



## SPECIAL MEETING AGENDA

**Date:** 1/30/2021  
**Time:** 10:00 a.m.  
**Location:** Zoom.us/join – ID# 947 1320 5683

### 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.

Teleconference meeting: All members of the City Council, city staff, applicants, and members of the public will be participating by teleconference. To promote social distancing while allowing essential governmental functions to continue, the Governor has temporarily waived portions of the open meetings act and rules pertaining to teleconference meetings. This meeting is conducted in compliance with the Governor Executive Order N-25-20 issued March 12, 2020, and supplemental Executive Order N-29-20 issued March 17, 2020.

- How to participate in the meeting
  - Submit a written comment online:  
[menlopark.org/publiccommentJanuary30\\*](https://menlopark.org/publiccommentJanuary30*)
  - Access the meeting real-time online at: [Zoom.us/join](https://Zoom.us/join)  
 Special Meeting ID# 947 1320 5683
  - Access the special meeting real-time via telephone at:  
 (669) 900-6833 Regular Meeting ID# 947 1320 5683  
 Press \*9 to raise hand to speak

\*Written and recorded public comments are accepted up to 1-hour before the meeting start time.

- Watch regular meeting:
  - Cable television subscribers in Menlo Park, East Palo Alto, Atherton, and Palo Alto:  
 Channel 26
  - Online:  
[menlopark.org/streaming](https://menlopark.org/streaming)

Subject to Change: Given the current public health emergency and the rapidly evolving federal, state, county and local orders, the format of this meeting may be altered or the meeting may be canceled. You may check on the status of the meeting by visiting the City's website [www.menlopark.org](https://www.menlopark.org). The instructions for logging on to the webinar and/or the access code is subject to change. If you have difficulty accessing the webinar, please check the latest online edition of the posted agenda for updated information ([menlopark.org/agenda](https://menlopark.org/agenda)).

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

**Special Session ([Zoom.us/join](https://zoom.us/join) – ID# 947 1320 5683)**

**A. Call To Order**

**B. Roll Call**

**C. Regular Business**

- C1. Provide direction to City staff on City Council 2021 priorities and work plan  
([Staff Report #21-022-CC](#))

[Web form public comment received on item C1.](#)

Note –City Council invites public to offer their input on 2021 priorities and work plan for the City of Menlo Park. Public comment is limited to two minutes unless another individual also in attendance donates their two minutes to another speaker. Only one donation granted or received for this meeting.

**D. 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](mailto: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](http://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](http://menlopark.org/notifyme). Agendas and staff reports may also be obtained by contacting City Clerk at 650-330-6620. (Posted: 1/28/2021)

Agenda item C1  
Patti Fry, Resident

I encourage the Council to set as a priority Improving the balance of housing and jobs in Menlo Park. This should be an overarching goal that encompasses the required Housing Element ("HE") update as well as near-term zoning changes to promote housing and minimize the addition of office workers. Much of such near-term zoning changes could be done within the parameters of the current ConnectMenlo General Plan, thus providing guidance for development while longer term and more complex planning is done through the HE update process.

Specific areas of focus should include potential elimination of Bonus zoning for office anywhere in Menlo Park; recalibration of how office SF is counted (e.g., so office SF replaced by housing or retail permanently reduces "net new" limits of office SF); maximization of zoning for housing (and community serving uses to support new residents), especially along El Camino Real where there is imminent risk of losing community serving businesses and services; potentially resetting of the point at which Bonus level development is triggered for various uses-- all with the goal of improving the balance of housing and jobs in Menlo Park and providing guidance to development. Our town will be subject to immense pressures from outside agencies if the imbalance is not addressed. Note that neither the 500 El Camino Real or 1300 El Camino Real projects maximized the amount of housing that each of those projects could have included, with hundreds fewer units than were possible. The revised Willow Village project maximizes its housing limit, but provides only 20.3 housing units per acre because its 59 acres are located in multiple zoning districts. Attention to the details of zoning within the General Plan is needed.

Agenda item C1  
Lisa Williams, Resident

Dear City Council,

Menlo Park has made meaningful commitments to reducing the causes of climate change via its Climate Action Plan.

As stated in last year's 2020 Planning Meeting the City believes in modeling behavior it wishes its residents to adopt. In my opinion, a meaning example to accomplish this goal, at a relatively low cost is, in 2021 to prioritize a pilot program to approve the purchase and use of commercial electric leaf blowers for use by the City in certain Menlo Park grounds.

It has been scientifically proven that gas leaf blowers are extremely hazardous to our health, quality of life and significantly contribute to air pollution/smog, even though that pollution does contribute large amounts of CO2 .

I was encouraged to hear at the Town of Atherton Council meeting January 20, 2021 that they approved just such a project, to purchase a commercial grade electric leaf blower with multiple batteries for use at Holbrook Palmer Park.

The Atherton Environmental Programs Committee will be evaluating their electric leaf blower based on, ease of use, noise, effectiveness, comparative time per task, battery operating and charge times.

Once this pilot is complete, Atherton will be in an informed position to provide education and outreach in order to transition its residents to a lower impact alternative to gas leaf blowers thus creating positive climate outcomes and, minimizing potential contention.

Please consider prioritizing such a pilot program to kick off a healthier 2021 for Menlo Park.

Lisa Williams  
Menlo Park Resident

Agenda item C1

Weston Johnson and Laurie Thomas, Resident

We are definitely in favor of the "Quite Zone" living with the crossing literally right outside our door, windows, bedrooms, etc.

Not only does it make work, phone calls, meetings difficult but also sleeping and it definitely has reduced the value of our homes and it will only get worse as they add to the number of trains running.

Please consider our request and give this project high priority.

Thank you for your time.

Weston Johnson and Laurie Thomas



Agenda item C1  
Peri Caylor, Resident

As a resident of the Park Forest community on Stone Pine Lane, where the sound of train horns blaring between 10 pm and 6 am is disruptive to sleep, I respectfully request that Menlo Park consider designating the the Encinal and Glenwood railroad crossings Caltrain "quiet zones" between those hours.

I understand this designation may be considered in the process of building grade separations but hope that it can be undertaken sooner if it can reasonably be accommodated in the budget and in light of issues of critical importance to all Menlo Park residents (e.g. climate change, etc.)

Thank you.

Agenda item C1  
In Lee, Resident

I understand that the City Council may be considering additional Caltrain Quiet Zones.

As a resident of Stone Pine Lane, I fully support Quiet Zones at Encinal and Glenwood Avenues to extend the Quiet Zone at Fair Oaks and the coming one at Watkins. The Train Horn Rule at crossings is an archaic rule that does nothing to increase safety in dense urban areas like Menlo Park. The safety improvements that would need to be put in place to qualify for Quiet Zones would actually improve safety at these crossings and the Quiet Zones would greatly improve quality of life in the neighborhood.

Please make a feasibility study into extending Quiet Zones at Encinal and Glenwood Avenues a priority for 2021.

Agenda item C1  
Pamela Ritchey, Resident

Please proceed with a ban on polluting gas leaf blowers



Agenda item C1  
Julie Shanson, Resident

Esteemed Council Members:

I believe a community committee and more outreach needs to be done to ensure the new community campus space is welcoming to the people in the neighborhood and ready to be used by those who currently use the Senior Center and Youth center and library.

The Kelly Park Redo has meant that the city rents out the field to soccer and lacrosse teams instead of leaving it available for local residents. The Covid-19 realities mean the the pool at Onetta Harris is filled with regular swimmers, but not those who live nearby.

More outreach and communication is needed to include residents, especially youth and seniors who are a part of existing programs, in the process of the campus building efforts. It would make sense to create a subcommittee of residents for this purpose, or maybe a regular time for comments that is well advertised and interesting.

We need a strategy to help folks who are unhoused in our city, and for some of these people, we need it soon.

Because of the fire this summer, people in the encampment by the Marsh (Ravenswood Triangle) will be removed soon. These people have nowhere to go and are because of various complications like the nature of this SamTrans led project and their own fears and mental health difficulties they are not eligible to receive the services the county could provide.

Please consider an emergency ordinance to direct funds toward this issue. We, as a society, are only as good as the way we treat others less fortunate than ourselves.

Esteemed council members,

In the list of priorities in the Staff Report I did not see attention to fair redistricting. It is almost time to review the new census results and redraw the districts for city council representation. Please be aware that this project is coming.

I am writing to advocate that the appointed citizen redistricting commission has as much political, administrative, and staff power as needed to make the process go smoothly.

Warm regards,

Agenda item C1  
Art Pope, Resident

The City must act to reduce the harmful effects of gas powered leaf blowers. Here's why:

1. Those effects are now thought to include neurological disease [1], as well as lung disease, cardiovascular disease and stress.
2. Existing City regulations are not working.

Leaf blowers must be certified to not exceed 65 db(A) at 50 feet. Yet most lack this certification. E.g., the ECHO PB-580 and 780, two typical models recently seen used in City neighbors, are rated at 70 and 73 db(A).

Leaf blowers are not to be used on "Spare the Air" days. Yet they very frequently are. Operators profess to be unaware of "Spare the Air", holiday and weekend restrictions.

A simple ban on gas powered leaf blowers will be easier to observe and enforce.

3. Neighboring towns have banned gas powered leaf blowers.

Palo Alto has banned them for residential use; Los Gatos, Los Altos and Portola Valley have banned them entirely. Aligning Menlo Park's regulations more closely with those of neighboring towns will reduce operator equipment needs and improve compliance.

This year, let's review and update regulations governing leaf blower use. Our health depends on it.

[1] Emily Underwood, "The polluted brain", Science, Jan. 26, 2017. <http://www.sciencemag.org/news/2017/01/brain-pollution-evidence-builds-dirty-air-causes-alzheimer-s-dementia>

# Agenda item C1

## Matt Normington, Resident

Dear Menlo Park City Council Members:

My name is Matt Normington and I am the President of the Marquis Homeowners Association in Menlo Park. I represent the 24 homeowners who live in the recently constructed homes on the corner of Encinal Avenue and Garwood Way at the site of the former Roger Reynolds Nursery. Our residents have lived in this community since the summer of 2019. I have been a resident of downtown Menlo Park since 1991 and am very familiar with Caltrain and the City's ongoing, decades-long grade separation efforts.

I am writing to urge Council to add to the City's 2021 priorities an evaluation of a train quiet zone at the Encinal Avenue grade crossing.

An evaluation of a quiet zone at this location is critical at this time for three reasons:

1. Caltrain's horn blasts throughout the day are disruptive to the residents working from home and school-age children that are distance learning. Historically the daytime horn noise was not a major concern to the homeowners due to the fact that many of our residents were outside the home at work and/or school during the day. Train horn noise has become a significant issue over the past year due to the pandemic as the vast majority of our homeowners and children are now at home working or distance learning during the day. Many companies have publicly stated that post-pandemic they will allow a flexible remote working arrangement which means our residents will continue working from home for the foreseeable future. Although Caltrain has currently reduced service as a result of the pandemic, this issue will only intensify as daytime train frequency increases when Caltrain ramps up its service post pandemic.
2. Atherton currently has a quiet zone established at the Fair Oaks grade crossing. The Town of Atherton will be partnering with Caltrain to establish a second quiet zone at the Watkins grade crossing beginning in the Summer of 2021. By adding a quiet zone at Encinal, trains passing through Menlo Park would not be required to sound its horn for approximately one mile between Fair Oaks and Encinal, thus significantly improving quality of life for all local residents.
3. The Encinal Avenue quiet zone is synergistic with the grade separation project in Menlo Park. All trains would return to grade level at Encinal Avenue regardless of the two different grade separation options currently being studied (i.e., a fully elevated platform or the hybrid alternative "Option C"). Because the Encinal Avenue crossing is not part of the future grade separation, any investment in evaluating and developing a quiet zone at Encinal Avenue would not be duplicative with the City's future grade separation project. For example, any required modification to the Encinal Avenue grade crossing to comply with Federal Railroad Administration quiet zone requirements would remain and not torn out as a result of future grade separation projects at other Menlo Park crossings.

As you evaluate 2021 priorities, please consider studying the establishment of a quiet zone at the Encinal Avenue grade crossing.

Thank you for your consideration and for your continued service to our community.

Respectfully,  
Matt Normington  
President, Marquis Homeowner Association

Agenda item C1  
Clinton Gilliland, Resident

I am a resident of Menlo Park, living in the Flood Triangle. I urge you to consider banning gas powered leaf blowers within our city. They do create smog and dust pollution that impacts our health. Particulate matter constantly being blown into the air we breathe while out walking our neighborhood streets or playing in our yards contributes to increased asthma rates and harms those with weakened immunity and allergy conditions.

These machines create very disturbing noise pollution. It is very disturbing while trying to work from home. The constant drone of gas leaf blowers on some days when several nearby yards are have blowers and gas mowers operating drives me crazy.

Besides our auto in the carport is covered by dust from the next door gardener's blower. Also we can't escape them while walking in the neighborhood.

Agenda item C1  
Richard Recht, Resident

I'm an elderly resident of Menlo Park. Leaf blowers are used in the maintenance of our and our neighbors' yards. The current blowers used are gas powered and contribute to global warming. They also contribute to health impact due to poorer air quality and a very irritating noise.

We talked with the people who care for our lawn. They were not totally against electrical blowers. But they considered them less convenient and with a cost involved in switching, so they would not do so unless their competitors also switched.

Please consider helping this come about.

Agenda item C1  
Kevin Wasserstein, Resident

Dear Menlo Park City Council,

I am a resident of Menlo Park, living in Vintage Oaks. I urge you to consider banning gas powered leaf blowers within our city. I request this ban for three reasons:

- 1) Noise Pollution/Quality of Life: it is incredible how disruptive these are to our community. In fact, during these many months of staying at home due to the pandemic, I have noted that NEVER a day goes by without at least one or several incredibly loud blowers going off. Menlo Park is an enviable, beautiful, neighborhood, and these destroy the very fabric of our living space. It's disruptive, beyond just peace of mind--people working from home and children trying to learn online cannot focus with the constant drone of gas leaf blowers.
- 2) Environmental pollution: gas leaf blowers are harmful to the environment. They create smog and dust pollution that impacts our health, including particulate matter that is thrown into the air, affecting the respiratory system. These leaf blowers have been shown to contribute to increased asthma rates and respiratory harm for those with weakened immunities and allergy conditions. These gas leaf blowers also are meaningful contributors of CO<sub>2</sub>, contributing to ongoing greenhouse gas emissions that are eroding our environment.
- 3) Electric leaf blower technology is now effective/efficient. Electric leaf blowers have now become much more powerful and efficient as the battery technology has improved--such that an electric blower can now be efficiently to accomplish the same tasks as gas blowers. A swapout plan, including a bit of creativity and either a city or community-contributed subsidy would easily address any perceived or real concerns of equity issues in requiring landscapers to purchase new equipment.

Thank you for your consideration, and attention to this important matter. Kevin Wasserstein

Agenda item C1  
Gail Blumberg, Resident

I would love to see the Caltrain Quiet Zone that Atherton is planning be extended south into Menlo Park. I have lived near the railroad tracks for the last 20 years, and the noise from train horns has gotten LOUDER and more disruptive over time. It interferes with sleep, and will make working from home difficult when double the number (or more) of trains result from electrification and future plans. Please consider adding this to your work plan for the year, it will make the entire train corridor quieter and more livable for the large number of residents who border the tracks. And there is no downside.

Agenda item C1  
Susan Erhart, Resident

I would like to suggest that one of the city's priorities this year should be updating the community amenities list that was approved in 2016 as part of the ConnectMenlo project. Several items on the current list have been completed (such as the traffic-calming project in Belle Haven) or have been linked to proposed projects (such as the grocery store and pharmacy that are part of the plans for Willow Village).

The update is urgently needed because there are five proposed projects in the M-2 zone that have bonus-level development and thus must provide community amenities. None of the developers has yet identified the amenities they intend to provide, and it's crucial that residents of the affected neighborhoods have this information before the projects reach the final approval stages. The draft Environmental Impact Reports for these projects will be completed before this year is out, and so updating the amenities list in the next few months is crucial.

Thank you for your consideration of this request.



Agenda item C1  
Margaret Miller, Resident

There is no question that Menlo Park should prioritize a climate action plan. We have all noticed the changes in our environment and this is just the beginning. We all suffered through horrific fires last year, and as the experts have said, fire season is all year in California at this point. 2020 has been one of the hottest years on record. This will obviously impact all of us exponentially as the years go on.

This is a minor point but worth mentioning. During the pandemic, I have noticed many more people on their bikes. This is a simple thing but helpful for our environment and our health. There are many streets in Menlo Park that I feel very uncomfortable riding a bike on, however, they are the only way to traverse the town. I recommend that you create a very bike safe town. Ideally, bike paths need to be protected from cars and possibly expanded in width. Middlefield and Camino Real are particular problems.

Agenda item C1  
Amy Lupo, Resident

Dear Menlo Park City Council,

I am a resident of Menlo Park, living in the Willows. In this time of climate emergency, I urge you to consider banning gas powered leaf blowers within our city. Although they do not account for a significant amount of CO2 when compared with all the cars on our roads, they do create smog and dust pollution that impacts our health. Particulate matter constantly being blown into the air we breathe while out walking our neighborhood streets or playing in our yards contributes to increased asthma rates and harms those with weakened immunities and allergy conditions.

Moreover, it has become evident during these many months of staying at home due to the pandemic that these machines create very disturbing noise pollution. People working from home and children trying to learn online cannot focus with the constant drone of gas leaf blowers.

Electric leaf blowers have become much more powerful and efficient as battery technology has improved and there is no reason that an electric blower could not be used to accomplish the same tasks that gas blowers now do. While there may be equity issues in requiring landscapers to purchase new equipment, this is not a problem that cannot be solved with some creative thinking.

Sincerely,  
Amy Lupo

Agenda item C1  
Alice Newton, Resident

Thank you for reading this message. I urge banning gas powered leaf blowers by 12/31/21. Other Menlo Park residents will have submitted information detailing the toxic pollution caused by gas powered leaf blowers so I won't reiterate that. I witnessed the power of battery-operated leaf blowers made by Stihl demonstrated at a 2019 gathering of the Bay Area Gardeners Association in Flood Park. The representative from Stihl stated that they have powerful leaf blowers with batteries that are long lasting enabling use on a large property or several properties without a recharge or battery change. Use of battery operated blowers will avoid the pollution from fumes of the gas powered ones, be more economical for gardeners, and avoid the weight of a gas tank on the gardener's back. Also, they are less loud than gas powered machines.

Gas powered leaf blowers are used by neighbors around our house in Menlo Park for several hours every day Monday -Friday and are almost always in use somewhere along streets I drive along.

I HOPE MENLO PARK WILL JOIN OTHER NEARBY TOWNS AND BAN GAS POWERED LEAF BLOWERS STATING A DATE (12/31/21?) BY WHICH IT WILL BE ILLEGAL TO USE THEM WITHIN CITY LIMITS. I suggest that the City initiate a buy-back program coupled with a reduced price available for a battery operated blower, charger, and extra batteries for professional gardeners serving residents of Menlo Park as well as for residents of Menlo Park. Or, perhaps a trade-in program whereby people trade their gas powered blower for a battery powered one of similar power. Such a support program should discourage gardeners from increasing rates due to change of equipment. I also suggest added incentives such as free magnetic signs for gardeners' vehicles stating that they use only battery powered blowers and perhaps a list of gardeners in compliance on the City's website. Banning gas powered leaf blowers will be a significant step toward providing Menlo Park residents with cleaner air and less noise while supporting Menlo Park's goal of reducing greenhouse gas pollution. It will benefit the surrounding communities as well because professional gardeners often serve various areas.

Coupled with the ban and buy-back or trade-in program should be a plan to destroy (recycle the metal) the gas-powered machines so they won't be used in areas without a ban.

After the date of the ban, there will have to be enforcement of such an ordinance, but if the ban and supporting program are effective, need for enforcement will decrease and ultimately become infrequent. Users of gas powered blowers could be issued a warning ticket the first time. Perhaps the name of the employer would need to be listed on the citation if the person using the gas powered blower is an employee using equipment provided by the employer.

City services in Menlo Park should be among the first to switch from gas-powered leaf blowers to battery-powered ones. Perhaps they already have, but if not, they don't have to wait for a ban to do so.

Thank you!

Alice Newton Menlo Park homeowner for 34 years

Agenda item C1  
Ken Sutherland, Resident

I strongly urge the Council to set the planning and implementation of Quiet Zones along the Caltrain corridor, particularly at Encinal and Glenwood, as priority projects this year. With the upcoming expansion of a Quiet Zone in Atherton to Watkins Ave, expansion further South would greatly benefit Menlo Park residents as well as those nearby in Atherton. This is a "win" in so many respects - a proven solution, a well-defined project with a clear endpoint, quality of life improvements and inter-city cooperation. Thank you for your consideration!

Agenda item C1  
Russ Peterson, Resident

Council,

As a 25+ year resident I am in favor of setting up a "Quiet Mile" through Menlo Park. I think this should be one of your priorities for 2021 and beyond. There are numerous jurisdictions that have No-horn or Quiet Zones for commuter rail. Campbell, Southern CA, and even Chicago (with 6 separate commute rail providers) do not blast horns unless there is an imminent safety issue. The advantages are obvious.

Some oppose this action on grounds of increased liability. However, physically making our crossings safer with gates and barriers seems wise and is also a way to reduce liability.

I would also like to highlight that horn noise has increased, yet again. A new neighbor is designing a home and hired a professional sound engineer to analyze noise along the tracks. He recorded 106 db as a high reading. This is more than DOUBLE the sound pressure (logarithmic scale) of 92 db that officials claim is required.

OSHA and NIOSH charts show the expected hearing damage of high levels of noise that we should NOT be subject to. They specify less than 15 to 30 minutes of exposure/day for the higher sound pressures Caltrain emits.

Agenda item C1  
Valerie Ambwani, Resident

Please address the poor situation of our downturn & reverse decision to not close off parts of Santa Cruz Ave. demand landlords place businesses in their buildings or face fines.

Agenda item C1  
Amar Murugan, Resident

In recent months, there has been a significant increase in the amount of trash and refuse strewn about various parts of the City, including in the downtown area, near the Marsh and Willow exits to 101, near the Caltrain station (particularly trash from the 7-11 and Hawaiian restaurant).

To keep our City environmentally friendly, clean and attractive, I urge the Council to address this issue. Importantly, property owners should be accountable to manage the refuse and trash generated by their buildings and businesses. Violators should be fined or have their operating permits withdrawn if they do not provide adequate waste receptacles or keep their environs free of trash and waste.

Agenda item C1  
Jessica White, Resident

20 years ago Downtown Menlo was a destination for the day to walk around and enjoy the shops and eats. Fast forward to the last few years as I am raising my young boys and we don't enjoy walking downtown anymore. The absence of enticing stores and restaurants aside, the sidewalks and parking lots are iced with a sticking funk. It smells of garbage and if something drops to the ground, there is absolute hesitation to pick it up before knowing how I will clean my hands(and object) immediately after. How can we get our downtown back? What can be done to clean it up and make it more enticing to retailers and restauranteurs who will then bring in all of us locals in the neighborhood needing a place to walk to and enjoy again.



Agenda item C1  
B. Ferguson, Resident

I moved to MP about 5 years ago. I thought it would be a quieter place to retire than San Francisco.

I walk to do most of my chores and it is hard if not impossible to get up and down Crane Street and Oak Grove Street without having to encounter, often rude blowers.

As a person with asthma and migraines which can cause sensitivity to noise - it can be like a nightmare. I often swing at least 20 feet across the street to avoid their dust/dirt clouds. I watch them blowing leaves off of roofs, into other yards, and try disparately to move matter when it is raining.

I have helped women with baby strollers, and blind folks who can't see thru the dust.

Having come from NM which is a quiet place, I find MP to be a noise ghetto. I regret moving here.

Just to top it off, I have had angry leaf blowers throw things at me and curse ragefully. They have grown to hate towns people who try to cover their noses when walking thru their debri.

Someone will get hurt with tempers as they are these days.

Please address this senseless noise, air, people problem in our town. Thank you.

Agenda item C1

Elizabeth & Marsden Blois, Resident

Council, As 45+ year residents of Menlo Park, we strongly urge the Council to set the planning and implementation of Quiet Zones along the Caltrain corridor, particularly at Encinal and Glenwood ("Quiet Mile"), as priority projects this year. With the upcoming expansion of a Quiet Zone in Atherton to Watkins Ave, expansion further South would greatly benefit Menlo Park residents as well as those nearby in Atherton. It will make the train corridor quieter and more liveable for the many Menlo Park residents who live near the tracks. Our understanding is that this can be done without downside or safety concerns. Thank you for your consideration.

Agenda item C1  
Miriam Blatt, Resident

Please allocate \$ to hire social workers to be available 24-7 to go along with every police call.  
If that needs to happen by reducing police budget, please do that.

Agenda item C1  
Dixie B, Resident

Dear Menlo Park City Council,

Thank you for hearing the opinions and asks of myself and other citizens. As a member of the Silicon Valley Democratic Socialists of America chapter, I am writing to you with the support of my chapter to urge you to civilianize police traffic and wellness check responsibilities in Menlo Park. In more detail, this would entail using funds currently funneled into the police department for those responsibilities instead into city departments or offices that would appropriately oversee these two areas, putting traffic patrol in the hands of unarmed city employees similar to BerkDOT in Berkeley, CA, and sending mental health professionals employed by the city in the place of police officers for wellness checks not posing any threat of violence. I understand that a new pilot program from the county is sending mental health professionals WITH police officers on wellness checks, but I oppose this effort because an officer is still responding and presenting a threat of violence or physical restraint to the person being checked on. These scenarios much too frequently result in the murder of non-violent citizens by police. I also learned recently in a listening session with the interim police chief in Menlo Park that the traffic division has recently been downsized from its own department into a subsection of the patrol department due to budgetary issues. Civilianization of traffic duties offers an opportunity to further save precious city funds for the upcoming fiscal year.

One another note, I support defunding and dissolving the 'Facebook unit', or Beat 4, of the Menlo Park Police Department. As I have reminded you many times, it is unethical for a city to receive funds, even indirectly, from a private company and to then provide public service officers for the protection of the property and belongings of that company. I know that you all know it, and Mayor Combs himself has stated in the past that it would not be hard to defund the unit. Facebook needs to provide its own private security, and this conflict of interest must end to keep citizens of Menlo park and especially of neighboring East Palo Alto safe from cases of mistaken identity, intimidation, profiling, and use of force.

Thank you for considering my comments. I look forward to sharing more of my thoughts in the future and speaking more closely with you.

Agenda item C1  
Jessica Taylor, Resident

I'm writing to express my support for a proposed Quiet Zone exploration for Encinal and Glenwood Avenues. We live right along the Caltrain tracks and the frequent train horn sound pollution has negatively impacted our family's quality of life. We have difficulty sleeping, opening our windows in the summer, and enjoying our yard.

We understand Atherton's recently instilled a Fair Oaks Quiet Zone and made a deal with Caltrain to build the quad gates necessary to establish a Quiet Zone on Watkins starting next year.

Shouldn't we afford a similar arrangement to the citizens of Menlo Park? I can't tell you how much this would benefit our family and many others in close proximity!

Agenda item C1  
Michele Calos, Resident

In the past, I heard about a plan to build a crossing of the train tracks near Willow Road that would connect the Willows neighborhood to the rest of Menlo Park. Is this project still under consideration?

I would like to advocate for it! I am a bicyclist and pedestrian and would like to be able to access the commercial area of Menlo Park without having to cross the tracks at Ravenswood, which is busy and out of my way. A bike and pedestrian crossing, either level or going under or over the tracks, would be a great feature to better connect the parts of our town, now separated by the train tracks.

The bike and pedestrian crossing would also encourage people to walk or bike to downtown, rather than using cars.

Agenda item C1  
Pam D. Jones, Resident

Mayor Combs, Vice Mayor Nash, Councilpersons Mueller Wolosin and Taylor,  
And Staff,

On February 24th, Thrive Alliance will be sponsoring an update and best practices on redistricting presentation by the Asian American Advancing Justice - Asian Law Caucus (AAAJ-ALC). The AAAJ-ALC has been working on voting rights and many other social justice issues since 1972.

I am requesting “Redistricting Commission and Retaining Demographer” be agendized in March. Calendaring in March will allow ample time to engage and educate residents. This also allows the council members and staff to receive additional information on the nuances of redistricting in order for us to make the best choices for Menlo Park.

Thank-you for serving the residents of Menlo Park.  
Stay well,  
Pam. D. Jones

Agenda item C1  
Joshua Gossett, Resident

Dear Mayor Combs and Councilmembers,

I am the president of the Felton Gables Homeowners Association, and am writing on behalf of our neighborhood of 115 homes. We are wholeheartedly in favor of extending Atherton's planned Quiet Zone at Watkins Ave south into Menlo Park, and strongly encourage Council to prioritize the scoping and pursuit of Quiet Zones spanning as many crossings as feasible. The establishment of a Quiet Mile connecting Atherton to Menlo Park makes sense for two primary reasons:

Noise levels are going from bad to worse. With the exception of these Pandemic months, train noise has worsened over the years as train frequency increased. Caltrain's projected schedule will bring even more trains per hour, running day and night, turning nuisance noise into an enduring backdrop to everyday life. While many residents would like to continue working from home, the prospect of near-constant horn blasts would likely prove a deterrent, putting more cars on the road. Blaring horns get in the way of outdoor living, and enjoying open windows and fresh air. They even permeate double paned glass and thick insulation. For our neighborhood and others within earshot of the tracks — not just those who are adjacent -- an extended Quiet Zone would be a game changer.

This project is do-able. Scoping work is relatively straight-forward, quad gates are not complex or outrageously expensive, and as Atherton is demonstrating, engineering and construction work can be fairly quick. A Quiet Mile could be implemented next year. Encinal is presently slated for quad gates as part of the City's Grade Separation project; however, Grade Separation is still many years down the road. We see little reason for the community to wait, perhaps a decade or more, to implement a plan that has already been decided, especially when we can leverage Atherton's efforts for more far reaching benefit.

Expanding Atherton's Quiet Zones to create a Quiet Mile into Menlo Park is the rare project that would deliver a profound benefit to a great many residents at a reasonable cost in a short timeframe. My neighbors and I thank you for your consideration.

Respectfully,

Dr. Joshua Gossett, DNP, MBA, RN, FACHE  
Cell: [REDACTED]



Agenda item C1  
Kathy Switky, Resident

Dear Councilmembers,

I am writing to request that the Council prioritize the project to provide emergency water for the some the residents and businesses served by Menlo Park Municipal Water.

The lower zone of this service area, east of El Camino, does not have ANY emergency water supply. City staff estimates that if earthquake damage or other emergency interrupts the supply of water from the San Francisco Public Utilities Commission's (SFPUC) Hetch Hetchy system, some 3,000 residents and businesses could be without water for 20-30 days.

A decades-old plan to install underground water tanks never went anywhere, and in 2013 the Council finally abandoned that plan and voted to instead install wells to provide backup water supplies.

This project has moved forward extremely slowly, as Public Works staff has been diverted to other projects. The first well project has begun, but is still not online.

We have all become more aware in the past year of the importance of planning for emergencies. I urge the Council to prioritize the Emergency Water Supply Wells project to protect those of us in the Menlo Park Municipal Water District.

Thank you for your consideration.

Agenda item C1  
Radu Mihaescu, Resident

As an 11 year resident of Menlo Park, having lived in three different homes, all within 100 yards of the rail, I cannot emphasize enough how much of a quality of life improvement it would be to not have the trains blaring their horns in the middle of the night.

We've had guests who could not sleep at our house and moved to a hotel, we've spent thousands of dollars on upgrading our windows to get higher noise insulation, and our sleep quality is still severely impacted by these trains, even with custom fit earplugs. As much as we love Menlo Park and the convenience of living downtown, this is the largest single factor leading us to consider moving away, especially with a baby on the way.

We strongly urge the city to consider acquiring the 4-way gates that would allow for the quiet zones (or any other device/measure that would allow Caltrain to stop blowing their horns), for all the rail crossings within its jurisdiction.

Agenda item C1  
Scott Barnum, Resident

I am a member of the Park Forest neighborhood. I would like to strongly encourage the City Council to pursue making the CalTrans corridor from the Menlo Park train station to the former Atherton train station a quiet zone... or as much as possible of that segment to be a quiet zone for:

1. all trains at all times (best case)
2. all trains early in morning/late at night (at minimum)

Given the safety work that CalTrans has set up at all crossings in this corridor, there is no longer the need for the trains to blow their horns at every intersection. As trains also no longer stop at Atherton station, there is no longer the need to provide warning as it comes into or passes by that station. Importantly, as a precedent for Menlo Park, Atherton has secured a quiet zone for its residents along a portion of the corridor, even though there are multiple crossings.

While I fully appreciate that there are more pressing needs for the City, please make this at least one of the priorities for 2021. It may be "low hanging fruit" that the Council could more easily and quickly accomplish.

Thank you for the consideration.

Agenda item C1  
Gail Sredanovic

I urge the strongest possible plan to reduce emissions .

New buildings should be all electric.

Solar should be required on all new buildings.

And I urge discussing a way to encourage/support all churches and schools to have solar over their parking lots.

Agenda item C1  
Susan Bryan, Resident

I would like to see us do what we can on a local level to stop climate change. I don't have specific suggestions except that I would like us to continue building and supporting bike paths all over the city. I am also fine with reducing speed city-wide to 25 mph. I am an older driver and often feel pressured to go over the speed limit by younger drivers who are in a break-neck hurry to get somewhere.

Policing: I have seen Menlo Park police de-escalate confrontations due to road rage. I want us to honor them for that and increase alternatives to police for people to call for help with domestic violence or mental health problems. I'd like the police to help us rethink when we need people showing up with guns and when its better not to have people showing up with guns. Right now, they are on-call for everything. I wonder which calls they would prefer diverted to a social services officer? They need to be asked.

I would like to see police visit the Boys & Girls Club in east Menlo Park. I would like to see police visit places of worship all over our community for services and stay for "coffee hour" to meet people and be known by them as individuals.

Agenda item C1  
Carrie Snyder, Resident

I absolutely propose a Quiet Zone for Encinal and Glenwood Avenues. Train horns are LOUD, incessant, anxiety-causing and very disruptive to our lives - sleep, work and home and community life. It is very difficult to live in close proximity to constant train horns and alarm gates. A quiet zone would make a significant and immediate favorable impact on the lives of the many, many people in Menlo Park who live near and around the train, something that is all the more important as current construction brings many more people into our community who will also live near the train. Ending train noise on Glenwood Avenue and Encinal is a VERY BIG deal and will make a VERY BIG positive difference in increasing the quality of life in our neighborhoods and making Menlo Park a very desirable place to live and spend time!

Agenda item C1  
Amy Mushlin, Resident

Please consider quiet zones for the Glenwood and Encinal train crossings. These would have an immediate and powerful impact on the quality of life for many of us living within earshot. Extensive national research shows they are at least as safe if not safer and Atherton has had great success with them. Train engineers today lean on the horns, blasting them the whole way through town at all hours. Once electrification and train volumes increase the situation will get worse. So many city challenges are hard but this one is easy- there is no downside and such huge upside for many of us. If you're lucky enough to be able to afford a home away from the train count your blessings, but also please support this initiative for those of us who aren't.

Agenda item C1  
C.J. Jameson, Resident

- Compost should be mandated for all residential complexes
- More sand in Jack Lyle Park's sandbox please!
- Some wood fires in the neighborhood are really really bad-smelling, and some people don't observe spare-the-air
- Disallow gas leaf blowers on all days, at all times
- The City of Menlo Park should stop taking "Gifts" from Facebook. We have become too dependent on those and it keeps us unable to run a balanced city budget on our own two feet.



Agenda item C1  
Adam Tobin, Resident

I strongly encourage the City Council to take up and support the issue of creating a Quiet Zone for Encinal and Glenwood Avenue rail crossings. Trains do not simply honk their horns at the crossings; they blare them nonstop the length between the two, considerably reducing quality of life for those of us on Mills Ct and Mills St. With the planned increase in number of trains due to electrification, the noise will be relentless. Atherton has successfully implemented Quiet Zones on crossings just North of Menlo Park. This is something that can be done to vastly increase the wellbeing of your constituents.

Agenda item C1  
Ezio Alviti, Resident

I urge to City Council to implement a citywide quiet zone by placing four-quadrant gates at Ravenswood Ave., Oak Grove Ave., Glenwood Ave., and Encinal Avenue. I live near the Glenwood Ave. Crossing but the train horns can be heard when they are sounded at any of the crossings. This is especially true with regard to Freight trains. Please note that it will likely be several years before grade separation will be done at Ravenswood Ave. and Oak Grove Avenue. Let's improve our quality of life as soon as possible.

Agenda item C1  
Ilana Morady, Resident

Thank you for the opportunity to comment. We are writing to voice support for establishing a Caltrain Quiet Zone in Menlo Park. We live in the Marquis townhome community on Encinal Ave. Our home is literally 20 steps away from the tracks. Unfortunately we are unable to keep windows open because of the noise from the trains. The horns are particularly troublesome. Even with the windows closed, we are disrupted by the horns. Some train operators seem to have little regard for the experience of residents and hold down the horn for extended lengths. We understand that the horns are a safety measure, however it's one that seems to add little to no value given the seemingly minuscule risk of someone or something being unintentionally hit by the train. People can hear, see, and feel the train when there's no horn. A quieter train would add much-needed peace to the community. We would love to one day sit on our balcony and have a conversation without needing to pause for the train. Thank you for your consideration.

Agenda item C1  
Teresa Beltramo, Resident

Members of the City Council,

Please support the shops and restaurants in Menlo by making the downtown more attractive and accessible.

The parklet program has been a big success. The latest parklet, by Roma, is wonderful. Kudos to the city, chamber of commerce, and restaurants for moving in this direction. Please continue to do so.

The closing of Santa Cruz Ave. to cars was well-intentioned, but clearly not something that should be continued. The closures dangerously force traffic through parking lots, deprive us of valuable parking, and create the eyesore of barriers and temporary tents. Only Left Bank has truly needed the extra outdoor seating, but that can be addressed by allowing them to add parklet on Doyle St.

Menlo Park businesses and customers need the city focus on the basics:

- Cleanliness and Attractiveness
- Landscaping
- Lighting
- Safety
- Accessibility
- Parking

Those are the things our downtown businesses need to thrive.

Thank you,

Teresa Beltramo  
Teresa's Antiques

[REDACTED]  
Menlo Park

Agenda item C1  
Susannah Ragab, Resident

Hi,

As a long time resident of Menlo Park (renter and now homeowner) I strongly support the City working with Caltrain and other rail participants (particularly late night cargo trains) to implement quiet hours. We love the City of Menlo Park. At some point we considered moving, partly because of the trains, but we learned to survive with ear plugs because the City has so many wonderful things to offer. However, the noise level of the trains passing through over the years has grown past a mere annoyance - sometimes ear plugs don't even help. Both my husband and I are soon to be first-time parents and while we know that some sleepless nights lay ahead of us, it would be nice to know that the cries of our two-legged creature will be the only thing keeping us up. We understand that "Quiet Hours" have been implemented in the City of Atherton with success and we very much hope that the City of Menlo Park will make doing the same a priority for its residents in the coming year.

# Agenda item C1

## Timothy Gernitis, Resident

Council members,

My family lives in Allied Arts and I'm writing because of the neighborhood discussion I see building over encouraging electric yard blowers.

Even with all that the town is facing this year, gas blowers are a problem, with substantial short and long-term costs, that are worth considering now. This is also a potential area where regulation could help both residents and local workers - gardeners. It's not Covid or housing, but it could be a great (reasonably) quick win for the town with lasting effects.

The problems are:

1) Gardeners using gas blowers are directly exposed to days of breathing chemicals that are known to have long-term negative health effects like heart and lung disease and cancer. (Two-stroke engines produce incomplete combustion, meaning dramatically more carbon monoxide and other byproducts than say a car engine.) Gardeners are also spending days exposed to unhealthy noise levels known to lead to permanent hearing loss (only sometimes mitigated by hearing protection). That said, most gardeners still own existing gas blowers, so there's a replacement cost in moving to electric. And, more importantly, they still largely perceive that gas blowers are more powerful so they can do a lawn in a shorter time - meaning more houses and more revenue throughout the day. (Actually, top electric leaf blowers are now equal to the power - blowing force - of the mid range professional gas blowers most gardeners use.)

2) For residents, this is a health and quality of life issue. Noise is the bigger, inescapable, issue. Mid-range gas yard blowers commonly in use emit a dramatically higher volume of sound than current code allows (sound levels approximately comparable to a plane taking off v. code levels comparable to an air conditioner or dishwasher). New research is uncovering the broad negative health impacts of uncontrolled, variable high and low frequency noise including hypertension, stress, and sleep disruption. And the noise from blowers, particularly the low frequency noise, can travel across many yards and through home walls and still be above healthy levels. Residents are less exposed to concentrated chemicals than gardeners, but more local hydrocarbons are still not good. These noise and chemical pollution concerns are the same reasons we have state law around idling trucks. (Electric leaf blowers don't fix the problem of blower dust, but that's not a reason for inaction on the health impacts of noise and chemical pollution.)

We're at a particularly interesting time to act now. Previously, the people paying for these services have been largely away from home while they were performed, leaving children, older adults, and service workers to absorb the externalities. But, we may have a unique window to address this. Many professionals are now working from home and feeling the impacts as concentration and conference calls are interrupted. They may now have a higher willingness to pay the fair cost for electric yard blowing services (funding gardener's new electric equipment).

Because the pollution and noise costs of "my" gas yard blowing are mostly borne by my six (or 20) closest neighbors, it's still unlikely that the market will take care of this itself anytime soon. But, as part of our shared progress towards becoming the green, healthy, (and now work-from-home productive) town we'd like to be, this is a great year for the council to examine the changes Palo Alto and Stanford have made to electric blowers and consider our own solution.

Currant code (8.07 from 1999) was a reasonable attempt to mitigate the noise problem by setting a sound limit in a time before electric leaf blowers were powerful and economical. But now - 20 years later - with new technology, our town's evolving social standards, and more people in neighborhoods during the day, it's time to take another look at this.

I appreciate the council's consideration.

Your neighbor,  
Tim

Agenda item C1  
Ming Tsai, Resident

Council,

We love Menlo Park for many of its offerings, but regretted moving to the city after underestimating how train horns are impacting our lives on top of the pandemic, particularly my wife and our 2 young kids. We are writing to urge the city to kindly consider acquiring quad-gates, at all applicable intersections (e.g. Encinal, Glenwood and others), for enabling quiet zones as one of the priorities in 2021. Caltrain accident reports/statistics in Atherton's quiet zone have shown quad-gates more effective in providing safety while without horn sounds, improving life quality drastically for all nearby.

If possible, we should advise Caltrain to look at how train horns were eradicated in many other countries with similar road/train settings as ours. Combining video cameras (installed on train tracks and intersections, with night vision enabled), radar scanner (similar to those on auto-pilot cars) and train location/gps/speed information, horn sounds are not needed nearly all times. The cost-benefit analysis will shock many at how cheap, effective and life-changing these solutions are, which should be of great interest to many nearby cities.





Agenda item C1  
Shenshen Liang, Resident

I'm hoping that we can establish quiet zones for Caltrain on all the four crossings at Menlo Park: Encinal Ave, Glenwood Ave, Oak Grove Ave and Ravenswood Ave. The grade separation will take years to achieve after reaching an agreement, while the quiet zone is much easier and faster to implement. Atherton's Fair Oaks Quiet Zone is a good example. The cost of establishing quiet zones is also much lower than grade separation as well. It will improve the residents' living conditions tremendously and reduce noise pollution a lot.

It would be great if we can consider this option and implement it sooner than later. Thank you very much.

Agenda item C1  
Liang Dai, Resident

I do believe establishing a Quiet Zone is a high priority for the city and the neighborhood. As a resident living close to Caltrain track, my wife and I have been suffering a lot from the blaring Caltrain horn. Compared with other Caltrain grade separation plan, Quiet Zone would be the cheapest way to both solve the public safety and noise pollution issues. I hope City Council seriously consider the option of Quiet Zone for Encinal, Glenwood, Oak Grove, and Ravenswood.

Agenda item C1  
Russell Dember, Resident

There is too much commercial development happening in Menlo Park and the Bay Area in general. The obvious result of this is the housing shortage, the growing homeless population, the clogged up roads, electrical power shortages and the water supply being at a critically low level. The current mentality in Menlo Park and the State Government in Sacramento of "Up-Zoning" the existing residential neighborhoods to accommodate higher density development is sacrificing the quality of life of the current residents for the quantity of profits for the commercial property owners and developers. The solution is to "Down-Zone" the commercial areas for lower densities of offices and re-zone commercial areas for residential development.

Agenda item C1  
Zerubbabel Campbell

I hope this finds you well,

What are we doing for our homeless?

February 11 Caltrans and the City of Menlo Park is proposing a cleanup at the Marsh Encampment due to hazardous living conditions. All homeless living in the area will be evacuated permanently February 10.

In order to receive services, our homeless would have to accept an assessment to enter "the system of record" and be on a list for housing. The county is scheduled to purchase housing to come online in late February or early March. Unfortunately, we have a homeless population that will be affected due to our current circumstances.

I wish to elevate the issue of homeless in our Community. What is our assessment to enter "the system of humanity" concerning housing for the homeless.

It would be a great service to our Community to participate in housing for the homeless.

I could cite many statistics about the benefits for housing the homeless: economy, crime rates, social, environmental, etc. But most important a return to autonomy to the individual.

Be Well,

Zerubbabel S. Campbell  
Pastor Menlo Park Community Church of God in Christ

Agenda item C1  
Residents

Hello members, we are residents of Marquis community in Menlo Park on Encinal Ave. It would be really helpful if quiet zones are established near our neighborhood area / community. Please take this into consideration and please establish quiet zone. Thank you

Agenda item C1  
Linh Dan Do, Resident

Keep the 2030 Menlo Park Climate Action Plan a high priority! Track & report how we are doing vs. the plan - where are we doing well, and where are we falling short? What plans can we put in place to ensure we meet our goals? Thank you.

Agenda item C1

Daniel and Alice Hom, Residents

Re: C1. Provide direction to City staff on City Council 2021 priorities and work plan

Dear City Council.

As a longtime resident on Menlo Park, I urge you to include safety on Willow Road as a priority. I understand that the approved TMP includes some aspects of improvements at Coleman and Middlefield. However, none of those listed items addresses traffic-calming measures. Moreover, there is no clear implementation schedule.

Prior to the pandemic, there were constant road rage and rear end accidents reported between Middlefield and Gilbert. My wife and I personally witnessed and reported these events to the Council and MP staff/departments. The community is worried that once the pandemic is under control and business and schools reopen fully, the safety issues will reappear. Speeding vehicles and unsafe driving habits has come back. For these reasons, I ask the Willow Road improvements become a priority and added to the work plan.

If the City can include “Newly identified projects Middle Avenue traffic calming project (Ref #22.)”, then why can’t “Willow Road traffic calming” be added also. I understand Middle Avenue has many projects linked and it has been in planning for a while. However, the issues on Willow Road were a problem much longer. Please see that countermeasures are advanced sooner than later.

Regards,

Daniel and Alice Hom

# Agenda item C1

## Dana Hendrickson, Resident

Downtown Menlo Park, like other central retail districts across the country, continues to suffer from the year-long COVID-19 pandemic. Empty storefronts, large job losses and plummeting sales testify to the severity of the economic damage, and most remaining businesses are still struggling to survive. Fortunately, there are now encouraging signs that both the healthcare and economic crises have bottomed out, and business owners in downtown Menlo Park can expect a rebound of sorts in the next few months. That's good news for our entire community.

However, what an actual economic recovery will mean for Downtown Menlo Park worries me. The current downturn will have lasting effects and reinvigorating downtown will not simply happen on its own. Many residents were unhappy with the state of downtown before COVID-19 and even a full recovery would disappoint them. Main street does lack an appealing mix of small retail businesses, more than a dozen vacant storefronts mar Santa Cruz Avenue and streets are poorly maintained and often dirty. However, Downtown Menlo Park also has many strong points including convenient access to dozens of service-related businesses, e.g., restaurants, salons, and home furnishing retailers; above average income households in Menlo Park and Atherton, and 500 new apartments now under construction nearby on El Camino.

So how likely is it that downtown will become a more appealing place to shop, eat or simply visit IF there is no concerted effort by residents and the city government, something that has been lacking for decades. The City's Specific Plan (2012) is full of good ideas for civic investments, ones collectively identified by residents. But no significant ones have been undertaken during the past eight years. Is this because no one feels they own its implementation?

Here are the goals for downtown included in the Menlo Park Vision Plan. It is safe to say that very little progress has actually been made.

- Maintain a village character unique to Menlo Park.
- Protect and enhance pedestrian amenities on Santa Cruz Avenue.
- Expand shopping, dining and neighborhood services to ensure a vibrant downtown.
- Provide plaza and park space

Reinvigorating downtown will require a much more refined and pragmatic vision, civic and private investments, a well led economic development program, and extensive community engagement. I personally would like an attractive place to run errands, dine, stroll, and attend regular special events with family and friends. I already visit downtown 3-4 times a week, mostly to run quick errands. The following are the kinds of "attractions" that would expand and increase my usage.

1. Special mid-week evenings on Santa Cruz from spring through fall, at least two a month. For example, wine tastings, dessert tastings, beer tastings, appetizer tastings, etc. Feature downtown businesses.
2. A farmer's market midweek, spring thru fall.
3. Art exhibits and working artists and artisans inside otherwise vacant storefronts.
4. A place where small food vendors like those at the farmer's market can showcase their products downtown at other times during the week.
5. Specialty food shops like the ones in the Ferry Building in San Francisco. (the first floor of the "Flegel's" Building would be a great location)
6. The current conditions of downtown streets and sidewalks are disgraceful. Repairs, on-going maintenance and regular cleaning are required.
7. Safe place(s) to store bikes, electric bikes, and scooters are needed – facilities that offer greater security than bike locks, as these are easily defeated.
8. A microbrewery that served craft beer and wines from wineries in our area.
9. Satellite parking area on private property near downtown and a free shuttle service on weekdays between 11:00 am and 3:00 PM. At least 25 parking permit holders assigned to it so more plaza spaces are available for short term parking.
10. Series of summer plays in Fremont Park – weekend picnics; restaurants offer boxed meals

I would also believe the entire length of Santa Cruz Avenue to vehicle traffic between University and El Camino should be open to all traffic EXCEPT the popular street dining areas in the block between Doyle and Curtis. This experiment draws many people to downtown, and though a few retailers oppose this closure, the City Council should acknowledge the significant value that this unique area contributes to the vitality of downtown and our community.

11. An attractive landscaped plaza in front of Walgreen's and Starbucks and next to the current dining areas.
12. Add stop signs at every intersection on Santa Cruz and include signs that remind motorists that bicyclists have the right of way.

So what would be YOUR top three priorities for improving downtown in 2021?



Agenda item C1  
Anush Ramodiya, Resident

Any work that is planned for reducing the Caltrain Noise levels will be highly appreciated.  
More than the noise from the train itself its the noise of train horns and the warning alarms of the crossing gates opening and closing.

Agenda item C1  
Carole Grace, Resident

Please work with ABAG to find places for new housing which don't involve construction in undeveloped open spaces. We don't need more offices or more jobs, we need more housing for those who already are here.

Do we have a plan to evacuate people in the event of wildfire?

Please improve storm drainage in West Menlo Park neighborhoods by installing storm swales. Large, long lasting puddles form at Garland and Garland Place after any storm.

Middle Avenue needs sidewalks on both sides of the street.

Garbage pickup near downtown is not frequent enough, so cans are often overflowing- especially on Alma at Oak Grove.

Impact fees from construction should be enough to cover the costs of repaving roads damaged by construction trucks- and this should include the damage caused to parking strips which those heavy trucks park on. Then those impact fees should be used to do the repaving.

I hope the City realizes that every time a new home construction project is approved and one of the original ranch homes is destroyed, the city is promoting housing inequality and doing little to nothing to improve energy efficiency. Larger homes take much more energy to heat and cool, even with the improved insulation.

Please consider requiring new builds to include ADU's- at least that has the option of increasing housing stock for lower income people if owners are willing to rent out the ADU.

Agenda item C1  
Resident

I would like to see the city council prioritize alternative programs to historical policing activities, such as civilian traffic enforcement and mental health calls to be responded to by trained professionals without law enforcement personnel.

Agenda item C1  
Edmond Farrell, Resident

As a Menlo Park resident who lives near a Caltrain crossing on Encinal Avenue, I and my family and neighbors urge the City Council to make Caltrain noise reduction a priority. Atherton has apparently had success and Menlo Park should push hard for the same results. In the new work and school from home environment, my family has found the noise from Caltrain when nearing the crossing very disruptive and at times unbearable.

While we and our 3 children try to work or attend school on-line or by telephone, the train is so loud that we cannot hear or speak dozens of times a day. The train noise is so loud that it eliminates the use and enjoyment of our outdoor space. Even if we go back to offices and in-person schooling, the change brought about by the pandemic will continue to lead to more use of our home during the day for remote work and school.

The solution proposed to add additional arms or guards to the railroad crossing to eliminate the ability to go around the barriers would be the best solution for several reasons;

First, it is inherently safer. I grew up in a town where 8 high school age kids died in an accident when their van drove around the barriers and was hit by a train. The town in NY has spent millions building crossings since then where cars can go under the railroad tracks using bridges. In other intersections they have eliminated the ability to go around the barriers. Adding two more arms or barriers at each crossing is an inexpensive safety measure that could save lives.

Second, fixing the crossings and allowing Caltrain to reduce its unbearably loud horns near intersections will greatly improve the quality of life for hundreds of Menlo Park residents who live near Caltrain tracks and especially near Caltrain crossings.



## STAFF REPORT

### City Council

Meeting Date:

1/30/2021

Staff Report Number:

21-022-CC

Regular Business:

**Provide direction to City staff on City Council 2021 priorities and work plan**

### Recommendation

City staff recommends that City Council provide direction on its 2021 priorities and work plan and direct City staff to return with a regular business item at the City Council's February 9 meeting to adopt the 2021 priorities and work plan.

### Policy Issues

City Council conducts an annual goal setting process to prioritize resources for the remainder of the current fiscal year and inform the budget development for the upcoming fiscal year, which begins July 1.

### Background

City Council discussed the 2021 goal setting process at their January 12 meeting and provided direction to staff.

### Analysis

As directed by City Council at their January 12 meeting, the proposed schedule for January 30 maximizes public comment, City Council deliberations, and City Council discussion necessary to reach consensus on 2021 priorities and work plan. The information below outlines some of the unique aspects of the workshop and transmits background information to help prepare for the workshop.

#### Recommended 2021 City Council priorities

City staff recommends the following priorities for 2021:

- 2022 Housing Element, zoning code update and related work (2020 Ref #2.) – carry-over into calendar years 2021 and 2022. On November 10, 2020, the City Council amended the fiscal year 2020-21 by \$1.69 million for the Housing Element and its work related. This expenditure includes the partial-year funding for 2.0 full-time equivalent personnel (FTE.) At the end of December, the City issued a Request for Qualifications (RFQ) to seek a consultant who would lead the Housing Element project and began recruitment to fill the senior planner position that was recently approved. The City will be recruiting for the community development director position in early 2021
- Menlo Park community campus (2020 Ref #3.) – carry-over into calendar years 2021 and 2022. The project continues to move forward on an ambitious timeline with start of construction activities anticipated in summer of 2021.

- Rebuilding Library and Community Services (replaces 2020 Ref #4 – COVID-19 pandemic local emergency response) – Attachment A. In response to the COVID-19 pandemic's major impacts to library and community services department operations – including extensive facility closures and program suspensions, a rapid pivot to a “new normal” of safety and health precautions, substantial operating budget reductions and layoffs, and the combination of library and community services operations into a single department -- staff in June 2020 initiated a process to expediently update the department's strategic plan to align with rapidly changing operational goals, needs and resources. The resulting library and community services strategic plan update: 2020 and beyond provides a detailed yet flexible roadmap, and performance metrics for department facilities, services, programs, resources and personnel going forward. As is appropriate and necessary in the dynamic and fluid environments in which local governments typically operate, the strategic plan update is intended to be a living document that can and should be periodically updated to remain aligned with new operational circumstances, emerging opportunities, and evolving community needs over time.
- Information Technology Master Plan implementation (2020 Ref #5.) – carryover into calendar years 2021 and 2022. Considerable progress has been made in 2020 and staff looks ahead to 2021 with several projects in the pipeline. Accomplishments include increase in internet bandwidth, mobile computing and remote work, Land Management System Replacement, asset management system launch, security upgrades, cloud backups and disaster recovery. Projects planned for 2021 are upgrade of physical security system and video surveillance, telephone system upgrade, virtual server infrastructure upgrade, network design and core network device replacement, electronic document management, create and rollout enhanced GIS-related services, increased security, completion of replacements for payroll and financial accounting software, and HVAC system upgrade in City Hall datacenter
- Menlo Park SAFER Bay Project (old Ref #17.) – Attachment B. In September 2020, PG&E approached the City about partnering on a FEMA grant opportunity to address sea level rise impacting the Ravenswood Electrical Substation consistent with the SAFER Bay project and the recently completed Dumbarton Bridge West Approach + Adjacent Communities Resilience Study. Following initial coordination, the City, SFCJPA and PG&E also reached out Facebook to consider providing additional funding to expand the project. The FEMA grant is a program offering up to \$50 million per project to reduce risks from disasters and natural hazards. The City Council authorized a letter of support for the application on November 17, 2020. PG&E, the SFCJPA, Facebook and the City collaborated on the required documentation for a Building Resilient Infrastructure and Communities (BRIC) application, which was submitted to CalOES by December 3, 2020. Cal OES submitted the grant application for FEMA consideration on January 27. FEMA notifications on awarded projects are expected in summer 2021. In the meantime, staff is working with the project partners to develop a draft memorandum of understanding to formalize the roles and responsibilities to advance SAFER Bay implementation
- Recruitment and retention of qualified staff (New) - The City has four leadership positions vacant: city attorney, police chief, community development director, and assistant public works director – transportation. The individuals ultimately selected to fill the leadership roles are essential to rebuilding the organization and delivering new City Council priorities and initiatives in their subject matter expertise. While City staff anticipates hiring all four leadership positions by the end of the fiscal year, June 30, there are insufficient resources for substantive new programs or efforts in the City's police, community development, and public works transportation operations.

### Workshop goal

The goal for the January 30 City Council workshop is for the City Council to arrive at a consensus on 2021 priorities and work plan. City Council will adopt the 2021 priorities and work plan at their next meeting, February 9.

### Agenda

10:00 a.m.	Welcome and introductions
10:15 a.m.	Staff presentation
10:25 a.m.	Public comment on 2021 goals (web form public comment accepted up to 9 a.m., January 30)
12:00 p.m.	Lunch break
12:30 p.m.	City Council consensus on 2021 priorities and work plan projects
2:30 p.m.	Break
2:45 p.m.	Summary of City Council consensus
3:00 p.m.	End

### Public comment

Mayor Combs has directed staff to notice members of the public that public comment is limited to 2-minutes per speaker with a maximum of 4 minutes if another member of the public also present at the workshop donates their time to another speaker.

Public may submit their public comment via web form in advance to enter their written comment into the record.

### New background information

Attachments A and B provide greater detail on two new priorities recommended for 2021, Rebuilding Library and Community Services and Menlo Park SAFER Bay plan implementation.

Attachment C transmits the City Council's tentative agenda from February to June 30, 2021. As the City Council considers capacity constraints, the tentative agenda captures many of the most time intensive projects.

Attachment D transmits the 2020 City Council priorities and work plan year-end report and contains details about carryover priorities (2020 Ref #2, 3, 5.)

### Previously provided background information

Attachments E through I transmit January 26 and January 12 staff reports, presentation, and web form public comment regarding the goal setting process.

### **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 24 hours prior to the meeting.

## Attachments

- A. Priority recommendation: Rebuilding Library and Community Services memorandum
- B. Hyperlink – Priority recommendation: Menlo Park SAFER Bay plan implementation. Staff Report #20-251-CC: Receive and file an update on FEMA Building Resilient Infrastructure and Communities grant application and authorize the Mayor to sign a project letter of support:  
[menlopark.org/DocumentCenter/View/26723/H3-20201117-CC-FEMA-BRIC-grant](https://menlopark.org/DocumentCenter/View/26723/H3-20201117-CC-FEMA-BRIC-grant)
- C. February through June 30 City Council tentative agenda memorandum
- D. 2020 City Council priorities and work plan year-end report memorandum
- E. Hyperlink – Staff Report #21-016-CC: January 30 annual goal setting workshop:  
[menlopark.org/DocumentCenter/View/27219/H3-20210126-CC-Jan-30-goal-setting](https://menlopark.org/DocumentCenter/View/27219/H3-20210126-CC-Jan-30-goal-setting)
- F. Hyperlink – Staff Report #21-016-CC: web form public comment:  
[menlopark.org/DocumentCenter/View/27255/H3-public-comment](https://menlopark.org/DocumentCenter/View/27255/H3-public-comment)
- G. Hyperlink – Staff Report #21-007-CC: Provide direction on the annual goal/priority setting process:  
[menlopark.org/DocumentCenter/View/27086/G2-20210112-CC-Direction-on-goal-priority-setting-process](https://menlopark.org/DocumentCenter/View/27086/G2-20210112-CC-Direction-on-goal-priority-setting-process)
- H. Hyperlink – Staff Report #21-007-CC: presentation: [menlopark.org/DocumentCenter/View/27158/G2-presentation---goal-priority-setting-20200112](https://menlopark.org/DocumentCenter/View/27158/G2-presentation---goal-priority-setting-20200112)
- I. Hyperlink – Staff Report #21-007-CC: web form public comment:  
[menlopark.org/DocumentCenter/View/27146/G2-public-comment](https://menlopark.org/DocumentCenter/View/27146/G2-public-comment)

Report prepared by:  
Nick Pegueros, Assistant City Manager





**MEMORANDUM**

**Date:** 1/30/2021  
**To:** City Manager  
**From:** Director of Library and Community Services  
**Re:** Rebuilding LCS service adaptation plan – process outline

What follows is a preliminary process outline to reimagine, rebuild, and reactivate Library and Community Services department facilities and services for post-COVID operations (“Rebuilding LCS”).

1. REBUILDING LIBRARY AND COMMUNITY SERVICES - PROCESS OUTLINE

Phase 1	LCS Strategic Plan: 2020 and Beyond	Jul 2020 – Jan 2021	Completed
Phase 2	Post-Covid Service Adaptation Plan development	Feb 2021 – Jun 2021	In progress
Phase 3	Service Adaptation Plan implementation	Jul 2021 – Jan 2022	
Phase 4	Service Adaptation Plan evaluation, refinement	Jan 2022 – Jun 2022	
Phase 5	MPCC Operations Plan development	Jul 2022 – Jan 2023	
Phase 6	MPCC Operations Plan implementation	est. Mar 2023	

2. PROPOSED TIMELINE AND KEY TASKS – JANUARY 2021 TO JUNE 2022

Timeframe	Milestones
January to March 2021	Review program options, potential service delivery models, projected timeframe, and resource needs for post-COVID operations in Library and Community Services in FY 2021-22; receive initial City Council direction and prioritization for same
<b>Key tasks</b>	Receive/file - LCS strategic plan update 2020 and beyond
	Direction on library enterprise technology and consortia membership
	Direction on aquatics service contract extension - Burgess Pool
	Cost recovery policy update
April to June 2021	Develop a post-COVID Service Adaptation Plan for Library and Community Services operations and services per City Council direction; City Council authorization of plan in context of FY 2021-22 operating budget and CIP
<b>Key tasks</b>	Diversity, equity, inclusion, accessibility in LCS department services and operations - assessment
	Gymnastics facility and program delivery assessment
	Recreation facilities and program delivery assessment
	Childcare facilities and program delivery assessment
	Library facilities and program delivery assessment
	MPCC transitional services plan update including senior center, youth center, and OHCC
	Service Adaptation Plan finalization
July to September 2021	Implement Q1 phase of post-COVID Service Adaptation Plan per City Council direction and approval in FY 2021-22 operating budget and CIP
<b>Key tasks</b>	Specific implementation tasks and sequencing – Q1 (details pending finalization of service adaptation plan)
October to December 2021	Implement Q2 phase of post-COVID Service Adaptation Plan per City Council direction and approval in FY 2021-22 operating budget and CIP

<b>Timeframe</b>	<b>Milestones</b>
<b>Key tasks</b>	Specific implementation tasks and sequencing - Q2 (details pending finalization of service adaptation plan)
<b>January to March 2022</b>	<b>Evaluate and refine post-COVID Service Adaptation Plan implementation; initiate process to develop a MPCC operations plan with initial focus on community engagement and input</b>
<b>Key tasks</b>	Aquatics service delivery assessment - MPCC and Burgess
	Senior center service delivery assessment - MPCC
	Youth center service delivery assessment - MPCC
	Recreation and fitness service delivery assessment MPCC
	Library and literacy service assessment - MPCC
<b>April to June 2022</b>	<b>Complete the MPCC operations plan with focus on plan finalization and resource allocation by City Council in the context of FY 2022-23 operating budget and CIP</b>
<b>Key tasks</b>	Community engagement plan finalized
	Stakeholder and community engagement sessions
	Program delivery assessment, options and cost/benefit analysis
	Operating systems, technology and furnishings plan
	MPCC operations plan finalization



## **Library and Community Services**

### **Strategic Plan Update: 2020 and Beyond**

Updated January 26, 2021

## **PURPOSE**

---

In response to the COVID-19 pandemic's major impacts to Library and Community Services department operations -- including extensive facility closures and program suspensions, a rapid pivot to a "new normal" of safety and health precautions, substantial operating budget reductions and layoffs, and the combination of Library and Community Services operations into a single department -- staff in June 2020 initiated a process to expediently update the department's strategic plan to align with rapidly changing operational goals, needs, and resources. The resulting Library and Community Services Strategic Plan Update: 2020 and Beyond provides a detailed yet flexible roadmap and performance metrics for department facilities, services, programs, resources, and personnel going forward. As is appropriate and necessary in the dynamic and fluid environments in which local governments typically operate, the Strategic Plan Update is intended to be a living document that can and should be periodically updated to remain aligned with new operational circumstances, emerging opportunities, and evolving community needs over time.

## **GUIDING PRINCIPLES**

---

The Strategic Plan Update process embraced these guiding principles:

1. Align goals and outcomes with City Council priorities and direction
2. Prioritize goals and tasks in context of available resources and community needs
3. Ensure equitable access to public resources for all community members
4. Deliver excellent customer service to the Menlo Park community
5. Develop a service adaptation (reactivation) plan for department services, facilities, operations, budget, and personnel in preparation for post-Covid operations
6. Facilitate the success of complex, multi-year projects in addition to daily tasks
7. Ensure transparency and accountability to the Menlo Park community
8. Maintain nimbleness and flexibility to respond to continuously evolving needs, demands and circumstances.

## **STRATEGIC DIRECTIONS**

---

The eight major categories of the Strategic Plan Update are:

1. Deliver excellent customer service
2. Advance the Menlo Park Community Campus project
3. Provide services and programs that respond to community needs
4. Maintain efficient operations, systems, and facilities
5. Create meaningful staff development, engagement, and team communication opportunities
6. Engage in robust, transparent, two-way communication and outreach with the community
7. Prioritize diversity, equity, and inclusion in department services and programs
8. Design and implement safe, effective, sustainable Service Adaptation Plans for post-COVID operations.

## **OPERATIONAL GOALS (S.M.A.R.T. GOALS)**

---

What follows is a topline summary of the operational goals contained in the Strategic Plan Update. Goals are Specific, Measurable, Achievable, Results-oriented, and Time-bound. A more detailed matrix of the specific tasks, performance metrics, and timelines associated with each operational goal is provided in the Strategic Plan Task Matrix on page 6.

1. Strategic Direction #1: Deliver excellent customer service
  - 1.1. Implement a customer satisfaction data collection system with tools to assess community sentiment and satisfaction with department services
  - 1.2. Create a customer service training program for LCS team members. Cross-train and test all team members on customer service expectations and techniques
  - 1.3. Review and update Library and Community Services department policies and procedures with stakeholder input
  - 1.4. Create self-service and automation systems to enhance convenience and access for residents, increase operational efficiencies, and achieve operational cost savings
  
2. Strategic Direction #2: Advance the Menlo Park Community Campus project
  - 2.1. Working with the City Council, the community, Facebook, and other stakeholders, complete remaining design phases of the Menlo Park Community Campus facility project
  - 2.2. Develop a plan to provide interim services during MPCC project construction
  - 2.3. Develop an operational plan for the new facility that meets resident needs and provides equitable access for all
  - 2.4. Assist and facilitate robust community engagement at all phases in the project development, in coordination with design team and city public engagement manager.
  
3. Strategic Direction #3: Provide services and programs that respond to community needs
  - 3.1. Complete the LCS Strategic Plan Update: 2020 and Beyond
  - 3.2. Use library and community services statistics, community survey response data, strategic and master plan documents, and analyses of best practices to inform decisions about new and current LCS services and programs
  - 3.3. Target department services, programs, and resources efficiently and where they are most effective.
  
4. Strategic Direction #4: Maintain efficient operations, systems, and facilities
  - 4.1. Operate an efficient municipal department that meets assigned service delivery outcomes within approved operating budget
  - 4.2. Secure external resources from grants, volunteers, and partnerships that are valued greater than the costs to acquire and maintain the external resources
  - 4.3. Coordinate with City IT and Public Works departments to address ongoing technology needs, resolve technical challenges, and leverage emerging opportunities to address evolving facility and technology needs
  - 4.4. Practice environmental sustainability and energy efficiency in department operations

5. Strategic Direction #5: Create meaningful staff development, engagement, and team communication opportunities
  - 5.1. Complete individual work plans annually for all department team members. Work plans will include goals, tasks, and Performance goals as well as individual training and professional development goals
  - 5.2. Develop a department wide staff training plan to maximize depth and breadth of organizational knowledge, provide cross-training and development opportunities for career growth
  - 5.3. Conduct regular employee recognition and team-building activities and facilitate robust, transparent internal communication at all organizational levels.
  
6. Strategic Direction #6: Engage in robust, transparent, two-way communication and outreach with the community
  - 6.1. Coordinate with city public engagement manager to review and update LCS department webpages, email lists, social media presence, printed materials, and onsite messaging as needed to improve the effectiveness and transparency of communications
  - 6.2. Target communications and outreach resources efficiently and where they are most effective, in coordination with city public engagement manager
  - 6.3. Explore new communications channels for reaching the community; reinforce and educate the community about existing channels
  
7. Strategic Direction #7: Prioritize diversity, equity, and inclusion in department services and programs
  - 7.1. Identify and reduce barriers to participation for all residents
  - 7.2. Provide diverse, equitable, and inclusive services, programs, and facilities for all residents
  - 7.3. Train staff on the principles and practice of equity, diversity, inclusivity, and adaptive learning; conduct a full review of potential bias in department operations
  
8. Strategic Direction #8: Design and implement safe, effective, sustainable Service Adaptation Plans for post-COVID operations
  - 8.1. Develop a comprehensive service adaptation (reactivation) plan for rebuilding department services, facilities, operations, budget, and personnel, in preparation for post-Covid operations

## BACKGROUND AND PROCESS

---

- The [2015 Operational and Administrative Review](#)<sup>1</sup> of the Library Department recommended that Library staff coordinate with Library Commissioners and other stakeholders to develop a Library Strategic Plan.
- The Menlo Park Library Strategic Plan 2016-2020 was completed and presented to the City Council on [October 11, 2016](#).<sup>2</sup>
- A progress report was provided to the Library Commission in [August 21, 2017](#).<sup>3</sup>
- A Strategic Plan Scorecard providing a detailed evaluation of department progress toward the Strategic Plan goals, was presented to the Library Commission on [December 17, 2018](#).<sup>4</sup>
- The Library Commission reviewed the draft Strategic Plan Update 2019-20 on [February 25, 2018](#)<sup>5</sup>; and the final plan 2019-20 on [May 20, 2019](#).<sup>6</sup>
- The formerly separate Library and Community Services departments were combined into a single operational department in June 2020.
- LCS department staff initiated the “Strategic Plan Update: 2020 and Beyond” process with a review of the new department’s existing strategic plans, procedures, and other relevant documents in June 2020.
- The Library Commission was advised of the Strategic Plan Update process in a public meeting on [July 20, 2020](#)<sup>7</sup>; reviewed and provided input to a draft Strategic Plan Update in a public meeting on [October 19, 2020](#)<sup>8</sup>; provided additional feedback in a public meeting on [November 16, 2020](#)<sup>9</sup>; and the final draft Strategic Plan Update in a public meeting on January 25, 2021.
- The Parks and Recreation Commission was advised of the Strategic Plan Update process in a public meeting on [July 22, 2020](#)<sup>10</sup>; reviewed a draft Strategic Plan Update in a public meeting on [November 19, 2020](#)<sup>11</sup>; and the final draft Strategic Plan Update in a public meeting on January 27, 2021.

Input from all of the above, including the insights gleaned from public comments and suggestions, related projects like the Menlo Park Community Campus and Parks and Recreation Facilities Master Plan, and City Council Goals and Priorities, was integrated into this updated strategic plan. As a living document, this strategic plan is subject to continuous evaluation and revision as needed to respond to changing needs and resources over time, and is intended to facilitate, not hinder, forward movement and progress in a nimble, flexible, and transparent way.

---

<sup>1</sup> Link: [menlopark.org/DocumentCenter/View/15271/Attachment-D---Recommendations-from-the-Operationaland-Administrative-Review-of-the-Library-Departme?bidId](https://menlopark.org/DocumentCenter/View/15271/Attachment-D---Recommendations-from-the-Operationaland-Administrative-Review-of-the-Library-Departme?bidId)

<sup>2</sup> Link: [menlopark.org/DocumentCenter/View/15808/Library-Strategic-Plan-2016-2020?bidId](https://menlopark.org/DocumentCenter/View/15808/Library-Strategic-Plan-2016-2020?bidId)

<sup>3</sup> Link: [menlopark.org/AgendaCenter/ViewFile/Agenda/\\_08212017-2962](https://menlopark.org/AgendaCenter/ViewFile/Agenda/_08212017-2962)

<sup>4</sup> Link: [menlopark.org/DocumentCenter/View/20298/Staff-Report\\_LC\\_2018\\_12\\_17\\_Strategic\\_plan\\_update](https://menlopark.org/DocumentCenter/View/20298/Staff-Report_LC_2018_12_17_Strategic_plan_update)

<sup>5</sup> Link: [menlopark.org/DocumentCenter/View/20713/Staff-Report\\_LC\\_2019\\_02\\_25\\_Strategic\\_plan\\_update\\_2019-2020](https://menlopark.org/DocumentCenter/View/20713/Staff-Report_LC_2019_02_25_Strategic_plan_update_2019-2020)

<sup>6</sup> Link: [menlopark.org/DocumentCenter/View/21592/Staff-Report\\_LC\\_2019-05-20\\_Strategic\\_plan\\_update\\_2019-2020](https://menlopark.org/DocumentCenter/View/21592/Staff-Report_LC_2019-05-20_Strategic_plan_update_2019-2020)

<sup>7</sup> Link: [menlopark.org/DocumentCenter/View/25723/Staff-Report\\_LC\\_2020-07-20\\_LCS-updates](https://menlopark.org/DocumentCenter/View/25723/Staff-Report_LC_2020-07-20_LCS-updates)

<sup>8</sup> Link: [menlopark.org/DocumentCenter/View/26447/Staff-report\\_LC\\_20\\_015\\_LCS-Strategic-Plan](https://menlopark.org/DocumentCenter/View/26447/Staff-report_LC_20_015_LCS-Strategic-Plan)

<sup>9</sup> Link: [menlopark.org/DocumentCenter/View/26708/Staff-report\\_LC\\_20\\_018\\_LCS-Strategic-Plan](https://menlopark.org/DocumentCenter/View/26708/Staff-report_LC_20_018_LCS-Strategic-Plan)

<sup>10</sup> Link: [menlopark.org/DocumentCenter/View/25742/Staff-Report\\_PRC\\_20-003-PRCupdates](https://menlopark.org/DocumentCenter/View/25742/Staff-Report_PRC_20-003-PRCupdates)

<sup>11</sup> Link: [menlopark.org/DocumentCenter/View/26754/Staff-Report\\_20201116\\_LCS-updates](https://menlopark.org/DocumentCenter/View/26754/Staff-Report_20201116_LCS-updates)

## STRATEGIC PLAN TASK MATRIX

- Strategic Directions: The eight major categories of the plan
- S.M.A.R.T. Goals: Specific, Measurable, Achievable, Results-oriented, Time-bound
- Tasks: Clearly defined but flexible to respond to the changing environment
- Start/end dates: Specific timeframes establish when tasks will be completed. Dates are considered realistic and achievable but are subject to change as new circumstances and resource constraints may arise over time.
- Performance goals: Metrics to assess if and how well a goal has been achieved

### **Strategic Direction #1: Deliver excellent customer service**

#### **S.M.A.R.T. Goal #1.1. Implement a customer satisfaction data collection system with tools to assess community sentiment and satisfaction with department services.**

Task	Description	Start*	End*	Performance goal
1.1.a	Deploy survey tools to collect data about community satisfaction with Library and Community Services operations, services, and programs	Jan 2021	Aug 2021	Survey tools deployed by Aug 2021
1.1.b	Analyze customer satisfaction data and identify potential service enhancements.	Aug 2021	ongoing	90% or higher rating on customer satisfaction surveys achieved
1.1.c	Provide a public suggestion box at every service point, including online. Respond to every suggestion received within a week and publish responses monthly.	Jan 2021	ongoing	100% responses sent within five business days; published monthly online and in reports to advisory bodies

#### **S.M.A.R.T. Goal #1.2. Create a customer service training program for LCS team members. Cross-train and test all team members on customer service expectations and techniques.**

Task	Description	Start	End	Performance goal
1.2.a	Implement customer service procedures and cross-training modules for LCS staff.	Jan 2021	Sept 2021	100% customer service procedures and training modules implemented
1.2.b	Department team members achieve proficiency with the customer service techniques and training contained in the customer service procedures modules.	Jan 2021	Jul 2021	Team members collectively achieve average 90% or higher score on customer service module proficiency tests.

\* Dates are estimated to be realistic and achievable at the time of this update, but are subject to revision as new circumstances, resource constraints, or updated priorities arise over time.



1.2.c.	Convene annual LCS staff in-service training conferences focused on customer service	Apr 2021	Oct 2021	Training conferences successfully convened by Oct 2021 and annually thereafter
--------	--	----------	----------	--

**S.M.A.R.T. Goal #1.3. Review and update Library and Community Services department policies and procedures with stakeholder input.**

Task	Description	Start	End	Performance goal
1.3.a.	Update operational procedure manuals for all LCS functional areas; convert all to secure electronic formats	Jan 2021	Jan 2022	Procedure manuals updated and converted to secure electronic formats by Jan 2022
1.3.b.	Update and compile a comprehensive emergency and safety procedures manual; present to advisory bodies for review	Jan 2021	Jul 2021	Emergency manual updated; review by advisory bodies completed
1.3.c.	Update and compile customer service policies from across department; align and combine policies where appropriate	Jan 2021	Jan 2022	Policies updated and presented to advisory bodies for review and recommendation

**S.M.A.R.T. Goal #1.4. Create self-service and automation systems to enhance convenience and access for residents, increase operational efficiencies, and achieve operational cost savings**

Task	Description	Start	End	Performance goal
1.4.a	Evaluate current self-service and automation options to improve customer service and gain operational efficiencies across department. Review industry best practices. develop budget and resource allocation proposals and identify potential upgrade options	Jan 2021	Jun 2021	Assessment completed; recommended options identified in the context of the FY 2021-22 operating budget
1.4.b	Implement self-service and automation solutions in coordination with city IT and Public Works departments	Jul 2021	Jun 2022	Implementation completed 100% on time and within budget
1.4.c	In cooperation with the project design team and city IT, develop a self-service and automation strategy and recommendations for the new Menlo Park Community Campus building that provides fast, convenient, easy to use options for customer self service	Feb 2021	Jun 2022	Strategy and recommendations developed and integrated in MPCC equipment/software acquisition strategy
1.4.d	Coordinate with City IT and Public Works departments to address ongoing technology needs, resolve technical challenges, and leverage emerging opportunities to address evolving facility and technology needs.	Jun 2020	ongoing	See Goal 4.3

## **Strategic Direction #2:** **Advance the Menlo Park Community Campus Project**

### **S.M.A.R.T. Goal #2.1. Working with the City Council, the community, Facebook, and other stakeholders, complete remaining design phases of the Menlo Park Community Campus facility project**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
2.1.a.	Assist and advise project design process; provide input and recommendations from operational perspective	Aug 2020	Dec 2020	Project design completed and approved by Planning Commission and City Council
2.1.b.	Assist and advise interior design process; focus on furnishings that are welcoming, easy to maintain, and appropriate for seniors, teens and families.	Feb 2021	Dec 2021	Interior design completed and approved 100% % in alignment with overall project timeline and milestones
2.1.c.	Develop a program for the inclusion of thoughtful, inclusive public art elements in the new building that are community specific, integral to local history, and solicit community participation	Jan 2022	Jun 2022	Public art program completed and approved 100% in alignment with overall project timeline and milestones
2.1.d.	In coordination with the Menlo Park Library Foundation, develop a system for recognizing donor contributions to the new MPCC	Mar 2021	Jul 2021	Donor recognition plan completed and approved 100% in alignment with overall project timeline and milestones

### **S.M.A.R.T. Goal #2.2. Develop a plan to provide interim services during MPCC project construction**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
2.2.a.	Plan for and install modular facilities at Kelly Park for after school youth program. Ensure students have safe access to reach modular buildings	Sep 2020	Jun 2021	Modular facilities installed and ready for occupancy 100% on time and within budget
2.2.b.	Provide hot meals, senior enrichment classes, and a senior lounge area on the Burgess Campus during the transitional period	Sep 2020	Jun 2021	Senior services at Burgess in place and implemented 100% on time and within budget
2.2.c.	Work with PW-Transportation to provide convenient, reliable transportation for neighborhood residents from Belle Haven to Burgess campus	Sep 2020	Jun 2021	Transportation service plan in place and implemented 100% on time and within budget
2.2.d.	Explore options for providing some recreation classes in Belle Haven neighborhood and at the Burgess campus	Sep 2020	Jun 2021	Recreation service in place and implemented 100% on time and within budget

2.2.e.	Provide branch library services during the construction of the MPCC; work with the Ravenswood School District to ensure a smooth transition of the Belle Haven Branch Library facility back to a school facility once construction is completed	Mar 2021	Jul 2023	Library services restored at Belle Haven Branch library during construction; transition plan to new MPCC facility in place and implemented 100% on time and within budget
2.2.f.	Evaluate current food pantry distribution programs; explore options and leverage partnerships to efficiently support food security for vulnerable community members during MPCC construction.	Jan 2021	Jun 2021	Food pantry distribution activities sustained during 100% of the MPCC transitional period

**S.M.A.R.T. Goal #2.3. Develop an operational plan for the new facility that meets resident needs and provides equitable access for all.**

Task	Description	Start	End	Performance goal
2.3.a.	Create a staffing and operational plan for the new facility that meets projected service demands, provides operational flexibility, and leverages self-service and automation systems to gain operational efficiencies where feasible and appropriate	Jan 2022	Jun 2022	Proposed staffing and operational plan completed and presented to City Council in the context of the FY 2022-23 operating budget
2.3.b.	Develop proposed hours of operation to meet resident needs and expectations for the new facility, in the context of resource constraints and	Jan 2022	Jun 2022	Proposed operating hours completed and presented to City Council in the context of the FY 2022-23 operating budget
2.3.c.	In coordination with the project design team and city Environmental Services, establish operational procedures to conserve energy and reduce waste	Jul 2022	Mar 2023	Energy conservation and waste reduction procedures established and in place by facility opening day

**S.M.A.R.T. Goal #2.4. Assist and facilitate robust community engagement at all phases in the project development, in coordination with design team and city public engagement manager.**

Task	Description	Start	End	Performance goal
2.4.a.	Utilize the Institute for Local Government "TIERS" public engagement model for all major project communication efforts, in coordination with project team and city public engagement manager.	Jan 2020	Jul 2023	TIERS model engaged for 100% of major project communication efforts
2.4.b.	Translate major project documents into Spanish and other languages and provide translation services at public meetings where feasible and appropriate	Aug 2020	Mar 2023	Translations provided for 100% of major project documents and at public meetings
2.4.c.	Engage and advise relevant advisory bodies (Library Commission, Parks & Recreation Commission, Youth Advisory Committee) with regular project progress updates throughout each phase of project development	Jun 2021	Mar 2023 and ongoing	Advisory bodies receive project status updates at 100% of duly noticed advisory body public meetings through all phases of the project development

## **Strategic Direction #3: Provide services and programs that respond to community needs**

### **S.M.A.R.T. Goal #3.1. Complete the LCS Strategic Plan Update: 2020 and Beyond**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
3.1.a.	Engage the input and suggestions of LCS team members in development of the Strategic Plan Update	Aug 2020	Dec 2020	Every LCS team member engaged in planning process
3.1.b.	Engage the input and suggestions of the Parks and Recreation Commission, the Library Commission and general public in development of the Strategic Plan	Nov 2020	Jan 2021	LCS Strategic Plan recommended by both the Parks & Rec Commission and the Library Commission
3.1.c.	Conduct an annual review of performance and progress toward Strategic Plan goals	Oct 2021	Jan 2022	Complete next annual review by Jan 2022
3.1.d.	Integrate strategic plan goals into individual employee work plans	Feb 2021	Aug 2021	All individual work plans tie directly to strategic plan goals

### **S.M.A.R.T. Goal #3.2. Use library and community services statistics, community survey response data, , strategic and master plan documents, and analyses of best practices to inform decisions about new and current LCS services and programs.**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
3.2.a.	Develop tools to collect quantitative and qualitative feedback from service users and program attendees, in alignment with Strategic Direction #1.	Jan 2021	Aug 2021	See Goal 1.1.a
3.2.b.	Use community feedback to modify programs and services in response to identified community needs	Oct 2021	ongoing	90% or higher rating on customer satisfaction surveys achieved
3.2.c.	Publish relevant statistics and data to the public through advisory bodies, budget stories page, and for publication online and in print.	Jan 2021	ongoing	Budget stories page updated annually; advisory bodies monthly
3.2.d.	Advance the recommendations of the Parks and Recreation Facilities Master Plan (PRFMP)	Jul 2020	ongoing	See PRFMP

### **S.M.A.R.T. Goal #3.3. Target department services, programs, and resources efficiently and where they are most effective.**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
-------------	--------------------	--------------	------------	-------------------------

3.3.a	Develop a “Rebuilding LCS” service adaptation plan for post-Covid-19 services, operations, facilities, and personnel	Jun 2020	Jun 2021	See Strategic Direction #8
3.3.b.	Develop and implement a plan to enhance technology services and access to seniors	Aug 2020	Dec 2021	Achieve 100% of senior center users have access to high-speed internet and connected device
3.3.c.	Under Council direction, convene and support a Youth Advisory Committee (YAC) to provide input on youth related programs and services	Nov 2020	Jun 2021 and ongoing	Work with the new YAC to create a committee work plan for 2021-22 year by June 2021
3.3.d.	Implement a Books By Mail program to direct ship library materials to seniors and the homebound using existing resources	Sep 2020	Apr 2021	Program implemented and operational on time and within existing available resources
3.3.e.	Create a pilot program for pickleball play on City tennis courts; re-evaluate pilot program after 6 months	Nov 2020	May 2021	>80% of pickleball users rate pilot program as satisfactory or better in user surveys
3.3.f.	Create a demonstration garden at the main library to use by MCC children and seniors during MPCC interim services, as well as the general public	Jan 2021	Summer 2021	Garden and supporting programming in place by beginning of transitional service period
3.3.g.	In coordination with Strategic Direction #7, identify opportunities to eliminate or reduce barriers to recreation program participation and facility use	Feb 2021	Jun 2021	See Strategic Direction #7
3.3.k.	Provide virtual and or virtual/onsite hybrid participation for programs, events, and classes whenever feasible and appropriate	Apr 2020	ongoing	>50% of classes, events and programs provide a virtual or hybrid option; >90% of virtual program attendees rate experience as good or better in user surveys

## **Strategic Direction #4: Maintain efficient operations, systems, and facilities**

### **S.M.A.R.T. Goal #4.1. Operate an efficient municipal department that meets assigned service delivery outcomes within approved operating budget.**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
4.1.a.	Deliver 100% of the department's service delivery outcomes within established operational budget constraints	Jun 2020	Jul 2021	100% of service outcomes delivered on time and within budget
4.1.b.	Analyze departmental staffing needs and organizational structure and develop staffing proposals to address projected service demand changes, in alignment with Strategic Direction #8	Jan 2021	Jun 2021	Proposed staffing and operational plan completed and presented to City Council in the context of the FY 2021-22 operating budget
4.1.c.	Complete a fee study that analyzes the current fee structure and costs for classes and rentals with the goal of creating a consistent fee structure for classes and rental costs across all LCS facilities	Oct 2020	Apr 2021	Propose any fee changes for Council adoption for 2021/22 FY.
4.1.d.	Cross train staff across functional areas to increase staff skills and flexibility	Jan 2021	Jul 2021	>50% of department staff cross-trained in two or more operational areas of the department

### **S.M.A.R.T. Goal #4.2. Secure external resources from grants, volunteers, and partnerships that are valued greater than the costs to acquire and maintain the external resources.**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
4.2.a.	Secure external grant funding to support and enhance LCS services.	Jun 2020	ongoing	Total annual grant funding secured is equivalent to or greater than 5% of department annual general fund operating budget.
4.2.b.	Engage volunteerism in support of library and community services public services.	Jun 2020	ongoing	Total annual volunteer hours served is equivalent to or greater than 3% of total annual staff hours worked.
4.2.c.	Continue to work with local higher education programs to provide internship opportunities	Jun 2020	ongoing	Total annual intern hours served is equivalent to or greater than 0.5% of total annual staff hours worked.
4.2.d.	Explore opportunities to facilitate the creation of a nonprofit group to support parks and recreation facilities and services	Feb 2021	Jan 2022	See Goal 7.1.b

**S.M.A.R.T. Goal #4.3. Coordinate with City IT and Public Works departments to address ongoing technology needs, resolve technical challenges, and leverage emerging opportunities to address evolving facility and technology needs.**

Task	Description	Start	End	Performance goal
4.3.a.	Advance the recommendations of the Parks and Recreation Facilities Master Plan (PRFMP)	Jul 2020	ongoing	See PRFMP
4.3.c.	Working with City IT and the IT Master Plan, identify strategies and opportunities to ensure that all Menlo Park residents have reliable access to high-speed internet and an internet-connected device	Jul 2020	Jul 2023	100% of Menlo Park residents have reliable access to high-speed internet and an internet-connect device
4.3.d.	Identify opportunities for self-service and automation technology systems to improve efficiency and free up staff resources to focus on services and programs	June 2020	Ongoing	See Goal 1.4
4.3.e.	Implement a department-wide, web-accessible staff shift scheduling system that intuitive for staff and improves operational efficiency and flexibility	Oct 2020	Dec 2020	System implemented and 100% of staff shift scheduling effectively migrated to new system
4.3.f.	Seek and secure competitive bids for a new Integrated Library System platform; engage new vendor; migrate library data to new system and launch new ILS by July 1, 2021	Oct 2020	Jul 2021	Project completed 100% on time and within budget
4.3.g.	Working with City Finance department, investigate customer payment systems that improve ease of payments, financial reconciliation, and integration with existing systems, possibly as part of new library ILS (See above)	Jan 2021	Jul 2021	Project completed 100% on time and within budget
4.3.i.	Investigate improvements to customer registration system (currently EGov) for LCS programs and events, including options to migrate to a new system	Jul 2021	Dec 2021	Project completed 100% on time and within budget
4.3.j.	Improve departmental capabilities for videoconferencing. Focus on internal uses to improve intra-team communication, and on external uses for virtual program creation and distribution	Jan 2021	Jun 2021	Project completed 100% on time and within budget

**S.M.A.R.T. Goal# 4.4. Practice environmental sustainability and energy efficiency in department operations**

Task	Description	Start	End	Performance goal
4.5.a.	Working with city Environmental Sustainability department and following the strategy recommendations of the Community Zero Waste Plan, reduce waste generation by staff by 5%	Jan 2021	Dec 2021	Reduce departmental waste generation by 5%

4.5.b.	Readjust energy consumption at LCS facilities to achieve operational Net Zero Energy in alignment with Climate Action Plan goals for city facilities by 2030	Jan 2021	Dec 2030	Achieve 100% of Climate Action Plan energy consumption goals by 2030
4.5.c.	In coordination with Public Works, replace water fountains at LCS facilities with bottle filling stations	Oct 2020	Jul 2021	Bottle filling stations installed on time and within established project budget



## **Strategic Direction #5:** **Create meaningful staff development, engagement, and team communication opportunities**

**S.M.A.R.T. Goal #5.1. Complete individual work plans annually for all department team members. Work plans will include goals, tasks, and Performance goals as well as individual training and professional development goals.**

Task	Description	Start	End	Performance goal
5.1.a.	Complete individual work plans for all department team members.	Aug 2020	Jan 2021	100% of department team members complete individual employee work plans by 9/30/19.
5.1.b.	Identify individual employee training needs and coordinate training sessions to fill the needs. Make sure training outcome is shared and applied	Jan 2021	ongoing	As part of work plan development, identify training needs and schedule trainings for all employees by May 2021
5.1.c.	Identify individual employee professional development goals and develop action plans to help each employee achieve their professional goals. Encourage certifications and educational requirements when required for position.	Jan 2021	ongoing	As part of work plan development, create professional development action plans for each employee by 2021
5.1.d.	Provide regular one-on-one check- in meetings between employees and supervisors to review performance goals and progress	Jan 2021	ongoing	100% of employees and supervisors engage in monthly one-on-one meetings
5.1.e.	Complete annual employee evaluations for every employee	Jan 2021	ongoing	100% of departmental employees receive an annual evaluation

**S.M.A.R.T. Goal #5.2. Develop a department wide staff training plan to maximize depth and breadth of organizational knowledge, provide cross-training and development opportunities for career growth.**

Task	Description	Start	End	Performance goal
5.2.a.	Create a training team and task them with developing a training plan for the department. Training plan should include team or small group trainings and require post-training report-outs to larger team or at departmental meetings. First round of training topics to be developed based on responses from October 2020 departmental survey.	Jan 2021	ongoing	Training team created. 3 team trainings per division per year; group trainings provided at each annual staff retreat meeting
5.2.b.	Develop and implement an operations cross-training strategy to enhance staff capacity, teamwork, and flexibility.	Apr 2021	Dec 2021	Cross training plan developed

5.2.c.	Develop depart-wide understanding of position requirements so that training support can be provided	Mar 2021	Dec 2021	Technical and training requirements for each departmental position available to all employees
5.2.d.	Provide technology training based on the results of the departmental survey from Oct 2020 (Monday.com; Box.com; Deputy.com; Zoom; Workplace)	Nov 2020	Apr 2021	Tech training events held
5.2.e	Working with City HR, conduct all-hands trainings related to employee safety (e.g., protecting against viral transmission, dealing with difficult customers, active shooter training, etc.)	Jan 2021	Jan 2022 and ongoing	100% of department staff attend two or more safety trainings per year
5.2.f.	Implement supervisor talent exchange program to build capacity, facilitate succession planning, increase staff knowledge of department operations, and improve collaboration	Nov 2020	Jan 2021 and ongoing	100% of program work plan goals met
5.2.g	Develop a department wide staff development and succession plan to maintain continuity of organizational knowledge, minimize operational disruptions, sustain employee retention levels, and provide opportunities for career growth.	Jan 2021	Jan 2022	Plan completed and presented to City Manager for review and approval
5.2.h	Provide rewarding internship opportunities for early career professionals and students to provide opportunities for work experience	Jun 2020	Ongoing	See Goal 4.2.c

**S.M.A.R.T. Goal #5.3. Conduct regular employee recognition and team-building activities and facilitate robust, transparent internal communication at all organizational levels**

Task	Description	Start	End	Performance goal
5.3.a.	Convene semiannual staff retreats for team building, information sharing, and professional development	Mar 2021	ongoing	100% of department staff participate in one or more staff retreats annually
5.3.d.	Provide opportunities for peer-generated staff recognition activities (e.g. virtual kudos boards, virtual and onsite recognition events, verbal recognition at all-hands meetings, etc.)	June 2020	ongoing	100% of department staff engage in one or more peer-generated recognition activities annually
5.3.e	Designate an official communication channel for internal communications and ensure all department staff have access to and are trained in the use of the channel	Dec 2020	ongoing	100% of department staff gain access and training in the use of designated internal communication system
5.3.f	Engage all department staff in collaborative problem-solving efforts to address suggestions and concerns identified in the biennial City employee survey (e.g., work/life balance, workload demands, balancing remote vs. on site work, internal communication and team-building, etc.)	Jun 2020	Jun 2022	>3% positive improvement in overall department employee satisfaction reported in biennial City employee survey

## **Strategic Direction #6:** **Engage in robust, transparent, two-way communication and outreach with the community**

### **S.M.A.R.T. Goal #6.1. Coordinate with city public engagement manager to review and update LCS department webpages, email lists, social media presence, printed materials, and onsite messaging as needed to improve the effectiveness and transparency of communications**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
6.1.a.	Develop and implement a coordinated social media messaging strategy driven by user analytics. Use engagement tools to measure effectiveness of social media messages	Feb 2021	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.
6.1.b.	Provide easy channels for residents to provide feedback online and in person. Respond to all customer feedback promptly.	Aug 2020	ongoing	See Goal 1.1.c
6.1.c.	Evaluate current department webpages and print materials to assess reach, impact and relevance to residents	Jan 2021	Dec 2021	Achieve 90% or greater customer satisfaction with departmental communications on department customer satisfaction surveys.
6.1.d.	Utilize the Institute for Local Government "TIERS" public engagement model for major department communications efforts, in coordination with city public engagement manager and other relevant stakeholders	Jun 2020	ongoing	TIERS model engaged for 100% of major department communication efforts
6.1.e.	In coordination with city communications team, develop a system for identifying, targeting, and focusing departmental messaging. Test message content and methods to increase the effectiveness and reach of department communications	Jun 2021	Dec 2021	Achieve 90% or greater customer satisfaction with departmental communications on department customer satisfaction surveys.

### **S.M.A.R.T. Goal #6.2. Target communications and outreach resources efficiently and where they are most effective, in coordination with city public engagement manager**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
6.2.a.	Produce a weekly department e-newsletter for citywide distribution.	Jul 2020	ongoing	Weekly e-newsletter produced >45 times per year
6.2.b.	Translate major department communications. Have staff available to assist in translating during customer interactions. Encourage staff education in Spanish language/ASL	Oct 2020	ongoing	Translations provided for 100% of major department communications; bilingual staff are available to translate service interactions during 100% of operational hours

6.3.d.	Enhance visual accessibility of department web pages for users who need web readers. Evaluate options for improving accessibility of communications for those who are hearing impaired/sight impaired	Apr 2021	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.
6.3.e.	Use data from post event surveys to identify most effective forms of communication	Nov 2020	ongoing	Achieve 90% or greater customer satisfaction with web and social media user experience on department customer satisfaction surveys.
6.3.f.	Produce and distribute printed information materials to inform residents of department services	Feb 2021	ongoing	Printed informational materials produced and distributed to Menlo Park residents on a quarterly or more frequent schedule

**S.M.A.R.T. Goal #6.3. Explore new communications channels for reaching the community; reinforce and educate the community about existing channels**

Task	Description	Start	End	Performance goal
6.3.a.	Recruit ambassadors from department affiliate groups and advisory bodies to distribute department messages on hyperlocal social media channels (e.g., NextDoor, Facebook Neighborhoods, etc)	Jan 2021	ongoing	4 or more messages per quarter placed on hyperlocal channels
6.3.b.	Leverage the existing Niche Academy platform for training staff and the community	Feb 2021	ongoing	2 or more promotional pieces created and 2 or more staff training modules created per year
6.3.c.	Develop internal production capacity to produce “behind the scenes” videos for social media channels/ training for staff	Jan 2021	ongoing	1 or more training or promotional videos produced per year
6.3.d.	Integrate livestream broadcast into department event production (e.g., Zoom webinar synchronization to Facebook Live, YouTube, etc). Use archived recordings to enrich social media channels	Jan 2021	ongoing	2 or more live stream events produced and archived per year
6.4.e.	Secure “earned media” local media placements via press releases and other publicity techniques	Jan 2021	ongoing	4 or more local media placements and one feature article per year

## **Strategic Direction #7:** **Prioritize diversity, equity, and inclusion in department services and programs**

### **S.M.A.R.T. Goal #7.1. Identify and reduce barriers to participation for all residents**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
7.1.a.	Assess current cost recovery model to identify barriers to program participation (e.g., fees-for-service, overdue fines, instructor rates, prioritization of services, etc.)	Feb 2021	Jun 2021	Cost recovery / fee study completed and authorized in the context of the FY 2021-22 operating budget process
7.1.b.	Evaluate opportunities and best practices to remove barriers and increase accessibility to department programs and services (e.g., sliding scales, voluntary/ suggested donations at points of entry, fee waivers or scholarships, fundraising partnership with area nonprofits, "one city" access card system, etc.)	Feb 2021	Jun 2021	Evaluation completed and implemented in the context of the FY 2021-22 budget process
7.1.c.	Improve the accessibility of external communications by providing materials in other languages, making online communications web reader friendly, and other enhancements	Jan 2021	Jan 2022	See strategic direction 6.3.b.
7.1.d.	Identify opportunities, challenges and impacts to reduce access barriers for unhoused residents (e.g., address verification for library cards, internet access, use of recreation and gymnasium facilities, etc.)	Jan 2021	Jan 2022	Evaluation completed and recommendations presented to advisory commissions for review

### **S.M.A.R.T. Goal #7.2. Provide diverse, equitable, and inclusive services, programs, and facilities for all residents**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
7.2.a.	Align resources so that facility hours and services are equitable and accessible residents in all areas of the city	Feb 2021	ongoing	Facility hours and services are comparable and equitable
7.2.b.	Review policies related to public use of facilities (library behavior policy, recreation facility use policy, etc.) to ensure equity, diversity, and inclusion for all residents regardless of background	Feb 2020	Jun 2020	90% or more of facility users agree with the following statement on user surveys: "City facilities, services, and programs reflect the community's diversity and provide equity, inclusion, and accessibility for all residents regardless of background."

7.2.f.	Coordinate with Public Works to review physical accessibility of all LCS facilities	Oct 2020	Dec 2021	ADA review of all LCS facilities completed and recommendations presented in the context of a future Capital Improvement Program budget
7.2.g.	Coordinate with Public Works to assess furnishings and fixtures at LCS facilities for accessibility by seniors and the differently abled	Oct 2020	Jun 2021	90% or more of facility users in these demographic categories rate the accessibility of department facilities good or better in customer satisfaction surveys
7.2.h.	Assess options to provide adaptive technology for hearing-impaired users (e.g. audio loop systems, portable radio/assistive technology) and for users with with low vision.	Jun 2021	Jun 2022	Assessment completed and recommendations presented in the context of the FY 2021-22 operating budget
7.2.i.	Develop and implement services and programs that are adaptive and inclusive for people of all abilities	Jun 2020	ongoing	90% or more of service and program participants in these demographic categories rate the accessibility of department facilities good or better in customer satisfaction surveys
7.2.j.	Build and strengthen partnerships with community-based organizations (e.g. Samaritan House, Mateo Lodge) that assist people who are unhoused and/or need access to health care. Develop a pilot program to refer and connect users to these organizations.	Dec 2020	Dec 2021	Pilot program developed and implemented

**S.M.A.R.T. Goal #7.3. Train staff on the principles and practice of equity, diversity, inclusivity, and adaptive learning; conduct a full review of potential bias in department operations**

Task	Description	Start	End	Performance goal
7.3.a.	Participate in institutional bias reform and training sessions, in alignment with City Council priorities	June 2020	ongoing	100% of LCS team members participate in one or more institutional bias training sessions per year
7.3.b.	Provide effective staff training on services to people who are unhoused	Jan 2021	ongoing	100% of department staff participate in one or more trainings per year about inclusive services to the unhoused
7.3.c.	Provide effective training to staff and contract instructors on adaptive learning techniques	Jan 2021	ongoing	100% of department staff and contract instructors participate in one or more trainings per year about adaptive learning techniques
7.3.d.	Ensure and sustain a diverse, safe, and inclusive work environment for all department staff	Nov 2020	Apr 2021	90% or more of department staff rate the department's commitment to workplace diversity, safety and inclusion good or better in employee surveys
7.3.e.	Conduct a full review of potential bias in department operations	Jan 2021	Jan 2022	Review completed and presented to advisory bodies and City Council with recommendations for eliminating bias in operations

## **Strategic Direction #8:** **Design and implement safe, effective, efficient, and sustainable Service Adaptation Plans for post-COVID operations**

**S.M.A.R.T. Goal #8.1. Develop a comprehensive service adaptation (reactivation) plan for rebuilding department services, facilities, operations, budget, and personnel, in preparation for post-Covid operations**

<b>Task</b>	<b>Description</b>	<b>Start</b>	<b>End</b>	<b>Performance goal</b>
8.1.a.	Modify and prepare department facilities, operations, and personnel for resiliency in a post-Covid environment, and within long-term economic and operational restraints created by the pandemic	Jun 2020	Jun 2021	“Rebuilding LCS” service adaptation plan completed, authorized, and implemented in the context of the FY 2021-22 operating budget process
8.1.b.	Align strategy and timelines with State and local health orders and guidelines for safe reopening of city facilities to public access	Jun 2020	Jun 2021	“Rebuilding LCS” strategy and timelines 100% aligned with state and local guidelines
8.1.c.	Work with the Public Works department to create a facility cleaning and ventilation plan for city facilities prior to reopening for staff and public access	Jun 2020	Jun 2021	“Rebuilding LCS” facility plan meets or exceeds 100% of applicable post-Covid-19 health and safety standard requirements
8.1.e.	Create staffing and operational plans for department facilities that meet projected service demands, provide operational flexibility, and leverage self-service and automation systems to gain operational efficiencies where feasible and appropriate	Nov 2020	Jun 2021	“Rebuilding LCS” staffing and operational plan completed and presented to City Council in the context of the FY 2021-22 operating budget
8.1.f.	Re-configure public service points and interior spaces to provide for social distancing and to protect staff health. Implement cashless payments, sneeze guards, hand-sanitization, and touchless and self-service systems where necessary and appropriate to reduce likelihood of person-to-person viral transmission	Nov 2020	Jun 2021	“Rebuilding LCS” service adaptation plan includes detailed recommendations to reconfigure interior spaces and implement touchless/ self-service systems for a post-Covid-19 environment
8.1.g.	Evaluate and adapt programs and services to meet changing customer needs, align with post-Covid-19 health and safety requirements, and pivot to new service delivery models as needed and appropriate to adjust to new financial and operational restraints	June 2020	ongoing	“Rebuilding LCS” service adaptation plan includes detailed recommendations to adapt 100% of department’s major service components
8.1.h	Prioritize service adaptation to vulnerable user groups, e.g., seniors, people with disabilities, people who are immune-compromised, families with young children	Apr 2020	ongoing	“Rebuilding LCS” service adaptation plan prioritizes access to services and programs for vulnerable user groups.



**MEMORANDUM**

**Date:** 1/28/2021  
**To:** Starla Jerome-Robinson, City Manager  
**From:** Nick Pegueros, Assistant City Manager  
**Re:** City Council meeting tentative agendas February – June 2021

In preparation for the City Council’s goal setting workshop on January 30, City staff have prepared tentative agendas for the remaining ten regularly scheduled City Council meetings. Table 1 captures the challenge before the city manager, mayor, and vice mayor: City staff estimates 114 hours of estimated agenda time, including staff’s presentation, public comment, and City Council deliberations through June 30. City Council has ten meetings scheduled with approximately 5.5 hours of meeting time per session for the same period.

Table 1: City Council tentative meeting agenda		
Department	Total (Feb-Jun 2021)	
	Staff reports (count)	Est. Council time (hrs)
Administrative services	40	25
City manager's office	53	42
Community development	12	17
Library and community services	11	9
Public works	35	21
<b>Total</b>	151 staff reports	114 hours
Regular City Council meetings	10 meetings	55 hours

Tentative agendas layout all known City Council agenda items as of January 27, Attachment B.1. Columns include:

**Name** – Temporary description for internal purposes, used to identify discrete agenda items or actions. Note: published agenda titles will vary.

**Est. Duration** – Staff’s best time estimate for each agenda item, including staff presentation, public comment, and council deliberations. For consent agenda items, staff plans approximately ten minutes (0.15-0.17 hrs). For informational items, staff plans zero minutes, given that informational items generally take less than five minutes.

**Owner** – Primary staff assigned to complete the report. Agenda staff reports typically involve additional staff beyond the owner(s).



**TBD Week of February 1 -  
 Closed Session (tentative)**

<b>Name</b>	<b>Est. Duration</b>	<b>Agenda section</b>	<b>Council action</b>	<b>Dept.</b>	<b>Owner</b>
Public employment (Gov. Code section 54957) city attorney recruitment	0.75	Closed Session	Direction to staff	CMO	Starla Jerome-Robinson
Government Code Section 54957(b) Public Employee Performance Check-In Title: City Manager	0.75	Closed Session	Direction to staff	CA	Cara Silver
Conference with Legal Counsel – Potential Litigation: Significant exposure to litigation pursuant to § 54956.9(b) Number of cases – 1	0.50	Closed Session	Direction to staff	CA, CMO	Starla Jerome-Robinson, Cara Silver

**2.00**

**February 1, 2021 - Special Meeting (tentative)**

<b>Name</b>	<b>Est. Duration</b>	<b>Agenda section</b>	<b>Council action</b>	<b>Dept.</b>	<b>Owner</b>
Consideration of design elements for the Menlo Park Community Campus pool (copy)	0.50	Regular	Approve	CMO	Justin Murphy, Chris Lamm

**0.50**

CMO/CA = City Manager's Office  
 ASD = Administrative Services  
 CDD=Community Development  
 LCS = Library and Community Services  
 PD=Police  
 PW=Public Works

**February 9, 2021 - Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Water Fund	1.00	Study Session	Direction to staff	PW	Chris Lamm, Pam Lowe
Pension liabilities presentation - GovInvest	0.50	Presentati on	No action	ASD	Dan Jacobson
Minutes: 1/19 and 1/26, 1/14	0.15	Consent	Approve	CMO	Judi A Herren
Quarterly financial operations report	-	Consent	Receive and file	ASD	Dan Jacobson
Quarterly investment report	-	Consent	Receive and file	ASD	Dan Jacobson
Lifeline transportation grant (shuttle program)	-	Consent	Adopt resolution	PW	Nikki Nagaya
Accept Per Capita Funds (Prop 68 - Parks and Water Bonds)	0.16	Consent	Adopt resolution	LCS	Adriane Lee Bird, Sean Reinhart
Newsrack permit fees	0.75	Public Hearing	Adopt resolution	PW	Nikki Nagaya, Scott Jaw, Eren Romero
Dinner/Recess	0.33				
Revoke resolution of intent to withdraw from Peninsula Library System and purchase library enterprise technology application	0.75	Regular	Adopt resolution	LCS	Sean Reinhart, Nick Szegda
Aquatics service delivery contract extension	1.00	Regular	Direction to staff	LCS	Sean Reinhart, Adriane Lee Bird
2021 priorities and work plan	1.00	Regular	Approve	CMO	Nick Pegueros
2021-22 budget principles	0.50	Regular	Approve	ASD	Budget team
Public input on labor negotiations - AFSCME, Confidential, POA, SEIU	1.00	Regular	No action	ASD	Nick Pegueros, Theresa DellaSanta
Public input on labor negotiations - Unrepresented	0.25	Regular	No action	ASD	Nick Pegueros, Theresa DellaSanta
City Council agenda topics: Feb 23 to Mar 9	-	Informational	No action	CMO	Judi A Herren
Draft updates to City Council procedures	-	Informational	No action	CMO	Nick Pegueros, Judi A Herren
Subcommittee follow-up (duration and charge)	-	Informational	No action	CMO	Judi A Herren, Nick Pegueros
Cost recovery policy	-	Informational	No action	LCS, ASD	Nick Pegueros, Sean Reinhart, John McGirr, Christian Quijano
Emergency water supply update	-	Informational	No action	PW	Pam Lowe, Chris Lamm, Madelinne Godinez

**7.39**

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**February 23, 2021 - 5 p.m.**  
**Special and Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Labor relations - SEIU, AFSCME, POA, Unrepresented	2.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
ConnectMenlo community amenities	1.00	Study Session	Direction to staff	CA	Cara E. Silver
Cost recovery policy	1.00	Study Session	Direction to staff	CMO, LCS	Nick Pegueros, Sean Reinhart, John McGirr, Rani Singh, Christian Quijano
Report from closed session			No action		
EQC recommendations on CAP strategies 2, 4, and 6	0.75	Commission Report	Direction to staff	CMO	Rebecca Lucky
Minutes: 2/9	0.15	Consent	Approve	CMO	Judi A Herren
Amend conflict of interest resolution to include certain advisory body members	-	Consent	Adopt resolution	CMO, CA	Judi A Herren, Cara E. Silver
Final map for 115 E Camino Real	-	Consent	Approve	PW	Nikki Nagaya, Chris Lamm
City Council subcommittee charters	1.00	Regular	Approve	CMO	Judi A Herren, Nick Pegueros
City Council procedures	1.00	Regular	Approve	CMO	Nick Pegueros, Judi A Herren
Consider modifications to the Downtown street closure and temporary outdoor use permit pilot program and adopt urgency Ordinance No. 1075 reopening all travel lanes on Santa Cruz Avenue (copy)	0.75	Regular	Adopt ordinance	PW, CMO	Nikki Nagaya, Justin Murphy, Cara E. Silver, Judi A Herren
West Bay Sanitary - MOU for Recycled Water	1.00	Regular	Approve	PW	Chris Lamm, Fariborz Heydari, Nikki Nagaya
2021-22 Capital improvement budget	-	Informational	No action	PW, ASD	Nikki Nagaya, Budget team
Public Engagement Pilot Program Update	-	Informational	No action	CMO	Clay Curtin
City Council agenda topics: Mar 9 to Mar 23	-	Informational	No action	CMO	Judi A Herren
Update on FEMA BRIC grant submittal and SAFER Bay implementation	-	Informational	No action	PW	Nikki Nagaya, Eric Hinkley, Chris Lamm
Dinner	0.33				
	<b>8.98</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**March 9, 2021 - 5 p.m. Special and Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Labor relations - SEIU, AFSCME, POA, Unrepresented	2.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
Performance evaluation - City Manager	1.00	Closed Session	Direction to staff	ASD	Theresa DellaSanta
Report from closed session			No action		
2021-22 Capital improvement budget	2.00	Study Session	Direction to staff	PW, ASD	Nikki Nagaya, Budget team
Minutes: 2/23	0.15	Consent	Approve	CMO	Judi A Herren
Quarterly personnel update (Jan-Mar)	-	Consent	Receive and file	ASD	Theresa DellaSanta
Signing/stripping on-call program	-	Consent	Contract award or amend	PW	
Cost recovery policy	-	Consent	Approve	CMO, LCS	Nick Pegueros, Sean Reinhart, John McGirr, Rani Singh, Christian Quijano
Water Rates - Authorize the distribution of Prop 218 Notices for 5 year water rates	1.50	Regular	Approve	PW	Chris Lamm, Pam Lowe
SF Creek - Approval of Bridge Design & Palo Alto Intertie Agreement	1.00	Regular	Approve	PW	Chris Lamm, james michael sartor, Fariborz Heydari
Middle Avenue (800 ECR) Purchase and sale agreement	0.50	Regular	Approve	PW	
Dinner	0.33				
Rebuilding LCS - Service delivery priorities	1.00	Regular	Direction to staff	LCS	Sean Reinhart, Adriane Lee Bird, Nick Szegda
City Council agenda topics: Mar 23 to Apr 13	-	Informational	No action	CMO	Judi A Herren
ConnectMenlo community amenities subcommittee report	1.00	Subcommittee report	Direction to staff	CA	Cara E. Silver

**10.48**

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**March 23, 2021 - 5 p.m. Special  
and Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Labor relations - SEIU, AFSCME, POA, Unrepresented	1.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
Report from closed session					
Urban Water Management Plan (UWMP)	1.00	Study Session	Direction to staff	PW	Chris Lamm, Pam Lowe
Finance and Audit Committee, update	0.25	Committee Report	Receive and file	ASD	Dan Jacobson
Minutes: 3/9	0.15	Consent	Approve	CMO	Judi A Herren
Housing Element Annual Progress Report	-	Consent	Receive and file	CDD	Deanna Chow, Rhonda Coffman
Building electrification public engagement plan (CAP Action No.1)	0.50	Regular	Approve		Rebecca Lucky
Rebuilding LCS - Service delivery options	1.50	Regular	Direction to staff	LCS	Sean Reinhart, Adriane Lee Bird, Nick Szegda
City Manager employment agreement extension	0.25	Regular	Approve	ASD	Theresa DellaSanta
General Fund forecast	1.00	Regular	Direction to staff	ASD	Dan Jacobson, Christian Quijano
Housing Element consultant and public engagement framework	1.50	Regular	Contract award or amend	CDD	Deanna Chow
MPCC Power Purchase Agreement	0.75	Regular	Approve	PW, CMO	Chris Lamm, Rebecca Lucky, Justin Murphy
Revise community amenities resolution	1.00	Regular	Adopt resolution	CA	Cara E. Silver
EQC Work Plan	0.75	Regular	Approve		Rebecca Lucky
City Council agenda topics: Apr 13 to Apr 27	-	Informational	No action	CMO	Judi A Herren
Master fee schedule updates	-	Informational	No action	ASD	John McGirr
Dinner	0.33				
	<b>9.98</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**TBD: January - March 2021**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
City attorney services	0.25	Regular	Contract award or amend	CMO	Nick Pegueros
Next steps for Willow/US 101 interchange landscaping	0.75	Regular	Direction to staff	PW	Morad Fakhrai, Madelinne Godinez, Eren Romero, Nikki Nagaya
Terminating the local emergency	-	Consent	Adopt resolution	CMO, CA	Cara E. Silver, Judi A Herren
Direction on forming Redistricting Commission and Retaining Demographer	2.00	Regular	Direction to staff	CMO, CA	Judi A Herren, Cara E. Silver
Use CRT (facebook DA) funding in 2021-22	2.00	Regular	Direction to staff	CMO, CA	Cara E. Silver, Nick Pegueros
Short Term Rental contract and potential budget amendment	-	Consent	Approve	CDD, ASD	Rhonda Coffman, John McGirr
Approve work for Climate Action Plan (CAP) items 2, 4, and 6, and amend the CAP to reflect changes	0.50	Consent	Adopt resolution, Approve	CMO	Rebecca Lucky
Progress report on Climate Action Plan strategy No.1 Existing Building Electrification	0.50	Informational	Receive and file, Info from staff	CMO	Rebecca Lucky
<b>6.00</b>					

**TBD: Joint meeting with MPFPD**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Evacuation plans, discussion	1.50	Regular	No action	VARIO US	Nick Pegueros
Grand Jury Report: "SMC Alert-Emergency Alerts: More People Need To Know	1.00	Joint meeting		VARIO US	Judi A Herren
<b>2.50</b>					

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**April 13, 2021 - 5 p.m. Special and Regular Meeting**

<b>Name</b>	<b>Est. Duration</b>	<b>Agenda section</b>	<b>Council action</b>	<b>Dept.</b>	<b>Owner</b>
Labor relations - SEIU, AFSCME, POA, Unrepresented	1.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
Report from closed session			No action		
Provide direction on paving program and use of rubberized asphalt	1.50	Study Session	Direction to staff	PW	Nikki Nagaya, Chris Lamm
Rebuilding LCS - Post-Covid Service Adaptation Plan	1.50	Study Session	Direction to staff	LCS	Sean Reinhart, Adriane Lee Bird, Nick Szegda
Minutes: 3/23	0.15	Consent	Approve	CMO	Judi A Herren
SFPUC Water Supply Agreement Amendment	-	Consent	Approve	PW	Chris Lamm, Pam Lowe
SB1 funding candidate projects	-	Consent	Adopt resolution	PW	Nikki Nagaya, Chris Lamm
Ravenswood/Laurel signal improvements	-	Consent	Contract award or amend	PW	Nikki Nagaya
2021 priorities and work plan quarterly report as of March 31	-	Consent	Receive and file	CMO	Nick Pegueros
Master Fee Schedule update effective July 1, 2021	1.00	Public Hearing	Adopt resolution	ASD	John McGirr, Dan Jacobson
Dinner	0.33				
City Council agenda topics: Apr 27 to May 11	-	Informational	No action	CMO	Judi A Herren
Transportation Management Association (TMA) update	-	Informational	No action	PW	Nicholas Yee
	<b>5.48</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**April 27, 2021 - 5 p.m. Special  
and Regular Meeting**

<b>Name</b>	<b>Est. Duration</b>	<b>Agenda section</b>	<b>Council action</b>	<b>Dept.</b>	<b>Owner</b>
Labor relations - SEIU, AFSCME, POA, Unrepresented	2.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
Report from closed session			No action		
Advisory body appointments	0.75	Commission Report	Approve	CMO	Judi A Herren
Minutes: 4/13	0.15	Consent	Approve	CMO	Judi A Herren
Quarterly financial operations report	-	Consent	Receive and file	ASD	Dan Jacobson
Quarterly investment report	-	Consent	Receive and file	ASD	Dan Jacobson
Rebuilding LCS - Post-Covid Service Adaptation Plan	2.00	Regular	Direction to staff	LCS	Sean Reinhart, Adriane Lee Bird, Nick Szegda
Dinner	0.33				
City Council agenda topics: May 11 to May 25	-	Informational	No action	CMO	Judi A Herren
Rate assistance update	-	Informational	No action	CMO	Joanna Chen

**5.23**

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works



**May 11, 2021 - 5 p.m. Special and Regular Meeting**

<b>Name</b>	<b>Est. Duration</b>	<b>Agenda section</b>	<b>Council action</b>	<b>Dept.</b>	<b>Owner</b>
Labor relations - SEIU, AFSCME, POA, Unrepresented	1.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
Report from closed session			No action		
Minutes: 4/27	0.15	Consent	Approve	CMO	Judi A Herren
Proclamations: Pubic Works week & Bike to Work day (tentative)	0.10	Proclamation	No action	PW	Nikki Nagaya
Parks capital projects and use of Measure T funds	1.50	Study Session	Direction to staff	PW, ASD	Nikki Nagaya, Chris Lamm, Dan Jacobson
5 year water rates	1.00	Public Hearing	Adopt resolution	PW	Chris Lamm, Pam Lowe
Urban Water Management Plan (UWMP)	1.00	Public Hearing	Adopt resolution	PW	Chris Lamm, Pam Lowe
Financial advisory services and bond counsel services for a Measure T bond issuance	0.50	Regular	Contract award or amend	ASD	Dan Jacobson
Placeholder - development project land use entitlements	2.00	Regular	Adopt resolution	Placeholder	
Permanent installation of Belle Haven Traffic Calming Plan improvements	1.00	Regular	Approve	PW	Nikki Nagaya, Kristiann Choy, Kevin Chen
City Council agenda topics: May 25 to June 8	-	Informational	No action	CMO	Judi A Herren
City Manager's proposed budget	-	Informational	No action	CMO	Budget team
Dinner	0.33				
	<b>8.58</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**May 25, 2021 - 5 p.m. Special and Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Labor relations - SEIU, AFSCME, POA, Unrepresented	1.00	Closed Session	Direction to staff	ASD	Nick Pegueros, Theresa DellaSanta
Report from closed session			No action		
Minutes: 5/11	0.15	Consent	Approve	CMO	Judi A Herren
Placeholder - development project land use entitlements	2.00	Regular	Adopt resolution	Placeholder	
Transportation Management Association feasibility study approval	1.50	Regular	Approve	PW	Nikki Nagaya, Kristiann Choy, Nicholas Yee
Preliminary approval of the Engineer's Report for the Landscaping Assessment District	0.25	Regular	Adopt resolution	PW	Nikki Nagaya
City Council agenda topics: June 8 to June 22	-	Informational	No action	CMO	Judi A Herren
Dinner	0.33				
	<b>5.23</b>				

**June 1, 2021 - Budget workshop Special Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
City Manager's proposed budget	2.00	Workshop	No action	ASD	Budget team
	<b>2.00</b>				

**June 8, 2021 - 5 p.m. Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Minutes: 5/25	0.15	Consent	Approve	CMO	Judi A Herren
Quarterly personnel update (Apr-Jun)	-	Consent	Receive and file	CMO	Theresa DellaSanta
City Manager's proposed budget	3.00	Public Hearing	Adopt resolution	CMO	Budget team
Placeholder - development project land use entitlements	2.00	Regular	Adopt resolution	Placeholder	
City Council agenda topics: June 22 to July 13	-	Informational	No action	CMO	Judi A Herren
Dinner/Recess	0.33				
	<b>5.48</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**June 22, 2021 - 5 p.m. Regular Meeting**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Minutes: 6/8	0.15	Consent	Approve	CMO	Judi A Herren
Landscape Assessment District for 2021-22	0.25	Public Hearing	Adopt resolution	PW	Nikki Nagaya
Stormwater Program fee collection	0.25	Public Hearing	Adopt resolution	PW	Nikki Nagaya
Fiscal year 2021-22 budget	0.80	Regular	Adopt resolution	ASD	Budget team
UUT temporary reduction	0.05	Regular	Adopt resolution	ASD	Nick Pegueros, Kristen Middleton
Appropriations limit	0.05	Regular	Adopt resolution	ASD	Nick Pegueros, Patricia Barboza
2021-22 SLESF/COPS spending plan	0.05	Regular	Adopt resolution	ASD	Nick Pegueros, Dani O'Connor
Authorization for blanket purchase orders and multi-year agreements	0.05	Regular	Adopt resolution	ASD	Nick Pegueros, Eren Romero
Approve year-end budget amendments (final cleanup)	0.05	Regular	Adopt resolution	ASD	Patricia Barboza
Ratify successor MOU - SEIU	0.50	Regular	Adopt resolution	ASD	Nick Pegueros, Theresa DellaSanta
Ratify successor MOU - AFSCME	0.50	Regular	Adopt resolution	ASD	Nick Pegueros, Theresa DellaSanta
Adopt unrepresented management compensation plan amendments	0.50	Regular	Adopt resolution	ASD	Nick Pegueros, Theresa DellaSanta
Adopt unrepresented confidential compensation plan amendments	0.50	Regular	Adopt resolution	ASD	Nick Pegueros, Theresa DellaSanta
Adopt salary schedule amendments	0.25	Regular	Adopt resolution	ASD	Theresa DellaSanta
Placeholder - development project land use entitlements	2.00	Regular	Adopt resolution	Placeholder	
Dinner/Recess	0.33				
City Council agenda topics: July 13 to Aug 24	-	Informational	No action	CMO	Judi A Herren
	<b>6.28</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**TBD: April - June 2021**

Name	Est. Duration	Agenda section	Council action	Dept.	Owner
Final action on Menlo Uptown project entitlements	2.00	Public Hearing	Adopt resolution	CDD	Deanna Chow, Tom Smith
Call up of 111 Independence Dr. project entitlements	2.00	Public Hearing	Adopt resolution	CDD	Deanna Chow, Kyle Perata
Review of Resolution No. 6600 - CC review of large and impactful projects (ext. to June 30, 2021)	0.50	Regular	Adopt resolution	CDD	Deanna Chow, Cara E. Silver
Willow Village DA process	1.00	Regular	Approve	CDD	Justin Murphy
Install school speed limit zones	-	Consent	Adopt resolution	PW	Nikki Nagaya
Sharon Park pathways project	-	Consent	Contract award or amend	PW	Nikki Nagaya
Support for Menlo Park Chamber of Commerce downtown improvement efforts	1.00	Regular	Direction to staff	CMO	Justin Murphy
MPCC parking restrictions	1.00	Study Session	Direction to staff	CMO	Justin Murphy
MPCC parking restrictions	0.50	Regular	Adopt resolution, Adopt	CMO	Justin Murphy
American Red Cross emergency shelter agreement	-	Consent	Approve	LCS	Sean Reinhart, Justin Murphy
BMR funding recommendations (from 2020 NOFA proposals)	1.00	Regular	Approve	CDD	Rhonda Coffman, Michael Noce
El Camino Real/Downtown Specific Plan minor incentive amendments - scope of work and resource request	1.00	Regular	Approve	CDD	Deanna Chow
Approve Climate Action Plan No.1: Existing Building Electrification Policy Options	1.50	Regular	Approve	CMO	Rebecca Lucky
Approve Climate Action Plan No.1: Existing Building Electrification Public Engagement Strategy	1.50	Regular	Approve	CMO	Rebecca Lucky, Clay Curtin
Climate Action Plan No.5: Award contract for a Solar Microgrid for the Menlo Park Community Center Campus	1.00	Regular	Contract award or amend	PW, CMO	Rebecca Lucky, Chris Lamm
Environmental Quality Commission Recommendations for Climate Action Plan Work for FY 21-22	1.50	Regular	Approve	CMO	Rebecca Lucky
Climate Action Plan Progress, Inventory Update, and Amendments	1.50	Regular	Adopt resolution	CMO	Rebecca Lucky, Candise Almendral
Memorandum of understanding with SFCJPA, Facebook and PG&E regarding SAFER Bay implementation	1.00	Regular	Approve	PW	Nikki Nagaya

**18.00**

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works

**TBD: On hold**

<b>Name</b>	<b>Est. Duration</b>	<b>Agenda section</b>	<b>Council action</b>	<b>Dept.</b>	<b>Owner</b>
Parking restrictions on Santa Cruz between Johnson and Arbor	0.50	Regular	Adopt resolution	PW	Nikki Nagaya, Eren Romero, Lisa Atwood, Kevin Chen, Kristiann Choy
Parking time restrictions Alma St/Creek Dr	1.50	Regular	Adopt resolution	PW	Lisa Atwood, Nikki Nagaya, Eren Romero, Kevin Chen, Kristiann Choy
Scope and cost for evaluating no right on red turn from ECR to Ravenswood and adding a pedestrian interval	-	Consent	Approve	PW	Nikki Nagaya
Report on Vision Zero policy progress	-	Informational	Info from staff	PW	Nikki Nagaya
City-sponsored ballot measure for additional 1% TOT (Facebook expansion hotel only)	0.50	Regular	Adopt resolution	CA	Leigh Prince, Cara E. Silver
Modify Community Zero Waste Plan strategies and implementation timelines	0.75	Regular	Adopt resolution	CMO	Rebecca Lucky, Candise Almendral
Closed session TOT	1.00	Closed Session	Direction to staff	CMO, ASD	Nick Pegueros
710 Willow Road appeal of use permit denial for alcohol sales	0.75	Public Hearing	Adopt resolution	CDD	Tom Smith
Final action Willow Village project entitlements	4.00	Public Hearing	Adopt resolution	CDD	Deanna Chow, Kyle Perata
	<b>4.00</b>				

CMO/CA = City Manager's Office  
ASD = Administrative Services  
CDD=Community Development  
LCS = Library and Community Services  
PD=Police  
PW=Public Works



**MEMORANDUM**

**Date:** 1/26/2021  
**To:** City Council  
**From:** Nick Pegueros, Assistant City Manager  
**Re:** 2020 City Council priorities and work plan year-end report

The following provides a year-end report, as of December 31, 2021, on the City Council's priorities and work plan.

**City Council adopted top priorities**

The following reflects the City Council's adopted top priorities for fiscal year 2020-21. The designation of a project as a "top priority" clarifies that staff may strategically realign limited resources to achieve the stated milestones for priority projects. The realignment may delay work on other projects or impact services to the public. Projects are listed by department in reverse alphabetical order. Attachment D.1 provides an at-a-glance view of all City Council adopted priorities and identified work plan projects.

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. Staff released the draft plan in August, before the ninth Oversight and Outreach Committee meeting held September 15. At that meeting, the Committee voted 6-0-2-3 (Mueller, Nash abstained; DeCardy, Riggs, Strehl absent) to recommend approval of the draft plan and provided additional policy recommendations for implementation for the City Council's consideration. The Complete Streets Commission reviewed the draft plan at their October meeting and voted unanimously to recommend approval of the draft plan and reaffirmed recommendations by the Committee. At their meeting on November 17, the City Council voted unanimously to adopt the Transportation Master Plan. Staff is finalizing the document before publishing the final plan on the City's website. Now that the plan is complete, staff will transition to implementing the plan and anticipates removal of this item as a top-priority project.

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.)

On November 10, 2020, the City Council amended the fiscal year 2020-21 by \$1.69 million for the Housing Element and its work related. This expenditure includes the partial-year funding for 2.0 full-time equivalent personnel (FTE). At the end of December, the City issued a Request for Qualifications (RFQ) to seek a consultant who would lead the Housing Element project and began recruitment to fill the senior planner position that was recently approved. The City will be recruiting for the Community Development Director position in early 2021.

Menlo Park community campus (Ref #3.)

The project continues to move forward on an ambitious timeline with start of construction activities anticipated in summer of 2021.

COVID-19 pandemic local emergency response (Ref #4.)

The emergency use authorization for two vaccines in December provide some relief to a virus that has fundamentally changes the City organization and operations. Early reports suggest that vaccines will not be widely available until summer 2021 with the County of San Mateo taking the lead on vaccine distribution. As of December 31, the vast majority of City facilities remain closed to the public to prevent the spread of the virus and protect the health of City employees and the community, especially those who are most vulnerable to illness and death from COVID-19. Facilities and operations will remain closed or heavily restricted through June 2021.

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

Considerable progress has been made in 2020 and staff looks ahead to 2021 with several projects in the pipeline. Accomplishments include increase in internet bandwidth, mobile computing and remote work, Land Management System Replacement, asset management system launch, security upgrades, cloud backups and disaster recovery.

Projects planned for 2021 are upgrade of physical security system and video surveillance, telephone system upgrade, virtual server infrastructure upgrade, network design and core network device replacement, electronic document management, create and rollout enhanced GIS-related services, increased security, completion of replacements for payroll and financial accounting software, and HVAC system upgrade in City Hall datacenter.

**Identified work plan projects**

Work plan projects reflect City Council goals. The distinction between a “top priority” and a “work plan project” is that resources may be shifted away from work plan projects and public services, if necessary, to make progress on top priority projects. The listing below includes previously approved work plan projects and projects discussed by the City Council over the past year. The City Council did not take action August 18 to authorize additions or deletions to work plan projects.

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. On July 16, City Council directed staff to pursue evaluation of two TMA models – citywide and sub-regional. Staff is coordinating with Manzanita Works, an organization building on the partnerships is created during the Manzanita Talks, on the potential sub-regional model as part of the final evaluation. Staff expects to bring an informational update to the City Council tentatively on April 13, before seeking the Complete Streets Commission’s recommendation on the final

report on April 14, and returning to the City Council for consideration of the final report on May 25.

Middle Avenue pedestrian and bicycle rail crossing planning (Ref #7.)

Staff prepared and submitted applications for approximately \$12 million from state and regional active transportation programs and San Mateo County Measure A/W funds, which were submitted in mid-September. San Mateo County Transportation Authority has conditionally approved \$1.3 million for the project. Staff anticipates to hear about the state and regional funds by June. 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. Staff has reached a tentative agreement with the property seller and will request the City Council to approve a Purchase and Sale Agreement later this spring.

Short-term rental ordinance (Ref #8.)

On July 28, 2020, the City Council appropriated \$35,000 for a short-term rental compliance contract to activate enforcement of municipal code for transient occupancy tax collection for short-term rentals with caveat that demands for payment against unregistered short-term rentals be suspended until January 1, 2021. City staff are currently in the process of completing reviews of short term rental compliance vendors in order to select firm to enter into a contract for services. Depending on the vendor selected, staff may return to City Council with an update on the selection process including updated pricing, which may include a budget amendment request.

Accessory dwelling unit ordinance update (Ref #9.)

Staff has been working to enhance the information on the City's website to assist the public navigate through the changes in state law, and will continue to explore other education materials and tools to aid ADU production as part of an SB2 grant. As a second step, staff proposes to initiate "cleanup" amendments for internal consistency in the Zoning Ordinance for increased clarity for applicants. Through reallocation of a vacant FTE position from Community and Library Services, an additional .75 FTE was recently added to Community Development to support this work plan item and work on minor modifications to the El Camino Real/Downtown Specific Plan (item #11). The clean-up amendments are anticipated to be reviewed by the City Council during July to September 2021. A third phase to explore substantive modifications could align with work on the upcoming housing element in the latter part of 2021 and 2022. Funds awarded as part of the SB2 grant could help fund these activities that support additional ADU production.

ConnectMenlo community amenities list update (Ref #10.)

On October 6, City Council received a recommendation from Mayor Taylor and City Councilmember Nash to form a City Council subcommittee to review the community amenities list and to suggest revisions to the list for consideration by the City Council at a future date. City Council appointed Mayor Taylor and City Councilmember Nash to the subcommittee. City staff in the city manager's office has been assigned to work with the subcommittee, and the subcommittee has met three times. The next step is a study session with the full City Council, which is anticipated for February 23.



ECR/Downtown specific plan area housing development incentives (Ref #11.)

No work has yet to commence on establishing incentives and reducing development barriers to creating housing in the specific plan area. Staff anticipates that the work would be limited in scope to focus on housing production, and would neither increase the residential cap nor explore larger policy issues that the City Council contemplated as part of its 2018 and prior specific plan biennial reviews. The project would be partially supported with funding from an SB2 grant and would need to be completed by June 30, 2022., During April to June 2021, staff plans to return to the City Council with a timeline and scope of work, including potential funding request for consultant resources. Any work that would trigger a general plan amendment, preparation of EIR, or extensive public outreach would require an extended timeline.

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. At this time, the series will remain on hold until staff receives confirmation from the Council on the proposed approach and additional resources, if needed

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. Since then, the City Council has continued to express the importance of the program and has sought adjustments in order to respond to business needs and to balance varying interests. The City Council has adopted several modifications through urgency ordinance nos. 1071 and 1072, and most recently adopted ordinance no. 1073 October 6, which require changes to be implemented by mid-October. The permit review process, changes in the field, and liaising with businesses require a tremendous amount of staff resources from multiple departments. The City Council extended the closures through February 2021 and the program through September 2021.

In November 2020, the Council approved a professional service agreement with HdL to provide economic development service activities. In addition, on December 8, the Council approved the creation of a new grant program and set aside \$100,000 to assist restaurants install outdoor dining areas. The City will be collaborating with the Menlo Park Chamber of Commerce, the San Mateo County Economic Development Association (SAMCEDA), and the San Mateo Credit Union to implement the program.

Citywide communication program development (Ref #14.)

As identified previously, expanding and improving two-way communication with Menlo Park residents requires additional staff time, to be achieved either through reallocating existing staff time or hiring new staff. In fiscal year 2020-21, resources were shifted to move one management analyst into the city manager's office to support communications. This position assists the public engagement manager with implementing communications program tasks and recommendations.

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 began this year on three of the six CAP strategies for existing building electrification (CAP strategy No.1), electric vehicle (EV) charging infrastructure for existing buildings (CAP strategy No.3), and elimination of fossil fuel use in City operations (CAP strategy No.5).

For existing building electrification (CAP No.1), staff has acquired the resources necessary to carry out the policy analysis which included hiring a temporary building official, and formally partnering with Peninsula Clean Energy and finalizing a scope of work with their technical energy consultant, TRC companies.

For EV infrastructure (CAP No.3), staff completed an infrastructure needs and gap analysis that identified at-home charging for multifamily residents as a high priority in order to increase EV purchases in this segment of the community that represents 40% of Menlo Park's population. City Council authorized staff to analyze and develop potential requirements for electric vehicle infrastructure at multifamily properties. In November, staff requested a budget amendment to support policy analysis. In January 2021, the City Council decided not provide further funding for the project due to state and regional incentives available. As a result, no further staff action is being taken on CAP strategy No.3 at this time.

For CAP strategy No.5 (eliminate fossil fuel use from city operations), staff completed a feasibility analysis for a solar micro grid for the new Menlo Park Community Center Campus that was presented to City Council. City Council authorized including a solar micro grid as part of the project. As a result, Optony Inc. was hired to develop a request for proposals on behalf of the City to support selection of a vendor to install and operate a solar micro grid for the Menlo Park Community Center Campus project next year.

National League of Cities' (NLC) Race, Equity, And Leadership (REAL) program (Ref #16.)

The National League of Cities' (NLC) Race, Equity, And Leadership (REAL) initiative strengthens local leaders' knowledge and capacity to eliminate racial disparities, heal racial divisions and build more equitable communities. Through training, technical assistance, tools, resources, assessment work, and capacity building for city leaders, REAL has worked with over 400 cities who are committed to using an equity lens in the design and delivery of city services and pursuing equitable access to those services for all residents. At their January 12 meeting, City Council considered and approved a budget request of \$80,000 to support the REAL initiative in fiscal year 2020-21.

### **Newly identified projects**

On occasion, new projects present themselves that may result in a strategic benefit to the City. Often these are multiagency or multijurisdictional efforts that are accompanied by funding. On occasion, the City Council will take action midyear to add a work plan project or direct staff to include a new project for consideration in the broader scope of the adopted priorities and work plan.

#### Menlo Park SAFER Bay Project (Ref #17.)

In September 2020, PG&E approached the City about partnering on a FEMA grant opportunity to address sea level rise impacting the Ravenswood Electrical Substation consistent with the SAFER Bay project (Attachment D.2) and the recently completed Dumbarton Bridge West Approach + Adjacent Communities Resilience Study (Attachment D.3.) Following initial coordination, the City, SFCJPA and PG&E also reached out Facebook to consider providing additional funding to expand the project. The FEMA grant is a program offering up to \$50 million per project to reduce risks from disasters and natural hazards. The City Council authorized a letter of support for the application on November 17, 2020. PG&E, the SFCJPA, Facebook and the City collaborated on the required documentation for a Building Resilient Infrastructure and Communities (BRIC) application, which was submitted to CalOES by December 3, 2020. Cal OES submitted the grant application for FEMA consideration on January 27, 2021. FEMA notifications on awarded projects are expected in summer 2021. In the meantime, staff is working with the project partners to develop a draft memorandum of understanding to formalize the roles and responsibilities to advance SAFER Bay implementation.

#### Middle Avenue traffic calming project (Ref #22.)

At the City Council's October 13 meeting, the City Council directed staff to develop a traffic calming and speed reduction plan for Middle Avenue. Staff anticipates this work would build on the recommendations in the draft Transportation Master Plan (projects 92 and 118) to add bicycle lanes and improved pedestrian facilities, to also consider traffic calming improvements such as curb extensions/bulb-outs, raised or other crosswalk enhancements, improved signage, or other devices to slow vehicle traffic. It is expected this work would also build on a petition received in mid-2019 from Middle Avenue residents, and as such, community engagement will be a critical component of developing conceptual plans for this project.

Staff proposes that this project would be developed in three phases: conceptual design and community engagement; trial installation using "quick-build" materials; and final installation using permanent materials. This three-phase approach is consistent with the process currently underway in the Belle Haven neighborhood traffic calming plan, where the trial installation is currently in place. Beginning this project is contingent on filling two vacancies in the transportation division of the public works department, which are beginning recruitment efforts following the reallocation of two positions as disclosed to the City Council as part of the budget amendments considered on January 12.

### **Suspended projects**

Suspended projects are those previously approved as work plan projects and are now suspended due to resource constraints. No action on public works or community development projects is anticipated due to an abundance of priority and work plan projects. City manager's office suspended projects may receive attention as resources allow.

#### Near-term downtown parking and access strategies (Ref #18.)

Suspended. No work has occurred in the past quarter and no additional work anticipated until resources allocated to advance this project.

#### Ravenswood Avenue Caltrain grade separation study (Ref #19.)

Suspended. Beginning this project is contingent on filling two vacancies in the transportation division of the public works department, which are beginning recruitment efforts following the reallocation of two positions as disclosed to the City Council as part of the budget amendments considered on January 12.

#### Single-family residential design review (Ref #20.)

Suspended. No work has occurred in the past quarter and no additional work anticipated until resources allocated to advance this project.

#### City Council procedures update (Ref #21.)

City staff has substantially completed proposed draft revisions for City Council consideration and action. New procedures, including a teleconference meeting participation and a City Councilmember calendars sunshine/transparency procedure, were included in a September 8 City Council packet and subsequently continued to a future date. The item is tentatively scheduled for City Council action in February 2021.

### **Attachments**

- D.1. 2020 City Council Priorities and Identified Work Plan year-end report as of December 31, 2020
- D.2. Hyperlink – SAFER Bay project: [sfcjpa.org/safer-bay-project](https://sfcjpa.org/safer-bay-project)
- D.3. Hyperlink – Dumbarton Bridge West Approach + Adjacent Communities Resilience Study: [adaptingtorisingtides.org/wp-content/uploads/2020/06/Dumbarton-Bridge-West-Approach-Adjacent-Communities-Resilience-Study-Final-Report.pdf](https://adaptingtorisingtides.org/wp-content/uploads/2020/06/Dumbarton-Bridge-West-Approach-Adjacent-Communities-Resilience-Study-Final-Report.pdf)

Memorandum prepared by:

Rebecca Lucky, Sustainability Manager  
 Rhonda Coffman, Deputy Community Development Director - Housing  
 Dan Jacobson, Assistant Administrative Services Director  
 Deanna Chow, Assistant Community Development Director – Planning  
 Adriane Lee Bird, Assistant Library and Community Services Director  
 Sean Reinhart, Director of Library and Community Services  
 Nikki Nagaya, Public Works Director  
 Justin Murphy, Deputy City Manager

## 2020 City Council Priorities and Identified Work Plan

### Year-end report as of December 31, 2020

10 20 30 40 50 60 70 80 90 100

Ref #	Priority projects (Approved August 18, 2020)	Lead Department	0	--	% Complete	--	100	
1	Transportation master plan (TMP)	Public Works						
2	2022 Housing Element, zoning code update and related work	Community Development						
3	Menlo Park community campus	City Manager's Office						
4	COVID-19 pandemic local emergency response	City Manager's Office						
5	Information Technology Master Plan implementation	Administrative Services						
Ref #	Identified work plan projects (No action taken on August 18, 2020)	Lead Department	0	--	% Complete	--	100	
6	Transportation management association (TMA) formation	Public Works						
7	Middle Avenue pedestrian & bicycle rail crossing planning	Public Works						
8	Short-term rental ordinance	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	City Manager's Office						
15	Climate Action Plan implementation	City Manager's Office						
16	NLC Race, Equity, And Leadership (REAL) program	City Manager's Office						
17	Menlo Park SAFER Bay implementation	Public Works						
22	Middle Avenue traffic calming project	Public Works						
Ref #	Suspended projects (Approved August 18, 2020)	Lead Department	0	--	% Complete	--	100	
18	Near-term downtown parking and access strategies	Public Works						
19	Ravenswood Avenue Caltrain grade separation study	Public Works						
20	Single-Family residential design review	Community Development						
21	City Council procedures update	City Manager's Office						
								Complete
								In progress / Implementation phase
								On hold/ Suspended