Manager	\$ 112,897	\$ 118,298	\$ 123,961	\$ 129,869	\$ 136,144
Permit Technician	\$ 70,355	\$ 73,611	\$ 77,052	\$ 80,667	\$ 84,456
Plan Check Engineer	\$ 113,095	\$ 118,509	\$ 124,158	\$ 130,156	\$ 136,461
Planning Technician	\$ 80,667	\$ 84,456	\$ 88,430	\$ 92,588	\$ 97,027
Police Chief	\$ 173,217		Open Range		\$ 250,180
Police Commander	\$ 155,896		Open Range		\$ 227,436
Police Corporal (2080 hours)	\$ 108,538	\$ 113,965	\$ 119,663	\$ 125,647	\$ 131,929
Police Corporal (2184 hours)	\$ 113,965	\$ 119,664	\$ 125,647	\$ 131,929	\$ 138,525
Police Officer (2080 hours)	\$ 100,848	\$ 105,890	\$ 111,185	\$ 116,744	\$ 122,582
Police Officer (2184 hours)	\$ 105,891	\$ 111,185	\$ 116,744	\$ 122,581	\$ 128,711
Police Records Specialist	\$ 65,588	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,936
Police Recruit	n/a		Hourly Rate		\$ 81,687
Police Sergeant (2080 hours)	\$ 121,613	\$ 127,694	\$ 134,079	\$ 140,783	\$ 147,822
Police Sergeant (2184 hours)	\$ 127,694	\$ 134,079	\$ 140,783	\$ 147,822	\$ 155,213
Principal Planner	\$ 119,845	\$ 127,349	\$ 133,443	\$ 139,804	\$ 144,522
Program Aide/Driver	\$ 37,665	\$ 39,369	\$ 41,150	\$ 43,012	\$ 44,938
Program Assistant	\$ 53,658	\$ 56,104	\$ 58,643	\$ 61,423	\$ 64,259
Project Manager	\$ 105,867	\$ 110,935	\$ 116,223	\$ 121,838	\$ 127,740
Property and Court Specialist	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,936	\$ 82,725
Public Engagement Manager	\$ 126,553		Open Range		\$ 170,578
Public Works Director	\$ 164,671		Open Range		\$ 227,436
Public Works Superintendent	\$ 124,351		Open Range		\$ 170,578
Public Works Supervisor - City Arborist	\$ 99,813	\$ 104,598	\$ 109,582	\$ 114,817	\$ 120,311
Public Works Supervisor - Facilities	\$ 100,523	\$ 105,342	\$ 110,361	\$ 115,635	\$ 121,167
Public Works Supervisor - Fleet	\$ 102,122	\$ 107,018	\$ 112,117	\$ 117,473	\$ 123,093
Public Works Supervisor - Park	\$ 95,018	\$ 99,572	\$ 104,318	\$ 109,301	\$ 114,531
Public Works Supervisor - Streets	\$ 95,018	\$ 99,572	\$ 104,318	\$ 109,301	\$ 114,531
Recreation Coordinator	\$ 70,601	\$ 73,900	\$ 77,368	\$ 81,003	\$ 84,813
Recreation Supervisor	\$ 86,915	\$ 91,015	\$ 95,392	\$ 99,937	\$ 104,716
Revenue and Claims Manager	\$ 99,250	\$ 104,023	\$ 108,981	\$ 114,192	\$ 119,643
Senior Accountant	\$ 104,267	\$ 109,196	\$ 114,347	\$ 119,846	\$ 125,558
Senior Accounting Assistant	\$ 70,755	\$ 74,061	\$ 77,488	\$ 81,109	\$ 84,915
Senior Building Inspector	\$ 107,932	\$ 113,095	\$ 118,509	\$ 124,158	\$ 130,156
Senior Civil Engineer	\$ 123,383	\$ 129,344	\$ 135,610	\$ 142,181	\$ 149,109
Senior Communications Dispatcher	\$ 91,993	\$ 96,416	\$ 101,012	\$ 105,841	\$ 110,894
Senior Engineering Technician	\$ 90,967	\$ 95,259	\$ 99,840	\$ 104,597	\$ 109,598
Senior Equipment Mechanic	\$ 82,905	\$ 86,949	\$ 91,039	\$ 95,255	\$ 99,775
Senior Facilities Maintenance Technician	\$ 75,350	\$ 78,936	\$ 82,725	\$ 86,635	\$ 90,722
Senior Information Technology Specialist	\$ 88,798	\$ 93,238	\$ 97,900	\$ 102,795	\$ 107,934
Senior Librarian	\$ 91,015	\$ 95,392	\$ 99,937	\$ 104,716	\$ 109,716
Senior Library Assistant	\$ 72,147	\$ 75,668	\$ 79,226	\$ 82,895	\$ 86,742
Senior Maintenance Worker	\$ 75,350	\$ 78,936	\$ 82,725	\$ 86,635	\$ 90,722
Senior Management Analyst	\$ 111,656	\$ 116,959	\$ 122,515	\$ 128,396	\$ 134,599
Senior Office Assistant	\$ 58,878	\$ 61,668	\$ 64,516	\$ 67,530	\$ 70,655
Senior Planner	\$ 108,950	\$ 114,163	\$ 119,627	\$ 125,329	\$ 131,384
Senior Police Records Specialist	\$ 68,789	\$ 72,024	\$ 75,359	\$ 78,936	\$ 82,725
Senior Program Assistant	\$ 65,165	\$ 68,210	\$ 71,411	\$ 74,766	\$ 78,284
Senior Project Manager	\$ 116,454	\$ 122,028	\$ 127,846	\$ 134,022	\$ 140,514
Senior Sustainability Specialist	\$ 81,721	\$ 85,631	\$ 89,729	\$ 94,007	\$ 98,548
Senior Transportation Engineer	\$ 123,383	\$ 129,344	\$ 135,610	\$ 142,181	\$ 149,109
Senior Water System Operator	\$ 77,316	\$ 80,895	\$ 84,675	\$ 88,648	\$ 92,813
Sustainability Manager	\$ 121,835		Open Range		\$ 159,205
Sustainability Specialist	\$ 70,373	\$ 73,663	\$ 77,119	\$ 80,742	\$ 84,540

Annual Salaries based on 2080 hours per year except where set by contract or noted

City of Menlo Park
 Salary Schedule - Effective xx/xx/xxxx

Classification Title	Minimum (Step A)	Step B	Step C	Step D	Maximum (Step E)
Transportation Demand Management Coord.	\$ 92,760	\$ 97,179	\$ 101,822	\$ 106,694	\$ 111,801
Transportation Director	\$ 164,671	Open Range			\$ 227,436
Transportation Manager	\$ 126,553	Open Range			\$ 170,578
Water Quality Specialist	\$ 80,742	\$ 84,540	\$ 88,516	\$ 92,760	\$ 97,179
Water System Operator I	\$ 64,244	\$ 67,122	\$ 70,099	\$ 73,563	\$ 76,987
Water System Operator II	\$ 70,287	\$ 73,541	\$ 76,977	\$ 80,589	\$ 84,375
Water System Supervisor	\$ 96,222	\$ 100,808	\$ 105,624	\$ 110,678	\$ 115,975



STAFF REPORT

City Council

Meeting Date: 8/11/2020
Staff Report Number: 20-169-CC

Regular Business: Adopt fiscal year 2020-21 City Council priorities and work plan

Recommendation

Staff recommends the City Council adopt the City Council's fiscal year 2020-21 priorities and work plan as outlined in Attachment A.

Policy Issues

The City Council adopts annual priorities to direct City resources.

Background

On March 5, 2019, the City Council adopted its 2019-20 priorities and work plan for the organization. The plan remained largely unchanged until the City Council's January 2020 action to adopt a resolution of intent to accept the Facebook offer to build a new community center and library in the Belle Haven neighborhood.

At their January 14, January 30, February 11 and March 3 meetings, the City Council conducted their annual goal setting exercise, with no final action by the City Council on their 2020 goals. On March 11, the City Council adopted a proclamation of local emergency due to the COVID-19 pandemic which necessitated the suspension of all regular business.

Since March 11, the City Council and City staff have focused the vast majority of their efforts on navigating the pandemic and challenges resulting from the pandemic such as the financial crisis. On June 23, the City Council adopted a balanced fiscal year 2020-21 budget incorporating substantial reductions to staff capacity, city services, and professional services typically appropriated to advance the City Council's adopted priorities and work plan. With the difficult budgetary decisions in the past, the City Council may now take this opportunity to consider its goals for fiscal year 2020-21.

Analysis

To assist in consideration of the City Council's adopted work plan, this staff report is dividing into three sections.

- **Recommended top priority projects.** The COVID-19 pandemic continues to impact the City's ability to perform essential, mandated and baseline services. The recommended top priorities reflect the management's best assessment of what is realistically possible given staff capacity, budgetary constraints, and the impacts of social distancing on operations. Several projects are carried over from the City Council's 2019-20 adopted work plan. The designation of individual work efforts as a "top priority" clarifies that staff may strategically realign limited resources to achieve the stated milestones for priority projects.

- Work plan projects. Work plan projects reflect City Council goals however resources may be shifted if necessary to make progress on top priority projects. The list of work plan projects does not represent City staff's recommendation. The listing is simply a compilation of previous work plan projects that continue into the new fiscal year as well new projects discussed at various points by the City Council. The City Council may remove a work plan item entirely or prioritize a work plan item. If the City Council directs that a project or projects be designated as top priority, the addition of the top priority may compete for the same limited resources already planned for the recommended top priority projects.
- Consolidation of complete or suspended project. Projects that are substantially complete or suspended and will be removed from the work plan upon City Council adoption.

In addition to the three sections above, Mayor Taylor and City Councilmember Nash prepared a list of City Council priorities and included as Attachment C.

Finally, the webpage documenting the City Council's goal setting actions over the past several years is provided as Attachment D.

Recommended top priorities

The following reflects the management's best assessment of what is realistically possible given staff capacity, budgetary constraints, and the impacts of social distancing on operations. Several projects are carried over from the City Council's 2019-20 adopted work plan. The designation of individual work efforts as a "top priority" clarifies that staff may strategically realign limited resources to achieve the stated milestones for priority projects. Projects are listed by department in reverse alphabetical order.

- Transportation master plan (Ref #1.)
The City Council adopted an updated transportation impact fee program December 10, 2019. The changes to the program went into effect in early February 2020. Since that time, staff has continued to work with the consultant team to develop the draft transportation master plan and incorporate feedback received during the engagement activities conducted in September and October 2019. While work on the plan has continued since the onset of the COVID-19 pandemic, the schedule has been delayed by approximately four months. In mid-July, the consultant team submitted the draft transportation master plan to staff, which is currently under review. Staff is developing plan for outreach, circulating the plan, and schedule in light of the limitations on in-person events. Staff anticipates releasing the draft plan in August for review by the Oversight and Outreach Committee and Complete Streets Commission and for approval by the City Council.
- 2022 Housing Element, zoning code update and related work (e.g., preparation of an Environmental Justice Element, Land Use Element amendments, rezonings, etc.) (Ref #2.) The preparation of the Housing Element – Regional Housing Need Allocation (RHNA) Cycle 6 (2023-2031) is critical to addressing local housing needs and for compliance with State law. The housing element process would involve a number of components, including the preparation of an environment justice element, updates to the land use and safety elements, potential zoning ordinance amendments and rezonings, environmental review (anticipated environmental impact report) and extensive public outreach, as well as require additional staff and consultant resources beyond the adopted budget. As new state laws have established stricter standards for site inventories, which will require additional data and analyses, the City will be taking a collaborative approach with other jurisdictions in San Mateo County (as part of 21 elements) to help leverage resources and streamline and strategically target work efforts. On June 30, 2020, following City Council's authorization, staff submitted an application for a Local Early Action

Planning (LEAP) grant for \$150,000. The funding would be earmarked for work on the housing element, but would only be a small portion of the estimated \$1.5 to \$2.0 million needed to complete the project. Staff anticipates returning to City Council for review of the scope of work and consultant selection process by the end of the second quarter of fiscal 20-21. Staff anticipates the preparation of the Environmental Justice Element to occur first to help set the policy framework for the Housing Element.

- **Belle Haven community center and library (Ref #3.)**

Staff provided an update on the project as an informational item July 28. At the same meeting, the City Council also approved the capital improvement program budget for fiscal year 2020-21, which included funding for the estimated City funding contribution for the base level project. Facebook and its design team is working on the latest design proposal for the new facility. Upon receiving an updated submittal from Facebook, staff will develop a project review timeline to share with the community.

- **COVID-19 pandemic local emergency response (Ref #4.)** The community and city organization continue to experience the devastating effects of the COVID-19 pandemic. In order to be responsive to a rapidly evolving situation, the City Council adopted local emergency resolution authorizing the city manager to exercise emergency powers to respond to the pandemic. The response may require extraordinary unanticipated demands on City resources that can impact provision of city services and progress on City Council adopted priorities and work plan.

- **Information technology master plan implementation, year 2 (Ref #5.)**

Activity No. 1: Network and system infrastructure enhancements

Complete:

- Realigned network and system infrastructure to support employees working remotely
- Implementation of network monitoring system
- Security enhancements for remote connections including multifactor authentication
- Validation of network security posture thru trial of security appliance
- Implementation of network monitoring system
- Part I of disaster recovery; enablement of routine cloud backup system

In progress:

- Upgrade internal and external networking components, server infrastructure and services
- Upgrade applications, database and security management platforms
- Cyber security vulnerability assessment and remediation (continuous)
- Part II of disaster recovery (full recovery in the cloud)

Activity No. 2: land management system replacement

Complete:

- Completed business analysis and needs assessment
- Launched application for city staff including online submittals for customers

In progress:

- Application enhancement and evaluation of additional components
- Implementation of paperless submittal

Activity No. 3: Geographic information system (GIS) enterprise implementation

Complete:

- Enhance existing ESRI GIS systems environment
- Configure new enterprise application features and functionality

In progress:

- Create and roll out enhanced GIS-related services to staff and the community

Activity No. 4: Operations and Asset management system implementation

Complete:

- Completed business analysis and needs assessment

In progress:

- Application configuration, testing and systems integration
- Application training for staff and system launch

Activity No. 5: Electronic document management system software selection

In progress:

- Work with department staff on needs assessment and application requirements
- Reach out to other cities or agencies for best-in-class product recommendations
- Work with product and service vendors on preliminary product evaluation
- Present to City Council findings and staff recommendations

Work plan projects

Work plan projects reflect City Council goals however resources may be shifted if necessary to make progress on top priority projects. The list of work plan projects does not represent City staff's recommendation. The listing is simply a compilation of previous work plan projects that continue into the new fiscal year as well new projects discussed at various points by the City Council. The City Council may remove a work plan item entirely or prioritize a work plan item.

- Transportation management association (TMA) formation (Ref #6.)

This work effort would prepare a feasibility study with recommendations about how to structure and fund a TMA. The City Council authorized a consultant agreement for this study in July 2019, and data collection occurred in fall 2019 (interviews, in-person 'drop-in' chats with small downtown businesses, and sharing a survey link to gather information and opinions about current commute habits.) On February 25, staff prepared an informational update for the City Council transmitting a summary of the data collection efforts for this effort. Staff planned to return in mid-March seeking City Council direction on the next steps for the study, but these efforts were delayed by approximately four months due to the COVID-19 pandemic. On July 16, the City Council directed staff to pursue evaluation of two TMA models – citywide and subregional. Staff will also coordinate with representatives of the Manzanita Talks on the potential subregional model as part of the final evaluation, before returning to the City Council with a final report in late 2020.

- Middle Avenue pedestrian and bicycle rail crossing planning (Ref #7.) Milestone complete, future phases to continue on work plan. On January 28, the City Council certified the environmental document and approved 30 percent plans for this project. These actions completed the grant-funded planning and environmental phase. Following these actions, staff submitted all required project completion documentation to the funding agency (SMCTA) by late June. In addition, May 12, the Santa Clara County board of supervisors approved \$1 million in funds from the Stanford Recreation Mitigation fund for the project. These funds were programmed in the 5-year capital improvement program adopted by the City Council July 28. Staff is preparing an application for Active Transportation Program funds, which is due in September. Additionally, ongoing and continuing coordination with Caltrain regarding design, construction timing, and utilities that must be relocated for the project (PG&E, telecommunications, etc.) is underway. Ongoing coordination related to property acquisition needed for the project is also underway.

- Short-term rental ordinance (Ref #8.) On July 28, 2020, the City Council appropriated \$35,000 for a short-term rental compliance contract, which would monitor and enforce beginning January 1, 2021 the City's municipal code for transient occupancy tax (TOT) collect for short-term rentals. The City Council's decision considered the extensive outreach and recommendation by the Housing Commission. As a next step, staff will select and contract with a firm to assist with monitoring and reporting on short term rental data and remitting TOT to the City.
- Accessory dwelling unit ordinance update (Ref #9.) On February 25, the City Council adopted urgency Ordinance no. 1066, which amended the Menlo Park Municipal Code to comply with recent State Legislation pertaining to accessory dwelling units (ADUs) and junior accessory dwelling units (JADUs.) This was the first step in furthering ADU housing production. As a second step, staff will pursue "cleanup" amendments for internal consistency in the zoning ordinance for increased clarity for applicants. In addition, staff applied for and has been subsequently awarded an SB 2 grant. A portion of the funds is anticipated to be used to help fund additional work on ADU regulations and/or educational materials to support ADU production. At this point, staff recommends giving the urgency ordinance time to take effect before considering additional modifications given the recent changes are quite significant. Potential work on ADU regulations could also align with work on the upcoming housing element process.
- ConnectMenlo community amenities list update (Ref #10.) As part of the ConnectMenlo General Plan Update in 2016, the City Council adopted Resolution No. 6360, approving the community amenities list developed through the ConnectMenlo process. The list of amenities reflected the community's priority of benefits within the area generally bounded by Highway 101, Marsh Road, Bayfront Expressway and University Avenue, and was developed through an extensive outreach and input process that included a number of different stakeholders. Development projects seeking bonus level development are required to provide a community amenity. Since the adoption of the list, the City Council Subcommittee for District 1 in 2019 considered whether to change the amenities list, which can be done through adoption of a City Council resolution. If the City Council wishes to pursue changes to the community amenities list, they should provide staff with direction to either bring forward a resolution with the updated list previously provided by the Subcommittee (Attachment E) or establish a public engagement process with the community to update the amenities list. Additional funding for staffing and/or consultant resources may be needed to complete the latter effort.
- ECR/Downton specific plan area housing development incentives (Ref #11.) The City Council redirected staff to focus its efforts on establishing incentives and reducing development barriers to creating housing in the Specific Plan Area. These changes would likely include modifications to the development regulations (e.g., density and height,) but would not increase the residential cap. This plan would be focused in its scope and would not incorporate policy items such as allowing hotels to automatically develop at the bonus level, consideration for a mixed-use parking structure, and creation of a parking in-lieu fee previously identified by the City Council in its 2018 biennial review. This new focused work is consistent with recommendations made by the City Council Subcommittee for Districts 2 to 5. In April 2020, the City was awarded \$160,000 in SB 2 grant funds. Staff proposes to use apportion of the SB 2 grant funding to assist with the preparation of potential specific plan amendments. If the City Council wishes to prioritize this as a work plan item, staff would return to the City Council with a timeline and scope of work, including potential funding request for consultant resources. The work would need to be completed/adopted prior to the end of the grant term June 30, 2022, and is anticipated to commence

before the housing element process. The initial scope of work contemplates modification to the Specific Plan that would involve limited public outreach, not trigger an amendment to the general plan or the preparation of an environmental impact report. Any modifications that trigger one of those items would be folded into the housing element update process.

- Development and environmental review process education series (Ref #12.) The idea for an education series on the development and environmental review processes was an outcome of work done by the City Council subcommittees to help educate the public and interested parties about the City's development review process given the number of large, complex development projects occurring in the City. Work on this effort would be timely as the preparation of multiple environmental impact reports (EIR) are underway. The first EIR could be released as early as this Fall. If the City Council wishes to prioritize this item, staff would recommend that funding be allocated to this effort, which would allow staff to collaborate with a consultant on how to best present these complex topics. The education series could be three parts, focused on 1) overview of development in the City, 2) the development review process and 3) California Environmental Quality Act (CEQA) and the various levels of environmental review.
- Santa Cruz Avenue closure and economic development initiatives (Ref #13.) On June 19, the City Council adopted urgency Ordinance No. 1070 to help respond to the effects of COVID-19 on local businesses. The City developed a pilot program that partially closed Santa Cruz Avenue to vehicle traffic, suspended certain zoning requirements, streamlined permits for the use of outdoor spaces, and waived all fees associated with those permits. On July 16, the City Council, in response to feedback received and a recommendation by the Chamber of Commerce modified the pilot program by adjusting the location of the street closures and added personal services and fitness studios as allowed outdoor uses. Since then, the County of San Mateo has been placed on the State's watch list, and additional restrictions have been placed on local businesses. The City Council established the pilot program for a period of 90 days, ending September 17, 2020, although the future of economic recovery is still uncertain. Continuation or modifications to the program beyond the pilot period would have an impact on staffing resources. The economic development division management analyst II has since left the City, and there are limited resources available to fill that role. The City Council will receive a status update of the pilot program at its August 11 meeting.
- Citywide communication program development (Ref #14.) This work is substantially complete with implementation pending availability of staff resources and program funding.
- Climate action plan implementation (Ref #15.) The City Council approved a climate action plan (CAP) in July with a bold goal to reach carbon neutrality by 2030. Work will begin this year on three of the six CAP strategies, requiring across department collaboration and intense public engagement to develop innovative, equitable, and practical policies around building electrification and electric vehicle infrastructure for existing buildings. The initial investment to develop policy options and conduct public engagement has been budgeted. The first project milestones will be to hire a technical team of consultants and contractors and begin public engagement.
- Institutional bias reform (Ref #16.) The City Council received a report on institutional bias reform at their July 11 meeting. For 2020-21, staff recommends defining terms to establish a common language,

authorizing equity reviews of city departments, and training staff. A more detailed discussion is provided in Attachment B.

Complete and suspended projects

Staff has completed or substantially completed a number of projects. In addition, certain projects have been suspended indefinitely due to staff resources fully assigned to maintenance of essential and mandated services as well as top priority projects.

- Chilco Street improvement project. Completed and would be removed from work plan. The project included installation of new sidewalks, protected bike lanes, street restoration, landscaping, utilities and stormwater bio-retention facilities on Chilco Street between Bayfront Expressway and Hamilton Avenue. Construction was substantially completed in June.
- Transportation impact analysis guidelines. Completed, though follow up tasks to continue on work plan. On June 16 and 23, the City Council approved vehicle miles traveled thresholds of significance and adopted revised transportation impact analysis guidelines incorporating these thresholds. This work was required under Senate Bill (SB) 743, which established VMT as a new metric for identifying and mitigating transportation impacts within CEQA in an effort to meet the State's goals to reduce greenhouse gas (GHG) emissions, encourage infill development, and improve public health through more active transportation. The new guidelines are currently in effect and this work effort is completed though two follow up tasks were identified during adoption. Those include working with the Complete Streets Commission to develop study metrics for bicycles, pedestrians and transit; and incorporating edits into the general plan circulation element to ensure full synchronization with the new TIA guidelines and new metrics identified by the Complete Streets Commission.
- Near-term downtown parking and access strategies. Suspended, to be removed from work plan. Work was delayed by other project priorities, including the efforts to update the City's transportation impact analysis guidelines as summarized above. While the TIA guidelines are now complete, transportation staff capacity has been reduced by approximately one-third by freezing vacant staff positions. Further, downtown parking demand has decreased significantly during the pandemic, therefore staff has focused efforts on other downtown revitalization projects and the closure of Santa Cruz Avenue to vehicle traffic.
- Ravenswood Avenue Caltrain grade separation study. Suspended. The project was included in the 2018 City Council's work plan and the final project study report (PSR) was adopted by the City Council in early 2019. While the project was not prioritized in the City Council's 2019 work plan, staff was continuing to advance the project as resources allow. An additional scope of work was requested by the City Council to further evaluate a fully elevated grade separation over downtown, which the City Council approved January 14. However, transportation staff capacity has been reduced by approximately one-third by freezing vacant staff positions, and the project has been suspended since approval of the scope of work. On July 28, some members of the City Council identified a desire to see this project progress and requested staff return with identification of resources to advance this work. Staff has identified that one of the three vacant positions in the transportation division would need to be filled to advance this project.
- Parks and recreation facilities master plan. Complete, to be removed from work plan. The City Council accepted the Master Plan at their meeting October 15, 2019. City Council directed staff to identify

programmatic and straightforward projects to be included in future budgets, retain a cost estimator to determine costs and design and construction for projects listed as priority recommendations, provide a proposal for issuance of third phase of Measure T bonds as a possible funding strategy for priority recommendations. Subsequently, on January 28, the City Council also adopted the Belle Haven community center and library (Ref #3) as a priority project. Cost estimates for the priority recommendations were included in the five-year capital improvement plan adopted by City Council July 28. This information will help inform the possible use of Measure T bonds for the City Council to consider as part of the Belle Haven community center and library project.

- Market affordable housing preservation. Complete and ongoing. This type of preservation is accomplished through the acquisition of market rate housing (that is listed for sale) and conversion to deed restricted affordable units or through preservation of existing affordable housing (e.g., rehabilitation loan.) In 2018, a notice of funding availability (NOFA) was amended to include the preservation of “naturally affordable” (private ownership) market rate housing as an eligible activity. These types of preservation activities, acquisition for conversion and rehabilitation, help ensure that affordability is preserved, prevents displacement of existing lower income tenants, and restricts occupancy to income qualified households that meet the City’s below market rate (BMR) guideline preferences. This goal has resulted in City Council approving funding in 2019 to complete rehabilitation to preserve an existing affordable housing development owned by MidPen. The next NOFA is anticipated to be published in the fall of 2020.
- Single-family residential design review. Suspended. Due to competing priorities and staffing resources, work has yet to commence work on this item. The ability to initiate this project will be dependent upon the prioritization of this work in relation to other land use review and/or zoning changes.
- Zero waste ordinance implementation. Suspended. An informational item on project status to be provided in early September.
- Local minimum wage ordinance. Complete. The City Council must determine whether the inflation adjustment provided for in Menlo Park Municipal Code Section 5.76.030 (b) will move forward once the August CPI is published. The code stipulates “To prevent inflation from eroding its value, beginning January 1, 2021, and each first day of January thereafter, the minimum wage shall increase by an amount corresponding to the increase, if any, in the cost of living, not to exceed three percent (3%.)” With the cap, the maximum increase would be \$0.45 per hour or \$936 per year based on a full-time schedule of 40 hours per week. The Municipal Code allows the City Council to suspend the increase for up to one year.
- City Council procedures update. Suspended. At their March 10 meeting, the City Council directed staff to return with recommended edits to City Council policy as time affords.
- Local energy reach code ordinance. Complete.
- Public works and community development organizational study. Complete, to be removed from work plan. The consultant team, Matrix Consulting that performed the organizational reviews presented to the City Council October 29, 2019 and the reports were completed in early 2020. Work to implement the

report recommendations is ongoing, but some recommendations have been impacted by the COVID-19 pandemic, especially those that recommended addition of staff resources, due to budget constraints. In Public Works, the department is working toward American Public Works Association accreditation, which follows best practices to document internal policies, procedures and service levels; and updates to standard details and specifications are underway. In community development, staff is working toward developing a BMR housing audit program, consolidating building permit review comments, and enhancing online applications submittals.

- Stanford University 2018 general use permit (GUP) review. Suspended, to be removed from work plan. This work effort was suspended with Stanford University's withdrawal of their 2018 general use permit application in late 2019.
- Heritage tree ordinance update. Substantially complete. The remaining steps involve updates to the master fee schedule, violation penalties and replacement tree enforcement procedures

City Council priorities – 8.11.2020 Mayor Cecilia Taylor and City Councilmember Betsy Nash

Mayor Taylor and City Councilmember Nash prepared recommended priorities and work plan for City Council discussion as provided in Attachment C.

Impact on City Resources

With City Council adoption of 2020-21 priorities and work plan, staff will move forward with scoping projects and returning with an impact on City resources.

Environmental Review

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

Public Notice

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

Attachments

- A. Recommend City Council priorities and work plan
- B. Memo: Institutional bias reform
- C. Memo: City Council priorities – 8.11.2020 Mayor Cecilia Taylor and City Councilmember Betsy Nash
- D. Hyperlink – City Council's goal setting actions: menlopark.org/goalsetting
- E. Updated community amenities list

Report prepared by:

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Staff Report #: 20-169-CC

Deanna Chow, Assistant Community Development Director - Planning
Nikki Nagaya, Public Works Director
Justin Murphy, Deputy City Manager
Nick Pegueros, Assistant City Manager

2020-21 City Council Priorities and Work Plan
Recommended August 11, 2020

Ref #	Priority projects (carryover projects include 2019-20 Ref #)	Lead Department	0	10	20	30	40	50	60	70	80	90	100
1	Transportation master plan (TMP) (Ref #1)	Public Works	█	█	█	█	█	█	█	█	█	█	█
2	2022 Housing Element, zoning code update and related work	Community Development											
3	Belle Haven community center and library	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█
4	COVID-19 pandemic local emergency response	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█
5	Information Technology Master Plan implementation (Ref #17)	Administrative Services	█	█	█	█	█	█	█	█	█	█	█

Ref #	Work plan projects (carryover projects include 2019-20 Ref #)	Lead Department	0	10	20	30	40	50	60	70	80	90	100
6	Transportation management association (TMA) formation (Ref #6)	Public Works	█	█	█	█	█	█	█	█	█	█	█
7	Middle Avenue pedestrian & bicycle rail crossing planning (Ref #7)	Public Works	█	█	█	█	█	█	█	█	█	█	█
8	Short-term rental ordinance (Ref #11)	Community Development	█	█	█	█	█	█	█	█	█	█	█
9	Accessory dwelling unit ordinance update	Community Development											
10	ConnectMenlo community amenities list update	Community Development											
11	ECR/Downtown Specific Plan area housing development incentives	Community Development											
12	Development and environmental review process education series	Community Development											
13	Santa Cruz Ave closure and economic development initiatives	Community Development	█	█	█	█	█	█	█	█	█	█	█
14	Citywide communication program development (Ref #18)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█
15	Climate Action Plan implementation	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█
16	Institutional bias reform	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█

2019-20 work plan complete or suspended (w/ 2019-20 Ref #)	Lead Department	0	10	20	30	40	50	60	70	80	90	100	
Chilco Street improvement project (Ref #2)	Public Works	█	█	█	█	█	█	█	█	█	█	█	
Transportation impact analysis guidelines (Ref #7)	Public works	█	█	█	█	█	█	█	█	█	█	█	
Near-term downtown parking and access strategies (Ref #8)	Public Works	█	█	█	█	█	█	█	█	█	█	█	
Ravenswood Avenue Caltrain grade separation study	Public Works	█	█	█	█	█	█	█	█	█	█	█	
Parks and recreation facilities master plan (Ref #21)	Community Services	█	█	█	█	█	█	█	█	█	█	█	
Market affordable housing preservation (Ref #10)	Community Development	█	█	█	█	█	█	█	█	█	█	█	
Single-Family residential design review (Ref #12)	Community Development	█	█	█	█	█	█	█	█	█	█	█	
Zero waste ordinance implementation (Ref #13)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
Local minimum wage ordinance (Ref #14)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
City Council procedures update (Ref #15)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
Local energy reach code ordinance (Ref #16)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
Public works & community development organizational study (Ref #19)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
Stanford University 2018 general use permit (GUP) review (Ref #20)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
Heritage tree ordinance update (Ref #4)	City Manager's Office	█	█	█	█	█	█	█	█	█	█	█	
		Complete											
		In progress / Implementation phase											
		Suspended											



MEMORANDUM

Date: 8/11/2020

To: Nick Pegueros, Assistant City Manager

From: Adriane Lee Bird, Assistant Community Services Director

Re: Institutional Bias Reform for City Operations

The purpose of this memorandum is to outline a strategy to begin a multi-year effort to transform institutional practices that disadvantage some residents over others. In summary, the initial steps include:

- Establish common language for key institutional bias terms
- Develop a racial equity training curriculum and budget
- Initiate departmental equity reviews

Government has the ability to implement policy change at multiple levels to drive larger systematic transformation. Throughout the country, inequities between various populations are sustained by historical legacies and systems that repeat patterns of exclusion. Exclusion based on an individual's race and ancestral origin, gender and gender identity, religion, language, and education to name a few. Too often, historical exclusions lead to intergenerational impairment of wealth and opportunity to grow wealth. As a consequence, the historical exclusions largely segregate individuals in their access to education, health care, job opportunities, and access to public services.

The City Council has expressed an interest in City staff preparing a plan to identify institutional bias that perpetuates exclusion. Identification of institutional bias is the first step to developing policies and procedures necessary to adjust and remedy for the harm done by institutional bias.

Common language

To begin establishing a framework around institutional bias reform, a shared vocabulary is essential. Definitions are provided in Attachment A for key institutional bias terms.

Training curriculum

As a starting point, the City Council, members of the executive and management team and the City Attorney will partake in an intensive training on equity and addressing implicit bias, similar to the Race Forward or CircleUp Education trainings that a number of staff are familiar with. Staff will refine a customized training plan for the organization with a proposed budget of \$15,000 for phase I. By bringing racial equity awareness explicitly into operations and decision-making, it is more likely that the organization can identify institutional bias.

Prior to engaging in training for the remainder of City staff, the organization will conduct an employee survey to gauge understanding of issues surrounding institutional bias. The information from the survey will measure the knowledge, skills and experience of City employees in relation to race and

equity. By identifying gaps in knowledge, an appropriate citywide training (phase II) can be identified to match the needs of the organization.

Departmental equity evaluations

By retaining a third party consultant to conduct independent departmental equity reviews, the City can learn how longstanding systems, policies and practices, unintentionally or not, have created and continue to maintain inequities throughout the community. Staff recommends that reviews begin with the following departments: Administrative Services, Library and Community Services, Community Development, and Police. The review of Administrative Services will serve to examine processes in hiring and the advancement of employees as well as procurement and contracting processes. The review of Library and Community Services will determine spatial equity, access to services and facilities, as well as an equity audit of the library collection. One example is the ParkServe equity study by The Trust for Public Land which shows the demographic breakdown of populations (age, race and income) within a 10-minute walk to a park as well as the proportion of city land used for parks and recreation. (Attachment B) A review of Community Development can identify institutional bias in zoning ordinances, planning and development, while organizations such as the Center for Policing Equity can measure bias in policing.

Lastly, with a commitment to advance the conversation around equity and address institutional bias within City government, Menlo Park can reduce the disparities experienced by its most marginalized residents. Organizing staff can increase internal capacity to help drive external outcomes. A city equity committee formed by ambassadors at all levels of the organization, spanning all departments will support the implementation of equity initiatives. The equity committee will be tasked with creating a citywide policy on institutional bias reform to advance opportunities for all. The committee will also help plan trainings, facilitate dialogue around institutional bias, and operationalize new behaviors and policies to achieve equity.

Next steps:

- City Council to adopt definitions for key institutional bias terms.
- City Council to provide feedback on independent departmental equity reviews.
- Once training budget is approved, staff will identify and schedule a customized training for the members of the City Council and management staff as well as the City Attorney.
- Staff will create a citywide equity committee tasked with drafting a policy on institutional bias reform.
- Staff will assess the organization's knowledge of equity issues and return to City Council with a proposed training curriculum and budget as part of phase II.

Attachments:

- A. Definitions of key institutional bias terms
- B. ParkServe assessment of Menlo Park by The Trust for Public Land:
<https://www.tpl.org/city/menlo-park-california>.

Attachment A – Definitions for Key Institutional Bias Terms

Bias – Prejudice toward one group and its members relative to another group.¹

Community Indicator – The means by which we can measure socioeconomic conditions in the community. All community indicators should be disaggregated by race, if possible.

Contracting Equity – Investments in contracting, consulting, and procurement should benefit the communities a jurisdiction serves, proportionate to the jurisdictions demographics.

Equality – The state or quality of being equal; correspondence in quantity, degree, value, rank or ability.²

Equity – Justice according to natural law or right, specifically: freedom from bias or favoritism.³

Equity Result – The condition we aim to achieve in the community.

Explicit Bias – Biases that people are aware of and that operate consciously. They are expressed directly.

Implicit Bias – Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Individual Racism – Pre-judgment, bias, or discrimination based on race by an individual.

Institutional Racism – Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

Performance Measure – Performance measures are at the county, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels: 1) Quantity—how much did we do?; 2) Quality—how well did we do it?; and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

Racial Equity – Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

¹ All definitions unless otherwise noted are from the Glossary of Frequently Used Terms from the Government Alliance on Race and Equity

² Dictionary.com <https://www.dictionary.com/browse/equality?s=t>

³ Merriam-Webster <https://www.merriam-webster.com/dictionary/equity>

Racial Inequity – Race can be used to predict life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism – A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Workforce Equity – The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.⁴

⁴ All definitions unless otherwise noted are from the Glossary of Frequently Used Terms from the Government Alliance on Race and Equity



Everyone deserves a park within a 10-minute walk of home.

Is Menlo Park meeting that goal?

93% of residents live within a 10 minute walk of a park.

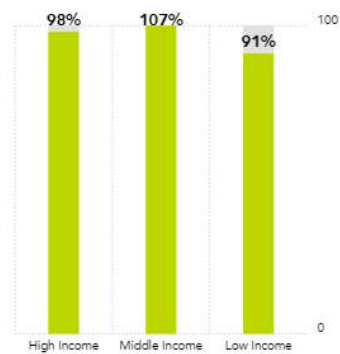


National average 55%

PERCENT OF RESIDENTS WITHIN A 10-MINUTE WALK OF A PARK BY AGE



PERCENT OF RESIDENTS WITHIN A 10-MINUTE WALK OF A PARK BY INCOME



PERCENT OF RESIDENTS WITHIN A 10-MINUTE WALK OF A PARK BY RACE/ETHNICITY



32% of Menlo Park's city land is used for parks and recreation.



National median 15%

Where in Menlo Park are parks needed most?

Menlo Park has 16 parks

We've mapped park access in 14,000 cities and towns across the country. Our free mapping platform helps you pinpoint where to focus park investments in your city.

[EXPLORE THE MAP](#)



Search another city

[ParkServe methodology](#)

COUNCIL PRIORITIES - 8.11.2020

Mayor Cecilia Taylor & Councilmember Betsy Nash

Based on Black Lives Matter Resolution #6563

All actions should have aggressive, achievable, measurable goals.

Support construction of new Belle Haven Community Center and Library project.**Reform policing in Menlo Park so everyone can live their lives without fear.**

- Discuss partnering with NOBLE for holistic approach to conducting police reform
- Develop new public safety policies and practices based on an open dialogue about public safety in our town, with
 - input from the community,
 - data and other input from our police department and police union, Menlo Park Fire District, and
 - learning from reforms elsewhere.
- Restructure city budget to implement new public safety policy goals.

Reform our land use policies to reflect one united city.

- Develop and implement an equitable community amenities list for projects in the Bayside area.
- Revise how land use is counted.
 - Eliminate development 'double-dipping.' Commercial land that is redeveloped for residential use should not be added back as available square footage under the development cap for future commercial use.
 - Count residential by square footage as well as units.
 - Count hotel square footage as well as units. Count hotel common space and parking garage.
 - Count square footage used for parking garages.
- Develop and implement single citywide General Use Plan.
 - Land use, including density and heights, should have citywide standards
 - Specific plans for downtown and Bayside areas
 - Apply environmental justice policies (SB1000 and AB617).
- Develop and implement citywide standards for locating essential services near residential areas.
- Plan RHNA numbers using citywide equity lens.

COUNCIL PRIORITIES - 8.11.2020

Mayor Cecilia Taylor & Councilmember Betsy Nash

Based on Black Lives Matter Resolution #6563

All actions should have aggressive, achievable, measurable goals.

Prioritize climate action and empower the City's environmental leadership, recognizing that our most vulnerable residents are the most affected by this global issue.

- Develop and implement citywide Climate Action Plan.
 - Priorities:
 - Explore policy/program options to convert 95% of existing buildings to all-electric by 2030
 - Expand access to EV charging for multifamily and commercial properties
 - Eliminate the use of fossil fuels from municipal operations
 - Address:
 - Setting regional goals for increasing EVs and decreasing gasoline sales
 - Reduce vehicle miles traveled (VMT) by 25% or other amount recommended by Complete Streets Commission
 - Develop a climate adaptation plan to protect the community from sea level rise and flooding

Ensure that City services support all our residents, and everyone feels welcome.

- Review and document all city services, including contracted services, to ensure they are equitable citywide.
- Develop and implement resident communication strategy
- Address community needs exacerbated by COVID-19 pandemic
 - Food insecurity
 - Housing instability
 - Internet and technology insufficiencies

Revise City policies and practices to promote inclusion and equity.

- Implement hiring practice of interviewing a diverse slate of candidates (no hires approved without diverse interviews).
- Review all levels of city staffing to establish baseline data from which to measure diversity at all levels.
- Identify a vendor for equity training (GARE?) and prioritize training for City staff, starting with executive management and working through all managers/staff.
- Develop and implement standards of equity training for all contractors and consultants.

Ref #	Name	Project status	Tags	Project Source	Approval Required	How to finance	Primary challenge	Secondary challenge
1	Belle Haven neighborhood traffic management plan	Underway	Transit&Transportation, Qualityoflife	Community/MPT	City Council	CIP budget	Resident impact	Prioritization
2	Willow Road signal and signage modifications	Pending another agency's action	Transit&Transportation, Qualityoflife	Community/MPT	State of California	CIP budget	Interagency	Prioritization
3	New branch library	Underway	Infrastructure, Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Funding	Prioritization
4	New Belle Haven neighborhood pool	Parks & Recreation Facilities Master Plan	Infrastructure, Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Funding	Prioritization
5	Willow Road crosswalk timing modifications	Pending another agency's action	Transit&Transportation, Qualityoflife	Community/MPT	State of California	Operating budget	Interagency	Prioritization
6	New senior center	Parks & Recreation Facilities Master Plan	Infrastructure, Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Funding	Prioritization
7	New Onetta Harris community center	Parks & Recreation Facilities Master Plan	Infrastructure, Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Funding	Prioritization
8	Removal of sidewalk obstacles	Requires Council prioritization and funding	Infrastructure, Qualityoflife	Community/MPT	City Manager	CIP budget	City-wide need	Prioritization
9	New Belle Haven youth center	Parks & Recreation Facilities Master Plan	Infrastructure, Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Funding	Prioritization
10	Underground utilities in Belle Haven neighborhood	Requires Council prioritization and funding	Infrastructure, Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Funding	Interagency
11	Improved street surface, striping, and crosswalks	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	Community/MPT	City Manager	CIP budget	City-wide need	Funding
12	Improved emergency vehicle access	Requires Council prioritization and funding	Infrastructure, Qualityoflife	Community/MPT	City Council	CIP budget	City-wide need	Funding
13	Comprehensive, city-wide, shuttle system	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	Community/MPT	City Council	Operating budget	Funding	Interagency
14	Cooling centers for extreme heat days	Staff preparing recommendation	Qualityoflife	Community/MPT	City Manager	Operating budget	Prioritization	Funding
15	Activate the neighborhood services center	Staff preparing recommendation	Qualityoflife	Community/MPT	City Manager	Operating budget	Funding	Prioritization
16	Reactivate the Belle Haven neighborhood newsletter print edition	Staff preparing recommendation	Qualityoflife	Community/MPT	City Manager	Operating budget	Prioritization	
17	Increase OHCC hours to include mornings and weekends	Requires Council prioritization and funding	Qualityoflife	Community/MPT	City Council	Operating budget	Prioritization	Funding
18	Improve programming at the Belle Haven pool	Requires Council prioritization and funding	Qualityoflife	Community/MPT	City Council	Operating budget	Prioritization	Funding
19	Develop evacuation plan for District 1	Requires Council prioritization and funding	Qualityoflife	Community/MPT	City Manager	Operating budget	Prioritization	Funding
20	Improvements to private residences - solar panels, facade, landscaping, etc.	Requires Council prioritization and funding	Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
21	Regulate private business employee shuttles	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	Community/MPT	City Council	Operating budget	Prioritization	Funding
22	Senior housing	Requires Council prioritization and funding	Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
23	Improvements to education quality	Requires Council prioritization and funding	Qualityoflife	Community/MPT	City Council	GO bond / ConnectMenlo/DA	Interagency	Funding
24	Air quality monitoring	Staff preparing recommendation	Qualityoflife	Subcommittee	City Council	Operating budget	Interagency	Funding
25	Mitigate air quality	Requires Council prioritization and funding	Qualityoflife	Subcommittee	City Council	CIP budget	Prioritization	Funding

Full list

Ref #	Name	Project status	Tags	Project Source	Approval Required	How to finance	Primary challenge	Secondary challenge
26	Enhance landscaping and lighting and fill gaps in sidewalk to improve overall walk-ability (\$100/sqft)	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	ConnectMenlo	City Council	CIP budget	City-wide need	Funding
27	Address cut-through traffic with design features (\$100,000 per intersection)	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	ConnectMenlo	City Council	CIP budget	Resident impact	Prioritization
28	Install new bike lanes and pedestrian paths and connect them to existing facilities and Bay Trail (\$100.000/mile)	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	ConnectMenlo	City Council	CIP budget	City-wide need	Funding
29	Dumbarton rail: Utilize the right-of-way for new transit line between Redwood City and Menlo Park in the near term with stations and a new bike/pedestrian path (\$175 million)	Requires Council prioritization and funding	Transit&Transportation, Infrastructure	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Interagency	Funding
30	Invest in new technology like pod cars and transit that uses separate tracks (\$TBD)	Requires Council prioritization and funding	Transit&Transportation, Infrastructure	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Interagency	Funding
31	Increase the number of bus stops, bus frequency and shuttles, and bus shelter (\$5,000 per rider seat)	Requires Council prioritization and funding	Transit&Transportation, Qualityoflife	ConnectMenlo	City Council	Operating budget	Interagency	Funding
32	Local employers have a hiring preference for qualified residents	Requires Council prioritization and funding	Jobs&Training	ConnectMenlo	City Council	Operating budget	Prioritization	Non-city function
33	Provide programs that target students and young adults to be competitive in the job market, including existing tech jobs (\$10,000 per participant)	Requires Council prioritization and funding	Jobs&Training	ConnectMenlo	City Council	Operating budget	Interagency	Funding
34	Provide residents with job training programs that prepare them with job skills (\$10,000 per participant)	Requires Council prioritization and funding	Jobs&Training	ConnectMenlo	City Council	Operating budget	Interagency	Funding
35	Provide internships at local companies and scholarships to local youth to become trained for tech jobs (\$10,000 per participant)	Requires Council prioritization and funding	Jobs&Training	ConnectMenlo	City Council	Operating budget	Non-city function	Funding
36	Remove overhead power lines and install them underground along certain roads (\$200/ ft)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Funding	Interagency
37	Private home energy upgrades: Offer financial assistance or other incentives to help area residents pay for energy-efficient and water conserving home improvements (\$15.000/home)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Funding	Non-city function
38	Improve the area's access to wifi, broadband, and other new technologies (\$250/ft)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Funding	Interagency
39	Construct soundwalls between Highway 101 and Kelly Park to reduce sound(\$600/ft.)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	CIP budget	Interagency	Funding
40	Improvements to the quality of student education and experience in Belle Haven (\$10,000/student)	Requires Council prioritization and funding	Jobs&Training, Qualityoflife	ConnectMenlo	City Council	Operating budget	Interagency	Funding
41	Medical center providing health care services and out-patient care (\$300/sqft)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
42	Expand library programs and activities, especially for children (\$300,000)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	Operating budget	Prioritization	Funding
43	Integrate quality affordable housing units into new development (\$440,000/unit)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Funding	Interagency
44	Increase the senior services at the Senior Center to include more aides and programs (\$100,000 per year)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	Operating budget	Prioritization	Funding
45	Additional restroom at the community center (\$100,000)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	CIP budget	Prioritization	Funding
46	Remodel pool for year-round use with new heating and changing areas (\$300,000)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	CIP budget	Prioritization	Funding

Full list

Ref #	Name	Project status	Tags	Project Source	Approval Required	How to finance	Primary challenge	Secondary challenge
47	Plant trees along streets and parks to increase tree canopy (\$10,000/acre)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	CIP budget	Prioritization	Funding
48	Improve access to the park and trails within Bedwell Bayfront Park (\$300,000)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	CIP budget	Prioritization	Funding
49	Expand space for community to plant their own produce and lower gardens	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	Operating budget	Prioritization	Funding
50	Provide a dedicated enclosed place where dogs can run (\$200,000 + land cost)	Requires Council prioritization and funding	Infrastructure, Qualityoflife	ConnectMenlo	City Council	CIP budget	Funding	Prioritization
51	A bank or credit union branch with an ATM (\$1.88 million)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
52	A full-service pharmacy that fills prescriptions and offers convenience goods (\$3.75 million)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
53	A range of dining options, from cafes to sit-down restaurants, serving residents and local employees (\$1.5 million)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
54	A full-service grocery store providing a range of good, including fresh fruits, vegetables and meat and dairy products (\$15 million construction; \$1.85 mil/year subsidy)	Requires Council prioritization and funding	Qualityoflife	ConnectMenlo	City Council	GO bond / ConnectMenlo/DA	Non-city function	Funding
55	District 1 webpage/portal	Staff preparing recommendation	Qualityoflife	Community/MPT	City Manager	Operating budget	Prioritization	



STAFF REPORT

City Council

Meeting Date: 8/11/2020
Staff Report Number: 20-165-CC

Informational Item: City Council agenda topics: August 2020 to October 2020

Recommendation

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

Policy Issues

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

Analysis

In an effort to provide greater access to the City Council's future agenda items, staff has compiled a listing of anticipated agenda items, Attachment A, through October 13. The topics are arranged by department to help identify the work group most impacted by the agenda item.

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

Public Notice

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

Attachments

A. City Council agenda topics: August 2020 to October 2020

Report prepared by:
Judi A. Herren, City Clerk

Tentative City Council Agenda

#	Title	Department	Item type
1	Confirm voting delegate for the League of California Cities annual conference		City Councilmember Report
2	City Council Policy #CC-01-1996 as recommended by the City Council Community Funding sub-committee, approve revisions	ASD	Consent
3	Update on other post-employment benefits (OPEB) trust	ASD	Informational
4	Approval of amended Gatehouse lease with Junior League and Chamber of Commerce	CA	Regular
5	City attorney recruitment	CA	Closed Session
6	Local Emergency Declaration Renewal (COVID-19)	CA	Consent
7	BAE inclusionary study	CDD	Regular
8	Adoption of a resolution to make changes to the Community Zero Waste Plan strategies and implementation timelines	CMO	Regular
9	Annual records destruction, resolution adoption	CMO	Consent
10	Approve public engagement plan for 2030 climate actions No. 1 (building electrification) and No.2 (EV infrastructure)	CMO	Regular
11	Conflict of interest code update, resolution adoption	CMO	Consent
12	EQC work plan report, approval	CMO	Consent
13	Issue Prop 218 Notice for Solid Waste Rates	CMO	Regular
14	Minutes	CMO	Consent
15	Review and adopt City Council Procedure #CC-20-013 –"City Councilmember requests"	CMO	Regular
16	Solid waste rates	CMO	Study Session
17	Community electronic vehicle infrastructure policy and program analysis	CMO	Study Session
18	Formation of independent or advisory redistricting commission for local elections	CMO, CA	Regular
19	Adopt resolution designating the public works director as the City's agent for the Chrysler stormwater pump Station grant funding	PW	Consent
20	Authorize the Mayor to sign a comment letter on the California High Speed Rail Authority DEIR for the San Jose-San Francisco project section	PW	Consent
21	Approval of Bayfront canal drainage easement	PW, CA	Regular
22	Approval of MOU with FSLR re flood control project	PW, CA	Regular



STAFF REPORT

City Council Meeting Date: 8/11/2020
Staff Report Number: 20-170-CC

Informational Item: Update on the Downtown street closure and temporary outdoor use permit pilot program

Recommendation

The purpose of this informational item is to provide the City Council and members of the public a brief update on the Downtown street closure and temporary outdoor use permit pilot program.

Policy Issues

As an informational item, there are no policy issues for consideration and no action will be taken. Staff will identify any applicable policy issues as part of any future action items related to the pilot program.

Background

The COVID-19 pandemic has forced many local businesses to modify their businesses to accommodate County and local health orders, which limits their operations and financial viability. In response, the City Council took steps to help mitigate the economic impacts of COVID-19 by ensuring that local businesses remain viable while operating in a safe manner. On June 19, the City Council adopted an urgency ordinance that allowed the partial closure of Santa Cruz Avenue and for staff to implement a temporary outdoor use program. The urgency ordinance suspended certain zoning requirements to allow retail and restaurants to expand business operations into the public right-of-way, City parking plazas, and/or in private parking lots. In addition, the City Council supported a streamlined permit process, waived all fees associated with those permits, and allocated up to \$300,000 in funds available to support the program. The pilot program was approved for 90 days, expiring September 17, with an evaluation after 45 days for its performance in areas such as usage, aesthetics and safety.

On July 16, the City Council adopted additional changes (Ordinance No. 1071, Attachment A) to the program based upon initial feedback from the business community, residents and the Chamber of Commerce. The Chamber of Commerce has been a proponent of the program, an advocate for businesses, and has been trying to find a plan that balances a variety of interests. In response to feedback received to date, the City Council adopted the proposed changes as recommended by the Chamber of Commerce to the street closure plan and expanded the eligibility for a temporary outdoor use permit to personal services and fitness studios. The changes were suggested to replenish some on-street parking for retail and services, aid retail walk-in trade, and allow additional Downtown merchants to take advantage of outdoor operations as the uncertainty of the pandemic continues and the regulations begin to tighten. The proposed changes have been implemented by staff.

Effective August 2, many San Mateo County businesses were ordered to close their indoor operations. The affected industries included gyms and fitness centers, personal care services such as nail and hair salons, and offices for non-critical infrastructure sectors. These businesses, however, could remain open if they offer outdoor operations. Indoor dining operations were previously suspended by the State.

Analysis

The Downtown street closure and temporary outdoor use permit pilot program was adopted with the understanding that it was both temporary and would need to be assessed and possibly adjusted during the term in order to be successful. The City Council built in a 45-day check-in to review the program and make adjustments as needed. Given the recent program modifications adopted by the City Council, the feedback staff has received since then, and the desire to balance interests and workloads, staff is not proposing any revisions to the program at this time. This information item is intended to provide the City Council with an update on the permit, aesthetics and safety of the program, per the City Council’s request.

Temporary outdoor use permit

Staff has seen continued interest in the temporary outdoor use permit program. Staff is also seeing a shift in inquiries and permit applications from retail and restaurant uses to personal services and fitness studios, which may be influenced by the recent changes in the County. The majority of permit applications are from businesses located within the Downtown core and interest remains relatively low from businesses in other areas of the City. Most businesses in the Downtown have opted to use on-street parking spaces in front of and adjacent to their storefronts. One business thus far has been approved for use of the sidewalk area and two applications for use of the City’s parking plaza are pending. A number of businesses have begun outdoor operations while their permit is being reviewed. So long as progress is being made on the application and the improvements could be approved, staff has allowed the outdoor operations to remain open. Table 1 summarizes applications received by location and use.

Staff from Economic Development, Planning and the Engineering have worked diligently to prioritize and expedite the application review process and assist merchants with navigating the permitting process. However, with the recent loss of Economic Development staff, the ability to liaise closely with businesses has been impacted. In response, staff is working toward enhancing the temporary outdoor use permit website (Attachment B) so prospective applicants have a clearer understanding of the permit requirements and the parameters to operate.

Table 1: Temporary outdoor use permit applications			
Use	Downtown core	Outside downtown core	Approved
Dining	8	1	3
Retail	3	0	1
Personal service	1	1	0
Fitness studio	0	0	0
Total	12	2	4

Aesthetics

The program provides local merchants with the flexibility and creativity to design their outdoor space as they see appropriate. Certain criteria, such as the outdoor use, the location and safety standards, must be met, but merchants could select the décor, furnishings, platform style, etc. Businesses have created their outdoor spaces in a variety of ways. Some of the considerations are cost, aesthetic preference, available space, existing conditions and expediency. To help provide some ambience and screening to the Downtown area, the City Council asked staff to enhance to street closure with trees. The City purchased large cedar trees, which are located near the barricades closing Santa Cruz Avenue. These trees will be repurposed and planted in City parks once the pilot program is complete. In addition, the City was able to utilize existing and borrowed concrete planters as barricades in certain locations. Public works staff planted them with greenery to further enhance the appearance of the area.

Safety

Safety has been a key consideration in establishing this program. Because businesses are allowed to operate in areas that would typically be used by pedestrians and/or vehicles, the temporary outdoor use permit establishes criteria to keep pedestrian areas accessible and to keep vehicular traffic and circulation well defined and separate from outdoor business operations. Crash-rated barricades (k-rail) have been primarily placed in locations to close off the street and in locations to separate business operations from active roadways on the side streets. Concrete planters have been placed primarily along Santa Cruz Avenue. Water-filled plastic barriers are permitted within private parking lots and in the City's parking plazas in lieu of the concrete barricades given the slower traffic speed and volumes in these areas. The plastic barricades tend to be more economical, but less sturdy and by some, less aesthetically-pleasing than concrete planters.

The City utilized concrete k-rail on loan from the Menlo Park Fire Protection District (MPFPD) to close off the traffic lanes. The City has also provided barricades using a combination of rented concrete k-rail and City-owned and borrowed (from Facebook) concrete planters. Five water-filled barricades were also deployed at various locations and staff anticipates that a limited amount of additional barricades available to the City will be utilized to assist businesses with their outdoor operations.

While the planters were either on hand or procured at no cost, the concrete k-rail and water-filled barricades are being rented. The City Council authorized staff the ability use funding from the Downtown streetscape capital improvement program to help fund the cost of the pilot program.

During the July 16 meeting, the City Council noted that additional changes may be required in the future. At this time, staff does not recommend any changes. One aspect of safety is familiarity. A change of plans so close to the last modification could unintentionally confuse drivers and patrons. If the City Council wishes to make changes, these can be considered more broadly in the context of whether to extend the program beyond the expiration September 17.

In addition, businesses are required to comply with the various State and County measures and protocols, as well as any specific industry standards that provide additional guidance and practices to enhance safeguards for employees and patrons.

Next steps

The urgency ordinance established a 90-day expiration, ending September 17, for the street closure and pilot program. With COVID-19 cases rising and regulations tightening, businesses continue to struggle in this pandemic economy. Like Menlo Park, many cities are trying to reimagine how spaces could be used and how to support our local businesses. If the City Council wishes to extend the pilot program, the program could be extended under the emergency authority and staff could bring back the item to City Council for consideration in early September. The City Council may also wish to consider any additional modifications while staff will continue to monitor feedback and evaluate potential ideas. The City has already received one comment letter seeking a permit extension, citing the extra space as a critical need for the business. Staff also knows that merchants have invested time and money to creating these spaces during a time of already limited resources.

Impact on City Resources

The City Council made \$300,000 in the downtown streetscape capital improvement fund available for any unexpected expenses related to the closure of Santa Cruz and implementation of the temporary outdoor use permit process. Those funds have been used in the procurement of trees, water-filled barricades and concrete k-rail additional to that which was provided by MPFPD. Staff will continue to utilize those funds on unexpected expenses related to the program.

Environmental Review

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

Public Notice

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

Attachments

- A. Urgency Ordinance No.1071
- B. Hyperlink – temporary outdoor use permit website: menlopark.org/1699/Temporary-outdoor-use-permits

Report prepared by:
Deanna Chow, Assistant Community Development Director

Report reviewed by:
Justin Murphy, Deputy City Manager

ORDINANCE NO. 1071**AN URGENCY ORDINANCE OF THE CITY COUNCIL OF
THE CITY OF MENLO PARK AMENDING ORDINANCE 1070
CREATING A TEMPORARY OUTDOOR USE PERMIT FOR
RESTAURANTS AND OTHER BUSINESSES AND
TEMPORARILY CLOSING SANTA CRUZ AVENUE TO
ALLOW FOR SUCH USE**

The City Council of the City Menlo Park does hereby ordain as follows:

SECTION 1. FINDINGS AND DETERMINATIONS. The City Council of the City of Menlo Park hereby finds:

- A. The Centers for Disease Control and Prevention has stated that based on current information a novel coronavirus named "COVID-19" is a serious public health threat;
- B. A complete clinical picture of this respiratory disease is not yet fully understood;
- C. On March 3, 2020, and pursuant to Section 101080 of the California Health and Safety Code, the San Mateo County Health Officer (the "Health Officer") declared a local health emergency throughout San Mateo County related to the novel coronavirus ("COVID-19");
- D. On March 4, 2020, the Governor of the State of California declared a state of emergency to help the state prepare for the spread of COVID-19;
- E. On March 11, 2020, the World Health Organization declared COVID-19 constituted a world pandemic;
- F. On March 11, 2020, the City Council of the City of Menlo Park declared a local emergency based on the current COVID-19 world pandemic;
- G. On March 14, 2020, the Health Officer prohibited all public or private gatherings of 50 or more people and urged the cancelation of all gatherings of 10 or more people in a single confined space;
- H. On March 16, 2020, the Health Officer issued an order that, among other things, directed all individuals currently living within San Mateo County to shelter in their place of residence ("Shelter-in-Place Order"), and authorized individuals to leave their residences only for certain "Essential Activities," Essential Governmental Functions," or to operate "Essential Businesses," all as defined in the Shelter-in Place;
- I. On March 19, 2020, Governor Newsom issued Executive Order No. N-33-20 ordering all individuals in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors;
- J. The Health Officer issued subsequent orders restricting residents' ability to operate businesses and restricting movement and commerce;

K. The existence of State and County stay at home orders have drastically impacted local businesses which have been unable to operate, absent designation as an essential business. Restaurants and other facilities that prepare and serve food, have only been able to operate for delivery or carry out, and retail businesses have had to close to in-person sales.

L. On April 28, 2020, the Governor announced a four-phase roadmap for relaxing the current stay at home order requirements. On May 12, 2020, the Governor issued guidance for the eventual reopening of restaurants in counties certified as meeting state benchmarks for addressing the COVID-19 pandemic. On May 8, 2020, the Governor announced a loosening of rules linking coronavirus infection rates to allowed activities, giving counties more flexibility in making determinations of how to move through Phase 2 of the planned reopening, and indicated that Phase 3 could begin as soon as June 2020.

M. On June 17, 2020, the County Health Officer rescinded the local shelter-in-place order and issued a new order that aligns the county with the state's schedule for reopening.

N. Despite the ability of business to gradually re-open in accordance with State and local health requirements, businesses are limited in their capacity to provide services in their existing facilities due to existing and anticipated social distancing requirements.

O. The City Council intends to provide assistance to local businesses during this time of public health and economic hardships, by encouraging the patronization of local restaurants and other business in a safe manner and therefore desires to establish standards that allow restaurants and other businesses to temporarily operate in an expanded outdoor capacity in the public right-of-way, public parking plazas and private property throughout the Downtown and to give the City Manager more flexibility to close streets to allow for social distancing while providing greater pedestrian access and opportunities for outdoor dining and the sale of goods.

P. As a pilot program, the Chamber of Commerce recommended the closure of portions of Santa Cruz Avenue between Doyle Street to Evelyn Street. The closure plan and associated barricades were reviewed by the Director of Public Works and the Menlo Park Fire Protection District. On June 19, the City Council adopted urgency ordinance 1070 that allowed staff to close the street and implement the temporary outdoor permit program.

Q. Following implementation of the closure plan, many retailers voiced concerns about the lack of traffic flow on Santa Cruz. To address these concerns, on July 7, the Chamber of Commerce recommended an updated closure plan that would allow some of the blocked portions of Santa Cruz Avenue to reopen with one-way traffic. The City Council desires to implement that plan in order to address merchants' concerns.

R. The City Council also desires to continue to suspend Menlo Park Municipal Code requirements to allow businesses throughout the City to use certain public and private spaces for expanded operations while necessary to comply with social distancing requirements.

S. Based upon the findings above, the City Council finds that there is a current and immediate need to allow businesses to use certain outdoor spaces in order to prevent additional harm to small businesses in the City and to allow the public to patronize Menlo Park businesses while complying with social distance requirements, in order to mitigate the threat to the public health, safety and welfare presented by COVID-19.

T. Based upon the findings above, the City Council finds that this urgency ordinance is necessary for the immediate preservation of the public health, safety, and welfare. The City Council finds and determines that the immediate preservation of the public health, safety and welfare requires that this Ordinance be enacted as an urgency ordinance pursuant to Government Code Section 36937(b) and take effect immediately upon adoption. As described above, businesses in Menlo Park are facing unprecedented hardships related to COVID-19 and the shelter-in-place orders. It is anticipated that restaurants will begin to reopen for in-person dining within the next few days, and this Ordinance needs to become effective immediately in order to allow the City to permit businesses to expand into adjacent open public spaces. Therefore, this Ordinance is necessary for the immediate preservation of the public peace, health, safety and welfare and its urgency is hereby declared.

SECTION 2. TEMPORARY OUTDOOR USE PERMIT.

A. Downtown Businesses. Restaurants and other retail businesses and personal services and fitness studios located in Downtown may temporarily use private property or City public right of way or public parking plazas to provide or expand outdoor dining seating, conduct fitness classes or similar services or display their wares, subject to the terms and conditions of a Temporary Outdoor Use Permit. Downtown is defined as the area bounded by the El Camino Real, Menlo Avenue, University Drive and Oak Grove Avenue. Permits for use of public parking plazas shall be revocable upon 72-hour notice if the City determines the utilized parking spaces are needed for parking.

B. Outside Downtown Businesses. Restaurants and other retail businesses located outside of Downtown may temporarily use private property or public sidewalk to provide or expand outdoor dining seating, conduct fitness or similar services, or display their wares, subject to the terms and conditions of a Temporary Outdoor Use Permit.

C. Creation of Permit. The City Council authorizes the City Manager or their designee to create a Temporary Outdoor Use Permit application, to review applications for such a permit, and to issue such revocable and limited use permits with any necessary conditions of approval. Eligible business owners or their representative may apply to the City for a revocable Temporary Outdoor Use Permit. Before issuing the Temporary Outdoor Use Permit, the applicant's design and layout plans shall be approved by the Public Works Director or designee.

Such permits shall be subject to compliance with operational and safety provisions provided by the City Manager or their designee, applicable State and County of San Mateo health orders, applicable provisions in Menlo Park Municipal Code Sections 13.18.080-13.18.160, applicable regulations of the Department of Alcohol and Beverage Control, and in compliance with the Americans Disability Act. Provided these conditions are met, the applicant shall not be subject to minimum parking requirements specified in the Menlo Park Municipal Code or in a previously granted entitlement, for the duration of the term of the Permit, which shall be reasonably related to the requirements of State, County, or local social distancing requirements and the economic impacts of COVID-19. If the applicant intends to use a shared private parking lot for expanded outdoor dining seating, then the applicant must obtain written consent from other parties with whom the parking lot is shared, and such consent shall be provided upon submission of the permit application.

SECTION 3. CLOSURE OF STREETS FOR OUTDOOR EVENTS. Pursuant to Section 21101(e) of the California Vehicle Code, the City may adopt rules and regulations for highways under its jurisdiction by resolution regarding the temporary closure of a portion of any street for local special events, and other purposes when, in the opinion of City, or a public officer or employee that the City designates by resolution, the closing is necessary for the safety and protection of persons who are to use that portion of the street during the temporary closing. The City Council desires that portions of Santa Cruz Avenue from Doyle Street to Evelyn Street, shall be temporarily closed and/or limited to one-way vehicular traffic as shown and depicted on Exhibit A incorporated herein to temporarily allow for open air dining and other business purposes intended to allow the public to patronize local businesses, obtain services and dine outdoors. The Public Works Director or designee shall have the authority to approve the final street closure plan and barrier placement to implement this ordinance.

The City finds and resolves that the closure of such streets is necessary for the protection of persons using such streets for such purposes during designated events. The City Council authorizes the City Manager to establish a schedule for outdoor dining/business events, and to order the closure of streets or portions of streets as necessary to allow for such events.

SECTION 4. Temporary Suspension of Certain Fees and Zoning Requirements. The City Council hereby temporarily suspends for the effective period of this Ordinance the payment of any fees associated with the uses described in Paragraph 2. In addition, the City Council temporarily suspends the application of any zoning requirements inconsistent with the uses described in Section 2.

SECTION 5. ENVIRONMENTAL DETERMINATION. In accordance with the California Environmental Quality Act ("CEQA") guidelines section 15061(b)(3), adoption of this ordinance is exempt from the provisions of CEQA, because there is no possibility that the implementation of this ordinance may have a significant effect on the environment.

SECTION 6. SEVERABILITY. In the event any section, clause or provision of this ordinance shall be determined invalid or unconstitutional, such section, clause or provision shall be deemed severable and all other sections or portions hereof shall remain in full force and effect.

SECTION 7. EFFECTIVE DATE AND POSTING. This ordinance shall be effective immediately upon adoption and shall expire on September 17, 2020 unless extended by the City Council.

SECTION 8. AMENDMENT. This ordinance shall amend Ordinance 1070 adopted by the City Council on June 17, 2020. Where this ordinance is inconsistent with Ordinance No. 1070, this ordinance shall prevail.

PASSED AND ADOPTED as an urgency ordinance of the City of Menlo Park at a special meeting of said City Council on the sixteenth day of July, 2020 by the following vote:

AYES: Carlton, Combs, Mueller, Nash, Taylor

NOES: None

ABSENT: None

ABSTAIN: None








APPROVED:

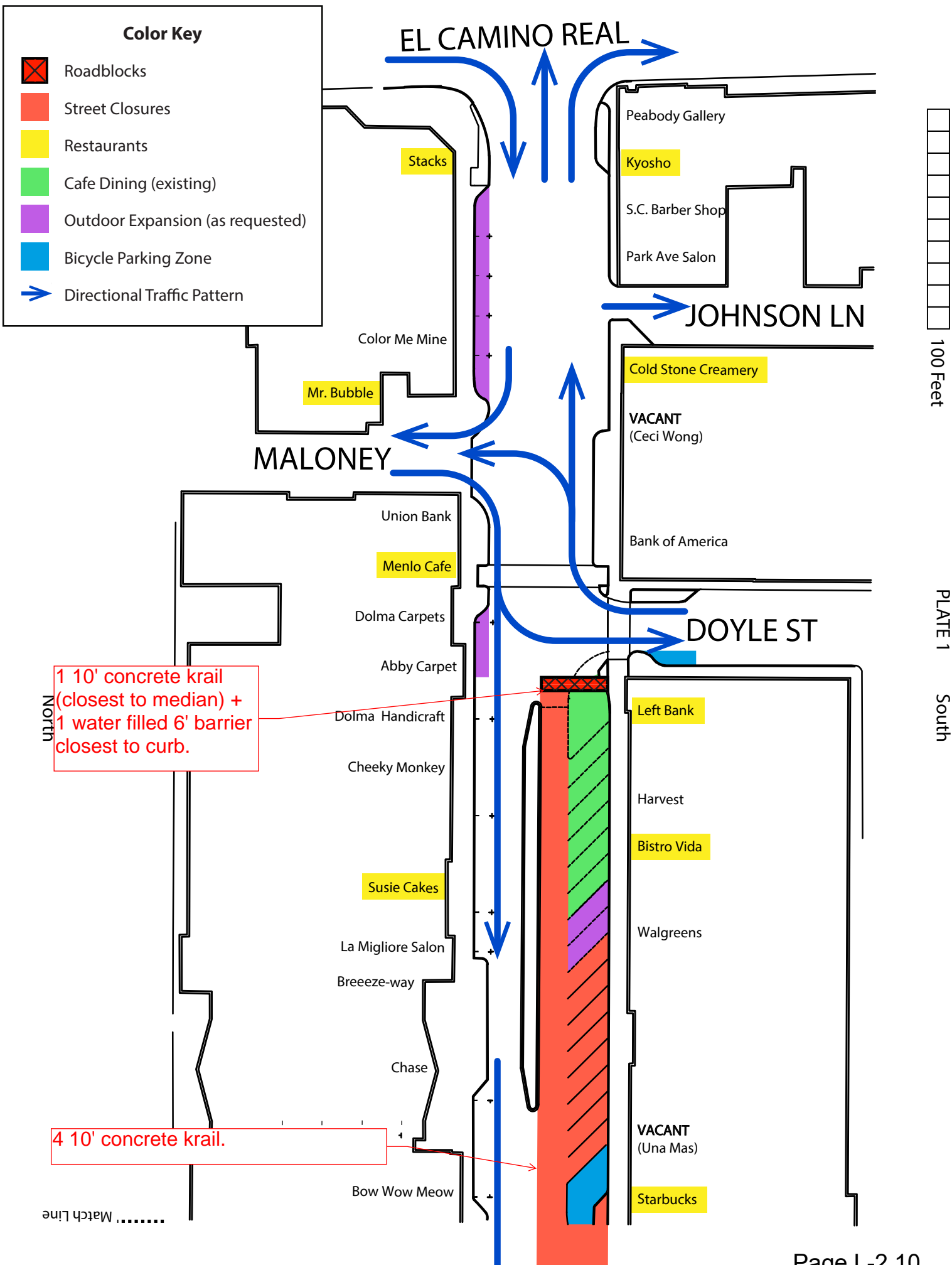
Cecilia Taylor, Mayor

ATTEST:

Judi A. Herren, City Clerk

Color Key

-  Roadblocks
-  Street Closures
-  Restaurants
-  Cafe Dining (existing)
-  Outdoor Expansion (as requested)
-  Bicycle Parking Zone
-  Directional Traffic Pattern



1 10' concrete krail (closest to median) + 1 water filled 6' barrier closest to curb.

4 10' concrete krail.

1 10' concrete krail (closest to median) + 1 water filled 6' barrier closest to curb.

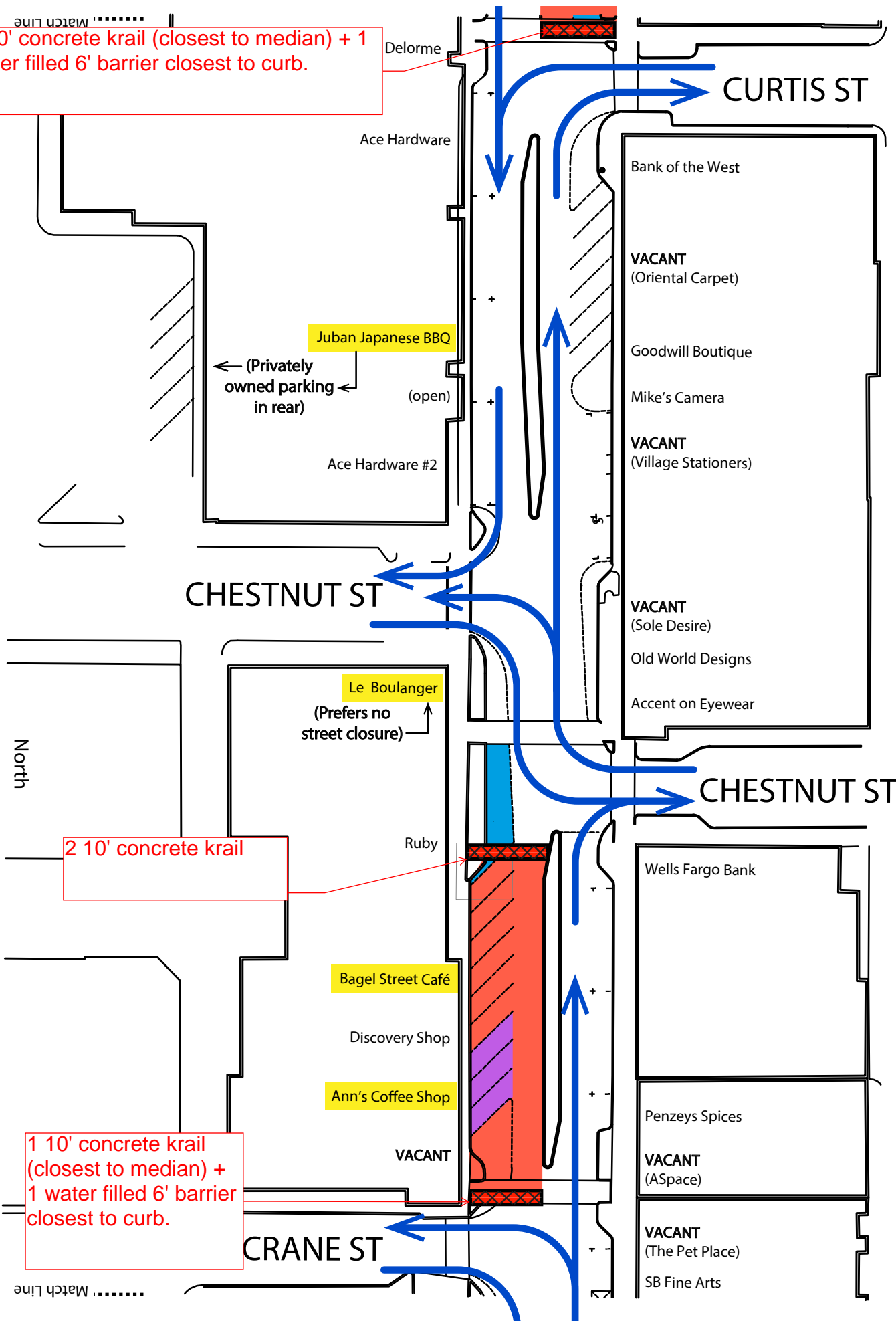
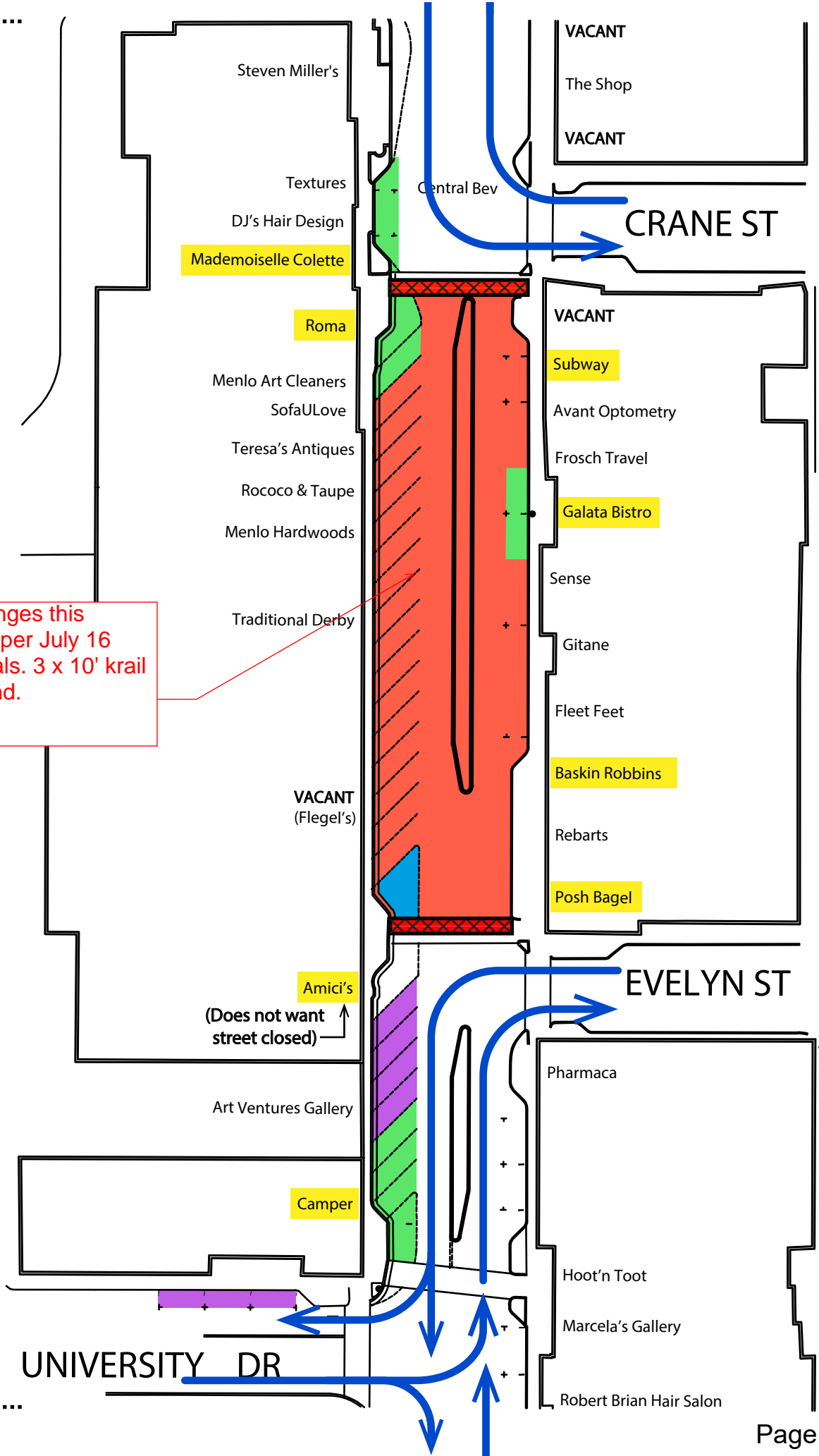


PLATE 2 South

..... Match Line

North

..... Match Line



No changes this section per July 16 approvals. 3 x 10' krail each end.

Mademoiselle Colette

Roma

Menlo Art Cleaners

SofaULove

Teresa's Antiques

Rococo & Taupe

Menlo Hardwoods

Traditional Derby

VACANT (Flegel's)

Amici's

(Does not want street closed)

Art Ventures Gallery

Camper

UNIVERSITY DR

VACANT

The Shop

VACANT

Central Bev

CRANE ST

VACANT

Subway

Avant Optometry

Frosch Travel

Galata Bistro

Sense

Gitane

Fleet Feet

Baskin Robbins

Rebarts

Posh Bagel

EVELYN ST

Pharmaca

Hoot'n Toot

Marcela's Gallery

Robert Brian Hair Salon

12 Restaurants in closed area; 3 not

PLATE 3

South

Agenda item L2

Gretchen Schroeder, resident

To begin I would like to thank you for your time.

My name is Gretchen Schroeder, and my Partner is Henrieta Jasko. We own Jasko Schroeder Salon. We are in trouble as a small business here in Menlo Park. We are a large full service salon. Before the first pandemic shutdown, we had 20 hairdressers renting stations in our salon. We are down to 8 at this point and are at risk of loosing more if we don't get our outdoor space approved immediately. This puts our business in jeopardy. We started the process on August 2nd submitting drawings, proof of insurance, and a clear request for 6 parking spaces directly outside our salon in the large parking lot #8 behind Walgreens.

We have submitted a very simple plan 4 times now with modifications along with a letter from our only close neighbor Fenny's Tailoring approving of our use and need for one of the six spaces in front of her business, as a fellow local business-owner who understands our dire need. We need 6 parking spaces and the barriers needed to protect our stylists. We have everything else ready to go; tent with three open sides, chairs, mirrors, trays, and decorative plants. All we are waiting for is our permit and barriers.

PLEASE HELP US. We understand that the permitting process normally takes longer, however we are in the middle of an unprecedented pandemic situation. We are hoping that this is a time the city can get behind us and make things happen swiftly.

I have lived in Menlo Park for 17 years and have had and my 4 children at Oak Knoll since kindergarten, onto Hillview, and MA. Henrieta and I have been serving the Bay Area as Salon owners for 25 years. Our Menlo Park salon location has served the Bay Area for over 40 years. Please don't let our business die.

We need your help,
Thank you.

Gretchen Schroeder

Agenda item L2
Victor, resident

Hi. Yeah, my name is Victor both here. I live at 1900 Santa Cruz Avenue right across the Holy Cross Cemetery. My concern is that I have seen rats or mice actually coming across from the cemetery towards my house multiple times in the last few weeks early in the morning. I've also noticed them coming across on the side. From the Nineteen Hundred and believes 1910 from their side of the street coming over my pores my home don't know what the city can do about that. But I appreciate maybe if the city can contact Holy Cross and and find out what they can do about the mice coming over to our homes on this set of Santa Cruz. Thank you.



STAFF REPORT

City Council

Meeting Date:

8/11/2020

Staff Report Number:

20-171-CC

Informational Item:

Update on Facebook campus expansion project development agreement requirement to prepare a housing inventory and local supply study

Recommendation

This informational item provides the City Council and members of the public with information and context for the presentation from UC Berkeley and Y-PLAN on the findings in its housing inventory and local supply study titled Investment and Disinvestment as Neighbors (Study,) a required component of the Facebook campus expansion project development agreement (DA.)

Policy Issues

The DA was approved by the City Council as part of the Facebook campus expansion project entitlements. The requirement to provide a housing inventory and local supply study was included in Section 8.1.1 of the DA. The study was intended to provide a framework for future, fact-based actions and policymaking related to long-term solutions in Belle Haven and East Palo Alto. As an informational item, no action is being taken; however, the City Council may wish to agendaize at a future meeting policy issues informed by this Study.

Background

Facebook's campuses were entitled through three successive projects. The City approved the entitlements for the East campus (also referred to as the Classic Campus) in June 2012. The East campus is the former Sun Microsystems/Oracle campus and includes Facebook Buildings 10-19. In April 2013, the City approved the entitlements for the West Campus. In 2016, the City approved the entitlements for the Facebook West campus expansion (Campus Expansion Project.) Together the West campus and Campus Expansion Project comprise a single campus commonly referred to as the West campus. The West campus encompasses Buildings 20, 21, 22 (anticipated to be complete fall 2020,) 23 and the citizenM hotel (anticipated to be complete in late 2021, early 2022). A location map identifying the Facebook campuses discussed in this report is included in Attachment A. For more information, the East Campus and West campus projects, please visit the City-maintained project page using the link in Attachment B.

Each of these three projects is covered by a separate development agreement and associated amendments (in addition to other entitlements such as a conditional development permit and below market rate housing agreement.) A development agreement is a legally binding agreement between the City of Menlo Park and an applicant that provides an applicant vested rights to develop the project in exchange for providing benefits to the City. A development agreement is commonly used for larger-scale land use developments that will be implemented in phases over a period of time and "freezes" development regulations at the time of approval. Development agreements are enabled by California Government Code Sections 65864-

Campus expansion project

The campus expansion project includes two new office buildings (Buildings 21 and 22) and a limited service hotel. It also includes approximately two acres of publicly accessible open space and a bicycle/pedestrian bridge over Bayfront Expressway. The City Council approved the campus expansion project November 1, 2016. Subsequently, Facebook applied for and in November 2017, the City approved amendments to the DA and the conditional development permit (CDP) to accommodate revisions to Building 22. On February 11, the City Council approved a third amended and restated CDP for applicant-initiated revisions to increase the number of previously approved hotel rooms from 200 to 240 and to reduce the number of required parking spaces.

2016 campus expansion development agreement

The DA, which is included as Attachment C, contains six topic areas, which encompass revenue, infrastructure and transportation, housing, community benefits, environmental benefits and other benefits. The focus of this staff report is on the following two specific housing items of that DA:

- Section 8.1.1: Housing Inventory and Local Supply Study
- Section 8.1.2: Housing innovation fund

The Planning Commission reviews Facebook's good faith compliance with the terms of the DA annually. For the 2019 annual review year, the Planning Commission found at its May 4, meeting that Facebook demonstrated good faith compliance with the terms of all three of its development agreements, including the campus expansion project DA. Detailed information on the compliance documentation for each development agreement is available in the May 4, Planning Commission staff report (Attachment D,) including each of the housing specific items in the DA.

The specific term that is the subject of this item is Section 8.1.1, Housing Inventory and Local Supply Study, which states:

“In order to provide a framework for future, fact-based actions and policymaking related to long-term housing solutions in Belle Haven and East Palo Alto, Facebook agrees to collaborate with officials and local stakeholders in the City and East Palo Alto to conduct a Housing Inventory and Local Supply Study to assess the conditions, occupancy, and resident profiles of residents living in the immediate vicinity of the Property (including, but not limited to Belle Haven, Fair Oaks and the City of East Palo Alto). The purpose of this study. Is to establish a baseline understanding of the housing conditions in the area, to facilitate the development of an informed regional housing strategy, and to develop concrete recommendations to help support the preservation of affordable and workforce housing. Facebook agrees to fund up to Three Hundred and Fifty Thousand Dollars (\$350,000) for the study and shall be responsible for selecting a qualified consultant to undertake the study. Facebook shall make diligent good faith efforts to coordinate with the City Manager of the City of Menlo Park or his or her designee, the City of East Palo Alto, local community organizations and other stakeholders, in the development of the study, and to convene an advisory group comprising Facebook representatives, elected officials from the City of Menlo Park and the City of East Palo Alto, and members of local organizations to participate in the process. Facebook shall commence the process of initiating the study within 30 days of the satisfaction of the Conditions Precedent and shall use diligent good faith efforts to complete the study within 18 months from commencement. Within 30 days of completion of the study, Facebook shall provide a copy of the study to the City Manager of the City of Menlo Park and the City Manager of the City of East Palo Alto.”

In addition, the DA language for Section 8.1.2, Housing Innovation Fund, which will be informed by the outcome of the Study from Section 8.1.1 is as follows:

“Prior to completion of the Housing Inventory and Local Supply Study described in 8.1.1 above, Facebook shall establish a Housing Innovation Fund to identify near-term actions that may be taken within the local community (including Belle Haven and East Palo Alto) as a direct outcome of the Housing Inventory and Local Supply Study. Facebook shall commit One Million Five Hundred Thousand Dollars (\$1,500,000.00) to establish the Housing Innovation Fund and provide seed funding for near-term implementation actions. The funding commitment shall be used exclusively for implementation actions and shall not be used for operating expenses associated with administration of the Fund, or expenses associated with formation of the Fund itself (e.g., startup costs). Facebook anticipates that the Housing Innovation Fund would be established as a nonprofit organization that would be initially run by members of the advisory group convened to provide oversight over the Housing Inventory and Local Supply Study, including Facebook representatives, local elected officials and members of local community organizations. The board would initially be comprised of eight (8) members, including at least one member selected by the City Manager of the City of Menlo Park and one member selected by the City Manager of the City of East Palo Alto. The remaining members shall be selected by Facebook in its sole and absolute discretion. Facebook’s obligation to provide additional assistance and support for the Housing Innovation Fund above and beyond the funding contribution identified above will be in Facebook’s sole and absolute discretion.”

As mentioned previously, the focus of this staff report is on the requirement in Section 8.1.1, Housing Inventory and Local Supply Study; however, the housing innovation fund is a key next step in the implementation of the DA.

Analysis

The purpose of this housing inventory and supply study as identified in the DA was to provide a framework for future, fact-based actions and policymaking related to long-term housing solutions in the Belle Haven neighborhood and East Palo Alto. The DA anticipated that the study would assess the conditions, occupancy, and resident profiles of residents living in the immediate vicinity of the project site, including but not limited to the Belle Haven neighborhood, the Fair Oaks neighborhood (located in unincorporated San Mateo County,) and the City of East Palo Alto. The DA required a good faith effort by Facebook to coordinate with the City Managers of Menlo Park and East Palo Alto, local community organizations, and regional stakeholders in development of the Study. The DA also identified that this good faith effort should include the convening of an advisory group comprising Facebook representatives, elected officials from the City of Menlo Park and the City of East Palo Alto, and members of local community organizations to participate in the process.

To comply with the DA requirement in Section 8.1.1, Facebook partnered with the UC Berkeley Center for Innovation, which collaborated with the Y-PLAN initiative of the UC Berkeley Center for Cities + Schools (CC+S). Y-PLAN (Youth – Plan, Learn, Act, Now) is an award-winning educational strategy that empowers young people to tackle real-world problems in their communities through project-based civic learning experiences. University of California City and Regional Planning Professor Karen Chapple was the principal investigator for the Study. Professor Chapple and her team coordinated with community leaders, representatives of local and regional organizations, faith-based institutions, city and county staff, and elected and appointed officials from the Cities of Menlo Park and East Palo Alto, community of North Fair Oaks and the County of San Mateo to develop the study’s parameters and process. This group was invited to remain engaged throughout the process by participating in one-on-one conversations, small group discussions, presentations and events. Y-PLAN acted as the project’s advisory group. A memo further detailing project outreach is included in Attachment F.

Facebook confirmed that it has contributed more than the minimum \$350,000 required for the Study. UC Berkeley and Y-PLAN presented to the City Council of Menlo Park March 26, 2019. They also presented to the City Council of East Palo Alto, as well as to Facebook executives. The Study was also presented at a Y-PLAN symposium and youth housing discussion.

The Study is intended to establish a baseline understanding of the housing conditions, facilitate the development of an informed regional housing strategy, and develop recommendations to support the preservation of affordable and workforce housing. The Study is included in Attachment F. The Study provides community profiles for each of the three communities (Belle Haven, North Fair Oaks and East Palo Alto) and outlines real estate patterns within each community. The Study identified the following conditions within the study area:

- Most of the housing stock is greater than 30 years in age, with limited new construction;
- Recent changes include increased population turnover, declining school age population, and an increase in homelessness;
- High incidence of rent burdened households and overcrowding;
- Disproportionate pressure on local housing market compared to San Mateo County;
- East Palo Alto had the most observable signs of disinvestment of the three communities; and
- Belle Haven had more signs of real estate speculation.

The Study outlines recommended actions for housing unit production and preservation, as well as tenant protections. The Study also identifies the need to monitor conditions over time and for large employers, such as Facebook, to consider how a company's internal policies can affect housing conditions in the vicinity and educate employees. The presentation from UC Berkeley will provide more information on the findings and recommendations of the Study and provide an opportunity for the City Council to ask questions of the research team.

The Study is intended to inform the housing innovation fund (DA Section 8.1.2.) The housing innovation fund would provide the resources to implement near-term actions recommended by the Study and therefore, is intended to be initiated immediately following the completion of the Study. City staff and Facebook have begun discussing the approach to the housing innovation fund; however, at this time the housing innovation fund has not been initiated beyond preliminary discussions with City staff on the framework for the housing innovation fund. It is anticipated that immediately after UC Berkeley's presentation to the City Council regarding the Study, Facebook will formally create the housing innovation fund and begin the process of determining which near term actions to fund.

In the DA, Facebook agreed to commit \$1,500,000 to establish the housing innovation fund and provide funding for near term implementation actions based upon findings from the Study. The DA identifies that the housing innovation fund is anticipated to be set up as a nonprofit organization run by an advisory group convened to provide oversight that would include Facebook representatives, local elected officials and members of local community organizations. The advisory group would be comprised of eight members, including at least one member selected by the city manager of Menlo Park and one member selected by the city manager of East Palo Alto. The remaining six members would be selected by Facebook at its discretion. Facebook is considering creating the advisory group for the housing innovation fund using an existing nonprofit, rather than establishing a new nonprofit to administer the housing innovation fund. To comply with the terms of the DA, the advisory group would still need to include members appointed by the city managers of Menlo Park and East Palo Alto.

Next steps

At its meeting August 11, the City Council will receive this informational item and a presentation on the findings of the Study from UC Berkeley. Following the meeting, staff will continue to work with Facebook to outline the framework for the housing innovation fund and the city manager will appoint a member to the advisory group for the housing innovation fund. As mentioned previously, the housing innovation fund's advisory group would determine how the \$1,500,000 commitment is allocated. The Housing Inventory and Local Supply Study would be used to inform the actions that the Housing Innovation Fund would finance. Staff will report on the housing innovation fund status and compliance as part of the annual review of the DA by the Planning Commission. While the Planning Commission is charged with conducting the annual reviews of the DA, if the City Council is interested in updates on the housing innovation fund, staff can provide an annual update on the status of this DA term.

Impact on City Resources

Facebook is required to pay all costs associated with this review to fully cover the cost of staff time spent on compliance with and implementation of the DA requirements.

Environmental Review

The California Environmental Quality Act (CEQA) requires that activities which meet the definition of a Project be evaluated for their potential impacts on the environment. The information item and presentation have no potential to result in an impact to the environment and does not meet the definition of a Project under CEQA; as a result, no environmental review or determination is needed.

Public Notice

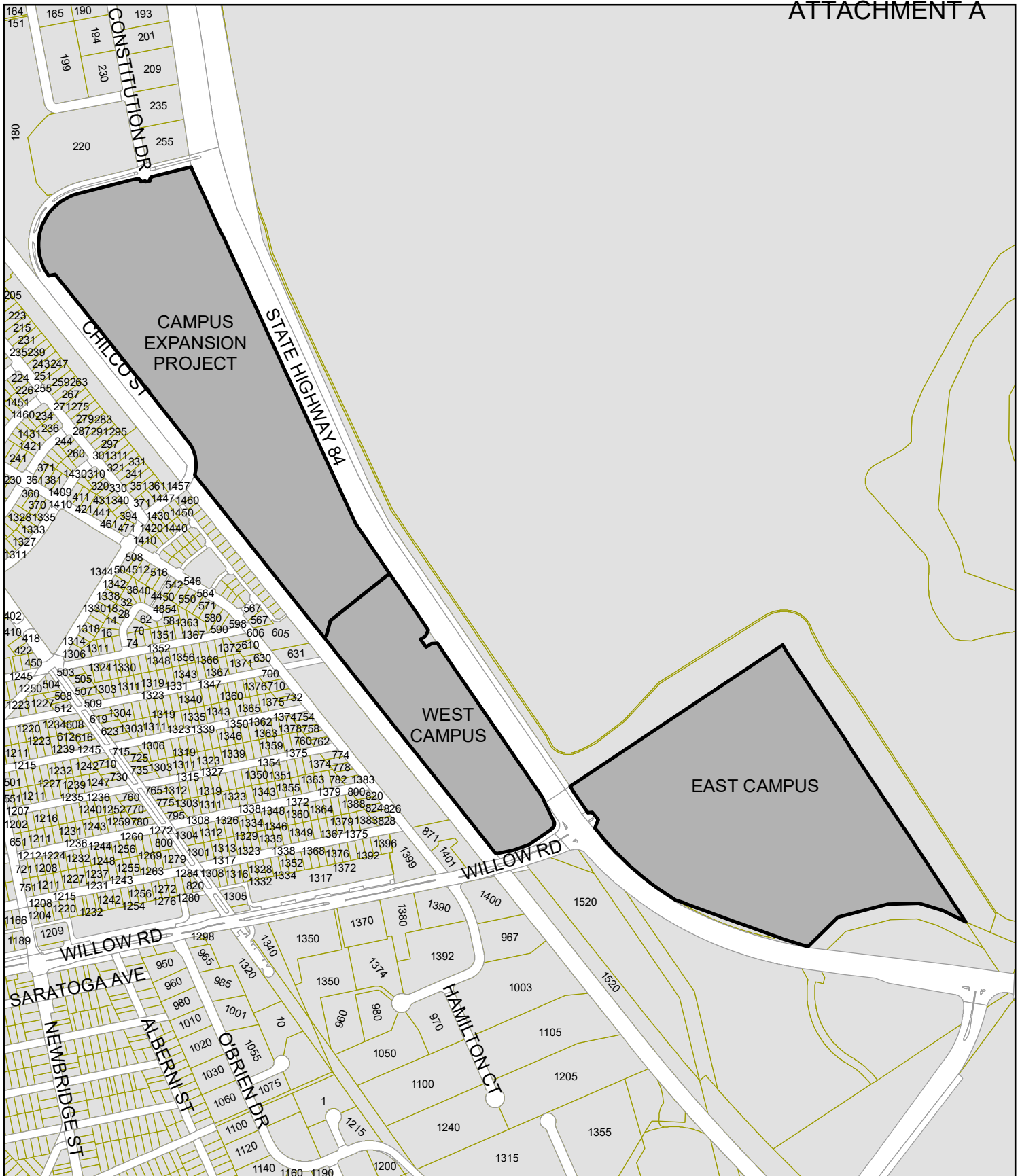
Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

Attachments

- A. Location Map
- B. Hyperlink – Facebook campus project page (East and West Campuses): menlopark.org/643/Facebook-Campus-Project
- C. Hyperlink – Campus expansion project DA: menlopark.org/DocumentCenter/View/13377/Development-Agreement?bidId=
- D. Hyperlink –2019 Facebook DA annual review Planning Commission staff report: menlopark.org/DocumentCenter/View/24968/F1_Facebook-Campuses-DA-Annual-Review?bidId=
- E. Memo on outreach conducted for Housing Inventory and Local Supply Study
- F. Housing Inventory and Local Supply Study

Report prepared by:
Kyle Perata, Principal Planner

Report reviewed by:
Deanna Chow, Assistant Community Development Director



CITY OF MENLO PARK

LOCATION MAP

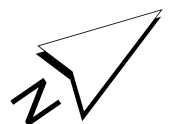
301-309 CONSTITUTION DR, 1 FACEBOOK WAY, 1 HACKER WAY

DRAWN: TAS

CHECKED: KTP

DATE: 08/11/20

SHEET: 1



To: Kyle Perata
From: Ryan Patterson
Re: Housing Inventory & Local Supply Study

Date: April 22, 2020

Summary:

The Housing Inventory and Local Supply study provided a framework for future, fact-based actions and policy-making related to long-term housing solutions in Belle Haven and East Palo Alto. In order to complete the study, Facebook collaborated with officials and local stakeholders in the City and East Palo Alto who provided insight and recommendations as to how to most effectively assess the conditions, occupancy and resident profiles of residents living in the immediate vicinity of Facebook. The study established a baseline understanding of the housing conditions in the area, and can be used to facilitate the development of an informed regional housing strategy as well as concrete recommendations to help to support the preservation of affordable and workforce housing.

Background:

On December 16, 2016, Hibiscus Properties LLC (“Facebook”) (an affiliate of Facebook, Inc.) and the City of Menlo Park entered into a Development Agreement related to the property located at 301-309 Constitution Drive, Menlo Park, California (the “Development Agreement”). The project covered by the Development Agreement is commonly known as the Facebook Campus Expansion Project.

Under the Development Agreement, Facebook agreed to provide the City with numerous benefits. One of those benefits related to gaining a better understanding of the local inventory. More specifically, Facebook agreed as follows:

8.1.1 Housing Inventory and Local Supply Study. In order to provide a framework for future, fact-based actions and policy-making related to long-term housing solutions in Belle Haven and East Palo Alto, Facebook agrees to collaborate with officials and local stakeholders in the City and East Palo Alto to conduct a Housing Inventory and Local Supply Study to assess the conditions, occupancy and resident profiles of residents living in the immediate vicinity of the Property (including, but not limited to Belle Haven, Fair Oaks and the City of East Palo Alto). The purpose of this study is to establish a baseline understanding of the housing conditions in the area, to facilitate the development of an informed regional housing strategy, and to develop concrete recommendations to help to support the preservation of affordable and workforce housing. Facebook agrees to fund up to Three Hundred and Fifty Thousand Dollars (\$350,000) for the study and shall be responsible for selecting a qualified consultant to undertake the study. Facebook shall make diligent good faith efforts to coordinate with the City Manager of the City of Menlo Park or his or her designee, the City Manager of the City of East Palo Alto, local

community organizations, and other regional stakeholders, in the development of the study, and to convene an advisory group comprising Facebook representatives, elected officials from the City of Menlo Park and the City of East Palo Alto, and members of local community organizations to participate in the process. Facebook shall commence the process of initiating the study within 30 days of satisfaction of the Conditions Precedent, and shall use diligent good faith efforts to complete the study within eighteen (18) months from commencement. Within thirty (30) days of completion of the study, Facebook shall provide a copy of the study to the City Manager of the City of Menlo Park and the City Manager of the City of East Palo Alto.

Discussion:

University of California City and Regional Planning Professor Karen Chapple was the principal investigator for the study. She submitted the report to Facebook in December 2019.

Professor Chapple and her team coordinated with community leaders, representatives of local and regional organizations, faith-based institutions, city and county staff, and elected and appointed officials from the Cities of Menlo Park and East Palo Alto, community of North Fair Oaks and the County of San Mateo to develop the study's parameters and process. This group was invited to remain engaged throughout the process by participating in 1:1 conversations, small group discussions, presentations and events. See appendix for list of those engaged in the process as well as the presentations and events.

UC Berkeley's Center for Cities + School's Youth Plan Lead Act Now (YPLAN) acted as the project's advisory group.

Conclusion & Next Steps:

With the Housing Inventory and Local Supply study complete, the Housing Innovation Fund will fund solutions identified in the report. Based on preliminary findings, Facebook is already investing in solutions recommended by students. We've done this above and beyond the commitment of the Housing Innovation Fund, specifically on ADU permitting and creation. We will continue our engagement with local stakeholders to identify recommendations for grants through the Housing Innovation Fund and in accordance with the Development Agreement. We look forward to seeing additional recommendations acted upon as quickly as possible.

Appendix:

Bodies and organizations whose representatives or members participated in the development of the study's parameters and process, received updates, and/or provided ongoing feedback:

Advisory group

- Youth living in Menlo Park, East Palo Alto, Redwood City and North Fair Oaks (YPLAN)

Individuals and bodies (including the below):

- East Palo Alto City Council, Mayor
- Menlo Park City Council, Mayor

- North Fair Oaks Community Council, Chair
- City Manager, East Palo Alto
- City Manager, Menlo Park
- Housing Departments
 - City of East Palo Alto
 - City of Menlo Park
 - County of San Mateo
- San Mateo County Board of Supervisors, Member representing District 4
- St. Francis of Assisi, Pastor, East Palo Alto
- Menlo Park Housing Commissioner, Chair
- Ravenswood City School District, member

Organizations & Entities (including below):

- Local Organizations:
 - Belle Haven Action
 - Belle Haven Development Fund
 - Boys & Girls Club of the Peninsula
 - Community Equity Collaborative
 - Community Legal Services East Palo Alto (CLSEPA)
 - East Palo Alto High School
 - EPA Can Do
 - Soup, Inc
 - St. Francis Center, North Fair Oaks
 - St. Francis of Assisi, East Palo Alto
 - YUCA: Youth United for Community Action
- Regional Organizations:
 - Baird & Driskell
 - Faith in Action Bay Area
 - Hello Housing
 - Housing Leadership Council
 - Mid-Peninsula Housing
 - Legal Aid Society, San Mateo County
 - Placeworks
 - Project WeHope
 - Silicon Valley Community Foundation
 - YPLAN: Center for Cities & Schools

Presentations (including below):

- East Palo Alto City Council
- Menlo Park City Council
- Facebook executives

Events (including below):

- Symposiums: YPLAN: Center for Cities & Schools
 - Audience: government planning officials, community organizations, graduate students
- Youth Housing Discussion
 - Audience: Local and regional housing leaders

Please let us know if you have any questions.

Sincerely,

Ryan Patterson
Facebook Global Real Estate & Facilities

Investment and Disinvestment as Neighbors

A Study of Baseline Housing Conditions
in the Bay Area Peninsula

JANUARY 17, 2020

Authors:

By Karen Chapple, Cynthia Armour, and Luke Zhang with Isabelle Kokona-Dussau and Alexis Oddi

Acknowledgements:

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The Center for Community Innovation (CCI) at UC Berkeley nurtures effective solutions that expand economic opportunity, diversify housing options, and strengthen connection to place.



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Executive Summary

This study establishes and analyzes baseline housing conditions in three communities—the Belle Haven neighborhood of the City of Menlo Park, San Mateo County’s unincorporated area of North Fair Oaks, and the City of East Palo Alto, pursuant to Facebook’s Development Agreement with the City of Menlo Park. The focus on these communities stems not just from their proximity to the Facebook campus, but also their history as low-income communities of color that may be particularly vulnerable to displacement.

For this study, the Center for Community Innovation collaborated closely with the Y-PLAN initiative of the Center for Cities and Schools (CC+S). Y-PLAN partnered with the East Palo Alto Phoenix Academy (EPAPA) and the Boys and Girls Clubs of the Peninsula to build the capacity of local students to develop their own research and recommendations for stabilizing East Palo Alto, the Belle Haven neighborhood, and the North Fair Oaks area. The Y-PLAN results point to the severity of the housing crisis in the area, in terms of high housing costs, overcrowding, homelessness, and displacement.

Methodology

We use multiple primary and secondary data sources – ranging from stakeholder interviews, to neighborhood observation, to census and real estate data – to provide an in-depth picture of housing conditions in the three communities. This research differs from the existing housing studies in the area by analyzing patterns of housing investment and disinvestment at the parcel and block level, rather than just looking at aggregate census geographies. We define “study area” as the combined communities within the City of East Palo Alto (East Palo

Alto), the San Mateo County’s unincorporated area of North Fair Oaks (North Fair Oaks), and the Belle Haven neighborhood of the City of Menlo Park (Belle Haven).

Community Profiles

East Palo Alto, Belle Haven, and North Fair Oaks have all historically been low-income, working-class communities. Most of the housing stock is over 30 years old, with little recent construction. Yet, there are indications of recent changes: increasing population turnover, declining school-age population, and homelessness on the rise. High housing prices and low incomes have led to a high incidence of rent-burdened households and overcrowding. North Fair Oaks and East Palo Alto in particular have more than double the share of overcrowded housing units that the county has. Over 40% of households in San Mateo County spend more than 35% of their income on rent—but in Menlo Park’s Belle Haven neighborhood, the figure is closer to 60%. And, the three communities, particularly East Palo Alto, are experiencing much more turnover in recent years, with more than 40% of the households moving in during this decade.

Residential Real Estate Patterns

This report produced a wealth of information on observable housing conditions in East Palo Alto, North Fair Oaks, and Belle Haven. In conjunction with the individual stories of current and former residents collected by students, this analysis of real estate patterns confirms that the three study communities experience disproportionate pressure on their housing market, relative to the rest of San Mateo County.

We find that of the three study areas, East Palo Alto had the most observable signs of disinvestment in our neighborhood survey, with for example higher rates of overgrown lawns, absentee owners and sidewalks missing or in poor condition. The Belle Haven neighborhood, on the other hand, was found to often have a higher rate of both signs of investment and real estate speculation. One question to examine further is whether lots with higher rates of disinvestment are associated with absentee owners and housing units being rented out, which are both relatively high in East Palo Alto (35% and 65%, respectively).

Our analysis reveals that the study area experiences fewer remodels, more foreclosures, more code violations, and has a greater percentage of absentee homeowners compared to the areas surrounding it, suggesting that disinvestment is much more prevalent within the study area. Contrasting this newly created dataset with the qualitative information provided by students and stakeholders augments the findings: there is a lot that cannot be perceived from street observation or from publicly available datasets alone, in particular in regards to what a converted garage, for example, means for a student's experience at home, or how a new backyard cottage can symbolize opportunity.

We also find evidence of specific individuals driving actual displacement for profit, whether through flips, absentee homeownership, or short-term rentals. Although housing prices are lower than in the surrounding jurisdictions, overall local homeownership is still becoming more inaccessible to current residents as the housing market tightens post Great Recession and the price per square foot continues to increase. Finally, we find that jurisdictions react to residents' investment or disinvestment differently, in particular in regards to willingness to issue code violations, and that although residents are eager to turn to ADUs as a means to produce new housing and reduce unhealthy overcrowding, the process for financing, permitting and building ADUs is still a barrier and illegal conversions remain common.

Local and State Housing Policies

The three jurisdictions that house the study communities have largely been unsuccessful in effectively supporting the production of new housing, in particular for low income residents and through innovative housing types like ADUs. While East Palo Alto remains a leader locally in mitigating the displacement of tenants, in general, the other jurisdictions fall short in implementing policies to prevent displacement. Recent legislative efforts at the state level provide some relief, particularly by removing restrictions on ADU construction.

Recommendations

Production

- There should be a no net loss (one-for-one replacement) policy for any rental housing demolished for new construction.
- As new housing is constructed, jurisdictions should have measures for affordable housing preservation and tenant protection in place already.
- The cities—and businesses such as Facebook—should invest in intermediaries familiar with ADU construction and outreach, user-friendly interfaces, and innovative ADU financing mechanisms.
- The communities should expand community land trust models.

Preservation

- Jurisdictions should consider channelling housing trust fund monies in the communities toward preservation rather than new construction: Community land trusts, as well as housing trust fund monies, can be used to acquire, rehabilitate, and convert non-subsidized units into subsidized ones.
- Jurisdictions should couple code enforcement with technical and financial support to correct the violations. For ADUs, the jurisdictions should consider developing formal amnesty programs, perhaps

involving training (i.e., sweat equity as recommended by the high school students).

- To regulate short-term rentals, the cities should design policies that restrict the ability of outside investors to remove housing units from the long-term rental market. Passing local Transient Occupancy Taxes that apply to hosting platforms like Airbnb and VRBO could potentially help raise additional funding for local housing trust funds.
- Jurisdictions should explore the feasibility of legislation that limits speculation by outsiders.

Tenant Protection

- Jurisdictions should implement anti-displacement programs to protect tenants such as tenant counselling and rental assistance.
- Jurisdictions should implement right of return or community preference policies offer displaced tenants a place on the waitlist for subsidized housing, as well as relocation benefits programs.

Monitor

Local housing conditions should be actively monitored, and a tool created for housing data collection and dissemination. The following are examples of conditions and datasets to develop and incorporate:

- Housing speculation
- Historic and current data from short-term rental platforms
- Evictions
- Renter registry

Internal Opportunities

Large employers such as Facebook should consider how internal policies affect local housing conditions. In addition, large employers should act on their opportunity to help employees recognize the structural and historical factors which shape racial disparities and economic inequities in the Bay Area.

Summary

In summary, we find that the three communities are under considerable housing pressures. Housing costs are growing much faster than incomes, families are developing a variety of coping strategies to deal with overcrowding, and turnover is relatively high. The communities experience a disproportionate amount of real estate speculation (compared to the rest of the county), including flipping of properties and absentee and/or corporate ownership. City actions such as code enforcement only exacerbate the crisis. Yet, there are a number of policies that could help stabilize the communities and promote more inclusive growth.

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Part 1: Introduction

Introduction

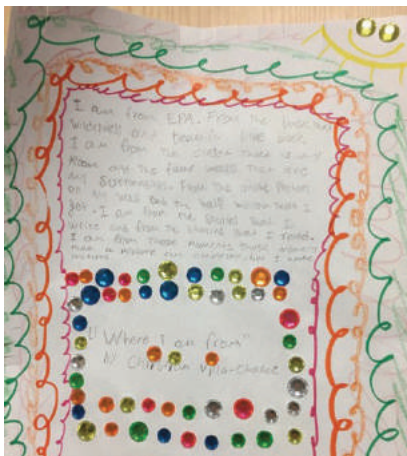
In San Mateo County, Facebook has more than just an online presence in residents' lives. With nearly 15,000 employees, the company's iconic headquarters at 1 Hacker Way in Menlo Park is home to one of the biggest employers of the region. The company moved to Menlo Park in 2011 as the region recovered from the Great Recession and the accompanying housing market reset. At that time, San Mateo County was already experiencing high rates of displacements, foreclosures, and gentrification. Today, as the San Francisco Bay Area struggles to deal with an ongoing housing crisis that has particularly impacted long-term low-income residents, establishing a baseline of current housing conditions in the area around Facebook can help guide thoughtful actions by the company to be a good neighbor.

In December 2016, Facebook entered into a Development Agreement with the City of Menlo Park. Pursuant to Section 8.1.1 of the Agreement, Facebook agreed to conduct a Housing Inventory and Local Supply Study to “assess the conditions, occupancy, and resident profiles of residents living in the immediate vicinity of the Property (including, but not limited to Belle Haven,

Fair Oaks and the City of East Palo Alto). The purpose of this study is to establish a baseline understanding of the housing conditions in the area, to facilitate the development of an informed regional housing strategy, and to develop concrete recommendations to help to support the preservation of affordable and workforce housing.”

Thus, this study establishes and analyzes baseline housing conditions in these three communities—the Belle Haven neighborhood of Menlo Parks, San Mateo's unincorporated area of North Fair Oaks and the city of East Palo Alto—in comparison to the rest of San Mateo County. The focus on these communities stems not just from their proximity to the Facebook campus, but also their history as low-income communities of color that may be particularly vulnerable to displacement. The company has become today an important piece of a complex web of social and economic change.

In order to refine the research questions and study approach, the Center for Community Innovation collaborated closely with the Y-PLAN initiative of the



“I am from EPA. From the backyard wilderness and beautiful blue bay. I am from the closet that is my room. And the fake walls that are my surroundings. From the anime posters on my wall and the half window that I got. I am from the stories that I write and from the stories that I read. I am from those moments. Those moments that a picture can capture. But I hate pictures.”

- WHERE I'M FROM, CHRISTIAN VILLA-CHAVEZ

Center for Cities and Schools (CC+S). Y-PLAN empowers young people to tackle real-world problems in their communities through project-based civic learning experiences. For this study, Y-PLAN partnered with the East Palo Alto Phoenix Academy (EPAPA) and the Boys and Girls Clubs of the Peninsula to build the capacity of local students to develop their own recommendations for stabilizing East Palo Alto, the Belle Haven neighborhood, and the North Fair Oaks area. Throughout 2018, CCI and CC+S staff worked closely with the students to train them in research methods such as neighborhood observation, interviewing, and surveys, as well as the use of descriptive statistics and data science tools to analyze the data. Students assessed neighborhood conditions on the ground and interviewed their networks—in both English and Spanish—about experiences of displacement. Quotes from this work are relayed throughout this report. The students then developed recommendations for policy and created a [Story Map](#) to display their findings and presented their work several times at Facebook and local city council meetings. A full description of their work can be found in Appendix A, Menlo Park Policy Brief.

The Y-PLAN results point to the severity of the housing crisis in the area, not just in terms of housing costs but also in terms of shortage of supply. Most students know someone who has been displaced. Overcrowding is the norm, with multiple families living in units meant for one, and garages being used as primary living spaces; many

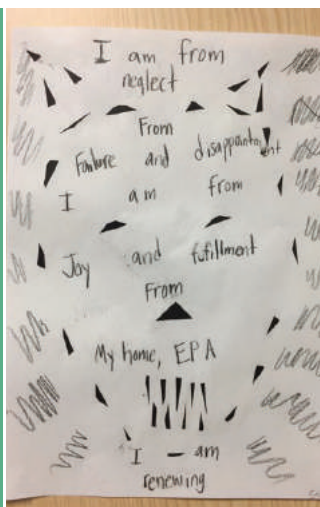
students have personal experience with overcrowding. Homelessness is an epidemic; almost every student mentioned knowing someone who lives in their vehicle or on the street. Other themes included concerns about sea level rise, traffic, and a fear of losing the community's local culture and identity. Many families value multi-generational housing, and the long-term renters seek paths to home ownership that would allow them to remain in the community.

This report draws from the students' research, particularly their interview findings and neighborhood observations. The concerns highlighted by the students also shifted the focus of the study, to look more in depth at how dynamics related to real estate speculation shape conditions on the ground. Finally, this report provides support for the policy recommendations that the students put forth and continue to recommend in ongoing engagement with Facebook.


Building on the students' work, we surveyed every residential block in the three communities, creating an index of investment and disinvestment. Supplementing these observations are detailed profiles of each community using American Community Survey data. Then, we analyzed patterns of real estate development and speculation in each community, looking at residential permit activity and transactions over time, along with current rental characteristics. Next, a review of housing related policies demonstrates local efforts to produce, protect and preserve affordable housing. We conclude with some recommendations to slow real estate speculation, stem displacement, and stabilize communities.

“I am from neglect
From Failure and
disappointment I
am from joy and
fulfillment From
My home, EPA
I am renewing.”

- WHERE I'M FROM,
CHRISTIAN VILLA-CHAVEZ



Part 2: Background & Methodology



“Over the last couple of years, rent has constantly increased. A friend of mine and her son live in a garage because that is the most affordable. Many of my friends have moved to other cities in order to obtain a comfortable living space.”

-KARINA, 45

Methodology

The research for this study took place over a two-year period, in three phases. The first phase involved developing the study scope in conjunction with local stakeholders. In the Phase II community-based participatory research, which lasted about a year, we engaged local high school students to refine the research questions and begin primary data collection. Phase III involved secondary data collection and analysis. Based on the development agreement, researchers focused on gathering data about the study area. We define “study area” as the combined communities within the City of East Palo Alto (East Palo Alto), San Mateo County’s unincorporated area of North Fair Oaks (North Fair Oaks), and the Belle Haven neighborhood of the City of Menlo Park (Belle Haven). For comparison, we collected data on Redwood City, Menlo Park outside of Belle Haven, and San Mateo County, depending on data availability.

Phase I: Developing study scope

From June to August 2017, the Center for Community Innovation (CCI) interviewed 39 stakeholders in East Palo Alto, Belle Haven/Menlo Park, and North Fair Oaks. The interviews were semi-structured covering the topics of the housing crisis, barriers to addressing it, stakeholder landscapes, and suggestions for a housing research project. Most interviews were conducted in person with several consisting of pairs or small groups from an agency or organization. Stakeholders ranged from elected officials and government staff to community-based organization workers and resident activists. A summary memo was written for each interview, which were coded and analyzed for themes using the qualitative analysis software Dedoose.

Interviews suggested that, at the core of the housing crisis in the Bay Area, is the escalation of housing costs, driven by rapid job growth. Nearly all stakeholders described how steadily rising rents and home values make each community increasingly unaffordable for long-time residents and low-income households. Locals point to the role of specific actors, particularly landlords capitalizing on the strong rental market by pushing rents even higher and investors buying up local property. These housing challenges then lead to multiple harmful impacts on local communities, from the displacement of families, often to distant areas, to the secondary impacts on quality of life, such as congested streets. Stakeholders report that displacement occurs in different ways. Evictions result not just from no-fault formal eviction processes, but also code enforcement that deems homes unsafe and mandates expensive improvements. Exclusionary displacement means that children of families already in the area themselves cannot afford to move back into the communities where they grow up. In the face of displacement, families and individuals have few options for securing housing. In addition to seeking out new ways to earn income, households respond to displacement by overcrowding into smaller units (sometimes just during the work week), moving into unpermitted secondary units like garages, or becoming homeless.

Another common theme that emerged from interviews is the challenges of accessing housing programs and supports, whether because of long or confusing waitlists, rules restricting participation by formerly incarcerated residents, landlord discrimination against Housing Choice Voucher holders, weakness of tenant protections, or intimidation of undocumented residents.



YPLAN, Summer 2018. Photo: Center for Community Innovation

Stakeholders suggested many different topics to research. Those that were consistent with the study's overarching goal of assessing local housing conditions included: analyzing the coping strategies of local households facing housing pressures; quantifying the number of existing ADUs; identifying patterns of real estate speculation; and identifying key supports that will allow families to stay in their homes. Other topics of interest beyond the scope of this study include analyses of the impacts of job growth on local housing markets, the number and destination of displaced residents; the relative costs of new housing construction and acquisition/rehab; impacts of housing instability on educational outcomes; and the potential effectiveness of policies like rent control and housing production in mitigating displacement.

Aside from suggestions for potential research topics, stakeholders interviewed also shared perspectives on their visions for an impactful research project. The

research should be **solution-oriented**, identifying specific policies and actions; **humanizing**, highlighting personal stories; and with **lasting community effects**, for instance by incorporating workshops that train local residents.

Phase II: Community-based participatory research

The next phase of the study began in January 2018, when the Y-PLAN team began working with a class at EPAPA high school (for full details, please see Appendix A, Peninsula Policy Brief). Students were given an overarching question to address: How can improving housing, transportation, schools, public spaces and better connecting them to each other, improve the quality of life and make a more resilient community for all young people and families in EPA? In a diverse set of activities, students explored their connection to the city, and then began conducting interviews and surveys about local

housing conditions. They presented findings at a UC Berkeley conference in April 2018.

In the summer of 2018, about a dozen EPAPA students continued their work as paid interns for CCI. UC Berkeley faculty and students trained the students in interview and observation methods, and students began collecting data (see Appendices B and C). In small groups, accompanied by UC Berkeley undergraduates, the high school students walked around most of the residential blocks in East Palo Alto, observing conditions on each parcel. Students also conducted interviews with up to five family members, friends, or acquaintances (over the age 18) who had experienced housing challenges of some kind.

In Fall 2018, the Y-PLAN team began working with the Boys and Girls Clubs in East Palo Alto and Redwood City. After a set of trainings on housing research, students were asked to conduct interviews focusing on the following question: How can we stabilize the communities of Belle Haven and North Fair Oaks by making housing more affordable through these methods: ADUs, home repair assistance for seniors, and preservation of affordable units? Are there other methods you propose? Meanwhile, CCI continued its work with EPAPA students in the classroom, training them to analyze the data collected in the summer using data science tools in Python.

Finally, in Fall and Winter of 2018, a team of UC Berkeley undergraduate students, supervised by graduate students, completed the neighborhood observation data collection, walking around the blocks (primarily in Belle Haven and North Fair Oaks) that had not been surveyed by the local high school students.

Phase III: Analyzing primary and secondary data

Phase III began in late 2018 and continued for almost a year. The following explains how we collected, cleaned, and analyzed each dataset used in the study.



Observation location map. Photo: Center for Community Innovation

Neighborhood observation. The neighborhood observation exercise involved collecting data for 2,053 parcels in North Fair Oaks, 2,916 parcels in East Palo Alto, and 996 parcels in Belle Haven, for a total of almost 6,000 parcels. Students entered data about each site into a Google form on their cell phones. Data from the forms was compiled into a single spreadsheet for each community. Surveyors typically conducted the first check of the data, and then graduate student researchers cleaned the data further for consistency. In a limited number of cases (less than five percent of all parcels), duplicate data was collected, and researchers made decisions about which to keep, using Google Earth for verification.

Variables collected to construct indicators of investment or disinvestment included exterior paint or siding condition; yard and landscaping condition; and window coverings. Evidence specific to investment include ongoing renovations and fences for appearance purposes. For disinvestment, we also looked at signs of

disorder such as dumping or graffiti. Other indicators that suggest overcrowding, neglect, or safety issues include parking (number and location of cars), accessory structures or garages used as living spaces, sidewalk conditions, and security measures. To construct composite indices of investment or disinvestment, we used a quadratic calculation adopted by Hwang and Sampson (2014) that reflects the compounding effect of these multiple indicators. Finally, we visualize the indices by block in order to protect confidentiality of individual homeowners.

American Community Survey. To develop profiles of the communities, we gathered and analyzed the most recent American Community Survey data available (2013-2017) at the census tract level.

Code violations. For the study, each city (and San Mateo County for North Fair Oaks) provided its database of code violations. For consistency, we analyzed data from 2010 to 2018. Using a text classifier, we filtered out code violations that were not clearly related to investment or disinvestment. We analyzed this data at the block level to protect the confidentiality of individual homeowners.

Building permits. Each jurisdiction also provided its database of building permits. We used this database primarily to identify major remodels and additions (either interior or exterior), as well as new ADU permits. Again, we used a text classifier to identify these remodels, and visualized the data at the block level.

ZTRAX. The ZTRAX transaction and tax assessor data, available at the University of California-Berkeley through a special arrangement with Zillow, offers more than 20 years of data on residential property transactions, plus assessor data including property characteristics, geographic information, and prior valuations. Although San Mateo County has just over 220,000 parcels, most have had multiple financial transactions over the past two decades, resulting in a database of millions of records. We analyzed this data using Python on the UC Berkeley Econometrics Lab server. Based on the ZTRAX

data, we conducted analysis of real estate transactions, price changes, speculation, ownership patterns, and foreclosures (again presented at the block level).

DataQuick. Parcel-level tax assessor data from DataQuick (now part of CareLogic) provides point-in-time parcel level ownership information, as of June 2014 for San Mateo County. We used the DataQuick data to analyze absentee ownership and LLC/INC ownership of residential properties.

HMDA. The mortgage originations universe is limited to single-family (one-to-four-unit), owner-occupied purchase activity, first lien, conventional and FHA/VA backed loans based on methodology previously used to study home mortgages by the Urban Institute. Home Mortgage Disclosure Act is made available at the Census Tract Level through the Consumer Financial Protection Bureau.

Short-term rentals. A point-in-time data scrape was done for each of the case studies using publicly available data from Airbnb.com between October 1st and November 5th, 2019. We collected information on individual listings including per night rate, weekly and monthly rate discounts, type of housing unit, and listing availability in the future. From the listings we compiled a list of active hosts, the number of listings they each had, and quotes from their description of themselves and their listings. Quotes were pulled directly from publicly available reviews by guests.

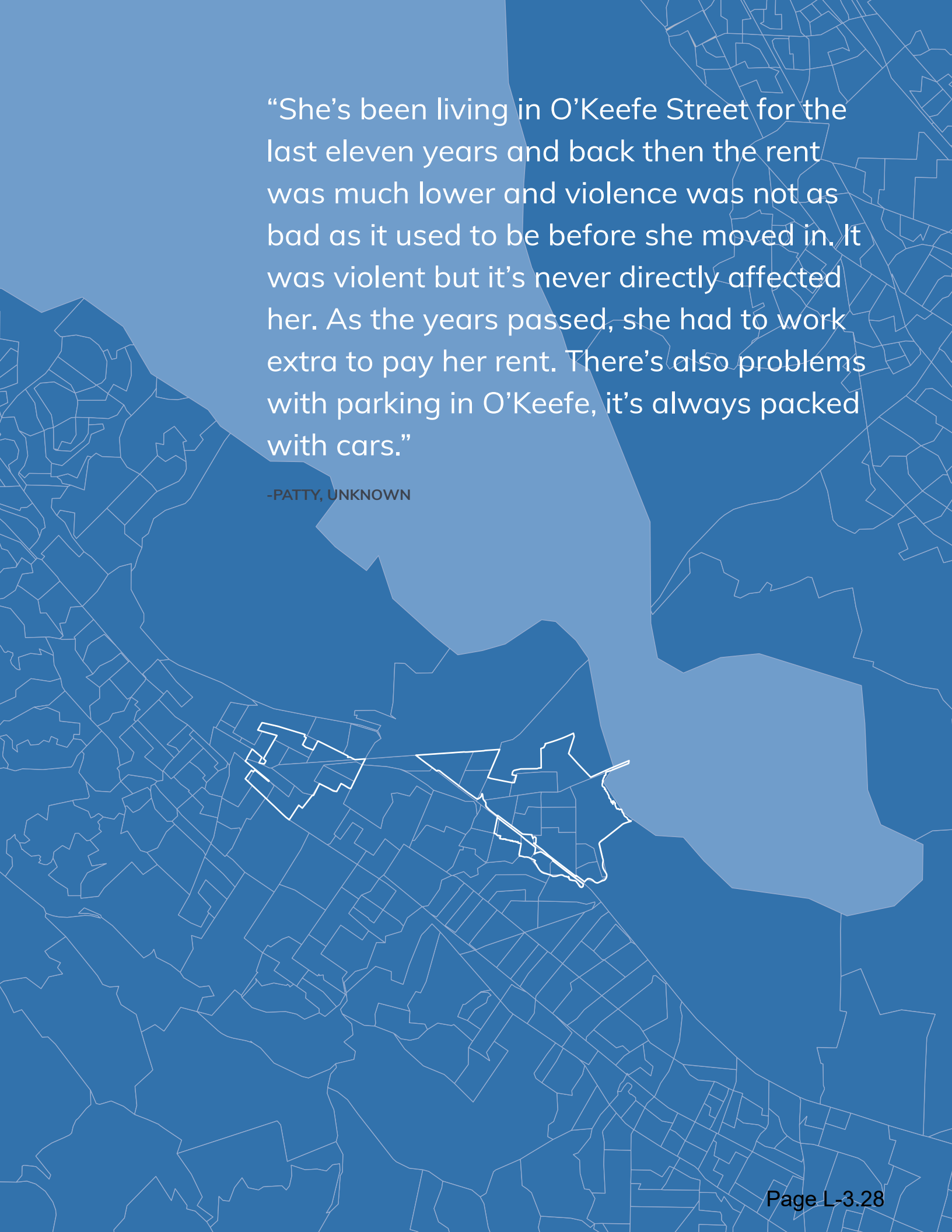
Homelessness. Data on homelessness was provided by San Mateo County's "One Day Homeless Count and Survey" published in June 2019.

Housing policies. We compiled information on individual jurisdictions' housing elements and housing-related policies from publicly available documents, meeting notes and news articles between September and November 2019.

Methodology Summary

Altogether, these primary and secondary data sources provide an in-depth picture of housing conditions in the three communities. This research differs from the existing housing studies in the area by analyzing patterns of housing investment and disinvestment at the parcel and block level, rather than just looking at aggregate census geographies. Still, we were unable to analyze all of the housing issues that arose in the study scoping. For instance, we were not able to gather data on evictions, since there is no comprehensive and accurate digital source for that data. Although we were able to gather extensive information on anti-displacement policies and best practices, further research will be necessary to determine what would be most effective in this context.

Part 3: Community Profiles



“She’s been living in O’Keefe Street for the last eleven years and back then the rent was much lower and violence was not as bad as it used to be before she moved in. It was violent but it’s never directly affected her. As the years passed, she had to work extra to pay her rent. There’s also problems with parking in O’Keefe, it’s always packed with cars.”

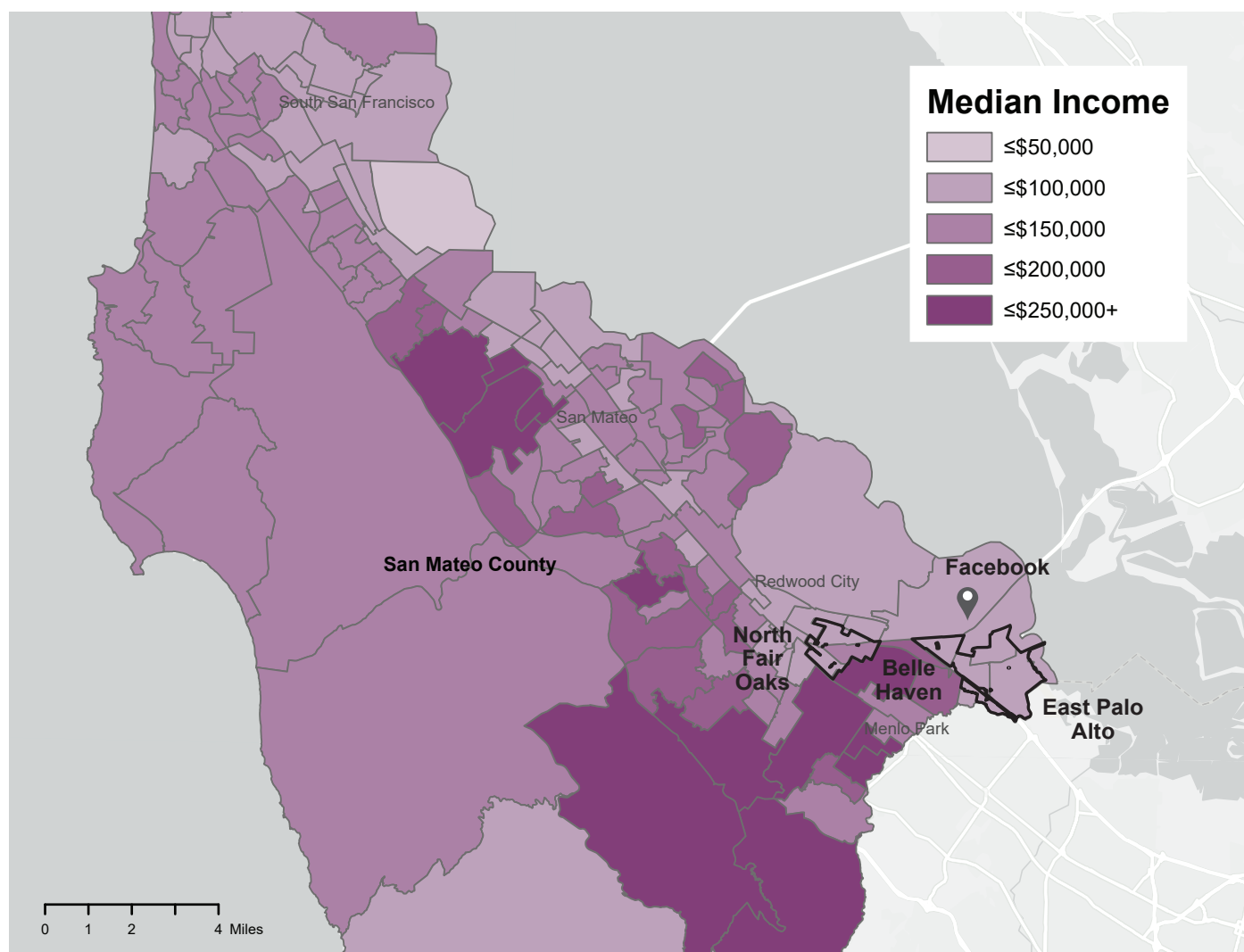
-PATTY, UNKNOWN

Study Area

The three study communities share more than geographic proximity: they also are home to large working and middle class communities of color, with relatively high levels of unemployment and poverty compared to the rest of San Mateo County. On the other

hand, each community is of different size, governance structure and has a different history (Figure 3.1). In this section, we profile the communities by using census data on the residents and housing stock. We then look at trends in homelessness in the study area.

Figure 3.1. Median Income in the Past 12 Months (in 2017 Inflation-Adjusted Dollars)



Source: US Census, 2013-2017 ACS 5-Year Estimates

East Palo Alto

History

East Palo Alto (EPA) is a city located on the eastern edge of San Mateo County, by the cities of Menlo Park and Palo Alto. The Baylands Nature Preserve, the largest tract of undisturbed marshland remaining in the San Francisco Bay Area, borders the city to the east.

The area only recently became a city, incorporating in 1983. In part due to the city's late incorporation, for most of the 20th century East Palo Alto residents had less local power to enact exclusionary housing practices as well as prevent locally unwanted land uses. As a result,

“As the years passed, East Palo Alto has become the complete opposite of what it used to be.”

JORGE, 53

the city became home after WWII both to many Black families and a chemical waste treatment plant and a county landfill.¹ East Palo Alto went from majority white in 1960 to majority Black by 1970, with many families settling in after being displaced from San Francisco while white residents were ushered out by real estate agents using block-busting tactics to turn a profit.² East Palo Alto became “an important center for African American culture and politics in the Bay Area,” inspiring a movement of self-determination and community empowerment, in particular in the realm of education with the establishment of Nairobi College, a small radical left junior college and an affiliated preschool.^{3,4}

In the mid-60's, the Bayshore Freeway was widened, further isolating and segregating East Palo Alto's working class and diverse community from the more white and affluent cities of Menlo Park and Palo Alto. As Cahan writes, “the new, wider highway not only cut off East Palo Alto from its neighbors but also divided the community internally, isolating the westernmost portion, which included the strip of bars, liquor stores, retail outlets, and non-profit offices that represented one of East Palo Alto's neighborhood commercial and retail centers during a time when planners sometimes deliberately used urban redevelopment and highway projects to create physical and social barriers between white and Black communities.”⁵ The area, known as Whiskey Gulch by some and “Over the Ramp” by residents, was later redeveloped.

For nearly two decades, starting in 1958, East Palo Alto was home to a high school, Ravenswood High, that some called a model school for interracial, innovative education.⁶ The school district shut the school down in 1976, citing “depleted enrollment, the negative image of East Palo Alto, cost savings and a district wide desegregation” which led to the majority of East Palo Alto youth being bused to majority white schools outside of their city.⁷

In the 1990s, East Palo Alto was 43% Black.⁸ Between 1990 and 2000 East Palo Alto's population boomed, growing at a rate of 26%, three times the rate of surrounding San Mateo County. The growth, which increased by 103% from 1990 to 2000,⁹ was driven by an influx of Hispanic residents.

East Palo Alto was hit hard by two distinct crises: first, the Savings and Loan Crisis in the 1980s and 1990s,

followed by the Great Recession starting in 2008, which led to many residents losing their life savings and their homes.¹⁰

Current Demographics

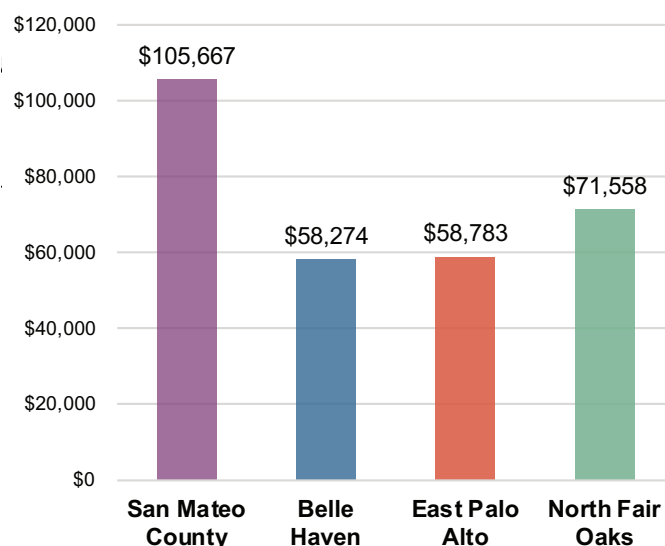
Nearly 30,000 people call East Palo Alto home today.¹¹ To this day, East Palo Alto remains a locale whose residents are primarily non-white. Notably, East Palo Alto is home to a large Hispanic community of 18,726 people, who comprise 63% of the total population. Additionally, 11% of the population is African American, 10% is Pacific Islander, and 4% is Asian.¹² In comparison, the Hispanic community in San Mateo County only accounts for about 25% of the total population. This number drops even further, to 7%, in neighboring Palo Alto. Only 2% of San Mateo County's population is African American. However, the white population in the county is around 40%.¹³ Nearly 70% of the foreign-born population of East Palo Alto, 8,679 people in total, are not U.S. citizens.

Income and Jobs

Nearly 40% of the residents of East Palo Alto work in the service sector, while only 18% work in the business, science, and arts occupations; these statistics are almost exactly flipped for the county, where 18% work in the service industry and 40% in business, science, and the arts.¹⁴ This difference in the types of jobs held by residents of East Palo Alto versus the surrounding county is reflected in the income of households. 23% of San Mateo County's households have an income over \$200,000 per year; however, only 5% of those households live in the City of East Palo Alto. Instead, the majority of East Palo Alto households earn between \$35,000 to \$100,000. 10% of all East Palo Alto families fall below the poverty line.¹⁵

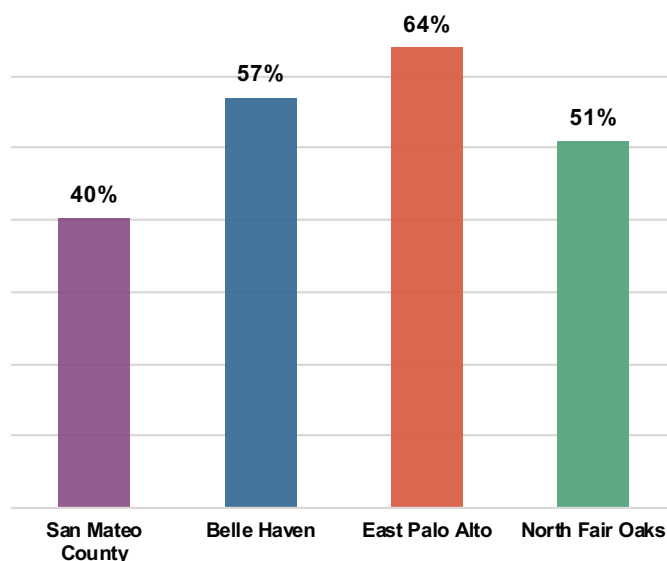
East Palo Alto is home to nearly 8,000 housing units, 5% of which are currently vacant. Two thirds of all housing units in East Palo Alto are rented out (see Figure 3.3). As seen in Figure 3.4, 54% of the structures are single-unit, detached homes, and 21% are high-density

Figure 3.2. Average Household Income



Source: ACS 5-year estimate, 2013-2017, S1901

Figure 3.3. Percentage of Rental Housing Units



Source: Source: 2017 ACS 5-Year Survey, Table DP04

structures, at 20 or more units.¹⁶ The rapid growth during the early 2000s in East Palo Alto compared to the rest of the county is evident in the number of structures built in that era; while only 5% of the county's housing was built between 2000 and 2009, 16% of East Palo Alto's housing stock was built during that same decade.¹⁷ Although data from the American Community Survey may underestimate overcrowding (due to respondent fear of repercussions, among other reasons), we can see that East Palo Alto has an average household size of 3.9, while the county as a whole only has an average household size of 2.9.¹⁸

According to the American Community Survey's guidelines, a measure of greater than one person per room is considered overcrowded; 30% of East Palo Alto reports more than one person living in the same room. Additionally, East Palo Alto is a relatively stable community: although only 66% of San Mateo County's residents have lived in the county since 2000, this number jumps to nearly 80% for East Palo Alto.

Internet access is important for community stability, since it acts as "a tool for the uploading and sharing of culturally relevant content that is determined and created by community members themselves."¹⁹ Despite being in Silicon Valley, the residents of East Palo Alto face disparities in internet access: Although residents of San Mateo County are connected to broadband at a rate of 88%, only 73% of East Palo Alto residents have the same access at home.

Education

In East Palo Alto, 68% of residents have a high school diploma or higher; this is low compared to both the county (89%) and the state as a whole (82%).²⁰ However, 22% of those in East Palo Alto have less than a 9th grade education, over double the share of those in the county and the state. Charter school enrollment has gone up 12% since 2014, with 30% of all Ravenswood students attending a charter school in the 2018-2019 school year. Overall, however, enrollment has declined rapidly: the school district only reported 3,436 enrolled students in the 2018-2019 school year, down from 4,216 in 2014.²¹

North Fair Oaks

History

North Fair Oaks is an unincorporated area of about 798 acres in San Mateo County, whose neighboring cities include Atherton, Menlo Park, and Redwood City.²² Although the Fair Oaks region of the peninsula became incorporated as the city of Atherton and the city of Menlo Park in 1923, the area which is today known as North Fair Oaks remained outside of the borders of these new cities. Unincorporated areas tend to be underserved and politically underrepresented.²³ North Fair Oaks is governed by the county board of supervisors and a community council whose members are appointed by the county supervisors.

A community plan for North Fair Oaks was first developed in 1979 in order for the county to help meet the needs of the unincorporated area. Being a low income community located outside of city boundaries can come with significant political, economic and health disadvantages²⁴ and create challenges in building a sense of place: some residents characterize the

“I used to live in the ranch with a house with 3 bedrooms and 2 bathrooms with a garage and parking outside, and now I live in a 1 bedroom 1 bathroom and live with three other people.”

-JOSE, 60'S

community as an ‘entity without an identity.’²⁵ From time to time, proposals to incorporate North Fair Oaks have gained traction on the basis of increasing the public services and facilities available to the community. However, residents who suspect this will lead to higher taxes routinely prevent this from happening.²⁶ North Fair Oaks is bordered on all sides by the region’s transportation network with Highway 101 to the west, Highway 82 (El Camino Real) to the southwest, and Highway 84 (Woodside Road) to the northeast. In addition, CalTrain and Southern Pacific Railroad tracks cut directly through the community itself, although the closest Caltrain station is a half-mile away at its closest, reducing the transit benefits but not the network burden for this community.²⁷

Current Demographics

Today, North Fair Oaks is home to 15,454 residents, according to the American Community Survey. 70% of the population is Hispanic. The rest of North Fair Oaks population is 19% White, 7% Asian, 2% Native Hawaiian and Pacific Islander, and 1% African American. About half of the population were born in the United States, and 41% were born in California. The other half of the population were born outside of the United States, and 70% of the foreign-born population are not U.S. citizens. However, the majority of foreign born residents (82%) entered the country before 2010. Additionally, the majority of North Fair Oaks residents primarily speak Spanish at home.

Income and Jobs

The median household income of North Fair Oaks is \$71,558, about \$30,000 less than the median

household income for the county. Of San Mateo County’s households, 23% have an income over \$200,000 per year, compared to 15% in North Fair Oaks. However, another 18% of North Fair Oaks households make less than \$24,999. Additionally, 14% of all North Fair Oaks families fall below the poverty line.²⁸

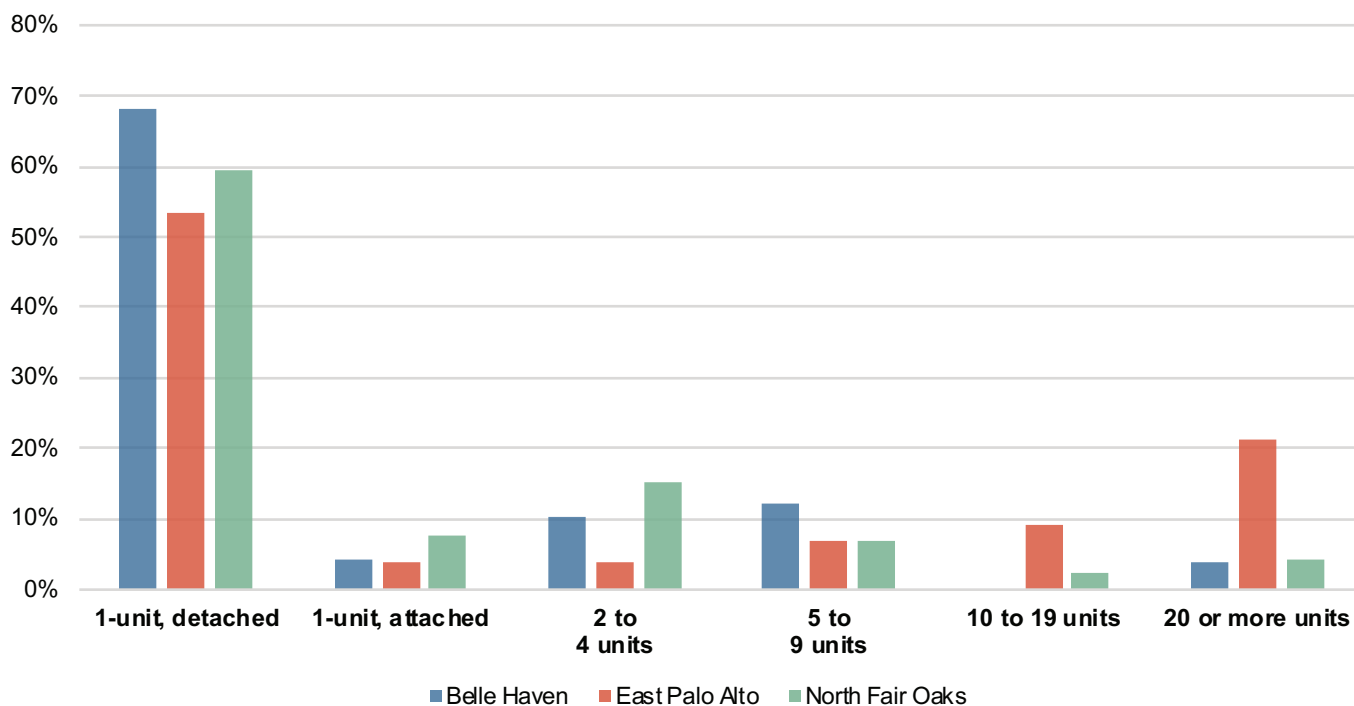
Of the residents of North Fair Oaks, 30% work in the service sector, and 25% work in the business, science, and arts occupations; in the county as a whole, 18% work in the service industry and 40% in business, science, and the arts.²⁹ Additionally, in North Fair Oaks, 17% work in sales and office occupations and 16% work in natural resources, construction, and maintenance occupations. Overall, the types of jobs held by the residents of North Fair Oaks is more diverse than is seen in the communities of East Palo Alto and Belle Haven.

Housing

North Fair Oaks has 4,268 units in its housing stock, 1% of which are vacant. This low vacancy rate suggests a high demand for rental housing and a tight housing market.³⁰ North Fair Oaks housing units are evenly split between renter- and owner-occupied. Compared to East Palo Alto, North Fair Oaks housing stock is less dense. While 59% of North Fair Oaks’ housing stock is composed of single-unit, detached homes, only 4% of units are high-density, in buildings with 20 or more units (See Figure 3.4).

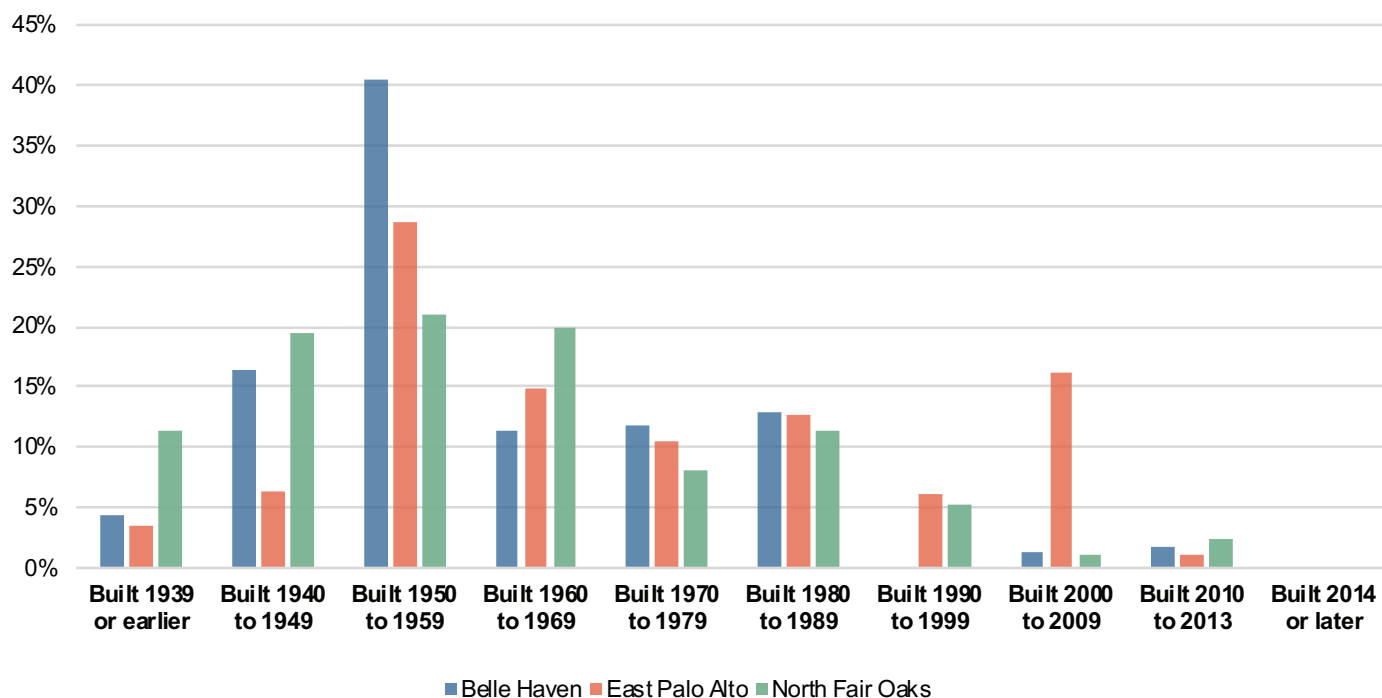
Of these units, most only have 3 bedrooms or less, despite the fact that the community has an average household size of 3.7. This is reflected in the average number of occupants per room; in North Fair Oaks; 24%

Figure 3.4. Housing Types



Source: ACS 5-year estimate, 2013-2017, DP03

Figure 3.5. Housing Units by Construction Year



Source: ACS 5-year estimate, 2013-2017, DP04

of housing units have more than one occupant per room, pointing to possible overcrowding. Renter households make up just over half of the community's housing units, which count an additional person per household on average compared to owner-occupied units. Additionally, although non-relatives and relatives other than children or spouses only make up 17% of San Mateo County's households, in North Fair Oaks they make up 34% of households.

The median home price in North Fair Oaks is \$739,100, which exceeds that in the communities of Belle Haven and East Palo Alto by over \$100,000. The median rent in North Fair Oaks is \$1,613, and 56% of renters pay 35% or more of their income on rent alone, indicating that the price of rent is not affordable for those in the community.

Compared to the county, the North Fair Oaks has a slightly less stable population. While only 27% of individuals in the community have lived there before the

year 2000, this is true for 34% of the county, and 42% of North Fair Oaks has only lived in the community since 2010. Of the housing units, 72% were built before 1970, and only 3% were built after the year 2000. Additionally, although nearly 90% of the households in North Fair Oaks have access to a computer at home, 23% are still lacking a broadband Internet subscription.

Education

While only 11% of San Mateo County's residents who are 25 years and older have less than a high school diploma, this number increases to 36% of the residents in North Fair Oaks. Additionally, North Fair Oaks residents over 25 are just half as likely to have a college degree or higher as the residents in the county as a whole.

Belle Haven

History

The neighborhood of Belle Haven is located on a small triangular tract of land in northern Menlo Park, isolated from the rest of the city by a freeway. The borders of the Belle Haven neighborhood are between Willow Road (a state highway), the Southern Pacific Railroad, and Highway 101. Although Menlo Park was officially incorporated in 1927, the Belle Haven neighborhood and the Eastern part of the city was still considered a part of what was then Ravenswood district; the Ravenswood School District that serves this area of the city still retains this historic name.³¹ During the Great Depression, a real estate developer by the name of David Bohannon constructed and sold over 1,300 single-family homes in the area, with the intention of developing the still-unincorporated district into a primarily working-class neighborhood.³² To this day, Belle Haven is still known as the home for working and middle class residents of Menlo Park.³³

The Belle Haven neighborhood of Menlo Park has historically had higher rates of crime compared to the rest of the city. In 2011, there were 44 shootings and 4 deaths in Menlo Park, and all of them occurred in Belle Haven.³⁴ However, in 2013 the Menlo Park Police Department reported that crimes in Belle Haven had dropped by 44%.³⁵ The city has increased policing of the Belle Haven neighborhood, partly as a result of Facebook making an annual \$11.2 million donation into Menlo Park's general fund, with the purpose of supporting the creation of an additional police unit near their headquarters.³⁶ Facebook also contributes to Menlo Park (as well as East Palo Alto) on an ongoing basis to compensate for its traffic impacts.

Current Demographics

Belle Haven is home to 5,509 residents, and is significantly more diverse than the rest of the County.³⁷ Of those 5,509 residents, 58% are Hispanic, making the neighborhood an important population center for Hispanic residents throughout the city and county. An additional 21% of the residents are African American, 8% are White, and 3% are Asian.³⁸ In comparison, San Mateo County's population is 25% Hispanic and only has an African American population of 2%. However, the white population in the county is around 40%. Another distinguishing factor of the neighborhood is the foreign-born population; 37% of Belle Haven's residents were born outside of the United States. Of those foreign-born residents, at least 58% are not U.S. citizens. Due to the challenges of measuring the neighborhood's undocumented population, it is likely that this is an underestimate.

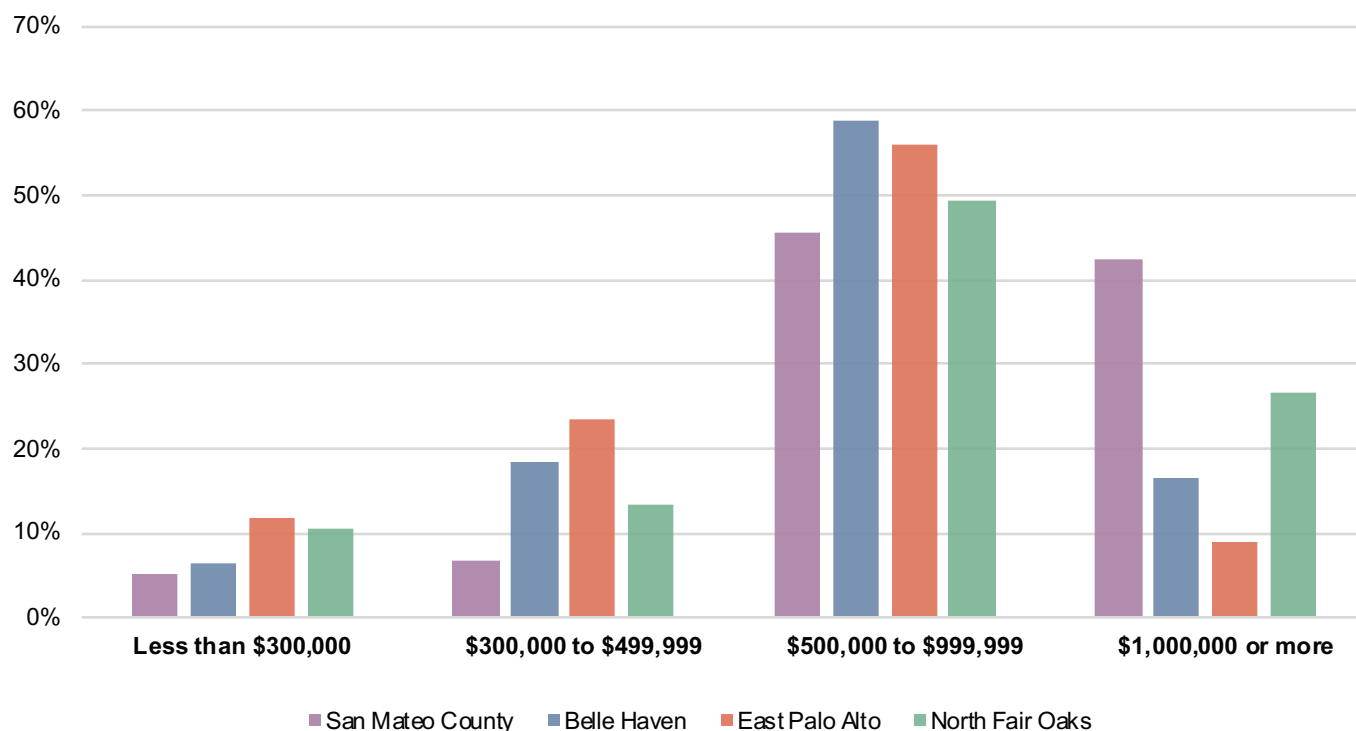
Income and Jobs

Whereas only 17% of San Mateo County residents work in the service industry, 34% of Belle Haven residents have jobs in this sector. This contrast is reflected in household income; the median household income in Belle Haven is \$58,274, which is slightly over half the median income of the county (\$105,667). Additionally, the Belle Haven neighborhood compared to San Mateo County has double the rate of poverty, at 15%.

Housing

Rents and home prices are relatively high in San Mateo County, and are rising in the neighborhood of Belle

Figure 3.6. House Values



Source: ACS 5-year estimate, 2013-2017, DP04

“Rent was one of those things that was always ‘part of the routine.’ Once the rent began to increase, it affected the amount of hours I worked.”

JUAN, 21

Haven. The median price for a home in Belle Haven is \$668,000, and median gross rent for the neighborhood is \$1,656.³⁹ This is a 51% increase in home values and 42% increase in rents from 2012.⁴⁰ Today, over 60% of Belle Haven renters have a high rent burden and spend 35 percent or more of their income on rent.⁴¹ In San Mateo County, 88% of homes are worth over over \$500,000, with 42% of the total housing stock over \$1,000,000.⁴² In Menlo Park, 77% of owner-occupied home are worth over a million dollars, and 17% are between \$500,000 and \$999,999.⁴³ Although 16% of Belle Haven homes are worth over one million, an additional 59% of the housing stock in Belle Haven is priced between \$500,000 to \$999,999, making the neighborhood slightly more affordable.

Belle Haven has a total of 1,440 housing units, and only about 2% of the units are currently vacant. This low vacancy rate suggests a high demand for rental housing and a tight housing market.⁴⁴

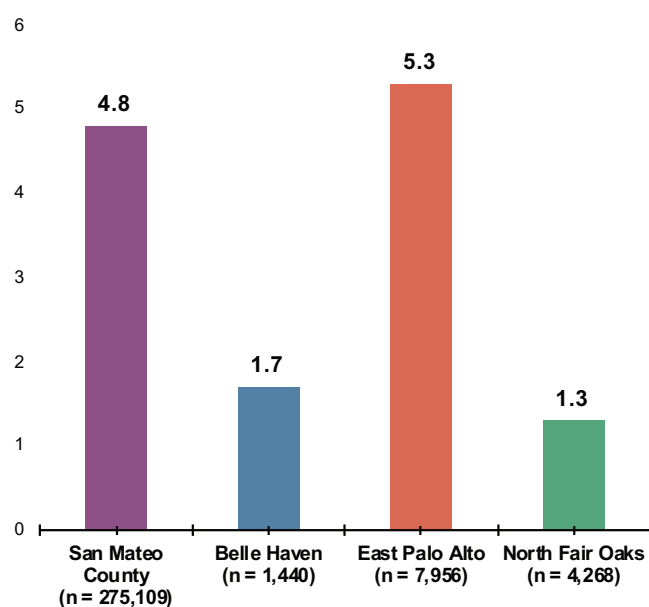
The majority of units (57%) are renter occupied, compared to only 40% for the county, and 68% of the housing stock is single-family detached homes. High-density structures with 20 or more units are rare, and only make up 4% of the housing stock. Additionally, the housing is older than the other communities, as only 3% of the structures were built after 1990. The majority of units, 57% of the total, were built between the years of 1940 to 1959.

Nearly half of the neighborhood's population are fairly new arrivals, as 45% have only lived in Belle Haven since 2010. A small minority of residents, only 15% lived in the neighborhood before 1990. Although slightly lower, Belle Haven's access to technology at home is parallel to that of the county: 89% of residents have access to computer, and 82% have an Internet subscription.

Education

For the Belle Haven residents over 25 years of age, 20% have less than a 9th grade education, and 25% have at least a high school diploma. Another 18% have a bachelor's degree or higher. The Belle Haven neighborhood, like the city of East Palo Alto, is served by the Ravenswood School District, which has seen a substantial decline in enrollment despite a slight increase in charter school attendance.

Figure 3.7. Vacancy Rates



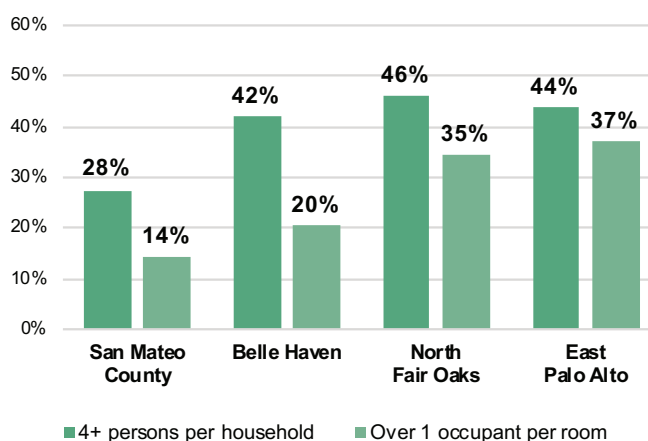
Summary: Housing Conditions in the Study Area

This introductory overview of American Community Survey data suggests that the study area communities are experiencing considerable housing stress, relative to San Mateo County as a whole. As Figure 3.8 shows, North Fair Oaks and East Palo Alto in particular have more than double the share of overcrowded housing units than in the county, and the three communities also have a greater share of households with four or more people. Over 40% of households in San Mateo County are rent-burdened — but in Belle Haven the figure is closer to 60% (Figure 3.9). And, the three communities, particularly East Palo Alto, are experiencing much more residential turnover in recent years, with more than 40% of the households moving in during this decade (Figure 3.10).

Summary: The Study Area Communities

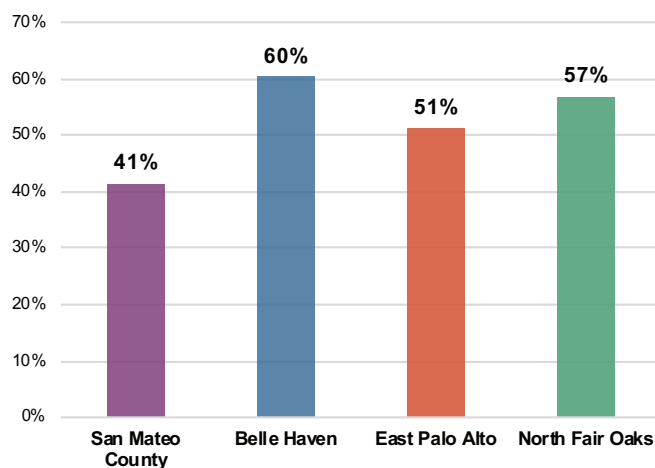
East Palo Alto, Belle Haven, and North Fair Oaks have all historically been low-income, working-class communities. Most of the housing stock is over 30 years old, with little recent construction. Yet, high housing prices and low incomes have led to a high incidence of rent-burdened households and overcrowding. There are indications of recent changes: increasing population turnover, declining school-age population, and homelessness on the rise. In the next section, we explore the real estate dynamics that underlie these changes.

Figure 3.8. Overcrowding: Large Households and Number of Occupants per Room



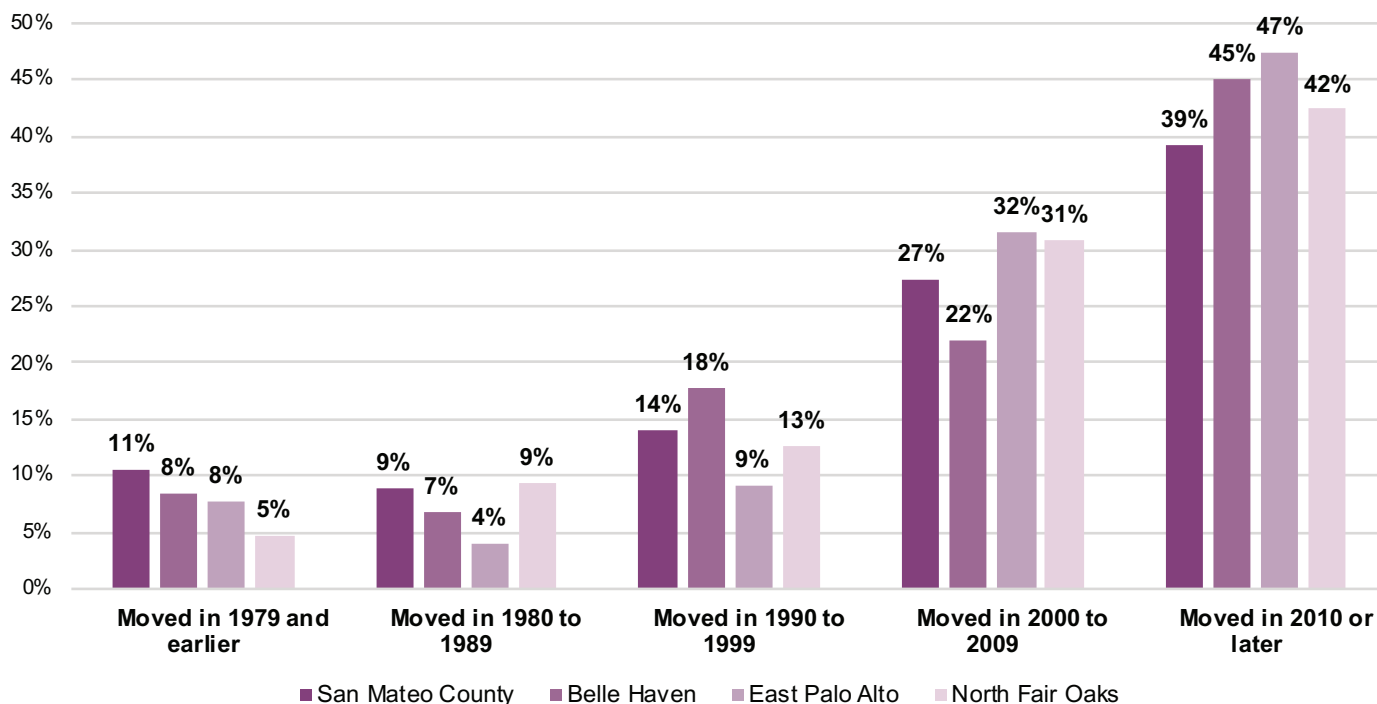
Source: 2017 ACS 5-year Estimates, Table DP04.
 Universe: Occupied housing units. San Mateo County (N = 261,796); Belle Haven (N = 1,415); North Fair Oaks (N = 4,211); East Palo Alto (N = 7,534);

Figure 3.9. Share of households paying more than 35% of income for rent



Source: 2017 ACS 5-year Estimates, Table DP04.

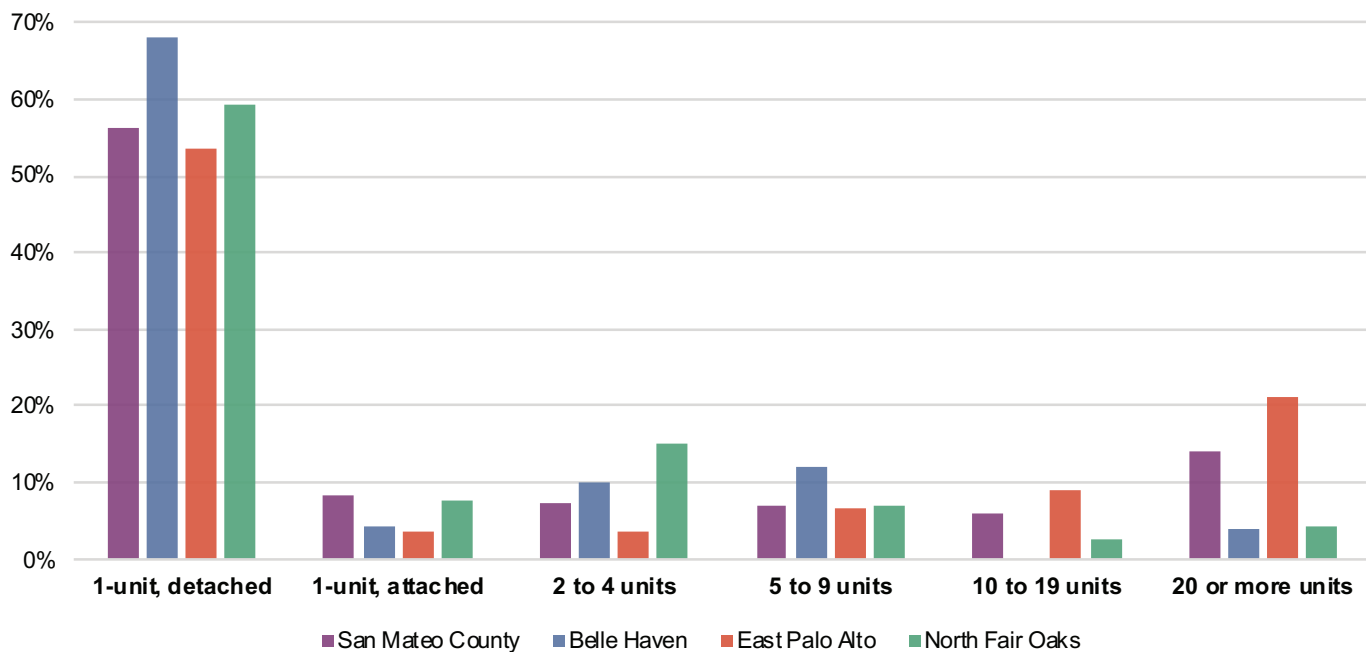
Figure 3.10. Share of Housing Units by Year moved in



Source: 2017 ACS 5-year Estimates, Table DP04.

Universe: Occupied housing units. San Mateo County (N = 261,796); Belle Haven (N = 1,415); North Fair Oaks (N = 4,211); East Palo Alto (N = 7,534);

Figure 3.11. Number of Units in Housing Structure



Source: 2017 ACS 5-Year Survey, Table DP04.

Universe: Total housing units. San Mateo County (N = 275,109), Belle Haven (N = 1,440), East Palo Alto (N = 7,956), North Fair Oaks (N = 4,268)

Homelessness in San Mateo County

Every two years, a county-wide survey is conducted in San Mateo County in order to establish the levels of homelessness in the area. On January 31, 2019, four hundred volunteers went out and collected data on the homeless population. 1,512 people were experiencing homelessness at that point in time, 901 of whom were deemed unsheltered.⁴⁵

In the city of Menlo Park in 2019, 27 people were documented as unsheltered, down from 47 the prior year and 72 in 2011 (see Figure 3.12). In East Palo Alto, 107 people were documented as unsheltered, a slight increase from 2015 and 2017 but a 72% decrease from 2011. The number of people that are unsheltered in East Palo Alto represents nearly 12% of the entire unsheltered homeless population in San Mateo County. The Point-in-Time survey also counted zero unsheltered people in South County unincorporated areas, where North Fair

Oaks is located. Only seven individuals were counted as unsheltered on January 31, 2019 in San Mateo's southern unincorporated area.


In recent years, the homeless count has increased, driven primarily by an increase in the number of people living in RVs, which accounted for 55% of the total count in San Mateo County.⁴⁶ The count documents no unsheltered homeless families with children living on the street in 2019, though 16 are estimated to have been living in RVs, cars, and tents or encampments, and 103 were counted in transitional housing and emergency shelters. The count also notes that families with children are likely to live in places that do not meet HUD standard of homelessness (i.e. living temporarily with friends or families) rather than living on the street, but should still be considered precariously housed.

Figure 3.12. Homelessness Point in Time Count, 2011-2019

	2011	2013	2015	2017	2019
San Mateo County	1162	1299	775	637	901
East Palo Alto	385	119	95	98	107
Menlo Park	72	16	27	47	27
Unincorporated South (Includes North Fair Oaks)	-	-	10	5	7

Source: 2019 San Mateo County One Day Homeless Count and Survey. Published by the County of San Mateo Human Services Agency, June 2019

Part 4: Residential Real Estate Patterns



“I was so happy growing up in this house, until we couldn’t afford it anymore. My parents had to work to support us, even when we didn’t know about anything.”

MARTIN, 17

Residential Real Estate Patterns

Our team specifically looked at indicators of investment and disinvestment within residential neighborhoods in the study area. When possible, we extended the analysis to the neighboring jurisdictions or to the entirety of San Mateo County. Within our analysis, we considered city data regarding code violations and building permits, Zillow's Transaction and Assessment Database (ZTRAX), Home Mortgage Disclosure Act data and a comprehensive set of neighborhood observations. Community perspectives from our interviews also motivate and inform the following analysis of disinvestment and investment.

Signs of Disinvestment

Based on both our observations of the neighborhood and secondary data, we constructed indicators of disinvestment, ranking each residential block in the three communities. Indicators described below include observations of disorder (such as dumping), municipal code violations, foreclosures, and absentee ownership.



Neighborhood Observation Data

Our team collected observational data on the physical condition of every residential property in Belle Haven, North Fair Oaks, and East Palo Alto by walking around each block with residential uses. During the summer of 2018, local high school students were enlisted to help our research team survey properties, pictured left. The work was continued by UC Berkeley students in Fall 2018, Spring 2019 and Summer 2019.

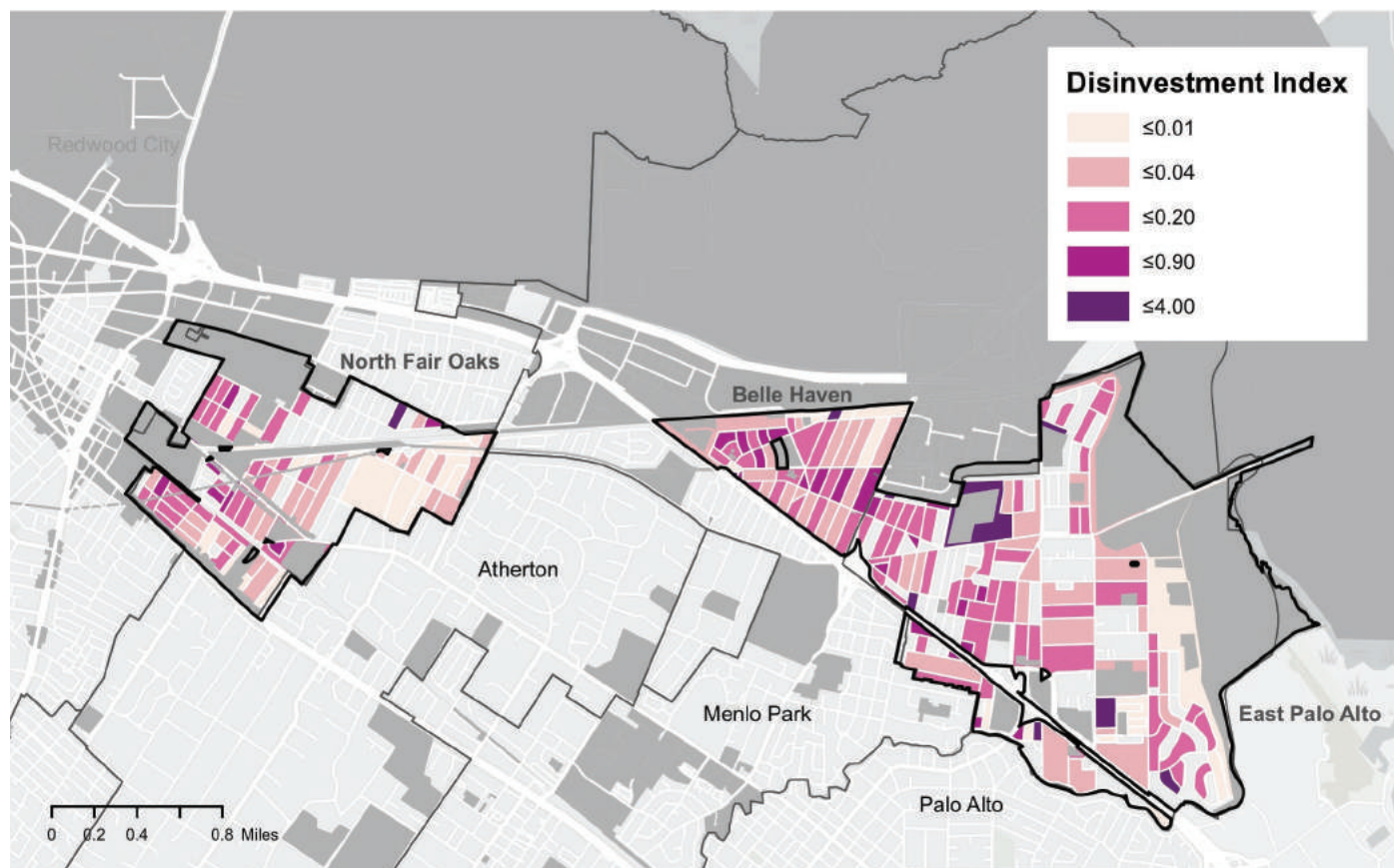
“Our landlord wants to kick us out and destroy the house to build a new one.”

LESLIE, 21

The data collected by students included signs of physical disinvestment (e.g., exterior paint condition, window covering condition, yard condition, etc.) as well as safety investment, ADUs, and real estate investment. The full survey form can be found in Appendix B.

The observation data was cleaned and aggregated to create an indicator for parcel disinvestment. We created quadratic indicators for disinvestment with substantially higher values for parcels with multiple violations to account for cumulative impact of signs of decline. The indicators for each parcel were averaged at the block level to assign overall disinvestment levels to

Figure 4.1. Physical Disinvestment in Belle Haven, East Palo Alto, and North Fair Oaks (2019)



Source: Authors, 2019

Figure 4.2. Percentage of lots with example signs of disinvestment

	Belle Haven	East Palo Alto	North Fair Oaks
Appears abandoned	1.8%	1.1%	0.4%
Trash and debris present	19.8%	18.5%	12.2%

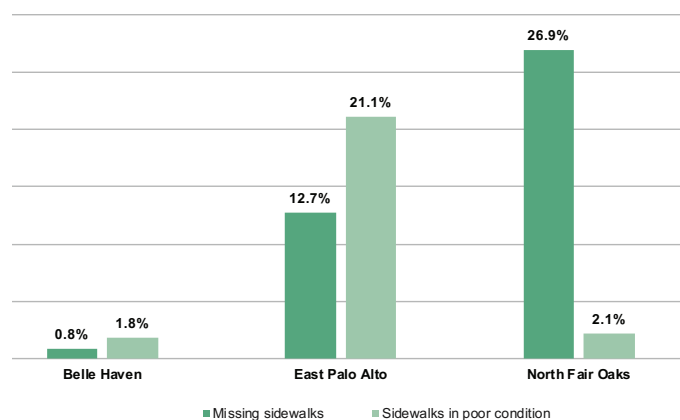
Source: Authors, 2019

each block. The higher the index, the greater the rate of disinvestment recorded by observers in a given block. We find that of the three study areas, East Palo Alto had the most observable signs of disinvestment (see Figure 4.1). Specifically, a greater percentage of properties in East Palo Alto had unmaintained lawns, non-operative cars, broken or dirty windows, and signs of overcrowding—compared to Belle Haven and North Fair Oaks.

Some signs of disinvestment were infrequently observed. Specifically, there were very few properties with graffiti or clear signs of physical abandonment. However, presence of trash and debris was high in Belle Haven in particular, on nearly 20% of lots surveyed.

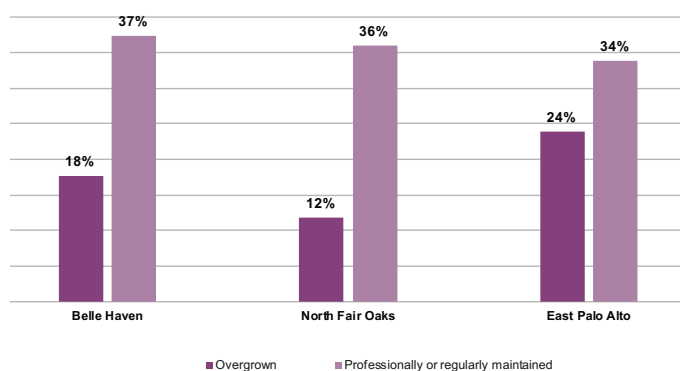
Surveyors observed very few missing sidewalks or sidewalks in poor condition in Belle Haven, a neighborhood in Menlo Park. Comparatively, the City of East Palo Alto had a high number of both missing and deteriorated sidewalks. North Fair Oaks had a high rate of missing sidewalks, which is typical of unincorporated areas.⁴⁰ Cities can pass on sidewalk maintenance responsibility to property owners. Menlo Park and East Palo Alto, for example, both require owners to maintain sidewalks, parking strips, curbs, retaining walls and other infrastructure between the property line and the street, unless the damage is caused by a city tree.⁴⁷

Figure 4.3. Lack of Investment in Sidewalks



Source: Authors, 2019

Figure 4.4. Observed Yard and Landscape Maintenance



Source: Authors, 2019

Note: Observers marked lawns as either “Overgrown”, “Professionally or regularly maintained”, or “Regular”.

Figure 4.3 below shows the proportion of observed lawns that were overgrown versus professionally or regularly maintained. Overgrown lawns can be a source of code violation complaints by neighbors, whereas professionally or regularly maintained laws can be a sign of investment. Of the three study areas, East Palo Alto had the highest proportion of observed overgrown lawns at 24% of all surveyed lots. For all three areas, regularly or professionally maintained lawns accounted for close to 30% of all lots.

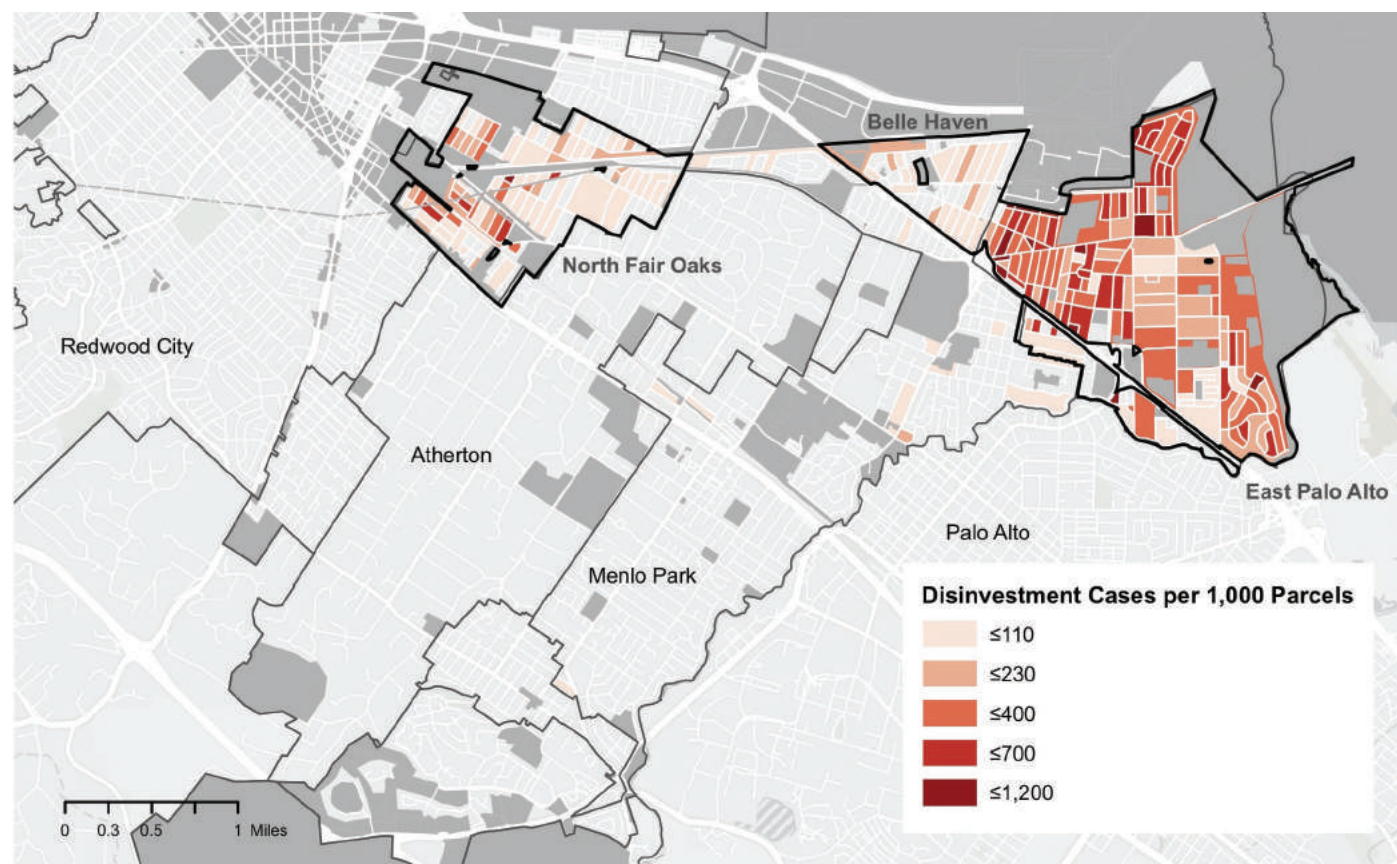
We detected association between some indicators of disinvestment. For example, blocks with more overgrown lawns were generally more likely to have chipping or peeling paint on building facades, as well as trash present on the property. Furthermore, homeowners are more likely to invest in safety measures—such as cameras, alarm signage, and fences—in blocks with more signs of physical disinvestment.

Code Violations

In stakeholder interviews, a key driver of evictions mentioned in all three communities was code enforcement. East Palo Alto, Menlo Park, and San Mateo County writ large all enforce established housing health and safety codes. Families who are unable to afford the necessary upkeep or who rent may be displaced when building or planning departments deem their properties unsafe and uninhabitable.

As a note, code violations are typically subjectively determined by inspectors, usually based on community and government norms and resources. Thus, unsurprisingly, the incidence of violations varies widely across the study area. In all three jurisdictions, residents are able to report potential violations through a hotline. In East Palo Alto and Menlo Park, residents can also file complaints through an online form. Menlo Park in addition has a phone app for reporting code enforcement complaints. When a code violation is issued, it can lead to a warning, fine or potentially jail time, depending on the severity of the offense. In North Fair Oaks, for example,

Figure 4.5. Code Violations Indicating Disinvestment per 1,000 Parcels (2010-2018)



Source: City of Menlo Park, City of North Fair Oaks, County of San Mateo (2010-2018)

the standard practice is that an owner has approximately two weeks to correct a violation after it is issued. If the owner does not resolve the violation, the city is given the right to correct the violation itself and charge the property owner.⁴⁸

Based on data collected from each jurisdiction, we looked at the distribution of code violations related to disinvestment across the study area between 2010 and 2018. Common examples of violations that suggested disinvestment include those for trash buildup on properties, untrimmed lawns, unsafe electrical wiring, and graffiti. Some of the code violations listed multiple examples of disinvestment. We filtered out violations that were due to unpermitted building activity, minor complaints, and violations in the public right-of-way (e.g.,

sidewalk or street), because they were not clearly related to either disinvestment or investment.

We found that East Palo Alto sees many more code violations related to disinvestment per 1,000 parcels than North Fair Oaks or Belle Haven. This may be evidence that there is more disinvestment in East Palo Alto. However, it may also suggest that East Palo Alto's Building Services Division is more willing to issue violations than inspectors in the other study geographies. In total, we found 1,746 violations indicating disinvestment between 2010-2018, equivalent to one violation per 4.5 housing units. Notably, 362 properties received more than one code violation for disinvestment during the time period, 308 of which were in East Palo Alto. By contrast, Menlo Park had only two properties

flagged for disinvestment-related code violations more than once. This suggests that part of the reason for the greater number of code violations in East Palo Alto is that the city is more willing to tag properties multiple times.

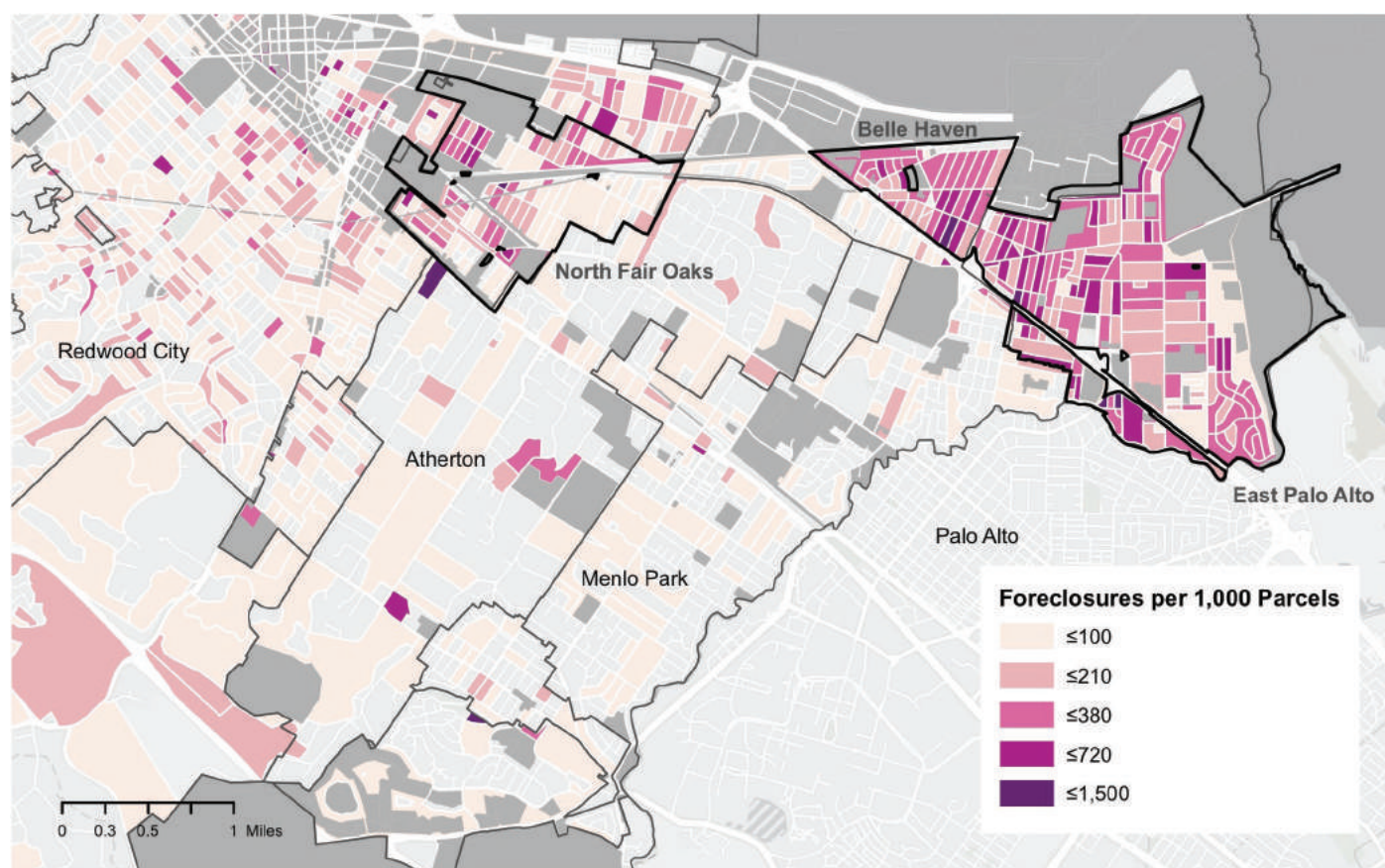
Belle Haven, a neighborhood within the City of Menlo Park, sees significantly more disinvestment violations than the rest of the city. This may be evidence that there are fewer cases of disinvestment in the city's southern neighborhoods. However, stakeholders from the study geography described a pattern of lax code enforcement in wealthier neighborhoods and stricter enforcement within Belle Haven.

Concentrations of disinvestment-related code violations may indicate that properties are unsafe, thereby leading to household displacement. However, the limitations of

our data prevent us from gauging exactly how many households were displaced as a result of disinvestment citations.

Aside from disinvestment cases, another frequent target of code enforcement activity is illegal ADUs. Our interviews with stakeholders also raised a specific concern regarding the growing reliance on unpermitted garage conversions within East Palo Alto. Stakeholders noted that the city "red-tagged" 60 homes in the last 18 months because of concerns over the safety of inhabitants (who may be overcrowding into such dwellings). A red tag signifies that a building has been found unsafe for habitation: this can be due to utilities being shut off, an illegal structure with substandard foundation, or structural damage, and often requires vacating the property within a short amount of time,

Figure 4.6. Foreclosures per 1,000 Residential Parcels (2006-2011)



Source: Zillow Transaction and Assessment Database (ZTRAX) (2006-2011)

sometimes hours or days.⁴⁹ Of the 668 violations for illegal ADUs across the study geography, 378 were in East Palo Alto. This suggests that conversions are an especially significant target of code enforcement citations in the city (refer to ADU section later in this chapter for more).

Foreclosures

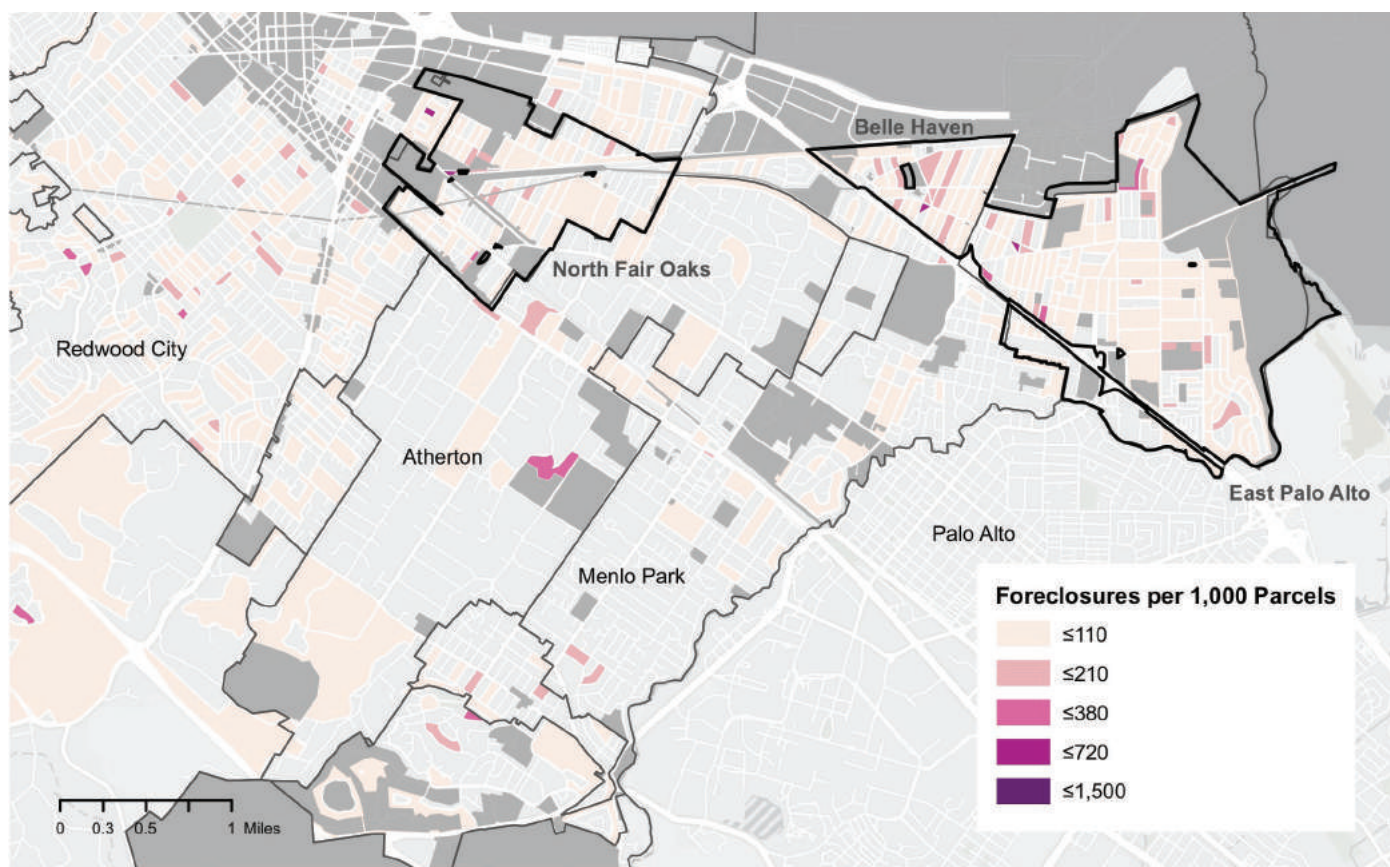
Using foreclosure data from ZTRAX, Zillow’s database of transactions, we identified all transactions with a foreclosure document type attached. The data included foreclosures between 9/27/2006 and 10/20/2017. Although all three communities were hard hit by the foreclosure crisis, several blocks in Belle Haven and East Palo Alto experienced the largest rate of foreclosures between 2006 and 2011 within the study area (See

Figure 4.6). For all three study areas, the year with the highest number of foreclosures during the recession was 2009, with 419 losing their homes in East Palo Alto, 99 in Belle Haven, and 115 in North Fair Oaks in a single year.

Notably, low-income neighborhoods such as Belle Haven were hit substantially harder by the foreclosure crisis than wealthier neighborhoods such as South Menlo Park. Between 2006 and 2012, Belle Haven experienced twice as many foreclosures as the rest of Menlo Park despite having only roughly one-quarter of the number of housing units.

Since 2012 and the end of the Great Recession, the number of foreclosures has decreased substantially. Between January 2012 and October 2017, there were 434 foreclosures in the study area compared to 2,134

Figure 4.7. Foreclosures per 1,000 Residential Parcels (2012-2017)



Source: Zillow Transaction and Assessment Database (ZTRAX) (2012-2017)

Figure 4.8. Absentee Ownership Rates Across San Mateo County (2014)

Absentee Ownership Rate	
Study Area	
Belle Haven	26%
East Palo Alto	35%
North Fair Oaks	32%
Comparison Jurisdictions	
Menlo Park (excluding Belle Haven)	23%
Redwood City	22%
Menlo Oaks	13%
Atherton	20%

Source: DataQuick (2014)

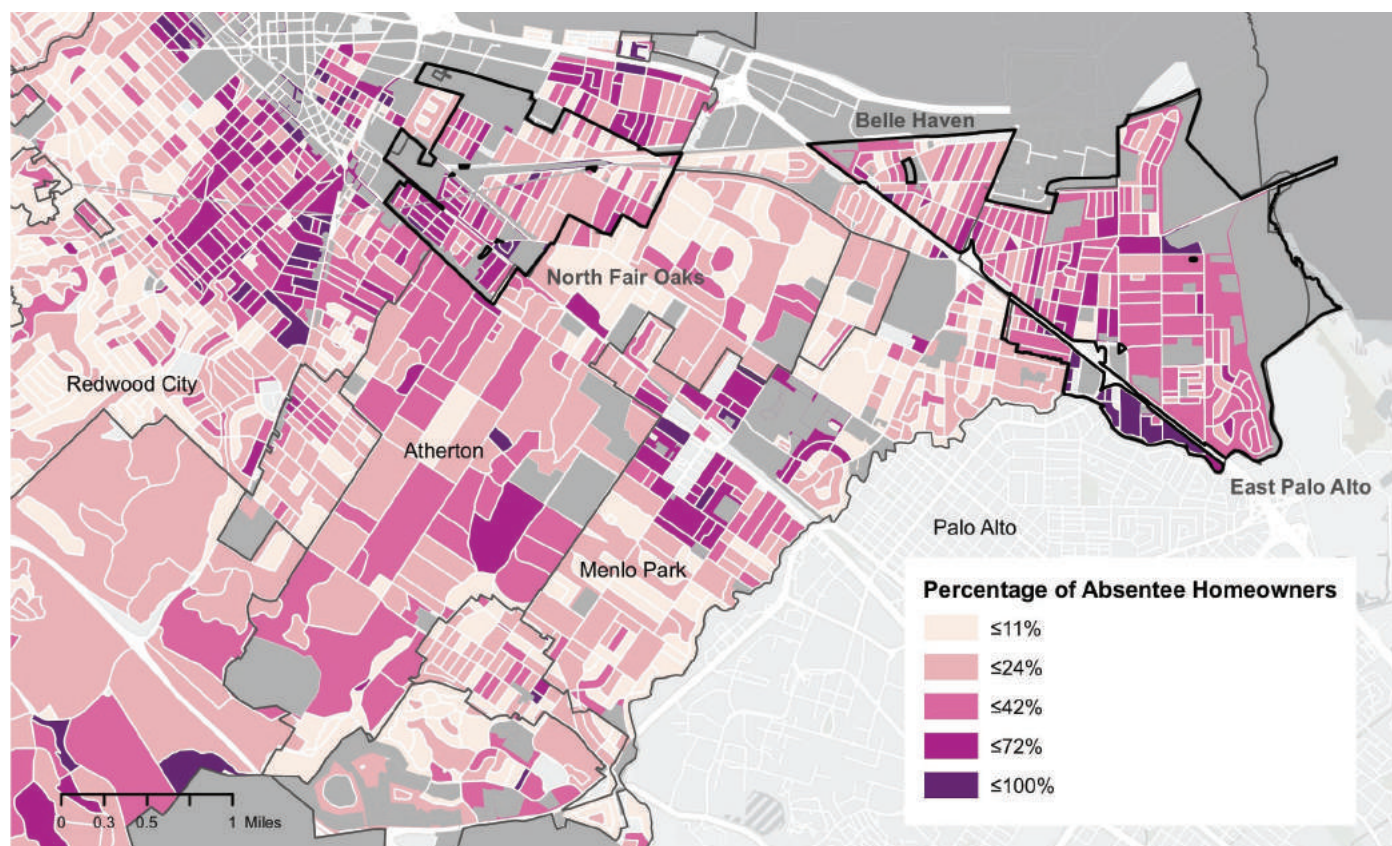
between October 2006 and December 2011. East Palo Alto was home to 256 of the foreclosures, compared to 77 in Belle Haven and 101 in North Fair Oaks. The number of foreclosures across the county hit its low point in 2016.

The decrease in the rate of foreclosures in recent years is a positive sign. However, the dynamics of foreclosures over time suggest that foreclosures have been a substantial driver of displacement over the years. Even now, the study area experiences significantly more foreclosures than the wealthier surrounding neighborhoods.

Absentee Ownership

Another possible sign of disinvestment to consider is absentee ownership. A parcel has an absentee owner

Figure 4.9. Percentage of Absentee Homeowners per Block (2014)



Source: DataQuick (2014)

when the property is not used as a primary place of residence.⁵⁰ Absentee owners for residential properties were identified when the tax mailing address did not match the parcel address, and can be analyzed using assessor parcel data. Overall, we found that 21% of parcels with single-family homes, duplexes, triplexes, townhomes, or condos in San Mateo County had absentee homeowners.⁵¹

Within the study geography, the highest absentee ownership rates were found in East Palo Alto and North Fair Oaks, at 35% and 32% respectively. All portions of the study area had higher rates than the surrounding jurisdictions.

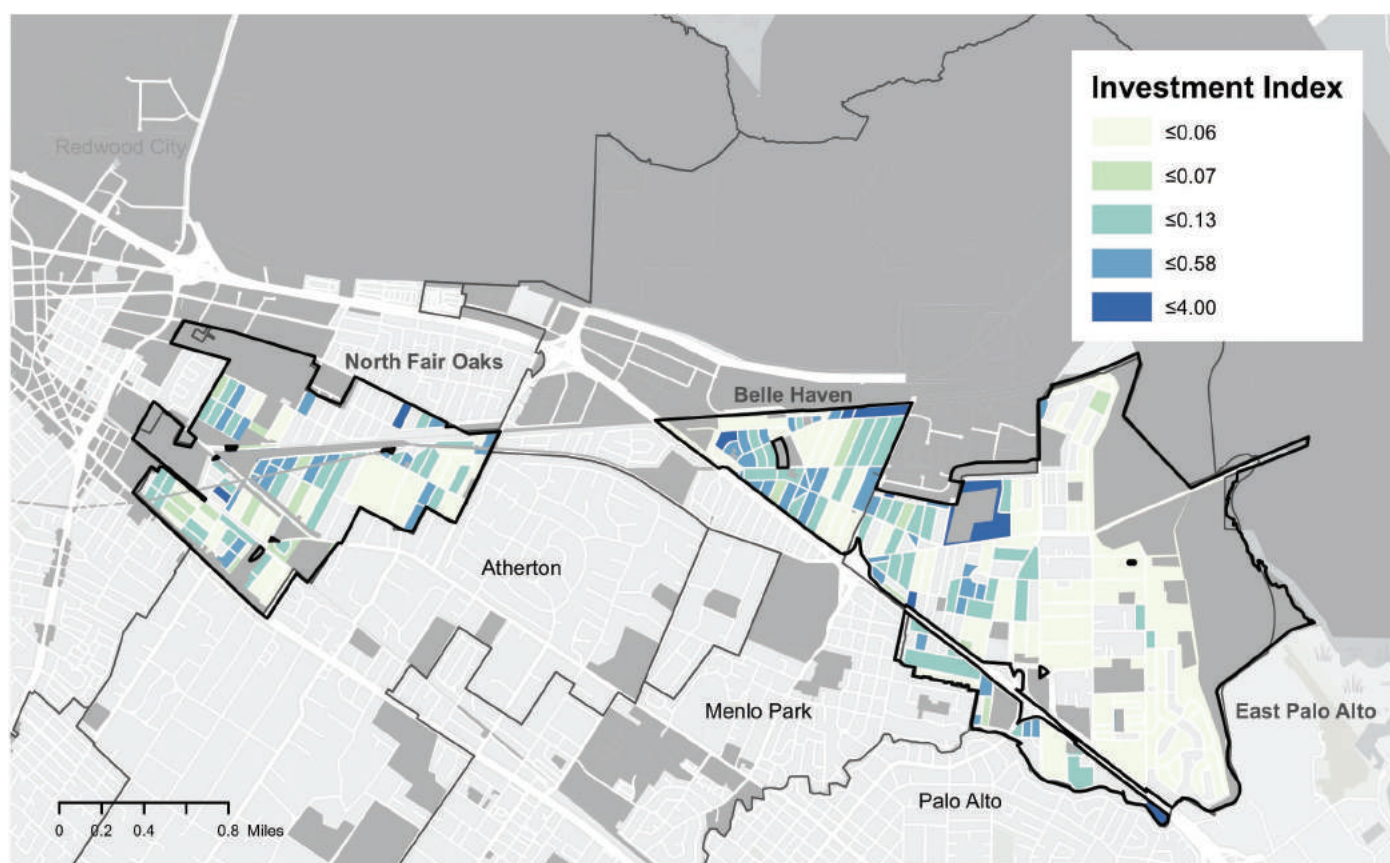
The rate of absentee homeowners found in our analysis was higher than expected. This may be due to limitations with the data provided by the assessor's office. We also cannot determine the reasons for absentee ownership. For example, the units could be rented on a short or long-term basis, or held as speculative investments.

Signs of Investment

Neighborhood Observation Data

In addition to information regarding disinvestment, our student surveyors observed characteristics of buildings suggesting substantial investment. These included for-sale and for-rent signs, evidence of ongoing renovations,

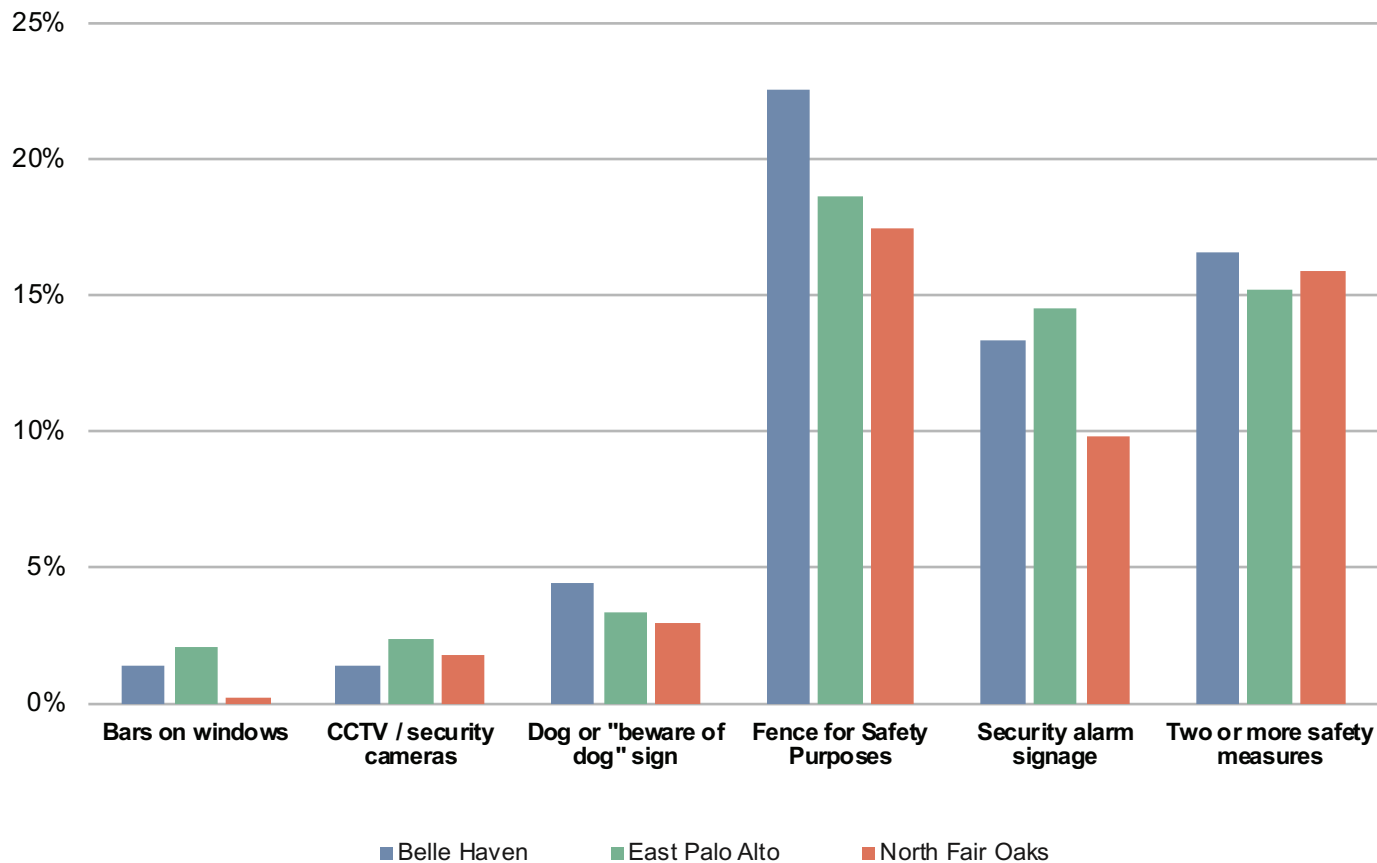
Figure 4.10. Physical Investment in Belle Haven, North Fair Oaks, and East Palo Alto (2019)



Source: Authors, 2019

Note: Tract 6118 Block 1001, in the northern portion of East Palo Alto, only had one surveyed parcel. That parcel saw significant investment, leading to the dark legend coloring above.

Figure 4.11. Signs of Investment in Safety Measures



Source: Authors, 2019

fences for appearance purposes rather than safety purposes, and professionally maintained lawns. Similar to the map of disinvestment created above, an indicator for investment was created by aggregating the observed measures. A quadratic index was created to measure investment, because multiple physical indicators suggest a greater likelihood of investment.⁵²

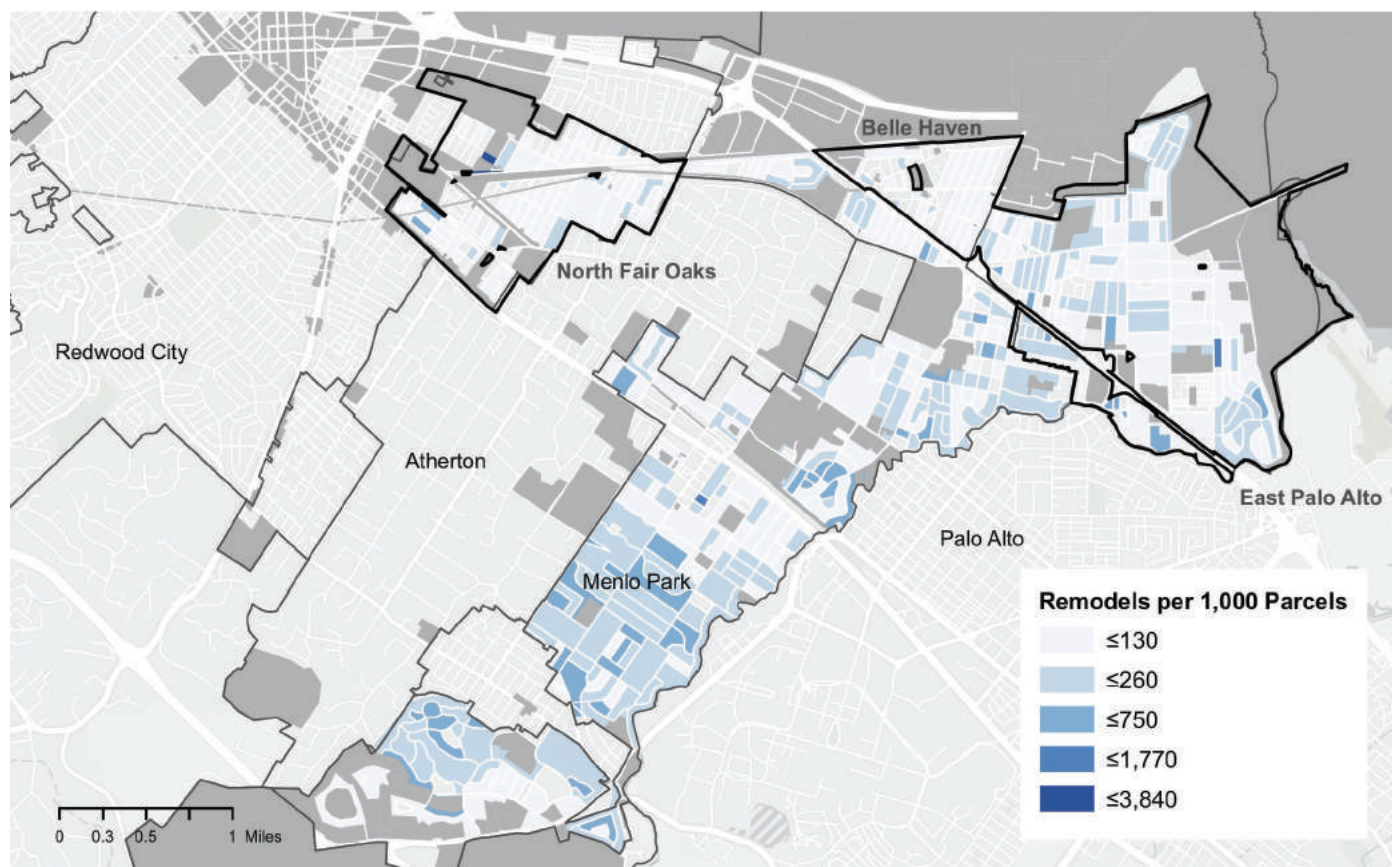
Figure 4.10 shows a scattered pattern of investment across the study area, with the lowest rate of observed investment in the southeastern portion of East Palo Alto. The low rates of investment in East Palo Alto also match the high rates of disinvestment observed in the previous section. This low index reveals minimal evidence of new construction or remodels, as well as less evidence of physical improvements such as a well-improved lawn or a fence for appearance purposes.

The types of investment observed varied by jurisdiction. For example, Belle Haven had the highest percentage of newly built buildings observed, with 9% compared to 6% and 3% for North Fair Oaks and East Palo Alto respectively. Our surveyors also observed greater frequencies of ongoing and recently completed renovations in East Palo Alto and Belle Haven as well as greater evidence of recently upgraded units.

Safety Investment

On average, surveyors noted a higher rate of what were defined as "Safety Measures" in Belle Haven, from signs cautioning about dogs, fences perceived for safety purposes (as opposed to esthetic), or a combination of two such measures, shown in Figure Figure 4.11.

Figure 4.12. Remodels per 1,000 Parcels (2010-2018)



Source: City of Menlo Park, City of East Palo Alto, County of San Mateo (2010-2018)

Remodel Permits

Using building permit data from the City of Menlo Park, City of East Palo Alto, and the County of San Mateo, we categorized remodel permits as a proxy for investment, shown in Figure 4.12. A permit was flagged as a remodel if it constituted a major interior or exterior remodel or addition to an existing residential structure. We counted both remodels for single-family and multi-family units. Examples of remodels include renovating a kitchen, replacing flooring, or constructing a new bedroom. Remodel permits can in some cases be an indicator of displacement, as substantial repairs can justify evicting tenants under most Just Cause Eviction ordinances.

There was a significantly lower rate of remodels within North Fair Oaks and Belle Haven, relative to East

Palo Alto and the remainder of Menlo Park. There are generally more permits in more affluent neighborhoods, particularly in the southern reaches of Menlo Park. Remodels can be used as a means for eviction. In our interviews with stakeholders, one noted that, at least anecdotally, “no fault” evictions are increasing. Another provided an example of a 48-unit multifamily building in NFO where the landlord issued universal evictions, rehabilitated the units, and charged higher rents to the new tenants.

Data from the Home Mortgage Disclosure Act (HMDA) also shows a low rate of home improvement loans being originated for the study areas. Of the three, East Palo Alto property owners consistently took out loans for home improvement work at higher rates than property owners in Belle Haven and North Fair Oaks. In 2017, 21

home improvement loans were originated in the study area, down from 120 in 2010 and 82 in 2012 (see Figure 4.15). Although not definitive, home improvement data can point towards either a decrease in the overall large scale home remodeling, or an increase in the share of remodeling paid for in cash or through alternative financing means.

Real Estate Sales

We analyzed real estate market activity in San Mateo County using Zillow’s Transaction and Assessment Database (ZTRAX). The dataset included all transactions within San Mateo County between January 1995 and October 2017.

We subsetted the transactions based on the document type, buyer and seller characteristics, and sale amount to determine a set of exclusively market transactions

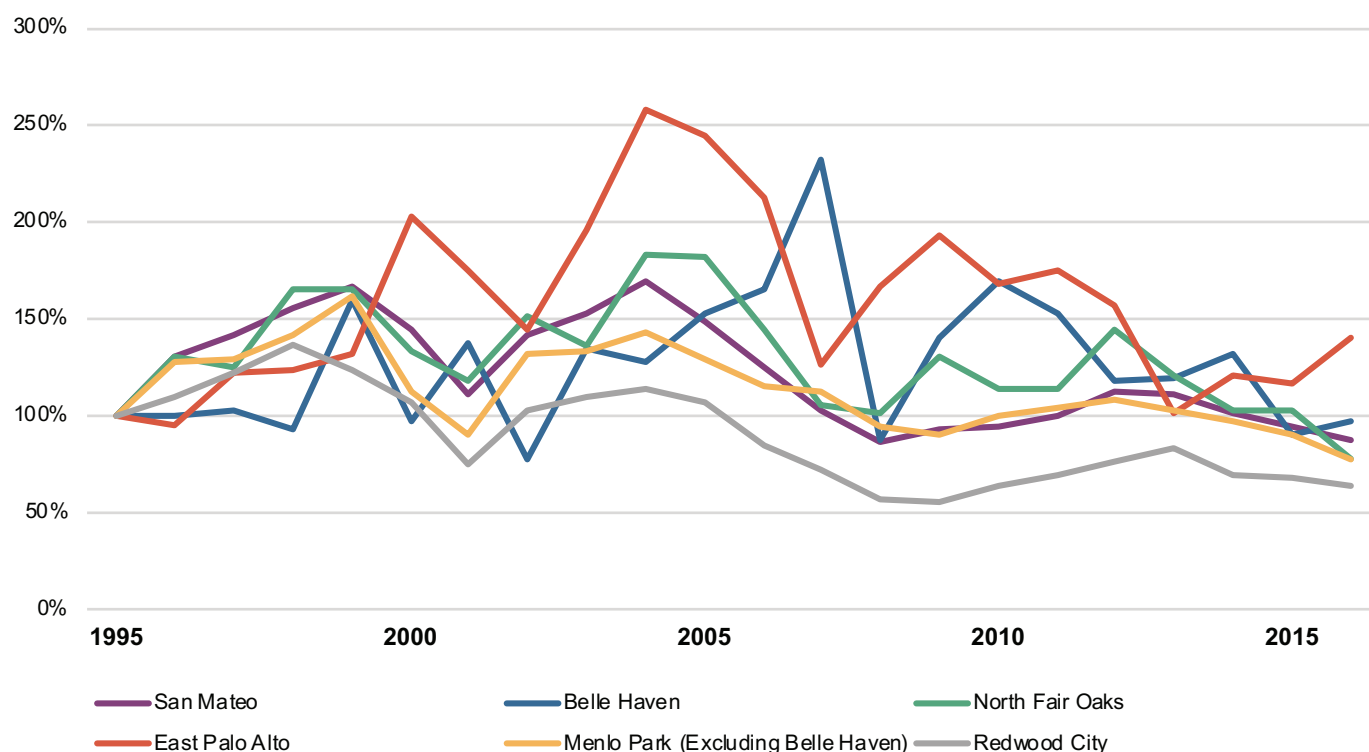
within the study area and the surrounding comparison jurisdictions. We also adjusted all prices for inflation based on the value of the U.S. dollar in the third quarter of 2017.

Overview of Transactions

The number of market transactions in all jurisdictions generally follows a cyclical trend, with peaks in the late 1990s and mid-2000s. The peaks vary by jurisdiction but the number of purchases generally peaked between 2004 and 2007. Notably, each city’s housing market was impacted by the Great Recession at a slightly different time between 2007 and 2009. In 2016, there were 70 sales total in North Fair Oaks, 39 in Belle Haven, and 202 in East Palo Alto.⁵³

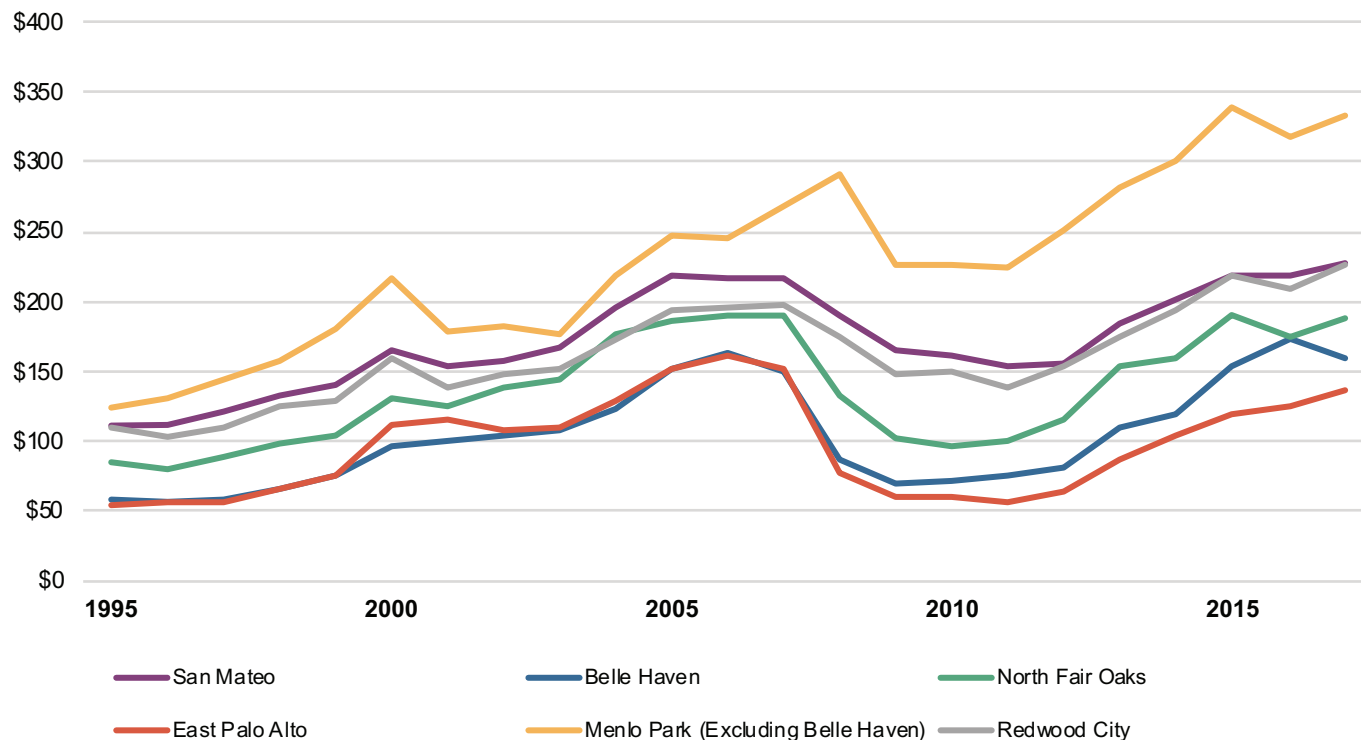
Compared to the study geography, Redwood City has seen a significant decrease in transactions since 1995.

Figure 4.13. Number of Market Transactions per Year, Relative to 1995 (1995-2016)



Source: Zillow Transaction and Assessment Database (ZTRAX) (1995-2016)

Figure 4.14. Yearly Adjusted Sale Prices per Square Foot (1995-2017)



Source: Zillow Transaction and Assessment Database (ZTRAX) (1995-2017)

Note: Adjusted for inflation, Q3 2017

Therefore, the steady rate of sales suggests that the study geography has consistently retained appeal among prospective buyers.

Our analysis of transactions also shows that housing prices have been increasing steadily in recent years. Although prices decreased slightly after both the dot-com boom and the Great Recession, prices across the region are currently at or nearing all-time highs.

The overall yearly adjusted sale prices follow a similar trend as the figure above, with median prices in all jurisdictions being around or greater than one million USD in 2017. However, prices per square foot in East Palo Alto, Belle Haven, and North Fair Oaks all still significantly lag behind those in the overall county. The median price for San Mateo was \$227 per sqft in 2017, compared to \$188 for North Fair Oaks, \$137 for East

Palo Alto, and \$160 for Belle Haven. To this day, Belle Haven remains a neighborhood with a significantly different real estate market compared to the rest of Menlo Park.

Housing costs in the study area are very high compared to both residents' income and to the rest of the nation, but they are also relatively low in relation to the surrounding areas such as Redwood City and the southern portion of Menlo Park.⁵⁴ This is a significant contributing factor to East Palo Alto, Belle Haven and North Fair Oaks' continued susceptibility to displacement pressures.

Mortgage Data

The Home Mortgage Disclosure Act provides a snapshot of who is applying for and receiving home

purchase, refinance or home improvement loans. The following analysis looks at originated mortgages for first lien, owner-occupied, 1-4 family homes with both conventional and FHA/VA backed loans.

Loan Volume

Between 2010 and 2017, the number of loans taken out to purchase homes as a whole in the study area has remained relatively stable, especially compared to the decreases at the county level (see Figures 4.16 and 4.17). North Fair Oaks on its own saw a 25% decrease in mortgage originations, while East Palo Alto's count went up by 7% and Belle Haven's went down by 8%. Meanwhile, the number of loans originated in the rest of San Mateo County has decreased significantly since 2012, going from nearly 35,000 in 2012 to 12,750 in 2017, translating to a 49% decrease (see Figure 4.17). This highlights the differences in home purchasing trends between our study communities and the larger region.

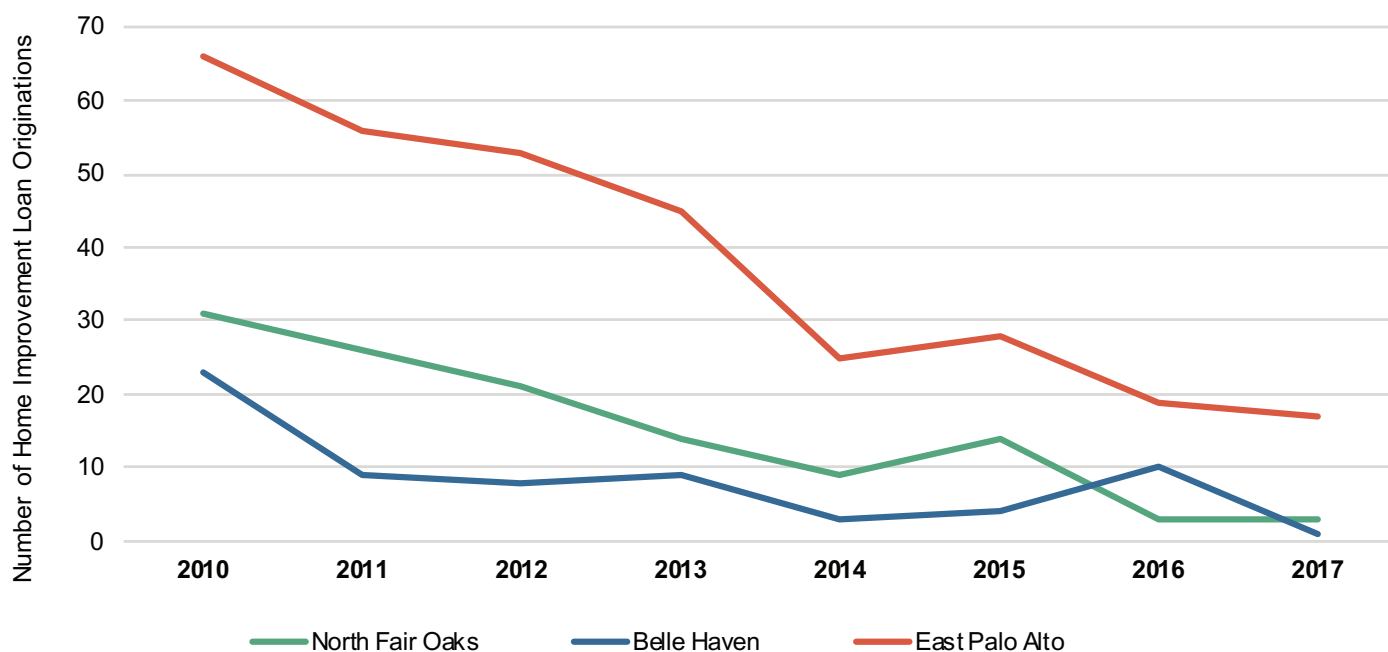
Loan Size

The average loan amount for home purchase loans in the study area has steadily increased. Average loan amount in North Fair Oaks in particular have increased in parallel with San Mateo County, going from \$405,589 in 2010 to \$680,897 (adjusted for inflation).

Overall, the amount of loans under \$500,000 taken out to purchase homes has decreased significantly: by 76% for loans under \$250,000 and by 24% for loans between \$250,000 and \$500,000 (see Figure 4.19). However, loans between \$250,000 and \$500,000 remain the most popular, although the proportion of loans over \$500,000 is increasing most rapidly.

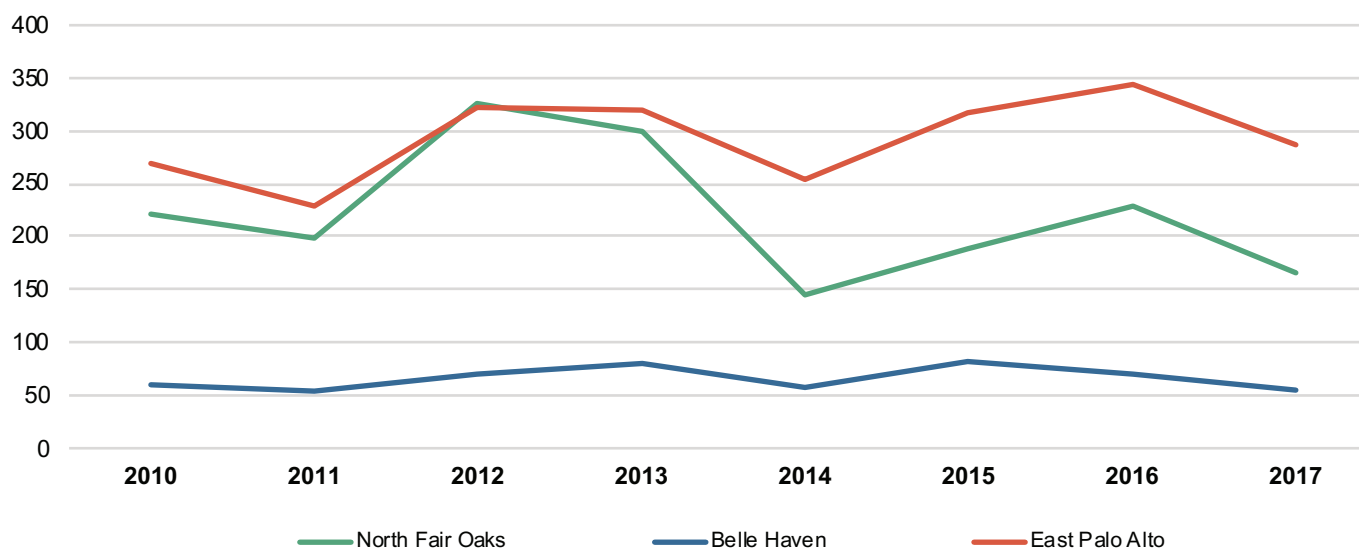
More generally, this points to the inaccessibility of local home ownership for the majority of low-income residents in these communities. In order to purchase a \$655,000 home with a 30-year mortgage, estimates point to

Figure 4.15. Number of Home Improvement Loan Originations in Study Area



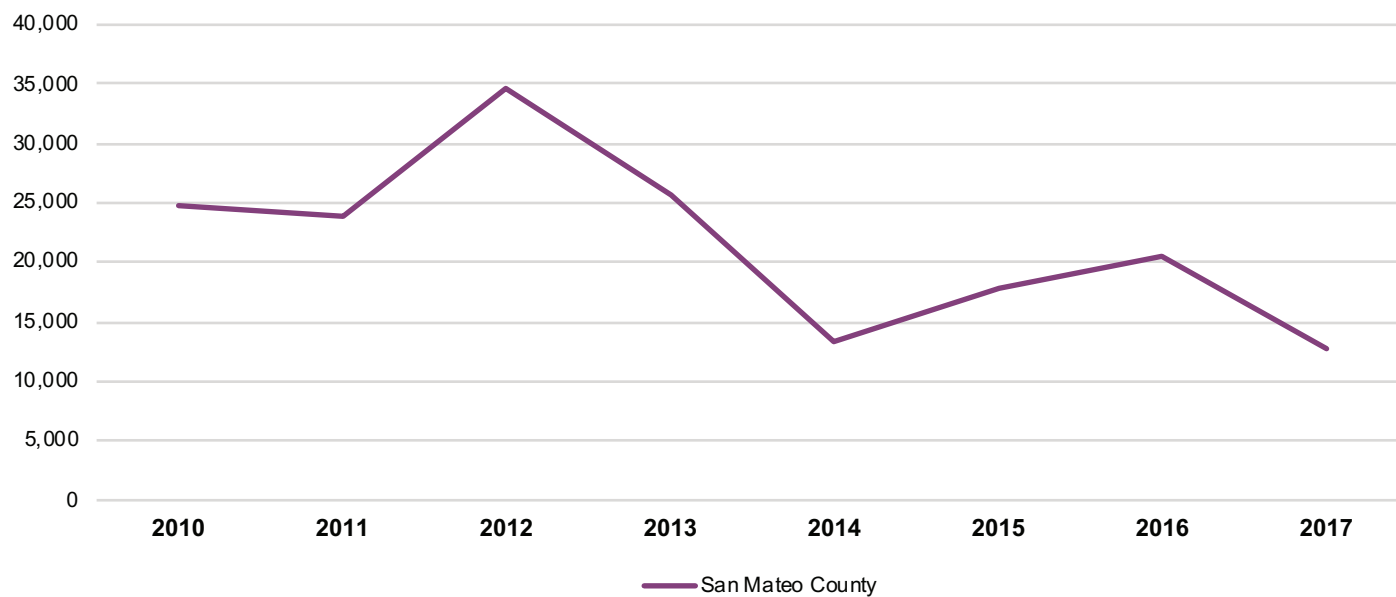
Source: HMDA 2010-2017.

Figure 4.16. Home purchase loans over time in study area



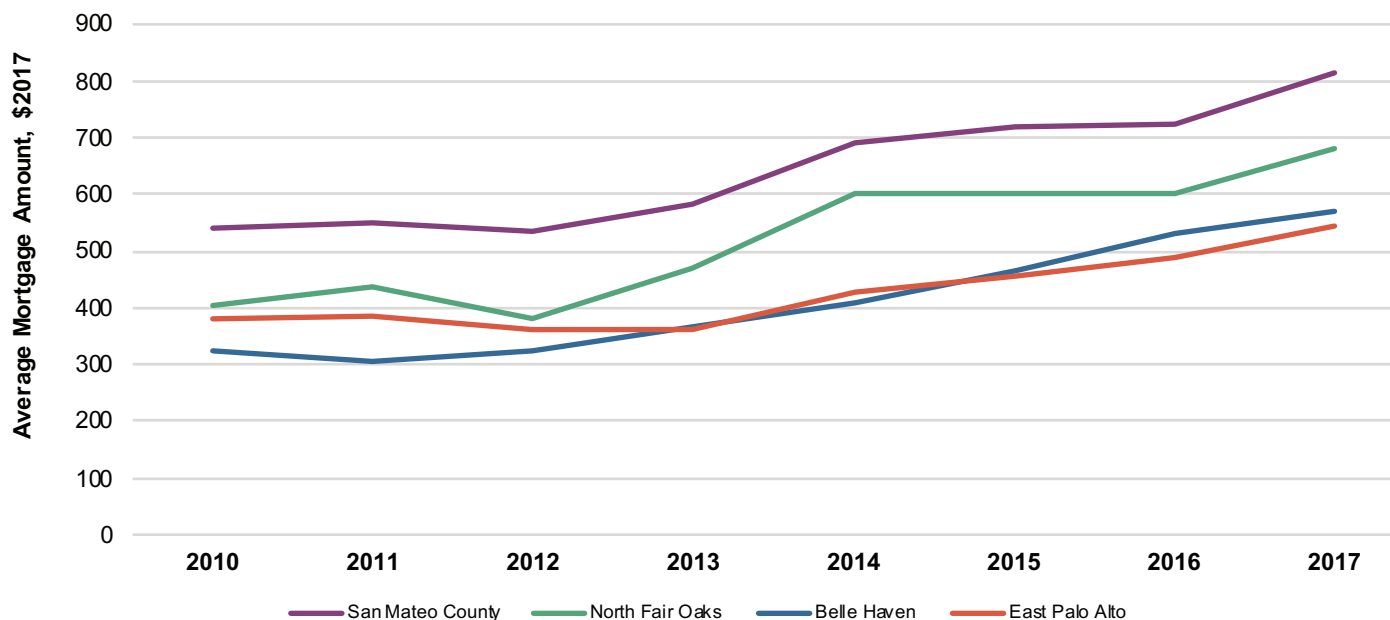
Source: HMDA 2010-2017. Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans.

Figure 4.17. Home purchase loans over time in the county



Source: HMDA 2010-2017.
 Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans.

Figure 4.18. Average home loan amount adjusted for inflation, in 1,000's



Source: HMDA 2010-2017.

Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans.

Figure 4.19. Change over Time for Loans in Study Area by Size

	2010-2011	2016-2017	Change over time
Less than \$250k	303	72	-76%
\$250 to less than \$500k	540	412	-24%
\$500k to less than \$700k	116	320	176%
\$750k to less than \$1M	17	80	371%
\$1M and above	17	70	312%

Source: HMDA 2010-2017. Note: Not adjusted for inflation

Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans.

needing an annual income of over \$127,000 in order for the monthly payment of almost \$3,000 that does not rent burden a household, without accounting for property tax.^{55,56} This is well above the median income of households in the study area (\$58,274 for Belle Haven, see Community Profiles).

Flips

Flips generally occur when an investor buys an under-priced property, and then sells it for a mark-up after a short period of time. In many cases, a speculator will renovate the property before reselling it in the hopes of increasing its value. However, that is not necessarily required, especially during periods when housing prices are rapidly appreciating.

Within our transaction data, a flip was identified whenever a property was sold on the market twice within less than 365 days. While this may be an undercount of the true number of flips in the county

(which may take more than a year), we wanted to minimize the likelihood of including other market transactions. By this metric, 3% of the properties in San Mateo County experienced at least one flip between 1995 and 2017. Of the properties that were flipped, the vast majority, 93%, were flipped just once.

As seen in Figure 4.20, the number of flips in San Mateo County peaked in 2013, and has since faced a downward trend. This is rather surprising, since we would expect the number of flips to experience a more cyclical pattern based on real estate cycles; speculators tend to act when the time is right for rapid price appreciation. Overall, though, real estate speculation is increasing across the county.

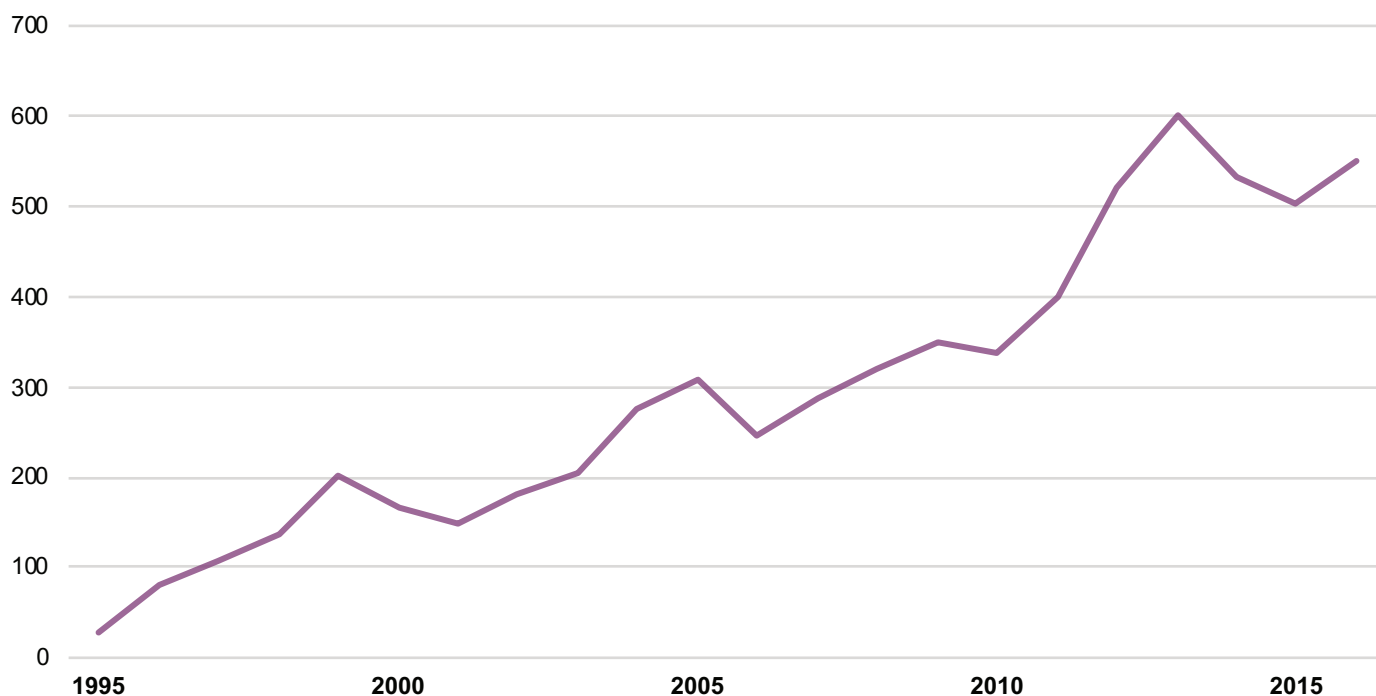
Within the study area, the trend regarding flips has been much more cyclical, as shown in Figure 4.21. The most notable spikes in flips came between 2004-2006 and 2010-2013. The number of flips has tended to hit

troughs during downturns such as the dot-com bust or the Great Recession. In total, there have been 501 flips in the study area between January 1995 and October 2017.

Although the number of flips is decreasing, Belle Haven has experienced the highest degree of real estate speculation among the study geographies, with over 6% of its residential parcels experiencing at least one flip between 1995 and 2017. By comparison, only 3% of parcels in Menlo Park experienced a flip within the same time period, as well as just under 6% in East Palo Alto and 5% in North Fair Oaks.

Of the 501 flips in the study area, 361 were conducted by individuals while 140 were conducted by non-individual entities. We found that the rate of flips carried out by a non-individual entity has increased in more recent years, as they account for 44% of the flips since 2010. 24 individuals and 30 non-individuals conducted more than one flip. Michael Baskauskas, owner of real estate

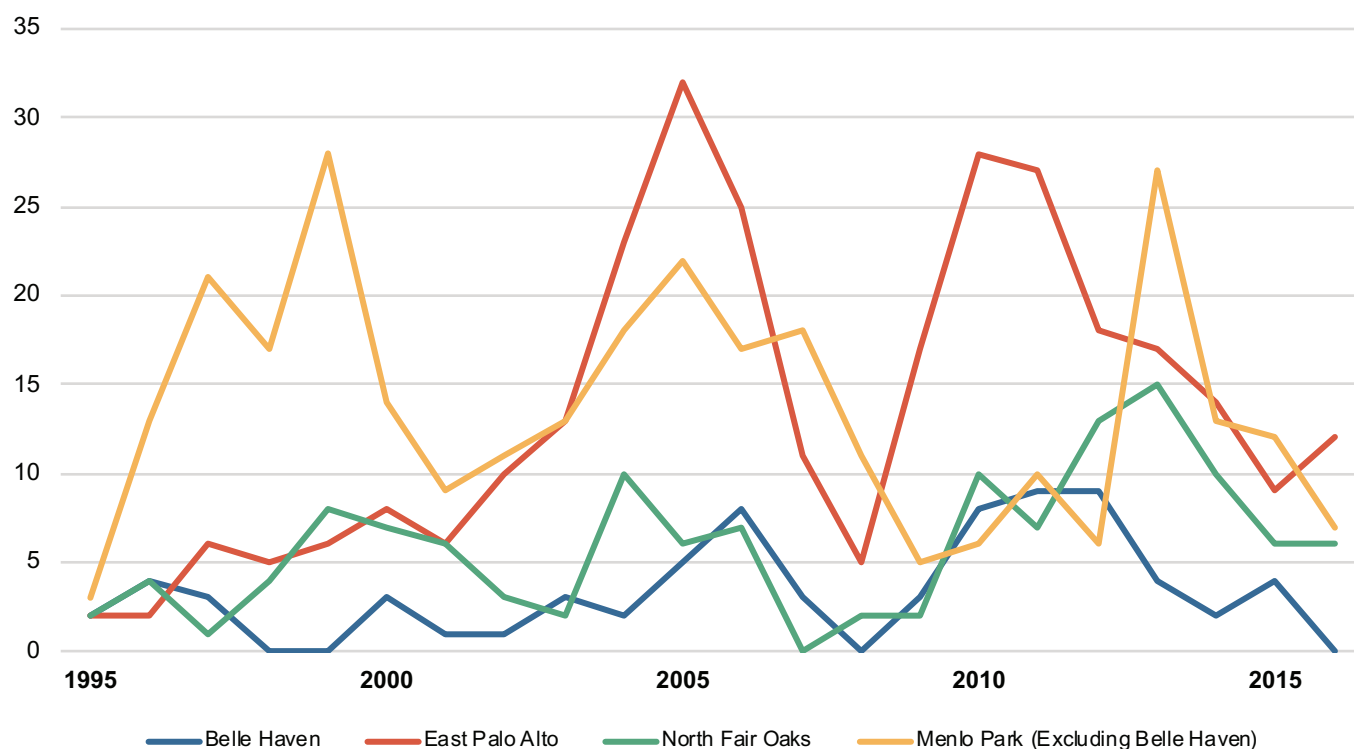
Figure 4.20. Number of Flips per Year, San Mateo County (1995-2017)



Source: Zillow Transaction and Assessment Database (ZTRAX) (1995-2016)

Note: This graph undercounts the number of flips in 2015 because we lacked transaction data for 2014.

Figure 4.21. Number of Flips per Year, Study Geography (1995-2016)



Source: Zillow Transaction and Assessment Database (ZTRAX) (1995-2016)

Figure 4.22. Percentage of Properties Owned by LLC/INC (2014)

Belle Haven	1.4%
North Fair Oaks	1.7%
East Palo Alto	2.2%
Menlo Park (excluding Belle Haven)	2.1%
San Mateo County (Overall)	1.1%

Source: DataQuick (2014)

firm named MSB properties, flipped 11 properties over the span of 4 years between 2009 and 2012. Abraham Farag also conducted 5 flips within the study area. In addition, two companies owned by Farag—Working Dirt and Post Apple—flipped 7 and 4 properties respectively.

When we joined the list of flips with our building permit data, we found that 67 of the 501 flips included a permitted remodel between the two transactions. This indicates that the majority of properties saw no changes, an unpermitted remodel, or minor aesthetic improvements (e.g., new paint, cleaning, etc.) before being flipped.

Corporate Ownership

Based on ownership information in our assessor parcel data, we were able to determine the properties in each area owned by an LLC or INC. These properties may

currently be held for speculative purposes, or rented out to households.

As of 2014, 1.4% of residential properties in Belle Haven, 2.2% in East Palo Alto and 1.7% in North Fair Oaks, were owned by an LLC or INC. LLC and INC ownership rates within the study area are higher than in San Mateo County overall. As of 2014, Working Dirt LLC notably owns 22 parcels within East Palo Alto and a total of 26 parcels across San Mateo County.

Accessory Dwelling Units (ADUs)

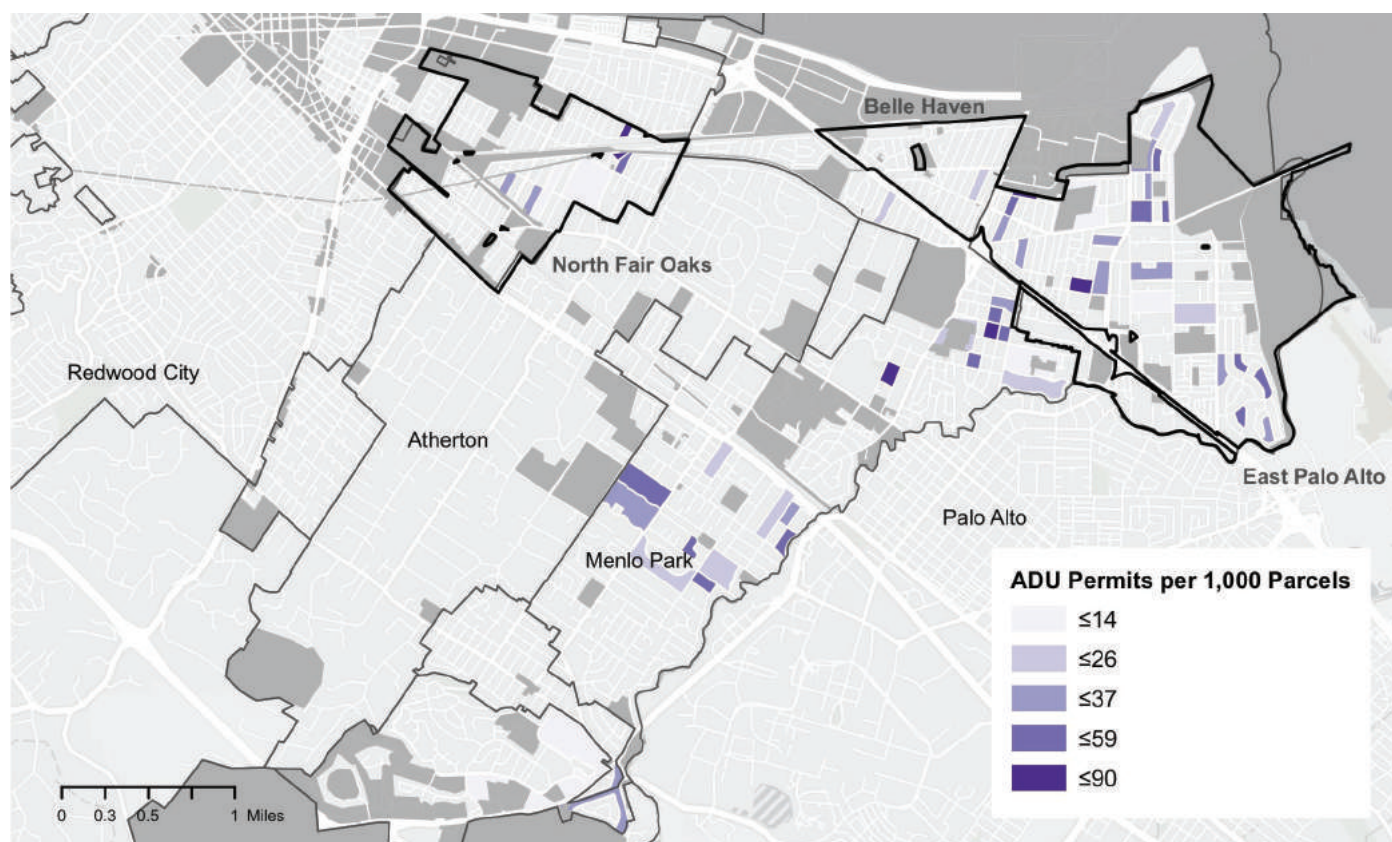
With regards to the housing crisis, and in San Mateo in particular, ADUs are an affordable mechanism to both increase density and minimize potential displacement.

Over the years, the study area has seen significant permitted ADU construction, as well as unpermitted use.

Permitted ADU Construction

Within all three communities in the study area, residents must acquire a building permit before beginning construction of an ADU. From each jurisdiction's building permit data from 2010 to 2018, we identified cases of ADU construction to identify the pattern with permitting. As seen in Figure 4.23, ADUs are permitted at a higher rate in East Palo Alto than in other jurisdictions. Based on our data we cannot determine if the greater permitting of ADUs in East Palo Alto and portions of Menlo Park is due to greater demand for ADU construction, or better mechanisms and institutional support for legal construction. Advocates we spoke with,

Figure 4.23. ADU Building Permits per 1,000 Parcels (2010-2018)



Source: City of Menlo Park, City of East Palo Alto, County of San Mateo (2010-2018)

however, pointed out that the current permitting system for ADUs is overly restrictive and often prevents residents from legally building an ADU on their property.

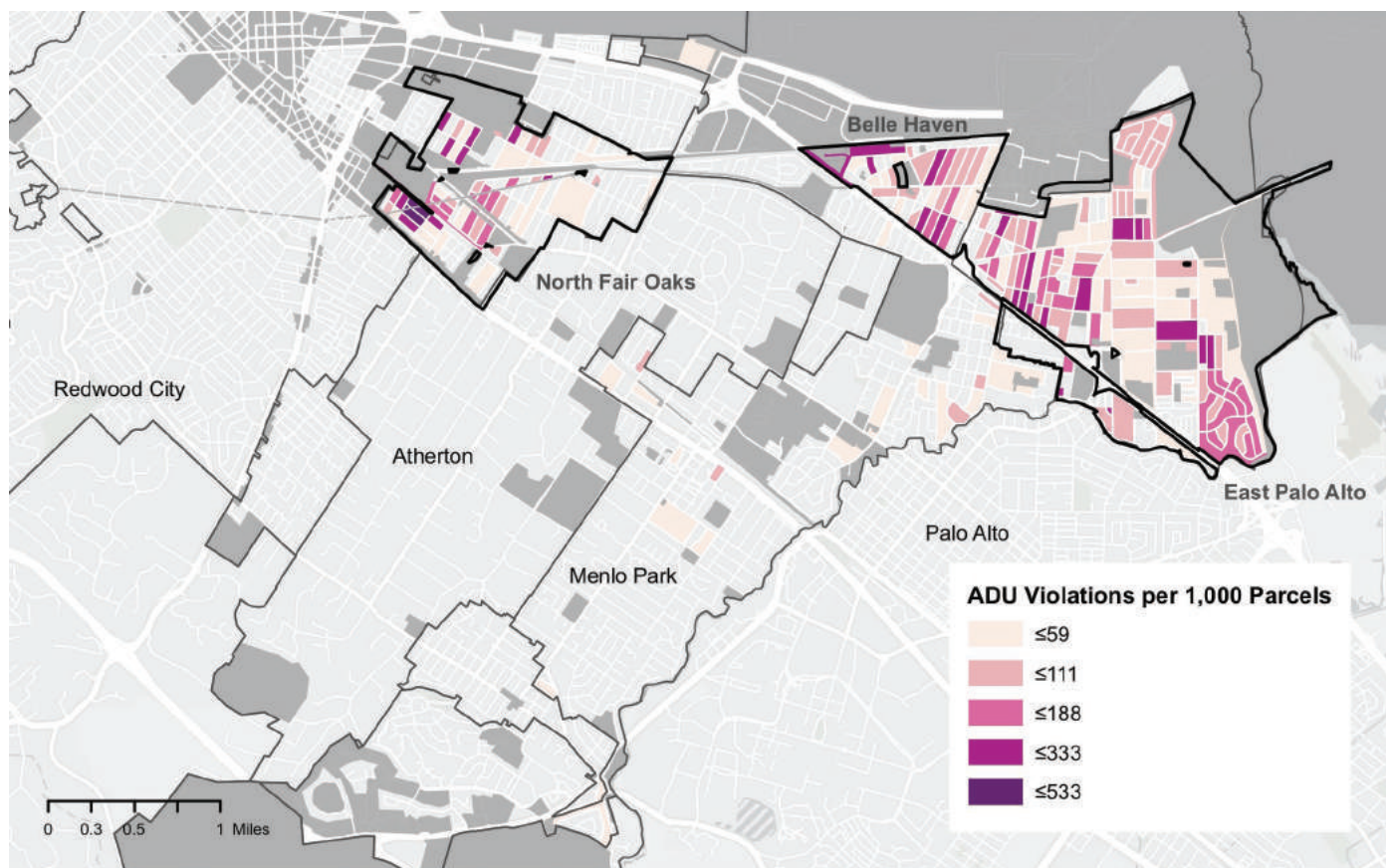
Unpermitted ADUs

Our (and the students’) interviews with neighborhood stakeholders revealed that families also cope with housing pressures in the study communities by converting garages (or other unpermitted structures) into accessory dwelling units. The prevalence of garage conversions is reportedly more common in single-family neighborhoods with limited multifamily housing stock. One government employee described their perception of an informal network of households with illegal secondary units that help absorb the displacement from the community. Several advocates also noted the

challenge of accessing financing for the construction or maintenance of ADUs. Given a lack of institutional funding and programmatic support, many households have turned to unpermitted and potentially unsafe conversions. These unpermitted conversions can also become a target for code enforcement, putting households at further risk of immediate displacement. Unpermitted ADUs or illegally converted garages receiving a red or yellow tag were of significant concern for advocates, who called for a fund to help pay for relocation fees or emergency housing to be provided to displaced tenants, as well as a revolving fund and accelerated planning process to repair, improve, and retroactively permit these units.

Figure 4.24 shows that violations for illegal ADU construction are fairly evenly distributed throughout the

Figure 4.24. Code Violations for Illegal ADU Construction per 1,000 Parcels (2010-2018)



Source: City of Menlo Park, City of East Palo Alto, County of San Mateo (2010-2018)

study area, however not necessarily within the same city. Of the 126 ADU violations cited in Menlo Park, the vast majority (78%, or 98 citations total) were in Belle Haven. By contrast, Figure 4.23 indicated that the majority of ADU permits issued in Menlo Park were not in Belle Haven.

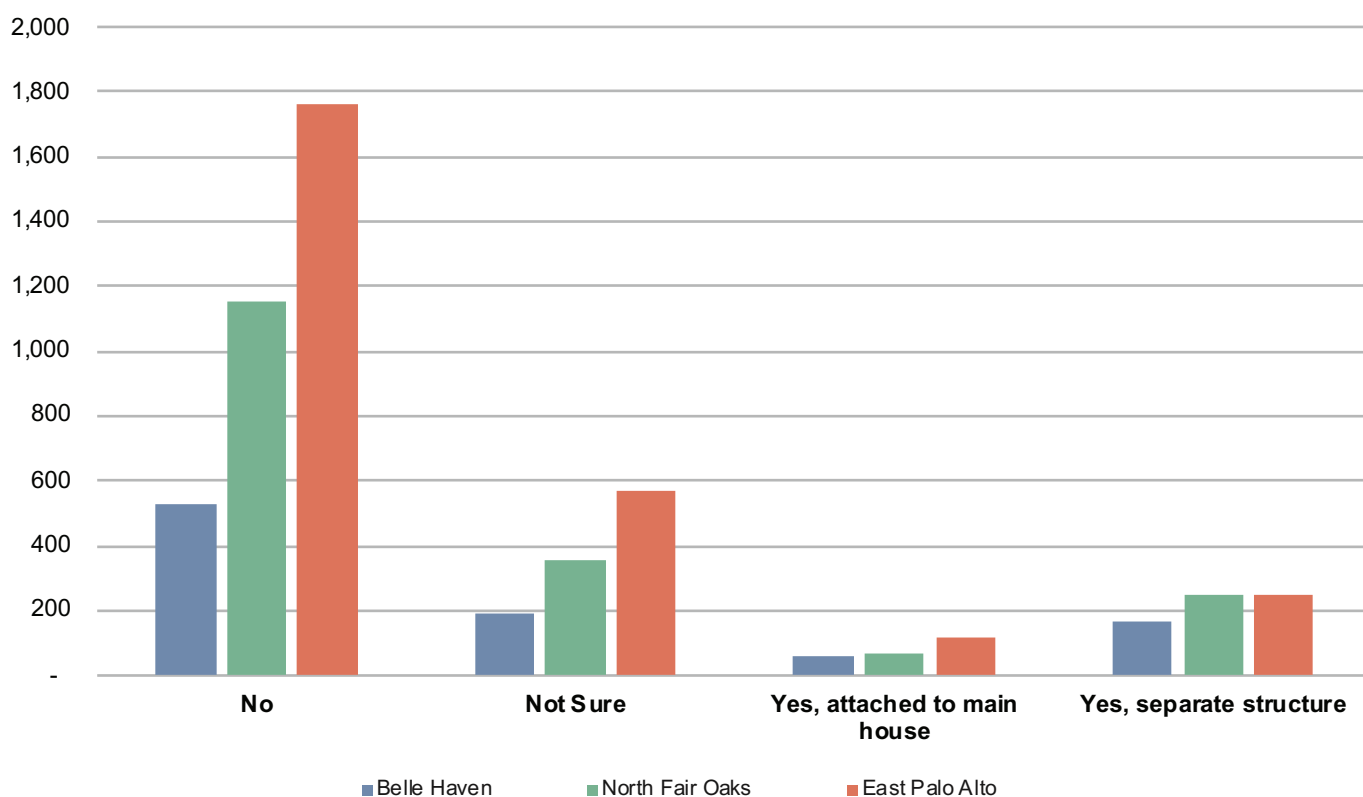
Neighborhood Observations of ADUs

Our surveyors found that East Palo Alto is home to the highest number of observable ADUs from the street: 370 all told, compared to 317 for North Fair Oaks and 225 for Belle Haven. 24% of Belle Haven homes were observed to have a secondary unit, compared to 17% for North Fair Oaks and 14% for East Palo Alto. Although we were not able to assess what share of these units are

permitted, anecdotal evidence suggests that most are not.

Observers also noted a significant number of properties in which garages were being used as a living space. Although there were few signs of vehicles being lived in, we found that over 14% of parcels in Belle Haven and East Palo Alto had garages being used as living spaces. In addition to garages being used as living spaces, observers noted a high rate of parcels with two or more cars parked on the property in East Palo Alto (43%) compared to Belle Haven and North Fair Oaks (See Figure 4.26). In general, homes in all three areas were likely to have several cars parked on the property. All observations were conducted on weekdays during regular business hours.

Figure 4.25. Potential Second Unit on Property



Source: Authors, 2019. Note: Possible overlap between observers marking the same garage as a living space in previous figure and as an ADU attached to main house in this figure.

Figure 4.26. Signs of Overcrowding by Share of Parcels

	Belle Haven	East Palo Alto	North Fair Oaks
Cars used as living space	0.4%	0.5%	0.3%
Garage used as living space	14.7%	14.1%	6.2%
Tents or temporary housing on property	2.2%	1.9%	1.2%

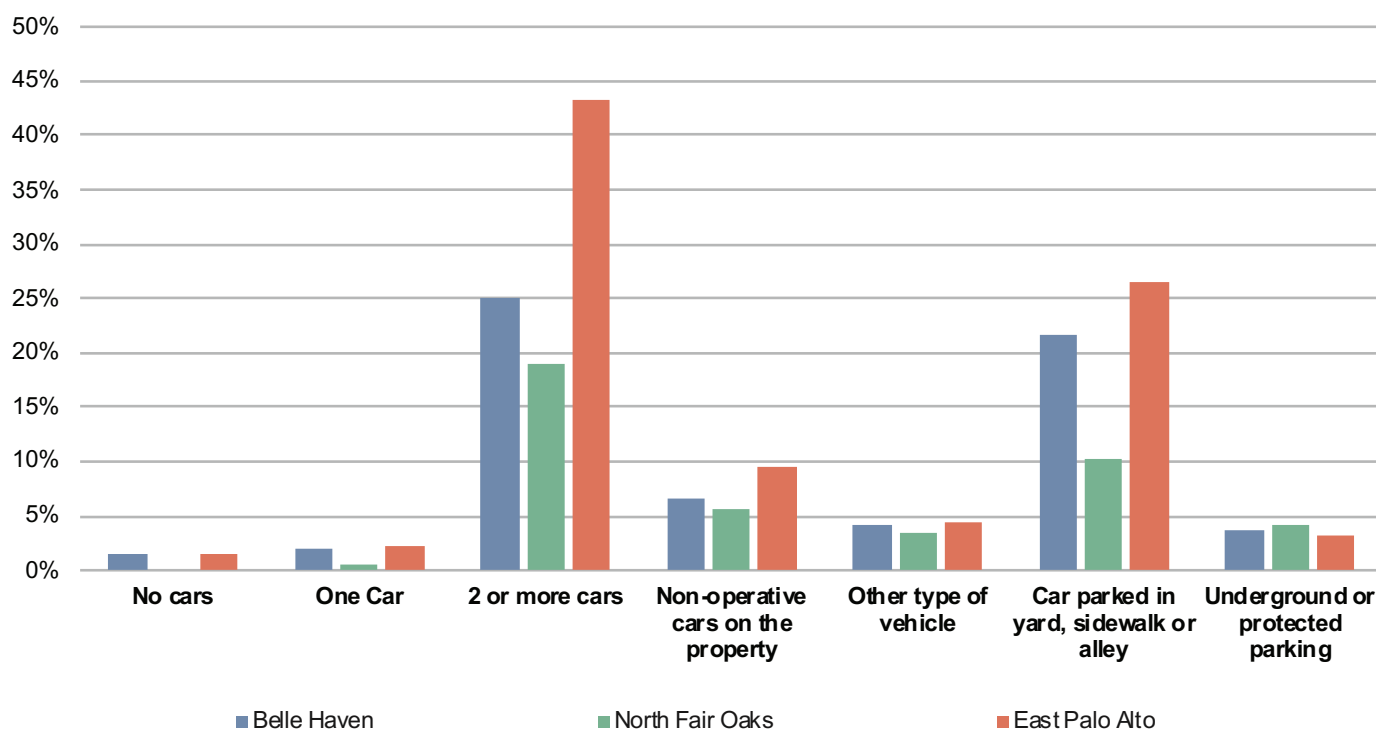
Source: Authors, 2019

Interestingly, our neighborhood observations showed that there is actually a greater percentage of parcels with ADUs and a slightly greater percentage of properties with signs of overcrowding in Belle Haven relative to East Palo Alto. This provides further evidence to the narrative that East Palo Alto is simply more willing to issue code violations than other portions of the study area.

Ethnic Changes

Within the ZTRAX dataset, there were 11,032 market transactions within the study area. Of those transactions, there is a subset of 2,760 where the buyer and seller are both listed. For those transactions we inferred the ethnicity of the buyer and seller based on their last names, using a standard name ethnicity classifier in Python which assigns an ethnicity based on the group with the highest percentage of people with that name.

Figure 4.27. Parking and Vehicle Observations



Source: Authors, 2018-2019

In general, as shown by Figure 4.28, properties are transitioning away from Black and White homeowners to Hispanic and Asian.⁵⁷

During the baseline period, the majority of loans were under \$500K, and the largest proportion of home buyers in almost all but one mortgage amount category were white (see Figure 4.29).

Comparatively, in 2016 and 2017 the number of white people taking out mortgages in the study area decreased by 24%, proportionately with Black home buyers, at 21% (see Figure 4.30).

Short-Term Rental Market

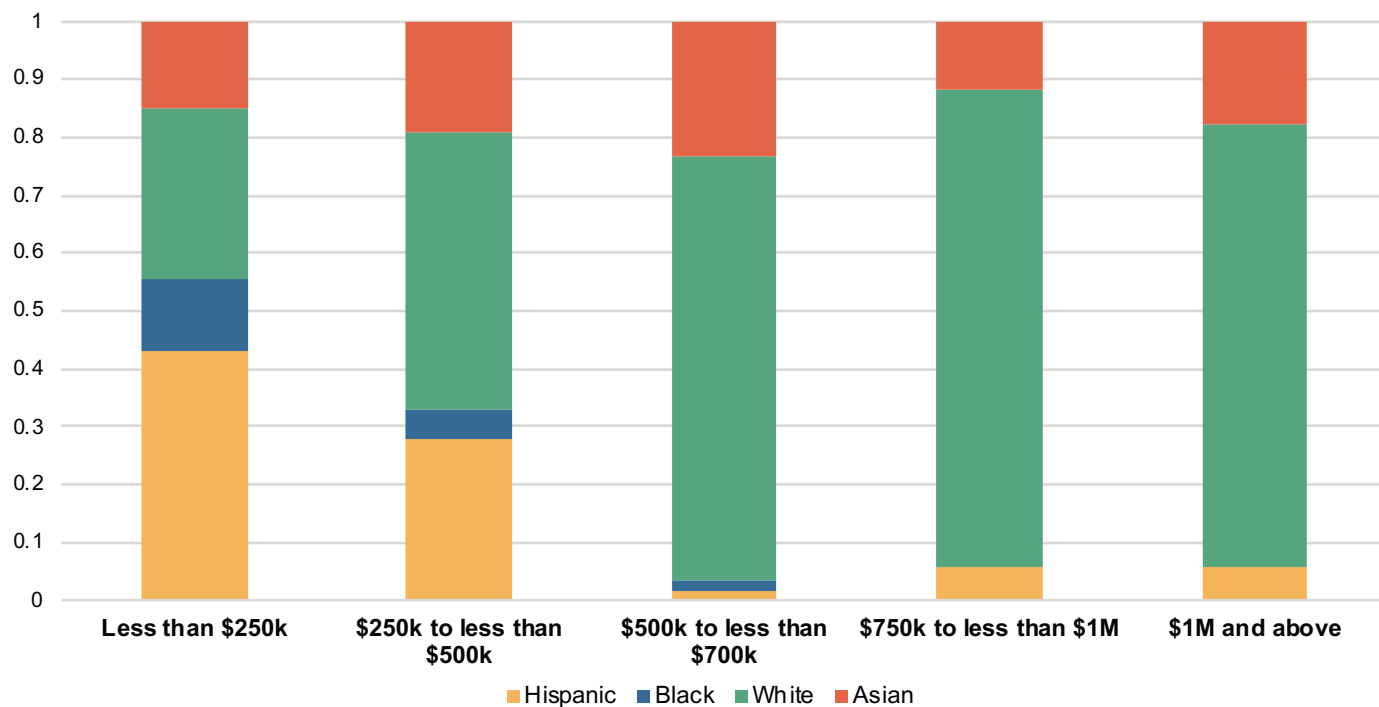
As of June 2019, there were 1,330 Airbnb listings in San Mateo county.⁵⁸ Nearly half of those listings were for full home or apartment rentals, and 80% of those were

Figure 4.28. Ethnicity of Buyers and Sellers (1995-2017)

Ethnicity	Seller	Buyer
Asian	8%	9%
Black	5%	3%
Hispanic	38%	57%
White	49%	31%

Source: Zillow Transaction and Assessment Database (1995-2017)

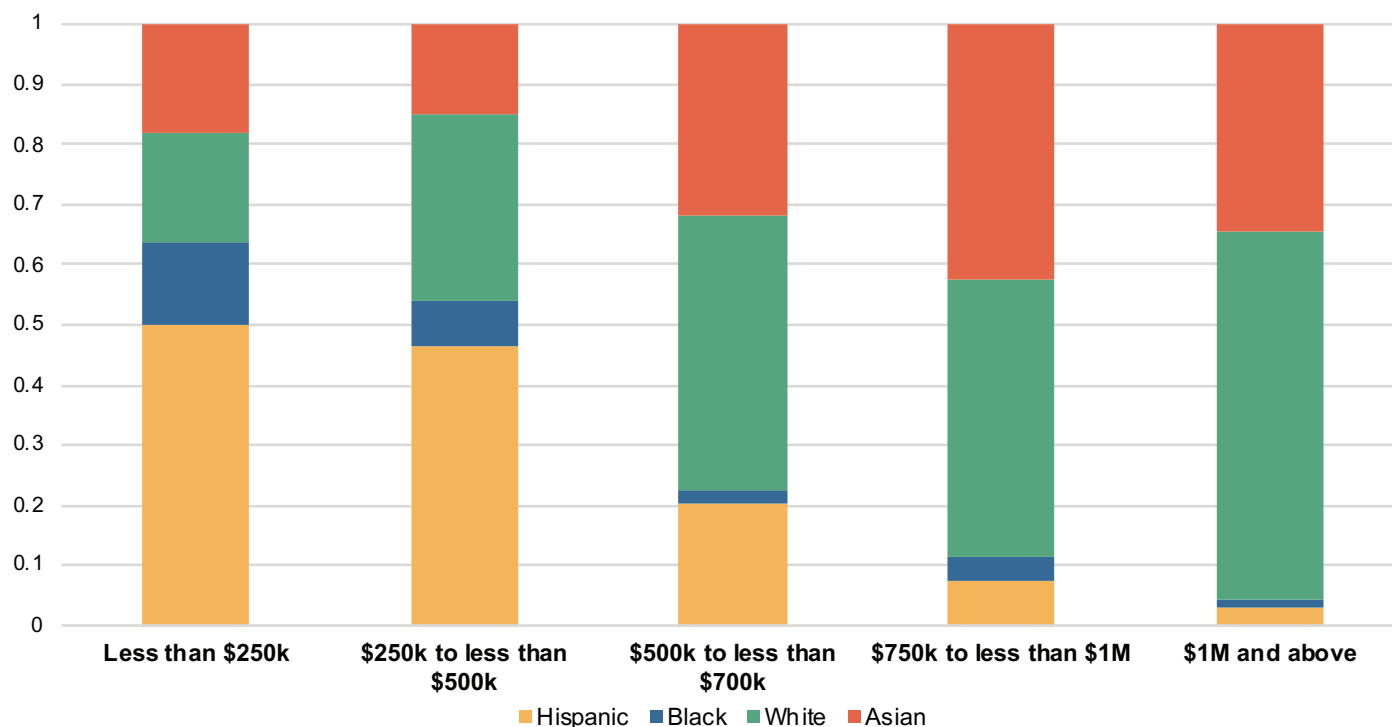
Figure 4.29. Percent of mortgage originations by loan amount and race or ethnicity, 2010-2011



Source: HMDA, 2010-2017.

Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans. Note: N = 993. All Black, white and asian are non-Hispanic. N = 39 for mortgages other or no reported racial information.

Figure 4.30. Percent of mortgage originations by loan amount and race or ethnicity, 2016-2017



Source: HMDA, 2010-2017.

Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans. Note: N = 925. All Black, white and asian are non-Hispanic. N = 225 for mortgages other or no reported racial information.

Figure 4.31. Change Over Time for Loans in Study Area by Race or Ethnicity

	2010-2011	2016-2017	Percent change
Black	66	52	-21%
White	459	349	-24%
Asian	182	225	24%
Hispanic	286	299	5%
Total	993	925	-7%

Source: HMDA, 2010-2017.

Universe: Mortgage originations for one-to-four-unit, owner-occupied units. First lien, conventional and FHA/VA backed loans.

“highly available” meaning they are listed for more than 90 days of the year and are therefore unlikely to be used throughout the year as someone’s principal residence.

Renting out a room in a house or an ADU can be an additional source of income, especially for housing burdened residents or homeowners on a fixed income. However, by repurposing housing units that might otherwise be on the long-term rental market or owner occupied, short-term rentals (whether on Airbnb, VRBO, or informal rental listings and networks) can add to housing pressures. There is some evidence that increases in short-term rentals are correlated with increases in rents, and many cities have found that they lead to the removal of housing units from the long-term rental market.⁵⁹ The following analysis quantifies the short-term rental activity in the three study communities with a point

in time data scrape of Airbnb listings. Although Airbnb is not the only platform for short-term rentals, it is one of the largest.

Of the three, East Palo Alto had the most listings, with 206 total visible on November 6, 2019 (see Figure 4.32). The average monthly rate for a private bedroom in East Palo Alto on Airbnb, of which there were 102, was \$1,753. East Palo Alto also had the highest number of listings for shared bedrooms, with several homes repurposed in their entirety into dorm-style living quarters aimed at workers in the tech industry. These went on average for \$36 dollars a night, or \$1,050 a month.

The 43 shared room listings were posted by five unique hosts, the majority of which wrote in their descriptors about wanting to curate a community space or new type of living situation. Iz, a host with 145 such listings, wrote “I love creating affordable co-living spaces to help all new comers [sic] to the bay area.” A review from a guest in October 2019 at a Mountain View listing of Iz’s wrote:

Figure 4.32. Active AirBnb Listings, 2019 Point in Time

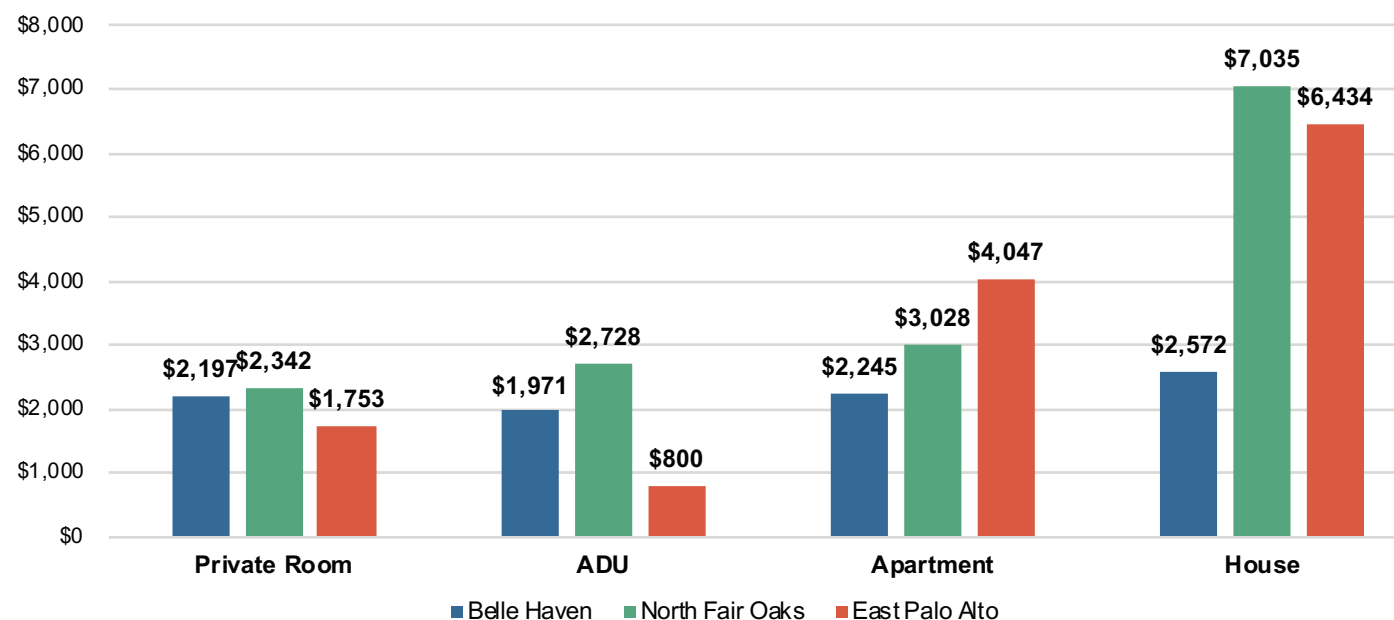
	Belle Haven	North Fair Oaks	East Palo Alto
All units	40	50	206
Private Room	62.5% (n = 25)	40.0% (n = 20)	49.5% (n = 102)
Entire Unit	27.5% (n = 11)	28.0% (n = 12)	18.5% (n = 38)
Shared Room	0.0% (n = 0)	16.0% (n = 8)	20.9% (n = 43)
ADU/Studio	10.0% (n = 4)	16.0% (n = 17)	11.2% (n = 23)

Source: Authors, 2019

“Extremely dirty squater [sic] home. Host may be a slum lord.” Iz had 14 shared room listings in East Palo Alto and ten in North Fair Oaks.

There were 40 active Airbnb listings in Belle Haven on October 1, 2019. The majority of them offered discounted

Figure 4.33. Average Monthly Rent by Listing Type and Location



Source: Authors, 2019

weekly and monthly rates and were available for months at a time. Single rooms within homes represented the largest proportion of all listings. The highest monthly rent for a private room in Belle Haven was \$4,118, and the lowest was \$1,620.

In North Fair Oaks, where 50 listings were active in October 2019, ten of those were entire homes were for rent on Airbnb. All but one of those offered monthly discounts, and all but two were listed as highly available in the near future. The average monthly rent for one of those North Fair Oaks homes on Airbnb was over \$7,000. In general, landlords can make significantly more money by listing housing units aimed on Airbnbs than by renting out to permanent residents, which adds pressure to invest in housing in these communities.

Several hosts active in these communities were openly posting as businesses and not individuals. One such corporate landlord, Zeus, listed over 1,700 rentals in the US (including one other in North Fair Oaks) and wrote in its bio: "Zeus is reinventing corporate housing. (...) We specialize in business stays of 30 days or longer and welcome anyone who wants to call Zeus home: entrepreneurs, healthcare professionals, interns, relocating families, and international travelers alike." Another, Synergy Global, which has been active since 2013, caters specifically to corporate travelers and boasts "a veteran team of industry professionals with an impressive background of serving global business

travel." A third, Startup House, joined in 2019 and listed 11 shared rooms in East Palo Alto, all in the same house. The house description states: "More than a house, we are a startup founders community. We host entrepreneurs, but also engineers and students who want to start their own business. Live, learn and achieve, while getting the full Silicon Valley experience!"

All the listings in Belle Haven, North Fair Oaks and East Palo Alto were posted by 121 hosts. A number of hosts present as individuals with several properties in the area. One super host, for example, is a stated entrepreneur with several properties in East Palo Alto, all recently redone. A mix of full homes, studios and ADUs, the rentals range from \$99 to \$389 a night and are advertised as "recently remodeled," "brand new," "luxury," and "stylish." The majority of hosts on Airbnb list multiple short-term rentals. Only 36% of hosts (43 in total) listing in Belle Haven, East Palo Alto and North Fair Oaks had singular listings (See Figure 4.34).

In regard to short-term rentals being used to supplement income, hosts with only one private room listed on Airbnb charged on average more per night than hosts with multiple private room listings, pointing to the added competition by people with more units driving down revenue for hosts without multiple rooms to rent out. However the conversion of a home into a permanent short-term rental establishment can contribute to the perception of gentrification and the erosion of neighborhood community engagement. Guests at Airbnbs without a live-in host may also drive up distrust between long-term residents and newcomers, as they bring in people with different perceptions of safety and community. Many guests in their reviews commented on not feeling safe in the neighborhood, or of loud neighbors:

- "This location is in a questionable neighborhood. I took for granted that just because it was in Menlo Park that it would be secure and safe." June 2019, Menlo Park
- "My only issue was how dark the neighborhood was at night. There were times when I did not feel quite

Figure 4.34. Airbnb Hosts by Status and Number of Listings

Hosts	121
Superhost status	46.3%
Have only one listing	36.1%
Have ten or more listings	10.9%
Corporate renters (estimate)	9

Source: Authors, 2019

comfortable walking home after sundown.” January 2019, Menlo Park

- “Be prepared for a crowded neighborhood.” January 2019, East Palo Alto
- “I felt very safe here even though the neighborhood doesn’t look that great. This house is really the nicest on the block.” August 2019, East Palo Alto

On the flip side, a neighbor’s home converting to an Airbnb signifies one less community member to build trust with over time, to see at local events and to borrow eggs from when in need.

Impact of Unregulated Short-Term Rentals

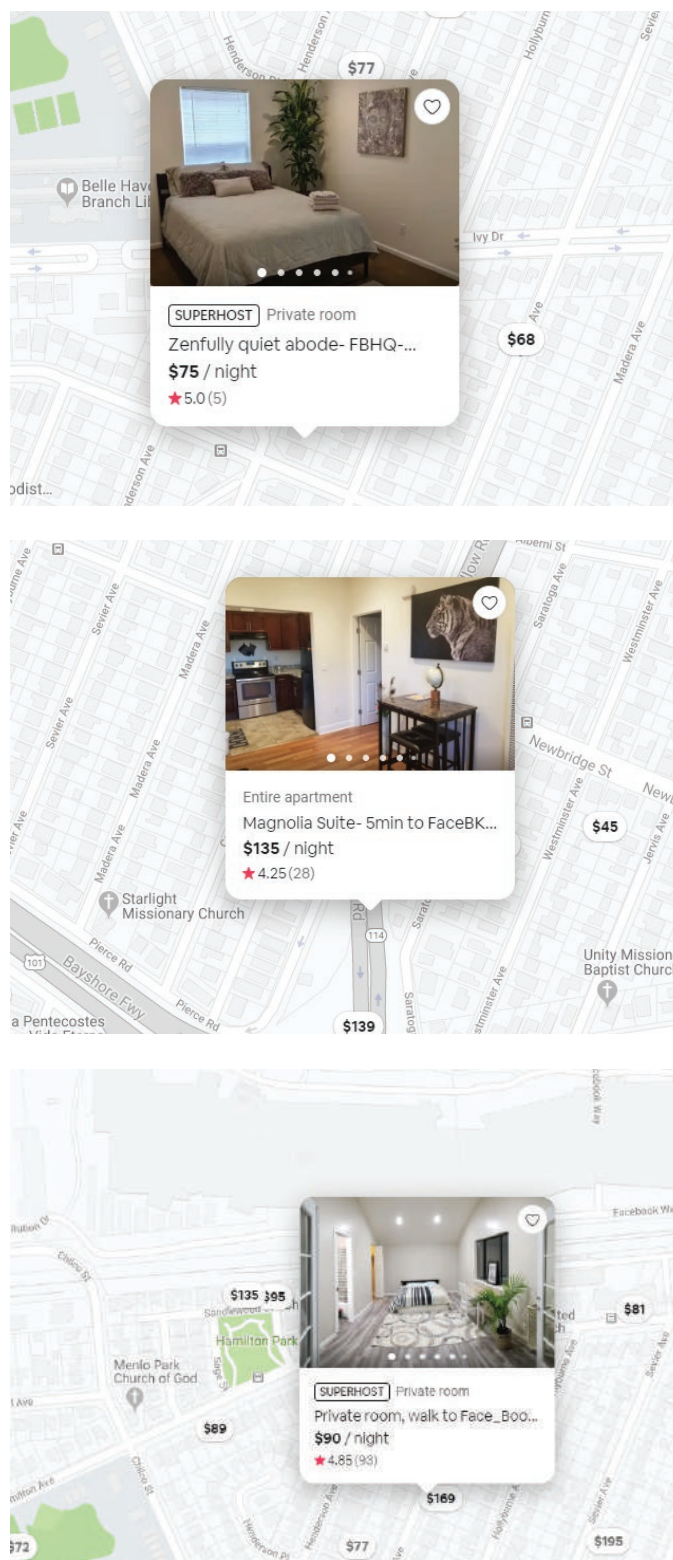
Because Airbnb does not provide historical data, it is not possible to see changes in the short-term rental market over time. However, it is clear that the majority of listings seek to cater specifically to employees in the tech industry. Beyond the hosts which describe themselves as specializing in corporate housing or co-living creators, many of their hosts begin their descriptions with the mention of proximity to Facebook (see Figure 4.35).

Summary: Residential Real Estate Patterns

This report produced a wealth of information on observable housing conditions in East Palo Alto, North Fair Oaks, and Belle Haven. In conjunction with the individual stories of current and former residents collected by students and the analysis of secondary data, we are able to establish a baseline of current housing conditions in these three study communities.

We find that of the three study areas, East Palo Alto had the most observable signs of disinvestment in our neighborhood survey, with for example higher rates of overgrown lawns, absentee owners and sidewalks missing or in poor condition. Belle Haven, on the other hand, was found to often have a higher rate of both signs of investment and real estate speculation. One question

Figure 4.35. Listings avoiding Airbnb’s filter on Facebook mentions



to examine further is whether lots with higher rates of signs of disinvestment are more closely correlated with absentee owners and housing units being rented out, of which there are both higher numbers in East Palo Alto (35% and 65%, respectively).

Our analysis reveals that the study area experiences fewer remodels, more foreclosures, more code violations, and has a greater percentage of absentee homeowners compared to the surrounding neighborhood, suggesting that disinvestment is much more prevalent within the

“Once we got to EPA we had to move to a house with 2 of my brothers and all my 9 kids and their kids and the adults, and some of the kids paid the house.”

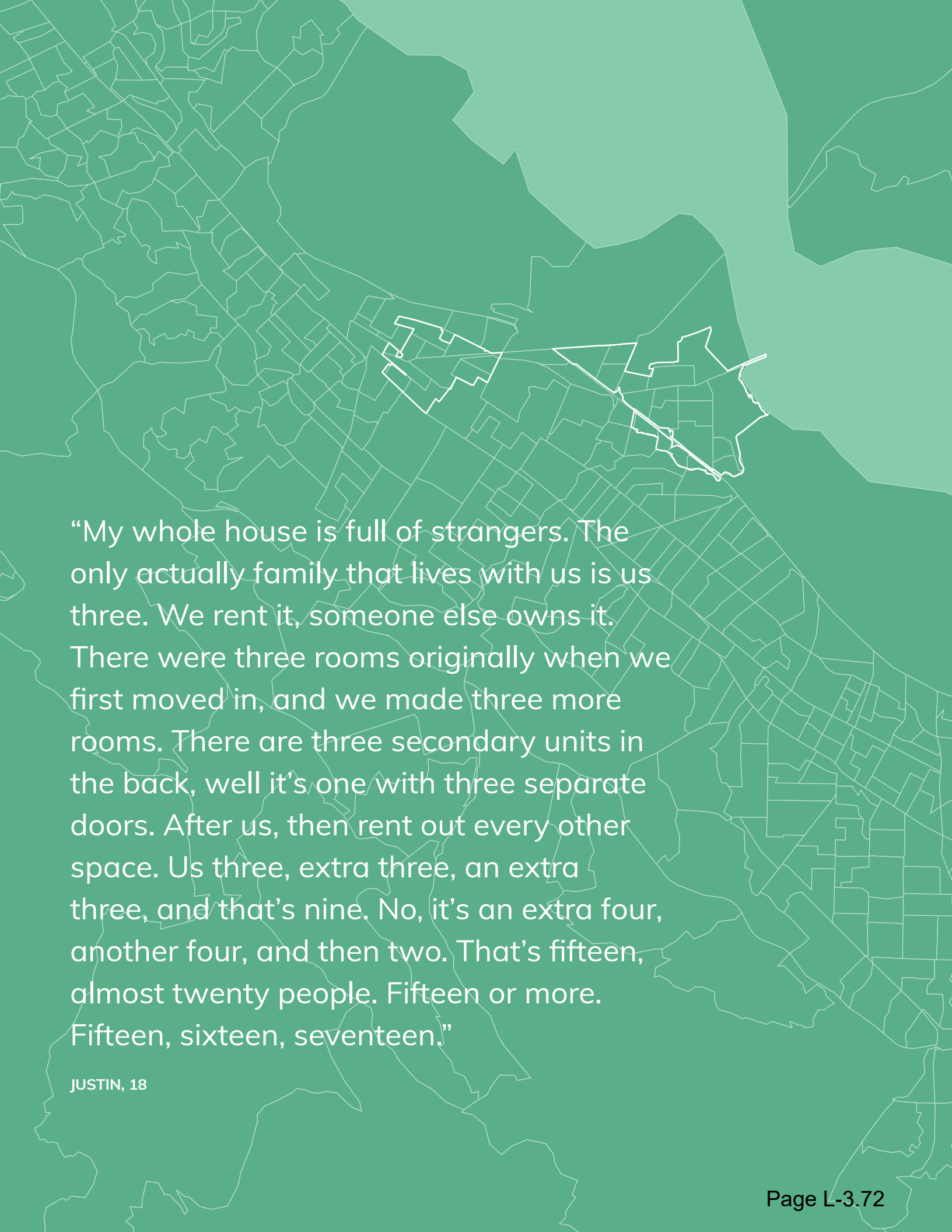
VITALINA, 82

study area. Contrasting this newly created dataset with the qualitative information provided by students and stakeholders augments the findings: there is a lot that cannot be perceived from the street or from publicly available datasets, in particular in regards to what a converted garage, for example, means for a student's experience at home, or how a new backyard cottage can symbolize opportunity.

We also find evidence of specific individuals driving actual displacement for profit, whether through flips, absentee homeownership, or short-term rentals. Although housing prices are lower than in the surrounding jurisdictions, overall local homeownership is still becoming more inaccessible to current residents as the housing market tightens post Great Recession and the price per square foot continues to increase.

Finally, some jurisdictions are more willing to fine residents for signs of disinvestment, and that although residents are eager to turn to ADUs as a means to produce new housing and reduce unhealthy overcrowding, the process for financing, permitting and building ADUs is still a barrier and illegal conversions remain common.

Part 5: Policy Review

A stylized map of a city with a grid of streets and a highlighted area in the center. The map is rendered in shades of green and white. The highlighted area is a cluster of buildings in the center of the city, outlined in white. The rest of the city is shown as a dense grid of streets and blocks, also outlined in white. The background is a solid green color.

“My whole house is full of strangers. The only actually family that lives with us is us three. We rent it, someone else owns it. There were three rooms originally when we first moved in, and we made three more rooms. There are three secondary units in the back, well it’s one with three separate doors. After us, then rent out every other space. Us three, extra three, an extra three, and that’s nine. No, it’s an extra four, another four, and then two. That’s fifteen, almost twenty people. Fifteen or more. Fifteen, sixteen, seventeen.”

JUSTIN, 18

Policy Review

This review of housing policies in the three communities begins with an analysis of anti-displacement policies based on local Housing Elements and other relevant documents, such as city council meeting minutes.⁶⁰ Next, we look at housing production as reported for the Regional Housing Needs Assessment (RHNA). After an analysis of ADU ordinances, we look at short-term rental legislation and opportunity zones. A concluding section looks at new state legislation likely to impact the study area.

Inventory of local policies and programs to address housing instability

In previous work, we grouped existing anti-displacement strategies into four categories: housing production,

neighborhood stabilization (i.e., reducing displacement pressures on existing residents which includes renter protections), preservation of existing affordable housing, and strategies to prevent commercial displacement.⁶¹ By organizing these strategies into preventive and responsive, and people-focused or place/housing unit focused categories, it is possible to identify appropriate responses for different types of neighborhoods (see Figure 5.1). However, there is no research to date that systematically ranks these policies in order of priority, and many have yet to be evaluated at all.

To develop an inventory of relevant local policies and programs, we compared local ordinances to the anti-displacement policy inventory on the Urban Displacement Project website (Figure 5.2).⁶² East Palo

Figure 5.1. Framework for Organizing Neighborhood Stabilization Strategies

	Preventive	Responsive
People-focused strategies	Landlord anti-harassment protections Just cause for evictions ordinances Rental/foreclosure assistance Tenant counseling	Relocation benefits Right to return policies Evictee or neighborhood preference policies in housing subsidies
Place/housing unit-focused strategies	Condominium conversion restrictions Rent regulation Right of first refusal Community land trusts Proactive code enforcement Housing production/inclusionary	Vacancy control in rent regulations No-net loss or one-for-one replacement

Source: Zuk, M., Loukaitou-Sideris, A., & Chapple, K. (2019). Safeguarding against Displacement: Stabilizing Transit Neighborhoods. In K. Chapple & A. Loukaitou-Sideris (Ed.), *Transit-Oriented Displacement or Community Dividends? Understanding the Effects of Smarter Growth on Communities* (pp. 243-266). Cambridge: MIT Press.

Alto has the most housing tenant protection policies of all three areas, and in fact is a model for the Bay Area in this regard.⁶³ Overall, East Palo has 13 of 15 policies examined, Menlo Park has seven, and the County of San Mateo (North Fair Oaks) has just five. While Menlo Park experiences strong local resistance to passing tenant and residential protections, East Palo Alto regularly updates and reaffirms the efficacy of its tenant protection policies. For example, Menlo Park City Council had proposed several commonly-used policies in order to combat ongoing residential displacement in 2017, including a just cause eviction ordinance. However, the City Council at the time did not support dedicating any staff resources to exploring rent control or just cause eviction, and has not revisited any such policies since.

In the following we highlight some of the promising practices in each jurisdiction. Appendix D presents the full inventory of housing policies.

Menlo Park recently passed an ordinance in February 2019 mandating tenant relocation assistance. Under the new ordinance, lawfully evicted tenants earning 80% of AMI or less could receive the equivalent of up to three months rent and a subscription to a rental agency service.⁶⁴ The city adopted at the same time a resolution to consider creating a fund with \$100,000 in seed money to “provide financial assistance to lower income households not covered by the City’s tenant relocation ordinance in an attempt to avoid homelessness.”⁶⁵ In May 2019, the city of Menlo Park acted on the resolution

Figure 5.2. Anti-Displacement Policies in Menlo Park, East Palo Alto and San Mateo County

	Menlo Park	East Palo Alto	County of San Mateo (North Fair Oaks)
Just Cause Eviction	No	Yes	No
Rent Control/Stabilization	No	Yes	No
Rent Review Board	No	Yes	No
Tenant Relocation Assistance	Yes	No	No
Mobile Home Rent Control	No	Yes	Yes
SRO Preservation	Yes*	Yes	No
Condominium Conversion Regulations	Yes	Yes	Yes
Foreclosure Assistance	No	Yes	No
Affordable Housing Impact Fee	No	Yes	Yes
Commercial Linkage Fee	Yes	No	No
Housing Trust Fund	Yes	Yes	Yes
Below Market Rate Housing Program	Yes	Yes	Yes
Density Bonus Ordinance (In addition to State law)	Yes**	Yes	No
Community Land Trusts	No	Yes	No
First Source Hiring Ordinance	No	Yes	No

Note: *Included in BMR. **Affordable Housing Overlay

and created a tenant relocation assistance program to support “tenants of rental units that experience actions that cause displacement which are not subject to the tenant relocation assistance ordinance” with one time funding and initial operating funds of \$12,000.⁶⁶

To protect tenants from condominium conversions, Menlo Park tenants have a preemptive right to purchase a unit.⁶⁷ The city also has an affordable housing overlay zone requiring developers to provide 21% affordable units for a density bonus of 35% or more, as well as an inclusionary zoning program which produced 69 below market rate units by March 2017.^{68, 69, 70} Its Housing Trust Fund, which is funded in part by in lieu fees from inclusionary zoning as well as commercial linkage fees, provided \$6.7 million to support a 141-unit complex in Belle Haven, with 59 apartments designated as affordable.⁷¹

San Mateo County’s approach to addressing housing instability has focused on housing production. As an unincorporated area, North Fair Oaks follows San Mateo County regulations but does have its own community plan, adopted in 2011, to regulate development.⁷² North Fair Oaks benefits from the County’s Affordable Housing Fund, with two housing developments supported:

Figure 5.3. Overall RHNA Goals and Permits, 2007-2014

	RHNA goal	Permits Issued	% of RHNA Met
Unincorporated San Mateo County	15,738	8,169	51.9%
East Palo Alto	630	197	31.3%
Menlo Park	993	289	29.1%
All of San Mateo County	15,738	8,169	51.9%

Source: San Francisco Bay Area Progress in Meeting 2007-2014 Regional Housing Need Allocation (RHNA) Association of Bay Area Governments, September 2015

Waverly Place (16 supportive housing units) and 2812 El Camino Road (56 affordable units).⁷³ The County has an inclusionary housing policy that requires developers of any projects with five or more units to dedicate 20% of the units as affordable housing, and also has an affordable housing impact fee.^{74, 75} Condominium conversion is prohibited in the county.⁷⁶

With both a just cause eviction ordinance and rent stabilization, East Palo Alto stands out from its neighbors. The just cause ordinance applies to most residential units in the city, and approximately 2,500 units (including mobile homes) are currently rent stabilized in EPA, East Palo Alto, capping rent increases to 10% per year.⁷⁷ The ordinance was passed in 2010 by voter referendum; some landlords have since still been reported as engaging in predatory practices, “highlighting the need to augment rent-control measures with funding for community-based organizations and legal aid centers which provide residents with opportunities to contest unlawful detainer cases.”⁷⁸ A condo conversion ordinance requires relocation assistance for tenants. East Palo Alto’s Affordable Housing Program collects development impact fees for the Affordable Housing Trust Fund. In October of 2018, the Fund had a total of \$18,688,000.⁷⁹ In addition, the city of East Palo Alto has applied to the inaugural Challenge Grant managed by the San Francisco Foundation, part of the Partnership for the Bay’s Future Fund. As part of this grant, the city would pilot housing preservation and protection policies such as TOPA (Tenant Opportunity to Purchase Act) and COPA (Community Opportunity to Purchase Act), ordinances that would require landlords selling properties that fit a certain profile to give tenants and organizations such as a community land trust a right of first refusal. Finally, East Palo Alto’s Density Bonus Ordinance reduces the number of required affordable units to qualify for a density bonus, which aims to incentivize housing production.⁸⁰

Regional Housing Needs Allocation

Over the last thirty years, California only produced half as much housing as needed to keep housing costs

Figure 5.4. 2015-2023 RHNA Allocations and Progress Goals as of June 2019

		Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
San Mateo County Unincorporated	Target Number of Units	153	103	102	555	913
	% Progress	0.7%	32%	16.7%	37.7%	28.5%
East Palo Alto	Target Number of Units	64	54	83	266	467
	% Progress	25.0%	59.3%	39.8%	1.9%	18.4%
Menlo Park	Target Number of Units	233	129	143	150	655
	% Progress	63.1%	29.5%	2.8%	516.7%	147.2%

Source: Housing Element Implementation Tracker, California Department of Housing and Community Development, June 2019

rising faster than average U.S. levels.⁸¹ California cities continuously fail to meet their modest RHNA targets.⁸² The table below shows the progress made by East Palo Alto, North Fair Oaks, and San Mateo County in number of housing permits issued.

Of the three jurisdictions during the previous time period from 2007 to 2014, San Mateo County issued the largest percentage of the housing permits, meeting 52% of

land assembly challenges, and more. In addition, of the housing permits issued, only 4 out of 197 in East Palo Alto were for very-low income or low-income units. San Mateo County in comparison also tended to issue more permits for market rate housing: the County met 93% of its RHNA goals for above-moderate income housing, and only 20% of its RHNA goals for very-low income housing. That same split was 46% above-moderate and 29% very-low income for Menlo Park.⁸³

“My family’s lives were in EPA. I remember driving around with my parents hoping for a “for rent” sign.”

CHRISTIAN, 16

its RHNA requirements. Menlo Park made the least progress issuing construction permits, with only 29% of the overall RHNA met. East Palo Alto met 31% of its overall RHNA permits. The barriers to housing production are well established, and include high construction costs, NIMBYism, labor shortages, low-density zoning,

In the current RHNA process (2015-2023), the largest proportion of permits for San Mateo County were issued for ‘Above Moderate’ Income Housing (6,486 total) while the smallest proportion was dedicated to ‘Very Low’ Income Housing permits (4,595). (See Figure 5.4.)

The latest progress report on meeting RHNA targets shows that of the three study areas, the city of Menlo Park has issued the most permits: 964 in total, exceeding its RHNA allocations for Above Moderate Income housing units by 416%, and meeting only 2.8% of its moderate income allocation (see Figure 5.4.) East Palo Alto has already met nearly 60% of its Low Income RHNA goals (32 total) and nearly 40% of its Moderate Income target (33 total). San Mateo County’s reported progress in 2018 stated that it had met 260 of the 913 units allocated in the RHNA, only one of which was

dedicated to 'Very Low' Income Housing. Production of ADUs can count towards meeting RHNA targets.

Evaluation of ADU Ordinances

Accessory Dwelling Units (ADUs) are a production-side solution to the housing crisis particularly well suited as an affordable and quick infill strategy for low-density residential areas. Self-contained, smaller living units on the lot of a single-family home, secondary units can be either attached to the primary house, such as an above-the-garage unit or a basement unit, or detached (an independent cottage).⁸⁴ Despite government attempts to reduce barriers, a widespread surge of ADU construction has not materialized; in 2018, East Palo Alto reported 7 ADU permits to the State's Housing and Community Development Department, Menlo Park reported 27, and the County of San Mateo reported 37. City level policies are still impeding the permitting process, and the need for innovative financing products to fund ADU construction both play a role in the slow production of ADUs.⁸⁵

The following evaluates the jurisdiction's ADU ordinances as of Fall 2019. In a subsequent section we discuss the potential impacts of new state ADU legislation.

Belle Haven. As of September 2019 the City of Menlo Park did not have an adopted policy in regards to ADUs. Without its own ordinance, the City must default to state standards.

North Fair Oaks. In San Mateo County, with the exception of coastal zones, most zones are exempt from lot size minimums. The height limits are not overly restrictive (26') and the policy includes large maximum sizes (maximum size 750 sf or 35% of primary dwelling, whichever is larger, up to 1,500 sf). San Mateo County residents also benefit from a user-friendly ADU website, www.secondunitcentersmc.org.

East Palo Alto. East Palo Alto does not have a favorable policy climate for the production and preservation of

ADUs. For example, East Palo Alto has high lot size minimums (5,500 for attached, and 7,500 for detached ADUs) which disqualifies 50% of the lots in the city for attached ADUs and 87% for detached ADUs, and amending the lot size minimum for all ADUs in East Palo Alto to 5,000 square feet would render 75% of lots eligible.⁸⁶

ADUs in East Palo Alto are also subject to strict lot coverage ratios and require one parking space plus other additional discretionary parking restrictions (based on specific site fire, topographical, and life safety conditions). Finally, the permitting process for ADUs is not streamlined and includes additional layers of entitlement and review, requirements for owner occupancy, and additional fees.

That being said, significant work is happening in East Palo Alto to facilitate the streamlining of ADU construction. The ADU initiative, a coalition of the City of East Palo Alto, Rebuilding Together, City Systems and Faith in Action Bay Area, is working on providing education, tools, and resources for making more informed decisions about ADU legalization or construction options. They are learning from their own work legalizing four existing garage conversions, funded in part by Facebook. Another stakeholder is SOUP, a housing start-up, which aims to partner with a community land trust to purchase lots and build clusters of ADUs as permanently deed restricted, perpetually affordable housing. As of October 2019 SOUP had facilitated the construction of 9 ADUs, with support from a grant from Facebook, and had another 30 in permitting, which in East Palo Alto can take upwards of nine months.

Short-Term Rental Platform Legislation

The cities of Menlo Park and East Palo Alto, as well as the County of San Mateo, all have Transient Occupancy Taxes (TOT) in place. This tax requires that in order to hold occupancy in any hotel, a percentage tax on the rent charged must be paid to either the operator or the city/county. Menlo Park⁸⁷ and East Palo Alto⁸⁸ both have rates

set at 12% of the rent charged, while the County of San Mateo's tax⁸⁹ is set at 10% of the rent charged. At this moment in time, these ordinances only apply to hotels and do not apply to short-term rentals through platforms like Airbnb or VRBO.

Although residents in unincorporated coastal zones in San Mateo County pay the TOT for short-term rentals, this requirement does not affect North Fair Oaks, and neither Menlo Park nor East Palo Alto have adopted legislation regulating short-term rentals such as Airbnb as of October 2019.⁹⁰

In 2017, Menlo Park's city council considered but voted against a policy prohibiting renting out secondary housing units for less than 30 days, which would place limits on some Airbnb listings.⁹¹ Although prohibiting the leasing out of secondary housing units for less than 30 days would help prioritize the use of ADUs as long term housing, it would also prevent them being used as an infrequent or non-permanent source of income for people not wishing to add full time residents to their parcel.

An example of possible legislation to address the rise of Airbnb rentals is Redwood City's Uniform Transient Occupancy Tax which includes a section for 'Hosting Platforms.' Under this provision hosting platforms are defined as "a means through which an operator may offer a dwelling unit, or portion thereof, for transient occupancy" and are required to pay occupancy taxes similar to traditional hotels.⁹²

Opportunity Zones

An Opportunity Zone is a designation created by the Tax Cuts and Jobs Act of 2017 which incentivizes investments in certain areas through tax advantages. Investments made into "Opportunity Funds," which place at least 90% of their assets in state-designated "Opportunity Zones" receive deferrals or reductions of liability of federal taxes on capital gains.

States each designate their own opportunity zone areas based on state-developed criteria; approximately one third of census tracts across the United States has an opportunity zone designation. North Fair Oaks, East Palo Alto and Belle Haven represent three out of San Mateo's four Opportunity Zones, which means they are doubly targets for investment, from their proximity to a job-rich area, as well as through tax advantages. However, other than guiding capital flows towards low-income census tracts across the United States, the legislation and IRS guidance on how the investments need to be made in order to benefit the community and lead to inclusive growth is vague and many have expressed concern as to its impact. While it directly benefits the wealthy, it does not guarantee even indirect benefits to the residents of Opportunity Zones and could accelerate displacement.⁹³

On the Horizon: 2019 State-wide Housing Legislation

Housing Production. The state's Density Bonus Law was revised this past legislative session with Assembly Bill 1763. The bill added a requirement for a density bonus to be provided to developers who agree to dedicate 100% of the units in a housing development for lower income households. In addition, the bill states that if the housing development meets pre-existing criteria and is located near a major transit stop, a height increase and a density bonus of 80% will be granted. AB 1763 also requires that any housing development that qualifies for a density bonus must maintain at least 20% of the units to have affordable rent and the rest of the units may not exceed maximum rent levels.⁹⁴ Another bill that will reduce barriers to affordable housing construction is SB 330, which streamlines the building permit process, limits fees for housing, and bars local governments from downzoning.

ADUs. Several bills were passed during the last legislative session that will be affecting the approval process and restrictions on ADUs in the state. SB 13⁹⁵ and AB 68⁹⁶ allow for the creation of ADUs in areas specifically zoned to allow single- or multi-family

residential use, and create more flexibility for attached ADUs. The bills also include a provision requiring local agencies to act on an ADU application within sixty days (instead of 120 days) of receiving it, and they also remove impact fees. SB 13 also minimizes the restrictions on ADU size and establishes a process for ADUs that have been built without permits to get up to code. Most importantly, AB 68 eliminates minimum lot size and AB 881 eliminates the owner occupancy requirement. As a result of this legislation, it is expected that ADU production will be streamlined.

Tenant Protection. Two bills were also passed establishing new tenant protections. Assembly Bill 1110⁹⁷ amends existing law that had required landlords to notify tenants of rent increases greater than ten percent to provide sixty days notice. AB 1110 requires that instead of sixty day notice, landlords must provide ninety day notice of rent increases greater than 10% of the rent normally charged. The second bill signed into law, Assembly Bill 1482,⁹⁸ establishes just cause protections for tenants when being evicted. Provisions include notice and opportunity to address curable violations and relocation assistance or rent waiver in the case of no-fault just cause terminations. The bill also establishes a statewide restriction on annual rent increases. Specifically, AB 1482 prohibits landlords from increasing the rental rate either five percent plus the percentage change in the cost of living over the course of any twelve-month period or, if lower, ten percent of the lowest gross rental rate charged for the previous twelve months. Both provisions are in place until January 1, 2030.

Summary: Local and State Housing Policies

The housing crisis is a failure not just of markets but also of local, state and federal policies. Therefore, it is logical to examine efforts at each of these levels to temper its impact and change the course. While East Palo Alto remains a leader locally in mitigating the displacement of tenants, it has largely been unsuccessful in effectively supporting the production of new housing, in particular for low income residents and through innovative housing types like ADUs. In addition, there is little consistency between jurisdictions: Menlo Park looks more to Redwood City as a model for housing policy than to East Palo Alto, and North Fair Oaks is governed by county-wide legislation with little local focus.

Recent legislative efforts at the state level aim to sidestep local resistance to housing production or tenant protection. By removing restrictions on ADU construction, SB13 and AB 68 will help residents and housing advocates build infill and enable residents to stay in place. However, obstacles remain to ensure their intent is accomplished: innovative funding streams for ADU construction are still needed, for example, as is the monitoring of whether tenants being evicted are able to access relocation assistance, and transparency or accountability of Opportunity Zone investments.

Part 6: Recommendations

“We used to rent out the 3rd bedroom in our house to a family which caused chaos in the kitchen.”

DOMINGA, 42



Recommendations

There is no single or simple solution to the housing crisis and its effect on residents of North Fair Oaks, Belle Haven and East Palo Alto. Many of the contributing factors to the housing crisis have their roots in policies and decisions made well before Facebook even existed, and our research reveals a long-term pattern of real estate speculation in the area.

However, stating so does not imply that new employers and investors in the area, such as Facebook, do not have an impact on these communities or a role to play in their success.

In line with our effort for this research to be **solution-oriented, humanizing**, and with **lasting community effects**, we present the following recommendations.

Y-PLAN Recommendations



YPLAN Meeting, Summer 2018. Image: Center for Community Innovation.

The Y-PLAN students who participated in collecting stories and reflecting on solutions to address the housing crisis highlighted the need to stabilize the community, consider community preference, and create pathways to homeownership. They crafted the following recommendations:

- **Promote housing production models that go beyond adding to the housing market and help stabilize the community in more ways: including establishing community land trusts and employing sweat equity (i.e., auto-construction in the Habitat for Humanity model).**
- **Design and build cottages, or ADUs, big enough to accommodate large, multi-generational families.**
- **Offer home repair assistance to the entire population.**
- **Build pathways to housing preservation led by independent, non-profit entities like land trusts and co-operatives.**

We add to the Y-PLAN student's conclusions the following on local policy, monitoring and evaluation, as well as some thoughts on internal policy for Facebook:

Policy

We divide our recommendations for policy into three categories: production, preservation, and protection. In an era of scarce resources, jurisdictions—as well as Facebook itself, which has made a \$1 billion commitment to housing in the region—will need to make hard choices about which to pursue. There is no simple recipe for stabilizing communities, and we do not present an exhaustive list of strategies. Rather, we draw from the evidence that does exist to offer some ideas for what might work well in this particular context.

Production

Housing production, both market-rate and subsidized affordable units, is a key element of neighborhood stabilization. Our previous research⁹⁹ has found that constructing any type of housing reduces displacement pressure, although **subsidized housing** is (unsurprisingly) more effective than market rate.¹⁰⁰ Still, new housing can have a catalytic effect on nearby properties, spurring rent increases and evictions. Not only should there be a no net loss (**one-for-one replacement**) policy for any rental housing demolished for new construction, but also as new housing is constructed, jurisdictions should have measures for affordable housing preservation and tenant protection in place already.

Another one of our recent studies found that were **upzoning** to occur around the train station in Menlo Park, it would be financially feasible to produce affordable housing to meet an inclusionary requirement of 20% (but probably not much higher).¹⁰¹ Still, the study highlighted the multiple challenges of infill development: difficulties in acquiring land to assemble small parcels, complications in rezoning to multi-family residential, and design standards that restrict the building envelope. Thus,

though inclusionary requirements are important, they will likely only result in the production of a very small share of the units necessary in order to mitigate housing market pressures. Because of these challenges, as well as the cost of new construction, it may thus be worthwhile to consider channelling monies from housing trust funds in the communities toward preservation rather than new construction.

Increasing **ADU production** can also meet new housing demand and alleviate displacement pressures, although again this is not likely to produce a substantial number of units. The new state laws will remove most of the remaining technical barriers to ADU construction in the three cities. But our research has shown that educating homeowners about how to build ADUs—while also helping them access low-cost loans—is critical to scaling up production.¹⁰² The cities—and Facebook—should invest in intermediaries familiar with ADU construction and outreach (such as SOUP and Hello Housing), user-friendly interfaces (like the San Mateo County ADU website), and innovative ADU financing mechanisms (e.g., a revolving loan fund).

Some cities have subsidized the development of new affordable housing through the dedication of public land for affordable housing and through acquisition and banking of land.¹⁰³ One tool for this is the community land trust, a non-profit corporation that develops and stewards land in perpetuity for community-serving purposes, which can include affordable home ownership to prevent displacement. However, this model only works well when land is free (i.e., public) or still low-cost, and requires innovative funding streams. EPA CAN DO, a community development corporation based in East Palo Alto, has a good track record of building and maintaining long term affordable housing.

One federal initiative that may spur more investment in the communities is the Opportunity Zone program. Given the potential for this program to spur more speculation and/or displacement, the three jurisdictions should work with funds investing locally to adopt the

OZFramework, and advocate for greater transparency and accountability for Opportunity Zones at the federal level.

The majority of the billion dollar pledge recently announced by Facebook will support the production of housing. Prioritizing mission driven investments in order to ensure inclusive growth should be a priority with these funds.

Preservation

Housing preservation usually refers to mission-oriented buyers (often non-profits) purchasing rentals at risk of becoming unaffordable and investing to rehabilitate the units while also keeping rents at levels that are affordable to low-income persons.¹⁰⁴ A range of preservation tools is just beginning to emerge, and most have yet to be evaluated. Many federal resources can be used to acquire, rehabilitate, and convert nonsubsidized units into subsidized ones. One example is San Francisco's Small Sites program, an acquisition and rehabilitation loan program that assists non-profit and for-profit entities in buying small housing developments of 5–25 units and restricts their rents for long-term affordability. **Community land trusts** can also play a significant role in preservation, particularly in areas with high land costs. Finally, cities are experimenting with using their inclusionary zoning policies to acquire existing units and stabilize them rather than producing new units or providing in-lieu fees. There are examples from New York City to Chapel Hill, North Carolina, where developers are allowed the option of converting existing market-rate housing to deed-restricted affordable units as a means of preserving affordability and preventing displacement.¹⁰⁵

Three other policies that may help preserve a significant amount of rental housing in the three communities are **home improvement loans, short-term rental regulation, and a speculation tax**. This research found that aggressive code enforcement is leading to the loss of rental housing stock, including ADUs, due to red-tagging. We recommend that the jurisdictions couple

code enforcement with technical and financial support to correct the violations. This might take the form of a low-cost loan fund, underwritten in part by Facebook. For ADUs, the jurisdictions should consider developing formal amnesty programs, perhaps involving training (i.e., sweat equity as recommended by the high school students).

“As the years passed, East Palo Alto has become the complete opposite of what it used to be.”

JORGE, 53

To regulate short-term rentals, the cities should design policies that restrict the ability of outside investors to remove housing units from the long-term rental market. Passing local Transient Occupancy Taxes that apply to hosting platforms like Airbnb and VRBO could potentially help raise additional funding for local housing trust funds.

Finally, it may be possible to support housing preservation simply by **limiting speculation** by outsiders. In June 2018 the city of Vancouver adopted a speculation and vacancy tax aimed at reducing housing pressures by targeting foreign investment in residential property. The goal is to reduce the proportion of vacant homes, raise revenue that will directly support affordable housing, and tax foreign and domestic speculators who own residences but do not pay taxes locally. Although a vacancy tax may not be appropriate in this case, local jurisdictions should explore the feasibility of a **speculation tax**.

Tenant Protection

In recent years, many jurisdictions in San Mateo County have debated adopting **rent stabilization or just cause eviction ordinances**, with little consensus. A recent study of East Palo Alto, among other cities, found that

rent stabilization and just cause ordinances have a significant, but very modest, effect on the out-migration of disadvantaged households (i.e., displacement).¹⁰⁶

Other anti-displacement programs to protect tenants that should be less controversial, and are undoubtedly effective, are **tenant counseling** and **rental assistance**.¹⁰⁷ These are cost effective programs¹⁰⁸ that help tenants faced with landlord harassment or rent increases to stay in place. Also, **right of return or community preference policies offer displaced tenants** a place on the waitlist for subsidized housing. Finally, Menlo Park has taken a step in the right direction with its **relocation benefits program**, but it should be expanded to the entire county and funded properly. Its **condo conversion ordinance** also offers **right of first refusal to tenants** – a right that should also be expanded to the county.

Monitoring

This goal of this report was to create a baseline study of housing conditions in low income communities of color near Facebook’s campus in Menlo Park. In addition to supporting the continued observation and evaluation of housing conditions across time, as part of our work we identified several types of data not currently available that would be useful in guiding policy in the future. As such we recommend Facebook support the development of these databases both internally, in its work with other Silicon Valley tech companies, and externally, as part of Facebook’s funding of policy work. The following types of databases should be created, made public, and updated on an ongoing basis:

Housing speculation watchlist. Using our methodology for identifying flips and other suspicious transactions, create a Housing Speculation Watchlist. New York City’s Housing Preservation and Development department curates publicly available data on housing speculation,¹⁰⁹ while the New York Association for Housing and Development’s Displacement Alert Project tracks the

number of rental units and the number of rent-stabilized units over time throughout the city.¹¹⁰

Historic and current data from short-term rental platforms. Track short-term rental platforms in order to identify corporate landlords with multiple listings.

Evictions watchlist. This research project was unable to collect systematic data on formal evictions, but it would be possible to develop such a list with the cooperation of local legal services non-profits and/or the court system.

Renter registry. AB 724 would have created a registry of rental property. Such a registry would help jurisdictions to identify properties that might be available for purchase (to place into permanent affordability), as well as to educate tenants who may be at risk of displacement. Jurisdictions like Richmond and East Palo Alto have recently established registration regulations and are collecting some data; expanding and aligning these datasets would help inform tenant-related policies on a regional level.

Internal Policies

When we talk of humanizing the housing crisis, we need to consider not just those experiencing displacement but also those just arriving to the region and looking for a home. As the leading reason for the arrival of many new residents and visitors, large employers like Facebook have the opportunity to lay a foundation of cultural competency within their workforce and help build inclusive communities.

Creating opportunities for education amongst the workforce around the structural sources and history of inequities and racism in the Bay Area coupled with internal conversations of cultural diversity can create pathways to understand and redress the disparities and injustices that are ignored, or even aggravated, by culturally-blind immersion into communities at the individual and institutional level.

As part of new employee onboarding and orientation, employers such as Facebook could direct human resource personnel to include information in regards to the history of racialized housing segregation in the Bay Area, the state of the California housing crisis, and the public health impact of displacement and overcrowding. In addition, hosting ongoing discussions, exhibits, book clubs, speaker series and other cultural events on the topic can build individual and institutional knowledge leading to each participants' understanding of their role and ability to affect change.

In addition to the short-term rental regulation recommendations made above, large employers like Facebook can create internal best practices for using short-term rentals by encouraging bookings with local residents rather than professionally managed co-living situations or corporate housing. The company might also change its policy for corporate visits and relocation packages to disallow reimbursement of stays with entities that have removed units from the housing market for the purpose of short-term rentals only.

Moving Forward

Stakeholder interviews suggested that there are significant challenges not only in designing effective

solutions to the housing crisis, but also in advocating, implementing, and governing. Fundamentally, local jurisdictions are hampered by the regional nature of the housing crisis; even if East Palo Alto, Belle Haven, and North Fair Oaks take action, the more affluent surrounding communities may not. Even though a vibrant infrastructure of non-profits, particularly in East Palo Alto, is advocating for housing, NIMBY opposition often thwarts efforts to build more units. Even within communities, there is substantial disagreement along divides such as race/ethnicity and owner/renter. Though, as this report demonstrates, the three communities share similar challenges, there is little coordination on housing advocacy across jurisdictional boundaries, which hinders the development of a strong local voice. Cultures of civic engagement vary across communities, with less capacity in Belle Haven than the other communities, and less voice in North Fair Oaks, which is unincorporated. Finally, many potential affordable housing projects await a significant infusion of funds to get off the ground.

Still, there is considerable will across the region to address the housing crisis. The unifying theme across these three jurisdictions is their proximity to—and impact from—Facebook. With Facebook as a willing partner, there is new hope for a concerted, coordinated effort to stabilize the community and achieve more inclusive growth.

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 2. An individual who has a primary nighttime residence that is:
 - A. A supervised publicly or privately-operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for the mentally ill); or
 - B. An institution that provides a temporary residence for individuals intended to be institutionalized; or
 - C. A public or private place not designated for, or ordinarily used as, a regular sleeping accommodation for human beings.
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Appendices

A. Y-PLAN Peninsula Housing Recommendations

B. Survey Tool/Observation Protocol

C. Resident Interview Protocol

D. Policy Inventory

Appendix A



Peninsula Housing Conditions
Y-PLAN Project
Menlo Park

“How can we stabilize the communities of Belle Haven and North Fair Oaks by making housing more affordable through these methods: ADUs, home repair assistance for seniors, and preservation? Are there other methods youth propose?”

Community of Practice

Our team: High School housing policy interns - Boys and Girls Club of the Peninsula staff - UC Berkeley: Center for Cities + Schools Y-PLAN initiative & Center for Community Innovations * Facebook

Context

The South Bay is facing a rapid increase in housing costs. Since the Silicon Valley boom, a lot of new people are moving here to work in the tech industry. As housing prices around Silicon Valley rise, people look to move to other less expensive cities. As demand grows, rents rise, pushing out the residents who already lived here. As a result, long-term residents, who are often people of color, are at risk of being displaced due to higher rents and cost of living.

Methods

To better understand the challenges our communities are facing and how these strategies would work out, we conducted interviews and gathered survey responses from friends and family members who live in or previously lived in and around the Belle Haven and North Fair Oaks neighborhoods. During the interviews, we asked local residents about their experiences with housing in the South Bay. At the same time, we researched best practices and housing models used around the globe. After we collected our data, we conducted a SWOT analysis and a brainstorming charrette to generate a top ten list of strategies that we thought would work in this area. We then narrowed and aligned our list to the ideas presented.

Key Recommendations

As students, we live regional lives. Even if we live in one city, our schools are often in a different city, we have relatives near and far, and many of us have moved from other neighborhoods, cities, or even countries. We do not spend our time in only one neighborhood, so we see our community in a more regional way. The recommend the following strategies and considerations for our region.

1. Accessory Dwelling Units

While we support the construction of ADUs where possible, from our experience and research, many of the houses that have the necessary space for an ADU already have one. Cities should allow for and encourage more ADUs to be built through changing zoning regulations. One type of ADU we have concerns about is tiny homes. Although these are great to increase housing units, they do not accommodate large, multi-generational families that live in this region. This strategy has the potential of benefiting only certain types of residents (i.e single people or couples without children).

2. Home Repair Assistance For Seniors

We recommend home repair assistance programs not just for seniors, but for everyone. There are many families of all ages that own homes and cannot afford to make repairs on those homes. There

should also be more awareness of any current support and financial assistance programs like these. One concern we have with these programs is that as people in a neighborhood begin to repair their homes with assistance programs like this, that will increase home values in that neighborhood, attract more affluent residents, and have the unintended consequence of creating more displacement. So as houses are repaired, we would want to pay attention to the needs of the people living in nearby homes and apartments as well.

3. **Preservation of Affordable Units**

We think this is a crucial strategy for these neighborhoods to prevent more people from being displaced or having to relocate to a more affordable area. A few ways this might work is by using community land trusts or cooperative housing models where there is a non-profit or democratic resident board that oversees and maintains rents and keeps house prices affordable. This will give current residents the opportunity to stay in their units or become homeowners at an affordable rate. We have a couple concerns with this strategy as well. One concern with Facebook trying to buy and maintain affordable units is the issue of accountability. Who will ensure that Facebook will keep these units at prices that really are affordable and for how long will they remain at those prices? What is actually possible for a large private corporation to do within these models? Second, we are concerned that there are currently not enough affordable units in these neighborhoods. People have already been displaced from the neighborhoods we're considering, so before we talk about "preserving," we need to create more affordable units. Ultimately we need to ensure these units are affordable and designated/saved for those with the most need.

4. **Youth Policy Advisory Board**

As we conducted research about housing conditions in our neighborhoods, we were able to draw from our own lived experience and that of our families and friends, in addition to professional expertise from UC Berkeley. Now that we have this background, we propose creating a Youth Policy Advisory Board that would be available to consult on issues impacting our community. Young people like us, who have both the local and content knowledge to contribute, would be able to help plan a more equitable - and fun - community for everyone.

Additional Strategies to Consider

In addition to the strategies presented to us, we propose considering five other strategies to improve housing conditions for the people living in our community, which will ultimately benefit the entire region.

1. **Community Trust Land + Co-op's:** This is a strategy large companies like Facebook or Google could consider using as a way to help preserve and build more affordable housing (employer-built housing, teacher housing).
2. **Rent Control:** We think this housing strategy should be implemented across cities in our region in order to prevent displacement of low-income residents.
3. **Mixed-income units with mixed-uses and amenities in the same building:** Bringing people from various income levels together will benefit the local society and economy by having a mix of resources and amenities available in a each community.
4. **Government should build more housing:** Having dedicated public affordable housing for low-income residents is crucial to preventing displacement and gentrification of neighborhoods. This strategy can also help alleviate homelessness by allocating a percentage of units to recently homeless residents.
5. **Models like Habitat for Humanity:** This strategy brings organizations and community members together to build more housing through "sweat equity," where future homeowners actually work on constructing their home in order to reduce the cost of building.



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Y-PLAN Peninsula Housing Recommendations

East Palo Alto, Belle Haven, & North Fair Oaks



ISSUE

East Palo Alto, Belle Haven, and North Fair Oaks are located in the heart of the Silicon Valley. The three communities differ structurally: East Palo Alto (EPA) is a city, Belle Haven a community in Menlo Park, and North Fair Oaks remains an unincorporated area of San Mateo County. While these structures present different opportunities and challenges to each area, all three areas have historically been low income, communities of color. With Facebook, Google, and other tech companies developing campuses and headquarters in and adjacent to these communities, the cost of living has increased dramatically. **Gentrification**, and corresponding **displacement** are occurring as a result. Additionally, the proximity of these neighborhoods to the Bay itself exposes them to **threats from sea level rise caused by global warming**. Many homes and families live on land that is already below sea level and will be forced to leave if we do not adapt.

QUESTIONS

1. Spring-Summer 2018: How can improving *housing, transportation, schools, public spaces* and better connecting them to each other, improve the quality of life and make a more resilient community for all young people and families in EPA?
2. Fall 2018: How can we stabilize the communities of Belle Haven and North Fair Oaks by making housing more affordable through these methods: ADUs, home repair assistance for seniors, and preservation of affordable units? Are there other methods you propose?

COMMUNITY OF PRACTICE

- Schools: East Palo Alto Phoenix Academy (EPAPA)
- Clients: Facebook, Cities of East Palo Alto and Menlo Park, Resilient by Design | Bay Area Challenge
- Community Partners: Boys and Girls Clubs of the Peninsula, Resilient by Design Field Operations Team, San Mateo County Office of Sustainability
- University Partners: University of California Berkeley Center for Cities + Schools (Y-PLAN) and Center for Community Innovation (Urban Displacement Project)

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PROCESS

Using the Y-PLAN tools and methodology with the support of two UC Berkeley research groups, the Center for Cities + Schools and the Center for Community Innovation, local students developed their own recommendations and proposals for stabilizing East Palo Alto, Belle Haven, and North Fair Oaks in the face of the dual threats of displacement due to gentrification and sea level rise. They leveraged their own lived experience along with that of their neighbors gleaned through interviews and surveys, and they bolstered it with the professional tools and practices they learned from the UC Berkeley partners – in the spring through the Y-PLAN team at EPAPA High School, in the summer at EPAPA with the Urban Displacement Project, and in the fall with the Y-PLAN team at the Boys and Girls Clubs in EPA and Redwood City.¹

Phase I: Y-PLAN at EPAPA

During the spring of 2018, 30 high school students in one science class at EPAPA implemented the Y-PLAN (Youth – Plan, Learn, Act, Now!) process to develop and propose recommendations for their community. Students investigated the question “How can improving *housing, transportation, schools, public spaces* and better connecting them to each other, improve the quality of life and make a more resilient community for all young people and families in EPA?”

Students followed the Y-PLAN process, starting with exploring their connection to the city to the city through a series of activities, including Where I’m From Poems. Students read about best practices and local housing analyses, designed and conducted interviews and surveys in both English and Spanish, conducted a site mapping of their community to observe local housing conditions first hand, and conducted a SWOT analysis to represent their findings.² Next, students conducted a brainstorming “charrette,” and engaged further with adult experts in the fields of planning, engineering, and design to gather additional sources of inspiration and push their ideas further. On April 25, 2018, the entire class from EPAPA shared their proposals at the Y-PLAN Resilient by Design Regional Summit at UC Berkeley. More than 200 people attended the Summit, including students from schools in San Francisco, Oakland, and Richmond, city and education leaders, and

About Y-PLAN

A global initiative from UC Berkeley’s Center for Cities + Schools, Y-PLAN empowers young people to tackle real-world problems in their communities through project-based civic learning experiences. When engaging in Y-PLAN projects, students partner with city and regional leaders, follow a rigorous five-step research methodology within one of their current school classes, and develop and publicly present their own proposals for change.

About EPAPA

A highly successful charter school within the Aspire network, EPAPA serves the local East Palo Alto community which does not have its own traditional public high school. In this class, 88% of the students were Latino/a, 100% were students of color, and 68% were English Language Learners (ELL). Just after this Y-PLAN project began, a decision was made to close the EPAPA high school at the end of this academic year, a move made necessary by the declining enrollment, in turn a result of the displacement of low-income families from the neighborhood it serves.

¹ Note: The Boys and Girls Club also has a clubhouse in Menlo Park that serves the Belle Haven community, as the population of high school aged students has declined, likely as a result of the displacement of low-income families from the region, they have closed the high school portion of that clubhouse due to low attendance. Those students are welcome at the EPA and Redwood City clubhouses, but few attend either.

² See Appendix I for sample of survey results.

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faculty and staff from Cal. After the deans of the College of Environmental Design and the Graduate School of Education opened the event, two students from East Palo Alto stepped up to set the tone for the day: one read her “Where I’m From” poem from January, with an explanation of why it mattered to her, and the second spoke to his pride of participating in this project, and told of overcoming his initial reluctance to engage in this work before realizing that the adults might actually listen to the needs of himself, his peers, his family, and his community, for what felt like the first time. As a follow up to this presentation, students presented highlighted [recommendations](#) to the East Palo Alto City Council on July 3, 2018, and were invited to serve as summer interns with UC Berkeley as housing researchers, thanks to the support of Facebook.

Where I’m From by Christian

I am from EPA. From the backyard wilderness and beautiful blue bay. I am from the closet that is my room. And the fake walls that are my surroundings. From the anime posters on my wall and the half window that I got. I am from the stories that I write and from the stories that I read. I am from those moments. Those moments that a picture can capture. But I hate pictures.

Phase II: Summer Internships

During the summer of 2018, UC Berkeley’s Center for Community Innovations and Center for Cities + Schools provided a summer internship program, positioning EPAPA students as researchers charged with collecting data on local housing conditions and quality of life in East Palo Alto and the larger Peninsula region. During the internships, 14 EPAPA students met three days each week for six weeks to build upon their work from the spring. With the support of UC Berkeley faculty, staff, and students, they conducted extensive interviews, collected observational data about local housing conditions, and created a [Story Map](#) to display their findings. They ultimately presented this next round of [findings and recommendations](#) at Facebook headquarters on August 2nd.

“I live in a 4 bedroom, 4 bathroom house and a family lives in the garage. In total, there are 5 families in this house.”
- Kevin, 26

Phase III: Y-PLAN at Boys & Girls Club

During the fall of 2018, the Y-PLAN team conducted a series of six three-hour workshops at the Boys & Girls Clubhouses in East Palo Alto and Redwood City. For these workshops, high school students were paid as interns to spend their Saturday afternoons building upon the work that had already begun with their peers, and responding to the question: “How can we stabilize the communities of Belle Haven and North Fair Oaks by making housing more affordable through these methods: ADUs, home repair assistance for seniors, and preservation of affordable units? Are there other methods you propose?” Students followed the same Y-PLAN process outlined above, this time generating a [Story Map](#) as they presented their recommendations to a team from Facebook, as well as the Vice Mayor of Menlo Park, at the EPA Clubhouse on Saturday, November 3rd.



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FINDINGS

What are the most pressing issues with the physical housing stock in the area?

As evidenced by the student research, discussions, and proposals included and linked here, across all three phases of this work, the most pressing issues surrounding with the housing stock in the area revolve around the lack of affordability of housing and the threat of rising sea levels and gentrification to exacerbate the challenge even further. Students, the residents they surveyed and interviewed, and the results of the field observational data collected about housing conditions overwhelmingly pointed to the severity of the housing shortage. Many long-term residents have already been displaced, and more are continuing to be priced out of their homes. Overcrowding is the norm, with multiple families living in units meant for one, and garages being used as primary living spaces. Homelessness is an epidemic; almost every student mentioned knowing someone who lives in their vehicle or on the street. One student shared that he lives with 10 people in a one-bedroom apartment with no kitchen, another wrote a poem about living in a closet as a bedroom, a third explained that his cousins used to live in their garage, but moved to San Francisco because it was less expensive. Meanwhile, groups of students considered the threats not only of increased costs due to gentrification and the potential for displacement for that reason, but also of rising sea levels. Due to the elevation of these communities, they will be some of the first to suffer from flooding as sea levels rise in the near future. Students explored ways to reduce sea level rise as well as to live with it, though levees and housing on stilts, but the condition of the housing stock is of critical importance for this reason.

What are the underlying social conditions that are impacting area housing conditions?

Students expressed concerns about the costs of housing, the increased demands on traffic and transportation, and a fear of losing the culture and identity of East Palo Alto, both due to displacement of low-income, long-term residents as a result of gentrification, as well as the threat to the natural environment and animals. As we stood with a group of EPAPA students at the Baylands, students clearly expressed their desire to plan for an EPA that works for everyone – low income Latino families who have lived there for generations, young tech workers moving there for the first time, and the animals who have “lived there longer than any of us.” Many families come from traditions that value multi-generational housing, and overcrowding into small units seems to be pervasive in the students’ findings and experiences. Long-term renters are also seeking paths to ownership that could allow them to remain in their homes when housing costs rise, as they would have their own share of the equity.



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RECOMMENDATIONS

Through the course of these three phases of student research and proposal development, students have recommended a variety of solutions to maintaining community identity while protecting existing residents from displacement. A summary of their recommendations is listed below. The links to their Story Maps and presentations included above provide additional findings, context, images, and data to support these recommendations. These recommendations are ranked by priority, considering the input of students from across the three phases.

Housing

1. In order to maintain the identity of these communities we recommend **creating affordable condos for low income locals to purchase, in conjunction with additional affordable rental units**. Recognizing the threats to their unique community identity due to the converging factors of rising sea levels and gentrification, this recommendation aims to preserve that identity by making sure to protect its greatest asset: the people. A home ownership model would extend the individual and community benefits of home ownership to low-income people and their communities, instead of just those who have the generational capital to follow traditional paths to home ownership. This recommendation emerged in the spring, was developed further during the summer, and was noted as a priority in the fall as well. During the city council meeting in July, EPAPA students were pressed to prioritize their recommendations, and this emerged as their top choice, as they noted that housing needs to come first.

Key components to the condos include:

- Build low-income housing on sites adjacent or in proximity to elementary schools to reduce the transportation impacts of parents having to drive children to school.
- Maintain rents and restrict sales for low-income families at or below 35% of AMI.
- Provide equitable funding options, such as affordable loan assistance to assist first time and low-income buyers with securing legitimate mortgages with low down-payment requirements.
- Restrict buyers to only those individuals who have lived in the community for at least 5 years, as demonstrated by past utility bills, leases, paystubs, or bank statements. People who used to live in the community for at least 5 years, but have been displaced in the past 3 years, should also be eligible to purchase these condos.

Key components to the rentals include:

- Underground parking to keep cars away from the community space for safety.
- All kitchens facing the shared common outdoor space to improve safety through more “eyes on the street” and to encourage people to gather because they’ll know when others are out there.
- Pet-friendly.
- The shared common space would encourage all residents to get to know each other, bridging the gaps between income, age, and how long they’ve lived in the EPA, including:
 - A dog park
 - A small soccer field

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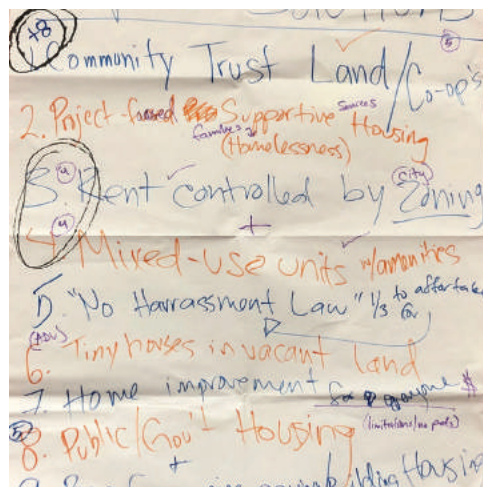
- A play structure
 - A barbecue space with picnic tables and grills
 - A grassy space for “just hanging out and reading a book”
 - A path surrounding it for bikes, running, and walking.
 - Some townhome style apartments with 2+ bedrooms and immediate access to the outdoors would serve the needs of low-income families, and would be reserved for those with an income below 35% of AMI. These would be along the long edges of the buildings.
 - Some stacked studio apartments rising higher in the corners of the structure. These would be market rate housing and would serve the needs of the young tech workers coming to the area.
2. Recommendations for the three focus strategies presented to the students in the Fall 2018 workshops:
- a. **Accessory Dwelling Units:** While we support the construction of ADUs where possible, from our experience and research, many of the houses that have the necessary space for an ADU already have one. Cities should allow for and encourage more ADUs to be built through changing zoning regulations. One type of ADU we have concerns about is tiny homes. Although these are great to increase housing units, they do not accommodate large, multi-generational families that live in this region. This strategy has the potential of benefiting only certain types of residents (i.e single people or couples without children).
 - b. **Home Repair Assistance for Seniors:** We recommend home repair assistance programs not just for seniors, but for everyone. There are many families of all ages that own homes and cannot afford to make repairs on those homes. There should also be more awareness of any current support and financial assistance programs like these. One concern we have with these programs is that as people in a neighborhood begin to repair their homes with assistance programs like this, that will increase home values in that neighborhood, attract more affluent residents, and have the unintended consequence of creating more displacement. So as houses are repaired, we would want to pay attention to the needs of the people living in nearby homes and apartments as well.
 - c. **Preservation of Affordable Units:** We think this is a crucial strategy for these neighborhoods to prevent more people from being displaced or having to relocate to a more affordable area. A few ways this might work is by using community land trusts or cooperative housing models where there is a non-profit or democratic resident board that oversees and maintains rents and keeps house prices affordable. This will give current residents the opportunity to stay in their units or become homeowners at an affordable rate. We have a couple concerns with this strategy as well. One concern with Facebook trying to buy and maintain affordable units is the issue of accountability. Who will ensure that Facebook will keep these units at prices that really are affordable and for how long will they remain at those prices? What is actually possible for a large private corporation to do within these models? Second, we are concerned that there are currently not enough affordable units in these

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neighborhoods. People have already been displaced from the neighborhoods we're considering, so before we talk about "preserving," we need to create more affordable units. Ultimately we need to ensure these units are affordable and designated/saved for those with the most need.

3. Other Housing Strategies Recommended for Community Preservation:

- Community land trust + co-ops
- Rent control
- Mixed-income units with mixed-uses and amenities in the same building. Recommended amenities in these buildings would not be those found in gentrifying areas such as cafes and organic grocers. Instead, students recommended laundromats, day care providers, and convenience stores as the most important amenities for them.
- Employer housing models
- Models like Habitat for Humanity, where organizations and community members can help build more housing for themselves (sweat equity)



4. Increase the elevation of existing and new housing to prepare for rising sea levels.

Throughout the Resilient by Design | Bay Area Challenge, many groups in the spring discussed the future of floating homes to make them more resilient to sea level rise. East Palo Alto in particular, due to its elevation below sea level already, is at risk to flooding of its homes. While this group proposes taking measures to protect homes from rising sea levels including increasing the height and slope of the sea wall barrier from the Baylands, they also looked more specifically at how to protect new and existing homes from rising sea levels. Instead of floating housing, this group proposes using a strategy that has been employed along rivers and coastlines for centuries: building homes on stilts. They recognize the need to drive these stilts far into the earth in an earthquake zone, and suggest that building codes be changed to require stilts for new construction along the shoreline and provide incentives for current homeowners to raise their existing homes as well.

Public Space

1. **Build a "Plazita" to create a space for locals to gather and celebrate the Latino culture.** The majority of the residents of East Palo Alto, Belle Haven, and North Fair Oaks are Latino, many with roots from Mexico. The students originally designed this Plazita in the spring, selecting for the site a vacant lot at the intersection of Bay and University to build bridges between new and long-term residents, improve the local economy, and highlight the culture of the area. Students chose to highlight this proposal again during the summer work, and students in the fall similarly pushed for support of local, existing businesses to protect their traditional spaces from gentrification. Key components include:

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- Parking permits for all residents, so they can come for free, while those from outside the community would pay.
- Encourage local residents to make crafts, foods, and music that highlight their culture to sell at booths in the plaza.
- Model the Plazita after those found throughout Mexico to evoke a sense of familiarity for students and families.
- The Plazita would provide a way for locals to make money, for outsiders to buy unique goods, for new residents to learn about the existing culture, and for everyone to come together in a positive space to get to know each other better.
- Students completed a model of the Plazita to demonstrate the walkable layout they hope to implement.

Schools, Services, & Amenities

1. Increase and improve community support, communication and outreach with residents

- **Continue and increase community support programs for kids AND adults.** Students greatly appreciated the internships offered to them, and would love to see more so that more of their peers can benefit. They advocated for additional youth summer programs and internships, and also for job training programs for their parents. They noted that tech companies like Facebook, with all the jobs they bring to the region, should be seen as an opportunity within their communities, but they're not currently seen that way. They believe the reason for this is that many of the adults in the community do not have the specific skills needed for the jobs those companies are creating, and they recommended that Facebook and other tech companies dedicate resources to training the existing community members near their campuses. This would have multiple benefits, from increased economic development, to community preservation, to reduced transportation impacts.
- **Create events for the youth in the community to keep them off the streets and out of gangs.** In order to respond to the EPAPA survey and interview findings from all three phases of concerns about safety, while also leveraging the strengths of a tight-knit community, students proposed a series of events for youth in the community. These events would follow a posted schedule, be shared widely through the community, and vary in times to allow for everyone to participate. These events would not take much money to plan and prepare, can be promoted by social media, and would aim to pull the young people together, helping keep them off the streets, out of trouble, and away from the gangs that persist in the community.
- **Use these events and others to improve the communication about Facebook in the community.** After completing these projects, all students had an improved perception of Facebook. They noted these and other opportunities that have been created for them by Facebook, and they appreciate the willingness and openness of Facebook staff to engage with them, partner with them, listen to them, and trust them. In all three phases of this project, students recommended that Facebook improve their communications with the community so that more people know about what Facebook is already doing and their willingness to engage further.

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2. Add garbage, recycling, and compost bins to main streets in order to stop pollution and littering of the area and Bay Lands.

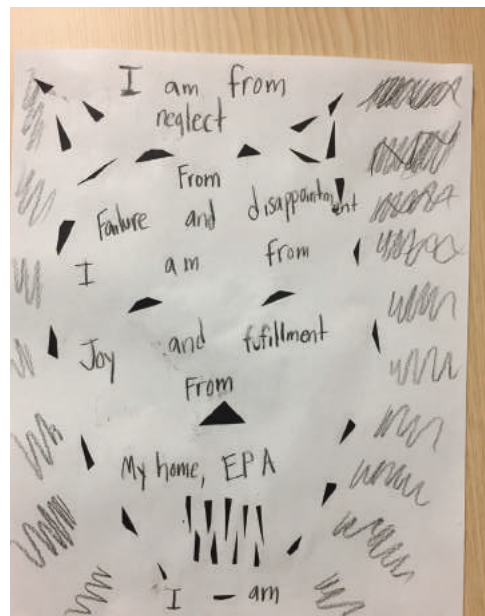
In response to the survey results showing that less than 10% of respondents ranked the cleanliness of EPA above a 3 on a scale of 1-5 (where 5 is clean and 1 is dirty), students propose taking the simple and inexpensive step of placing more garbage, recycling and compost bins on streets in order to improve both the appearance of the community and the pollution it is causing to the environment. They propose including messaging with these bins to inform the public of what types of waste belong in which containers.

Transportation

1. Change the traffic corridor on University Ave. to help clear traffic caused by the rapid influx of people and use it to highlight the culture and build community.

The overwhelming majority of those surveys expressed concerns about the traffic in East Palo Alto, and University Ave. was the first street pointed to by most as problematic. The influx of people as well as jobs and shopping centers (such as Ikea) have all exacerbated the problem with traffic in recent years, and now University feels both inefficient and unsafe at the same time. This group of students examined a current city project to widen University Ave and considered best practices for traffic improvements around the world. They concluded that widening the streets rarely solves the problem, and instead propose several improvements along University.

- Instead of paving more lanes for cars, focus on bike lanes and sidewalks to improve safety for alternate modes of transportation that will help the environment as well as the local community.
- Brighten the corridor with better lighting and public art. This will make traveling on this corridor more enjoyable for everyone, whether they're walking, biking, or driving, and decrease the frustration of drivers who may be stopped. It also gives the community a chance to show the local culture to those both from the community and new to it.
- Consider roundabouts at major intersections to keep traffic moving rather than the complete stops and starts of traffic lights. This will have positive impacts for the environment as well by reducing the emissions of the vehicles since they won't have to stop and start as much.
- Where traffic lights are necessary, improve the timing of them and consider adding left turn lanes at major intersections like Bay Rd and University so that traffic can pass through at the desired speed without having to stop and start as frequently.

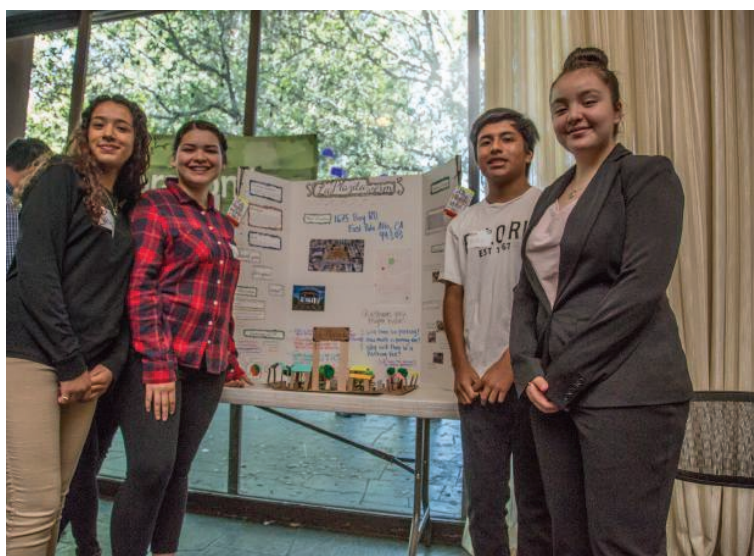


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NEXT STEPS

What would it take to improve current conditions and stabilize low-income households given the current state of housing in local communities?

Ultimately, students expressed a desire to strengthen the local community and leverage what residents note as their greatest strength: the people themselves. Their proposals vary widely, but all share a sense of the importance of maintaining the natural and social fabric of the community, with a willingness or even interest in incorporating and welcoming new folks into that identity, as long as the original culture isn't eradicated as a result. Students' recommendations for ownership, both literally through condos and figuratively through the Plazita, demonstrate options for stabilizing the community in the face of rising costs of housing and sea levels. Above all else, students prioritized the importance of increasing the stock of affordable housing units before that community identity they seek to preserve is lost forever. Students from the Boys and Girls Club workshops and from EPAPA will be invited to present at this year's Regional Y-PLAN Summit at UC Berkeley in April, and are open and eager to continue this dialogue with Facebook and with their city leaders.

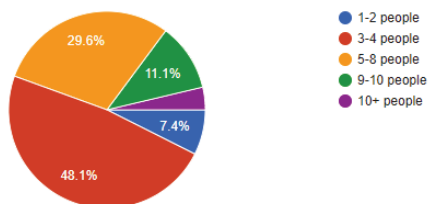


Y-PLAN Policy Brief 2018-19

Appendix I: Survey Results

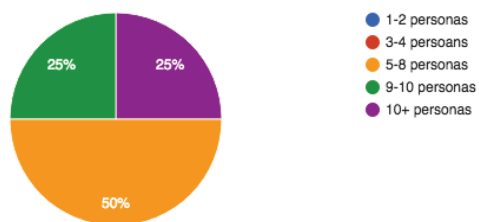
How many people are living in your house?

27 responses



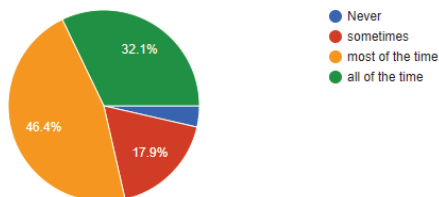
¿Cuántas personas viven en tu casa?

27 responses



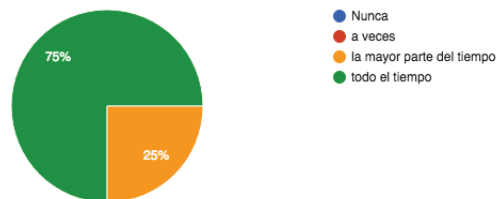
Is traffic an issue in EPA?

28 responses



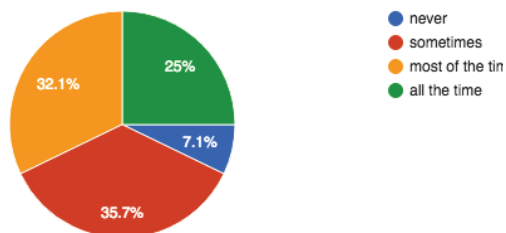
¿El tráfico es un problema en EPA?

4 responses



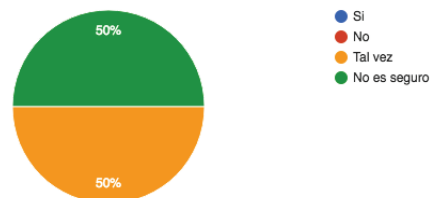
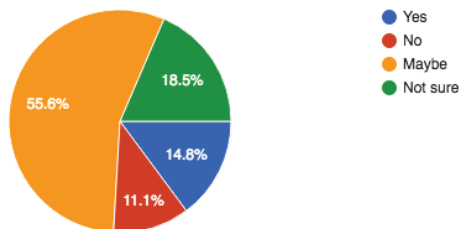
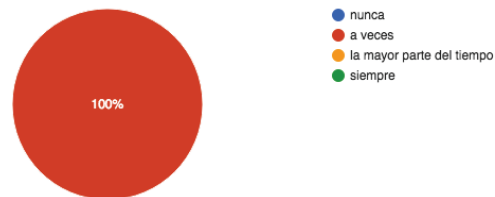
Do you feel safe in EPA?

28 responses



¿Te sientes seguro en EPA?

4 responses



Appendix B

East Palo Alto Field Observation Tool

* Required

Observer *

Your answer _____

Tract *

Your answer _____

Block Group *

Your answer _____

Block Number *

Your answer _____

Parcel Number *

Your answer _____

Other identifiers (if necessary)

Your answer _____

Is this building a... *

- Single-family detached house
- Multi-family house (duplex, townhouse, etc.)
- Multi-family apartment building
- Mobile home park
- Vacant lot
- Other: _____

Next

Never submit passwords through Google Forms.

This form was created inside of UC Berkeley. [Report Abuse](#)

Appendix C

Interview protocol -former resident EPA

*Hello, thank you for agreeing to participate in this voluntary interview. My name is _____
I am a recent graduate/junior/senior high school student at Aspire East Palo Alto Phoenix Academy. I am a summer intern at UC Berkeley to study the housing conditions in East Palo Alto. Your answers are important to us because of your knowledge of your neighborhood and this area. This interview will take 25 minutes. There are no right or wrong answers to the questions and you can skip any question. Your responses will be kept anonymous. The recordings will not be shared with anyone else.*

Background about interviewee and the city

1. Could you please tell me your age and how long did you live in East Palo Alto?
2. Why did you or your family decided to move to EPA?
3. What are the things that you liked the most about your neighborhood when you first moved there?
4. What were the most important problems of the neighborhood when you first moved there?
5. Did you live in different places in East Palo Alto? If so, can you briefly tell me about all the places you lived in?

Reasons to move out

6. *For this study we are interested in understanding housing characteristics in neighborhoods of East Palo Alto. With that in mind, can you describe your last house or apartment there?*
 - a. How many bedrooms and bathrooms did it have?
 - b. What do you use your garage/parking lot for?
 - c. Do you have additional buildings in the backyard?
7. Tell me about the people that lived with you in that house/apartment.
Please do not provide me with identifiable information about the people you live with. I am interested in the general information only.
8. Which of the people living with you helped paying rent? If not rent, how did they help in other ways?
9. Can you describe a regular weekday, starting in the morning, in your last house/apartment in East Palo Alto?
10. Why did your family decided to move out of your house/apartment in East Palo Alto?
 - a. House condition?
 - b. Rent?
 - c. Housing arrangement?
 - d. Personal life changes (e.g. related to jobs, family, etc.)?
11. Before leaving that house, how was your relationship with your landlord?

Current city and connection to EPA

12. Where do you live now?
 - a. Why did you decide to move to that city and neighborhood?
13. Do you still go to East Palo Alto sometimes?
 - a. How often do you go to East Palo Alto?
 - b. For what reasons do you go?

14. For many people rents have gone up in East Palo Alto, how do people you know deal with this?
(Prompt for up to three stories.)
 - a. Do they modify the layout of their houses?
 - b. They have new constructions in their backyards?
 - c. They find new jobs?
 - d. They move out?
15. Are there safety problems in your former neighborhood/block in East Palo Alto?
16. Is traffic a current problem on your former block in East Palo Alto? Please describe it.
17. Is parking a current problem on your former block in East Palo Alto? Please describe it.
18. Have you, anybody on your last block or your landlord received offers to buy your houses/apartments in East Palo Alto? Please describe it.

Closing questions

19. Where do you think you will be living in five years? Why?
20. What could be done to address the main challenges of high rents and housing conditions that you have mentioned before?
21. What type of help could you get? Have you seen the city, local community organizations, or the private sector take any action? If so in which ways?
22. How would you describe your overall experience living in East Palo Alto?
23. Would you like to add anything?

Appendix D: Inventory of Anti-Displacement Policies

Menlo Park

Just Cause Eviction Ordinance

The City of Menlo Park does not have a Just Cause Eviction Ordinance in place.

Rent Control

In addition to a Just Cause Eviction Ordinance, rent control policy was also proposed in January 2017. Similarly to the proposal of just cause ordinance, resources were not dedicated to examining the possibility of rent control in Menlo Park. In February 2019, Menlo Park City Council rejected Alternative B,¹ which was argued to be a form of 'rent control in disguise'. More specifically, this 'rent control' proposal consisted of a limitation on rent increases and restricted owners' ability to evict tenants. Alternative B was rejected and Alternative A, a relocation ordinance that provided assistance to certain displaced households, was passed instead.

Tenant Relocation Assistance

As aforementioned Alternative A, now labelled Ordinance 1053, was passed in lieu of a 'rent control' proposal. Ordinance 1053 is dedicated towards providing financial assistance to tenants and their families when forced to relocate. Displaced residential households whose annual income is at most eighty percent of the San Mateo County median household income are eligible for relocation assistance.

In addition, any households displaced by projects that are supplemented by either state or federal funds are also eligible to receive relocation assistance. Forms of relocation assistance include a full refund of security deposit, a sixty day subscription to rental agency services, and the cash equivalent of three months rent, or however defined by alternative mitigation.²

Condominium Conversion Protections

Menlo Park has provisions for protecting tenants from condominium conversions. The latest Housing Element includes a policy position that conversions of rental-to-owner housing accommodate tenants of the units being converted into condominiums, such as relocation assistance or substitute accommodations.³ Tenants also have a preemptive right to purchase a unit.⁴ The City also commits to encouraging limited equity cooperatives and other proposals affordable to low-income households.⁵

1 California Apartments Association. "Menlo Park: 'Rent Control in Disguise' Rejected in Favor of More Reasonable Plan." California Apartment Association, February 28, 2019. <https://caanet.org/menlo-park-rent-control-in-disguise-rejected-in-favor-of-more-reasonable-plan/>

2 "Chapter 8.56 Tenant Relocation Assistance." Accessed January 15, 2020. <https://www.codepublishing.com/CA/MenloPark/html/MenloPark08/MenloPark0856.html#8.56>.

3 "City of Menlo Park Housing Element 2015-2023," April 1, 2014. <https://www.menlopark.org/DocumentCenter/View/4329/Adopted-Housing-Element-2015-2023?bidId=>.

4 "Menlo Park Municipal Code." Accessed January 15, 2020. <https://www.codepublishing.com/CA/MenloPark/#!/MenloParkNT.html>.

5 "City of Menlo Park Housing Element 2015-2023," April 1, 2014. <https://www.menlopark.org/DocumentCenter/View/4329/Adopted-Housing-Element-2015-2023?bidId=>.

Density Bonus Ordinance

The City of Menlo Park has adopted the State Density Bonus Law (Government Code Sec. 65915).⁶

Affordable Housing Overlay

Included as a part of the Menlo Park general plan update, the Affordable Housing Overlay zone establishes affordable percentage requirements for a project to qualify for a density bonus and other incentives. Generally, the overlay applies to housing developments larger than 5-units and requires developers to provide 21% affordable units for a density bonus of 35% or more.⁷ It also includes a waiver of processing fees for projects that provide at least 50 percent of the units for low-income households or 20 percent of the units for very low-income households.

Inclusionary zoning/housing

The Below Market Rate (BMR) Housing Program⁸ in Menlo Park was established in 2001 and its main goal is to increase the amount of affordable housing in the city. The program includes the requirement for both residential and commercial developers to contribute either units that would be available in the program or fees that would go into the housing fund in-lieu of units. Below market rate units include apartments, condominiums, town-homes, and single-family homes. For residential projects between 5 and 20 units, a minimum of 10% need to be affordable for very-low, low- and moderate-income households.

For buildings with more than 20 units, at least 15% need to be affordable. An in lieu fee is allowed for developments between 5 and 9 units where a BMR unit is not feasible.⁹ As of March 2017, Menlo Park had 65 owner-occupied BMR units and 4 tenant-occupied units.¹⁰ Hello Housing is contracted by the City to administer the waiting list for BMR rental and ownership housing,¹¹ which had 225 active members waiting for housing in 2017.¹² For more information on the BMR program, see [here](#).

Housing Trust Fund

The City of Menlo Park has a Housing Trust Fund built into its Below Market Rate Housing Program. Legislation for this fund was last adjusted in 2018. The fund is set up so that any fees collected via the Below Market Rate Housing Program are deposited into the fund. The fund is then designed to assist residents earning income that are up to 120 percent of the median area income. The fund is also invested into projects that contribute to affordable housing in the

6 "Chapter 16.97 State Density Bonus Law." Accessed January 15, 2020. <https://www.codepublishing.com/CA/MenloPark/#!/MenloPark16/MenloPark1697.html>.

7 Stone, Janet. "Affordable Housing White Paper Preventing Displacement and Promoting Affordable Housing Development in San Mateo County," March 2, 2015. https://housing.smcgov.org/sites/housing.smcgov.org/files/Affordable%20Housing%20White%20Paper%202015%2003%2002_0.pdf.

8 "Below Market Rate (BMR) Housing Program | City of Menlo Park - Official Website." Accessed January 15, 2020. <https://www.menlopark.org/369/Below-Market-Rate-BMR-housing-program>.

9 Chapple, Karen, Renee Roy Elias, Anna Cash, Jay Sick Jeon, Tim Thomas, and Miriam Zuk. "Urban Displacement Project." Accessed January 15, 2020. <https://www.urbandisplacement.org/>.

10 Revolinsky, Meghan. "Hello Housing Quarterly Report," n.d. <https://www.menlopark.org/DocumentCenter/View/15782/12---Hello-Housing-Quarterly-Report?bidId=>.

11 "Below Market Rate (BMR) Housing Program | City of Menlo Park - Official Website." Accessed January 15, 2020. <https://www.menlopark.org/369/Below-Market-Rate-BMR-housing-program>.

12 Revolinsky, Meghan. "Hello Housing Quarterly Report," n.d. <https://www.menlopark.org/DocumentCenter/View/15782/12---Hello-Housing-Quarterly-Report?bidId=>.

city. In summer 2017, City Council allocated \$6.7 million from the BMR Housing Fund to support a 141-unit complex in Belle Haven, with 59 apartments designated affordable.¹³

SRO Preservation

The City of Menlo Park does not have any ordinances directed specifically to Single Room Occupancy (SRO) Preservation, however, SROs are included under the City of Menlo Park's Below Market Rate Housing Program. At this point in time, Menlo Park does not have any SROs.¹⁴

Commercial Linkage Fee/Program

The Commercial Linkage Fee for the City of Menlo Park was established under the Below Market Rate Housing Program. The fee is adjusted every year on the first of July. The current fee is \$11.89 per square foot of new gross floor area for Group A, or office and R&D use of the development. For all other commercial and industrial use of the development (Group B), the fee is \$6.48 per square foot of new gross floor area. All fees incurred are dedicated to the housing fund that is a part of the Below Market Rate Housing Program.¹⁵

North Fair Oaks

North Fair Oaks is qualified as an unincorporated area of San Mateo County. This makes all San Mateo County legislation applicable to North Fair Oaks. North Fair Oak does however, have its own Community Plan and Housing Element that discusses issues specific to the region.

Community Plan

North Fair Oaks has its own Community Plan that discusses the possible solutions to housing needs within the community. The Community Plan was adopted by the County Board of Supervisors in November of 2011. The Community Plan regulates all development in North Fair Oaks.¹⁶

Just Cause Eviction Ordinance

North Fair Oaks does not have a Just Cause Eviction Ordinance for most residential property. Only Section 8 Housing residents are required to receive a ninety-day notice and just cause identified prior to eviction.¹⁷

Mobile Home Rent Control

San Mateo County Housing Element Policy 8 discusses Mobile Home Rent Control which applies to the North Fair Oaks region. North Fair Oaks established that it will maintain regulation of any proposed home rent increases as outlined in the County of San Mateo's Mobilehome Park Ordinance.

¹³ "Menlo Park: Up to \$6.7 Million Authorized for Affordable Housing Complex | July 26, 2017 | Almanac | Almanac Online |." Accessed January 15, 2020.

¹⁴ "Below Market Rate (BMR) Housing Program | City of Menlo Park - Official Website." Accessed January 15, 2020. <https://www.menlopark.org/369/Below-Market-Rate-BMR-housing-program>.

¹⁵ City of Menlo Park. "Chapter 16.96 Below Market Rate Housing Program," November 12, 2019. <https://www.codepublishing.com/CA/MenloPark/html/MenloPark16/MenloPark1696.html>

¹⁶ San Mateo County. "North Fair Oaks Community Plan Ch. 6: Housing." Community Plan. Fair Oaks, 2009. https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/NFO_CH%206_Housing_12-07-2011.pdf.

¹⁷ San Mateo County Law Library. "Tenant Guide: Evictions and Unlawful Detainer Actions." San Mateo County Law Library, n.d. <https://www.smclawlibrary.org/needhelp/Eviction.pdf>.

In 2016 and 2017, the rent control ordinance for mobile home was amended with a requirement of mobilehome park owners to submit an Annual Reporting Form in order to keep track of the rent control provisions within a park. In addition, an ordinance regulating the closure and conversions of mobilehome parks, as well as, an ordinance establishing a mobilehome park zoning district were also adopted.¹⁸

Density Bonus Ordinance

San Mateo County does not have a density bonus ordinance in addition to the current application of the California State Density Bonus Law (Government Code Sec. 65915).¹⁹

Affordable Housing Fund

San Mateo County established an Affordable Housing Fund (AHF) in 2013 and to date, the AHF has allocated \$91.2 million in six rounds of funding for affordable housing production and preservation totaling 2,116 units. Two housing developments within NFO have been supported by AHF allocations: Waverly Place (16 supportive housing units) and 2812 El Camino Road (56 affordable units).²⁰ For more on the AHF, see [here](#).

Inclusionary zoning/housing

San Mateo County adopted an Inclusionary Housing policy in 2004 that requires developers of any projects with five or more units to dedicate 20% of the units as affordable housing.²¹

Affordable Housing Impact Fee

Starting in August 2016, certain new developments in San Mateo County will be subject to a fee to offset the impact of development on the need for affordable housing. The fees range from \$0-\$15 per sqft for single family homes, \$5 to \$12.50 per sqft for townhomes and condos, \$10 per sqft for apartments, and \$5 to \$25 per sqft of non-residential projects.²²

SRO Preservation

A Single Room Occupancy Ordinance is discussed in Housing Element Policy 25 and as of 2013, it has been labelled as discontinued due to the fact that there are no SRO hotels in North Fair Oaks. Any projects where at least fifteen percent of units are dedicated SROs are listed as encouraged and eligible for density bonuses, however, no such projects have been applied for as stated in the Housing Element.²³

18 "Mobilehome Parks: Rules for Parks in Unincorporated Areas | Department of Housing." Accessed January 15, 2020. <https://housing.smcgov.org/mobilehome-parks-rules-parks-unincorporated-areas>.

19 "Density Bonus Programs | Planning Department." Accessed January 15, 2020. <https://sfgov.org/sfplanningarchive/density-bonus-programs>.

20 County of San Mateo Planning and Building Department. "County of San Mateo 2014-2022 Housing Element." Housing Element. San Mateo: County of San Mateo, December 2015. [https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/SMCo%20Adopted%20Housing%20Element%202014-2022%20\(12-29-15\).pdf](https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/SMCo%20Adopted%20Housing%20Element%202014-2022%20(12-29-15).pdf).

21 Stone, Janet. "Affordable Housing White Paper Preventing Displacement and Promoting Affordable Housing Development in San Mateo County," March 2, 2015. https://housing.smcgov.org/sites/housing.smcgov.org/files/Affordable%20Housing%20White%20Paper%202015%2003%2002_0.pdf.

22 "Affordable Housing Impact Fee | Planning and Building." Accessed January 15, 2020. <https://planning.smcgov.org/documents/affordable-housing-impact-fee>.

23 County of San Mateo Planning and Building Department. "County of San Mateo 2014-2022 Housing Element." Housing Element. San Mateo: County of San Mateo, December 2015. [https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/SMCo%20Adopted%20Housing%20Element%202014-2022%20\(12-29-15\).pdf](https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/SMCo%20Adopted%20Housing%20Element%202014-2022%20(12-29-15).pdf).

Foreclosure Assistance

A program dedicated to foreclosure assistance is listed a goal in the North Fair Oaks Community Plan.²⁴

Condominium Conversion Regulations

San Mateo County adopted an ordinance in 1981 that prohibited all condominium conversions that remains in effect to this day. The ordinance establishes that the ban is to remain in place until the residential vacancy rate within the whole County exceeds 4.15 percent. As a result, this regulation allows for the preservation of affordable housing in the unincorporated areas of the county, including North Fair Oaks since the most affordable housing is the existing rental housing stock in unincorporated San Mateo County.²⁵

East Palo Alto

Just Cause Eviction Ordinance

East Palo Alto first established In 2010, East Palo Alto adopted a Just Cause Eviction Ordinance that applies to most residential units in the city. The ordinance states fourteen legal grounds that allow a landlord to terminate a tenancy. It also provides renters with the rights to have advance notice and access to all history of payment and charges during tenancy.²⁶

Rent Stabilization

In 2010, EPA voters passed an expansion of rent stabilization coverage (including for mobile home park rentals). The update restricts landlords to raise rents by a maximum of 80% of the change of the Consumer Price Index (CPI) for the region. Approximately 2500 units are currently rent stabilized in EPA.²⁷ For more, see [here](#). The Rent Stabilization Program in East Palo Alto was last adjusted in July 2014 with a series of amendments improving ‘operational aspects’ and ‘simplifying administrative processes’.²⁸

Rent Stabilization Board

The Rent Stabilization Board in East Palo Alto was established with the Rent Stabilization Program and Eviction for Good Cause Ordinance of 1988. The Board is made up of seven regular members and one alternate member. Members are appointed by the City Council and are responsible for enacting regulations, implementing Ordinances, and hearing petition appeals.²⁹

24 San Mateo County. “North Fair Oaks Community Plan Ch. 6: Housing.” Community Plan. Fair Oaks, 2009. https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/NFO_CH%206_Housing_12-07-2011.pdf.

25 County of San Mateo Planning and Building Department. “County of San Mateo 2014-2022 Housing Element.” Housing Element. San Mateo: County of San Mateo, December 2015. [https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/SMCo%20Adopted%20Housing%20Element%202014-2022%20\(12-29-15\).pdf](https://planning.smcgov.org/sites/planning.smcgov.org/files/documents/files/SMCo%20Adopted%20Housing%20Element%202014-2022%20(12-29-15).pdf).

26 “East Palo Alto, CA - Official Website - Just Cause for Eviction.” Accessed January 15, 2020. <http://www.ci.east-palo-alto.ca.us/index.aspx?NID=591>.

27 Baird + Driskell Community Planning. “City of East Palo Alto Housing Element.” Housing Element. East Palo Alto, May 5, 2015. <https://www.ci.east-palo-alto.ca.us/documentcenter/view/437>.

28 “East Palo Alto, CA - Official Website - Rent Stabilization Program.” Accessed January 15, 2020. <https://www.ci.east-palo-alto.ca.us/rentprogram>.

29 “East Palo Alto, CA - Official Website - Rent Board.” Accessed January 15, 2020. <http://www.cityofepa.org/index.aspx?nid=285>.

Mobile Home Rent Control

Mobile home rent control was established as a part of the 1988 Rent Stabilization and Eviction for Good Cause Ordinance. The protections established for mobile home parks at the time have not been affected by the amendments made to the ordinance in regards to residential properties.³⁰

Condominium Conversions & Tenant Protections

The city requires property owners to pay between \$7,500 and \$10,000 in relocation assistance to tenants displaced by condominium conversions (or unit demolition). Owners who convert rental units when vacancy rates are low must also pay a fee.³¹

Foreclosure Assistance

Foreclosure Assistance was included in East Palo Alto's most recent housing element as a goal. In the 2018 Annual Element Progress Report, Action 9.5 which states that "residents are referred to Community Legal Services and the Legal Aid Society of San Mateo for foreclosure issues." was listed as ongoing.³²

The Affordable Housing Program

East Palo Alto's Below Market Rate unit program was renamed the Affordable Housing Program in 2014. The program is based on impact fees which are back by a nexus study.³³

Affordable Housing Impact Fee

Based on a nexus study and a feasibility report, the City of East Palo Alto established and an impact fee of between \$22 and \$44 per square foot in 2014. The fee is adjusted on the first day of each calendar year in order to accommodate market fluctuations and ensure that it is within the costs of providing affordable housing. The money collected from this fee goes directly into the Affordable Housing Trust Fund.³⁴ In October of 2018, East Palo Alto's Affordable Housing Fund has a total of \$18, 688,000.³⁵

Density Bonus Ordinance

East Palo Alto passed an ordinance in 2009 that reduces the number of required affordable units to qualify for a density bonus. The various levels of density bonuses depend on the amount and level of affordability included in developments. For example: if at least 7% of units are affordable at very low-incomes, the developer gets a 25% bonus. If at least 10% of units are affordable at low-income levels, the developer gets a 20% bonus.³⁶

30 "East Palo Alto, CA - Official Website - Rent Stabilization Program." Accessed January 15, 2020. <https://www.ci.east-palo-alto.ca.us/rentprogram>.

31 Baird + Driskell Community Planning. "City of East Palo Alto Housing Element." Housing Element. East Palo Alto, May 5, 2015. <https://www.ci.east-palo-alto.ca.us/documentcenter/view/437>.

32 Planning Commission. "City of East Palo Alto Planning Commission Meeting," April 9, 2018. http://www.ci.east-palo-alto.ca.us/AgendaCenter/ViewFile/Agenda/_04092018-1397.

33 East Palo Alto City Council. "Ordinance No. 379: An Ordinance of the City of East Palo Alto Repealing Chapter 8.5 ('Below Market Rate Housing Program') of the City's Comprehensive Zoning Ordinance and Reenacting 8.5 as the 'Affordable Housing Program,'" July 1, 2014. <https://www.ci.east-palo-alto.ca.us/DocumentCenter/View/3065>.

34 East Palo Alto City Council "Resolution No. 4539: A Resolution of the City Council of the City of East Palo Alto Established an Affordable Housing Impact Fee," July 14, 2014. <http://www.ci.east-palo-alto.ca.us/DocumentCenter/View/4260>.

35 City of East Palo Alto. "City of East Palo Alto Affordable Housing Strategy 2019-2023," October 16, 2018. <http://www.cityofepa.org/DocumentCenter/View/3632>.

36 "Chapter 18.36 - Affordable Housing - Density Bonus | Code of Ordinances | East Palo Alto, CA | Municode Library." Accessed January 15, 2020. https://library.municode.com/ca/east_palo_alto/codes/code_of_ordinances?nodeId=EAPAALDECO2018EDCUORNO416ADSE42018_TIT18DECO_ART3REAPALZO_CH18.36AFHOENBO.

First Source Hiring Ordinance

The City of East Palo Alto adopted their First Source Hiring and Local Business Enterprise Policy in 2010. Large scale projects defined in the policy require thirty percent of the work to be subcontracted to small local businesses.

Commercial Linkage Fee/Program

The City of East Palo Alto currently has an initiative to develop impact fees and an affordable housing commercial linkage fee that was established in May of 2016.³⁷ The study intended to create a commercial linkage fee ready for immediate adoption was expected June 2017, however, it appears to still be an ongoing initiative.³⁸

37 "East Palo Alto, CA - Official Website - Projects and Initiatives." Accessed January 15, 2020. <http://www.ci.east-palo-alto.ca.us/index.aspx?NID=613>.

38 San Mateo County. "Development Impact & Affordable Housing Commercial Linkage Fee," 2016. <http://www.cityofepa.org/DocumentCenter/View/2681>.



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